

# Danish-Arab Partnership Programme (DAPP) 2017-2022

**Key results** to be achieved in Morocco, Tunisia, Egypt, Jordan and regionally.

- Human rights defenders have sustained or developed their ability to promote and protect human rights.
- Gender equality will be improved according to SDG targets related to law reform, political participation, gender based violence and sexual and reproductive health and rights.
- The legal environment and managerial foundation for 22 free media outlets will be enhanced.
- Competence of 125 local partners, private sector businesses enhanced to effectively engage in/promote youth employment.
- Close to 10.000 targeted youth employed and approximately 10 labour market legislations approved according to ILO standards.

## Justification for support

- DAPP is aligned with Danish foreign policy interests in the region. DAPP addresses challenges and opportunities in a volatile political context and is based on demand from local partners and lessons learned over ten years.
- Support for governance and economic opportunities is highly relevant in the MENA context of pressure on human rights and youth unemployment.
- Despite the challenging context, DAPP's partnership strategy has demonstrated tangible results in specific intervention areas.
- DAPP's Human Rights Based Approach will be continued and amplified as it has demonstrated results among rights-holders and duty bearers e.g. gender equality and prevention of torture.

## How will we ensure results and monitor progress

- Modality for delivery of results is based on partnerships between Danish and local partners.
- Danish partners and MENA will deploy technical advisory staff in the region to oversee that the programme progresses according to its results framework.
- Partners will ensure and be held accountable for achieving results through monitoring mechanisms (including 3<sup>rd</sup> party monitoring) as well as annual planning and reporting arrangements agreed with/approved by MENA.
- MENA holds overall responsibility for monitoring and will communicate results regularly through the DAPP Communication Unit. After the 2<sup>nd</sup> and 4<sup>th</sup> year overall Results Report will be published.

## Risk and challenges

- Decreasing political stability could lead to DAPP phase out from one or more focus countries. Reversely, improvements in other unstable MENA countries could lead to DAPP phase in.
- Increasing authoritarian rule and narrowing of space for civil society will be addressed through policy dialogue by strategic partners, multilateral organisations and national human rights organisations. A worst case scenario will lead to DAPP phase out.
- Worsening economic crisis or stagnation is likely to undermine private sector growth and entrepreneurship. The thematic programme for economic opportunities comprises a number of mitigation measures.

<b>File No.</b>	2016-11680					
<b>Country</b>	Middle East and North Africa					
<b>Responsible Unit</b>	MENA					
<b>Sector</b>	Governance, human rights, media and economic opportunities					
	2017	2018	2019	2020	2021	2022
<b>Commitment</b>	200	200	200	200	200	
<b>Projected annual disbursement</b>	120	200	200	200	200	80
<b>Duration</b>	1.07.2017 – 31.06.2022					
<b>DK national budget account code</b>	06.32.09.10 06.32.09.20					
<b>Desk officer</b>	Kurt Mørck Jensen					
<b>Financial officer</b>	Mads Ettrup					

## SDGs relevant for Programme



## Budget

Governance Thematic Programme	DKK million
Engagement Human Rights	200.0
Engagement Gender Equality	125.0
Engagement Free Media	125.0
Thematic Programme Support	26.0
<b>Total</b>	<b>476.0</b>
Thematic Programme on Economic Opportunities	
Engagement Labour Market and Social Dialogue	75.0
Engagement Youth Participation and Employment	175.0
Engagement Entrepreneurship and Access to Finance	75.0
Thematic Programme Support	26.0
<b>Total</b>	<b>351.0</b>
Support Initiatives	
Youth Innovation Grant Facility	48.0
Danish Egyptian Dialogue Institute	36.0
<b>Total</b>	<b>84.0</b>
<b>Programme Support</b>	<b>89.0</b>
<b>Total</b>	<b>1,000.0</b>

Strat. objective(s)	Thematic Objectives	List of Engagement/Partners
Public institutions, civil society and businesses advance governance standards and provide economic opportunities	Governance standards enhanced by right-holders and duty-bearers	<ul style="list-style-type: none"> <li>Human Rights <b>Dignity led consortium</b></li> <li>Gender Equality <b>KVINFO led consortium</b></li> <li>Free Media <b>International Media Support</b></li> </ul>
	Economic opportunities for young men and women improved	<ul style="list-style-type: none"> <li>Labour Market and Social Dialogue <b>LO/FTF led consortium</b></li> <li>Youth Participation and Employment <b>Oxfam-IBIS</b></li> <li>Engagement Entrepreneurship and Access to Finance <b>AfDB</b></li> </ul>



## **Middle East and North Africa Region**

### **Programme Document**

#### **Danish Arab Partnership Programme 2017-2021**



## TABLE OF CONTENT

<i>Abbreviations</i>	<i>iv</i>
<i>Executive summary</i>	<i>v</i>

<b>1. INTRODUCTION</b>	<b>1</b>
<b>2. CONTEXT AND STRATEGIC CHOICES</b>	<b>2</b>
2.1 The regional context	2
2.2 Danish policy objectives and instruments	4
2.3 Lessons learnt	5
2.4 Justification and guiding principles	6
2.5 Programme objectives and strategic considerations	7
2.6 Theory of change and assumptions	9
2.7 Aid effectiveness and alignment	11
2.8 Regional programme interventions	13
2.9 Risk management	14
<b>3. THEMATIC PROGRAMME ON GOVERNANCE</b>	<b>16</b>
3.1 Thematic programme objective and Theory of Change	16
3.2 Overview of Development Engagements	17
3.2.1 Development Engagement on Human rights	18
3.2.2 Development Engagement on Gender equality	20
3.2.3 Development Engagement on Free Media	21
3.3 Engagement level results framework	22
3.4 Monitoring mechanisms	27
3.5 Budget at engagement level	27
<b>4. THEMATIC PROGRAMME ON ECONOMIC OPPORTUNITIES</b>	<b>28</b>
4.1 Thematic programme objective and Theory of Change	28
4.2 Overview of Development Engagements	30
4.2.1 Development Engagement on Labour Market and Social Dialogue	30
4.2.2 Development Engagement on Youth Participation and Employment	31
4.2.3 Development Engagement Entrepreneurship and Access to Finance	33
4.3 Engagement level results framework	34
4.4 Monitoring mechanisms	37
4.5 Budget at engagement level	38
<b>5. ADDITIONAL SUPPORT INITIATIVES</b>	<b>39</b>
<b>6. OVERVIEW OF MANAGEMENT SET-UP</b>	<b>41</b>
6.1 Management arrangements	41
6.2 Financial management	41
6.3 Monitoring, evaluation and reviews	42
<b>7. PROGRAMME BUDGET</b>	<b>43</b>

Annex 1: Partner descriptions	
Annex 2: Engagement results frameworks	
Annex 3: Engagement budgets	
Annex 4: Risk matrix	
Annex 5: Respons to Appraisal recommendations	

## **ABBREVIATIONS**

AfDK	African Development Bank
AMG	Aid Management Guidelines
CBA	Collective bargaining agreement
CVE	Countering Violent Extremism-programme
DAC	Development Assistance Committee, OECD
DAPP	Danish Arab Partnership Programme
DEDI	Danish Egyptian Dialogue Institute
DIIS:	Danish Institute for International Studies
DKK	Danish Kroner
ENP	European Neighbourhood Policy
GBV	Gender based violence
GUS	Global Development and Cooperation, MOFA
HR	Human rights
HRBA	Human rights-based approach
HRD	Human Rights Defenders
HRO	Human rights organisation
ILO	International Labour Organization, UN
M&E	Monitoring and evaluation
MENA	The Middle East and North Africa
MOFA	Ministry of Foreign Affairs, Denmark
NHRIs	National Human Rights Institutions
OECD	Organisation for Economic Co-operation and Development
PSF	Peace and Stabilisation Fund
SAT	Future phase of the Souk At-Tanmia
SDGs	Sustainable Development Goals
SME	Small and Medium-Sized Enterprise
SNEs	Seconded National Experts
SRHR	Sexual and Reproductive Health and Rights
STA	Senior technical advisers, DAPP
TAO	Technical assistance offices, DAPP
ToC	Theory of Change
TOR	Terms of Reference
TQS	Department of Technical Quality Support, MOFA
TVET	Technical vocational education and training
UGTT	Union Générale Tunisienne du Travail
UN	United Nations
UTICA	Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat
WBG	World Bank Group

## EXECUTIVE SUMMARY

The Danish Arab Partnership Programme (DAPP) is at a crossroad marked by challenges as well as opportunities. The Middle East and North Africa are faced with a complex set of challenges threatening the very fabric that holds the region together. This is witnessed in the conflicts and breakdown of state structures in Iraq, Libya, Syria and Yemen. Also for the countries of relative stability, the road to a more democratic, peaceful and prosperous future is no walk in the park.

The volatility of the region has serious implications for its citizens and repercussions for Danish and European security, prosperity and values. Risks of terrorist attacks are linked to the MENA region. The market access also suffers from instability and lack of rule of law, and democracy and human rights have experienced serious backlashes.

While the challenges appear daunting, there are opportunities for change and reform. In some countries, there is space for civil society engagement and reform willingness on the part of duty bearers. There is some social robustness in terms of a relatively strong and well-educated middle class. Opportunities exist for improving the conditions for young people to get jobs, a high priority in the region.

Since its inception in 2003, DAPP has combined country-level and regional interventions and been a unique instrument for building relations between Denmark and MENA partners. An evaluation from 2015 found that “DAPP has proved a relevant and adaptive foreign policy and development programme”, despite “challenging and highly dynamic conditions and great socio-cultural variations of the MENA region”. However, the volatility of the region warrants a refocused programme taking into consideration the complexity of the region’s challenges and aligned with Denmark’s foreign policy interests.

Danish foreign policy interests in the region are important markers for a refocused DAPP. These interests are aligned with regional interests as well as with the Sustainable Development Goals and the priorities of the European Neighbourhood Policy of the EU. More specifically, DAPP to a varying degree seeks to promote the following foreign policy interests:

- Shared values – *human rights and dignity*
- Common security – *preventing radicalization*
- Knowledge-sharing – *enhanced knowledge sharing to promote sustainable solutions and increase understanding and cooperation*
- Market opportunities – *mutual benefits from increased trade and investments*
- Public Diplomacy – *a strong and credible Danish image in the region*
- Migration – *reduced migration flows and brain drain*

In line with those foreign policy interests, DAPP’s vision is to promote a democratic, prosperous and stable Middle East and North Africa. DAPP will neither claim to nor aspire to reach this vision within the coming five-year programme cycle. Rather this vision will guide DAPP’s particular objectives and interventions.

While the new phase of the programme builds on the best elements of previous phases, particularly partnerships, its leaner and refocused design reflects: (i) Demand from local partners, (ii) Danish foreign policy interests in the MENA region; (iii) Challenges and opportunities of the regional context; and (iv) Lessons learned and comparative advantages of DAPP.

DAPP combines regional activities with interventions in priority countries currently comprising Egypt, Jordan, Morocco and Tunisia where there is potential for reform under relative stability.

The strategic programme objective is that *‘Public institutions, civil society and businesses advance governance standards and provide economic opportunities’*. The programme has six engagements under the two thematic programmes:

### **Governance**

Objective: *Governance standards enhanced by right-holders and duty-bearers* - with engagement outcomes including:

- Human Rights: Human rights standards enhanced and human rights defenders, torture prevention and religious dialogue strengthened.
- Gender Equality: Legal reform to recognise equality, including in the distribution of resources, equal political participation and prevention of violence enhanced.
- Free Media: Independent media strengthened and reform of regulatory frameworks enhanced.

### **Economic opportunities**

Objective: *Economic opportunities for young men and women improved* - with engagement outcomes including:

- Labour Market and Social Dialogue: Cooperation between social partners, conflict resolution and prevention, advocacy and lobbying and labour market legislation improved.
- Youth Participation and Employment: Life and technical skills for youth, organisational capacity, and advocacy and dialogue enhanced.
- Entrepreneurship and Access to Finance Engagement: Entrepreneurship skills, access to finance, and entrepreneurship ecosystem and culture strengthened.

Identification of partners for five of the six engagements followed an open tender during the second half of 2016 while the sixth engagement is with a multilateral partner (African Development Bank). In addition to the six engagements, funding is provided for the following initiatives: (i) a Youth Innovation Grant Facility to be formulated during the inception phase in 2017 and commence in 2018; (ii) the Danish Egyptian Dialogue Institute; (iii) Seconded National Experts to the EU Commission in Brussels and in the four countries; and (iv) Public Diplomacy and Communication.

The total budget for DAPP for 2017–2021 is DKK 1 billion with annual appropriations of DKK 200 million.

The new phase of DAPP 2017-2021 will be launched in June 2017 at a seminar in Copenhagen, where also its Danish partners and their engagements will be presented.



## **1. INTRODUCTION**

The Danish Arab Partnership Programme (DAPP) integrates a regional and country approach in line with the Sustainable Development Goals (SDGs), not least through the promotion of peace, justice and strong institutions (Goal 16), gender equality (Goal 5), decent work and economic growth (Goal 8) and partnerships (Goal 17). DAPP's strong human rights based approach (HRBA) aligns with the transformative principles of the 2030 Agenda for Sustainable Development.

DAPP has been a key Danish foreign policy instrument vis-à-vis the MENA region since its inception in 2003. The current Strategic Framework Document for DAPP expires by the end of 2016 and the new programme period faces a very different reality. This has brought forward the need to rethink the programme to provide an effective response to the region's complex set of challenges as well as align with new Danish foreign policy priorities.

The formulation of DAPP 2017-2021 follows a thorough consultation process with stakeholders in the MENA-region, Denmark and key international actors such as bilateral donors as well as the World Bank, UN and EU. The programme builds on successes and results of the previous phase. The partnership approach remains a key modality and is enhanced in this programme. There is a stronger emphasis on youth and gender equality as separate engagements and crosscutting priorities throughout DAPP. The programme operates with fewer countries, intervention areas and partners. Previous key areas, no longer part of DAPP, include support to all but one multilateral partner, direct democracy assistance, decentralisation and academic cooperation.

DAPP will operate with two thematic programmes on governance and economic opportunities with a total of six engagements. Morocco, Tunisia, Jordan and Egypt where there is potential for reform under relative stability are priority countries of the programme and complemented by regional activities designed by strategic and local partners of the programme.

DAPP is aligned with Danida's Aid Management Guidelines (AMG). It is developed in line with Guidelines for Country Programmes and in dialogue with DAPP strategic partners selected on the basis of an open tender process in 2016. Instead of a country policy paper, this programme document merges policy considerations with strategic objectives and presentation of key engagements developed in consultation with partners.

An inception review of DAPP is planned for the first quarter of 2018. This review will provide an opportunity to take stock of the first six months of implementation and adjust the results framework, outputs and indicators to optimise measurement of progress against set objectives.

DAPP's earlier title in Danish "Det Arabiske Initiativ" (DAI) has been changed to "Dansk Arabisk Partnerskabsprogram" (DAPP) to highlight the transformation of DAPP and the enhanced focus on partnerships.

The new phase of DAPP 2017-2021 will be launched in June 2017 at a seminar in Copenhagen, where also its Danish partners and their engagements will be presented.

## 2. CONTEXT AND STRATEGIC CHOICES

### 2.1 The regional context

**DAPP in a troubled region.** Six years after the uprisings in 2011, optimism is fading in large parts of the MENA region. Although the overall picture may seem distressing, there are openings and potential for change at many levels providing opportunities for DAPP. The region has fundamental political and socio-economic problems some of which DAPP may not be able to address, neither as an individual programme nor along with other development partners. However, the region's flux and volatility also involve challenges and opportunities which along with lessons learnt justify DAPP's presence.

**Plenty of challenges.** With few exceptions, we witness more political instability in what the World Bank characterises as the least democratic region in the world<sup>1</sup>. In many countries inclusive politics give way to authoritarian governance. Polarization and conflicts are on the rise. Da'esh and other radical elements are directly or indirectly affecting the entire region. Christians and other religious minorities increasingly experience persecution. Religious extremism puts particular pressure on gender equality and participation. Unemployment fuels exacerbated social tension and instability. There is widespread mistrust between citizens and government institutions. The youth is often left disenfranchised and frustrated. Civil society and freedom of expression is under pressure.

**But also opportunities.** While the problems may appear daunting for a small programme like DAPP, the context does present openings for reform and positive change. A long presence in the region, well-established networks of local partners, and documented and recognised results provide DAPP with a position to address some of the challenges. There are opportunities for DAPP in human rights, gender equality, interreligious dialogue, free media, labour market reform, youth engagement, employment, and entrepreneurship.

**Four focus countries.** The situation varies considerably between the focus countries of Morocco, Tunisia, Egypt and Jordan. **Morocco** experiences considerable stability, but nevertheless currently faces challenges from terror cells. Despite a declared policy of modernisation and a reform programme, the country has witnessed challenges in some human rights areas, in particular freedom of the press. Despite numerous and serious challenges, **Tunisia** has taken significant leaps in the democratic transition process. Tunisia hence maintains a reform momentum and vibrant civil society, but at the same time is in political limbo and, like other focus countries, faces huge economic challenges. Instability in neighbouring Libya and uncertainties in Algeria are particular Tunisian concerns. **Egypt** is at a critical juncture facing security concerns and fundamental challenges of political and economic reform. The space for oppositional voices including independent media, human rights defenders and NGOs is under increasing pressure. At the same time, there is an opportunity in Egypt to capitalize on a recent focus on women's political participation and preventing gender-based violence. The political situation in **Jordan** remains defined by its geopolitical position where refugees and spill over of the Syrian and Iraqi conflicts threaten stability, the labour market and socio-political cohesion. However, Jordan maintains a remarkable level of stability, freedom of expression and active civil society.

---

<sup>1</sup> The World Bank response is to put promotion of peace and social inclusion at the centre of its MENA strategy: Economic and Social Inclusion for Peace and Stability in the Middle East and North Africa (2015)

**Weak economic performance and unemployment.** Moderate economic growth in parts of the region has not been accompanied by corresponding job creation. With fast growing populations, this has led to severe unemployment, particularly among youth and women and as high as 30% or more in some countries. Governments have historically responded to unemployment with fiscally burdensome public sector expansion and failed to address structural reform needs. Policy environments and inflexible labour markets undermine private sector growth by upholding privileges instead of ensuring regulatory reform and competitive markets.

**The youth is frustrated.** Two-thirds of the population of the region are under the age of 30 and youth is at the heart of the most recent Arab Human Development Report<sup>2</sup>. A young population involves a huge potential, but social structures tend to underpin the power of older generations and exclude youth and women. The young feel marginalized, frustrated and angry and are excluded from society, not least in marginalised areas outside of main cities. If this frustration and anger is not addressed through provision of economic opportunities, it could lead to further instability and also risks leading to increased migration and radicalisation. Macro-economic uncertainty is not conducive for solutions to massive and rising unemployment, particularly among youth. On the positive side, promotion of youth employment is an explicit policy priority in the region.

**Civil society and media is under pressure but retain manoeuvring space.** Across the region, the space for civil society, both the formal legal framework and the actual room of manoeuvre for reform agents, is shrinking. Exceptions are Tunisia and to some extent Morocco. Human rights activists, members of civil society groups, free press and academia raise their voice demanding accountability and reform and are increasingly met with suppression. At the same time, increased access to information and social media allows civil society and individual citizens to mobilize more efficiently, in turn leading to strong demands for recognition, participation and influence across the region. Stronger independent media has potential to promote accountability and contribute to spur public debate on key reform issues.

**Gender equality remains top of the agenda.** Men and women are affected differently by political volatility and economic hardship and gender relations vary across the region. However, shared patterns of inequality, abuse and pressure from extremism make a strong case for exchange of experience and joint capacity building measures in areas such as legal recognition, political participation, prevention of violence, sexual and reproductive health and rights, and promotion of equality in the distribution of resources.

**What does the future hold for the region?** There is plenty of disagreement and little coherent analysis of development scenarios in the region and in individual countries. Global attention is on regional and national stability, fighting Da'esh, radicalization and illegal migration. None of these challenges will disappear easily and certainly not during the 2017-2021 programme period. There is no shortage of pessimistic outlooks such as a 'region trapped in a downward spiral'<sup>3</sup>. However, at lower levels of the problem hierarchy, particularly in the four DAPP focus countries, there is potential to defend past achievements and contribute to positive results in areas such as social and legal reform, strengthening civil society, defending human rights, gender equality and free media, and engaging youth. It is not only possible, but necessary to improve prospects for the

---

<sup>2</sup> UNDP: Arab Human Development Report: Youth and the Prospects for Human Development in a Changing Reality (2016) - authors of the report were involved at the outset of the programming exercise for the new phase of DAPP taking place in Jordan in 2015

<sup>3</sup> Danida: Evaluering af Det Arabiske Initiativ 2003-2014 (2015)

region, yet much depends on provision of economic opportunities and governments becoming more responsive to its citizens as well as on the robustness and influence of the reform minded middle class. This is what DAPP seeks to underpin.

## 2.2 Danish policy objectives and instruments

DAPP was launched in 2003 as a foreign policy instrument informed by the situation analysis of the *Arab Human Development Report* (2002) and with a dual objective of reform and dialogue. Four thematic areas were defined by this analytical point of departure, shared with similar American and European dialogue initiatives, yet differentiating DAPP in its early years from Danish mainstream development cooperation.

Programming principles for DAPP have since been brought in line with Danida's *Aid Management Guidelines* (AMG)<sup>4</sup>. While DAPP activities now correspond to mainstream Danish development cooperation<sup>5</sup>, partnerships between Denmark and countries in the MENA region remain a defining feature of DAPP.

DAPP 2017-21 supports the new *Danish Development and Humanitarian Policy* (2017), notably in its alignment to the SDGs and priority given to youth, gender equality and the human rights-based approach (HRBA). Furthermore, as a Danish foreign policy concern, DAPP pays attention to migration and prevention of radicalisation. Gender equality and youth feature as the focus of separate engagements as well as a crosscutting theme. By way of example, female reporters are beneficiaries of the engagement for free media and young men and women are key beneficiaries of the economic opportunities programme in recognition of their specific challenges and potential. DAPP supports Danish foreign policy interests in the region by promoting values such as human rights and dignity, prevention of illegal and irregular migration flows and radicalisation, market information and stronger commercial ties as well as enhancing a positive image of Denmark in the region. In pursuing these policy interests, DAPP is one instrument complemented by others, including most importantly:

**Peace and Stabilisation Fund (PSF).** The objectives of the PSF are stabilization and security while DAPP has a long-term reform perspective. PSF funding can provide the foundation for stability, which DAPP can build on to promote change. With the phase-out of DAPP in Yemen, Libya and Syria there is less geographic overlap between DAPP and PSF, yet the instruments remain mutually supportive. A case in point is the Countering Violent Extremism-programme (CVE) in Jordan, Lebanon and Iraq funded under PSF. A range of DAPP engagements address underlying causes of radicalization, while the CVE programme aims to counter violent extremism through targeted measures. Synergy and coordination on the ground between the CVE and the DAPP engagement on Youth Employment will be encouraged in Jordan.

**Humanitarian assistance.** Current focus is on support to refugees from Syria and Iraq and host communities in neighbouring countries (*Regions of Origin Initiative*). Short to medium-term support focuses on durable solutions to refugees through livelihood opportunities, education and health. The same services are provided to host communities to underpin amicable relations. The support is geographically confined to refugee camps and immediate host communities. DAPP can complement this by enabling partners to support reform processes in this area as well.

---

<sup>4</sup> And its standard requirements for reporting of results, external reviews and evaluations.

<sup>5</sup> Within the areas of governance, human rights, media support, gender equality, labour market reform and job creation.

**Private sector development and growth instruments.** Finally, assuming framework conditions are in place to ensure stability and a business-friendly regulatory environment, there are strong potential complementarities with business instruments such as Danida Market Development Partnerships and the Arab Investment Fund, promoting Danish trade and investment in the region. Security, improved regulation and relevant skills for young people are important prerequisites for this potential to be fully explored.

In addition, while most of the DAPP strategic partners are not involved in Danish business promotion and although none of the DAPP activities are directly concerned with trade and investment promotion, the Danish-Arab partnerships established under the economic opportunities thematic programme may prove to be beneficial in terms of sharing information on market opportunities for both Danish and MENA businesses.

Synergies with the wider spectrum of Danish humanitarian, business and security policy instruments are pursued through consultations by the MENA Department with other MOFA departments and strategic partners as well as at country level, including through coordination mechanisms and regular synergy meetings facilitated by Technical Advisory Offices (TAOs) and Danish Embassies aiming to accelerate the impact of concerted efforts in priority areas such as countering violent extremism. Also, promotion of good governance and more stable labour markets can pave the way for Danish commercial interests in the longer term.

### 2.3 Lessons learnt

An evaluation commissioned by the Ministry of Foreign Affairs of Denmark found that 'DAPP has proved a relevant and adaptive foreign policy and development programme', despite 'challenging and highly dynamic conditions and great socio-cultural variations of the MENA region over the past 12 years'<sup>6</sup>. Results achieved by DAPP and highlighted in the evaluation include preventing torture, labour market and judicial reform, participation of youth and stronger roles for women in constitutional processes.

Denmark is found by the evaluation in 2015 to have used DAPP to maintain dialogue with the MENA region and Danish partners are widely perceived as useful and humble. The long-term and close Danish-Arab partnerships are credited with these achievements. The evaluation recommends that programme objectives be less ambitious and more synchronised to relatively limited resources available and to challenging realities at operational level.

Clearer articulation of DAPP as a foreign policy instrument is also recommended by the evaluation. A spectrum of Danish interests has been identified, justifying Danish engagement by providing a link to shared interests in improved stability and the DAPP vision of a democratic and prosperous MENA region. See DAPP Theory of Change figure in section 2.6.

Convincing results in areas such as torture prevention, media support and gender-balanced family and election laws have been achieved through well-entrenched partnerships. Lessons learnt by strategic partners include more value for money by focusing on fewer but larger interventions, managing expectations of local partners carefully and nurturing long-term mutual trust in sensitive areas such as prevention of torture. Most partnerships have explored niches of opportunities within what is widely recognised to be important challenges of the region. Religious dialogue initiatives are yet to demonstrate large-scale results in terms of reconciliation between communities, but

---

<sup>6</sup> Danida *supra* note 3 (2015)

have produced some openings for dialogue with religious leaders about the threat of religious extremism.

## 2.4 Justification and guiding principles

DAPP's strong human rights based approach aligns with the transformative principles of the 2030 Agenda for Sustainable Development. At regional and country level the programme contributes to the realisation of a number of SDGs, including by way of example:

- Engagements on economic opportunities support decent work and economic growth (Goal 8)
- Engagements on inclusive governance support gender equality (Goal 5) and peace, justice and strong institutions (Goal 16)
- Finally, all six engagements contribute to Goal 17 on partnerships as well as inclusion of young men and women that cut across all DAPP support

More specifically, the justification for DAPP rests on: i) Danish foreign policy interests in the MENA region; ii) Challenges and opportunities of the regional context; iii) Lessons learnt and comparative advantage of DAPP; and iv) Demand from local partners. Support involves partnerships with duty-bearing government institutions as well as right-holders in civil society.

**Danish foreign policy interests.** The overall Danish foreign policy interests in the region provide important markers for DAPP. These interests are seen as aligned with regional interests and are also in line with the priorities as set out in the European Neighbourhood Policy of the EU. More specifically, DAPP to a varying degree seeks to promote the following foreign policy interests:

- Shared values – *human rights and dignity*
- Common security – *preventing radicalization*
- Knowledge-sharing – *enhanced knowledge sharing to promote sustainable solutions and increase understanding and cooperation*
- Market opportunities – *mutual benefits from increased trade and investments*
- Public Diplomacy – *a strong and credible Danish image in the region*
- Migration – *reduced migration flows and brain drain*

**A difficult context yet with opportunities.** While the socio-political and economic challenges appear daunting, they also provide many opportunities for DAPP engagements during the period 2017-2021. Despite mounting pressure, there is space for influence and civil society engagement in Tunisia, Morocco and Jordan. There is some social robustness in terms of a relatively strong and well-educated middle class, particularly in Tunisia but also to some degree in the other focus countries. There is some reform willingness on the part of duty bearers. DAPP partners have contributed to results, which can either push reforms in some areas or retain gains achieved in other areas now under threat. In Egypt, where fundamental reforms are needed, DAPP partners and the Danish Egyptian Dialogue Institute (DEDI) play a vital role in supporting rights holders among civil society as well as underpin job creation, especially for youth – a high priority for the Egyptian government.

**Galvanising lessons learnt and comparative advantage.** Based on what works and what does not, DAPP 2017-2021 focuses on activity clusters, formulated as engagements, with the highest likelihood of yielding results. Activities proven less successful or falling outside the principles of DAPP support are no longer part of the

programme. The demand for DAPP engagement among many if not all local partners is strong. Local partners emphasize mutual respect, understanding of country contexts, professionalism and long-term dedication as characteristics of Danish partners. This is a comparative advantage over conventional donors and one of the justifications for DAPP.

The justification for more targeted and refocused support for reforms through DAPP 2017-2021 is summarised in the overview assessment of DAPP against OECD DAC criteria for assessment of development cooperation below.

### Justification of DAPP against OECD DAC criteria

OECD criteria	Assessment of DAPP Phase 3
Relevance	Support for governance and economic opportunities highly relevant in MENA context of youth unemployment and pressure on human rights.
Effectiveness	DAPP focuses on strategic partnerships documented by external evaluations to most effectively achieve tangible results.
Efficiency	Refocus from four to two thematic programmes and six engagements reflect prioritisation of partnerships with proven track record.
Impact	Despite a severely challenging regional context, DAPP partnerships have demonstrated tangible results in specific intervention areas.
Sustainability	Partnership arrangements have proven capable of generating long-term results in key areas of prevention of torture and gender equality.

**Guiding principles.** The approach of DAPP 2017-2021 is guided by the following principles responding to lessons learnt and the particular regional context:

- **Partnerships** between Danish and Arab stakeholders as the key modality of DAPP. It applies instruments of dialogue in long-term pursuit of overall reform objectives in the MENA region.
- **Targeted programming** to focus efforts and reduce transaction costs. The result is a reduction from four to two thematic programmes and only a total of six main development engagements.
- **A human rights based approach** to strengthen gender-sensitivity and the capacity of duty bearers and voice of right holders across governance and economic opportunity engagements.
- **Cross-cutting priorities:** Special emphasis will be paid to targeting youth and women throughout the programme both as direct beneficiaries and cross-cutting priorities. Due to the increased polarization and inequality in the region, cooperation with and inclusion of a wide spectrum of actors of different political, ideological and religious observance as well as outside the established elite in the main cities will be considered.
- **Flexibility:** DAPP responds with contingency reserves to a regional context of volatile changes and programming opportunities, including possibility of introducing countries demonstrating improved stability and reform potential.
- **Outreach:** Emphasis on further expanding activities beyond the urban elites to disadvantaged rural and urban populations in partnership with civil society in those areas as well as inclusion of a diverse partner base..

## 2.5 Programme objectives and strategic considerations

DAPP's vision:

- *A democratic, stable and prosperous Middle East and North Africa.*

DAPP's strategic programme objective:

- *Public institutions, civil society and businesses in MENA advance governance standards and provide economic opportunities*

Thematic programme objectives:

- *Enhanced governance standards of right-holders and duty-bearers*
- *Improved economic opportunities for young men and women*

### **Strategic considerations**

As a consequence of the policy objective of focusing and making the programme leaner, engagement based partnerships with clear comparative advantages, tangible results of relevance in the regional context, and expressed demand from local partners are given priority. Some current engagements and partners will therefore not be included in the next phase of DAPP. These include most multilateral partners<sup>7</sup>, specific bilateral projects<sup>8</sup>, direct democracy assistance, academic collaboration and engagements in support of decentralisation.

DAPP 2017-2021 is refocused from four to two thematic programmes with three development engagements in each. Choice of thematic programmes and engagement areas are outlined in this document. The core modality of the engagements is strategic partnerships between Danish and MENA partners.

Focus countries currently include Egypt, Jordan, Morocco and Tunisia but could change over time, subject to careful consideration and approval by the competent authorities. The four countries have been identified on the basis of *relative stability* and *fundamental reform potential*. Denmark has formed strong partnerships and results in these countries over the years. Libya, Syria and Yemen will no longer be DAPP focus countries due to the turmoil in those countries where more suitable instruments will be applied.

A strategic regional dimension supplements interventions in the focus countries and comprises regional platforms, networks and exchanges involving partners from focus countries and other countries in the region. Lessons learned demonstrate that the synergy between national and regional activities adds value to activity clusters, increases quality of programming and addresses important regional issues.

### **The partnership approach**

DAPP is an instrument for building trust through dialogue and partnerships. A 2015 study outlines how Danish-Arab dialogue has evolved since 2003. Dialogue has been used to describe (i) an inherent part of the approach applied by Danish partners when connecting with MENA partners and (ii) other types of dialogue instrumental to reform such as social dialogue for labour market reform, interreligious dialogue and Arab-Arab dialogue for experience exchange<sup>9</sup>.

Dialogue remains an important aspect of DAPP as mutual dialogue and learning take place between individuals and organisations engaged in partnership activities in the MENA region. While not easy to measure in quantitative terms, stronger focus on the partnership modality in DAPP will promote insight and knowledge of Denmark in the

---

<sup>7</sup> All except one partner are discontinued, cf. section 5.

<sup>8</sup> A dairy project in Tunisia is foreseen to be continued under existing and separate appropriation until the present agreement expires end 2018.

<sup>9</sup> Study of Approaches to Danish-Arab Dialogue – A Study for the Ministry of Foreign Affairs of Denmark, MENA Department, Roskilde University 2015



Arab world and vice versa, including through the concerted efforts of the DAPP Communication Unit based at the Danish Institute for International Studies (DIIS).

Identification of strategic partners followed a tender process in 2016. Organisations were able to apply as sole partners or in a consortium of several entities, institutions and professional bodies with one strategic partner holding the contract and coordinating with consortium partners to live up to obligations regarding documentation of results and narrative and financial reporting.

## **2.6 Theory of change and assumptions**

DAPP is an aid modality as well as a foreign policy instrument. DAPP supports change in the region while addressing foreign policy interests in the MENA region. DAPP's long-term investment in the region rests on a number of assumptions including:

- Strengthening human rights, gender equality, freedom of speech and other essential values in the MENA region can help ensure that each individual is treated with dignity and thus contribute to social cohesion and change. This may in turn contribute to a decline in the illegal migrant and refugee flows to Europe and reduce radicalization.
- Increasing motivation of young men and women - through building their qualifications and supporting their participation in social and economic life - may also increase social cohesion, democratic reform as well as increase youth employment.
- A more democratic, stable and prosperous MENA region may help create an alternative to radicalism, cross-border crime and illegal migration, all of which pose a threat within and outside the region.
- Partnership initiatives may help prevent areas of relative stability from falling into conflict and instability.
- A more economically viable MENA-region based on democratic institutions and rule of law may open markets for Danish trade and investments, to mutual benefit.

DAPP also aims to prevent or lessen the future need for humanitarian aid and stabilisation efforts and lay the ground for political, social and commercial relations between Danish and Arab public institutions, businesses and civil society.

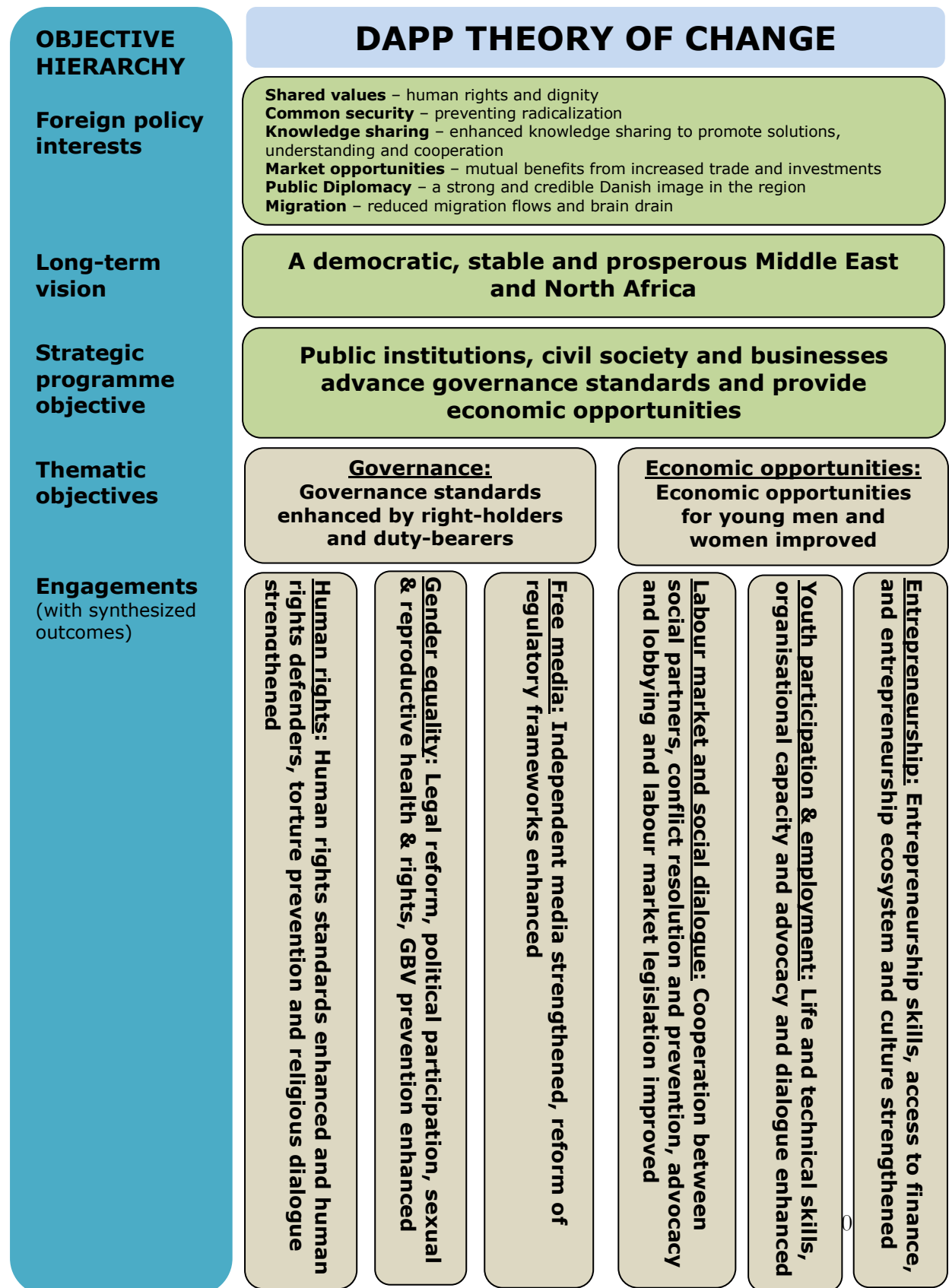
The Theory of Change (ToC) of DAPP is to address a strategically selected number of contextual challenges through a limited number of development engagements in two thematic programmes. The overall ToC is illustrated in the diagram overleaf and ToC at engagement level is included in the Development Engagement Documents.

DAPP objective-to-vision causality assumptions are: public institutions (duty bearers being responsive, inclusive and capable of meeting demands of its citizens) are necessary for gradually achieving democratic reform. In parallel, civil society (right holders) engaged in dialogue with political decision makers and posing legitimate demands will benefit democratic development. Finally, inclusive economic growth – through exploring and exploiting economic opportunities, especially for youth and women - will contribute to prosperity and in turn support stability.

In light of current realities on the ground in the MENA region, it is considered too ambitious for public administration, civil society and businesses to have actually reached such a reformed situation as a direct effect of DAPP with relatively limited resources and life span. But together with other bi- and multilateral development partners, DAPP can play an important role in selected niches of governance processes and provision of

economic opportunities. The causality assumption is that such efforts will gradually enable real reform in favour of the long-term vision.

At the lower level of the objective hierarchy is the main modality of the programme: strategic partnerships between Danish and Arab institutions, organisations and businesses. When those partnerships have been established or strengthened, it is assumed that they contribute directly and indirectly to the ability of public institutions, civil society and businesses to enhance governance standards and to provide economic opportunities.



The two thematic programme objectives and synthesized engagement outcomes are:

### **Governance**

Objective: *Governance standards enhanced by right-holders and duty-bearers* - with engagement outcomes including:

- Human Rights: Human rights standards enhanced and human rights defenders, torture prevention and religious dialogue strengthened.
- Gender Equality: Legal reform to recognise equality, including in the distribution of resources, equal political participation and prevention of violence enhanced.
- Free Media: Independent media strengthened and reform of regulatory frameworks enhanced.

### **Economic opportunities**

Objective: *Economic opportunities for young men and women improved* - with engagement outcomes including:

- Labour Market and Social Dialogue: Cooperation between social partners, conflict resolution and prevention, advocacy and lobbying and labour market legislation improved.
- Youth Participation and Employment: Life and technical skills for youth, organisational capacity and advocacy and dialogue enhanced.
- Entrepreneurship and Access to Finance: Entrepreneurship skills, access to finance, and entrepreneurship ecosystem and culture strengthened.

A description of the underlying Theory of Change at engagement and thematic programme level is provided in later sections. Each of the engagement outcomes above are supported by a number of outputs to be delivered by the various partnership activities included in the engagement. Outcome indicators as well as detailed outputs are included in the results frameworks of the development engagement documents.

Causality assumptions, especially those related to the DAPP strategic and thematic objectives (to what extent do partner institutions, organisations and businesses in fact achieve the outcomes set by the respective engagements as a result of the partnerships and do outputs have impact on wider society?) will be tested through thematic reviews as an integrated part of the monitoring and evaluation system (see section 6.3).

## **2.7 Aid effectiveness and alignment**

Ensuring alignment to national policies and development plans of focus countries is a DAPP priority to be pursued by strategic partners in dialogue with their local partners. Technical Advisory Offices (TAO) in Amman and Tunis will be facilitating partner synergy meetings. The TAO Senior Technical Advisers (STA) will also participate in regular donor coordination meetings and maintain informal contacts with like-minded donors such as the US and UK involved in similar partnership programmes.

At the global normative level, DAPP's strong human rights based approach (HRBA) aligns with the transformative principles of the 2030 Agenda for Sustainable Development. DAPP will specifically be aligned with the SDGs through the promotion of peace, justice and strong institutions (Goal 16), gender equality (Goal 5), decent work and economic growth (Goal 8) and partnerships (Goal 17). It is likewise a priority to place the new DAPP where there are opportunities for alignment with other development partners (especially the EU and bilateral European donors, the World Bank group, and the African Development Bank – a direct partner of Development Engagement 2.3) and room for DAPP to fill a complementary gap.

DAPP, as a Danish-led regional programme, will continuously comply with the aid effectiveness agenda by having:

- Consultations with major stakeholders throughout the programme preparation phase; ensuring that there is minimal overlap and attempting to identify synergies between initiatives.
- TAOs and Danish representations engaged in national coordination mechanisms for knowledge sharing and learning. Donor coordination in the MENA region is relatively weak. Where coordination mechanisms are not sufficient, it will be a specific task of the TAO to take lead in ensuring that formal or informal networks between stakeholders are established.
- Regular consultations through national experts seconded as part of DAPP to EU Delegations in all four focus countries to align with European partners.
- Strategic partners and their national partners participating in national and regional fora at engagement and thematic specific levels.

**Jordan** has a number of relevant policies and plans well in line with DAPP priorities. The “National Agenda 2007-2017” outlines Jordan’s priorities within social, political and economic reform, including priority areas similar to those of DAPP. This includes focus on government policies, basic rights and freedoms and economic development. Within government policy initiatives DAPP is aligned with the Agenda on lowering trade barriers, improving internal social solidarity, accountability, transparency and a more inclusive labour policy. Equally important for DAPP is the National Agenda emphasis on social inclusion, religious freedom, political and cultural development, equality under the law, freedom of assembly, freedom of speech and a free and responsible media sector. Finally, Jordan has a “National Employment Strategy” that runs from 2011-2020, providing a framework for DAPP to work on job creation for youth and women.

In 2015, **Egypt** launched its “Sustainable Development Strategy: Egypt’s vision 2030 and Planning Reform”, an ambitious vision connected to the SDGs, outlining areas where Egypt desires to place itself in the global top 30 global. Areas where DAPP is strongly aligned with the strategy includes: 1) Transparency and Efficiency of Governmental Institutions; 2) Domestic Policy; 3) Social Justice, and 4) Economy. Amongst the goals of the strategy is the lowering of the unemployment rate from 13% to 5% by 2030, with a particular focus on youth. The Strategy outlines administrative reforms and presents a vision of efficient and effective government, characterized by professionalism, transparency, justice and responsiveness that can be held accountable and able to increase citizen satisfaction. Finally, the strategy mentions adopting and strengthening policies and enforceable legislation for the promotion of gender equality and the empowerment of women and girls at all levels. DAPP is thus well aligned to the Strategy.

For **Morocco**, the report “Morocco between Millennium Development Goals and Sustainable Development Goals – achievements and challenges” was published in August 2015. It presents the post-2015 priorities of Morocco, which DAPP aligns fully to, including 1) decreasing social inequality; 2) increasing women’s social and economic empowerment, and fighting discrimination and violence against women; 3) promote employment, especially that of youth; 4) strengthening governance and rule of law and 5) respect and realisation of human rights.

The Ministry of Investment and International Cooperation has prepared a five-year development plan for **Tunisia** called “Strategic Development Plan 2016-2020” aiming at increasing growth rate and decreasing the unemployment rate significantly. The plan is in

the process of being approved by the Tunisian Parliament. Tunisia's priorities are to improve the economy through improved good governance, decentralization and effective political leadership. DAPP can thus be considered aligned to the priorities of Tunisia's current five-year development plan. Alignment of DAPP engagements is exemplified by the Human Rights and Dialogue Consortium activities with the Office of the High Commissioner for Human Rights in Tunisia to build the capacity of Government of Tunisia to provide reporting on progress on human rights aspects of the SDGs.

The new **European Neighbourhood Policy** (ENP) was launched late last year, and a joint communication and Council conclusions on the 2015-Review of ENP indicate future directions. The Council calls for a continued promotion of good governance, democracy, rule of law and human rights as key aspects of ensuring long-term stability. This work will be undertaken through broad development cooperation as well as enhanced support to civil society and in particular to gender equality. Support to open markets and growth, inclusive economic development, and particularly prospects for youth, are highlighted as key to stabilising societies. This underpins DAPP intentions to expand the focus on the inclusion of young men and women. DAPP is also aligned with ENP focus on conflict prevention and anti-radicalisation policies, and in full compliance with international human rights law. Again, Human Rights and Development Consortium partners up with EU Delegations in the DAPP focus countries to monitor structured civil society dialogue as part of the European Neighbourhood Policy.

In late 2015, the **World Bank Group** (WBG) launched its new regional strategy for the region entitled "Economic and Social Inclusion for Peace and Stability in the Middle East and North Africa: A New Strategy for the World Bank Group". The main change in strategic direction is the focus on promoting peace and social stability in the region, and an increased focus of working with civil society to address especially social contract issues. In order to do this, the WBG intends to work around four pillars, the first two addressing the causes of violence and conflict and the latter two the consequences: 1) Renewing the social contract (through the promotion of social and economic inclusion, greater private sector led jobs, and enhancing the quality of public services); 2) Regional cooperation (involving promoting trust and cooperation between states in the region, opening space and strengthening regional institutions within the areas of energy, education and water) 3) Resilience to shocks of refugees and IDPs and 4) Recovery and Reconstruction (through establishing people's confidence, enhancing economic opportunities, restoring basic services and fostering social cohesion). DAPP particularly aligns to pillar 1 and 4 (and to some extent pillar 2) in addition to the increased focus on creating job and opportunities for youth.

## **2.8 Regional programme interventions**

Given the regional scope of DAPP and the contextual differences between focus countries, a traditional country programme level results framework capturing the strategic policy objectives is not feasible. For example, it makes little sense to specify impact targets for the Danish foreign policy interests and for the long-term vision of a democratic, prosperous and stable region.

Rather, and in line with the recommendations of the DAPP evaluation and reviews, the ambition level of the present DAPP has been lowered to what is actually feasible given the regional context and achievable within the time-span of the programme. Progress on meeting the programme's objectives will be assessed through impact studies and reviews.

Regional interventions vary significantly between the various strategic partner approaches and are outlined in the respective Development Engagement Documents. Lessons

learned from past phases of DAPP include relevance of regional inspiration in areas such as prevention of torture and gender-based violence. Typical regional interventions include exchanges and cross-fertilisation of ideas between agents of change brought together as part of regional networking activities. Examples include KVINFO membership of the EuroMed Rights' Gender Working Group used to align programme interventions pertaining to women's rights. The aim of regional exchanges and networks is to diffuse innovation in country level programming and involve partners in assessment of ideas that have proven useful in other contexts.

## **2.9 Risk management**

DAPP operates in a high-risk environment and implementation is likely to be affected by the fragile political, security and economic situation in the region. Strategies for exit constitute the ultimate response to worsening situations and the mid-term review in the last quarter of 2019 will assess prospects for DAPP extension beyond the four year programme period. Strict financial management requirements are imposed on both strategic and local partners. A no tolerance policy implies phase out in serious cases of corruption. Despite considerable differences in the seriousness of risks in the focus countries, the following contextual risks stand out:

- Deteriorating security and safety levels.
- Decreasing political stability with potential for civil unrest, including spill-over effects from neighbouring countries such as Libya and Syria.
- Increasing authoritarian rule and abuse of power by security apparatus.
- Worsening economic crisis and further polarisation of wealth.
- Increased tensions between religious groups, radicalisation and persecution of minority groups.
- Reduced support for constitutional, legal and political reform processes.

The contextual risks are to various degrees inter-linked, e.g. current tighter government control as a consequence of the deteriorating security situation. In addition, government budgets will be under pressure due to security spending, and thus limiting productive investments that could have led to an improved economic situation.

The overall contextual risks are matched by a number of programmatic and institutional risks of relevance to the final programme design and implementation:

- Financial mismanagement and misappropriation of funds (corruption related risks).
- Restrictions on programming operations of local civil society partners.
- Exodus of professional staff and general brain drain from the region, which may influence partners' implementation capacity.
- Obstruction of planned reform-related programming activities and outputs due to stalling constitutional, legal and political reform progress.
- Limitations to equal public participation of men and women due to religious fundamentalism and conservatism putting partners under pressure.
- National and foreign NGOs denied authorization, banned or harassed.

A risk management matrix is annexed to this programme document (Annex 4, updated by MOFA) as well as to each Development Engagement Document (updated by strategic partners). The risk matrices unfold the risks listed above in more detail, rating the seriousness of the risks and pointing to mitigating action (e.g. partner exit in response to corruption) required at institutional and programme levels. The risk matrices are

intended to be living documents for continuous updating throughout the programming period.

### 3. THEMATIC PROGRAMME ON GOVERNANCE

The thematic programme on governance comprises three development engagements representing continuity in terms of previous DAPP support for human rights, gender equality and free media, but in an organisational set up aiming for a more focused and joint up approach. Each development engagement is managed by a strategic partner selected on the basis of an open tender in late 2016. Strategic partners hold a contract with the Ministry of Foreign Affairs stipulating resources available and requirements to provide narrative and financial reports on progress against set objectives.

DAPP takes a human rights based approach to promoting reforms of relevance to governance opportunities in the region. Consequently, when working with human rights, gender equality and free media, opportunities to work with right-holders as well as duty bearers are analysed and explored.

Governance support under DAPP has a track record of primary focus on strengthening the voice of right-holders and the political and security context makes it particularly challenging to engage with duty bearers in some countries. However, in specific contexts, such as gender equality and prevention of torture, it has proven possible for DAPP partners to explore human rights opportunities with duty bearing government institutions. Human rights cut across all engagements under DAPP. By way of example, human rights activists often work with gender equality as a priority and youth inclusion is an important aspect of gender equality engagements as well as support for free media, not least independent social media where young people are often frontrunners.

#### 3.1 Thematic programme objective and Theory of Change

Flawed governance with limited response to the needs of citizens constitutes a key challenge across the MENA region, exacerbating an already worrying economic situation with limited opportunities for youth and inherent instability. Against this contextual background and the strategic choice to focus DAPP on the partnership modality the thematic programme objective is defined as *Governance standards enhanced by right-holders and duty-bearers*.

The outline in the next section of development engagements for human rights, gender equality and free media provides more detail on context and priorities for governance interventions eligible for support under DAPP. Special emphasis in all three engagements is on empowering young men and women in society in order to enable them to be effective change agents.

A human rights-based approach to development guides the identification of interventions under all three engagements to render governance more responsive. This approach involves a dual focus on strengthening the capacity of duty bearers to live up to the human rights obligations, be that in providing equal opportunities of men and women in family law or guaranteeing prison and detention facilities free from torture, as well as supporting right holders such as media professionals and youth in their claim to free expression. Human rights principles of particular relevance to the three governance engagements envisaged include non-discrimination, participation and inclusion, transparency and accountability. These principles cut across all programming and engagements reflect use of the principles as a means and an end.

The Theory of Change model below illustrates how the thematic programme aims for improved governance standards through engagements for human rights, gender equality and free media. Engagement outcomes are defined as closely linked to partnerships.



Partnership interventions underpin programme objective by enhancing: (i) Human rights standards, defenders, torture prevention and religious dialogue; (ii) Legal reform, sexual and reproductive health and rights, equal political participation and prevention of gender-based violence; and (iii) Conducive media environments and building of media capacity, content and local media initiatives.

**Model: Theory of Change for governance thematic programme**



## 3.2 Overview of Development Engagements

The programme objective of enhancing governance standards is promoted through a combination of: (i) Regional platforms and activities involving focus countries and other countries in the region, such as networks and exchanges, which add value, increase quality of programming and address priority regional issues and (ii) Activities in focus countries currently comprising Morocco, Tunisia, Jordan and Egypt.

Identification of strategic partners for the three governance engagements followed an open tender during the second half of 2016. The outline of engagements in this programme document is complemented by more detailed Development Engagement Documents (DEDs) and summarises overall engagement objective, outcomes, context and formal requirements while, in some instances, details on choice of local partners, outputs and indicators are pending dialogue with local partners and will be established during the inception phase and reviewed during the inception review in early 2018.

Priority is given to partnerships based on: (i) Demand from local partners; (ii) Danish foreign policy interests; (iii) Challenges and opportunities of the regional context; and (iv) Lessons learnt and comparative advantage of DAPP.

### 3.2.1 Development Engagement on Human rights

**Engagement Partner:** The Danish Institute Against Torture (Dignity) is leading a consortium also consisting of the Danish Institute for Human Rights, EuroMed Rights, Euro-Mediterranean Foundation of Support to Human Rights Defenders and Danmission, all experienced strategic partners of DAPP.

With an envisaged annual budget of DKK 40 million, the development engagement for human rights is the largest of the six engagements in DAPP. It introduces a more holistic approach to human rights by bringing together four targeted intervention areas with potential synergy effects having the following outcomes:

- Human rights standards enhanced through partnerships with duty bearers and national human rights institutions (30% of budget).
- Human rights defenders strengthened through partnerships with a variety of rights holders in civil society (30% of budget).
- Torture prevention improved through partnerships with regional resource people, government institutions and civil society (30% of budget).
- Religious dialogue improved through partnerships with religious leaders, media, academia and intercultural platforms in the region (10% of budget).

Consortium partners have a proven track record of translating the normative level of rights and duties into policy and practice on the ground. Joining up intervention areas supported through separate strategic partner agreements during previous phases of DAPP into one development engagement is expected to provide opportunities for a more coherent programming approach.

The human rights development engagement thus builds on expertise developed and lessons learned among its members over decades of specialisation in promoting and protecting human rights, preventing torture, supporting human rights defenders and promoting religious dialogue – also (and not least) in a Danish context as national institutions.

The strategic approach to the human rights engagement at the regional level is based on this understanding, and will strengthen reform agents among duty-bearers and right-holders at two levels:

- Preventing further regression of governance standards including by protecting human rights, *or*, where the context allows,
- Promoting human rights and advancing governance standards.

Activities in Jordan, Egypt, Tunisia and Morocco activate key stakeholders among duty-bearers, encouraging respect for the rule of law in general, increasing protection for human rights defenders, incl. journalists and women, working for ending impunity for torture crimes and promoting peaceful coexistence through religious dialogue. In addition, especially women and youth are supported in their efforts to create new spaces for work and active and equal citizenship. The following main activities are envisioned for each outcome of the engagement:

### **Outcome 1: Human rights standards enhanced**

The activities include: (i) Educating new generations of human rights promoters through higher educational programmes in cooperation with universities in Jordan and Egypt (Master's Programme); (ii) Improving the reporting on states treaty base in cooperation with national governmental human rights focal points and other ministries with a human rights mandate – with focus on the Convention Against Torture; and (iii) Capacity building of justice sector agents in Jordan and Tunisia (and possibly Morocco) on the prevention of torture in the criminal justice procedures, targeting the reduction of pre-trial detention and increased investigation of torture crimes.

### **Outcome 2: Human rights defenders strengthened**

The activities include: (i) Networking between CSOs, focusing on thematic areas with broader regional relevance such as migrant and refugee issues, freedom of assembly and association, and gender equality; (ii) Capacity building of CSOs through technical trainings, peer support, experience exchange, protection, advocacy and documentation of violations; (iii) Joint actions, campaigning and advocacy at national, regional and international level via e.g. trial monitoring, strategic advocacy letters and background notes, petitions and media-actions; (iv) Protection and solidarity actions for human rights defenders and CSOs; (v) Urgent support to protect human rights defenders at risk (via e.g. relocations) and strategic support to sustain emerging and sensitive local human rights initiatives in the region; and (vi) Tailored coaching for the protection and sustainability of local human rights movements.

### **Outcome 3: Torture prevention and treatment improved**

The activities include: (i) Capacity building of government institutions and CSOs for prevention of torture, monitoring of places of detention and documentation of torture incidents; (ii) Awareness raising on torture and rehabilitation, and support to health professionals for rehabilitation and protection of torture victims; and (iii) Community interventions to counter extremism and prevent violence in urban areas in Tunisia and possibly Morocco.

### **Outcome 4: Religious dialogue improved**

The activities include: (i) Support to religious dialogue among leaders and young change agents emphasizing inclusive citizenship, peaceful coexistence and freedom of religion in Egypt and regionally; (ii) Support to religious leaders in community led initiatives on diversity, inclusion and prevention of violent extremism in Jordan and regionally; and (iii) Managing intercultural platforms creating awareness among religious communities and politicians on how to address extremism in Europe and the MENA region.

### **3.2.2 Development Engagement on Gender equality**

**Engagement partner:** KVINFO, the Danish Centre for Research and Information on Gender, Equality and Diversity in partnership with the Danish Women's Council and Danner (long-standing DAPP partners), LGBT Denmark and the Danish Family Planning Association (new partners in the context of DAPP).

Annual budget allocations of DKK 25 million are allocated to ensure support for gender equality, a high-profile feature of DAPP since its inception in line with the international normative framework and high Danish policy priority to sexual and reproductive health and rights. The engagement has the following four outcomes:

- Legislative reform enhanced through partnerships to recognise equality between men and women including distribution of resources (30% of budget).
- Sexual and reproductive health and rights enhanced through partnerships (20% of budget).
- Equal participation of men and women in politics improved through partnerships (30% of budget).
- Gender based violence prevented and victims supported through partnerships (20% of budget).

KVINFO's and its MENA and Danish partners' approach takes its point of departure in the feminist analysis that no country has yet reached gender equality and challenges therefore are common globally. Additionally, the experience and expertise in working with gender equality in the Danish context constitutes a clear comparative advantage of KVINFO and its Danish partners as compared to other international actors in the MENA region.

In accordance with the human rights-based approach, interventions are designed to contribute to change in behaviour among rights holders as well as duty bearers as reflected by the examples of activities in support of gender equality below:

#### **Outcome 1: Legislative reform**

The activities include: (i) Advocacy for legislative and policy reform on gender equality in family laws and personal status codes; (ii) Support to the alignment of national legislation with international conventions including the lifting of reservations against the CEDAW and ratification of gender relevant ILO conventions; (iii) Advocacy targeting duty bearers to implement legislative/policy measures on gender equality in family law and personal status code.

#### **Outcome 2: Sexual and Reproductive Health and Rights (SRHR)**

The activities include: (i) Advocacy for legislative and policy reforms to combat Harmful Traditional Practices (HTP), such as under-age marriage; (ii) Capacity development and mobilisation of rights holders on the prevention of HTP; (iii) Support to the inclusion of SRHR in national legislation and its alignment with international conventions; (iv) Advocacy on protection and non-discriminatory access to SRHR including provision of youth friendly SRHR services; and (v) Awareness-raising on international SRHR frameworks, the national SRHR situation and advocacy for implementation of SRHR policies.

#### **Outcome 3: Equal Political Participation**

Activities include: (i) Networking, awareness raising and lobbying for legislative and policy reform for gender equality in politics/political participation; (ii) Capacity development on how to advocate for a gender transformative agenda in politics; and (iii)

Advocacy on implementation of legislation for women's political participation and representation.

#### **Outcome 4: Gender based violence (GBV)**

Activities include: (i) Advocacy for legislative reform to secure protection from and prevention of GBV; (ii) Knowledge exchange and capacity development on prevention of GBV through e.g. legal and psycho-social counselling, rehabilitation and shelter management.

#### **Gender equality innovations**

Compared to previous DAPP gender equality activities, the Gender Equality Engagement contains a number of new and innovative approaches such as:

- Programme interventions to promote sexual rights in Tunisia and Morocco as well as other countries in the region, if feasible in the longer run.
- Men and boys play an important role in programme interventions both as allies to women and girls and as direct beneficiaries i.e. in activities to challenge and change stereotypical perceptions of masculinity harmful to men and boys.
- KVINFO applies an intersectional approach to programming. This ensures that mainstreaming of relevant social categorizations such as gender, age, and socio-geographical status takes place in all programme interventions, which is also in line with a human rights-based approach to development.
- KVINFO has engaged an acclaimed expert on gender monitoring and statistics to head the programme monitoring against SDGs and to capacity develop programme partners on the production and utilization of data for gender sensitive M&E.<sup>10</sup>

### **3.2.3 Development Engagement on Free Media**

**Engagement partner:** International Media Support (IMS), a strategic partner of DAPP with more than 15 years of programming experience in the MENA region.

An annual budget of DKK 25 million is allocated for the new phase of support for free media in the MENA region, an aspect of DAPP found by an external evaluation in 2013 to require improved documentation of results but also to have: “....overall, in extremely fluid and complex circumstances, achieved some notable successes in individual intervention areas”.

Support under DAPP 2017-21 is provided for the following four outcomes:

- Environments conducive to media independence and safe working conditions for male and female journalists improved through partnerships (30% of budget).
- Institutional capacity of reform-oriented media outlets strengthened to report freely and to hold duty bearers to account (30% of budget).
- Diverse media content strengthened to meet professional and ethical standards and guided by public interest (20% of budget).
- Local media initiatives strengthened through national and regional professional exchange (20% of budget).

The engagement for Free Media has three strategic dimensions: (i) Proximity to and dialogue with local partners; (ii) Collaboration with key donors and international partners and (iii) a holistic understanding of the media sector as a means to ensure sustainability of reform processes. The engagement adds complementary value to other DAPP engagements as free media is essential to claiming human rights and holding duty-bearers

---

<sup>10</sup> The Head of Gender Division at Department of Statistics, Jordan, will be engaged as one of the five key personnel as local expert on a short-term assignment. See Annex 3, page 7 for list of key personnel.

to account. Furthermore, crosscutting programming priorities include working with young media professionals and women reporters. The following main activities are envisioned for each outcome of the engagement:

**Outcome 1: Conducive environments**

The activities include support to the elements that need to be in place for freedom of expression and access to information to be observed, and for media to be able to operate freely and safely. The activities will address the challenging environment that surrounds the media and enables their independence and professional work by setting standards for and upholding ethical conduct, legal responsibilities and rights, the safety of media worker.

**Outcome 2: Institutional capacity**

The activities include: (i) Enhancing the administrative, financial and legal capacity/setup of media and CSOs and (ii) Strengthening the capacity of media outlets with regard to audience knowledge, production and distribution, business planning and income generation. These activities are essential for ensuring the sustainability of results and of the media and CSO partners as such.

**Outcome 3: Diverse media content**

Activities include support to core journalistic activities of media and civil society groups including e.g. professional and ethical standards, conflict sensitive journalism, ethical and professional conduct, investigative journalism, documentary film making and digital media content production. The wide range of media content produced under this outcome is ultimately reliant on the other three outcomes.

**Outcome 4: Local media initiatives**

Activities include support to national initiatives across the MENA region in networking, exchanging, sharing, and building new projects together - taking departure from local independent media outlets and CSOs. By coming together, the local partners will generate new ideas for journalistic stories, documentaries, investigations, advocacy campaigns and knowledge exchange platforms.

**A holistic media approach**

Combined, activities under the four outcomes cover the policies, laws, and regulations affecting the media, the ability of media workers to go about their work in relative safety, as well as the capacity of media institutions and media workers to produce and disseminate professional, diverse media content. These must all function well for media organisations and CSOs to support inclusive development and good governance. However, they cannot all be addressed at once and some will be more pressing, relevant or feasible than others depending on the political, social and security situations in the four focus countries.

### **3.3 Engagement level results framework**

The tender process in 2016 led to the identification of three governance programme engagement partners who have since worked with their national partners in the MENA region to finalise development engagement documents for their interventions during the five-year period from 2017-21.

Results frameworks are summarised in the respective development engagement documents and annexed in full. Where time constraints have not allowed for baseline and target indicators to be fully established, partners are instructed to make use of the inception phase from July to December 2017 to finalise results frameworks for assessment by the inception review planned for the first quarter of 2018.

<b>THEMATIC PROGRAMME OBJECTIVE</b>	<b>GOVERNANCE STANDARDS ENHANCED BY RIGHT-HOLDERS AND DUTY BEARERS</b>
<b>Impact indicator (DE 1.1)</b>	Key rights-holders perform their actions and jointly influence debate in favour of human rights and democratic reform.
Target 2021	Human rights defenders sustain or develop their ability to promote and protect human rights, and their policy proposals are noted by decision makers at the local, national and regional levels.
<b>Impact indicator (DE 1.2)</b>	% of SDG 5 targets related to law reforms, political participation, gender based violence and sexual and reproductive health and rights fulfilled at national level.
Target 2021	SDG 5 related targets at national level - to be quantified during inception.
<b>Impact indicator (DE 1.3)</b>	Independent media and civil society groups are commonly accepted as influential stakeholders when it comes to advancing the rule of law, accountability and transparency of authorities and other duty-bearers.
Target 2021	Independent media and civil society groups have developed, and are able to sustain themselves, as influential stakeholders in ensuring that the use of public power and resources is legitimate, accountable and effective in the pursuit of commonly accepted social goals.
<b>DE 1.1</b>	<b>HUMAN RIGHTS</b>
<b>Intermediate objectives</b>	<b>Human Rights standards enhanced, and defenders, torture prevention and religious dialogue strengthened</b>
Impact indicators	<ul style="list-style-type: none"> <li>Key duty-bearers and representatives of rights-holders regularly collaborate on the realization of international human rights standards.</li> <li>Key rights-holders perform their actions and jointly influence debate in favour of human rights and democratic reform (Promotion in progress countries; Protection in regress countries).</li> <li>Key duty-bearers and rights-holders have increased ability to claim their rights and fulfil obligations on torture prevention (in progress countries like Tunisia, and possibly Morocco).</li> <li>Key stakeholders increase and integrate religious dialogue to promote peaceful coexistence in accordance with international HR standards.</li> </ul>
Baseline	<ul style="list-style-type: none"> <li>Limited dialogue between duty-bearers and rights-holders about human rights standards.</li> <li>HRDs are at risk or their voices are not taken into account on reform issues</li> <li>Impunity for perpetrators of torture, and limited political will and capacity of to investigate and prosecute cases of torture.</li> <li>Potential for more effective dialogue between religious leaders and religiously-engaged actors in MENA and in Denmark.</li> </ul>
Target 2021	<ul style="list-style-type: none"> <li>Enhanced technical dialogue about HRs standards between duty-bearers as well as with rights-holders.</li> <li>Human rights defenders sustain or develop their ability to promote and protect human rights, and their policy proposals are noted by decision makers at the local, national and regional levels.</li> <li>No impunity for torture crimes, cases of torture are addressed by the authorities or perpetrators of torture have been convicted.</li> <li>Key stakeholders have improved their understanding and use of religious dialogue, and cooperation is integrated in promoting peaceful coexistence.</li> </ul>
<b>Outcome 1.1.1</b>	<b>Human rights standards enhanced through partnerships with duty bearers and national human rights institutions</b>
Outcome indicator	<ul style="list-style-type: none"> <li>Capacity development in treaty-based reporting with states.</li> <li>Partnerships with NHRIs to strengthen their independent role.</li> <li>Academic co-operation and exchange involving young persons.</li> </ul>

		<ul style="list-style-type: none"> <li>Capacity building of justice sector agents in Jordan on the prevention of torture.</li> </ul>
Baseline	2017	<ul style="list-style-type: none"> <li>Limited experience in carrying out inclusive reporting processes.</li> <li>The NHRIs of Jordan, Tunisia and Egypt are weak.</li> <li>Few investigations of torture and almost full impunity.</li> </ul>
Target	2021	<ul style="list-style-type: none"> <li>At least two improved governmental human rights reporting processes.</li> <li>At least two NHRIs are capable of fulfilling their mandate.</li> <li>Confessions under torture get rejected, and investigations are opened.</li> </ul>
<b>Outcome 1.1.2</b>		<b>Human rights defenders strengthened through partnerships with a variety of rights holders in civil society</b>
Outcome indicator		Pressure on human rights defenders and organizations is eased, and their actions consolidated or sustained at the local, national and regional level.
Baseline	2017	The regional and national human rights situations hamper the work of human rights organizations (HROs) and HRDs, as do the lack of funding.
Target	2021	At least 1100 HROs or HRDs have strengthened capacity to address human rights violations and inequalities and to advance human rights reforms annually.
<b>Outcome 1.1.3</b>		<b>Torture prevention and treatment improved through partnerships with regional resource people, government institutions and civil society</b>
Outcome indicator		<ul style="list-style-type: none"> <li>New laws and institutional procedures changed practice towards improved prevention of torture in places of detention.</li> <li>Overall technical capacity and awareness among key stakeholders on rehabilitation treatment and reduction of levels of urban violence.</li> </ul>
Baseline	2017	<ul style="list-style-type: none"> <li>Tunisia has new laws for prevention of torture, but lack regulations. Morocco and Jordan regulations, but weak laws. Egypt lacks both.</li> <li>The number of citizens in the MENA region seeking and receiving support for rehabilitation and redress is still low.</li> </ul>
Target	2021	<ul style="list-style-type: none"> <li>Legal frameworks and changed practices support the prevention of torture (in progress countries) as internal regulations and guideline are developed.</li> <li>Share of torture survivors who receive support for rehabilitation and redress has increased by 50%</li> </ul>
<b>Outcome 1.1.4</b>		<b>Religious dialogue improved through partnerships with religious leaders, media, academia and intercultural platforms in the region</b>
Outcome indicator		Key actors have gained skills, tools, knowledge, relationships and networks to initiate and conduct improved religious dialogue
Baseline	2017	Potential for more effective dialogue among key actors in the MENA and DK. Since 2012, more than 1000 actors have been directly targeted and engaged through Danmission's DAPP initiatives.
Target	2021	The number and outreach of key actors increased and a minimum of 850 new key actors have improved their understanding and use of religious dialogue.



<b>DE 1.2</b>		<b>GENDER EQUALITY</b>
<b>Intermediate objectives</b>		<b>Legal reform, equal political participation and prevention of violence enhanced</b>
Impact indicators		% of SDG 5 targets related to law reforms, political participation, gender based violence and sexual and reproductive health and rights fulfilled at national level.
Baseline		SDG5 related baselines at national level, for each focus country, related to the four engagement outcomes - to be quantified during inception.
Target 2021		SDG 5 related targets at national level, for each focus country, related to the four engagement outcomes - to be quantified during inception.
<b>Outcome 1.2.1</b>		<b>Legislative reform enhanced through partnerships to recognise equality between men and women including distribution of resources</b>
Outcome indicator		Degree to which legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex (Unit: %) (SDG indicator 5.1.1.).
Baseline	2017	SDG 5 related baselines at national level, for each focus country, related to legislative reforms - to be quantified during inception.
Target	2021	SDG 5 related targets at national level, for each focus country, related to legislative reforms - to be quantified during inception.
<b>Outcome 1.2.2</b>		<b>Sexual and reproductive health and rights enhanced through partnerships</b>
Outcome indicator		Degree to which laws and regulations that guarantee women aged 15-49 access to sexual and reproductive health care, information and education, are in place (Unit: %) (SDG indicator 5.6.2).
Baseline	2017	SDG 5 related baselines at national level, for each focus country, related to sexual and reproductive health and rights to be quantified during inception.
Target	2021	SDG 5 related targets at national level, for each focus country, related to sexual and reproductive health and rights to be quantified during inception.
<b>Outcome 1.2.3</b>		<b>Equal participation of men and women in politics improved through partnerships</b>
Outcome indicator		% of seats held by women in national parliaments and local governments (aggregated). (SDG indicator 5.5.1).
Baseline	2017	SDG 5 related baselines at national level, for each country, related to equal participation in politics - to be quantified during inception.
Target	2021	SDG 5 related targets at national level, for each country, related to equal participation in politics - to be quantified during inception.
<b>Outcome 1.2.4</b>		<b>Gender based violence prevented and victims supported through partnerships</b>
Outcome indicator		% of women and girls aged 15 years and older subjected to physical, sexual or psychological violence in the last 12 months. (SDG indicator 5.2.1).
Baseline	2017	SDG 5 related baselines at national level, for each country, related to gender based violence - to be quantified during inception.
Target	2021	SDG 5 related targets at national level, for each country, related to gender based violence - to be quantified during inception.

<b>DE 1.3</b>		<b>FREE MEDIA</b>
<b>Intermediate objectives</b>		<b>Independent media strengthened and reform of regulatory frameworks enhanced</b>
Impact indicators		Independent media and civil society groups are commonly accepted as influential stakeholders when it comes to advancing the rule of law, accountability and transparency of authorities and other duty-bearers, through a critical check on their use of power and by providing a platform for public opinion to form.
Baseline		Although the situation varies greatly across the region, it is not unfair to say that independent media and civil society have generally only limited influence on the transparency and accountability of public institutions, governments and other stakeholders that have an impact on good governance.
Target 2021		Independent media and civil society groups have developed, and are able to sustain themselves, as influential stakeholders in ensuring that the use of public power and resources is legitimate, accountable and effective in the pursuit of commonly accepted social goals.
<b>Outcome 1.3.1</b>		<b>Environments conducive to media independence and safe working conditions for male and female journalists improved through partnership</b>
Outcome indicator		<ul style="list-style-type: none"> <li>• Priorities and mechanisms to advance legal and structural reforms are outlined and advocated by CSOs and media stakeholders in a coordinated and effective manner.</li> <li>• There is evidence of a broader legal defence community.</li> <li>• There is evidence of the use of safe communication technologies.</li> </ul>
Baseline	2017	The legal environment is de facto repressive toward independent media and CSOs.
Target	2021	Targeted media stakeholders, experts and CSOs have a more robust and decisive role in reforming the legal environment in which media operate.
<b>Outcome 1.3.2</b>		<b>Institutional capacity of reform-oriented media outlets strengthened to report freely and hold duty bearers to account</b>
Outcome indicator		Strategic content producers and partner organisations demonstrate a stronger managerial foundation and practice.
Baseline	2017	The managerial foundation of reform-oriented media outlets is weak and only marginally considered a priority.
Target	2021	Reform-oriented media outlets have strengthened their managerial foundation and ability to sustain the public service journalism they produce and distribute.
<b>Outcome 1.3.3</b>		<b>Diverse media content strengthened to meet professional and ethical standards and guided by public interest</b>
Outcome indicator		The number and frequency of public interest stories produced by targeted media are enhanced.
Baseline	2017	Professional and ethical journalism guided by public interest is marginal and marginalised.
Target	2021	Professional and ethical journalism guided by public interest has amplified, gained audiences and reach.
<b>Outcome 1.3.4</b>		<b>Local media initiatives strengthened through national and regional professional exchange</b>
Outcome indicator		The scope of strategic interventions led jointly by media producers and stakeholders is enhanced.
Baseline	2017	Opportunities for national and regional professional exchanges are obstructed by the authorities.
Target	2021	Targeted strategic content producers and key CSOs have created or joined platforms for national and regional professional exchanges.

### 3.4 Monitoring mechanisms

Governance engagement monitoring is the responsibility of strategic partners and annual reporting is based on inputs and reporting mechanisms of local partners. Depending on the quality of these mechanisms, strategic partners may engage third party monitoring agents to complement efforts to establish simple yet meaningful indicators that are easy to manage in day-to-day operations and provide useful information on progress against set objectives.

Overall monitoring responsibility for DAPP rests with the MENA Department of the Ministry of Foreign Affairs. In consolidating inputs from governance engagement partners, MENA is assisted by STAs based in Technical Advisory Offices (TAOs) in Amman and Tunis. The STAs will assist MENA in assessing progress reporting from partners and participate in decision making on the need for 3<sup>rd</sup> party monitoring and impact studies. Progress reporting from partners is amalgamated and communicated in DAPP results report published by MENA after the 2<sup>nd</sup> and 4<sup>th</sup> year of the programme. For further details see section 6.3 below.

### 3.5 Budget at engagement level

Governance engagements	Annual budget (DKK)
Human rights	40.0
Gender equality	25.0
Free media	25.0
Strategic reserve (unallocated)	4.2
Reviews and thematic special studies	1.0
<b>Governance, total</b>	<b>95.2</b>

In addition to the budget already allocated for governance interventions, an unallocated strategic reserve of DKK 4.2 million annually is set aside in order to allow for a degree of flexibility at engagement level. This flexibility is intended to allow DAPP to respond to opportunities arising during the five-year programming period.

## 4. THEMATIC PROGRAMME ON ECONOMIC OPPORTUNITIES

The thematic programme on economic opportunities constitutes a new strategic direction for DAPP. It comprises three development engagements i.e. labour market and social dialogue, youth employment and entrepreneurship. Financial contribution to multi-donor trust funds will be discontinued (with the exception of funding through the African Development Bank having demonstrated particular promising results), due to the lower financial frame for DAPP, limited Danish-Arab involvement and limited synergy with other strategic partnerships.

Two of the three development engagements will be managed by Danish strategic partners i.e. the Labour Market and Social Dialogue and Youth Participation and Employment engagements identified on the basis of a tender process during the second half of 2016. The third engagement on Entrepreneurship will be managed by the African Development Bank.

The thematic programme aims at complementing Danish business instruments in the region, e.g. Danida Market Development Partnerships<sup>11</sup> and the Arab Investment Fund<sup>12</sup>, available in all the focus countries. Engagement partners under the youth employment engagement will explore opportunities for synergy between DAPP and these instruments.

### 4.1 Thematic programme objective and Theory of Change

The uprisings in 2011 were to a high degree fuelled by lack of jobs and prosperity and a perception that economic opportunities were only benefitting a small elite. This resonates with the MENA region being one of the most unequal regions in the world. Less than one in five women is formally employed and more than 30% of the youth are out of work, potentially chronically unemployed with little hope for shaping a better future. The lack of jobs and opportunities for young people is seen as the number one reason for radicalisation and exodus. This is not only an incredible waste of human resources but also a root cause for poverty, social unrest, migration and radicalisation. The share of young Arabs who feel the Arab spring has improved the Arab world is reported to be down from 72% in 2012 to only 36% in 2016. Most young people in the region prioritise stability and employment over democratic development.

Governments in the MENA region are aware of this and struggle with efforts to improve the situation. The overall situation looks bleak with slow economic growth and a growing youth bulge. Thus, the space and need for DAPP to support economic opportunities through its partnerships is more outspoken than ever.

Against this contextual background, and the need to link wider labour market reform and youth participation and employment agendas, the thematic programme objective is *Economic opportunities for young men and women improved.*

Each of the three engagements contributes to meeting the thematic programme objective, but using separate yet complementary instruments. Intermediate engagement objectives have been formulated to better link outcomes to the thematic programme objective. The Theory of Change for the Economic Opportunities Thematic Programme is illustrated in the diagram overleaf.

---

<sup>11</sup> <http://www.um.dk/da/danida/danida-business/danida-market-development-partnerships/>

<sup>12</sup> <http://www.ifu.dk/en/services/the-arab-investment-fund>

Model: Theory of Change for economic opportunities thematic programme

**OBJECTIVE  
HIERARCHY**

**Thematic  
programme  
objective**

**DE 2.1  
objectives  
and  
outcomes**

**DE 2.2  
objective and  
outcomes**

**DE 2.3  
objective and  
outcomes**

**Economic opportunities thematic  
programme**

**Economic opportunities for young men  
and women improved**

**Labour market and social dialogue:**

**Intermediate engagement objectives:**

- *More stable, inclusive and effective labour markets*
- *Improved working conditions*

**Engagement outcomes:**

1. **Cooperation between social partners and other labour market stakeholders improved through partnerships**
2. **Conflict resolution and prevention improved through partnerships**
3. **Advocacy and lobbying improved through partnerships**

**Youth participation and employment:**

**Intermediate engagement objective:**

*Inclusive youth participation and employment opportunities enhanced*

**Engagement outcomes:**

1. **Life and technical skills for youth to engage actively in society enhanced through partnerships**
2. **Organisational capacity of institutions, private sector, entrepreneurs and communities for support youth enhanced through partnerships**
3. **Advocacy and dialogue between youth, public and private institutions and business enhanced through partnerships**

**Entrepreneurship and access to finance:**

**Intermediate engagement objective:**

*Better jobs and economic opportunities through support to entrepreneurship*

**Engagement outcomes:**

1. **Entrepreneurship developed and access to finance improved for North African entrepreneurs**
2. **Entrepreneurship ecosystem and culture in North Africa strengthened**

All three engagements give special attention to gender equality and youth. This amounts to an enhanced focus on equal opportunities for young men and women by addressing socio-cultural, legal and economic barriers. Thus, a **human rights-based approach** is applied in promoting reforms of relevance to economic opportunities in the region. The labour market and social dialogue engagement will address right-holders (e.g. labour unions) as well as duty bearers (i.e. governments and employers/industry). Engagement activities for youth participation and employment will support the rights of jobless youth to be provided with skills training while also enabling duty bearing institutions to offer training opportunities matching competence requirements and job opportunities.

For the entrepreneurship engagement, right holders are young current or potential entrepreneurs who will be provided with skills development in starting up and running small businesses. Duty bearers such as regulating authorities are supported in reforming the enabling legal and institutional framework to become more conducive to business start-ups and SME development. Supporting dialogue between right holders and duty bearers is an integral part of the entrepreneurship approach.

Respecting the rights of refugees is essential when working in the MENA region and especially in Jordan. A number of the three engagements' outputs will specifically observe and align to the ILO's "Guiding Principles on the Access of Refugees and other Forcibly Displaced Persons to the Labour Market"<sup>13</sup>.

## 4.2 Overview of Development Engagements

The thematic programme on economic opportunities comprises three development engagements. Each development engagement is managed by a strategic partner, holding a contract with the MENA Department of the Ministry of Foreign Affairs stipulating resources available and requirements of the contract holder to provide narrative and financial reports on progress against set objectives. Priority is given to partnership engagements based on: (i) Demand from local partners, (ii) Danish foreign policy interests in the MENA region; (iii) Opportunities of the regional context; and iv) Lessons learnt and comparative advantage of DAPP.

For the Labour Market and Social Dialogue and Youth Employment engagements, Danish strategic partners will team up with government entities, private corporations and/or civil society organisations in the MENA region. The Entrepreneurship engagement will be a delegated partnership with the African Development Bank (AfDB) for a continuation and expansion of the Souk At-Tanmia (SAT) incubator initiative.

The three economic opportunities engagements and their respective intermediate objectives, outcomes and outlines of activities are presented below.

### 4.2.1 Development Engagement on Labour Market and Social Dialogue

**Engagement partner:** LO/FTF Council in a consortium with the Confederation of Danish Industries, long-standing strategic partners of DAPP.

With a budget of DKK 15 million annually, the development engagement on labour market and social dialogue will address capacity, cooperation and legal reform in labour market and social dialogue related settings. Ultimately, the efforts may lead to job creation through more stable, inclusive labour markets and improved working

---

<sup>13</sup> ILO: Guiding Principles on the Access of Refugees and other Forcibly Displaced Persons to the Labour Market (2016)

conditions, with a special emphasis on youth and women. The engagement has the following outcomes:

- Cooperation between social partners and other labour market stakeholders improved through partnerships (73% of outcome budget).
- Conflict resolution and prevention improved through partnerships (7% of outcome budget).
- Advocacy and lobbying improved through partnerships (8% of outcome budget).
- Labour market legislation and enforcement improved through partnerships (12% of outcome budget).

The following main activities are envisioned for each outcome of the engagement:

**Outcome 1: Cooperation between social partners and other labour market stakeholders improved**

The activities include: (i) Enhancing the capacity of leaders, negotiators and staff from social partners on their role in labour market organisations, social dialogue, and negotiation and dispute prevention/resolution; (ii) Improving the capacity for structured social dialogue in selected sectors and enterprises; and (iii) Supporting labour market cooperation on matching labour demand, available workforce and skills development within Technical Vocational and Educational Training (TVET).

**Outcome 2: Conflict resolution and prevention improved**

The activities include: (i) Support and technical assistance to social dialogue mechanisms for promotion of decent work, dispute prevention and productivity; and (ii) Supporting the establishment of collective bargaining agreements (CBA), codes of conduct and improving existing mediation and arbitration practices.

**Outcome 3: Advocacy and lobbying improved**

The activities include: (i) Formulation of policy positions and strategies on labour market and socio-economic policies at national and local levels; (ii) Support to trade union policy positions - based on strategic dialogue at all union levels - to enable the implementation of the social contact (in Tunisia); (iii) Support to regional exchange of national labour market and social dialogue experiences involving e.g. the Danish Arab Trade Union Equality Network, the Arab-Danish Trade Union Youth and regional CSR networks for employers organisations. In turn, this support will facilitate regional, national and local advocacy work; and (iv) Support to a regional CSR network for employers' organisations which will facilitate sharing of best practices, developing concrete tools and services for companies, and advocate for CSR at enterprise level.

**Outcome 4: Labour market legislation and enforcement improved**

The activities include: (i) Support to evidence-based advocacy by social partners at all levels to improve labour market legislation and enforcement; (ii) Strengthening the lobbying capacity of social partners; and (iii) Supporting bipartite and tripartite consultation processes including to a Tunisian trade union observatory, developed in the previous engagement.

#### **4.2.2 Development Engagement on Youth Participation and Employment**

**Engagement partner:** Oxfam-Ibis, an experienced development organisation, including in the MENA region, but a new DAPP partner.

The annual budget for the youth participation and employment engagement is DKK 35 million. Compared to previous programme cycles for youth partnerships, which mainly focused on youth participation, a stronger focus will be on identifying and pursuing economic and employment opportunities.

The engagement draws on Ibis' global experience and long-standing Oxfam partners in the region. The engagement will provide life and technical skills for youth, strengthen the organisational capacity of local partners and enhance dialogue between youth, public and private institutions and businesses. The three engagement outcomes are:

- Life and technical skills for youth to engage actively in society enhanced through partnerships (36% of total budget)
- Organisational capacity of institutions, private sector, entrepreneurs and communities for youth enhanced through partnerships (38% of total budget)
- Advocacy and dialogue between youth, public and private institutions and businesses, enhanced through partnerships (26% of total budget)

The following main activities are envisioned for each outcome of the engagement:

**Outcome 1: Life and technical skills for youth to actively engage in society enhanced**

The activities include: (i) Provision of life skills, basic education and technical training aiming for empowerment, technical skills and access to the job market; (ii) Promoting an enabling environment for women's involvement in social forums and alumni networks; (iii) Offering mentorships for young women empowering them to advocate for work and transport safety; (iv) Support to labour-intensive SMEs (including informal sector SMEs) to increase jobs for youth and comply with decent job standards; (v) Support to start-ups, business innovations and enterprises for job seeking youth; (vi) Empowering young men and women for employment and income opportunities: i.e. individuals and youth groups are provided with training, mentoring and matchmaking to build their voice and leadership roles; and (vii) Support to a regional innovation facility for business development support, expert advice and finance, best practices for skills development.

**Outcome 2: Organisational capacity of institutions, private sector, entrepreneurs and communities for support to youth enhanced**

The activities include: (i) Support the capacity of local partners to influence reform, policies and practice for inclusive youth participation, gender equality and employment; (ii) Involve training institutions to raise quality and relevance of skills building for youth including the poor and marginalised; (iii) Technical and business development support to SMEs (including internships, trainee arrangements and matchmaking) to attract and retain youth workers; (iv) Support to credit facilities and microfinance to benefit young entrepreneurs and small businesses developing jobs for youth; (v) Support to entrepreneurship training, incubators, mentorships and matchmaking aimed at young women, vulnerable groups and refugees; (vi) Promotion of decent work standards in local collaborative forums and via global supply chains; (vii) Strengthening of youth organisations to respond to policy reform, engage in dialogue on inclusive youth employment and decent work; and (viii) Establishing regional networks (via existing social media and online platforms) to facilitate learning on job creation, including also face-to-face meetings and peer-to-peer on-site placements.

**Outcome 3: Advocacy and dialogue between youth, public and private institutions and business enhanced**

The activities include: (i) Support to the establishment of multi-actor dialogue platforms comprising ministries, employers' federations, trade unions and civil society and youth



groups; (ii) Support to seminars, conferences and summits to promote inclusive youth employment strategies and job quality; (iii) Provision of information materials on youth and labour market reforms including e.g. policy briefs, cartoons, videos and social media updates and television campaigns on labour law reforms and the inclusion of youth; (iv) Support to advocacy on youth inclusion based on evidence from research/surveys (think tanks/ILO) on barriers and incentives to include youth; (v) Support to youth alumni networks organising learning events for ministries, employers' federations and trade unions; (vi) Support to learning forums on women's work safety to disseminate innovations and new modalities addressing the barriers; (vi) Furthering research on the impact of donor policies on youth employment in the region; and (vii) Organising media/campaign work and events allowing stakeholders from Denmark and the MENA region to establish and strengthen partnerships and explore economic, market and employment opportunities for MENA and Danish businesses.

### 4.2.3 Development Engagement Entrepreneurship and Access to Finance

**Engagement partner:** African Development Bank (AfDB), a long-standing multilateral partner of DAPP.

With a budget of DKK 15 million annually, the engagement will be a continued DAPP co-funding of a third phase of the Souk At-tanmia incubator project in Tunisia, initiated and piloted by the African Development Bank and supported also by e.g. USAid and UKaid. The engagement modality will follow the Guidelines for Management of Danish Cooperation with Multilateral and International Organisations.

Souk At-tanmia is the largest mobilization of partners supporting entrepreneurship in Tunisia. The project has been a well-documented success resulting in the creation of approximately 160 new businesses and many jobs<sup>14</sup>. Souk At-tanmia has obtained a distinctive position in the Tunisian entrepreneur ecosystem given its two unique features:

- It offers non-financial support to beneficiaries (training, coaching, mentoring and access to market) in addition to financial support (in the form of grants from the partnership and possible additional debt funding from local partner banks). In the future, financial support could be provided in the form of equity, mezzanine financing and/or debt or other forms of patient financing instruments, either directly or indirectly through agents and intermediaries
- It is based on partnerships benefitting from different public and private national and international entities. This allows it to deliver a strong and comprehensive support and to maximize the impact and visibility of its interventions.

Souk At-Tanmia is planned to be expanded to Morocco and Egypt within the DAPP programme period. Engagement outcomes, outputs and funding arrangements will be further detailed and finalised by September 2017. Final arrangements and design will be subject to the findings and recommendations of DAPP inception review in early 2018.

The following main activities are envisioned for each outcome of the engagement:

#### **Outcome 1: Entrepreneurship developed and access to finance improved for North African entrepreneurs**

---

<sup>14</sup> See for example evaluation <http://www.soukattanmia.org/uploads/document/final-report-of-the-final-evaluation-of-the-pilote-edition.pdf> and AfDB December 2016: Evaluation of Souk At-Tanmia's second edition.

The activities will include: (i) Establishing a regional platform to foster enterprise and job creation by offering financial and non-financial support to underserved SMEs and entrepreneurs (the platform will facilitate access to finance by entrepreneurs by providing funding which in turn will catalyse additional financial support from traditional financial institutions); (ii) Financial support will be in the form of equity, mezzanine financing and/or debt or other forms of patient financing instruments<sup>15</sup>; (iii) Technical services in the form of training, drafting of business plans, fundraising support, coaching, mentoring and support to access new markets and boost sales (financed by donors and/or in-kind contributions from public and private partners); and (iv) Support to partnerships with local banks, public sector funds and non-bank financial institutions with the aim to catalyse resources.

## **Outcome 2: Entrepreneurship ecosystem and culture in North Africa strengthened**

Activities will include: (i) The regional platform will coordinate the interventions planned by the partners in each country, organize workshops and events to promote entrepreneurship culture; raise awareness about reform needs and engage in advocacy efforts; (ii) The platform will also coordinate with AfDB departments involved in knowledge generation (to document best practices and lessons learnt) as well as policy dialogue with local governments (to foster reforms); and (iii) The platform will strengthen capacity of key stakeholders in the ecosystem, particularly NGOs and public sector agencies.

### **4.3 Engagement level results framework**

The tender process in end-2016 led to the identification of two of the three development engagement partners who have since worked with their partners in the MENA region to finalise development engagement documents for their interventions during the five-year period from 2017-21. For the third engagement, which will support a future multi-donor fund not yet established, only a draft DED has been produced. A final DED with revised results framework will be prepared during late 2017 and will be assessed during the Danida Inception Review.

<b>THEMATIC PROGRAMME OBJECTIVE</b>	<b>IMPROVED ECONOMIC OPPORTUNITIES FOR YOUNG MEN AND WOMEN</b>
<b>Impact indicators</b> (from DE 2.1)	<ul style="list-style-type: none"> <li>Increased labour productivity</li> <li>Increased market participation rate for the youth - total (TY) and for women (WY)</li> </ul>
<b>Target 2021</b>	Labour productivity has increased by (%) <sup>16</sup> in: <ul style="list-style-type: none"> <li>Morocco: 10-15%</li> <li>Tunisia: 10-15%</li> <li>Egypt: 5-10%</li> <li>Jordan: 5-10%</li> </ul> Youth participation rate of TY and WY have increased by (%) in: <ul style="list-style-type: none"> <li>Morocco: TY: 1-5% WY: 1-5%</li> <li>Tunisia: TY: 1-5% WY: 1-5%</li> </ul>

<sup>15</sup> Patient financing instruments will be instruments designed to provide the adequate financial cushion to the projects while providing the needed flexibility to match:

- The cash flow stream of the projects.
- The different regulations across the targeted ecosystems.

<sup>16</sup> Preliminary targets limited to DAPP intervention localities. Targets subject to further scrutiny and assessment during the inception phase.

		<ul style="list-style-type: none"> <li>• Egypt: TY: 1-5% WY: 1-5%</li> <li>• Jordan: TY: 1-5% WY: 1-5%</li> </ul>
<b>Impact indicators</b> (from DE 2.2)		<ul style="list-style-type: none"> <li>• Number of targeted youth employed</li> <li>• Number of vulnerable youth employed</li> <li>• Number of young women feeling safe in work</li> </ul>
Target 2021		<ul style="list-style-type: none"> <li>• 9,450 additional targeted youth employed</li> <li>• Of which 3,200 vulnerable youth employed</li> <li>• 1,200 young women feeling safe in work</li> </ul>
<b>Impact indicators</b> (from DE 2.3)		<ul style="list-style-type: none"> <li>• Number of jobs created</li> <li>• Average growth rate in sales of beneficiary projects compared to national level of GDP growth</li> <li>• Increase in the value of sales of beneficiary projects</li> </ul>
Target 2021		<ul style="list-style-type: none"> <li>• 1,500 jobs created<sup>17</sup></li> <li>• 3% compared to a national GDP growth rates of 2% in 2016</li> <li>• USD 1,500,000</li> </ul>
<b>DE 2.1</b>		<b>LABOUR MARKET AND SOCIAL DIALOGUE</b>
<b>Intermediate objectives</b>		<ul style="list-style-type: none"> <li>• More stable, inclusive and effective labour markets</li> <li>• Improved working conditions</li> </ul>
<b>Impact indicators</b>		<ul style="list-style-type: none"> <li>• Decrease (%) in number of strikes at national level.</li> <li>• Frequency rates of fatal and non-fatal occupational injuries.</li> </ul>
Target 2021		<p>Number of strikes at national level has decreased by.</p> <ul style="list-style-type: none"> <li>• <i>Morocco: 10-20%</i></li> <li>• <i>Tunisia: 10-20%</i></li> <li>• <i>Egypt: 3-7%</i></li> <li>• <i>Jordan: 10-20%</i></li> </ul> <p>Frequency of fatal and non-fatal occupational injuries has decreased by 5% on average in the four countries</p>
<b>Outcome 2.1.1</b>		<b>Cooperation between social partners and other labour market stakeholders through partnerships</b>
Outcome indicator		Increase (%) in the number of registered negotiated Collective Bargaining Agreements (CBAs)
Baseline	2017	Incremental indicator
Target	2021	<p>Increase (%) in number of registered negotiated and improved CBAs in:</p> <p><i>Morocco: 10-20% increase of baseline 2017</i></p> <p><i>Tunisia: 12-25% increase of baseline 2017</i></p> <p><i>Egypt: 5-10% increase of baseline 2017</i></p> <p><i>Jordan: 7-15% increase of baseline 2017</i></p>
<b>Outcome 2.1.2</b>		<b>Conflict resolution and prevention improved through partnerships</b>
Outcome indicator		Increase in registered complaint cases that are mediated and resolved compared to total registered complaint cases (%)
Baseline	2017	Incremental indicator
Target	2021	<p>Ratio of registered complaint cases that are mediated and resolved to total registered complaint cases has reached:</p> <p><i>Morocco: 40-60%</i></p> <p><i>Tunisia: 40-60%</i></p> <p><i>Egypt: 20-40%</i></p> <p><i>Jordan: 40-60%</i></p>
<b>Outcome 2.1.3</b>		<b>Advocacy and lobbying improved through partnerships</b>

<sup>17</sup> It is noted that the present ambition level for the Entrepreneurship and Access to Finance engagement (especially for number of jobs created and young men and women trained annually) was considered low by the DAPP appraisal and that higher and more ambitious targets should be sought. This will be assessed during Inception Review.

Outcome indicator		Number of position papers and policy recommendations developed and presented by social partners to relevant stakeholders.
Baseline	2017	Incremental indicator
Target	2021	Total number of position papers and policy recommendations developed and presented in engagement period: <i>Morocco</i> : 4-7 <i>Tunisia</i> : 4-7 <i>Egypt</i> : 4-7 <i>Jordan</i> : 4-7
<b>Outcome 2.1.4</b>		<b>Labour market legislation and enforcement improved through partnerships</b>
Outcome indicator		Number of cases of improved labour market legislation according to ILO standards.
Baseline	2017	Incremental indicator
Target	2021	Total number of approved legislations/decrees with improvements in engagement period: <i>Morocco</i> : 2-5 <i>Tunisia</i> : 2-5 <i>Egypt</i> : 1-3 <i>Jordan</i> : 2-5
<b>DE 2.2</b>		<b>YOUTH PARTICIPATION AND EMPLOYMENT</b>
<b>Intermediate objectives</b>		<b>Inclusive youth participation and employment opportunities enhanced</b>
<b>Outcome 2.2.1</b>		<b>Life and technical skills for youth to actively engage in society enhanced through partnerships</b>
Outcome indicator		<ul style="list-style-type: none"> <li>Proportion of targeted young men and women gained and/or improved skills that are in demand in the labour market</li> <li>Proportion of targeted young men and women have demanded improvement of economic and/or labour conditions</li> <li>Proportion of youth targeted, men and women, who have positive influence in their community and are active to seek for employment and/or develop their entrepreneurship</li> </ul>
Baseline	2017	NA
Target	2021	<ul style="list-style-type: none"> <li>70%/90%/90%/60%<sup>18</sup> of targeted young men and women gained and/or improved skills that are in demand in the targeted sector</li> <li>70%/80%/80%/60% of targeted young men and women have demanded improvement of economic and/or labour conditions</li> <li>More than 50%/70%/70%/40% of youth targeted are participating in their community and are active towards employment</li> </ul>
<b>Outcome 2.2.2</b>		<b>Organisational capacity of partners, institutions, private sector, entrepreneurs and communities for support to youth enhanced through partnerships</b>
Outcome indicator		<ul style="list-style-type: none"> <li>Youth employment policies, strategies and action plans by partners, institutions, private sector and entrepreneurs</li> <li>Staff competence building among partners, institutions, private sector and entrepreneurs</li> </ul>
Baseline	2017	Incremental indicators
Target	2021	<ul style="list-style-type: none"> <li>25/15/15/20 key partners, institutions, private sector business, entrepreneurs and community representatives are actively involved in initiatives enhancing employment, income and participation of youth</li> <li>35/25/25/40 key partners, institutions, private sector business have</li> </ul>

<sup>18</sup> Proportions for Morocco, Tunisia, Egypt, Jordan respectively

		built their competence to effectively engage in youth employment
<b>Outcome 2.2.3</b>		<b>Advocacy and dialogue between youth, public and private institutions and business enhanced through partnerships</b>
Outcome indicator		Number of public and private institutions, business partners and youth organisations active in dialogue and collaborative efforts to enhance youth employment and participation
Baseline	2017	Incremental indicator
Target	2021	65/25/12/45 public and private institutions, business partners and youth organisations active in dialogue and collaborative efforts to enhance youth employment and participation
<b>DE 2.3</b>		<b>ENTREPRENEURSHIP AND ACCESS TO FINANCE</b>
<b>Intermediate objectives</b>		<b>Livelihood of unemployed North African citizens improved by creating jobs and economic opportunities through support to entrepreneurship</b>
<b>Outcome 2.3.1</b>		<b>Entrepreneurship development and access to finance improved for North African entrepreneurs</b>
Outcome indicator		<ul style="list-style-type: none"> <li>• Number of jobs created (equivalent to impact indicator 1)</li> <li>• Number of enterprises supported to initiate or to grow their operations</li> </ul>
Baseline	2017	Incremental indicators
Target	2021	<ul style="list-style-type: none"> <li>• 1,500</li> <li>• 200</li> </ul>
<b>Outcome 2.3.2</b>		<b>Entrepreneurship ecosystem and culture in North Africa strengthened</b>
Outcome indicator		<ul style="list-style-type: none"> <li>• Number of partnerships and collaborations implemented with local players to enhance coordination and create synergies</li> <li>• Number of reforms on entrepreneurship, financial and economic inclusion supported by AfDB policy based and technical assistance operations</li> </ul>
Baseline	2017	Incremental indicators
Target	2021	<ul style="list-style-type: none"> <li>• 35</li> <li>• 3</li> </ul>

More information, including definitions and output indicators, are presented in the full results frameworks included in the respective development engagement documents. Where time constraints have not allowed for baseline and target indicators to be fully established, partners are instructed to make use of the inception phase from July to December 2017 to finalise results frameworks for assessment by the inception review planned for the first quarter of 2018.

#### 4.4 Monitoring mechanisms

Monitoring of the engagements is the responsibility of strategic partners and annual reporting is based on inputs and reporting mechanisms of local partners. Depending on the quality of these mechanisms, strategic partners may engage third party monitoring agents to complement efforts to establish simple yet meaningful indicators that are easy to manage in day-to-day operations and provide useful information on progress against set objectives.

Overall monitoring responsibility for DAPP rests with the MENA Department of the Ministry of Foreign Affairs. In consolidating inputs from governance engagement partners, MENA is assisted by STAs based in Technical Advisory Offices (TAOs) in Amman and Tunis. The STAs will assist MENA in assessing progress reporting from partners and participate in decision making on the need for 3<sup>rd</sup> party monitoring and

impact studies. Progress reporting from partners is amalgamated and communicated in DAPP results report published by MENA after the 2<sup>nd</sup> and 4<sup>th</sup> year of the programme. For further details see section 6.3 below.

#### **4.5 Budget at engagement level**

<b>Economic opportunities engagements</b>	<b>Annual budget (DKK million, annual)</b>
Labour market and social dialogue	15.0
Youth participation and employment	35.0
Entrepreneurship and access to finance	15.0
Strategic reserve (unallocated)	4.2
Reviews	1.0
<b>Economic opportunities, total</b>	<b>70.2</b>

In addition to the budget already allocated for interventions, an unallocated strategic reserve of DKK 4.2 million annually is set aside in order to allow for a degree of flexibility at engagement level. This flexibility is intended to allow DAPP to respond to opportunities arising during the five-year programming period.

## **5. ADDITIONAL SUPPORT INITIATIVES**

In addition to the six engagements under the two thematic programmes, funding is provided for the following initiatives:

### **Youth Innovation Grant Facility**

During the inception phase, a grant facility will be set up to fund three separate initiatives in support of innovative youth involvement by civil society. DAPP experience underpins the potential of galvanising energy and creativity of young people for social change. The facility will support DAPP's overall vision and its two thematic objectives thus contributing to the overall Theory of Change.

Organisations not involved in the six engagements but with DAPP or other MENA experience will be invited to submit proposals for support. A first call for proposals covers 2018-19 and a second call covers 2020-21. The fund has an annual budget for all three initiatives of DKK 12 million, totalling DKK 48 million, and subject to grant procedures and desk appraisal managed by the MENA Department in accordance with HMC procedures being finalised in 2017. The Grant Facility will offer support for initiatives in three priority areas:

- Youth voices and democracy (DKK 5 million annually)
- Youth culture and diversity (DKK 4 million annually)
- Youth participation and sports (DKK 3 million annually)

Innovation is defined in the context of the facility as: (i) new activity types and substance; (ii) experimental approaches and methods (e.g. strategic use of social media and podcasts); and (iii) partnerships bringing comparative advantages together in new ways. Criteria for evaluating proposals will include an operational definition of innovation.

The grant facility will allow for flexible and innovative youth engagement with strong elements of participation and exchange. The activities to be funded through the facility will also contribute to a stronger public diplomacy profile of DAPP in the MENA region and in Denmark through activities such as cultural events and popular sports.

Specific procedures for submission of proposals to the facility will align to the new funding procedures for Danish civil society organisations approved by the Danish MFA and launched early March 2017. The facility will be formulated in detail during the DAPP Inception Phase with a deadline of 1 November 2017. Proposals for funding will be received by 1 December 2017 followed by MENA desk appraisal and contracts signed with organisations to receive funding by end 2017. Implementation is expected to start in January 2018.

### **Danish Egyptian Dialogue Institute (DEDI)**

Challenges for civil society and reform agents in the current context of Egypt provide for a unique role for DEDI with its inter-governmental set-up and space for manoeuvring in DAPP priority areas such as civic engagement, independent media and youth culture. DEDI can continue to be a facilitator of dialogue and enhanced understanding between Danish and Egyptian partners, including strategic partners of DAPP and their local partners in Egypt.

By funding fewer and larger activities DEDI is able to focus efforts and save costs, including administrative costs. Funding from DAPP is foreseen to be gradually reduced

during this programme cycle and DEDI expected to increasingly mobilise funding from other sources. Thus, the total DAPP budget for 2017-2021 is DKK 36 million distributed over the five programme years as follows: DKK 8 million for 2017/18/19 and DKK 6 million for 2020/21.

DEDI's strategic focus is on dialogue interventions in three priority areas:

1. Arts and culture
2. Civic education
3. Independent media

Building on extensive experience with Danish and Egyptian partners, a new DEDI strategy for 2017-2021 will be finalised by 1<sup>st</sup> May 2017. The strategy will include a five year programme framework including activity based budgets, results framework and a risk matrix. The strategy is subject to approval by the Board of DEDI, comprised of representatives appointed by the Ministries of Foreign Affairs of Denmark and Egypt, by mid-2017.

### **Seconded National Experts (SNEs)**

SNEs are funded at the European Commission in Brussels (one) and in each of the current focus countries (four). Costs related to the total of five secondments amount to DKK 5 million per year.

All SNEs refer to the heads of their respective Department at the European Commission and Delegations in the four focus countries covered by DAPP. Key SNE functions include monitoring and reporting, analysis and advice, networking, information and communication and contribution to the ENP action plans.

SNEs constitute an active multilateral engagement in support of EU neighbourhood instruments such as *Euro-Mediterranean Partnership*. At the same time, SNEs constitute a link for mutual exchange of experience with DAPP and EU perspectives from the MENA region.

### **Public Diplomacy and Communication**

Tangible results of DAPP and visibility through strategic partnerships have proven to provide an excellent platform for Danish public diplomacy via DAPP web content and the regular newsletter. Communication of DAPP results creates visibility around DAPP results and enhances knowledge of Denmark's engagement with regional partners.

In order to optimise the effect of DAPP as a political developmental instrument, communication of results in the region and to the Danish public will be strengthened and supported at a scope of DKK 3 million per year. A communication unit is being established at the Danish Institute for International Studies (DIIS) as of 1<sup>st</sup> May 2017.

Location of the communication unit at DIIS involves opportunities for DAPP's public diplomacy efforts to draw on state-of-the-art research expertise and organise academic seminars on DAPP-related topics for scholars as well as the general public. The unit will refer to the MENA Department of the MOFA and operate according to annual communication plans.



## **6. OVERVIEW OF MANAGEMENT SET-UP**

### **6.1 Management arrangements**

Overall management responsibility for DAPP rests with the MENA Department of the Ministry of Foreign Affairs of Denmark. A dedicated DAPP Team is charged with setting the strategic direction, monitoring risks, maintaining strategic dialogue and coordinating with Danish partners (as per agreed management arrangements for each development engagement) and taking day-to-day decisions on regional and country-level aspects of programme implementation.

The MENA DAPP Team is headed by a Team Leader, assisted by a desk officer and a Chief Technical Adviser. The DAPP Team liaises closely with MENA country desks as well as Danish embassies and Technical Advisory Offices (TAO) programme offices in the region.

Denmark currently has embassies in two of four DAPP focus countries, namely Morocco and Egypt. Furthermore, TAOs have been established in the two other focus countries of Tunisia and Jordan to support progress monitoring and experience exchange between partners. TAOs liaise with DAPP's Danish and local partners, coordinate and monitor day-to-day activities at country level and report to the MENA DAPP Team in Copenhagen.

Currently four Senior Technical Advisors (STAs) have been recruited to support DAPP activities and partnerships in the focus countries, thus providing quality assurance and flexibility in a fast-changing region. STAs facilitate cooperation between Danish and Arab partners, assist in ensuring successful implementation of engagements, and facilitate Danish-Arab dialogue. STAs identify bottlenecks and risks as well as new cooperation opportunities and partners. STAs also work to ensure aid effectiveness whereby Danish funded engagements are coordinated with other donor engagements. Within the overall management set-up for DAPP, the STAs refer to the MENA DAPP Team.

As an intergovernmental body the Danish Egyptian Dialogue Institute (DEDI) is managed differently from other DAPP partnerships. DEDI operates under the guidance of a dedicated DEDI Board appointed by the governments of Denmark and Egypt. The Danish Ambassador in Cairo alternates with a representative of the Ministry of Foreign Affairs of Egypt to chair the Board.

### **6.2 Financial management**

The MENA Department of the Ministry of Foreign Affairs of Denmark holds administrative responsibility for the budget line regarding DAPP, i.e. §06.32.09.10 and §06.32.09.20 of the Danish Finance Act.

MENA applies all general guidelines for accounting and auditing, including the General Guidelines for Accounting and Auditing of Grants Channelled through Multilateral Organisations and General Guidelines for Accounting and Auditing of Grants Channelled through National NGO's.

A service agreement has been signed between the MENA Department and the Department for Technical Quality Support (TQS) covering support to the DAPP Team on budget and accounting matters, including yearly financial visits and financial monitoring of the TAOs. In addition to this, TQS is involved in any cases of suspected misuse of funds from DAPP. It is the responsibility of the MENA Department to report any presumed or verified misuse to the National Audit Office of Denmark via TQS.

### 6.3 Monitoring, evaluation and reviews

Overall responsibility for monitoring of DAPP activities and results rests with the MENA DAPP Team, assisted by TAOs and Danish embassies in the region. Financial monitoring of DAPP engagements on the basis of reporting from strategic partners is the responsibility of the Quality Assurance Department, as stipulated in the respective service agreement.

Evaluations are the responsibility of the Evaluation Department of the Ministry of Foreign Affairs. However, as external evaluations were carried out as recently as 2013 of media support under DAPP<sup>19</sup>, complemented in 2015 by the evaluation of DAPP<sup>20</sup> and have informed design of the present programme phase, it is not expected that major evaluation exercises with specific focus on DAPP will be launched in the immediate future.

Monitoring progress on implementation of a regional programme with an ambitious reform agenda is faced with challenges deriving from the volatility and deteriorating security situation in the region. Third party experts will be involved as much as possible in selected monitoring tasks and impact studies particularly related to high risk areas. This will ensure independence and credibility of both monitoring and analytical evidence. Furthermore, the diversity of intervention types supported under DAPP calls for an approach where monitoring mechanisms are tailor-made to fit the individual engagement type and at the same time inform outcome indicators in order to measure progress against set objectives. To the extent possible, reporting of progress by strategic partners is based on indicators already used by existing MENA partners.

An inception review of DAPP is planned for first quarter of 2018 and will be based on the January 2018 inception reports by partners, including full result frameworks. This review will provide an opportunity to take stock of the first six months of implementation and adjust the results framework, outputs and indicators to optimise measurement of progress against set objectives.

During the fourth quarter of 2018, a regional workshop will be conducted in Tunis to review progress, particularly with regard to: i) DAPP's regional dimension; ii) Collaboration and synergies between engagements under DAPP's two thematic programmes; iii) Specific lessons learned in engagements and by all partners; and iv) Challenges and advantages of consortium vs. single partner engagements. Scope will be determined during the inception phase and costs will be covered partly by DAPP's strategic reserve, partly by engagement budgets.

A mid-term review will be carried out in the last quarter of 2019/first quarter of 2020.

Mechanisms for results monitoring of DAPP include:

- **Engagement Monitoring:** Development Engagement Documents specify the agreed monitoring and results reporting mechanisms on support provided to strategic partners and multilateral organisations, including bi-annual and annual narrative and financial reporting.
- **Comprehensive DAPP M&E framework:** Developed in 2014, this framework contains tools to strengthen monitoring and evaluation based on input from partners allowing for systematic tracking of progress on outcome-based indicators.

---

<sup>19</sup> Danida: Evaluation of Media Cooperation under the Danish Arab Partnership Programme (2013)

<sup>20</sup> Danida *Supra* note 3

- **Reviews:** The following review plan is envisaged to ensure monitoring of progress and inform management decisions on possible subsequent phases of the programme:

Inception Review during the first quarter of 2018 to assess progress during inception from July to December 2017 in finalising results framework, capacity of strategic and local partners and value added by engagements implemented by consortia.

Thematic reviews by third party experts of strategic partners preceding the overall mid-term review of DAPP to test causality assumptions, assess results against set objectives, and assess organisational capacity of strategic and local partners.

Country-specific reviews to assess context, progress and coordination at country level, comprising one review per focus country, currently including Morocco, Tunisia, Jordan and Egypt – carried out during the first half of 2019.

Mid-term review – building on the findings of performance and country-specific reviews, an overall mid-term review is planned for second half of 2019 to consolidate monitoring results and consider prospects for extension or exit.

- **DAPP Status and Results Report** will be prepared after the 2<sup>nd</sup> and 4<sup>th</sup> year of the programme as a public diplomacy and communication effort. The reports will provide an overview of DAPP progress and examples of tangible results across thematic programmes (most recent report was produced in November 2014).

## 7. PROGRAMME BUDGET

The table overleaf presents the DAPP budget at thematic programme and engagement levels. Detailed budgets for the first 18 month by outcome and output levels have been developed by engagement partners and are parts of the six development engagement documents. Since the programme is subject to annual appropriations in the Finance Act, the total budget is by nature an estimate, based on the assumption of an annual total appropriation of DKK 200 million.

To maintain flexibility and the ability to react on the turbulent context, risk developments and respond to new opportunities arising in the region, **strategic reserves** are included under each thematic programme. Strategic reserves will administratively be treated as unallocated funds (managed by the MENA Department) that can be used for new activities in support of existing thematic and engagement objectives, e.g. for additional outcomes or outputs and in potential new focus countries. The introduction of new outcomes will require the approval of the Under-Secretary for Global Development and Cooperation or the State Secretary for Development Policy. If altered or new outcomes affect the programme substantially in substance or if additional focus countries are introduced, it can be decided to refer the decision to the Council for Development Policy.

Potential needs for reallocation between thematic programmes will also be referred to the Under-Secretary for Global Development and Cooperation, based on an assessment and recommendation from the Head of the MENA department confirming (a) that the changes do not contradict the basis for appropriation or (b) whether the changes require re-submission to the Council for Development Policy and/or (c) whether notification should be given to parliament. Reallocation between development engagements within a thematic programme of up to 10 per cent of the average annual disbursement budget of the thematic programme are approved by the Head of the MENA Department.

Higher than expected annual budget frames in the Finance Act could be allocated to the

strategic reserves.

### DAPP budget (2017-21)

<i>(DKK million)</i>	Annual budget	Total 2017-21
<b>Thematic programme 1: Governance</b>		
Engagement 1.1: Human rights	40.0	200.0
Engagement 1.2: Gender equality	25.0	125.0
Engagement 1.3: Free media	25.0	125.0
Strategic reserve, unallocated	4.2	21.0
Reviews	1.0	5.0
<b>Total, Governance thematic programme</b>	<b>95.2</b>	<b>476.0</b>
<b>Thematic programme 2: Economic opportunities</b>		
Engagement 2.1: Labour market and social dialogue	15.0	75.0
Engagement 2.2: Youth participation and employment	35.0	175.0
Engagement 2.3: Entrepreneurship and access to finance	15.0	75.0
Strategic reserve, unallocated	4.2	21.0
Reviews	1.0	5.0
<b>Total, Economic opportunities thematic programme</b>	<b>70.2</b>	<b>351.0</b>
Youth Innovation Grant Facility*	9.6	48.0
Danish-Egyptian Dialogue Institute**	8.0	36.0
Technical assistance offices + advisors	7.0	35.0
Seconded national experts (SNE)	5.0	25.0
Public diplomacy, communication ***	3.0	15.0
M&E, DAPP reviews	2.8	14.0
<b>Grand total, DKK million</b>	<b>200.0</b>	<b>1,000.0</b>

\* The total budget of DKK 48 million will be distributed over four calendar years 2018-2021 with an annual expenditure budget of DKK 12 million. For the purpose of matching the full five year DAPP budget, the annual budget set at DKK 9.6 million.

\*\*DEDI's budget is DKK 8 million for 2017/18/19 and DKK 6 million for 2020/21.

\*\*\* Public diplomacy, communication covers DAPP Communication Unit as well as public diplomacy activities in Denmark.

## **ANNEX 1**

### **BRIEF DESCRIPTION OF PARTNERS**

#### **Governance 1.1**

##### **Development Engagement 1.1.1: Human Rights**

#### **DIGNITY**

Danish Institute Against Torture (DIGNITY) is a Danish human rights institute which works with rehabilitation, research, international development and advocacy under one roof.

DIGNITY is represented in more than 20 countries where it cooperates with local partner organisations to fight torture and help torture victims to a better life. DIGNITY works to eradicate torture, abuse and organized violence in Denmark as well as abroad.

#### **DIGNITYs main, local partners in the MENA region 2017 – 2021**

##### **TUNISIA**

DIGNITY's main partners are the Ligue Tunisienne pour la Défense des Droits de l'Homme (LTDH), NEBRAS - Institut Tunisien pour la Réhabilitation des Victimes de la Torture and the Ministère de la Justice, des Droits de l'homme et de la Justice transitionnelle, facilitating DIGNITY's activities with other state institutions. Under the partnership with LTDH, DIGNITY is further working with 14 associated partners incl. the Association Internationale de Soutien aux Prisonniers Politiques (AISPP) linked to Ennahda. The Organisation Contre la Torture en Tunisie (OCTT) is furthermore involved in documentation activities.

##### **EGYPT**

DIGNITY's main partners are the El Nadeem Centre for the Rehabilitation of Victims of Violence and Torture which is active in torture prevention and rehabilitation and the Egyptian Commission for Rights and Freedom (ECRF) working on issues such as minority rights and torture prevention. In addition, DIGNITY continues nurturing professional contacts with a varied group of professionals, including members of the Egyptian Medical Syndicate.

##### **JORDAN**

DIGNITY's main partners are the Ministry of Justice and the prosecution office; the National Centre for Human Rights, Mizan for Law and the Institute for Family Health (IFH). Other associated partners are the Jordanian Judicial Council as well as the NGO coalition and Jordan Civil Alliance against Torture (JoCAT). The DIGNITY country office in Jordan engages with all the other actors in the rule of law and human rights field trying to create synergies such as the EU.

##### **MOROCCO**

DIGNITY's main partners are the National Council for Human Rights (CNDH), Association Marocaine pour les Droits Humains (AMDH) a leading organization with the mandate to monitor, follow-up and observe human rights nationally and regionally and has access to prisons, Adala Association promoting the right to a free trial and working on the

independence of the judiciary and the Medical Association of Rehabilitation of Victims of Torture (AMRVT) offering medical and rehabilitation support to victims of torture.

### **Other regional partners**

DIGNITY's main regional partners in its prevention and rehabilitation activities are Restart Center for Rehabilitation of Victims of Violence and Torture based in Tripoli, Lebanon, the Wchan Organization for Human Rights Violations based in Suleymania, the Gaza Community Mental Health Programme (GCMHP) based in the Gaza Strip, Lawyers for Justice in Libya (LFJL) based in London, UK and the Treatment and Rehabilitation Center for Victims of Torture (TRC) based in Ramallah, West Bank. Above organisations are non-profit human rights organisations active in the provisions of health and legal services with the field of torture and organised violence.

### **The Danish Institute for Human Rights (DIHR)**

DIHR is the national human rights institute of Denmark, a state institution, and independent of the government with a national and international mandate by law. DIHR works to promote human rights all over the world. We strive to improve human rights in partnership with different organizations, including other National Human Rights Institutions, ministries, law enforcement and justice actors, academia, business and civil society. Through institutional partnerships in the Middle East and North Africa, DIHR aims to strengthen governmental human rights focal points, public human rights actors, and national human rights institutions as well as engage in human rights education and study with academia.

### **DIHR's main, local partners in the MENA region 2017 - 2021**

#### **TUNISIA**

DIHR's main partners are the **Ministry of Relations** with Constitutional Instances, Civil Society and Human Rights, the **National Commission** for co-ordination, drafting and presentation of reports and follow-up on recommendations in the area of human rights; the **High Committee for Human Rights and Fundamental Freedoms** (current NHRI) –and the **Human Rights Instance** (future NHRI), and potentially the University of Carthage.

#### **EGYPT**

DIHR's main partner is the **Human Rights Council** of Egypt and potentially a governmental human rights focal point, such as the office responsible for human rights reporting.

#### **JORDAN**

DIHR's main partners will potentially be the **National Centre for Human Rights** or a similar entity as well as a university in Jordan.

#### **MOROCCO**

DIHR's main partner is the **National Council for Human Rights** (CNDH) and potentially the **Delegation for Human Rights** (reporting mechanism).

### **Other regional partners**

DIHR co-operates with the European Inter-University Centre on the **Master in Democratic Governance - Democracy and Human Rights** in partnership with **Birzeit University** (Palestine), **Saint Joseph University** (Lebanon), **International University of Rabat** (Morocco), **University of Carthage** (Tunisia), **Ca' Foscari University** (Italy) and a growing network of other partner Universities in the MENA region. As of 2017 the program will be run by Saint Joseph University, Lebanon. In the course of the program DIHR will look into potential avenues of co-operation with the Arab Network of NHRI's.

## **Euro-Mediterranean Foundation of Support to Human Rights Defenders (EMHRF)**

EMHRF is a Danish foundation that aims at protecting and consolidating the work of human rights defenders and NGOs in the South-Mediterranean region, especially in Morocco, Algeria, Tunisia, Libya, Egypt, Jordan, Lebanon, Syria, Israel and the occupied Palestinian territories. In particular, it provides tangible financial assistance - in the timeframes and with the flexibility needed - to allow them to protect their safety, to leverage new sensitive initiatives and to strengthen the movement for the promotion and respect of universally-recognised human rights and freedoms. The beneficiaries of EMHRF financial assistance or partners are human rights defenders, regardless of their gender, that act individually or as part of a group to promote and protect the universally-recognised rights and freedoms of third parties - and use peaceful and non-violent means in their work. All of the individuals, groups or entities, referred to in the United Nations Declaration and the European Union Guidelines on Human Rights Defenders, are eligible for financial assistance from the EMHRF. To note, the EMHRF has, since its inception, allocated 720 grants to protect and support 932 human rights defenders and NGOs in the MENA region. Besides the Board of the EMHRF that consists of twelve experts in the affairs of the region and representatives of national, regional and international human rights NGOs working in or on the region, the EMHRF taps into a network of trusted local partners, notably EuroMed Rights' regular and associate members in the South-Mediterranean region. Lastly, the EMHRF is a member of the [Ariadne European Human Rights Funders' Network](#), the [International Human Rights Funders' Group](#) and the newly established [EU Human Rights Defenders' Mechanism](#), comprising of over 800 funders and philanthropists who support social change and human rights around the globe, including in the MENA region.

### **EMHRFs main, local partners in the MENA region 2017 – 2021**

#### **TUNISIA**

The EMHRF supports individual defenders threatened as a result of their human rights work and organisations that qualitatively work on the legislative and institutional reforms in the areas of civil, political, economic, social and cultural rights as well as civil society initiatives that address the social justice demands of the disadvantaged youth and women at the grassroots level and build resilience within society to withstand radicalisation to violence, including initiatives undertaken in partnership with State institutions when possible.

#### **EGYPT**

The EMHRF supports key human rights defenders and organisations, notably those at risk, as well as emerging civil society initiatives in order to sustain independent human rights work in the field of documentation of violations, legal aid and support to the victims of violations,

accountability and reforms, and to enlarge the base of support for the human rights movement.

## **JORDAN**

The EMHRF supports individual defenders threatened as a result of their human rights work and innovative human rights initiatives undertaken by organisations that face difficulties in securing funding from other donors.

## **MOROCCO**

The EMHRF supports individual defenders threatened as a result of their human rights work and organisations that qualitatively work on the legislative and institutional reforms in the areas of civil, political, economic, social and cultural rights as well as civil society initiatives that address the social justice demands of the disadvantaged youth and women at the grassroots level, including initiatives undertaken in partnership with State institutions when possible.

## **EUROMED RIGHTS**

Euro-Mediterranean Human Rights Network is a membership based network consisting currently of 68 member organisations based in the MENA and Europe, working with human rights issues either nationally or regionally. EuroMed Rights' members are also its main partners.

60 % of the members are based in the MENA – nearly equally divided between the Mashrek and the Maghreb. About half of the organisations are generalist human rights organisations or associations, such as the Tunisian League for Human Rights, the Cairo Institute for Human Rights Studies, and the Moroccan Human Rights Association. 16 % are women's rights organisations, as gender equality is a priority for EuroMed Rights, taking the lead in EuroMed Rights work on gender mainstreaming. 10% of the organisations are specialized in migration and refugee issues, 6 % in justice issues, and 3% on economic and social rights taking the lead on EuroMed Rights regional work on these issues. 6 % are national academic or research based institutions.

EuroMed Rights is one of the main interlocutors of the EU institutions on human rights and civil society issues in the MENA region. EuroMed Rights is regularly consulted by the EU institutions, participates in the regional structured dialogue, engages with EU delegations and Member States at capital and field levels, and gives input to EU's external policies relating to the region.

### **EUROMED RIGHTS' main, local partners in the MENA region 2017 - 2021**

## **TUNISIA**

EuroMed Rights is facilitating the active engagement of civil society in the main political reform processes in the country. The main human rights and women's rights organisations are members, but EuroMed Rights works with a core of approximately 80 civil society organisations (plus a second circle of several hundred civil society organisations) representing trade unions, grass roots organisations in the regions/country side, artist unions, bar associations, journalists, as well as engages with ministries and parliamentarians. We are also closely related to the Human Rights Council in the making.



**EGYPT**

EuroMed Rights works with the human rights and women's rights organisations that are main victims of the authorities' clamp-down and engaged in the Egyptian Human Rights Platform, as well as international and regional organisations in its Egypt solidarity work, as well as with a migrant/refugee organisation involved in its regional work on migrants and refugees.

**JORDAN**

EuroMed Rights' member organisations work on women's rights, justice, refugees/migrant workers, as well as general human rights issues.

**MOROCCO**

EuroMed Rights works with the main human rights and women's rights organisations, as well as with organisations working on justice reform issues. Cooperation with organisations on migration and refugee issues are thought in relation to national, sub-regional and regional migration and refugee work; as well as with organisations and academics on economic and social rights. EuroMed Rights has also close relations with the National Human Rights Council.

**DANMISSION**

Danmission is an independent organisation linked to the Evangelical Lutheran Church in Denmark (Folkekirken). We work with churches, faith and value based partners. Danmission is involved in programmes of poverty reduction, dialogue and church development in countries in Asia, Africa and the Middle East and North Africa (MENA), as well as in Denmark. Danmission bases its engagements on a worldview that regards all people on earth as equal, valuable people who should live and work with mutual respect for each other regardless of culture and religion. Furthermore, Danmission works with other (multi) faith or value-based organisations and institutions as well as informal partnerships and networks that add competences and innovative directions to our work.

**Danmission's main, local partners in the MENA region 2017 - 2021****EGYPT**

Danmission's main partner is the **Coptic Evangelical Organisation for Social Services (CEOSS)** which is a DAPP partner in Egypt, and Danmission's main partner in the DANIDA Framework programme. CEOSS has decades of experience with promotion of diversity and democratisation on a community level, specifically through religious dialogue. Apart from the main office in Cairo, CEOSS has regional offices in Upper Egypt, and work in rural areas of both Upper and Lower Egypt. This makes CEOSS highly relevant as a partner, as it has outreach to millions of people all over the country regardless of gender, race, or religion.

**JORDAN**

Danmission's main partner is the **Royal Institute for Inter-Faith Studies (RIIFS)** which is a key institution within the field of intercultural and interreligious studies in Jordan and works towards strengthened cooperation, dialogue and interfaith relations, at national and international level. Through inter-disciplinary approaches, RIIFS works with Christian-Muslim relations specifically and with religious and cultural diversity in general. In addition, to being a strong knowledge base, RIIFS has an extensive academic network within the

interreligious field. Additionally, RIIFS is head of the Jordanian Anna Lindh Foundation Network.

### **Other regional partners**

Danmission's main regional partner in DAPP activities, since 2011, is the **Forum for Development, Culture and Dialogue (FD CD)**. FD CD is gatekeeper to valuable networks in both Lebanon and Syria as well as throughout the MENA region, which has brought significant contributions to Danmission's work. In the DAPP projects, FD CD is vital in relation to developing grassroots leaders, including women and youth, who will mobilize their communities and civil society organisations to play an active role in building a culture of peace and dialogue. FD CD is creating spaces of dialogue and understanding, and strives to activate the role that religious leaders, institutions and communities, Muslim and Christian, can play as they work for cultural and social empowerment of marginalised communities. Danmission further works in Lebanon with the **Adyan Foundation** in the field of interreligious studies and promotion of inclusive citizenship, social cohesion and coexistence and diversity management on social, political, educational and spiritual levels. As a multi-faith organisation with an expertise within the fields of theology and the role of religion in pluralistic societies, it contributes to the more theoretical and content-based level of the DAPP projects.

Danmission continues to expand its cooperation with Danish organisations in relation to religious dialogue initiatives, preventing extremism and promoting an inclusive concept of citizenship. The National Council of Churches in Denmark and the Muslim Council in Denmark as well as other Danish organisations and institutions are directly or indirectly involved in Danmission's DAPP programme. Additionally, Danmission is head of the Danish Anna Lindh Foundation Network, which works to foster dialogue and cooperation in and between Denmark, Europe and the MENA region.

## Development Engagement 1.1.2: Gender Equality

### KVINFO

#### KVINFO's partnership concept

Working in partnerships and focusing on establishing and maintaining a close and open dialogue with partners and affiliates is a guiding principle in KVINFO's overall organisational strategy. This principle values the ability to tolerate, listen to, respect and learn from diverging views and emphasizes trust, equality, cooperation, transparency, flexibility and accountability. KVINFO's dialogue with partners is shaped by a methodological approach securing ownership and mutual confidence in all phases of project implementation and partnerships. Over time, these enabling factors have solidified KVINFO's many partnerships in the MENA region, Europe, Scandinavia and Denmark contributing to mutual learning and capacity development thereby creating a strong basis for joint action, innovation, high quality and ambitious results.

#### Partner portfolio of the GEP

Through 10 years' work in MENA with regional programmes and bilateral projects, KVINFO has proven its ability to create and sustain partnerships with a wide range of both rights holder and duty bearer organisations. The broad and diverse network of KVINFO and its targeted group of MENA and Danish implementing partner includes women's organisations, human rights organisations, other types of civil society organisations, governmental institutions both at national and municipality level, educational institutions and academia, professional associations and trade unions, and private sector companies. KVINFO and the targeted group of MENA and Danish implementing partners navigate with great experience in the culturally sensitive, volatile and challenging context in MENA remaining a relevant partner and facilitator of partnerships both for well-established and for emerging organisations that require additional capacity development tailored to their needs.

The GEP is a lean and streamlined programme, with strong and strategic partnerships between the MENA and Danish implementing partners with a gender transformatory agenda and a broad outreach, both geographically and to a diverse target groups including different targeted duty bearers. All implementing partners are strategically elected on the basis of professional expertise and proven capability to contribute to lasting social change and enhanced gender equality. For this reason the number of implementing MENA partners vary from country to country; in Egypt and Tunisia KVINFO will assess and review potential partner organisations prior to final identification of implementing partners, whereas this is not a necessity in Jordan and Morocco<sup>1</sup>

#### Partnership strategy of the GEP

Globally women's organisations are important actors in building societal cohesiveness and core drivers of change working for the fulfilment of women's rights and gender equality. In all GEP focus countries, KVINFO has established partnerships with high performing organisations acting as watch dogs towards governments and other duty bearers and advocating for women's rights, gender equal legal reform and equal participation of women in decision making processes. Additionally, they work on stirring public debate and opinion in relation to gender issues, as well as on awareness raising, training activities and strategic service delivery towards marginalized women, such as legal counselling, hotlines, vocational training or shelters. By holding duty bearers accountable and pushing for reform it is assumed that GEP partners will contribute directly and indirectly to the ability of duty bearers and other CSOs to enhance gender equality.

---

<sup>1</sup> In Egypt assessment is needed due to the shrinking space for CSOs and in Tunisia KVINFO's partner portfolio needs updating. Implementing partners in Morocco and Jordan will be subject to partner assessments in accordance with KVINFO's partner assessment procedures

This core approach applied by KVINFO of achieving access, influencing different stakeholders, pushing for reform, and facilitating cooperation between rights holders organisations and between rights holders and duty bearers has had documented impact.<sup>2</sup>

In line with the DAPP objective-to-vision causality assumptions<sup>3</sup>, KVINFO regards the enhancement of dialogue and knowledge exchange between civil society organisations and governmental institutions as a positive and effective tool to promote and increase gender equality and as an important step towards democracy and reform. Characteristic of Danish democracy, close cooperation and mutual trust between civil society organisations and duty bearer institutions can serve as inspiration and a model for stakeholders in MENA and is also in alignment with the UN strategic development goal (SDG) 17 on partnership.

### **Danish implementing partners**

**Danish Family Planning Association/DFPA** is a member based, non-governmental organisation, founded in 1956 in order to address the great problems regarding sexual and reproductive health and rights (SRHR) in Denmark faced at that time. DFPA works both nationally and internationally. DFPA is a Danish Member Association of the International Planned Parenthood Federation and is engaged in a number of international networks, organisations and alliances. DFPA works with a human rights-based approach and build the capacity of local partner organisations so that they are enabled to inform citizens of their sexual and reproductive rights and empower them to access and make use of these rights and holding governments, decision-makers and authorities accountable. DFPA focuses on four thematic areas in their international work: women's reproductive health and rights, SRHR and sustainable development, sexual rights of youth and adolescents and non-discriminatory access to SRHR. DFPA is currently working internationally with implementing partners in Kenya, Uganda, Pakistan, India, Bangladesh and Nepal. DFPA has thirty four full time employees, sixty part time employees and thirty volunteers. Intervention area in GEE: SRHR.

**Women's Council in Denmark (Kvinderaadet).** The Women's Council in Denmark was established in 1899 and since then the women's organisations have worked together in order to stand stronger in the common struggle for the liberation of women. Today, the Women's Council in Denmark is a non-governmental organisation (NGO) and an umbrella organisation for 44 organisations with a total of more than one million members. The object of the Women's Council in Denmark is to strengthen women's rights and influence in society and create real equality between women and men. The Women's Council in Denmark represents member organisations as the co-ordination body in dealing with the government, the Parliament, public authorities, and so on, as well as in national and international organisations. The Women's Council in Denmark is represented in a number of boards, committees and councils and has a long tradition in working with women's issues at all levels. Since 2013, the Women's Council in Denmark has cooperated with LOKK and Danner in a consortium on projects in the MENA region focusing on combating violence against women with awareness-raising, advocacy work and capacity building of local shelters and staff. Intervention area in GEE: GBV and equal political participation

---

<sup>2</sup> Cf. footnotes 1 and 2

<sup>3</sup> DAPP Strategy 2017-2021: 'Public institutions (duty bearers being responsive, inclusive and capable of meeting demands of its citizens) are necessary for gradually achieving democracy (through reform). In parallel, civil society (right holders) engaged in dialogue with political decision makers and posing legitimate demands will benefit democratic development' (page 14)

**LGBT Denmark (LGBT DK)** is the Danish national and non-governmental organisation with around 1000 members working with sexual orientation and gender identity. It is the main Danish interest organisation of the LGBTI community and the second oldest LGBTI organisation in the world, founded in 1948. LGBT DK has since its establishment worked to promote the respect for diverse gender identities and sexual orientations at all levels (locally, nationally, European and internationally). Through counselling and information, LGBT DK helps people to understand themselves and their situation. Through information efforts, LGBT DK seeks to ensure knowledge in the society. LGBT DK's vision is a world and a society with equal opportunities for all regardless of gender identity, sexual orientation, and where this is implemented in human rights, which are endorsed and respected by all. The organisation has consultative status with the Economic and Social Council of the United Nations (ECOSOC). LGBT DK is currently active with projects in Tunisia, Uganda and Tanzania.

Intervention area in GEE: SRHR.

**Danner** is Denmark's first women's centre and shelter established by the women's movement in Denmark in 1979. Danner works to protect and help women and children who have been victims of violence. Besides the women and children who stay at the shelter, Danner helps the thirty three thousand women and their children, who every year are subjected to violence in Denmark. Danner collects and documents knowledge on gender based violence. Danner raises awareness on the extent of gender based violence and its consequences. This is to strengthen the efforts against gender based violence, to ensure the quality in the help for the victims and to break the taboo and prevent violence. Danner's international work is focused on strengthening the efforts on gender based violence with capacity building of shelter staff. Danner's international work started in 2006 and is currently operating in Greenland, Tunisia, Afghanistan and Egypt. Danner has twenty one full time employees and eleven volunteer groups with up to one hundred and seventy active volunteers.

Intervention area in GEE: GBV

### Examples of implementing partners in MENA

#### MOROCCO

**Ligue Démocratique des Droits des Femmes (LDDF)** is one of the leading women rights organisations in Morocco. It was founded in 1993 and is organised in 14 sections all over Morocco. LDDF aims at defending women's rights in all areas, promoting full equality and citizenship, fighting all discriminations and gender based violence, lobbying for legal changes towards full equality, and promoting a tolerant and peaceful culture. Their main achievements include the creation of the Injad network of centres supporting women victims of violence, the Tilila shelter for women victims of violence, the CIOFEM centre for information on gender and as well as the creation of E2C, a school for equality and citizenship.

Intervention area in GEE: Legal reform, equal political participation, GBV.

**Droit et Justice** is a member based, politically independent, non-profit organisation established in 2009 by the two attorneys Mourad Faouzi and Reda Oulamine. Droit et Justice aims at improving the judicial system and promoting the rule of law in Morocco. The activities are to organize community events and affect public discourse (events, seminars, trainings...); establish contacts with institutions, organizations, national and international NGOs; provide legal assistance to vulnerable groups, prepare reports on the different categories of law, make recommendations, and produce proposals for reform; conduct research in all areas of law. Droit et Justice works mainly in the Casablanca area.

Since its creation, Droit et Justice has focused on the most vulnerable groups in society. Droit et Justice has worked to combat early and forced marriage in Morocco with support from

KVINFO.

Intervention area in GEE: SRHR.

## TUNESIA

**L'Association Tunisienne de la Santé de la Reproduction (ATSR)** is a non-profit organisation founded in 1968 working with sexual and reproductive health and rights (SRHR). ATSR addresses the unmet needs of women, men, youth and disadvantaged and marginalised groups on problems related to SRHR by facilitating access to services, providing information and education on SRHR without discrimination. The organisation is represented by regional committees in all 23 governorates in Tunisia and is a member of the International Planned Parenthood Federation.

Intervention area in GEE: SRHR.

## L'Association des Femmes Tunisiennes pour la Recherche sur le Développement

**(AFTURD)** started as a movement in 1989 and is now a non-governmental member organisation. AFTURD brings researchers, interested in women's rights advocacy, together and its members aim is to promote a critical and constructive reflection on the status of women in Tunisia in order to promote women's full participation in the Tunisian society (cultural, social, economic and political). AFTURD has specialized in providing counselling to women victims of violence. Their services are situated both in the capital of Tunisia and in regions outside of Tunis. In 2016, the Ministry of Women appointed AFTURD to be in charge of the management of the only government funded shelter for women victims of violence. AFTURD focuses on developing exchanges and networks between Tunisian, Maghrebi, Arab, African women as well as globally. AFTURD partners with numerous other national, regional and international CSOs and NGOs, as well as UN bodies.

Intervention area in GEE: GBV.

## EGYPT

**The Center for Egyptian Women's Legal Assistance (CEWLA)** is a registered non-governmental organisation founded in 1995 and based in Cairo that aims at providing legal support to Egyptian women. CEWLA was created as an initiative to combat violations against women through raising their legal awareness, and support women to access legal, social, economic and cultural rights. Moreover, CEWLA targets the change of discriminatory laws against women through direct field work in local communities as well as creating a positive change in the policies that affect the target group.

Through participation in networks and coalitions on local, regional, and international levels, CEWLA seeks to contributing to developing the legislations, policies, and regulations, and enacting the constitution, laws, and international conventions and treaties. CEWLA works on drafting shadow reports, independently or in cooperation with other NGOs, such as UPR report and CEDAW report. CEWLA has 26 full time staff.

Intervention area in GEE: Legal reform, equal political participation, GBV.

## JORDAN

**Jordanian Women's Union (JWU)** was first founded in 1945 and is considered an independent, democratic and popular organisation working to strengthen women's position in society and defend their independence and rights. JWU has branches all over Jordan incl. several within the Palestinian refugee camps. JWU receives funding from several international donors such as institutions and NGO's to formulate strategies that foster development and evaluate their success.

Intervention area in GEE: Legal reform, equal political participation, SRHR, GBV.

**Examples of other possible partners**

**ABAAD Resource Centre for Gender Equality** - Lebanon

**Collective for Research and Training on Development – Action (CRTD.A)** - Lebanon

**L'Association Démocratique des Femmes du Maroc** - Morocco (Legal Reform, Equal Political Participation)

**Association Marocaine de Planification Familiale** - Morocco (SRHR)

**The network 'Femmes Solidaires'** – Morocco (GBV)

**Ligue des Electricites Tunisiennes** – Tunisia (Legal Reform, Equal Political Participation)

**Tunisian Association of Management and Social Stability** – Tunisia (Legal Reform, Equal Political Participation)

**Femme et Citoyenneté Association Tunisienne des Femmes Démocrates and Beity** - Tunisia (GBV)

**Nazra for Feminist Studies (Legal Reform, Equal Political Participation** - Egypt, (GBV)

**Tadwein** - Egypt (GBV)

**Egyptian National Council for Women** - Egypt (Legal Reform, Equal Political Participation, GBV)

**Jordanian Ministry of Planning and International Cooperation** - Jordan (Legal Reform)

## Development Engagement 1.1.3: Free Media

### International Media Support (IMS)

#### Partner types

IMS proposes to work with partners that include:

- a) *Human rights groups and human rights defenders:* A key group of partners that represents an essential part of IMS' human rights-based approach. They are instrumental in documenting human rights violations, conducting advocacy on legal and regulatory reforms as well as providing legal aid to media actors and specialised training to lawyers and journalists. These partners contribute directly toward the engagement's first outcome objective of promoting environments conducive to media independence and safe working conditions.
- b) *Media content producers and outlets:* The largest group of IMS' partners in the region includes independent actors that produce high-quality, reliable, public interest content in multiple forms both offline and online. These partners provide their audiences with news and analysis enabling them to stay informed and participate in their communities and society-at-large. Media partners span legacy and innovative actors, wide-ranging and niche-oriented media with a local, national or regional focus. They contribute directly towards the outcome on strengthening diverse media content to meet professional and ethical standards.
- c) *Capacity building institutions:* This group of organisations tailor trainings and workshops to the needs of stakeholders to build their professional skills. These range from journalistic and technical media skills, to organisational development and safety trainings depending on the partner and the operational context. These partners contribute directly toward the engagement's outcome on strengthening diverse media content to meet professional and ethical standards.
- d) *Unions, associations and regulatory bodies:* In the MENA region, these organisations are often linked to the government or are subject to financial and/or political pressure. However, they remain central players in defining a framework that affects the ability of media and journalists to work freely and independently. These partners contribute directly toward the achievement of the engagement's first outcome objective of promoting environments conducive to media independence and safe working conditions.
- e) *Authorities:* IMS works to enable its local partners to engage with duty bearers. This includes strengthening the lobbying and campaigning capacity of partners so they can seize opportunities when beneficial and feasible to collaborate with government institutions. Most often, engagement with authorities will contribute toward the achievement of the first outcome objective of promoting environments conducive to media independence and safe working conditions.
- f) *Media networks:* National and regional networks of media actors that IMS has facilitated over the years are a unique and powerful set of partners. Whether they are professional peers or stakeholders with shared challenges, these partnerships strengthen both national media initiatives and reform efforts across the region.
- g) *International development groups:* IMS maintains information sharing and operational partnerships with several international organisations to ensure harmonisation and alignment. Synergies and co-funding agreements are sought with groups engaged in media development interventions in specific countries or on a regional level. These types of partnerships aim at avoiding duplication and double funding, and most importantly, they aim at maximising the pool of information and analysis needed to make the best strategic decisions and ensure effective implementation on the ground.



## **Main partner organisations**

### **MOROCCO**

Moroccan Association for Investigative Journalism (AMJI)

Active since 2009, AMJI remains the front-runner investigative journalism network in Morocco despite frequent attacks by authorities. Although on a smaller scale, AMJI carries out similar work as ARIJ, supporting the production of in-depth investigations in the country and beyond.

### **Network of Women Journalists (RFJ)**

Active since 2012, the Network of Women Journalists (RFJ), is a group that works to advance the role and representation of women in the media, supporting female journalists and seeking to promote gender equality in the media.

### **Lakome2**

One of the leading online platforms in the country when it comes to progressive, reform-oriented journalism, Lakome2 was set up by Moroccan journalist and editor Ali Anouzla in 2015. Lakome2 is the successor to Lakome, which was blocked by the authorities in 2013.

### **TUNESIA**

#### **Civil Coalition for the Defence of Freedom of Expression**

A Tunisian-led coalition founded in April 2013 by seven leading professional syndicates and freedom of expression groups, the Civil Coalition for the Defence of Freedom of Expression has striven to reflect upon, engage with stakeholders and address publicly the urgency to implement the reform of the media sector and to respect best standards and practices.

#### **Tunis Centre for Press Freedom (TCPF)**

Established in February 2011 by leading journalists and freedom of expression advocates, the Tunis Centre for Press Freedom has become a reference in monitoring and documenting attacks against media professionals. By publishing statements and reports and by holding public events, the centre has given prominence to the issue of safety and challenged the prevailing impunity in Tunisia.

#### **Centre Africain de Perfectionnement des Journalistes et Communicateurs (CAPJC)**

The media mid-career training institute has existed since the early 1980ies but it has widely been viewed as a tool of the regime to control rather than develop the journalist profession. Following the transition CAPJC is determined to undertake a precise diagnosis of the professionals' real needs, to carry out a profound reform of CAPJC and to upgrade its training schemes to adapt to more demanding and higher professional standards.

#### **Syndicat national des journalistes tunisiens (SNJT)**

The Syndicate was formally established in 2008 based on the older union dating back to early 1960s. It has over the years undergone internal power battles, survived a de facto coup and is today an entity free of government control.

### **Nawaat**

Established in 2004, Nawaat is a leading independent, collective online platform in Tunisia that was at the forefront of the struggle against dictatorship and that is playing a critical role in the current transition phase by providing information and investigative reports and opening spaces for a variety of opinions and debates.

**EGYPT**

In Egypt, IMS works with a variety of independent media houses and freedom of expression organisations.

**JORDAN****7iber.com**

7iber is an online magazine established in 2007, known for creating informative multimedia content and providing a platform for citizen journalists and bloggers. 7iber produces original content, including multimedia stories, data journalism and citizen reporting. It also offers regular original media content generated by their own reporters, unlike most digital media platforms.

**Ro'ya TV**

Ro'ya was launched in 2011 and often competes with public JRTV for audiences on a seasonal basis. Ro'ya is youth-oriented and provides a platform for young independent artists and reporters. Many web-TV shows are broadcast on Roya. The website (roya.tv) is updated with breaking news and is often ranked in the top ten of most visited websites in Jordan, according to Alexa.com.

**Sawt Al Janoub Radio**

This radio station broadcasts from Al Hussein Bin Talal University in Ma'an, a city in one of the marginalized areas in the country, which has a long history of tension between the government and extremists. In most cases, citizens do not receive news very often and are also in most cases not interested in news from other media outlets. The radio has a good share of listeners – up to 80 per cent. The radio relies on a network of students and a limited number of professional journalists.

**Sawt Al Karak Radio (sawtalkarakfm.com)**

This radio station is a Community Radio based at Mutah University in Karak, established in 2009. It is run by volunteers and is popular with its citizen journalism. It is a unique setup in the community as it produces and broadcasts programmes that tackle campus and social issues in the Karak governorate.

**Zarqa Private University – Mass Communication and Journalism Faculty**

Zarqa University is located in the city of Zarqa in the country's desert outskirts, in Jordan's Zarqa Governorate. The faculty of Mass Communication and Journalism was established in 2010.

**REGIONAL****Arab Reporters for Investigative Journalism (ARIJ)**

ARIJ is a regional network that aims at promoting investigative journalism in nine Arab countries; Jordan, Syria, Lebanon, Egypt, Iraq, Bahrain, Palestine, Yemen and Tunisia. The organization has developed its operations to strengthen a large network of investigative journalists and offers a variety of training workshops. ARIJ provides financial, technical and legal support to the journalists to produce investigations and remains the leading organisation in the field in the region.

**Documentary film**

**Proaction Film (Syria)** is a documentary production and distribution company, originally based in Damascus, Syria – today in exile in Berlin. The company works independently with creative documentary film production, international co-productions, distribution and promotion.

**Ma3mal612 (Jordan)** is one of the leading production companies in Amman. Engaged in screening of documentary films in Syrian refugee camps.

**Semat Production (Egypt)** is a production company based in Cairo. Engaged in documentaries about the political movements in Egypt.

**FilmLab: Palestine (Palestine)** is based in Ramallah, founded in 2014. The Lab uses international models of public and private partnerships to effectively promote film art and film culture in Palestine, with the greater aspiration to create a productive, dynamic film industry in Palestine.

**Institut Supérieur des Art Multimédias de la Mannouba (Tunisia)** is the first public film school in Tunis founded in 2000. It offers high-level education both artistic and technical. The film department has 150 students. The education is a three-year degree.

**National Film School of Denmark (Denmark)** is a mixture of theoretic and practical training in filmmaking, and includes a large number of exercises and productions.

**Université Sct. Josef (Lebanon)** is a private university in Beirut, offering cinema studies as a course. Film production has not really been introduced at the university yet, however it is being considered.

**Cairo International Women's Film Festival (Egypt)** is an independent initiative organised by a group of women aiming to introduce the best films created by women, both from Egypt and around the world. Launched in 2008, the festival was one of the first of its kind in the Arab world, and a leader in celebrating international women's cinema.

**Carthage Film Festival (Tunisia)** is a film festival hosted by the government of Tunisia to promote films from the Arab world and Africa. Taking place biannually, the festival is seen as one of the most prominent festivals in the region.

**Karama Human Rights Film Festival (Jordan)** is based in Amman, founded in 2009. The festival focuses on issues of children, women, refugees, political, economic, social and civic rights, and the role of films and culture in creating social and political change.

**Al Jadeed TV (Lebanon)**, formerly known as *New TV*. Is a privately owned 24-hour station based in Beirut, and is one of the most watched broadcasters in Lebanon.

**KBC (Algeria)** is a newly started TV station in Algeria. It was launched in 2014, as part of the Algerian newspaper *El Khabar*.

**2M TV (Morocco)** was set up as a second national television channel with the aim of promoting competition and diversity in Moroccan audio-visual broadcasting. The station is based in Casablanca and has been broadcasting since 1989.

## Economic Opportunities 1.2

### Development Engagement 1.2.1: Labour market and social dialogue

#### The Consortium

**The Danish Trade Union Council for International Development Cooperation** (the LO/FTF Council) has the overall objective to support a sustainable and democratic development of the labour market in collaboration with its partner organisations as well as with employers' and government institutions in the countries where programmes are implemented. The international work of the Danish trade union movement is built on the fundamental conviction that a democratic trade union movement contributes to the democratic development of society when the trade union movement influences political, social and economic decisions affecting the whole society, through negotiation and dialogue. The LO/FTF Council provides technical and economic support for the development of labour movements in a number of developing countries including the MENA region.

**The Confederation of Danish Industry (DI)** is a private organisation that comprises 11,000 private companies within manufacturing, trade and service industry, working to provide the best possible framework conditions for Danish Industry. The activities include policy advocacy at local, national and international level, social dialogue and negotiations, and providing networking opportunities and counselling to its members. Under the objective of improving framework conditions for the private sector as a wheel of economic growth, DI has years of experience on providing assistance on organisational capacity building, business strategy development, policy advocacy, public-private dialogue, and social dialogue in developing countries, including the MENA region.

#### The partners of the consortium & relevant social partners in the four target countries

##### MOROCCO

The trade union scene in Morocco is fragmented, with many competing trade union confederations. A limited number of these have status as nationally representative. These have the right to enter into national negotiations and social dialogue rounds and hold seats in representative institutions such as the second chamber of the parliament and the Economic, Social and Environmental Council. The fragmentation and competition at the trade union scene, differences in channels available and in leverage for political influence and not least the different political alliances between unions and political parties constitute a challenge for the trade union movement in Morocco to form a united voice and representation of workers in the society. In recent years, different alliances have however emerged.

The four nationally representative trade union confederations are: **UMT (Union Marocaine du Travail)**, **CDT (Confédération Démocratique du Travail)**, **UGTM (Union Générale des Travailleurs Marocains)** and **UNTM (Union Nationale des Travailleurs Marocains)**. UMT was founded in 1955 just before the independence from France. It is viewed as the historical trade union in Morocco and also enjoys some historical advantages, such as seats in the boards of public bodies created in the years before the emergence of the other confederations. UGTM was created in 1960 as a political fragmentation from UMT. It is strongly affiliated with the conservative political party Istiqlal. CDT was created in 1978, also in a political divide inside UMT. As UMT, the CDT it is a leftist union, and has been close to several left-wing political parties, such as the social party USFP. UNTM was created

in 1973. It is strongly affiliated to the Islamic political party PJD, currently heading the coalition government. UMT, CDT and UGTM are affiliated organisations to the ITUC.

The results of the latest elections of workers' representatives in the private and in the public sector (May 2015) consolidated the status as most representative trade unions<sup>4</sup> for the four confederations but also demonstrated a rise in the leading position of UMT. With 18% in the private and public sector combined about twice the proportion of the other three (CDT 9%, UNTM 7%, UGTM 7%), UMT indisputably claims the throne of the most powerful and most representative trade union in Morocco. UMT also has stronger cooperation with the employers' organisation CGEM than any of the remaining trade union centres.

**The Confédération Générale des Entreprises au Maroc (CGEM)** is the employers' organisation in Morocco. CGEM was founded in 1947 and has 88,000 direct and affiliated members, 90% of which are SMEs, from all sectors making it the largest and most representative business membership organisation in Morocco. CGEM has 24 thematic commissions, 31 sectorial federations, 43 international business councils and regional offices in all of Morocco's 11 regions. CGEM is the primary partner to the government and the labour unions in terms of social dialogue.

The engagement builds on bipartite cooperation with UMT and CGEM mainly, but also holds potential to include remaining trade union centres.

## TUNESIA

**Union Générale Tunisienne du Travail (UGTT)**, the main trade union organisation in Tunisia, was formed in 1946. The UGTT represents workers and retired workers, with 24 regional unions, 19 federations, and 21 general unions. The UGTT is affiliated to the International Trade Union Confederation (ITUC). UGTT is the representative of workers in national social dialogue. Historically, UGTT is an important political actor in the Tunisian society, with high legitimacy, not only as the workers' voice, but also as a frontline advocate for societal progress and stability in the country. This is due to its role in the independency struggle from France, in providing a physical space for political and civil society actors banned by the Ben Ali regime and up to and during the revolution in 2010/11, especially that of the regional bases and leaders. Recently this has been cemented by the active role of the union in the democratic transition after the revolution, most famously in the National Dialogue, where UGTT spearheaded a dialogue between political parties which resulted in a solution for a situation of political crisis, and for getting the frozen process of finalising the constitution and running parliamentary and presidential elections back on track. This track record provides the union a political strength and a power of mobilisation that gives it a heavy leverage in contrast to the newly established political actors. Today, UGTT is a strong labour market player and has a significant role in the political, social and economic reform processes in the society, a role that is also being criticised for being too powerful. Since the revolution, the union aims at being a "force of proposition" for societal progress, a huge advancement being the elaboration of the progressive, tripartite social contract signed in January 2013.

**Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA)** was founded in 1947 and currently has around 150,000 members from all sectors making it the largest and most representative employers' organisation in Tunisia. UTICA is based in Tunis

---

<sup>4</sup> In order to obtain this status, the trade union confederations must obtain at least 6 % of the national vote, private and public sector combined.

and has regional offices, making a total number of approximately 230 employees. In the aftermath of the revolution in 2011, UTICA has gone through a comprehensive organisational reform with the purpose of adjusting to the new democratic reality. A new president has been elected, new board members have been appointed, and parts of the staff have been replaced. UTICA is the main partner in national and sectorial social dialogue with UGTT as the main counterpart. Traditionally, UTICA has close ties to the government, and a part of its financing comes from a company tax.

Until recent years, UGTT and UTICA were the only established and recognised social partners in Tunisia and the only labour market partners to the government. However, after the revolution in 2011, pluralism at the labour market was sparked, as other labour market actors started to emerge, including the employers' organisation CONECT and the trade unions CGTT, UTT and OTT.

The Tunisian legislation and the new constitution recognise freedom of association, and the newly established unions and CONECT are pushing the government to apply the principle of pluralism to a number of areas, such as access to national social dialogue and negotiations with the government. UGTT and UTICA, however, still occupy the role as the largest and most representative social partners and enjoy a number of prerogatives due to this role, such as being the natural partner for the government in social dialogue. Although the new players are determined to engage in social dialogue and do engage in dialogue with the government, they remain peripheral in the dialogue on central political decisions and negotiations.

The engagement builds on cooperation with UGTT and UTICA.

## **EGYPT**

The trade union scene in Egypt has since the revolution in 2011 been in constant contestation. A number of new, independent trade union confederations were officially established in the wake of the revolution challenging the monopoly of the old trade union organisation the *Egyptian Trade Union Federation (ETUF)* established in 1957. ETUF has historical close ties to the state. Since the revolution, an internal reform process has been ongoing in ETUF, with an interim board in charge of the union. But the process stalled, the boards' mandate is prolonged for over 6 years without elections. Throughout the past 6 years, moves have been promised, and some made, to reform the labour law no. 35 of 1976, in which ETUF is the only legally allowed trade union federation in the country, to encompass trade union pluralism. The *Egyptian Federation of Independent Trade Unions (EFITU)* and the *Egyptian Democratic Labour Congress (EDLC)* were both established after the revolution. Both are affiliated organisations to the ITUC. Since 2011, however splits within independent trade unions continue to take place. The legal vacuum and shrinkage of civil society space for the new unions makes them vulnerable and also severely limits their space of operation, hereunder their capacities to collect dues and build their internal structures.

**The Federation of Egyptian Industries (FEI)** represents the employers in Egypt. It was established in 1922 and has a membership base of approximately 60,000 enterprises represented by 20 industrial chambers. In addition, FEI has a horizontal unit called Environmental Compliance Office (ECO) that will be the main implementing partner. FEI is Egypt's largest and most representative business and employers' organization and the only organisation that represents employers in social dialogue. Like ETUF, FEI has close ties to the government. Structural reforms in FEI were introduced in 2014, as well as a new leadership and team who have been working actively to restructure the organisation and

provide more efficient services to its members. FEI is member driven and financed by member fees, and membership for registered companies is mandatory. The engagement builds on a cooperation with FEI.

## **JORDAN**

**The General Federation of Jordanian Trade Unions (GFJTU)** is the national trade union centre in Jordan. It was founded in 1954. GFJTU has 17 sector federations with 154 enterprise unions. The GFJTU is the only legal trade union organisation and so far, the affiliated organisation of ITUC in Jordan. It has no regional or local offices. GFJTU is state regulated in matter of structure, and the GFJTU's daily operations are funded by state funds. Membership dues are collected directly by the federations. GFJTU participates in the central tripartite committee and all other tripartite bodies representing workers.

**Jordan Chamber of Industry (JCI)** was established in 2005 as an umbrella of the three chambers of industry: the Amman (est. 1962), the Zarka (est. 1998), and the Irbid chamber (est. 1999). It is as the GFJTU state regulated in matter of structure. JCI altogether comprises around 17,000 member companies and today employs around 20 professionals in its secretariat on its premises in Amman. JCI continues to be involved in the government's efforts to modernise the Jordanian economy and attract foreign direct investment. Besides being a business organisation, JCI is the primary national employers' organisation who represents employers at the national level.

**The Danish Refugee Council (DRC)** is a humanitarian, non-governmental, non-profit organisation working in more than 30 countries throughout the world. In Jordan, DRC is a leader in livelihoods programming and works closely with the humanitarian community in several consortia as well as serving as the Livelihood Working Group co-chair with UNHCR, Jordan INGO Forum Livelihoods Working Group co-chair, and Basic Needs and Livelihoods co-chair in Azraq refugee camp. DRC Jordan operates a livelihoods technical unit composed of technical focal points in Amman and field staff in each area of operation, with programme implementation in a number of community centres. DRC Jordan builds on lessons learned and tools developed through the organisation's regional livelihood presence in Iraq and particularly in Turkey.

The engagement builds on cooperation with GFJTU, JCI and DRC. Parts of the engagement will be implemented in partnership with JCI's member federation, Amman Chamber on Industry (ACI).

## **REGIONAL**

**The Arab Trade Union Confederation (ATUC)** is a sub-entity of the International Trade Union Confederation (ITUC). It was founded in 2014 and currently gathers 17 national labour unions from 12 Arab countries. It is based in Amman, Jordan.

## Development Engagement 1.2.2: Youth participation and employment

### OXFAM IBIS

The partner overview has three levels:

1. Oxfam IBIS: Implementing partner and contract holder
2. Oxfam Novib, Oxfam Intermon and Oxfam GB: Strategic partners and responsible for the legal and operational support to country teams as outlined in Annex 3
3. Local Partners: The actual actors in delivering the expected outcome at partnership level

Youth Participation and Employment Development Engagement	Implementing partner: Oxfam IBIS
	<p>Oxfam IBIS is a Danish NGO with 50 years of experience. Since March 2016 a full member of the Confederation Oxfam, which has 19 members from all continents and is engaged with partners in 90 countries in the world. Oxfam IBIS' core contributions to Oxfam are a documented competence in education and active citizenship, and a strong experience in social and economic justice. Both areas with a special focus on youth and women. Further Oxfam IBIS works at national, regional and global level as an approach to secure a more comprehensive impact. In all engagements Oxfam IBIS works in partnerships with civil society, national institutions and increasingly with private sector when addressing youth' access to education, influence and employment. Oxfam IBIS is in Denmark a well-known organisation with young people as a significant active member group.</p>

Youth Participation and Employment Development Engagement	Strategic partner: Oxfam Novib
	<p>Oxfam Novib is a Dutch development organization that mobilizes the power of people against poverty. Around the globe, Oxfam works to find practical, innovative ways for people to lift themselves out of poverty and thrive. We save lives and help rebuild livelihoods when crisis strikes. And we campaign so that the voices of the poor influence the local and global decisions that affect them. In all we do, Oxfam works with partner organizations and alongside vulnerable women and men to end the injustices that cause poverty. Early 2016, Oxfam Novib was working with more than 670 partner organisations on projects in 26 countries reaching out to millions of people. Our work is supported by a wide variety of institutions and governments, including the Dutch Ministry of Foreign Affairs, SIDA, the Swiss Agency for Development and Cooperation (SDC), the Norwegian Agency for Development Cooperation (NORAD), ECHO, Gates</p>



	Foundation, Ford Foundation and many others.
<b>Youth Participation and Employment Development Engagement</b>	<b>Strategic partner: Oxfam Intermon</b>
	<p>Present in Morocco since 1991, Oxfam work for decades for a just world without poverty, working closely with some thirty partner organizations and allies at the local, national, regional and international levels, so that the populations of Morocco, especially young people and women, can influence the decisions that affect them and ensure respect for their rights for a better future.</p> <p>Oxfam Economic and Social Rights Program in Morocco implemented since 2009 has contributed to job formalisation for young female workers in the agricultural value chain with four main strategies: i- promotion of leadership for youth women workers' groups ii- awareness raising campaigns on labour rights for rural young men and women iii- multi-stakeholders dialogue including private sector iv- reinforcing capacity of local civil society. Oxfam is increasingly working with private sector and governmental institutions to have a long lasting impact and also, create inclusiveness environment for young people to participate socially and economically to their community.</p>
<b>Youth Participation and Employment Development Engagement</b>	<b>Strategic partner: Oxfam Great Britain</b>
	<p>Oxfam GB is a globally renowned humanitarian and development charity with over 70 years' experience working and campaigning with partners in over 90 countries worldwide. Originally founded in the UK in 1946, Oxfam GB today focuses its work on vital issues to tackle the root causes of poverty; from life's basics - food, water, health - to complex questions around inequality, gender justice, climate change and human rights. Oxfam GB is currently working with more than 1,000 partner organisations on projects worldwide; these partners are the local NGOs, producer groups, co-operatives and small businesses who understand the issues that can lift local communities out of poverty. Throughout, our aim is to build local skills and experience, so communities can be in control of their own lives.</p> <p>Oxfam's has a long standing track record and programmatic focus when it comes to working with young women and men as active citizens. OGB has successfully implemented more than 70 youth-focused programmes, projects and initiatives globally. Some of the areas in which we have supported youth-led change are Gender Justice (Violence Against Women; Sexual &amp; Reproductive Health</p>

	(SRH); Access to Education), Youth Active Citizenship & Governance (Peace-building; Political Participation; Combating Religious Fundamentalism; Natural Resource Governance) and Economic Empowerment (Skill-building, Private and Public Sector partnerships, Small Medium Enterprise development, Entrepreneurship).
--	---

Tunisia	Local partner
	<b>Association de Sauvegarde de la Medina (ASM) de Tunis</b> Established in 1967 to conserve the Medina quarter in the old heart of Tunis. Its mission is "to strive for the conservation and protection of the overall traditional urban form of the Medina, its historical structures with all its distinctive elements and cultural heritage, and to take actions to ensure its preservation and enhancement."
	<b>Beity</b> The Beity association aims to serve the objectives of dignity, equality, freedom and social justice promoted by the Tunisian revolution by fighting against discrimination and the economic and social vulnerability that specifically affects vulnerable women, such as Single mothers.
	<b>Association tunisienne d'Études politiques (ATEP)</b> The special mandate of ATEP is to support the development of political science in Tunisia, contributing to build academic networks linking East and West, North and South. It seeks to promote collaboration between scholars in Tunisia and to support the academic freedoms needed for the social sciences to flourish.
	<b>Observatoire tunisien de l'Economie</b> The Tunisian Observatory of the Economy (OTE) is the result of the initiative in 2012 of a group of researchers, analysts and activists interested in Tunisian public policies, following the outbreak of the revolutionary process in Tunisia. The OTE was originally organized as a watchdog of the activities of the International Financial Institutions.
	<b>Wifak</b> A Tunisian development association based in Bargou and active since 1997, with a long experience in management of local development projects. It has an excellent knowledge of local challenges and stakeholders. Wifak is specialised in the following thematic areas:

Morocco	Local partner
	<b>Casal dels Infants Association</b> Casal dels Infants is a development organisation based in Tangier since 2000 supporting a network of 13 community-based and youth organisations in disadvantaged neighbourhoods to

	implement project related to employment (technical and on-the-job trainings), entrepreneurship, youth mobilisation and arts.
	<b>Prometheus Institute for Democracy and Human Rights</b> Prometheus Institute is a youth advocacy organisation formed by young activists of the 20th February Movement after the Arab uprising of 2011. Prometheus uses social networks, facilitates platforms for youth organisations, draft reports and influence political party members with the objective to monitor youth related policies (education, employment, youth political participation mechanisms, national youth policy).
	<b>Democratic ANFASS Movement</b> Anfass is a youth political movement started in 2011 formed by young activists who left political parties with the objective to monitor public policies related to social justice, youth and women rights. Anfass drafts policy reports and facilitates spaces to influence and debate with the public sector (National Committee for Human Rights, Economic, Social and Environmental Council, Inter-ministry Direction for Human Rights), the government and civil society organisations.

<b>Egypt</b>	<b>Local partner</b>
	<b>Jobzella</b> is the World's First Online Career Mega Mall – is providing a one-stop-shop to all career services for job-seekers and professionals to aspire to a better life. Jobzella.com is a digital world where jobseekers can search and have access to jobs from thousands of company websites and job boards, but also thousands of other career services and opportunities. With more than 1 million+ jobseekers and professionals, and +5,000 companies, Jobzella is organizing multiple employment fairs in different cities and industries.
	<b>RISE Egypt (RISE)</b> is a global non-profit that leverages its network of top experts, investors, and researchers to accelerate entrepreneurship for development in Egypt. RISE Egypt is a “Think and Do Tank” that links capacity-building for Egyptian growth stage social enterprises with world class research to enable an evidence-based scale-up of its portfolio companies.
	<b>Venture Capital for Africa (VC4A)</b> is a leading Pan-African start-up funding and social networking platform, home to a 30,000+ community of entrepreneurs, investors, mentors, innovation hubs and other ecosystem players. It offers an enabling online environment for members to meet, interact and make deals. Accelerators /incubators leverage VC4A's platform to launch and promote their programs, run application and adjudication process, showcase their start-up portfolio and build track record.

<b>Jordan</b>	<b>Local partner</b>
	In 2001, <b>INJAZ</b> became an independent, nonprofit Jordanian organization. Over the past 17 years, INJAZ has established itself

	<p>as a leading solution provider linking the public, private, and civil society sectors to bridge the skills gap between the educational system and the changing needs of the labour market.</p> <p>INJAZ is strongly positioned in Jordan. It has cooperation agreements with key ministries, including the Ministry of Education (MOE), the Ministry of Planning and International Cooperation (MOPIC), the Ministry of Social Development (MOSD), the King Abdullah II Fund for Development (KAJD) and the Vocational Training Center (VTC). Furthermore, INJAZ is distinguished by its robust network of private sector partners who provide critical insight into employer perspectives which guides the demand-driven design of INJAZ programs.</p>
	<p>Established in 1977, the <b>Jordanian Hashemite Fund for Human Development (JOHUD)</b> is the oldest and largest non-profit, non-governmental organization dedicated to promoting rights-based, sustainable human development in Jordan. JOHUD has a network of 51 Community Development Centers located throughout the country. JOHUD provides sustainable support that empowers individuals to work with their neighbors, strengthen their communities and secure access to the resources they need to achieve healthy and fulfilled lives.</p>
	<p><b>Leaders of Tomorrow (LoT)</b> is a youth led and youth focused NGO, a hub for social innovation that promotes free speech, human rights, social equality and educational opportunities. They have worked at the grassroots level in all governorates of Jordan with students, recent graduates, local leaders, public figures, NGOs and the private sector since 2007</p>
	<p><b>King Hussein Foundation (KHF).</b> KHF is a royal NGO with experience in community development, advocacy and research. KHF has four business incubators serving vulnerable people providing comprehensive business development services, capacity building and technical support, along with coaching and mentorship, loans and grants to establish market oriented income generating micro to small enterprises. KHF was one of the first NGOs in Jordan to introduce vocational trainings and home business management skills for refugees.</p>
	<p><b>The Phenix Center for Economic &amp; Informatics Studies</b> is a non-governmental organization committed to independent policy research and to the assessment of the national public opinion on impactful current issues emerging in the economic and social areas, with strong focus on the legislative environment in Jordan.</p>

### Development Engagement 1.2.3: Entrepreneurship and access to finance

#### The African Development Bank (AfDB)

The African Development Bank (AfDB) is a Multilateral Development Finance institution created in 1964 with the mandate to enhance growth and alleviate poverty on the African continent. The Bank caters to the needs of African countries through the provision of financing, technical assistance and advisory services. So far, the bank's shareholders comprise 54 African countries and 27 non-African countries. It also has local representation through field offices in over 30 African countries. The Bank's total approvals in 2015 stood at about USD 9 billion.

Currently, the Bank's interventions focus on the achievement of **5 High Priorities** that were set up by its senior management in 2015: **Power and light Africa, Feed Africa, Industrialize Africa, Connect Africa and Improve the livelihood of Africans**. The Bank has privileged relationships with African countries and has particularly good footprint in North Africa, which captures about 30 percent of its historical approvals. It also has local presence and representation in 5 out of the 6 countries comprising the region.

These new priorities perfectly meet the challenges facing North Africa to ensure a more inclusive development as highlighted by the social demands observed in several countries of the region since 2011. In particular, improving the quality of life of Africans and especially women and young people is at the heart of North African populations. The top priority today is to allow them to participate in the economy with all the advantages and the potential they represent. Against this backdrop, the quality of all basic services including education, access to quality healthcare, vocational training must be improved, as well as the promotion of entrepreneurship.

The African Development Bank is working on providing youth with the skills, education and jobs they need to secure their future. Creating jobs could improve the quality of life by providing incomes to meet the basic needs (e.g. shelter, food, healthcare, and education) and reducing poverty and inequality.

In 2016 the Bank launched **Jobs for Youth in Africa 2016-2025**, a Bank-wide strategy which will create 25 million jobs and positively impact 50 million youth over the next decade in key job-rich sectors such as agriculture, industry, and ICT. In order to accomplish this goal, the Jobs for Youth in Africa Strategy aims to increase inclusive employment and entrepreneurship, strengthen human capital and create durable labour market linkages by making use of three strategic areas: Integration, Innovation and Investment.

- Through *Integration*, the Bank will equip itself and Regional Member Countries (RMCs) to become engines of job creation for young Africans by providing financial and technical assistance to include a youth employment component in the design of Bank projects across sectors as well as to directly support RMCs in pursuing policies and plans that contribute to better youth employment outcomes.
- Through *Innovation*, the Bank will work with partners to incubate, implement, assess and scale promising solutions such as programme models focused on developing youth entrepreneurs and enhancing the skills of youth to meet private sector needs.
- Through *Investment*, the Bank will catalyze private sector investments that fuel job creation and employment for youth. The Bank will issue guarantees, support student loan financing programmes, make indirect and direct investments, and develop challenges prizes in order to spur more investment into the youth employment and entrepreneurship ecosystem. These activities will reduce financing risks, expand

access to capital and incentivize private sector investments in youth employment challenges.

The Jobs for Youth in Africa Strategy 2016-2025 is supportive of the Bank's Five High Priorities and contributes to the achievement of the Sustainable Development Goals (SDGs) for Africa. It directly supports SDG8 (*Decent work and inclusive growth*) on inclusive growth, productive employment and decent work for all, SDG4 (*Quality education*) on equitable education and skills development and SDG1 (*No Poverty*) on ending poverty.

As part of the Jobs for Youth strategy, the Bank recently approved Boost Africa which is a blended finance and multi-partner initiative focused on supporting entrepreneurially driven early stage and start-up SMEs on the continent, arguably the single largest new job creators globally and in Africa. The initiative includes an (i) Investment Programme (BAIP), (ii) a Technical Assistance Facility (TAF), and an (iii) Innovation & Information Lab. The funding arm of the investment facility will be a 17-year Programme, branded Boost Africa Investment Programme (BAIP), which operates as a 'wholesale' programme and has a target capitalization of €200 million. It will be complemented by (i) a Technical Assistance (TA) Facility of €10 - 20 million run by EIB to increase capacity of beneficiary fund managers and enterprise support organizations (such as incubators and accelerators) (ii) The Innovation & Information Lab (I&I Lab), hosted by AfDB under the JfYA strategy, which will act as a facilitator for innovation, networks and partnerships to support interaction between and support 'best practices' of fund managers as well as accelerate the development of innovating SMEs in Africa. Synergies will be built between the proposed engagement and the Boost Africa.

Souk At-Tanmia is one of the many different flagship programmes promoted by the Bank with the aim to empower youth in North Africa through entrepreneurship. AfDB has also played a critical role in the launching of other initiatives such as the Yunus social business development programme in Tunisia and the development of SMEs clusters in Egypt. The Bank has also investments in several private equity funds covering the region as well as ongoing lines of credits and technical assistance grants to banks and other stakeholders working with entrepreneurs.

## ANNEX 2

## RESULTS FRAMEWORK

## Governance 2.1

## Development Engagement 2.1.1: Human Rights

Results framework		
Engagement		Human Rights
Engagement objective		Human Rights standards enhanced, and defenders, torture prevention and religious dialogue strengthened.
Impact indicator(s)		<ol style="list-style-type: none"> <li>1. Key duty-bearers and representatives of rights-holders regularly collaborate to pursue dialogue about the realization of international human rights standards in law and in practice.</li> <li>2. Key rights-holders are able to perform their actions and jointly influence the political debate in favour of the promotion and protection of human rights and democratic reform (regionally and in the focus countries. Promotion in progress countries; Protection in regress countries).</li> <li>3. Key duty-bearers and representatives of rights-holders have increased their awareness and ability to claim their rights and fulfil their respective obligations according to international human rights standards on torture prevention, and publicly give policy commitments (in progress countries/situations like Tunisia, and possibly Morocco).</li> <li>4. Key stakeholders (religious leaders, politicians, media, academia and civil society representatives, and HRDs) have increased and integrated religious dialogue to promote peaceful coexistence in accordance with international human rights standards.</li> </ol>
Baseline	Year 2016	<ol style="list-style-type: none"> <li>1. Limited dialogue between duty-bearers and rights-holders about human rights standards.</li> <li>2. HRDs are at risk or their voices are not regularly taken into account on reform issues at the local, national and regional levels.</li> <li>3. Impunity for perpetrators of torture, and limited political will and capacity of state authorities to investigate and prosecute cases of torture.</li> <li>4. Potential for more effective dialogue between religious leaders and religiously-engaged actors in the MENA and Denmark needs to be explored to the full in regard to promote peaceful coexistence in accordance with international human rights standards.</li> </ol>

Target	Year 2021	<ol style="list-style-type: none"> <li>Enhanced technical dialogue about human rights standards between duty-bearers as well as with rights-holders.</li> <li>HRDs sustain or develop their ability to promote and protect human rights, and their policy proposals are noted by decision makers at the local, national and regional levels.</li> <li>No impunity for torture crimes, cases of torture are addressed by the authorities or perpetrators of torture have been convicted.</li> <li>Key stakeholders have through networks and partnerships improved their understanding and use of religious dialogue, and religious dialogue and cooperation is integrated in promoting peaceful coexistence in accordance with international human rights standards.</li> </ol>
Outcome 1		Human rights standards enhanced through partnerships with duty bearers and national human rights institutions (NHRIs).
Outcome indicators		<ol style="list-style-type: none"> <li>Capacity development in treaty-based reporting with governmental human rights focal points.</li> <li>Partnerships with NHRIs so as to strengthen them as independent human rights actors.</li> <li>Academic co-operation and exchange involving young persons, such as the Master's Programme on Democratic Governance: Democracy and Human Rights in the MENA region.</li> <li>Capacity building of justice sector agents in Jordan on the prevention of torture, targeting the reduction of pre-trial detention and increased investigation of torture crimes.</li> <li>Cooperation with the Tunisian Ministry of Justice on the prevention of torture and reduction of pre-trial detention.</li> </ol>
Baseline	Year 2016	<ol style="list-style-type: none"> <li>New mechanisms for human rights reporting in Morocco and Tunisia and a reporting unit in Egypt have begun reporting, but have limited experience in carrying out inclusive reporting processes.</li> <li>While the National Human Rights Council of Morocco is very strong, the National Human Rights Councils of Egypt and Jordan and the High Council for Human Rights and Fundamental Freedoms of Tunisia are weak and incapable of fulfilling their mandates completely.</li> <li>Awareness of international human rights standards has increased over the past years, but few investigations of torture are undertaken in Jordan and Tunisia, and even fewer proceed to the courts, implying almost full impunity. No charges of torture are investigated in Egypt and Morocco.</li> </ol>
Target	Year 2021	<ol style="list-style-type: none"> <li>National human rights reporting mechanisms are capable of conducting systematic and inclusive reporting processes.</li> <li>National human rights institutions are capable of fulfilling their mandate, and informal networking is a practice between rights-holders and duty-bearers across</li> </ol>



		sectoral and faith-based boundaries. 3. Justice sector actors increasingly reject confessions that may have been obtained under torture, and open criminal investigations in cases of alleged torture more frequently.
Output 1.1.		Government and state reporting mechanisms are capable of pursuing inclusive reporting processes.
Output indicator		Duty bearers in at least two of the four engagement countries have enhanced their capacity and capability for inclusive reporting processes.
Baseline	Year 2016	The capacity of duty-bearers with a human rights mandate to address inclusive human rights reporting through technical dialogue varies in Egypt, Morocco, and Tunisia.
Annual target	Year 1	Inclusive reporting processes have become a tool for human rights reporting in at least one country.
Annual target	Year 3	Civil society and governmental reporting mechanisms have been in dialogue about human rights reporting in two countries.
Annual target	Year 5	At least two countries submit human rights reports that are based on inclusive processes.

Output 1.2.		National human rights institutions fulfil their mandate.
Output indicator		The capacity for inter-institutional cooperation between national human rights institutions has been systematically enhanced in at least two countries and across the region.
Baseline	Year 2016	The mandates of national human rights institutions require clarification; there is a need to enhance their role and capacity in promoting and protecting human rights and in contributing to technical dialogue on human rights.
Annual target	Year 1	Two NHRIs have established a plan for fulfilling their mandates, incl. organisation, administration, resources and intended action.
Annual target	Year 3	Two NHRIs have developed their capacity in regard to mandated key tasks.
Target	Year 5	At least two NHRIs have successfully implemented their plans and perform in accordance with their mandates.
Output 1.3.		Ministries, reporting mechanisms, NHRIs, academia and rights-holders are capable of conducting substantive technical dialogue on human rights issues at a regional level.
Output indicator		Rights-holders and duty-bearers across sectoral boundaries regularly organise regional events for human rights promotion.

Baseline	Year 2016	The regional courses (with partners from Egypt, Libya, Tunisia, Yemen) and informal debates have yielded cross-sectoral exchanges and created a demand for future exchanges and issue-based seminars; the active participation in public debates in Copenhagen (2013-15) and the graduation of DE.MA students (2015 and 16), in combination with the enhanced quality and reach of the DE.MA programme, indicate that these endeavours have been relevant and have met a demand for enhancing knowledge at the regional level. The introduction of new partners, primarily from Jordan and Morocco, could further enrich this regional and cross-sectoral endeavour.
Annual Target	Year 1	One (annual) regional course on a human rights issue with all partners across sectors and boundaries.
Annual Target	Year 3	A regional course, a seminar and debate in Europe on (a) human rights issues (annual).
Target	Year 5	75 young, potential decision-makers have completed the DE.MA Master Programme (2017-21).

Output 1.4.		Victims of torture have increased access to justice by a strengthening of the implementation of human rights standards for the prevention of torture by key actors within the justice institutions, notably judges and prosecutors.
Output indicators		1. Awareness of, reference to and use of international standards by judges and prosecutors in cases of torture and pre-trial detention.
Baseline	Year 2016	<ol style="list-style-type: none"> <li>1. Few cases of torture that are filed are effectively investigated according to international standards, resulting in only a handful of convictions; comprehensive statistics are lacking.</li> <li>2. Excessive use of pre-trial detention, resulting from, among other factors, a lack of knowledge and understanding of the international standards for the use of pre-trial detention.</li> </ol>
Annual target	Year 1	1. Dialogue and partnership with key State authorities is established (Morocco) or further strengthened (Tunisia and Jordan), and a clear plan for cooperation is agreed upon, focusing on the investigation and prosecution of torture cases and the regulation of pre-trial detention, leading to a decrease in its use.
Annual target	Year 3	<ol style="list-style-type: none"> <li>1. Manuals/Guidelines on the lawful use of pre-trial detention are developed (Tunisia, Morocco, Lebanon); and manual/guidelines on the investigation and prosecution of torture cases are updated (Tunisia, Jordan)</li> <li>2. Initial training on the international standards relating to the use of pre-trial detention (Tunisia, Morocco, Lebanon), and further trainings on international standards for the investigation of torture cases have been institutionalized.</li> </ol>

		3. Recommendations for legal reforms to bring national legislation in line with international standards are developed and made to relevant authorities.
Target	Year 5	1. Judges and prosecutors are, with increasing frequency, applying international standards when dealing with ordinary criminal cases and cases of torture, and are referencing these standards in their judgement, and an increased number of documented cases of torture are investigated and prosecuted according to international standards.

Outcome 2		HRDs are strengthened through partnerships with a variety of rights holders in civil society.
Outcome indicator		Pressure on HRDs and HROs is eased and the action of the independent human rights movement is consolidated <i>or</i> sustained at the local, national and regional level (regionally and in focus countries).
Baseline	Year 2016	The regional and national human rights situation hampers the ability of HROs and HRDs to meet and conduct joint action, analysis and strategy. Furthermore, the lack of domestic funding sources for human rights work and the increasing barriers facing HROs and HRDs hamper their ability to expand and sustain their work. The situation necessitates flexible funding mechanisms and the continuous reinvention of platforms and network opportunities in order for the HROs and HRDs to be continuously politically relevant in promoting respect for and defending human rights in the changing circumstances.
Target	Year 2021	At least 1100 HROs or HRDs have strengthened capacity to address human rights violations and inequalities and to advance human rights reforms annually.

Output 2.1		HROs and HRDs engage in regional and national networking, dialogues, building alliances, conducting joint initiatives, and exchanging experiences and best practices on key human rights thematic areas relevant to the region (regionally and in the four focus countries) across HROs, HRDs, groups and networks as well as with other relevant stakeholders, such as religious actors.
Output indicator		HROs and HRDs are regularly able to meet, network, strategize together and conduct joint actions, including monitoring, documentation and solidarity on human rights standards and violations.
Baseline	Year 2016	Local HROs and HRDs are in need of consolidated spaces to meet, exchange, learn from each other, jointly monitor the political context in which they work, come up with strategies and forge alliances to strengthen their local work and reinforce and protect the human rights movement in the region
Annual target	Year 1	At least 100 representatives of local HROs express and document each year that they have benefitted in their work from joint meetings and networking and that these have

		added value to their national activities.
Annual target	Year 3	At least 100 representatives of local HROs express and document each year that they have benefitted in their work from joint meetings and networking and that these have added value to their national activities.
Annual target	Year 5	At least 100 representatives of local HROs express and document each year that they have benefitted in their work from joint meetings and networking and that these have added value to their national activities.

Output 2.2.		HRDs and HROs receive flexible funding to protect their safety and to sustain their work aimed at preventing deterioration of the human rights situation and advancing a human rights agenda in the South-Mediterranean region, and more specifically in Egypt, Tunisia, Morocco and Jordan.
Output indicator		HROs and HRDs have access to an open and public flexible grant-making mechanism.
Baseline	Year 2016	HRDs (both NGOs and individuals) in the region are key actors in guaranteeing respect for fundamental rights and creating spaces for dialogue that are conducive to the implementation of democratic reforms in their countries, and their actions prove to be crucial for building and maintaining the rule of law. However, these actions have been and continue to be undermined by significant threats, financial difficulties and obstacles to creating alliances.
Annual target	Year 1	About 40 individual HRDs and their families receive urgent protection support to mitigate and overcome threats; the operational and networking capacities of approx. 60 human rights groups and NGOs from the region are strengthened.
Annual target	Year 3	About 40 individual HRDs and their families receive urgent protection support to mitigate and overcome threats; the operational and networking capacities of approx. 60 human rights groups and NGOs from the region are strengthened.
Target	Year 5	About 40 individual HRDs and their families receive urgent protection support to mitigate and overcome threats; the operational and networking capacities of approx. 60 human rights groups and NGOs from the region are strengthened.

Output 2.3.		HROs and HRDs advocate respect for human rights and democratic reforms in relevant local, national and regional fora (regionally and in the four focus countries)
Output indicator		Local, national and regional governments and institutions are regularly informed on thematic, regional and national human rights concerns and take note of these.
Baseline	Year 2016	Local HROs need to maintain or strengthen advocacy to better influence human rights protection and promotion in the region. They need updated and enhanced knowledge of regional human rights mechanisms, which can be explored in the local,

		national and regional context. They also need facilitated access to regional human rights mechanisms.
Annual target	Year 1	At least 100 representatives of local HROs express and document each year that they have benefitted in their work from joint advocacy activities facilitated through the development engagement. Policy recommendations and advocacy activities facilitated through the development engagement have been taken into account by decision makers in the region.
Annual target	Year 3	At least 100 representatives of local HROs express and document each year that they have benefitted in their work from joint advocacy activities facilitated through the development engagement. Policy recommendations and advocacy activities facilitated through the development engagement have been taken into account by decision makers in the region.
Target	Year 5	At least 100 representatives of local HROs express and document each year that they have benefitted in their work from joint advocacy activities facilitated through the development engagement. Policy recommendations and advocacy activities facilitated through the development engagement have been taken into account by decision makers in the region.

Output 2.4.		Health and legal professionals, as well as HRDs, have increased capacity to document cases of torture, and their cases <u>either</u> influence national processes of investigation, compensation, and redress <u>or</u> regional or international advocacy.
Output indicator		Increased quality of cases documented by health and legal professionals. Institutionalization of methods and standards related to documentation of torture.
Baseline	Year 2016	The capacity of professional target groups to document cases of torture is limited, and needs strengthening at the level of professional and institutional education, as well as at the level of individual activism.
Annual Target	Year 1	At least 60 health and legal professionals have increased capacity to document and provide quality documentation of cases of torture and (at least 50 cases have been documented according to the basic standards identified set forth by DIGNITY and local partners); where possible, academia and professional associations are engaged in discussions to pave the way for institutionalizing methods and standards related to documentation.
Annual Target	Year 3	200 cases have been documented according to basic standards, tools for training stakeholders in producing reliable torture documentation have been developed and documentation standards have been institutionally anchored in min. Morocco and Tunisia.
Target	Year 5	At least 100 MENA colleagues will have increased capacity to document cases of torture and ill-treatment according to the minimum qualitative standards

Outcome 3		Implementation of torture preventive measures improved through partnerships with government institutions and civil society.
Outcome indicators		<ol style="list-style-type: none"> <li>1. New laws and regulations, guidelines and other institutional procedures issued at state level support a changed practice towards improved prevention of torture in places of detention.</li> <li>2. Overall technical capacity and awareness among key stakeholders on rehabilitation, treatment and reduction of levels of urban violence.</li> </ol>
Baseline	Year 2016	<ol style="list-style-type: none"> <li>1. Tunisia has new laws that can increase the prevention of torture, but only a few internal regulations that can change practises to prevent torture. In Morocco and Jordan internal regulations support the prevention of torture at some level, while Egypt lacks preventative laws and internal regulations.</li> <li>2. The number of citizens in the MENA region seeking and receiving support for rehabilitation and redress is still low, as reprisals are common and services and rights still not well known among the population. The reach of community interventions is unknown in Tunisia.</li> </ol>
Target	Year 2021	<ol style="list-style-type: none"> <li>1. Legal frameworks and changed practices support the prevention of torture (in progress countries). Sets of internal regulations and guideline are developed.</li> <li>2. Share of torture survivors who receive support for rehabilitation and redress has increased by 50%.</li> </ol>
Output 3.1.		CSOs and independent, state-mandated detention monitoring bodies and mechanisms in the MENA region have gained capacity to support the implementation of torture preventive measures in places of detention.
Output indicator		<ol style="list-style-type: none"> <li>1. Detention monitoring mechanisms and CSOs in at least two of the target countries, adopt specialized strategies and approaches aimed at making their interventions more effective.</li> </ol>
Baseline	Year 2016	<ol style="list-style-type: none"> <li>1. None of the existing detention monitoring bodies adopts a systematic approach to addressing the health aspects of monitoring.</li> <li>2. Access by NGOs to carry out preventive monitoring visits to places of detention is severely restricted.</li> <li>3. At the regional level, CSOs have the capacity to monitor places of detention, but lack the capacity to develop and conceptualize new approaches and explore advocacy strategies through regional cooperation.</li> </ol>
Annual target	Year 1	<ol style="list-style-type: none"> <li>1. In at least one target country, health monitoring is an integral part of the training curriculum offered to new monitors.</li> <li>2. In at least one target country, negotiations are underway with the relevant authorities to grant access to a CSO monitoring body to conduct preventive monitoring visits to places of detention.</li> <li>3. At the regional level, the MENA Regional Forum for monitoring places of detention and prevention of torture is active.</li> </ol>



Annual target	Year 3	<ol style="list-style-type: none"> <li>1. In at least one target country, training capacity has been built to deliver a new training module on monitoring health aspects of detention.</li> <li>2. In at least one target country, a CSO national monitoring body has secured a MoU with the relevant authorities granting the body access to places of detention.</li> <li>3. At the regional level, a country-by-country study on access by CSOs to places of detention in the MENA region will have been conducted, intended to inform the strategy on how to expand, sustain or develop access.</li> </ol>
Annual target	Year 5	<ol style="list-style-type: none"> <li>1. In at least one target country, a detention monitoring body will have institutionalized training on health aspects of monitoring places of detention in their annual training curriculum and will have fully-trained personnel able to deliver this training.</li> <li>2. In at least one country, a civil society national monitoring team will have consolidated its position as a national civil society monitoring mechanism, conducting effective monitoring visits to places of detention, while engaging with duty-bearers on how to increase implementation of torture-preventive measures.</li> <li>3. At the regional level, the MENA Regional Forum has supported the conceptualization and development of tools and strategies to implement torture-preventive measures strategically and effect change</li> </ol>
Output 3.2.		Victims of torture and organized violence have increased access to rehabilitation, and support measures to increase protection are in place.
Output indicator		Availability of rehabilitation services
Baseline	Year 2016	Services available for victims of torture and organized violence are insufficient compared to the increased number of clients (due to ongoing war, crises and civil and social unrest), compounded by a continued educational gap among professionals capable of delivering evidence-based rehabilitation services, protection and reparation.
Annual target	Year 1	<ol style="list-style-type: none"> <li>1. 75 torture-affected people have access to rehabilitation and protection services with proven enhanced functionality.</li> <li>2. 50 professionals have been introduced to and trained on new clinical therapies and protection services, and can demonstrate trainer or supervisor skills in these therapies and services.</li> <li>3. At least 1 scientific article is drafted and data collection is improved.</li> </ol>
Annual target	Year 3	<ol style="list-style-type: none"> <li>1. 400 torture-affected people have access to rehabilitation and protection services and with proven enhanced functionality.</li> <li>2. 200 professionals have been introduced to and trained on new clinical therapies and protection services, and can demonstrate trainer or supervisor skills in these therapies and services.</li> <li>3. At least 2 scientific articles are published and data collection is introduced to a common data system.</li> </ol>

Annual target	Year 5	<ol style="list-style-type: none"> <li>800-1000 torture-affected people have access to rehabilitation and protection services and proven enhanced functionality.</li> <li>400 professionals have been introduced to and trained on new clinical therapies and protection services, and can demonstrate trainer or supervisor skills in these therapies and services.</li> <li>At least 4 scientific articles are published and the common data system is in place.</li> </ol>
Output 3.3.		Local CBOs (community-based organisations) have validated the DIGNITY Inter-sectoral Urban Violence Prevention Program with specific focus on youth violence (Tunisia).
Output indicator		<ol style="list-style-type: none"> <li>Increased civic engagement in urban violence prevention.</li> <li>Key stakeholders (duty-bearers and rights-holders) have adopted a public health approach to urban violence prevention in professional practices.</li> </ol>
Baseline	Year 2016	Urban violence prevention capacity among CSOs and state institutions is very limited. Tunisia is not represented in WHO Violence Prevention Alliance (WHO VPA) work and inter-sectoral evidence-based violence prevention has not been tested in the country. Intermittently, the public health approach to violence prevention has guided aspects of violence prevention in specific target groups (students, women), but no systematic application of these principles has taken place in an inter-sectoral territorial framework.
Annual target	Year 1	In two selected marginal urban areas in Tunis and Sfax, baseline studies in accordance with the WHO VPA guidelines, stakeholder mapping and a civic culture study have been completed.
Annual target	Year 3	Based on capacity-building and dialogue fora of duty-bearers and rights-holders, specific violence prevention policies and plans are agreed upon by stakeholders, and lessons learned on conditions of replicability according to public health approaches have been identified and shared with state actors.
Annual target	Year 5	Follow-up studies on baselines have been conducted and the results have been shared with stakeholders among duty-bearers and rights-holders, and change on key indicators has been identified.

Outcome 4	Religious dialogue improved through partnerships with religious leaders, media, academia and intercultural platforms in the region
Outcome indicator	A minimum of 865 selected religious leaders and religiously engaged actors (of whom 30% will be youth and 20% will be women) from different professional spheres, such as media, academia and religious institutions, have gained specific skills, tools, knowledge, relationships and networks to initiate and conduct religious dialogue that 1) promotes rights-based societies through initiatives on inclusive citizenship, social cohesion, and religious freedom; 2) contributes to prevent violent extremism; and 3) enhances interfaith networks in the MENA and between the MENA and Denmark



		through intercultural platforms and partnerships.
Baseline	Year 2016	A limited number of religious leaders and religiously-engaged actors in the MENA and Denmark are engaged in fostering and facilitating religious dialogue through intercultural and interreligious networks and partnerships. Since 2012, more than 1000 actors have been directly targeted and engaged.
Target	Year 2021	The number and outreach of selected religious leaders and religiously-engaged actors has increased since 2016. A minimum of 850 new religious leaders and religiously-engaged actors (of whom 30% will be youth and 20% will be women) have improved their <u>understanding and use</u> of religious dialogue in influencing local, national and regional initiatives on peaceful coexistence in the MENA and Denmark.
Output 4.1.		Religious dialogue promotes rights-based societies through specific initiatives on inclusive citizenship, peaceful coexistence and religious freedom.
Output indicator		Through religious dialogue, a minimum of 330 religious leaders and religiously-engaged actors actively promote inclusive citizenship, peaceful coexistence and religious freedom through initiatives in Egypt on a national level and throughout the MENA on a regional level.
Baseline	Year 2016	A limited number of religious leaders and religiously-engaged actors are engaged in promoting inclusive citizenship, peaceful coexistence and freedom of religion through capacity-building, networks and advocacy initiatives. Since 2013, more than 450 actors have been directly targeted and engaged.
Annual target	Year 1	Increased capacity among 30 key actors on access to tools and resources that promote religious freedom and tolerance at the institutional level by civil society groups as well as other actors.
Annual target	Year 3	Young Egyptian community leaders and opinion-shapers have their capacity build in active citizenship, human-rights, social cohesion, conflict resolution and peaceful coexistence. Young media personnel are trained and part of a new established regional network of local NGOs and relevant media actors.
Annual target	Year 5	A minimum of 90 key actors have strengthen institutions and CSOs response to specific violations of religious freedom and improved promotion of tolerance and pluralism in MENA among relevant stakeholders. A minimum of 175 young community leaders and opinion-shapers promote and advocate for inclusive citizenship and peaceful co-existence in their local communities and throughout Egypt.
Output 4.2.		Religious dialogue contributes to preventing violent extremism (PVE).
Output indicator		Through religious dialogue, a minimum of 340 religious leaders and religiously-engaged actors actively contribute to PVE through initiatives on a regional level and on a national level in Jordan and across the MENA and Denmark.
Baseline	Year	A limited number of religious leaders and religiously-engaged people have the

	2016	capacity, experience and knowledge of how to develop initiatives on PVE that can influence institutions and empowering social media activists. Since 2016, 30 selected religiously-engaged actors in seven MENA countries and in Denmark have been directly targeted and engaged.
Annual target	Year 1	New initiatives in Jordan on diversity management in education and the mobilisation of religious leaders to PVE are outlined and developed.
Annual target	Year 3	Initiatives on diversity management and the mobilisation of religious leaders are further implemented in Jordan. The regional network of social media activists and professionals focusing on the empowerment of women is further expanded and reaches out to target groups, and current developed strategies on PVE, including the mobile app, are actively used in all eight target countries.
Annual target	Year 5	90 social media activists and professionals are running an active and functional network of (young) women and men, exchanging information and good practices on addressing the issues of hate speech, hate crime and other manifestations of extremism. 250 religious leaders and religiously engaged actors in Jordan build trust in
Output 4.3.		Religious dialogue enhances interfaith networks and relationships within the MENA and across the MENA and Denmark through intercultural platforms and partnerships.
Output indicator		Through religious dialogue, 195 religious leaders and religiously engaged actors actively enhances interfaith networks through a minimum of 5 intercultural platforms and 3 partnerships. Participants have improved their understanding and use of religious dialogue in influencing local, national and regional initiatives on peaceful coexistence in the MENA and DK in accordance with human rights standards.
Baseline	Year 2016	Potential for more effective dialog among key actors who are engaged and active in interfaith networks and relationships that contribute to the formation of democracy, community and peace-building. Since 2014, Danmission's DAPP has contributed to the establishment of networks and currently encompass 256 people across the MENA and Denmark
Annual target	Year 1	Sustain and enhance alumni networks among a minimum of 85 young and religious leaders and religiously engaged actors across the MENA and Denmark.
Annual target	Year 3	Completion of a minimum of three interfaith conferences, followed by a minimum of nine local initiatives that promote and improve religious dialogue and partnership in and between DK and the MENA.
Annual target	Year 5	195 key actors have, through 5 intercultural platforms, improved their <u>understanding and use</u> of religious dialogue to influence and contribute to create awareness among the public, faith communities and politicians of the importance of interfaith dialogue and partnership in the formation of democracy, community and peace-building while confronting extremism in Europe and the MENA.



## Development Engagement 2.1.2: Gender Equality

<b>Outcome 1</b>		Legislative reform enhanced through partnerships to recognise equality between men and women including distribution of resources.	
<b>Outcome indicator</b>		Degree to which legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex (Unit: %) (SDG indicator 5.1.1.). (Source: proposed UN Women SDG indicator <a href="http://unstats.un.org/sdgs/files/metadata-compilation/Metadata-Goal-5.pdf">http://unstats.un.org/sdgs/files/metadata-compilation/Metadata-Goal-5.pdf</a> , page: 2)	
Baseline	Year	2016	SDG5 related baselines at national level, for each focus country, related to legislative reforms.
Target	Year	2021	SDG5 related targets at national level, for each focus country, related to legislative reforms.

<b>Output 1.1</b>		<i>Legal Reform: Legal and policy reform</i> Targeted CSOs and duty bearers promote gender equal legislation and policies on gender equality	
<b>Output indicator 1.1</b>		Degree to which targeted CSOs advocate strategically on gender equality in personal status code, family laws and alignment of national legislation to CEDAW. (MoV: Expert assessment, scale 0-9)	
Baseline	Year	2016	0
Annual target	Year 1	2017	5
Annual target	Year 3	2019	6
Target	Year 5	2021	7

<b>Output 1.2</b>		<i>Legal Reform: Legal and policy reform</i> Targeted CSOs have the capacity to and produce analytical material on the need for legal reform to ensure gender equality.	
<b>Output indicator 1.2</b>		Number of analytical public reports and briefs on the need for legal reform written by targeted CSOs. (MoV: Reports by implementing partners such as CEDAW shadow reports, UPR reporting and commenting, proposals for law amendments or changes to constitutions, existing or new legislation, analyses of implementation of legislation. An example is the 'CEDAW Shadow Report for Jordan – CSO alliance headed by Jordanian Women's Union': <a href="http://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/JOR/INT_CEDAW_NGO_JOR_51_9262_E.pdf">http://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/JOR/INT_CEDAW_NGO_JOR_51_9262_E.pdf</a> and the 'Report on implementation of Moroccan Family law at 10 year anniversary in 2014': <a href="http://kvinfo.dk/sites/default/files/studymoudawana.pdf">http://kvinfo.dk/sites/default/files/studymoudawana.pdf</a> )	
Baseline	Year	2016	0
Annual target	Year 1	2017	2
Annual target	Year 3	2019	10
Target	Year 5	2021	15

<b>Output 1.3</b>		<i>Legal Reform: Legal and policy reform</i> Targeted CSOs contribute to qualifying the public debate on gender equality in personal status codes, family laws and alignment of national legislation to CEDAW.	
<b>Output indicator 1.3</b>		Number of own media actions and coverage in both written press, TV and radio, and social media (MoV: Media surveillance reports by implementing partners)	

Baseline	Year	2016	0
Annual target	Year 1	2017	25
Annual target	Year 3	2019	50
Target	Year 5	2021	100

<b>Output 1.4</b>		<i>Legal Reform: Implementation of legal and policy reform</i> Targeted CSOs and duty bearers support the implementation of gender equal legislation and policies on gender equality	
<b>Output indicator 1.4</b>		Degree to which targeted duty bearers implement gender equal legislation and policies on gender equality (MoV: Expert assessment, scale 0-9)	
Baseline	Year	2016	0
Annual target	Year 1	2017	1
Annual target	Year 3	2019	3
Target	Year 5	2021	5

<b>Output 1.5</b>		<i>Legal Reform: Implementation of legal and policy reform</i> Targeted CSOs cooperate with duty bearers in ensuring effective implementation of key legislation promoting or defending women's rights.	
<b>Output indicator 1.5</b>		Degree to which heads of targeted CSOs perceive that they have a relationship with the authorities that contributes to enhance the latter's implementation of legislation promoting or defending women's rights. (MoV: Survey among CSO heads)	
Baseline	Year	2017	<i>Survey among CSO heads during the inception phase will determine baseline</i>
Annual target	Year 1	2019	+10%
Annual target	Year 3	2020	+15%
Target	Year 5	2021	+20%

<b>Output 1.6</b>		<i>Legal Reform: Implementation of legal and policy reform</i> Targeted CSOs have the resources and capacity to analyse and monitor duty bearers' implementation of gender equal legislation and policies on gender equality	
<b>Output indicator 1.6</b>		% of participants in CSO trainings supported by the programme have strengthened their capacity to analyse and monitor duty bearers' implementation of gender equal legislation and policies on gender equality (MoV: Self-assessment through post-training questionnaires)	
Baseline	Year	2016	0
Annual target	Year 1	2017	75%
Annual target	Year 3	2019	75%
Target	Year 5	2021	75%

<b>Outcome 2</b>		Sexual and reproductive health and rights (SRHR) enhanced through partnerships	
<b>Outcome indicator 2</b>		Degree to which laws and regulations that guarantee women aged 15-49 access to sexual and reproductive health care, information and education, are in place (Unit: %) (SDG indicator 5.6.2) (Source: proposed UN Women SDG indicator SDG 5 target <a href="http://unstats.un.org/sdgs/files/metadata-compilation/Metadata-Goal-5.pdf">http://unstats.un.org/sdgs/files/metadata-compilation/Metadata-Goal-5.pdf</a> p. 33)	
Baseline	Year	2016	SDG5 related baselines at national level, for each focus country, related to SRHR.
Target	Year	2021	SDG5 related targets at national level, for each focus country, related to SRHR.

<b>Output 2.1</b>		<i>Sexual and reproductive health and rights: Legal and policy reform</i> Targeted CSOs and targeted duty bearers promote legislation and policies on gender equality in regards to SRHR.	
<b>Output indicator 2.1</b>		Degree to which targeted CSOs advocate strategically against under-age marriages and for alignment of national legislation and policies on SRHR to international gender equality frameworks. (MoV: Expert assessment, scale 0-9)	
Baseline	Year	2016	0
Annual target	Year 1	2017	5
Annual target	Year 3	2019	6
Annual target	Year 5	2021	7

<b>Output 2.2</b>		<i>Sexual and reproductive health and rights: Legal and policy reform</i> Targeted CSOs have the capacity to and produce analytical material on the need for legal reform to ensure SRHR.	
<b>Output indicator 2.2</b>		Number of analytical public reports and briefs on SRHR written by targeted CSOs. (MoV: Reports submitted by partner organisations such as proposals for law amendments or new legislation and policy development regarding SRHR, reports on monitoring of policy implementation, reports presenting best practises. An example is 'Rapport alternatif relatif à la situation des droits sexuels et de la Santé Sexuelle et Reproductive au titre du 3ème Examen Périodique Universel (EPU) de l'état tunisien': <a href="http://atsrtn.org/wp-content/uploads/2016/09/ATSR-Rapport-alternatif-DSSR.pdf">http://atsrtn.org/wp-content/uploads/2016/09/ATSR-Rapport-alternatif-DSSR.pdf</a> )	
Baseline	Year	2016	0
Annual target	Year 1	2017	
Annual target	Year 3	2019	10
Target	Year 5	2021	15

<b>Output 2.3</b>		<i>Sexual and reproductive health and rights: Legal and policy reform</i> Targeted CSOs contribute to qualifying the public debate on gender equality in SRHR.	
<b>Output indicator 2.3</b>		Number of own media actions and coverage in both written press, TV and radio, and social media. (MoV: Media surveillance reports by implementing partners)	
Baseline	Year	2016	0
Annual target	Year 1	2017	25
Annual target	Year 3	2019	50

Target	Year 5	2021	100
--------	--------	------	-----

<b>Output 2.4</b>		<i>Sexual and reproductive health and rights: Implementation of legal and policy reform</i> Targeted CSOs and duty bearers support the implementation of legislation and policies including protection, acceptance and non-discriminatory access to SRHR.	
<b>Output indicator 2.4</b>		Degree to which targeted duty bearers support the implementation of legislation and policies including non-discriminatory access to SRHR. (MoV: Expert assessment, scale 0-9)	
Baseline	Year	2016	0
Annual target	Year 1	2017	1
Annual target	Year 3	2019	3
Target	Year 5	2021	5

<b>Output 2.5</b>		<i>Sexual and reproductive health and rights: Implementation of legal and policy reform</i> Targeted CSOs cooperate with duty bearers in ensuring effective implementation of SRHR.	
<b>Output indicator 2.5</b>		Degree to which heads of targeted CSOs perceive that they have a relationship with the authorities that contributes to enhance the latter's implementation of SRHR. (MoV: Survey among CSO heads)	
Baseline	Year	2016	<i>Survey among CSO heads during the inception phase will determine baseline</i>
Annual target	Year 1	2017	+10%
Annual target	Year 3	2019	+15%
Target	Year 5	2021	+20%

<b>Output 2.6</b>		<i>Sexual and reproductive health and rights: Implementation of legal and policy reform</i> Targeted CSOs have the resources and capacity to analyse and monitor duty bearers' implementation of SRHR.	
<b>Output indicator 2.6</b>		% of participants in CSO trainings supported by the programme have strengthened their capacity to analyse and monitor duty bearers' implementation of SRHR. (MoV: Self-assessment through post-training questionnaires)	
Baseline	Year	2016	0
Annual target	Year 1	2017	75%
Annual target	Year 3	2019	75%
Target	Year 5	2021	75%



<b>Outcome 3</b>		Equal participation of men and women in politics improved through partnerships	
<b>Outcome indicator 3</b>		% of seats held by women in national parliaments and local governments (aggregated). (SDG indicator 5.5.1) (Source: proposed UN Women SDG indicator SDG 5 target <a href="http://unstats.un.org/sdgs/files/metadata-compilation/Metadata-Goal-5.pdf">http://unstats.un.org/sdgs/files/metadata-compilation/Metadata-Goal-5.pdf</a> page: 24)	
Baseline	Year	2016	SDG5 related baselines at national level, for each country, related to equal participation in politics.
Target	Year	2021	SDG5 related targets at national level, for each country, related to equal participation in politics.

<b>Output 3.1</b>		<i>Equal Political Participation: Legal and policy reform</i> Targeted CSOs and duty bearers promote legislation and policies to enhance women's political participation	
<b>Output indicator 3.1</b>		Degree to which targeted CSOs advocate strategically for women's political participation. (MoV: Expert assessment, scale 0-9)	
Baseline	Year	2016	0
Annual target	Year 1	2017	5
Annual target	Year 3	2019	6
Annual target	Year 5	2021	7

<b>Output 3.2</b>		<i>Equal Political Participation: Legal and policy reform</i> Targeted CSOs have the capacity to and produce analytical reports on the need for legal reforms to promote and protect women's political participation.	
<b>Output indicator 3.2</b>		Number of analytical public reports and briefs on the need for legal reforms to promote and protect women's political participation written by targeted CSOs. (MoV: Reports submitted by partner organisations such as proposals for changes to election laws, impact analysis of quotas and other tools to enhance equal political participation such as 'The quota and its different forms': <a href="http://nazra.org/sites/nazra/files/attachments/quota_and_its_different_forms.pdf">http://nazra.org/sites/nazra/files/attachments/quota_and_its_different_forms.pdf</a> )	
Baseline	Year	2016	0
Annual target	Year 1	2017	2
Annual target	Year 3	2019	10
Target	Year 5	2021	15
<b>Output 3.3</b>		<i>Equal Political Participation: Legal and policy reform</i> Targeted CSOs contribute to qualifying the public debate on gender equality in political participation.	
<b>Output indicator 3.3</b>		Number of own media actions and coverage in both written press, TV and radio, and social media. (MoV: Media surveillance reports by implementing partners)	
Baseline	Year	2016	0
Annual target	Year 1	2017	25
Annual target	Year 3	2019	50
Target	Year 5	2021	100

<b>Output 3.4</b>		<i>Equal Political Participation: Implementation of legal and policy reform</i> Targeted CSOs and duty bearers support women's participation in politics both quantitatively and qualitatively.	
-------------------	--	--	--



<b>Output indicator 3.4</b>		Degree to which targeted duty bearers support and strengthen sound policies promoting women's participation as active citizens. (MoV: Expert assessment, scale 0-9)	
Baseline	Year	2016	0
Annual target	Year 1	2017	1
Annual target	Year 3	2019	3
Target	Year 5	2021	5

<b>Output 3.5</b>		<i>Equal Political Participation: Implementation of legal and policy reform</i> Targeted CSOs cooperate with duty bearers in promoting increased political participation among women.	
<b>Output indicator 3.5</b>		Degree to which heads of targeted CSOs perceive that they have a relationship with the authorities that contributes to promote increased political participation among women. (MoV: Survey among CSO heads)	
Baseline	Year	2016	<i>Survey among CSO heads during the inception phase will determine baseline</i>
Annual target	Year 1	2017	+10%
Annual target	Year 3	2019	+15%
Target	Year 5	2021	+20%

<b>Output 3.6</b>		<i>Equal Political Participation: Implementation of legal and policy reform</i> Targeted CSOs have the resources and capacity to analyse and monitor duty bearers' implementation of laws and policies relating to women's political participation.	
<b>Output indicator 3.6</b>		% of participants in CSO trainings supported by the programme has strengthened their capacity to analyse and monitor duty bearers' implementation of policies relating to women's political participation. (MoV: Self-assessment through post-training questionnaires)	
Baseline	Year	2016	0
Annual target	Year 1	2017	75%
Annual target	Year 3	2019	75%
Target	Year 5	2021	75%

<b>Outcomes 4</b>		Gender based violence (GBV) prevented and victims supported through partnerships.	
<b>Outcome indicator 4</b>		% of women and girls aged 15 years and older subjected to physical, sexual or psychological violence in the last 12 months. (SDG indicator 5.2.1) (Source: proposed UN Women SDG indicator SDG 5 target <a href="http://unstats.un.org/sdgs/files/metadata-compilation/Metadata-Goal-5.pdf">http://unstats.un.org/sdgs/files/metadata-compilation/Metadata-Goal-5.pdf</a> page: 4)	
Baseline	Year	2016	SDG5 related baselines at national level, for each country, related to GBV.
Target	Year	2021	SDG5 related targets at national level, for each country, related to GBV.

<b>Output 4.1</b>		<i>Gender based violence: Legal and policy reform</i> Targeted CSOs and targeted duty bearers promote legislation to prevent gender based violence and to protect victims.	
<b>Output indicator 4.1</b>		Degree to which targeted CSOs advocate strategically for effective legislation and policy on violence against women. (MoV: Expert assessment, scale 0-9)	
Baseline	Year	2016	0
Annual target	Year 1	2017	5
Annual target	Year 3	2019	6
Annual target	Year 5	2021	7

<b>Output 4.2</b>		<i>Gender based violence: Legal and policy reform</i> Targeted CSOs have the capacity to and produce analytical reports on the need for legal reforms to address GBV.	
<b>Output indicator 4.2</b>		Number of analytical public reports and briefs about gender based violence written by targeted CSOs. (MoV: Reports submitted by partner organisations such as proposals for law amendments, new legislation, analyses of implementation shortcomings, and best practises for better protection mechanisms. An example is 'One year after its launch, the National Strategy for Combating Violence Against Women still lacking Monitoring Mechanism' research paper by Nazra for Feminist Studies – published May 11, 2016 <a href="http://nazra.org/sites/nazra/files/attachments/national-strategy-after-one-year.pdf">http://nazra.org/sites/nazra/files/attachments/national-strategy-after-one-year.pdf</a> )	
Baseline	Year	2016	0
Annual target	Year 1	2017	3
Annual target	Year 3	2019	15
Target	Year 5	2021	20

<b>Output 4.3</b>		Targeted CSOs contribute to qualifying the public debate on GBV.	
<b>Output indicator 4.3</b>		Number of own media actions and coverage in both written press, TV and radio, and social media. (MoV: Media surveillance reports by implementing partners)	
Baseline	Year	2016	
Annual target	Year 1	2017	35
Annual target	Year 3	2019	70
Target	Year 5	2021	140

<b>Output 4.4</b>		<i>Gender based violence: Implementation of legal and policy reform</i> CSOs and duty bearers support implementation of efforts to address violence against women.	
-------------------	--	---	--

Output indicator 4.4		Degree to which targeted duty bearers support protection and prevention on violence against women. (MoV: Expert assessment, scale 0-9)	
Baseline	Year	2016	0
Annual target	Year 1	2017	1
Annual target	Year 3	2019	3
Target	Year 5	2021	5

Output 4.5		Gender based violence: Implementation of legal and policy reform Targeted CSOs cooperate with duty bearers in addressing GBV.	
Output indicator 4.5		Degree to which heads of targeted CSOs perceive that they have a relationship with the authorities that contributes to address GBV. (MoV: Survey among CSO heads)	
Baseline	Year	2016	Survey among CSO heads during the inception phase will determine baseline
Annual target	Year 1	2017	+10%
Annual target	Year 3	2019	+15%
Target	Year 5	2021	+20%

Output 4.6		Gender based violence: Implementation of legal and policy reform Targeted CSOs have the resources and capacity to analyse and monitor duty bearers' implementation of laws and policies relating to GBV.	
Output indicator 4.6		% of participants in CSO trainings supported by the programme has strengthened their capacity to analyse and monitor duty bearers' implementation of laws and policies relating to GBV. (MoV: Self-assessment through post-training questionnaires)	
Baseline	Year	2016	0
Annual target	Year 1	2017	75%
Annual target	Year 3	2019	75%
Target	Year 5	2021	75%

## Development engagement 2.1.3: Free Media

MOROCCO		
Engagement title		Free Media
Engagement objective		Independent media strengthened and reform of regulatory frameworks enhanced.
Impact indicator		Independent media have strengthened their managerial foundation, public interest journalism and audiences and they can develop in a more conducive environment promoted by a community of CSOs.
Baseline	Year 2016	High vulnerability of independent media and CSOs advocating for media legal reforms and freedom of expression.
Target	Year 2021	Independent media have strengthened their managerial foundation, public interest journalism and audiences and they can develop in a more conducive environment.
Outcome 1		Environments conducive to media independence and safe working conditions for male and female journalists improved through partnership.
Outcome indicator		Priorities and mechanisms to advance legal and structural reforms are outlined and advocated by CSOs and media stakeholders in a coordinated and effective manner. There is evidence of a broader legal defence community. There is evidence of the use of safe communication technologies.
Baseline	Year 2016	The legal environment is de facto repressive toward independent media and CSOs.
Target	Year 2021	Targeted media stakeholders, experts and CSOs have a more robust and decisive role in reforming the legal environment in which media operate
Output 1.1		Targeted media stakeholders, experts and CSOs share knowledge, conduct dialogue and lead strategic interventions and advocacy on policy and law reform
Output indicator		Strategic advocacy campaigns are informed and led by targeted media stakeholders, experts and CSOs
Baseline	Year 2016	Media stakeholders, experts and CSOs are de facto prevented from conducting effective consultations and advocacy on policy and law reform
Annual target	Year 1 2017	Media stakeholders, experts and CSOs address the trend of isolation and disengagement and outline ways to reverse it
Annual target	Year 3 2019	Small (bilateral or trilateral) platforms are created and used by media stakeholders, experts and CSOs to reflect, plan and conduct joint strategic advocacy on policy and law reform (e.g. legislation and regulation pertaining to the press, digital and broadcast media, the penal code and digital rights)
Annual target	Year 5 2021	Media stakeholders, experts and CSOs assume a more robust and decisive role in shaping the legal environment in which media operate
Output 1.2		A small pool of targeted lawyers strengthens knowledge and skills in handling media and freedom of expression cases and other strategic litigation
Output indicator		An increased community of lawyers handle media freedoms and freedom of expression cases and other strategic litigation. Success of output is indicated by means of the cases litigated.
Baseline	Year 2016	Very few lawyers handle media freedoms and freedom of expression cases and other strategic litigation
Annual target	Year 1 2017	The programme engages with at least five targeted lawyers, both men and women, who handle media freedoms and freedom of expression cases and other strategic litigation, in order to develop an action plan in support of legal defence in Morocco
Annual target	Year 3 2019	The programme contributes to empower further and broaden the initial pool of lawyers handling media and freedom of expression cases. At least five training and coaching modules are held in the regions, contributing to build knowledge and capacity of targeted lawyer working in lower courts
Target	Year 5 2021	A broader community and network of Moroccan lawyers demonstrate a robust and more decisive legal argumentation in cases pertaining to media freedoms and freedom of expression cases, which the programme has documented
Output 1.3		Targeted strategic content producers have increased awareness and knowledge on safe and secure use of digital communication technologies
Output indicator		Targeted strategic content producers have integrated safety and protection measures in their organizational practice
Baseline	Year 2016	Producers, distributors and consumers of content are highly vulnerable to surveillance
Annual target	Year 1 2017	Targeted strategic content producers conduct a safety assessment of their digital communication and identify flaws
Annual target	Year 3 2019	Targeted strategic content producers apply safety and protection measures both on and off-line, including measures addressing specific risks facing women
Target	Year 5 2021	Targeted strategic content producers maintain systematic safety and protection measures both on and off-line and are less vulnerable to surveillance
Outcome 2		Institutional capacity of reform-oriented media outlets strengthened to report freely and hold duty bearers to account
Outcome indicator		Strategic content producers and partner organisations demonstrate a stronger managerial foundation and practice

Baseline	Year 2016	The managerial foundation of reform-oriented media outlets is weak and only marginally considered a priority
Target	Year 2021	Reform-oriented media outlets have strengthened their managerial foundation and ability to sustain the public service journalism they produce and distribute
Output 2.1		Targeted strategic content producers strengthen their managerial foundation, including business development, and knowledge of audiences
Output indicator		Targeted strategic content producers have developed and integrated an appropriate managerial foundation, including business models
Baseline	Year 2016	Strategic content producers have a weak managerial foundation and lack knowledge of business models and of their audiences
Annual target	Year 1 2017	Targeted strategic content producers prioritise reflection on their managerial foundation, including business development, and knowledge of audiences
Annual target	Year 3 2019	Targeted strategic content producers have established a solid managerial foundation, acquired knowledge of and tested business models, and they have demonstrated a clear understanding of their audiences
Annual target	Year 5 2021	Key staff and management of strategic content producers operate with a higher level of business practice and they know how to engage strategically with audiences
Output 2.2		Strategic content producers strengthen digital mind-set and use of digital communication technologies
Output indicator		Strategic content producers demonstrate a more innovative, audience-focused and safe use of digital communication technologies
Baseline	Year 2016	Strategic content producers do not maximise the use of digital communication technologies for the production and distribution of content
Annual target	Year 1 2017	Targeted strategic content producers assess the use of digital communication technologies by both men and women in the production, distribution and access of media content
Annual target	Year 3 2019	Targeted strategic content producers have incorporated a more innovative, audience-focused and safe use of digital communication technologies to produce and distribute content
Target	Year 5 2021	Targeted strategic content producers have become national or regional frontrunners using digital communication technologies
Output 2.3		Key partner organisations of the media sector develop their governance and managerial structures, increasing their strategic capacity and reach
Output indicator		Key partner organisations have developed new internal frameworks and practices
Baseline	Year 2016	The governance and managerial structures of key partner organisations of the media sector are weak
Annual target	Year 1 2017	Key partner organisations of the media sector prioritise reflection on and the reform of their governance and managerial structures
Annual target	Year 3 2019	Key partner organisations of the media sector have acquired and apply stronger managerial skills, improved planning, workflow and overall performance
Target	Year 5 2021	Key partner organisations of the media sector demonstrate a more robust position in the promotion and development of reform-oriented media
Outcome 3		Diverse media content strengthened to meet professional and ethical standards and guided by public interest
Outcome indicator		The number and frequency of public interest stories produced by targeted media are enhanced
Baseline	Year 2016	Professional and ethical journalism guided by public interest is marginal and marginalised
Target	Year 2021	Professional and ethical journalism guided by public interest has amplified, gained audiences and reach
Output 3.1		Targeted media increase their production and distribution of public interest journalism, including investigative reporting
Output indicator		The number and frequency of public interest stories produced by targeted media are enhanced
Baseline	Year 2016	Public interest journalism, including investigative reporting, is marginal and subjected to repression
Annual target	Year 1 2017	Targeted producers of public interest journalism, including investigative reporting, assess their productions, including ethical and professional shortcomings, and how they meet and serve the public interest
Annual target	Year 3 2019	Targeted producers of public interest journalism, including investigative reporting, have addressed shortcomings in their productions and gained relevance and trust from more diverse audiences, including men and women, and in localities
Annual target	Year 5 2021	Targeted producers of public interest journalism, including investigative reporting, play a more robust role in informing public debate and holding duty bearers to account
Outcome 4		Local media initiatives strengthened through national and regional professional exchange
Outcome indicator		The scope of strategic interventions led jointly by media producers and stakeholders is enhanced
Baseline	Year 2016	Opportunities for national and regional professional exchanges are obstructed by the authorities
Target	Year 2021	Targeted strategic content producers and key CSOs have created or joined platforms for national and regional professional exchanges
Output 4.1		Targeted national and regional media producers and stakeholders act as a community on content production and law reform
Output indicator		The scope of strategic interventions led jointly by media producers and stakeholders is enhanced
Baseline	Year 2016	There is a demand and need for increased national and regional professional exchanges and community building from both content producers and CSOs

Annual target	Year 1 2017	Strategic priorities for national and regional professional exchanges are identified by media partners and CSOs
Annual target	Year 3 2019	Strategic interventions, including through networks, such as holding business and legal clinics, and supporting data journalism, are designed and implemented by media partners and CSOs
Annual target	Year 5 2021	Targeted strategic national and regional media producers and stakeholders have gained knowledge and skills, and strengthened their joint work, respective positioning and capacity to act as a community

<b>TUNISIA</b>		
Engagement title		Free Media
Engagement objective		Independent media strengthened and reform of regulatory frameworks enhanced.
Impact indicator		New legislative and other regulatory frameworks reinforced, largely enacted and applied by the majority of stakeholders, enabling independent media to operate more safely and improve professional standards, produce good quality content that feeds into the public debate and to become indispensable, more relevant and consequently more sustainable.
Baseline	Year 2016	In spite of the relatively open environment and progressive legal framework that exists in Tunisia, a large discrepancy remains at the level of applying existing laws and provisions for freedom of expression media freedom provisions by various stakeholders as a result of various considerations (cultural, practical, lack of awareness, no appropriate enforcement mechanisms, fear etc.). The growing control by business lobbies of media is suffocating independent media that continue to struggle with low standards and a lack of resources.
Target	Year 2021	Media Decrees 115 and 116 revised in line with constitutional provisions and international standards, appropriated by media workers and applied by a broad body within the judiciary, along with new mechanisms and safeguards for freedom of expression introduced with capable legal body and informed and professional media workers capable of producing added value content and becoming indispensable actors in informing the transition to democracy.
Outcome 1		Environments conducive to media independence and safe working conditions for male and female journalists improved through partnerships
Outcome indicator		New safeguards in the form of a new framework collective agreement, improved media legislation laws (new Decrees 115 and 116) in place, which include operational mechanisms for safety including digitally, media transparency; greater appropriation of new laws and mechanisms by professional institutions, media workers and legal experts
Baseline	Year 2016	Media workers facing legal prosecution under obsolete laws; lack of appropriation and understanding of existing legislation by media and legal bodies; growing control of business lobbies; insufficient safety and protection mechanisms
Target	Year 2021	New safeguards in the form of a new framework collective agreement, improved media legislation laws (new Decrees 115 and 116) in place, which include operational mechanisms for safety and media transparency; greater appropriation of new laws and mechanisms by professional institutions, media workers and legal experts
Output 1.1		Targeted media stakeholders, experts and CSOs exchange, draft and promote the use of new regulatory mechanisms and laws
Output indicator		Targeted stakeholders lead individual and collective processes of consultations to scrutinize the content, and application of new laws and their impact on different strands of the media sector; introduce advocacy, implementation and monitoring strategies and actions. Professional institutions serving the sector at large improve their organizational and administrative structures
Baseline	Year 2016	The legal framework continues to be developed and fine-tuned as Tunisia has completed a first phase of power transition, while the process of adapting existing laws to the new constitution is only starting. A large discrepancy exists between the text laws and their application as their impact remains hypothetical. The absence of systematic monitoring, training, awareness raising, advocacy and follow-up strategies to support the implementation of new laws and provisions hinders the process of reform and obstructs media independence and progress
Annual target	Year 1 2017	Revised Decrees 115 and 116 are finalised with advocacy and awareness raising actions carried out by CSOs. A new framework collective agreement exists and sets the grounds for individual agreements to be struck within the media sector with professional institutions promoting its use in all media establishments and conducting nationwide awareness raising campaigns and training
Annual target	Year 3 2019	Protective clauses are included in large number of media workers' contracts. A small core group of lawyers and judges acquire expertise of new legislation and international standards. The number of attacks against media workers relatively drops, as well as arbitrary and group dismissals. Transparency mechanisms strengthened and encouraged by large number of stakeholders.
Annual target	Year 5 2021	Targeted partners develop and promote standard practices and approaches with media workers and media employers aimed at including safety and social security provisions as contractual obligations.
Output 1.2		Enhanced dialogue and coordination between targeted media stakeholders, legal experts and CSOs over women's role (participation, representation and access) and over gender related violence
Output indicator		Professional institutions, women's organisations and CSOs identify and put to use individual or collective approaches to address various aspects related to women's presence in the media sector
Baseline	Year 2016	Women represent more than 50 percent of the workforce in the media sector but their role, contribution, and traits that distinguish their input remains largely misunderstood in the absence of qualitative research and analysis, therefore limiting the possibility of empowering them to become full partners that are on equal footing with male peers
Annual target	Year 1 2017	Research and analysis are developed on aspects related to women's presence in the media sector, and covering different areas including their working conditions, input, potential, challenges and needs
Annual target	Year 3 2019	Specific mechanisms and safeguards against gender specific violations are introduced in the form of laws and provisions
Target	Year 5 2021	Qualitative research and studies focusing on women's presence and contribution in the media conducted systematically to inform laws and policies. Increased understanding and use of new reference material and data by a variety of stakeholders.
Output 1.3		Targeted key organisations of the media sector (e.g. professional syndicates, mid-career training institutes, regulatory and self-regulatory bodies) have reformed governance and management structures, and increased



		organisational and strategic capacity
Output indicator		Targeted organizations develop strong administrative and organizational structure with clear division of roles that enable them to provide professional and timely services to a broad range of actors of the media sector
Baseline	Year 2016	Targeted organizations are in the process of establishing themselves as service-providing entities fulfilling a large spectrum of roles and responsibilities with overarching mandates, and lead processes of transition to a new leadership and/or structure
Annual target	Year 1 2017	Targeted organizations engage in strategic reflection and evaluation of the work they accomplished to set the priorities for the four next years and develop appropriate work plan building on their experience
Annual target	Year 3 2019	Targeted organisations have strong managerial and organizational structures in place with a clear division of labour and roles enabling target organizations
Target	Year 5 2021	Targeted organizations become well-established actors and capable of fulfilling their mandate professionally and fully
Outcome 2		Institutional capacity of reform-oriented media outlets strengthened to report freely and hold duty bearers to account
Outcome indicator		At least one independent media outlet acquires stronger managerial and organizational structures, introduces sustainability components to its work and is able to place issues of public interest in the public domain
Baseline	Year 2016	Alternative media have little or no institutional capacity that leads to depletion of efforts and reduced impact
Target	Year 2021	Alternative media and independent investigative journalism have strong administrative and organizational structure with clear business plans and are able to promote and disseminate their work and generate more impact
Output 2.1		Targeted media engage in internal strategic and structural reflections and reforms
Output indicator		Targeted media develop qualitative approach and understanding of the scope of their outreach, impact and dissemination. Success of output is indicated by means of an independent review of partners' progress in relation to objective.
Baseline	Year 2016	Targeted media have weak or inappropriate organizational structures and lack sustainability and business components in their approach
Annual target	Year 1 2017	The programme supports at least two targeted media in conducting internal reflections and evaluations of their performance, outreach and organisational structure
Annual target	Year 3 2019	The programme facilitates the implementation of the organisational changes prioritised by at least two targeted media, including lean management systems, including financial and administrative, planning and budgeting, yearly targets, staff development, monitoring and evaluation systems
Annual target	Year 5 2021	At least two targeted media operate with a reformed organisational set-up, efficient and fully appropriated systems and processes, and strengthened sustainability elements
Output 2.2		Targeted media stakeholders exchange and share experience and expertise among them of successful and relevant organizational practices, development and outreach plans
Output indicator		Targeted media stakeholders identify and strengthen their added value and incorporate dissemination of knowledge as fixed components to their work plans
Baseline	Year 2016	High reliance on international expertise which is generally perceived as being better than local ones, and that is often disconnected from local needs
Annual target	Year 1 2017	Targeted media stakeholders develop their potential, including by identifying individual strengths and successful experiences that could be shared with others
Annual target	Year 3 2019	Targeted media stakeholders identify internal development and outreach plans that cater for the media market needs, locally and beyond
Target	Year 5 2021	Targeted media stakeholders have developed clear service lines that are built on their added value and strengths and are able to deliver training and/or other services locally, regionally and beyond
Outcome 3		Diverse media content strengthened to meet professional and ethical standards and guided by public interest
Outcome indicator		Targeted media stakeholders experiment and produce media content tailored to new and existing audiences on public interest topics that contribute to shaping public opinion
Baseline	Year 2016	The production of good quality content that is led by public interest remains insufficient, in spite of the relative freedom of media and the existing space that protects freedom expression
Target	Year 2021	New content formats are developed by targeted stakeholders and they develop a dedicated audience
Output 3.1		Targeted media stakeholders, experts and CSOs discuss, draft and promote ethical and professional standards and media transparency
Output indicator		Consultations on editorial and newsroom reforms are regularly carried out, with various charters and guidelines developed, instituted, promoted and supported disseminated by a broad spectrum of actors, encouraging more transparency and improved performance of diverse and new content and formats
Baseline	Year 2016	The media is facing the double task of rebuilding itself from scratch and putting up with unprecedented challenges dictated by a globally changing environment, as well as heavy local social, economical, security and other considerations
Annual target	Year 1 2017	Targeted stakeholders conduct sectorial consultations with various actors over ethical and editorial practices, and media transparency and develop joint and individual initiatives and strategies
Annual target	Year 3 2019	Editorial charters and auto regulation mechanisms discussed by more than one media outlet
Annual target	Year 5 2021	Various guidelines and material on regulatory mechanisms exists within the sector and is widely accessible to media actors and professionals
Output 3.2		Targeted media stakeholders and outlets have acquired new professional skills and ethical standards, and produce public interest content on targeted media platforms, including regionally
Output indicator		A new breed of media products and content of high standards that caters to various audiences locally and beyond is developed to inform the public and influence change
Baseline	Year 2016	Quality and innovative media content that is based on professional and ethical journalism is produced by a handful of actors only, with poor content and standards overwhelming

Annual target	Year 1 2017	Targeted partners explore and test new content formats of public interest topics that seek to inform a broad audience in Tunisia and beyond
Annual target	Year 3 2019	New content and formats attract broader and new audiences that provides a larger scope for the media to shape and influence public opinion
Target	Year 5 2021	Innovative approaches and public interest content regularly experimented by new and existing content producers
Outcome 4		Local media initiatives strengthened through national and regional professional exchange
Outcome indicator		Professional exchanges are conducted among partners nationally and regionally, and the transmission of knowledge and experience encouraged
Baseline	Year 2016	The open environment and legal safeguards that are in place are highly conducive for regional work and activities, and make Tunisia a unique congregating platform and ground for experimentation
Target	Year 2021	Partners initiate various joint projects and support the development of media reform initiatives in neighbouring countries going through a transition
Output 4.1		Targeted organisations conduct sectorial research and mapping to inform the professionalization of the media sector
Output indicator		Qualitative and quantitative research and analyses addressing various strands of the media sector are produced and broadly used as reference
Baseline	Year 2016	There is little, specialised and focused research that can provide insight on the media environment and actors
Annual target	Year 1 2017	Research and analysis is conducted into outreach, audience and impact of produced content and increased exposure to relevant and/or new content production trends and developments
Annual target	Year 3 2019	Research and analysis used by a broad range of actors and stakeholders who use it to generate debates and promote good practices
Annual target	Year 5 2021	Informative data of sectorial practices developed regularly and is accessible to partners and stakeholders working towards behavioural and cultural changes in the sector
Output 4.2		Targeted young journalists, young lawyers and judges locally and regionally benefit from professional exchanges and opportunities
Output indicator		A core group of young experts builds expertise in professional editorial and new legal standards and practices
Baseline	Year 2016	Notable lack of specialised advocates that could carry forward and support the dissemination of the new legal and professional regulatory frameworks
Annual target	Year 1 2017	Core groups of young lawyers, judges and journalists with potential and interest in developing expertise on new legal mechanisms and editorial frameworks are identified
Annual target	Year 3 2019	A build-up of knowledge and expertise developed and used to advocate and disseminate the use of new legal media mechanisms, with common regional traits explored and engaged with for experience sharing
Target	Year 5 2021	Increased understanding and use of the new regulatory framework among Tunisian and regional stakeholders
Output 4.3		Targeted partners and stakeholders conduct debates on strategic priorities and interventions related to media legal and structural reforms, as well as on the professionalization of the sector and conduct awareness raising activities
Output indicator		Targeted key partners are able to intervene strategically and influence media development courses by reaching out and involving a broad range of media actors. Success of output is indicated by means of qualitative accounts from media actors involved.
Baseline	Year 2016	Initiatives targeting media reform are reactive and limited to a specific timeframe in nature, which reduces their potential impact and appropriation by stakeholders at large
Annual target	Year 1 2017	A set of new priorities and trends affecting legal reform and media development are identified and addressed through work plans by key partners, including the National Syndicate of Tunisian Journalists (SNJT) and the association Yakadha
Annual target	Year 3 2019	At least two key partners develop a comprehensive platform for media legal and structural reforms, building support nationally through outreach
Target	Year 5 2021	At least two key partners integrate and maintain strategic and advocacy expertise and work, influencing media reforms and development with the support of broadened constituencies

EGYPT		
Engagement title		Free Media
Engagement objective		Independent media strengthened and reform of regulatory frameworks enhanced.
Impact indicator		Egypt international ratings by Committee to Protect Journalists Freedom House improved; Freedom of expression defenders have strengthened capacity; Existing independent media able to sustain and/or enlarge activities; New local independent media initiatives are formed.
Baseline	2016	Extremely high vulnerability of the few independent media outlets and CSOs advocating for media legal reforms and freedom of expression due to escalating threats by ruling regime.
Target	2021	5 existing independent media outlets sustained and production activities strengthened; Documentation of FoE violations continued and outreach of findings improved; Legal defence capacity increased; Local and regional exchanges are increased and enhance the skills of media and legal reform stakeholders; and Local and regional exchanges lead to emerging cross-borders media or legal reform initiatives.
Outcome 1		Environments conducive to media independence and safe working conditions for male and female journalists improved through partnerships
Outcome indicator		<ul style="list-style-type: none"> <li>• Documentation of violations methodology improved and wider outreach achieved</li> <li>• Increase in number of legal defence cases taken by FOE lawyers</li> </ul>
Baseline	2016	A limited number of FOE defenders are able to operate within the extremely challenging context and the existence of only small number of highly trained FOE lawyers.
Target	2021	<ul style="list-style-type: none"> <li>• 1 publication per year over the five-year period on media and FOE issues is researched, published and widely disseminated</li> <li>• 60 defence cases per year over the five-year period taken by lawyers</li> <li>• A small pool of targeted lawyers strengthens its knowledge and skills in handling media and FOE cases</li> </ul>



Output 1.1		Targeted FOE defenders monitor and document FOE and media violations
Output indicator		FOE defenders and CSOs are enabled to research and produce publications, which are used by the media and public stakeholders to promote FOE. Success of output is indicated by the availability of publications and a third-party review of their usefulness in relation to partners' stated objectives.
Baseline	Year 2016	FOE defenders and CSOs work is hampered by waves of threats and attacks (legal and physical) by the regime and they are urged to limit or halt their activities and in instances to the extent of potential complete closure
Annual target	Year 1 2017	1-2 targeted FOE defenders are able to continue at least the core/top priorities of their activities and are able to resist regime threats
Annual target	Year 3 2019	1-2 targeted FOE defenders are producing at least 1 publication on FOE issues and violations thereof
Annual target	Year 5 2021	1-2 targeted FOE defenders are producing at least 1 publication on FOE issues and violations thereof. Moreover, they are able to disseminate and engage with media outlets for wider outreach and thereby enlarging and fostering stronger relationships with their constituency
Output 1.2		Targeted FOE defenders increase their legal defence capacity
Output indicator		The broader legal defence community handles violations of FoE and media
Baseline	Year 2016	Very limited number of lawyers defending FOE, with limited financial resources and need to increase skills in handling FOE cases. Moreover, their work is de-facto obstructed by repressive laws and regime threats
Annual target	Year 1 2017	Targeted FOE defenders continue their existing level of legal cases taken to court
Annual target	Year 3 2019	Targeted FOE defenders increase the number of legal cases handled per year
Target	Year 5 2021	Targeted lawyers increase the number of cases handled per year and strengthen their knowledge and skills in tackling media and FOE cases
Outcome 2		Institutional capacity of reform-oriented media outlets strengthened to report freely and hold duty bearers to account
Outcome indicator		Targeted media outlets have developed robust institutional structures/teams and demonstrate a stronger managerial foundation and practice.
Baseline	Year 2016	The organizational structure of selected partner media outlets is in ongoing development levels and organizational learning still has room for improvement
Target	Year 2021	Targeted independent media outlets have strengthened their managerial foundation and ability to sustain the public service journalism they produce and distribute
Output 2.1		Targeted media outlets develop their capacity of administrative and managerial skills including media business planning enabling an increase in professional media content
Output indicator		Targeted media outlets have developed stronger managerial foundations, including building capable and committed teams
Baseline	Year 2016	Strategic media partners are experimenting with different administrative and managerial structures and are still in the process of building strong teams. Moreover, there is more room for diversifying their sources of funding, bearing in mind an extremely challenging legal and economic environment of operations.
Annual target	Year 1 2017	Targeted media partners' efforts in developing their institutional structures are sustained despite regime threats and economic challenges.
Annual target	Year 3 2019	Targeted media partners have achieved the creation of stable and solid institutional structures and are able to maintain their core team members
Annual target	Year 5 2021	Targeted media partners sustain strong institutional foundations and are able to focus primarily on the increase of content produced and its outreach
Outcome 3		Diverse media content strengthened to meet professional and ethical standards and guided by public interest
Outcome indicator		The number and frequency of public interest media content produced by targeted media outlets are enhanced
Baseline	Year 2016	Professional and ethical journalism guided by public interest is marginal and not sufficiently widely disseminated
Target	Year 2021	At least 5 independent media outlets have increased their capacity to produce more public-driven content and are able to disseminate their content better to reach wider audiences
Output 3.1		Targeted media partners produce quality media content and disseminate it more widely, thereby reaching bigger segments of the target audience
Output indicator		At least 3-5 targeted media outlets are supported to resist threats by authorities and continue publishing quality content and reaching wider audiences. Success of output is indicated by means of the continued existence of partners and an independent review of published material.
Baseline	Year 2016	Professional and ethical journalism guided by public interest is marginal and subjected to different levels of threat by authorities
Annual target	Year 1 2017	3-5 Targeted media outlets resist ongoing threats and challenges and are able to sustain their regular level of professional media content production
Annual target	Year 3 2019	3-5 Targeted media outlets enhance their capacity to produce professional and public driven content through innovative tools and developed skills
Annual target	Year 5 2021	At least 3-5 targeted media outlets are still able to operate and publish professional content at a higher frequency, reach wider audiences as well as strengthen their engagement with their target audience communities
Outcome 4		Local media initiatives strengthened through national and regional professional exchange.
Outcome indicator		Participants of local and regional exchanges are able to enrich their skills and knowledge and implement new skills in their respective projects
Baseline	Year 2016	Opportunities for national and regional professional exchanges lack sufficient financial recourses, focused time allocation and more importantly are often hindered by the authorities
Target	Year 2021	Targeted media and FOE's stakeholders benefit and develop their individual skills as well as their respective projects from local and regional exchanges
Output 4.1		Targeted media and FOE stakeholders participate in and develop further local/regional physical and digital exchanges
Output indicator		At least 5 physical networking and exchange of experiences meetings/forums are held; Seeds of networks built and continued interaction through a variety of communication tools. Success of output is indicated by means of

		qualitative accounts of participants undertaken by a third party.
Baseline	Year 2016	There is a demand and need for increased national and regional professional exchanges and community building from both media and FOE stakeholders, while they face financial limitations for such exchanges combined with challenges for actors to travel between the region due to difficulties to obtain visas, as well as arbitrary refusals of entry in certain instances
Annual target	Year 1 2017	At least one dedicated forum/space of local and regional exchange is created Additional strategic priorities for national and regional professional exchanges are identified by media partners and FOE stakeholders
Annual target	Year 3 2019	Continued support to reconvene at least in one forum/space of local and regional exchange which leads to co-productions or collaborations fostered after the exchange
Annual target	Year 5 2021	At least two strategic local and regional exchange initiatives have a strong foundation and ongoing communication between participants

JORDAN		
Engagement title		Free Media
Engagement objective		Independent media strengthened and reform of regulatory frameworks enhanced.
Impact indicator		Targeted independent media have strengthened their managerial foundation and strategies, targeted women reporters have been professionally empowered and targeted audiences have access to content of local importance.
Baseline	Year 2016	High vulnerability of independent quality media and women reporters. Weak local content production.
Target	Year 2021	Targeted independent media have strengthened their managerial foundation and strategies and targeted women reporters have been professionally empowered. Targeted regional audiences have access to professional content of local importance.
Outcome 1		Environments conducive to media independence and safe working conditions for male and female journalists improved through partnerships
Outcome indicator		Recommendations from study on working conditions of women reporters adopted and implemented by targeted media outlets. Strategic advocacy sessions or campaigns for media law amendments are conducted by targeted media regulatory bodies, CSOs and media experts.
Baseline	Year 2016	Limited number of women journalists in the media sector in Jordan: Facing lack of acceptance and safety issues. Media laws remain unreformed
Target	Year 2021	Evidence of increased acceptance and safety of women journalists in targeted area for law reform. Targeted media regulatory bodies and CSOs jointly advocate for media policy and law reform.
Output 1.1		Targeted media outlets know how to improve female journalists' safety and working conditions
Output indicator		Recommendations from report on women reporters fully implemented and internalized by targeted media
Baseline	Year 2016	Lack of female representation in the media sector: Women facing lack of acceptance and safety issues
Annual target	Year 1 2017	A comprehensive research report on the status and safety of women journalists in Jordan is produced and presented
Annual target	Year 3 2019	Recommendations from report on women reporters gradually being adopted by targeted media
Annual target	Year 5 2021	Recommendations from report on women reporters fully implemented and internalized by targeted media
Output 1.2		Targeted media regulatory bodies and CSOs advocate for media policy and law reform
Output indicator		Strategic advocacy sessions or campaigns for media law amendments are conducted by targeted media regulatory bodies, CSOs and media experts
Baseline	Year 2016	Regulatory bodies are not able to make real reform on certain media laws due to government restrictions.
Annual target	Year 1 2017	Regulatory bodies address their agreements and disagreements to certain media laws and outline ways to change it.
Annual target	Year 3 2019	Regulatory bodies and CSOs suggest media laws to be amended and thoroughly argue for the necessity of this. Small focus groups are created and used by media bodies, experts and CSOs to reflect, plan and conduct joint efforts on policy and law reform (e.g. community media licensing law, etc.).
Annual target	Year 5 2021	Media regulatory bodies, experts and CSOs play a vital role in making amendments to the legal environment that affects media in Jordan.
Outcome 2		Institutional capacity of reform-oriented media outlets strengthened to report freely and hold duty bearers to account
Outcome indicator		Managerial capacity and organizational foundations of partners have improved
Baseline	Year 2016	The institutional and management skills of local university partners are weak. The strategic, organizational and institutional capacity of multi-media partners are to a certain extent present but needs to be further informed and inspired.
Target	Year 2021	Local university partners as well as independent multimedia partners have the managerial and organizational strength to create and manage strategies and to produce and disseminate a plurality of diverse, public interest content holding duty bearers to account.
Output 2.1		Targeted multimedia outlets have stronger managerial foundations, organizations and business models
Output indicator		Targeted multimedia outlets develop and revise strategies min. once every second year, once a year set up a timeline of strategic action points and goals and independent income generating activities reach min. 50 % of total budget. The success of the output related to income generation is indicated by means of independently verified partner financial accounts.
Baseline	Year 2016	The strategic, organizational and institutional capacities of multi-media partners are to a certain extent present but lack reflection, systematization and direction.

Annual target	Year 1 2017	Targeted multimedia outlets develop and/or revise strategies with external assistance to further strengthen their ability to report freely and critically
Annual target	Year 3 2019	Targeted multimedia outlets develop business plans with an annual increase of economic sustainability
Annual target	Year 5 2021	Targeted multimedia outlets routinely develop and revise strategies, including business plans with an increased economic sustainability rate of up to 50 %
Outcome 3		Diverse media content strengthened to meet professional and ethical standards and guided by public interest
Outcome indicator		Targeted media outlets include more women and youth in their staff, and media workers engage with audiences and meet their needs while producing diverse, reliable and professional content of national and local interest.
Baseline	Year 2016	Lack of opportunities to include more women in the media workforce. Pilot project takes place with new potential partners. Regional content produced. Development of professional media content from rural areas and involvement of more women reporters from rural areas.
Target	Year 2021	Women are increasingly involved in the workforce in rural areas. High quality multimedia content is produced for a national audience, and audiences are increasingly engaged via social media platforms. The content produced by targeted partners reaches min. 40 percent of the Jordanian population whether on TV, radio or digital media platforms.
Output 3.1		Targeted multimedia outlets produce professional and ethical digital content.
Output indicator		More multimedia content producers demonstrate an innovative, audience-focused understanding of the production of professional digital media content.
Baseline	Year 2016	Digital multimedia content is still new in Jordan and is widely liked by the audience, but less than a handful of media organizations are able to produce professional multimedia content and with the use of social media platforms to engage audiences.
Annual target	Year 1 2017	Targeted multimedia outlets increasingly produce high level ethical multimedia production, put public interest issues on the national agenda 3-4 times a year and explore how to engage their audiences on social media platforms in addition to their websites.
Annual target	Year 3 2019	Targeted multimedia outlets regularly produce ethical high-level multimedia content, put public interest issues on the national agenda 4-5 times a year and benefit from a high level of engagement with their audiences.
Annual target	Year 5 2021	Targeted multimedia outlets play a leading role in the Jordanian media community and inspire other media outlets on how to produce high level ethical multimedia content and how to engage audiences via social media platforms. Their assistance in the shape of training and support of other media outlets is regularly requested. Targeted multimedia outlets put public interest issues on the national agenda 5-6 times a year. The targeted multimedia outlets attract considerable audiences or are popular among reform-eager audiences.
Output 3.2		Targeted media workers have improved professional journalistic skills, especially youth and women.
Output indicator		Audience engagement of students' TV program increases 25 %, management satisfaction rate of production quality of min. 60 % and relevant job after graduation of min. 20 % of the trainees. The success of the output and its associated targets is indicated by means of qualitative research undertaken by a third-party.
Baseline	Year 2016	Rural areas in lack of young as well as female journalists meeting professional and ethical standards.
Annual target	Year 1 2017	Targeted young and female media workers are offered two external training workshops per year. One women's network of journalists in Maan will be supplemented with a similar network in Karak.
Annual target	Year 3 2019	The Minna wa Feena TV-program produced by young journalists and the women's network has increased audience engagement on social media with min. 25 % compared to 2017
Target	Year 5 2021	Min. 20 % of students being trained by IMS will get a job at local or national media, communication or related businesses after graduation
Outcome 4		Local media initiatives strengthened through national and regional professional exchange.
Outcome indicator		Local media in rural areas as well as national media strengthened with better educated young and female journalists via national and regional professional exchanges, just as part of their locally produced content is aired on national TV.
Baseline	Year 2016	No exchange of professional knowledge and ideas across rural areas in Jordan. A few international exchanges and twinnings have taken place and proven to be a successful tool to enhance capacities.
Target	Year 2021	Considerable exchange of professional knowledge and ideas by targeted local partners across rural areas in Jordan. National Jordanian media involved in regional Arab or wider international exchanges and collaborations resulting in concrete collaborative projects.
Output 4.1		Targeted media in Jordan's regions have improved their professional skills and increasingly meet the needs of local audiences.
Output indicator		Targeted rural media produce higher quality content, which is aired locally as well as nationally
Baseline	Year 2016	A well-established national TV show, 'Minna wa Feena', aired by Roya TV with local content produced by IMS partners in rural areas is less prioritized by the host broadcaster
Annual target	Year 1 2017	Re-development and facelift of the TV show, recruiting and installing a new producer and introducing social media platforms as means to engage directly with audiences.
Annual target	Year 3 2019	Audience research shows that 'Minna wa Feena' is viewed in all districts of Jordan, that just as many women as men are viewing the program and that the audience size is minimum 100.000. The Facebook page of the program has followers in all districts of Jordan.
Annual target	Year 5 2021	'Minna wa Feena' or a similar program is solidly anchored at Roya TV and is run without further support from international donors.
Output 4.2		Targeted local and national Jordanian media have broadened their professional horizons through regional exchanges.
Output indicator		Regular meet-ups to ensure a smooth collaboration between targeted partners. Twinnings between targeted partners and regional Arab media.
Baseline	Year 2016	No meetings between targeted local partners to share experiences, working methods, content ideas and collaborative ideas.

		1-2 twinnings organized between local partners and regional Arab partners
Annual target	Year 1 2017	At least one meeting to introduce local students and media workers to each other and to brainstorm on how to develop the 'Minna wa Feena' TV-show further. 1-2 twinnings organized between local partners and regional Arab partners and min. one mutual project will be developed
Annual target	Year 3 2019	Bi-annual meetings for local students and media workers to share experiences, working methods, content ideas and collaborative ideas. 1-2 twinnings organized between local partners and regional Arab partners and two mutual projects will be developed
Target	Year 5 2021	A group of local students and media workers to collaborate together in the future and to share knowledge and expertise among themselves without any support from IMS. A small group of Jordanian and Arab partners will cooperate on their own without any support from IMS.

REGIONAL		
Engagement title	Free Media	
Engagement objective	Independent media strengthened and reform of regulatory frameworks enhanced.	
Impact indicator	Independent media in Morocco, Tunisia, Egypt and Jordan and regionally produce high quality public interest content reaching a diverse audience on the basis of enhanced institutional capacity and professional skills in environments increasingly conducive to their operations.	
Baseline	Year 2016	Independent media and civil society groups advocating for media legal reforms and freedom of expression are vulnerable and lack capacity broadly speaking. Quality and reach of content varies considerably from country to country.
Target	Year 2021	Independent media have strengthened their institutional capacity, reach and quality of their public interest content, as well as the engagement on legal reform issues where possible.
Outcome 1	Environments conducive to media independence and safe working conditions for male and female journalists improved through partnerships	
Outcome indicator	Civil society and media stakeholders advocate for legal and regulatory reform issues in coordinate and effective ways; Legal defence communities take FoE cases; Civil society and media stakeholders increasingly engage on digital rights and safety issues with relevant stakeholders	
Baseline	Year 2016	The legal environment and the implementation of repressive or compromising measures is problematic to varying degrees across the region in terms of the protection of journalists and other media actors and the promotion of their rights by human rights defenders
Target	Year 2021	Targeted media and civil society groups are actively and effectively seeking to influence the reform of legal, regulatory and working environments where possible
Output 1.1	Targeted FoE communities in Morocco, Tunisia, Egypt, and Jordan as well as regionally strengthened in terms of legal defence, advocacy, safety and legal reform work where possible	
Output indicator	Targeted FoE communities facilitate media freedom and FoE defence cases; undertake advocacy and proactively engage with relevant stakeholders on legal reform and safety for media actors where possible	
Baseline	Year 2016	FoE communities in the four focus countries are broadly speaking weak in terms of legal defence capacity and ability to influence legal reform processes due to extremely challenging political and social contexts
Output 1.2	Targeted media institutions and CSOs in Morocco, Tunisia, Egypt, and Jordan as well as regionally strengthened in terms of digital rights and digital safety knowledge and advocacy	
Output indicator	Targeted media institutions and CSOs are able to engage effectively with relevant stakeholders on digital rights and digital safety issues	
Baseline	Year 2016	Stakeholders' knowledge about digital rights, security, surveillance, privacy and freedom of expression online is broadly speaking weak in the four focus countries although there are strong individual actors
Output 1.3	Targeted media actors strengthened in terms of understanding the role of media in transitional peace and reconciliation including an emphasis on transitional justice processes and international experiences	
Output indicator	Targeted media actors apply understanding of the role of media in transitional peace and reconciliation processes in their aspiration towards a safer environment	
Baseline	Year 2016	There is a great need amongst media in the region for enhanced understanding of the crucial but difficult role of the media in transitional post-conflict periods in order to reach communal stability and justice
Outcome 2	Institutional capacity of reform-oriented media outlets strengthened to report freely and hold duty bearers to account	
Outcome indicator	Targeted media actors and other partner organisations demonstrate stronger institutional capacity and practices in support of the sustained production of diverse, critical quality	
Baseline	Year 2016	The institutional capacity and sustainability of reform-oriented media outlets is often weak
Target	Year 2021	Reform-oriented media outlets have strengthened their institutional capacity and ability to sustain the public service content they produce and distribute
Output 2.1	Targeted stakeholders and media actors strengthened in terms of their ability to promote investigative journalism in the region	
Output indicator	Targeted investigative reporting institutions and stakeholders increase their institutional capacity to support the production and distribution of high-quality in-depth investigative journalism pieces to wider audiences.	
Baseline	Year 2016	Investigative journalism is increasingly common and of high quality but remains in several countries marginal and subjected to repression
Outcome 3	Diverse media content strengthened to meet professional and ethical standards and guided by public interest	
Outcome indicator	The quality and reach of investigative journalism pieces, documentary films and content produced with a view to ease transitional processes are enhanced	
Baseline	Year 2017	Professional, quality content guided by public interest, including in the form of investigative reporting and documentary film is broadly speaking on the rise although still marginalised compared to mainstream media content
Target	Year	Professional, quality content guided by public interest has amplified, gained audiences and reach

	2021	
Output 3.1		Targeted media actors in Morocco, Tunisia, Egypt and Jordan as well as regionally are strengthened allowing them to continue to produce diverse, critical quality content
Output indicator		Targeted media actors produce diverse, critical quality content on a variety of platforms, reaching youth and progressive audiences
Baseline	Year 2016	Emerging and third generation media actors in the region produce strong independent, critical content but are often weak in terms of institutional setup and financial sustainability
Output 3.2		Targeted stakeholders strengthened in terms of their ability to produce and disseminate high quality documentary films
Output indicator		Targeted stakeholders produce high quality MENA documentary films and disseminate them through TV and festivals
Baseline	Year 2016	There is a growing appetite and skills for making high quality documentary films but actors often remain poorly connected, need professional training, input and production support.
Outcome 4		Local media initiatives strengthened through national and regional professional exchange
Outcome indicator		National media actors generate new ideas for journalistic stories, documentaries, investigations, advocacy campaigns, and knowledge exchange platforms
Baseline	Year 2016	Regional professional exchanges are obstructed by authorities in some countries while others are largely speaking able to network and exchange professionally
Target	Year 2021	Targeted strategic media actors and civil society groups have created or joined platforms for national and regional professional exchanges
Output 4.1		Targeted media actors have enhanced knowledge, capacity and dialogue through professional exchange with peers across the MENA region and beyond
Output indicator		Journalists, media outlets and other media stakeholders undertake their work more effectively and efficiently with the input of their professional peers
Baseline	Year 2016	Journalists, media outlets and other stakeholders are rather isolated in some countries, whereas others have extensive networks and professional relationships across the region

## Economic Opportunities 2.2

### Development engagement 2.2.1: Labour market and social dialogue

Results framework			
Engagement title		Labour Market and Social Dialogue	
Thematic objective		Improved economic opportunities for young men and women.	
Impact indicator		1) Increased Labour productivity (%). <sup>1</sup> 2) Increased Labour participation rate for the youth (total and women) (%). <sup>2</sup>	
Baseline	Year	2017	1) Labour productivity in: <i>Morocco</i> : US\$ 23,897 <i>Tunisia</i> : US\$ 36,200 <i>Egypt</i> : US\$ 36,560 <i>Jordan</i> : US\$ 47,350  2) Youth labour participation rate: total youth (TY) and women youth (WY): <i>Morocco</i> : TY: 35% WY: 18% <i>Tunisia</i> : TY: 35% WY: 22% <i>Egypt</i> : TY: 33% WY: 18% <i>Jordan</i> : TY: 23% WY: 9%
Target	Year	2022	Labour productivity has increased with % in: <i>Morocco</i> : 7-12% <i>Tunisia</i> : 7-12% <i>Egypt</i> : 4-8% <i>Jordan</i> : 4-8%  2) Youth participation rate of TY and WY have increased with (%) in: <i>Morocco</i> : TY: 0-1% WY: 0-1% <i>Tunisia</i> : TY: 0-1% WY: 0-1% <i>Egypt</i> : TY: 0-1% WY: 0-1%

<sup>1</sup> The labour productivity average is defined as output per unit of labour input. The estimates of GDP per person engaged, in 2011 international US\$, expressed in purchasing power parity. These calculations do not include specific information on gender and age. Data are based on estimations from ILO Key Indicators of the Labour Market (KILM). Sector level data will be monitored if available as GDP share by sector divided in employed workers in sector. In addition, the development in SDG goal 8.2: “Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors” will be monitored. The 2020 target growth is based on ILO KILM data estimations and presented as the four countries’ baseline 2017 divided by the labour productivity rates in 2020 in percentile. The 2022 target growth covers the period from the baseline 2017 to 2022.

<sup>2</sup> The youth (15-24 years old) labour participation rate is measured of the total youth and the women youth that engages actively in the labour market. It provides an indication of the relative size of the supply of labour available to engage in the production of goods and services, which includes informal employment. Data are used from ILO’s Key Indicators of the Labour Market (KILM). In addition, the development in SDG goal 8.5: “By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value” will be monitored. The 2020 target growth is based on ILO KILM estimations of the four countries’ average labour participation rates (total youth (TY) & women youth (WY)) over the period from 2017 to 2019. The 2022 targets were assessed with slightly increases per TY and WY per country in comparison with 2020 targets.



			<i>Jordan</i> : TY: 0-1% WY: 0-1%
<b>Intermediate engagement objective 1</b>		<b>More stable, inclusive and effective labour markets.</b>	
<i>Indicator</i>		Decrease in number of strikes at national level (%). <sup>3</sup>	
Baseline	Year	2017	Number of strikes in: <i>Morocco</i> : 265 (2015) <i>Tunisia</i> : 256 (2015) <i>Egypt</i> : 1,117 (2015) <i>Jordan</i> : 890 (2013)
Target	Year	2020	Number of strikes at national level has decreased by. <i>Morocco</i> : 5-10%% <i>Tunisia</i> : 5-10% <i>Egypt</i> : 0-5% <i>Jordan</i> : 5-10%
Target	Year	2022	Number of strikes at national level has decreased by. <i>Morocco</i> : 10-20% <i>Tunisia</i> : 10-20% <i>Egypt</i> : 3-7% <i>Jordan</i> : 10-20%
<b>Intermediate engagement objective 2</b>		<b>Improved working conditions.</b>	
<i>Indicator</i>		Frequency rates of fatal and non-fatal occupational injuries. <sup>4</sup>	
Baseline	Year	2017	Frequency of fatal and non-fatal occupational injuries in: <i>Morocco</i> : Awaiting final baseline <i>Tunisia</i> : Awaiting final baseline <i>Egypt</i> : Awaiting final baseline <i>Jordan</i> : Awaiting final baseline
Target	Year	2020	Frequency of fatal and non-fatal occupational injuries has decreased by 3% on average in the four countries.
Target	Year	2022	Frequency of fatal and non-fatal occupational injuries has decreased by 5% on average in the four countries.
<b>Outcome 1</b>		<b>Cooperation between social partners and other labour market stakeholders improved through partnerships.</b>	
<i>Outcome indicator</i>		Increase in the number of registered negotiated Collective Bargaining Agreements (CBAs) (%). <sup>5</sup>	

<sup>3</sup> Strikes are defined as: “a concerted refusal by employees in a particular business or industry to work. Its goal is usually to force employers to meet demands respecting wages and other working conditions”. Data will be based on national official data when available, supplemented by data from partner organisations and other international or national civil society organisations. Sector level data will be monitored if available. The 2020 and 2022 target estimations were based on preliminary estimations.

<sup>4</sup> Data will be based on national official data when available, supplemented by data from partner organisations and other international or national civil society organisations. Sector level data will be monitored if available. In addition the development in SDG goal 8.8: “Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment” will be monitored.

Baseline	Year	2017	Number of registered negotiated CBAs in: <i>Morocco</i> : 20 CBAs (2015) <i>Tunisia</i> : 42 CBAs (2016) <i>Egypt</i> : 29 CBAs (2016) <i>Jordan</i> : 73 CBAs (2014)
Target	Year	2020	Increase (%) in number of registered negotiated and improved CBAs in: <i>Morocco</i> : 5-10% increase of baseline 2017 <i>Tunisia</i> : 7-12% increase of baseline 2017 <i>Egypt</i> : 3-7% increase of baseline 2017 <i>Jordan</i> : 5-7% increase of baseline 2017
Target	Year	2022	Increase (%) in number of registered negotiated and improved CBAs in: <i>Morocco</i> : 10-20% increase of baseline 2017 <i>Tunisia</i> : 12-25% increase of baseline 2017 <i>Egypt</i> : 5-10% increase of baseline 2017 <i>Jordan</i> : 7-15% increase of baseline 2017
<b>Output 1.1</b>		<b>Enhanced capacity of leaders, negotiators and staff from social partners on their role in the democratic organisations in the labour market, social dialogue, negotiation and dispute prevention/resolution for strengthening of social partners and cooperation<sup>6</sup>.</b>	
Output indicator		1) Pools of trained internal trainers/resource persons <sup>7</sup> are established and trained in methodology and content to train colleagues/function as resource persons in a variety of labour market issues. 2) Percentage of women among trained trainers/resource persons.	
Baseline	Year	2017	Partner organisations express an insufficient number of trained and competent trainers/resource persons at sector and enterprise level. A low share of these are women.
Annual target	Year 1	2018	Training has been planned and initiated in all countries
Annual target	Year 3	2020	1) Pools of trainers/resource persons have been established and trained in at least 4 sectors and 40 enterprises 2) 30% of trained trainers/resource persons are women
Annual target	Year 5	2022	1) Pools of trainers/resource persons have been established and trained in at least 8 sectors and 100 enterprises 2) 30% of trained trainers/resource persons are women
<b>Output 1.2</b>		<b>Improved capacity for structured social dialogue in selected sectors/enterprise levels.</b>	
Output indicator		Elaborated materials on specific labour market issues/sectors (e.g.	

<sup>5</sup> Collective Bargaining Agreement (CBA) means: “an agreement in writing between an employer and a trade union setting forth the terms and conditions of employment or containing provisions in regard to rates of pay, hours of work or other working conditions of employees.” CBA’s are normally registered by labour commissioner. The CBAs targets were estimated by the expected approved CBAs and in correlation with the baselines’ number of CBAs divided by the number of improved CBAs in 2020 and 2022, respectively.

<sup>6</sup> Where relevant, experience from the Danish labour market and/or international practices will be used.

<sup>7</sup> Trainers are defined as persons obtaining sufficient thematic knowledge and teaching skills to function as trainers of others. Resource persons are defined as persons obtaining thematic knowledge to be used in practice.



			occupational safety and health (OSH) committees and mediation guides) are used by the organisations.
Baseline	Year	2017	Insufficient materials to support structured social dialogue at sector/enterprise levels in the target countries.
Annual target	Year 1	2018	Mapping and/or needs assessment initiated in 3 out of 4 countries
Annual target	Year 3	2020	Elaborated materials on specific issues/sectors are used by the organisations in a total of 7 sectors in 4 countries
Target	Year 5	2022	Elaborated materials on specific issues/sectors are used by the organisations in a total of 11 sectors in 4 countries
<b>Output 1.3</b>		<b>Enhanced labour market cooperation on matching demand and skills development within Technical Vocational and Educational Training (TVET).</b>	
Output indicator		1) In Jordan, a database and programme to match demands with available workforce and to identify needs for skills development has been developed and is in use. 2) Recommendations by social partners for improvement of TVET.	
Baseline	Year	2017	1) In Jordan, there is a need for a match of skills and demands for the increasing amount of migrant workers, which the current TVET system does not cater for. DRC has launched a pilot employment matching scheme, but no system is in place that can systemise connections between company labour requirements and existing skillsets. 2) In all target countries, social partners recognise problems with mismatch between education and labour market but are rarely involved in the improvement of TVET set-ups.
Annual target	Year 1	2018	1) MoUs between the partners and accredited technical training service providers have been signed in Jordan.
Annual target	Year 3	2020	1) DRC has matched 600 individuals to employment and career development opportunities and is registering company demands for labour for use by social partners. 2) Social partners are developing recommendations for improvement of TVET in selected sectors/areas in two countries, based on research and international/Danish experiences. In Jordan including data from DRC database.
Target	Year 5	2022	1) DRC has matched 1,500 individuals to employment and career development opportunities and is registering company demands for labour for use by social partners. 2) Social partners have developed recommendations for improvement of TVET in selected sectors/areas in four countries, based on research and international/Danish experiences. In Jordan including data from DRC database.
<b>Outcome 2</b>		<b>Conflict resolution and prevention improved through partnerships</b>	

Outcome indicator		Increase in registered complaint cases that are mediated and resolved compared to total registered complaint cases (%) <sup>8</sup>	
Baseline	Year	2017	Number of registered complaint cases that are mediated and resolved: Morocco: Awaiting final baseline Tunisia: Awaiting final baseline Egypt: Awaiting final baseline Jordan: Awaiting final baseline
Target	Year	2020	Ratio of registered complaint cases that are mediated and resolved to total registered complaint cases has reached: <i>Morocco: 30-40%</i> <i>Tunisia: 30-40%</i> <i>Egypt: 15-30%</i> <i>Jordan: 30-40%</i>
Target	Year	2022	Ratio of registered complaint cases that are mediated and resolved to total registered complaint cases has reached: <i>Morocco: 40-60%</i> <i>Tunisia: 40-60%</i> <i>Egypt: 20-40%</i> <i>Jordan: 40-60%</i>
<b>Output 2.1</b>		<b>Increased number of social dialogue mechanisms for promotion of decent work, dispute prevention and productivity.</b>	
Output indicator		Number of collective agreements and joint codes of good conduct that promote sound workplace relations, inclusiveness and decent jobs.	
Baseline	Year	2017	Only few CBAs and joint codes of good conduct are elaborated in cooperation between the social labour market partners.
Annual target	Year 1	2018	The involved labour market organisations are working on CBAs and/or codes of conducts in 3 sectors in three countries. Gender and youth specific questions are addressed in 40% of agreements.
Annual target	Year 3	2020	At least 8 CBAs/codes of conduct are formulated and agreed in cooperation between labour market partners. Gender and youth specific questions are addressed in 40% of agreements.
Target	Year 5	2022	At least 16 CBAs/codes of conduct are formulated and agreed in cooperation between labour market partners. Gender and youth specific questions are addressed in 40% of agreements.
<b>Outcome 3</b>		<b>Advocacy and lobbying<sup>9</sup> improved through partnerships</b>	

<sup>8</sup> It is preferable to have complaint cases resolved peacefully rather than having them brought to labour court. A positive development in this indicator will reflect increased industrial peace and healthy cooperation between social partners. Data will be based on national official data when available, supplemented by data from partner organisations and other international or national civil society organisations. Sector level data will be monitored if available.

<sup>9</sup> Advocacy is meant as an activity by an individual or group which aims to influence decisions within political, economic, and social systems and institutions. Advocacy can include many activities that a person or organization undertakes including media campaigns, public speaking, and commissioning and publishing research/policies/position papers. Lobbying is a form of advocacy where a direct approach is made to e.g. legislators on an issue which plays a significant role in modern politics or as in this case the labour market.

Outcome indicator		Number of position papers and policy recommendations developed and presented by social partners to relevant stakeholders. <sup>10</sup>	
Baseline	Year	2017	No position papers and policy recommendations developed and presented in engagement period.
Target	Year	2020	Total number of position papers and policy recommendations developed and presented in engagement period: <i>Morocco:</i> 2-4 <i>Tunisia:</i> 2-4 <i>Egypt:</i> 2-4 <i>Jordan:</i> 2-4
Target	Year	2022	Total number of position papers and policy recommendations developed and presented in engagement period: <i>Morocco:</i> 4-7 <i>Tunisia:</i> 4-7 <i>Egypt:</i> 4-7 <i>Jordan:</i> 4-7
<b>Output 3.1</b>		<b>Formulation of positions and strategies on labour market and socio-economic issues/policies at national and local levels.</b>	
Output indicator		Positions and strategies for concrete improvement of national/local <sup>11</sup> framework conditions at the labour market have been developed by the relevant organisations, some of these with support from regional labour market institutions.	
Baseline	Year	2017	Some of the partners have existing strategies and positions at national level, but these are often not up to date with recent developments and not always informed by proper research and evidence. Only few exist for specific sectors.
Annual target	Year 1	2018	2 trade unions and 1 employers' organisation are developing research for policy development for concrete improvement of conditions at the labour market in specific sectors
Annual target	Year 3	2020	3 trade unions and 3 employers' organisations have elaborated and approved a total of at least 7 policies based on diagnostic studies, access to expertise and dialogue in and between organisations.
Target	Year 5	2022	3 trade unions and 3 employers' organisations have elaborated and approved a total of at least 14 policies based on diagnostic studies, access to expertise and dialogue in and between organisations.
<b>Output 3.2</b>		<b>Regional initiatives and exchange of experience, including relevant experience from the Danish labour market tradition supporting regional, national and local advocacy.</b>	
Output indicator		1) Number of national/regional policy discussions or local project initiatives to which regional evidence-based research, position papers, best practices or tools have contributed.	

<sup>10</sup> Data will be based on yearly review by partner organisations. Sector level data will be monitored if available.

<sup>11</sup> *National* refers to the overall country-level, and *local* may refer to either sector level or geographic regions within a country.

		2) Number of these concerning gender equality	
Baseline	Year	2017	No national/regional policy discussions or local project initiatives to which regional evidence-based research, position papers, best practices or tools have contributed in engagement period
Annual target	Year 1	2018	1) At least two regional studies on employment, labour market flexibility, productivity, decent work, CSR or other key issues in the labour market has been initiated and at least two regional network meetings have been executed. 2) At least one of these concerns gender equality.
Annual target	Year 3	2020	1) Regional evidence-based research, position papers, best practices and tools are developed have contributed to at least five national/regional policy discussions or local project initiatives. 2) At least two of these concern gender equality
Target	Year 5	2022	1) Regional evidence-based research, position papers, best practices and tools are developed have contributed to at least ten national/regional policy discussions or local project initiatives. 2) At least four of these concern gender equality
<b>Outcome 4</b>		<b>Labour market legislation and enforcement improved through partnerships</b>	
Outcome indicator		Number of cases of improved labour market legislation according to ILO standards. <sup>12</sup>	
Baseline	Year	2017	No approved legislations/decrees with assessed improvements in engagement period.
Target	Year	2020	Total number of approved legislations/decrees with improvements in engagement period: <i>Morocco:</i> 1-2 <i>Tunisia:</i> 1-2 <i>Egypt:</i> 0-1 <i>Jordan:</i> 1-2
Target	Year	2022	Total number of approved legislations/decrees with improvements in engagement period: <i>Morocco:</i> 2-5 <i>Tunisia:</i> 2-5 <i>Egypt:</i> 1-3 <i>Jordan:</i> 2-5
<b>Output 4.1</b>		<b>Execution of evidence-based advocacy by social partners at all levels to improve labour market legislation and enforcement.</b>	
Output indicator		Policy positions and proposals are developed and utilised as basis for campaigning and/or (joint) advocacy activities.	
Baseline	Year	2017	Social partners' proposals for labour market policy are often not evidence based or for other reasons not effective as advocacy

<sup>12</sup> This indicator's value is estimated by a yearly assessment of changes on new – or revised – labour legislation based on a review performed by the project's partners (see more on LO/FTF Council SRO Guidelines 2016 – Section 8.5.1 - Template for SRO data-collection for verification of Global Key Indicators and input to Labour Market Profiles).

			instruments.
Annual target	Year 1	2018	In at least 1 out of 4 countries social partners have developed evidence-based proposals for labour market reform/policy.
Annual target	Year 3	2020	In at least 3 out of 4 countries social partners have developed and evidence-based proposals and advocacy has been carried out.
Target	Year 5	2022	Social partners in at least 3 countries have carried out evidence-based advocacy for a total of at least 10 positions/proposals for labour market reform/policy – 25% of these are elaborated jointly or agreed between labour market partners.

## Development engagement 2.2.2: Youth participation and employment

MOROCCO		
Engagement title		Youth participation and employment
Engagement objective		Improved economic opportunities for young men and women.
Intermediate objective		Inclusive youth participation and employment opportunities enhanced.
Impact indicator		<ul style="list-style-type: none"> <li>Number of targeted youth employed</li> <li>Number of vulnerable youth employed</li> <li>Number of young women feeling safe in work</li> </ul>
Baseline	Year 2016	Incremental indicators.
Target	Year 2021	<ul style="list-style-type: none"> <li>2,500 additional targeted youth employed</li> <li>Of which 1,100 vulnerable youth employed</li> <li>550 young women feeling safe in work</li> </ul>
Outcome 1		Life and technical skills for youth to actively engage in society enhanced through partnerships
Outcome indicator		<ul style="list-style-type: none"> <li>Proportion of targeted young men and women gained and/or improved skills that are in demand in the labour market</li> <li>Proportion of targeted young men and women have demanded improvement of economic and/or labour conditions</li> <li>Proportion of youth targeted, men and women, who have positive influence in their community and are active to seek for employment and/or develop their entrepreneurship</li> </ul>
Baseline	Year 2016	Incremental indicators
Target	Year 2021	<ul style="list-style-type: none"> <li>70% of targeted young men and women gained and/or improved skills that are in demand in the targeted sector</li> <li>70% of targeted young men and women have demanded improvement of economic and/or labour conditions</li> <li>More than 50% of youth targeted are participating in their community and are active towards employment</li> </ul>
Output 1.1		Youth have been supported to enrol in technical skills development and vocational training
Output indicator		Number of youth, men and women, trained in soft and professional skills, transformative leadership and rights and voice
Baseline	Year 2016	Young men and women unemployed identified the lack of soft and technical skills as a barrier to get into formal employment
Annual target	Year 1 2017	500 youth, men and women, trained in soft skills, transformative leadership and rights and voice
Annual target	Year 3 2019	3,500 youth, men and women, trained in soft skills, transformative leadership and rights and voice
Annual target	Year 5 2021	6,000 youth, men and women, trained in soft skills, transformative leadership and rights and voice
Output 1.2		Youth have been supported to engage in entrepreneurship, business start-ups and business innovation
Output indicator		Number of youth, men and women, trained in soft and professional skills, transformative leadership and rights and voice
Baseline	Year 2016	Baseline will be measured in inception phase
Annual target	Year 1 2017	More than 30% of youth targeted have good knowledge of employment, entrepreneurship and policies affecting them
Annual target	Year 3 2019	More than 50% of youth targeted have good knowledge of employment, entrepreneurship and policies affecting them
Target	Year 5 2021	More than 70% of youth targeted have good knowledge of employment, entrepreneurship and policies affecting them
Output 1.3		Key institutions have been supported to enhance the relevance and quality of technical training and other employment supportive mechanisms

Output indicator		Quality and relevance of support provided by community-based organisations assessed by targeted youth
Baseline	Year 2016	Youth targeted assess that support provided by community-based organisations to retain employment, develop entrepreneurship and social projects is relevant
Annual target	Year 1 2017	Youth targeted assess that support provided by community-based organisations to retain employment, develop entrepreneurship and social projects is relevant and satisfactory
Annual target	Year 3 2019	Youth targeted assess that support provided by community-based organisations to retain employment, develop entrepreneurship and social projects is relevant, satisfactory and result-oriented
Target	Year 5 2021	Youth targeted assess that support provided by community-based organisations to retain employment, develop entrepreneurship and social projects is relevant, satisfactory and result-oriented
Output 1.4		Youth have gained communication, civic and empowerment skills which make it easier for them to be actively engaged in society
Output indicator		Number of young women and men applying , achieved soft and hard skills, are addressing rights
Baseline	Year 2016	Baseline to be undertaken during inception phase
Annual target	Year 1 2017	1000 young women and men benefiting from raising awareness session on rights, soft and hard skills
Annual target	Year 3 2019	5000 young women and men benefiting from training on rights, soft and hard skills
Target	Year 5 2021	8000 young women and men benefiting from training on rights, soft and hard skills
Output 1.5		Young women have gained new skills and are mentored in order to join the labour market
Output indicator		% of young women and men able to identify sexual harassment in the workplace and acting against it in targeted areas
Baseline	Year 2016	Violence against women is prevalent in Morocco and discussed, but safety in public space and sexual harassment at the work site is rarely discussed when addressing workers' rights or women economic empowerment.
Annual target	Year 1 2017	30% young women and men in targeted value chains are able to identify sexual harassment
Annual target	Year 3 2019	50% young women and men in targeted value chains are able to identify sexual harassment and to act against it
Target	Year 5 2021	70% young women and men in targeted value chains are able to identify sexual harassment, to act against it and to influence institution to better address the issue
Outcome 2		Organisational capacity of institutions, private sector, entrepreneurs and communities for support to youth enhanced through partnerships
Outcome indicator		<ul style="list-style-type: none"> <li>Youth employment policies, strategies and action plans by partners, institutions, private sector and entrepreneurs</li> <li>Staff competence building among partners, institutions, private sector and entrepreneurs</li> </ul>
Baseline	Year 2016	Incremental
Target	Year 2021	<ul style="list-style-type: none"> <li>25 key partners, institutions, private sector business, entrepreneurs and community representatives are actively involved in initiatives enhancing employment, income and participation of youth</li> <li>35 key partners, institutions, private sector business have built their competence to effectively engage in youth employment</li> </ul>
Output 2.1		Key partners have been supported to develop capacity building plans and strategies to effectively support youth employment
Output indicator		Quality and relevance of capacity-building assessed by community and youth organisations
Baseline	Year 2016	A needs assessment will be developed in the inception phase with community and youth organisations
Annual target	Year 1 2017	Community and youth organisations assess that capacity-building is relevant
Annual target	Year 3 2019	More than 50% of community and youth organisations assess that capacity-building is relevant and result-oriented
Annual target	Year 5 2021	More than 70% of community and youth organisations assess that capacity-building is relevant and result-oriented
Output 2.2		Government and private business have been supported to promote inclusive youth participation, increased youth employment, including matchmaking and mentoring
Output indicator		Number of enterprises approached and agree to integrate marginalised young women and men inside of their enterprise



Baseline	Year 2016	300 enterprises are part of the existing network
Annual target	Year 1 2017	325 enterprises are part of the network
Annual target	Year 3 2019	375 enterprises are part of the network and integrate young women and men
Target	Year 5 2021	400 enterprises are part of the network and integrate young women and men in their business
Output 2.3		Output 2.3: Private business has been supported with business growth instruments in order to generate jobs for youth
Output indicator		Number of young men and women unemployed integrated in formal employment through the insertion programme
Baseline	Year 2016	Young women and men from marginalised group targeted are unemployed
Annual target	Year 1 2017	75 young women and men from marginalised group targeted are employed
Annual target	Year 3 2019	400 young women and men from marginalised group targeted are employed
Target	Year 5 2021	600 young women and men from marginalised group targeted are employed
Output 2.4		Government, private business and youth groups have been supported to develop policies and interventions selected to support women, particularly vulnerable groups and refugees
Output indicator		Engagement of enterprises in platforms assessed by partners
Baseline	Year 2016	Baseline to be undertaken during inception phase
Annual target	Year 1 2017	10 enterprises of the same sector are engaged in business platforms
Annual target	Year 3 2019	Platforms with more than 15 enterprises are meeting on a regular basis
Target	Year 5 2021	Platforms with more than 20 enterprises are acting to influence positively the whole sector
Output 2.4		Government, private business and youth groups have been supported to develop policies and interventions selected to support women, particularly vulnerable groups and refugees
Output indicator		Number of enterprises targeted which have changed their management systems to comply with the labour rights and improve working conditions.
Baseline	Year 2016	Number of enterprises identified needs for technical support on compliance to labour rights and respect to Principles of HR and Business
Annual target	Year 1 2017	3 influent enterprises have improved their management system
Annual target	Year 3 2019	8 influent enterprises have improved their management system
Target	Year 5 2021	10 influent enterprises have changed their management system
Outcome 3		Advocacy and dialogue between youth, public and private institutions and business enhanced through partnerships
Outcome indicator		Number of public and private institutions, business partners and youth organisations active in dialogue and collaborative efforts to enhance youth employment and participation
Baseline	Year 2016	Incremental indicator
Target	Year 2021	65 public and private institutions, business partners and youth organisations active in dialogue and collaborative efforts to enhance youth employment and participation
Output 3.1		Partners (including multi-actor coalitions) and youth have developed research, surveys and new insights into youth access to employment and have used it to influence policies and practices related to youth employment.
Output indicator		Quality of advocacy activities undertaken by partners assessed by peer national NGOs
Baseline	Year 2016	Partners have good capacity to undertake advocacy activities on this subject
Annual target	Year 1 2017	Partners undertake 2 Research on the relevant issue
Annual target	Year 3 2019	Partners undertake innovative advocacy activities to monitor public policies
Annual target	Year 5 2021	Partners undertake innovative advocacy activities to monitor public policies
Output 3.3		Partners (including multi-actor coalitions) and youth have developed research, surveys and new



		insights into youth access to employment and have used it to influence policies and practices related to youth employment.
Output indicator		Quality of advocacy activities undertaken by partners assessed by peer national NGOs
Baseline	Year 2016	Partners have good capacity to undertake advocacy activities on this subject
Annual target	Year 1 2017	Partners undertake 2 Research on the relevant issue
Annual target	Year 3 2019	Partners undertake innovative advocacy activities to monitor public policies
Annual target	Year 5 2021	Partners undertake innovative advocacy activities to monitor public policies
Output 3.3		Advocacy, campaigns and communications products, including social media, promoting improved youth employment policies and opportunities as well as improved youth participation
Output indicator		Number and diversification of participants in annual meetings - private sector (national and international), public sector, local CSO's and young women and men workers.
Baseline	Year 2016	1 Annual meeting was held in 2016 on the strawberry sector between private sector (national and international), public sector, local CSO's and young women and men workers
Annual target	Year 1 2017	1 Annual meeting engaging 80 actors is held on the strawberry sector and a new sector (agriculture or garment) between private sector (national and international), public sector, local CSO's and young women and men workers
Annual target	Year 3 2019	Annual meetings engaging 100 actors are held on decent work in exporting supply chains between private sector (national and international), public sector, local CSO's and young women and men workers
Annual target	Year 5 2021	Annual meetings engaging 120 actors are held on decent work in exporting supply chains between private sector (national and international), public sector, local CSO's and young women and men workers and improvement
Output 3.5		Partners and youth have engaged in relevant national and regional youth employment policy and learning events
Output indicator		Influence and quality of advocacy actions led by community and youth organisation assessed by peer NGOs/CBOs
Baseline	Year 2016	Community and youth organisations have some influence at the local and national level
Annual target	Year 1 2017	Community and youth organisations have some influence and conduct advocacy actions at the local and national level
Annual target	Year 3 2019	Community and youth organisations have influence and conduct engaging innovative advocacy actions at the local and national level with stakeholders in public institutions, private sector and government.
Annual target	Year 5 2021	Community and youth organisations have strong influence and conduct innovative advocacy actions at the local and national level engaging in long-term multiple stakeholders in public institutions, private sector and government.

TUNISIA		
Engagement title		Youth participation and employment
Engagement objective		Improved economic opportunities for young men and women.
Intermediate objective		Inclusive youth participation and employment opportunities enhanced.
Impact indicator		<ul style="list-style-type: none"> <li>• Number of targeted youth employed</li> <li>• Number of vulnerable youth employed</li> <li>• Number of young women feeling safe in work</li> <li>•</li> </ul>
Baseline	Year 2016	Incremental indicators.
Target	Year 2021	<ul style="list-style-type: none"> <li>• 1,200 additional targeted youth employed</li> <li>• Of which 400 vulnerable youth employed</li> <li>• 350 young women feeling safe in work</li> <li>•</li> </ul>
Outcome 1		Life and technical skills for youth to actively engage in society enhanced through partnerships
Outcome indicator		<ul style="list-style-type: none"> <li>• Proportion of targeted young men and women gained and/or improved skills that are in demand in the labour market</li> <li>• Proportion of targeted young men and women have demanded improvement of economic and/or</li> </ul>

		labour conditions <ul style="list-style-type: none"> <li>Proportion of youth targeted, men and women, who have positive influence in their community and are active to seek for employment and/or develop their entrepreneurship</li> </ul>
Baseline	Year 2016	Incremental indicators
Target	Year 2021	<ul style="list-style-type: none"> <li>90% of targeted young men and women gained and/or improved skills that are in demand in the targeted sector</li> <li>80% of targeted young men and women have demanded improvement of economic and/or labour conditions</li> <li>More than 70% of youth targeted are participating in their community and are active towards employment</li> </ul>
Output 1.1		Youth have been supported to enrol in technical skills development and vocational training
Output indicator		Number of youth, men and women, trained in soft and professional skills, transformative leadership and rights and voice
Baseline	Year 2016	No. of vacancies No. of competence matrix No. of youth trained
Annual target	Year 1 2017	1 List of vacancies that would be targeted by the project 1 competency matrix identified in at least 2 sectors
Annual target	Year 3 2019	100 young men and women trained with the necessary soft and technical skills demanded by the labour market in at least 2 sectors
Annual target	Year 5 2021	300 young men and women trained with the necessary soft and technical skills demanded by the labour market in 3 key sectors
Output 1.2		Youth have been supported to engage in entrepreneurship, business start-ups and business innovation
Output indicator		% of targeted young women and men who start and/or improve their business % of selected trained start-ups each year
Baseline	Year 2016	Baseline to be conducted during the inception phase of the project
Annual target	Year 1 2017	20 young men and women received individual coaching to start/improve their enterprise Number of hits on face book page of the project 1 TV ad on entrepreneurship broadcasted
Annual target	Year 3 2019	% of business ideas selected 60 of young men and women participated in acceleration programme 60 of young men and women received individual coaching to start/improve their enterprise 50% of targeted young entrepreneurs improved their business plans 20% of targeted entrepreneurs see an increase in revenue of their enterprise
Target	Year 5 2021	Number of young men and women participated in acceleration programme Number of young men and women received individual coaching to start/improve their enterprise 80% of targeted young entrepreneurs improved their business plans 40% of targeted entrepreneurs see an increase in revenue of their enterprise Number 30 of active members on the peer to peer network online
Output 1.4		Youth organisations and groups have built capacity in a wide range of issues related to employment, participation and youth leadership
Output indicator		Number of awareness raising events on youth labour rights organised with our partners (mainly the Union générale tunisienne du travail (U.G.T.T.) and the Jeune Chambre Economique de Tunisie)
Baseline	Year 2016	Baseline to be conducted during the inception phase of the project
Annual target	Year 1 2017	3 focus groups organized around the issue of youth labour rights 1 user friendly “employee’s guide” on economic and labour conditions.
Annual target	Year 3 2019	3 awareness raising events on youth labour rights organised with our partners (mainly the Union générale tunisienne du travail (U.G.T.T.) and the Jeune Chambre Economique de Tunisie in at least 4 governorates
Target	Year 5 2021	1 national awareness raising event in Tunis
Outcome 2		Organisational capacity of partners, institutions, private sector, entrepreneurs and communities for support to youth enhanced through partnerships
Outcome indicator		<ul style="list-style-type: none"> <li>Youth employment policies, strategies and action plans by partners, institutions, private sector and entrepreneurs</li> <li>Staff competence building among partners, institutions, private sector and entrepreneurs</li> </ul>
Baseline	Year	Incremental indicators

	2016	
Target	Year 2021	<ul style="list-style-type: none"> <li>15 key partners, institutions, private sector business, entrepreneurs and community representatives are actively involved in initiatives enhancing employment, income and participation of youth</li> <li>25 key partners, institutions, private sector business have built their competence to effectively engage in youth employment</li> </ul>
Output 2.2		Government, private business and youth groups have been supported to develop policies and interventions selected to support women, particularly vulnerable groups and refugees
Output indicator		Increased number of targeted companies that apply UN Global Compact minimum standards in at least 2 identified sectors
Baseline	Year 2016	Baseline to be conducted during the inception phase of the project
Annual target	Year 1 2017	Study on the sectors with the highest rate of youth employed Listing of companies intensive in Youth labour
Annual target	Year 3 2019	1 PR firm recruited to promote CSR and Youth employment 1 advocacy plan designed on the necessity to comply with UN Global Compact minimum standards in at least 2 sectors
Target	Year 5 2021	50% of the targeted companies commit to apply UN Global Compact minimum standards in at least 2 identified sectors
Output 2.3		Government and private business have been supported to promote inclusive youth participation, increased youth employment, including matchmaking and mentoring
Output indicator		Number of targeted young men and women who have access to internships Number of targeted young men and women who have access to mentorships Number of online/offline spaces facilitating contact between employees and employers Advocacy campaign promoting value of manual-jobs organized
Baseline	Year 2016	Baseline to be conducted during the inception phase of the project
Annual target	Year 1 2017	30 young men and women participated in internships 30 young men and women received mentorship assistance 2 online/offline spaces facilitating contact between employees and employers supported 1 study on youth's perception on labour market opportunities Study on stigmatization of young men and women coming from marginalized areas of intervention 1 communication package promoting sectors lacking employees (agriculture and construction)
Annual target	Year 3 2019	90 young men and women participated in internships 90 young men and women received mentorships 2500 young men and women sensitised with campaign activities to promote agriculture and construction sectors (500 physically and 2.000 virtually)
Annual target	Year 5 2021	150 young men and women participated in internships 150 young men and women received mentorships 5500 young men and women sensitised with campaign activities to promote agriculture and construction sectors (500 physically and 2.000 virtually) 20% increase of youth's enrolment in professional trainings focused on skills that in shortage on labour market (agriculture and construction)
Output 2.5		Youth organisations and groups have built capacity in a wide range of issues related to employment, participation and youth leadership
Output indicator		Number of young men and women (% from rural areas) taking part in the "leadership" summer school % young women and men in the decision-making structures of local organisations Number of local organisations with % of youth members in their community outreach work
Baseline	Year 2016	Baseline study to be conducted during the inception phase of the project
Annual target	Year 1 2017	50 young men and women (% from rural areas) taking part in the "leadership" summer school 20 % young women and men in the decision-making structures of local organisations 3 local organisations with % of youth members in their community outreach work
Annual target	Year 3 2019	200 young men and women (% from rural areas) taking part in the "leadership" summer school 25 % young women and men in the decision-making structures of local organisations 7 local organisations with % of youth members in their community outreach work
Target	Year 5 2021	350 young men and women (% from rural areas) taking part in the "leadership" summer school 40 young women and men in the decision-making structures of local organisations 15 local organisations with % of youth members in their community outreach work
Outcome 3		Advocacy and dialogue between youth, public and private institutions and business enhanced through partnerships
Outcome indicator		Number of public and private institutions, business partners and youth organisations active in dialogue and collaborative efforts to enhance youth employment and participation

Baseline	Year 2016	Incremental indicator
Target	Year 2021	25 public and private institutions, business partners and youth organisations active in dialogue and collaborative efforts to enhance youth employment and participation
Output 3.1		Partners (including multi-actor coalitions) and youth have developed research, surveys and new insights into youth access to employment and have used it to influence policies and practices related to youth employment.
Output indicator		Number of measures proposed by decision makers at national level to reduce challenges faced by young entrepreneurs
Baseline	Year 2016	Baseline to be conducted during the inception phase of the project
Annual target	Year 1 2017	1 policy paper on barriers to enterprise creation for Youth 1 Visual/cartoon to track the pathway to enterprise creation for Youth
Annual target	Year 3 2019	At least 3 multi stakeholder consultations on social security for Youth working in the agriculture and construction sectors (% in regions) List of participants in the events (disaggregated per gender, region, organization, age)
Annual target	Year 5 2021	At least 1 measure proposed by decision makers at national level to reduce challenges faced by young entrepreneurs
Output 3.3		Advocacy, campaigns and communications products, including social media, promoting improved youth employment policies and opportunities as well as improved youth participation
Output indicator		Number of targeted young women and men actively participating in policy dialogue regarding youth employment
Baseline	Year 2016	0, incremental target
Annual target	Year 1 2017	At least 3 of consultations gathering youth, private sector and government List of participants in the consultations (disaggregated per gender, region, organization, age)
Annual target	Year 3 2019	List of participants in the national consultation (gender, region, organization, age disaggregated) Number of short movies showcasing youth unemployment realities Number of hits on Youtube for the short movies
Target	Year 5 2021	List of participants in the national consultation (per gender, region, organization, age disaggregated) Number of short movies showcasing youth unemployment realities Number of hits on Youtube for the short movies

EGYPT		
Engagement title		Youth participation and employment
Engagement objective		Improved economic opportunities for young men and women.
Intermediate objective		Inclusive youth participation and employment opportunities enhanced.
Impact indicator		<ul style="list-style-type: none"> <li>Number of targeted youth employed</li> <li>Number of vulnerable youth employed</li> <li>Number of young women feeling safe in work</li> </ul>
Baseline	2016	Incremental indicators.
Target	2021	<ul style="list-style-type: none"> <li>250 additional targeted youth employed</li> <li>Of which 200 vulnerable youth employed</li> <li>50 young women feeling safe in work</li> </ul>
Outcome 1		Life and technical skills for youth to actively engage in society enhanced through partnerships
Outcome indicator		<ul style="list-style-type: none"> <li>Proportion of targeted young men and women gained and/or improved skills that are in demand in the labour market</li> <li>Proportion of targeted young men and women have demanded improvement of economic and/or labour conditions</li> <li>Proportion of youth targeted, men and women, who have positive influence in their community and are active to seek for employment and/or develop their entrepreneurship</li> </ul>
Baseline	2016	Baseline to be conducted during the inception phase of the project
Target	2021	<ul style="list-style-type: none"> <li>90% of targeted young men and women gained and/or improved skills that are in demand in the targeted sector</li> <li>80% of targeted young men and women have demanded improvement of economic and/or labour conditions</li> <li>More than 70% of youth targeted are participating in their community and are active towards employment</li> </ul>
Output 1.1		Youth have been supported to enrol in technical skills development and vocational training

Output indicator		Number of targeted youth completed hard and soft-skills (life-skills) training.
Baseline	Year 2016	Situation prior to engagement activity
Annual target	Year 1 2017	Life-skills curriculum developed and tested. Hard skills curricula developed together with potential future employers
Annual target	Year 3 2019	200 youth trained (or retrained) for critical thinking, leadership/management, job preparedness, risk-taking etc. 90% of targeted youth feel that they increased their sector specific/transferable skills (after training)
Annual target	Year 5 2021	600 youth trained (or retrained) for critical thinking, leadership/management, job preparedness, risk-taking etc. 80 % of targeted youth has successfully made the transition from school to paid work or entrepreneurship. 60 % of trained youth are actively engaged in their community
Output 1.2		Youth have been supported to engage in entrepreneurship, business start-ups and business innovation
Output indicator		Percentage of targeted young entrepreneurs feel they can access sufficient support mechanisms to start or improve their own business. - Number of new positions (for young men and women) created in targeted SMEs.
Baseline	Year 2016	Baseline to be conducted during the inception phase of the project
Annual target	Year 1 2017	4 start ups have received seed funding
Annual target	Year 3 2019	20 % of targeted start-ups with growth potential (demonstrated in a business plan) linked to investors
Target	Year 5 2021	20 % of targeted start-ups received a financial support. 90% of targeted start-ups benefitted from mentoring mechanisms. At least 60 % of the targeted youth has used the network with capital providers and mentors to successfully develop their start up (success measured by access to business loans/viability of enterprise/level of profit/level of profit reinvested).
Outcome 2		Organisational capacity of institutions, private sector, entrepreneurs and communities for support to youth enhanced through partnerships
Outcome indicator		<ul style="list-style-type: none"> <li>Youth employment policies, strategies and action plans by partners, institutions, private sector and entrepreneurs</li> <li>Staff competence building among partners, institutions, private sector and entrepreneurs</li> </ul>
Baseline	Year 2017	Incremental indicators
Target	Year 2021	<ul style="list-style-type: none"> <li>15 key partners, institutions, private sector business, entrepreneurs and community representatives are actively involved in initiatives enhancing employment, income and participation of youth</li> <li>25 key partners, institutions, private sector business have built their competence to effectively engage in youth employment</li> </ul>
Output 2.1		Key partners have been supported to develop capacity building plans and strategies to effectively support youth employment
Output indicator		Partners in the partnership have developed strategies to ensure their organisational model and practices are more inclusive. Partners in the partnership are accountable towards stakeholders about how they ensure inclusiveness.
Baseline	Year 2017	All partners from the partnership select at least 1 area (e.g gender, CSR, conflict sensitivity inclusion of marginalized youth) to work on.
Annual target	Year 1 2017	All partners from the partnership have engaged with role model peers in the area of their choosing. All partners from the partnership have drafted a relevant policy or strategy in the area of their choosing. All partners in the partnership have drafted a roadmap to implement the policy or strategy. 20 start ups selected to take part in physical acceleration programme.
Annual target	Year 3 2019	All partners can demonstrate 1 case how they have used the policies and strategies to improve inclusiveness in the design and management information system of their organisation. 2 targeted alumni networks have increased membership base
Annual target	Year 5 2021	5 cases that show that partners have more capacity with regard to inclusiveness (gender, marginalized groups) in the design and implementation of their programmes. 80% of targeted young entrepreneurs is engaged in entrepreneurial networks
Output 2.1		Key partners have been supported to develop capacity building plans and strategies to effectively support youth employment



Output indicator		Partners in the partnership have developed strategies to ensure their organisational model and practices are more inclusive. Partners in the partnership are accountable towards stakeholders about how they ensure inclusiveness.
Baseline	Year 2017	All partners from the partnership select at least 1 area (e.g gender, CSR, conflict sensitivity inclusion of marginalized youth) to work on.
Annual target	Year 1 2017	All partners from the partnership have engaged with role model peers in the area of their choosing. All partners from the partnership have drafted a relevant policy or strategy in the area of their choosing. All partners in the partnership have drafted a roadmap to implement the policy or strategy. 20 start ups selected to take part in physical acceleration programme.
Annual target	Year 3 2019	All partners can demonstrate 1 case how they have used the policies and strategies to improve inclusiveness in the design and management information system of their organisation. 2 targeted alumni networks have increased membership base.
Annual target	Year 5 2021	5 cases that show that partners have more capacity with regard to inclusiveness (gender, marginalized groups) in the design and implementation of their programmes. 80% of targeted young entrepreneurs is engaged in entrepreneurial networks.
Output 2.2		Government and private business have been supported to promote inclusive youth participation, increased youth employment, including matchmaking and mentoring
Output indicator		Proportion of targeted young men and women are more aware of their employment opportunities. Proportion of targeted young men and women are more confident to be able to find a job. Proportion of youth (M/F) completing internship. Proportion of you (M/F) completing on the job training.
Baseline	Year 2017	Baseline data will be established based on quantitative and qualitative data as part of programme inception
Annual target	Year 1 2017	Agreements with companies for new internship positions and on the job training opportunities for youth reached. 1 Job fair conducted to connect trained youth and companies.
Annual target	Year 3 2019	Quality of internship programs improved together with companies. 100 young men and women took part in the internship programme. 10 % increase of number of internship positions in targeted companies. 2 Job fairs conducted to connect trained youth and companies.
Annual target	Year 5 2021	200 young men and women took part in the internship programme. 90% of the targeted young interns complete their internship and consider private sector companies an attractive workplace for youth. 3 job fairs conducted to connect trained youth and companies. At least 50% of targeted youth use online job sites to search for employment opportunities. 80% of targeted young men and women are more aware of their employment opportunities. 80% of young men and women are more confident to be able to find a job. 90% of youth have completed the internship programme.
Output 2.4		Government, private business and youth groups have been supported to develop policies and interventions selected to support women, particularly vulnerable groups and refugees
Output indicator		No. of youth actions/programmes contributing to create safe communities. No. of “certified” safe communities. No. of workplaces and transport agents, etc. demonstrating zero tolerance towards discrimination and sexual harassment.
Baseline	Year 2016	Baseline to be established in the inception phase of the project.
Annual target	Year 1 2017	5 agreements with workplaces and key transport agents made to sensitize them about zero tolerance policies and practices in regard to discrimination and sexual harassment
Annual target	Year 3 2019	100 youth volunteers trained to promote safe communities. 10 workplaces and key transport agents sensitized about zero tolerance policies and practices in regard to discrimination and sexual harassment. 70% of targeted youth volunteers engaged in community mobilizing programmes for safe communities. 50% of targeted workplaces and transport agents with policies on zero tolerance towards discrimination and sexual harassment.
Annual target	Year 5 2021	300 youth (M/F) volunteers trained to promote safe communities. 30 workplaces and key transport agents sensitized about zero tolerance policies and practices in regard to discrimination and sexual harassment. 50% of targeted communities become “certified” safe communities (schools/universities/youth organizations, etc.). 70% of targeted workplaces and transport agents, etc. demonstrating zero tolerance towards discrimination and sexual harassment.
Outcome 3		Advocacy work and dialogue between youth, public and private institutions and businesses enhanced through partnerships

Outcome indicator		Number of public and private institutions, business partners and youth organisations active in dialogue and collaborative efforts to enhance youth employment and participation
Baseline	Year 2016	Incremental indicator
Target	Year 2021	12 public and private institutions, business partners and youth organisations active in dialogue and collaborative efforts to enhance youth employment and participation
Output 3.1		Partners (including multi-actor coalitions) and youth have developed research, surveys and new insights into youth access to employment and have used it to influence policies and practices related to youth employment
Output indicator		1 ongoing campaign raises the awareness among youth, their parents and companies about the economic and employment potential of young people. 1 multi-stakeholder initiative maintains its relevancy to further their advocacy work and dialogue to improve youth (self) employment opportunities or youth civic engagement.
Baseline	Year 2016	Baseline to be conducted during the inception phase of the project
Annual target	Year 1 2017	Campaign set up developed and role models selected. Power mapping of influential blockers / allies done. 1 dialogue platform supported between youth, government and private sector.
Annual target	Year 3 2019	1 Campaign conducted to address prejudices and gender stereotypes related to employment and entrepreneurship. Role models engaged as mentors for young entrepreneurs and job seekers. 2 round-table meetings conducted to share evidence from project activities. 2 policy briefs developed. 2 targeted entrepreneurial spaces supported, providing relevant information, best-practice research, advice and global network opportunities to (potential) entrepreneurs.
Annual target	Year 5 2021	The campaign contributes to furthering policy design and alignment in the area of youth economic and employment opportunities. Representatives from the partnership are invited to share their experiences and lessons learned in other multi stakeholder spaces. The partnership contributes to furthering policy design and alignment in the area of youth economic opportunities and youth civic engagement.
Output 3.2		Local LED structures and networks, meetings and conferences are supported, involving partners and youth, which improves policies and practices related to youth employment
Output indicator		Percentage of targeted young entrepreneurs feel they can access sufficient support mechanisms to start or improve their own business.
Baseline	Year 2016	Situation prior to engagement activity
Annual target	Year 1 2017	20 start ups selected to take part in physical acceleration programme
Annual target	Year 3 2019	1 campaign to promote youth entrepreneurship realized
Annual target	Year 5 2021	2 targeted alumni networks have increased membership base. 100 start ups took part in physical acceleration programme. 80% of targeted young entrepreneurs are engaged in entrepreneurial networks. 20 % of targeted start-ups received a financial support. 90% of targeted start-ups benefitted from mentoring mechanisms. 50% of the targeted start-ups are operating after 6 months (registered).
Output 3.5		Partners and youth have engaged in relevant national and regional youth employment policy and learning events
Output indicator		Proportion of targeted influential people in the public and private sectors have increased understanding of the need for a systemic approach to ensure youth can take advantage of economic and societal opportunities.
Baseline	Year 2016	Baseline to be conducted during the inception phase of the project
Annual target	Year 1 2017	Communication plan and means developed. 1 Think Thank, in collaboration with partners in the partnership, has developed a learning agenda.
Annual target	Year 3 2019	1 identified summit bringing together innovators in key areas to support entrepreneurs is supported to attract high profile key note speakers and key stakeholders to promote youth inclusiveness.
Annual target	Year 5 2021	5 cases developed by the partnership used as reference material by influential people or organizations in stimulating youth employment and business environment. 2 summits supported.

JORDAN	
Engagement title	Youth participation and employment
Engagement objective	Improved economic opportunities for young men and women.
Intermediate objective	Inclusive youth participation and employment opportunities enhanced.

Impact indicators		<ul style="list-style-type: none"> <li>• Number of targeted youth employed</li> <li>• Number of vulnerable youth employed</li> <li>• Number of young women feeling safe in work</li> </ul>
Baseline	Year 2016	Incremental indicators.
Target	Year 2021	<ul style="list-style-type: none"> <li>• 5,500 additional targeted youth employed</li> <li>• Of which 1,500 vulnerable youth employed</li> <li>• 250 young women feeling safe in work</li> </ul>
Outcome 1		Life and technical skills for youth to actively engage in society enhanced through partnerships
Outcome indicator		<ul style="list-style-type: none"> <li>• Proportion of targeted young men and women gained and/or improved skills that are in demand in the labour market</li> <li>• Proportion of targeted young men and women have demanded improvement of economic and/or labour conditions</li> <li>• Proportion of youth targeted, men and women, who have positive influence in their community and are active to seek for employment and/or develop their entrepreneurship</li> </ul>
Baseline	Year 2016	Incremental indicators
Target	Year 2021	<ul style="list-style-type: none"> <li>• 60% of targeted young men and women gained and/or improved skills that are in demand in the targeted sector</li> <li>• 60% of targeted young men and women have demanded improvement of economic and/or labour conditions</li> <li>• More than 40% of youth targeted are participating in their community and are active towards employment</li> </ul>
Output 1.1		Youth have been supported to enrol in technical skills development and vocational training
Output indicator		Young men and women including Syrian refugee men and women are trained on technical and life skills development.
Baseline	Year 2016	Situation prior to engagement activity
Annual target	Year 1 2017	3000 men and women including Syrian refugee men and women are trained on technical and life skills development.
Annual target	Year 3 2019	35,000 men and women including Syrian refugee men and women have been trained on technical and life skills development.
Annual target	Year 5 2021	75,000 men and women including Syrian refugee men and women have been trained on technical and life skills development.
Output 1.2		Youth have been supported to engage in entrepreneurship, business start-ups and business innovation
Output indicator		Number of young men and women (of which a number of Syrian refugee men and women) completed entrepreneurship development trainings.
Baseline	Year 2016	Situation prior to engagement activity
Annual target	Year 1 2017	300 young men and women (of which 20% of Syrian refugee men and women) completed entrepreneurship development trainings.
Annual target	Year 3 2019	1500 young men and women (of which 20% of Syrian refugee men and women) completed entrepreneurship development training
Annual target	Year 5 2021	6000 young men and women (of which 20% are Syrian refugee men and women) completed entrepreneurship development training
Output 1.4		Youth have gained communication, civic and empowerment skills which make it easier for them to be actively engaged in society
Output indicator		Number of young men and women actively participate on issues promoting social change.
Baseline	Year 2016	Incremental target
Annual target	Year 1 2017	3000 young men and women actively participate on issues promoting social change
Annual target	Year 3 2019	10,000 young men and women actively participate on issues promoting social change
Annual target	Year 5 2021	15,000 young men and women actively participate on issues promoting social change



Outcome 2		Organisational capacity of institutions, private sector, entrepreneurs and communities for support to youth enhanced through partnerships
Outcome indicators		<ul style="list-style-type: none"> <li>Youth employment policies, strategies and action plans by partners, institutions, private sector and entrepreneurs</li> <li>Staff competence building among partners, institutions, private sector and entrepreneurs</li> </ul>
Baseline	Year 2016	Incremental indicators
Target	Year 2021	<ul style="list-style-type: none"> <li>20 key partners, institutions, private sector business, entrepreneurs and community representatives are actively involved in initiatives enhancing employment, income and participation of youth</li> <li>40 key partners, institutions, private sector business have built their competence to effectively engage in youth employment</li> </ul>
Output 2.1		Key partners have been supported to develop capacity building plans and strategies to effectively support youth employment
Output indicator		<ol style="list-style-type: none"> <li>Number of partner organizations and local CBOs trained to include Syrian refugees particularly women of all ages and young men in their community outreach work.</li> <li>Number of partner organizations has received capacity building based on their capacity building plans.</li> </ol>
Baseline	Year 2016	Capacity assessment to be carried out in the inception phase of the project
Annual target	Year 1 2017	<ol style="list-style-type: none"> <li>3 partner organizations trained to include Syrian refugees particularly women of all ages and young men in their community outreach work.</li> <li>3 partner organizations have capacity building plans developed.</li> </ol>
Annual target	Year 3 2019	<ol style="list-style-type: none"> <li>20 CBOs have been trained by partner organisations to include Syrian refugees particularly women of all ages and young men in their community outreach work.</li> <li>3 partner organizations received capacity building according to their capacity building plans</li> </ol>
Annual target	Year 5 2021	<ol style="list-style-type: none"> <li>30 CBOs have been trained by partner organisations to include Syrian refugees particularly women of all ages and young men in their community outreach work</li> <li>Number of partner organizations received capacity building according to their capacity building plans</li> </ol>
Output 2.2		Government and private business have been supported to collaborate to promote inclusive youth participation, increased youth employment, including matchmaking and mentoring
Output indicator		<ol style="list-style-type: none"> <li>Number of young men and women connected to businesses seeking employees through online platforms.</li> <li>Number of young men and women (including Syrian Refugees) benefit from shadowing, mentoring and internship opportunities created with the private and/or public sector</li> <li>Public facing campaigns championing women's public role as legitimate economic actors</li> </ol>
Baseline	Year 2016	To be determined at the beginning of the project.
Annual target	Year 1 2017	<ol style="list-style-type: none"> <li>50 jobs per week are advertised on the platform</li> <li>100,000 young men and women connected to the platform.</li> <li>30 young men and women (including Syrian Refugees) benefit from shadowing, mentoring and internship opportunities created with the private and/or public sector</li> <li>1 Public facing campaign championing women's public role as legitimate economic actors organized</li> </ol>
Annual target	Year 3 2019	<ol style="list-style-type: none"> <li>100 jobs per week are advertised in the platform</li> <li>100,000 young men and women connected to the platform.</li> <li>100 young men and women (including Syrian Refugees) benefit from shadowing, mentoring and internship opportunities created with the private and/or public sector</li> <li>2 Public facing campaign championing women's public role as legitimate economic actors organized</li> </ol>
Annual target	Year 5 2021	<ol style="list-style-type: none"> <li>150 jobs per week are advertised on the platform</li> <li>120,000 young men and women connected to the platform.</li> <li>200 young men and women (including Syrian Refugees) benefit from shadowing, mentoring and internship opportunities created with the private and/or public sector</li> </ol>
Output 2.4		Government, private business and youth groups have been supported to develop policies and interventions selected to support women, particular vulnerable groups and refugees
Output indicator		<ol style="list-style-type: none"> <li>Number of tailor made credit products for youth entrepreneurs created</li> <li>Number of credit facilities offering credit products for youth entrepreneurs</li> <li>% of targeted youth entrepreneurs awarded with credit/loan from credit facilities</li> </ol>
Baseline	Year 2016	To be determined at the beginning of the project

Annual target	Year 1 2017	a. 1 tailor made credit products for youth entrepreneurs created b. 1 of credit facilities offering credit products for youth entrepreneurs c. 10% of targeted youth entrepreneurs awarded with credit/loan from credit facilities
Annual target	Year 3 2019	a. – b. 2 of credit facilities offering credit products for youth entrepreneurs c. 15% of targeted youth entrepreneurs awarded with credit/loan from credit facilities
Annual target	Year 5 2021	a. – b. 4 of credit facilities offering credit products for youth entrepreneurs c. 20% of targeted youth entrepreneurs awarded with credit/loan from credit facilities
Outcome 3		Advocacy and dialogue between youth, public and private institutions and businesses enhanced through partnerships
Outcome indicator		Number of public and private institutions, business partners and youth organisations active in dialogue and collaborative efforts to enhance youth employment and participation
Baseline	Year 2016	Incremental indicator
Target	Year 2021	45 public and private institutions, business partners and youth organisations active in dialogue and collaborative efforts to enhance youth employment and participation
Output 3.1		Partners (including multi-actor coalitions) and youth have developed research, surveys and new insights into youth access to employment and have used it to influence policies and practices related to youth employment
Output indicator		Number of proposals developed to simplify regulatory frameworks related to registration and liquidation of businesses.
Baseline	Year 2016	0, incremental target
Annual target	Year 1 2017	1 study conducted
Annual target	Year 3 2019	2 researches conducted, 1 proposals developed and presented to the government
Annual target	Year 5 2021	2 proposals are developed and presented to the government
Output 3.3		Advocacy, campaigns and communications products, including social media, promoting improved youth employment policies and opportunities as well as improved youth participation - has been developed with partners and youth
Output indicator		a. Number of joint actions to demand labour law reform related to working conditions (including safety at workplace) particularly related to youth and women undertaken by Chambers of Commerce, Trade Unions, NGOs, CBOs including youth and women's rights organisations undertake b. The process for issuing work permits for Syrian refugees is simplified and shortened.
Baseline	Year 2016	0, incremental target
Annual target	Year 1 2017	a. One policy brief/update on the number of work permits issued to Syrian Refugee including women
Annual target	Year 3 2019	a. 1 joint action organised b. Number of lobby activities
Target	Year 5 2021	a. 2 joint actions to demand labour law reform related to working conditions (including safety at workplace) particularly related to youth and women undertaken by Chambers of Commerce, Trade Unions, NGOs, CBOs including youth and women's rights organisations undertake b. The process for issuing work permits for Syrian refugees is simplified and shortened.

REGIONAL		
Engagement title		Youth participation and employment
Engagement objective		Improved economic opportunities for young men and women
Intermediate objective		Inclusive youth participation and employment opportunities enhanced
Impact indicator		Level of increased effectiveness resulting from the programme activities in the countries and at regional level with respect to leveraging result, advancing inclusive youth participation and employment in the region.
Baseline	Year 2016	Level and character of regional focus areas which will be established in a an initial baseline survey
Target	Year 2021	Documented effect (add on) of regional focus areas
Outcome 1		Life and technical skills for youth to actively engage in society enhanced
Outcome indicator		Relevance, quality and cost effectiveness of skills training is enhanced through partnerships

Baseline	Year 2016	The quality in all four countries of skills building is low, it is not attractive to youth and it does not meet the demands from the market. There is huge need for improving and innovating technical and vocational education and training, TVET.
Target	Year 2021	The programme and partners engage in collaborative action with a wide community of stakeholders, including duty bearers to influence the agenda among the regional community of training institutions and providers. The programme has developed and documented best practices Youth have been involved in reviewing, evaluating and shaping the debate and actual quality of training.
Output 1.1		Partners benefit from documentation of innovations and lessons learned: Best practices of key actors pursue advocacy to influence reform, i.e. adopting decent jobs standards and enabling youth employment policies
Output indicator		No. of documentations
Baseline	Year 2016	Level of decent jobs standards and challenges established in selected areas during the inception phase
Output 1.2		Partners benefit from research, surveys and studies providing new insights and evidence for advocacy, including issues of marginalization and inclusiveness
Output indicator		No. of research, surveys and studies produced in collaboration with youth groups
Baseline	Year 2016	Marginalization is a huge issue for youth in all four countries, hence the engagement aims to identify and employ new measures to include vulnerable youth in training and skills building
Output 1.3		Conferences and symposium to feed into the reforms processes and to present engagement results
Output indicator		No. of events held
Baseline	Year 2016	There are for present a significant number of events at the regional level linked to youth employment. Oxfam and partners will make sure to coordinate to avoid doubling.
Output 1.4		Partners benefit from development of global campaigns and media products in skills development and methods to match youth with employment opportunities
Output indicator		Partners at country level define themes for campaigns and partners praise the added value of higher level coordination and support
Baseline	Year 2016	Needs are identified by partners on a running base
Output 1.5		Partners benefit from social media platform and support to national youth groups own media, focusing on job advertising and employment matching
Output indicator		No. of national youth groups express they benefit from guided support to identify income and jobs opportunities
Baseline	Year 2016	There are for present a number of initiatives supporting youth to work with social media, however often elite oriented. The present engagement is reaching out and targeting women and vulnerable groups.
Outcome 2		Organisational capacity of institutions, private sector, entrepreneurs and communities for support to youth enhanced through partnerships
Outcome indicator		Types/no. of actors that increase their understanding of the challenges facing youth.
Baseline	Year 2016	The general understanding in the region among adults and established actors about the needs and aspirations of youth is very low
Target	Year 2021	Key actors collaborating with the partners in the engagement are able to account for main challenges and able to propose solutions for youth
Output 2.1		Youth partners benefit from documentation of innovations and lessons learned: Best practices on training opportunities
Output indicator		Facilities established by youth to support information sharing on training opportunities in the countries and the region
Baseline	Year 2016	There are for present very few such facilities online
Output 2.2		Partners benefit from documentation of innovations and lessons learned: Innovation and result; supporting entrepreneurship: Best practices
Output indicator		Number of quality products with regard to entrepreneurship methodology requested by partners, youth groups and key stakeholders
Baseline	Year 2016	A baseline study will establish the gaps within the area of innovative entrepreneurship development
Output 2.3		Partners benefit from documentation of innovations and lessons learned: Best practices in development of skills sets and methods to best support women in accessing the labour market and economic development
Output indicator		No. of young women being employed and/or involved in entrepreneurship who commits involve in action research and other methods to advance research into incentives and barriers to women's right to work
Baseline	Year 2016	A baseline study will establish under what conditions young women may become involved in promoting the rights of women to work
Outcome 3		Advocacy and dialogue between youth, public and private institutions and business enhanced

		through partnerships
Outcome indicator		No. of policy initiatives promoted by of multi-stakeholder platforms
Baseline	Year 2017	Supporting multi-actor platforms is 'organic' and a continuum of development. It is difficult to identify a clear state of affairs which then in theory should be matched against the baseline at a later stage.
Target	Year 2021	Long term collaborative and solid platforms advancing various issues linked to youth employment
Output 3.1		Partners benefit from documentation of innovations and lessons learned: Documentation of approaches to influence local government and multi-stakeholder to achieve more effective marked growth instruments that work to include young men and women
Output indicator		Knowledge among key actors on effective strategies with respect to selected themes, i.e. support to LED collaboration and methods to boost marked growth instruments
Baseline	Year 2016	Level of knowledge established among key actors via the baseline
Output 3.2		Partners benefit from documentation of innovations and lessons learned: Documentation of approaches to influence local government and multi-stakeholder to achieve more effective marked growth instruments that work to include young men and women
Output indicator		Targeted media actors produce diverse, critical quality content on a variety of platforms, reaching youth and progressive audiences
Baseline	Year 2016	Emerging and third generation media actors in the region produce strong independent, critical content but are often weak in terms of institutional setup and financial sustainability
Output 3.3		Partners benefitting from documentation of innovations and lessons learned: Best practices in support to youth to build stronger positions in labour marked policies
Output indicator		No. of targeted youth becoming involved in labour marked issues, participating in regional platforms and events
Baseline	Year 2016	Incremental target

### Development engagement 2.2.3: Entrepreneurship and access to finance

<b>Engagement title</b>		Entrepreneurship and Access to Finance	
<b>Thematic programme objective</b>		Improved economic opportunities for young men and women	
<b>Intermediate engagement objective</b>		Better jobs and economic opportunities through support to entrepreneurship	
Impact Indicator 1		Number of jobs created	
Baseline	2017		[0%]
Target	2022		[1,500]
Impact Indicator 2		Average growth rate in sales of beneficiary projects compared to national level of GDP growth	
Baseline	2017		[0%]
Target	2022		[3% compared to a national GDP growth rates of 2% in 2016]
Impact Indicator 3		Increase in the value of sales of beneficiary projects	
Baseline	2017		[0]
Target	2022		[USD 1,500,000]
<b>Outcome 1</b>		<b>Entrepreneurship developed and access to finance improved for North African entrepreneurs</b>	
Outcome indicator 1.1		Number of jobs created (equivalent to impact indicator 1)	
Baseline	2017		[0]
Target	2022		[1,500]
Outcome indicator 1.2		Number of enterprises supported to initiate or to grow their operations	
Baseline	2017		[0]
Target	2022		[200]
Outcome indicator 1.3		Share (%) of young entrepreneurs supported (under 35)	
Baseline	2017		[0%]
Target	2022		[50%]
Outcome indicator 1.4		Share (%) of female entrepreneurs supported	
Baseline	2017		[0%]
Target	2022		[25%]
Outcome indicator 1.5		Share (%) of beneficiary entrepreneurs securing financing from external sources	
Baseline	2017		[0%]
Target	2022		[50%]
Outcome indicator 1.6		Multiplier effect of the funding provided	
Baseline	2017		[0]

Target	2022		[2X]
<b>Output 1.1</b>		<b>Financial assistance to north African entrepreneurs</b>	
Output indicator 1.1.1		Number of financing provided by the platform (either directly or through agents and intermediaries)	
Baseline	2017		[0]
Annual target	July 2017-December 2018		[0]
Annual target	2019		[10]
Annual target	2020		[55]
Annual target	2021		[75]
Target	January 2022-June 2022		[60]
<b>Output 1.2</b>		<b>Capacity building and non-financial assistance to north African entrepreneurs</b>	
Output indicator 1.2.1		Number of SMEs and entrepreneurs trained or receiving non-financial assistance	
Baseline	2017		[0]
Annual target	July 2017-December 2018		[110]
Annual target	2019		[125]
Annual target	2020		[157]
Annual target	2021		[125]
Target	January 2022-June 2022		[132]
Output indicator 1.2.2		Share (%) of entrepreneurs receiving coaching or mentoring	
Baseline	2017		[0]
Annual target	July 2017-December 2018		[65%]
Annual target	2019		[70%]
Annual target	2020		[70%]
Annual target	2021		[75%]

target			
Target	January 2022-June 2022		[80%]
<b>Outcome 2</b>		<b>Strengthened entrepreneurship ecosystem and culture in North Africa</b>	
Outcome indicator 2.1		Number of partnerships and collaborations implemented with local players to enhance coordination and create synergies	
Baseline	2017		[0]
Target	2022		[35]
Outcome indicator 2.2		Number of reforms on entrepreneurship, financial and economic inclusion supported by AfDB policy based and technical assistance operations	
Baseline	2017		[0]
Target	2022		[3]
Outcome indicator 2.3		Number of participants to events and workshops organized by the platform on entrepreneurship issues or promoting entrepreneurship	
Baseline	2017		[0]
Target	2022		1000
<b>Output 2.1</b>		<b>Development of coordination mechanism</b>	
Output indicator 2.1.1		Number of coordination platforms established	
Baseline	2017		[0]
Annual target	July 2017-December 2018		[1]
Annual target	2019		[2]
Annual target	2020		[3]
Annual target	2021		[3]
Target	January 2022-June 2022		[4 ]
<b>Output 2.2</b>		<b>Communication, advocacy and entrepreneurship events organization</b>	
Output indicator 2.2.1		Number of fans and followers on social media	
Baseline	2017		[0]
Annual target	July 2017-December 2018		[5000]
Annual	2019		[10,000]

target			
Annual target	2020		[15,000]
Annual target	2021		[16,000]
Target	January 2022-June 2022		[20,000]
Output indicator 2.2.2		Number of media appearances	
Baseline	2017		[0]
Annual target	July 2017-December 2018		[10]
Annual target	2019		[20]
Annual target	2020		[25]
Annual target	2021		[30]
Target	January 2022-June 2022		[35]
Output indicator 2.2.3		Number of policy dialogue missions undertaken with local authorities	
Baseline	2017		[0]
Annual target	July 2017-December 2018		[1]
Annual target	2019		[2]
Annual target	2020		[3]
Annual target	2021		[4]
Target	January 2022-June 2022		[5 ]
Output indicator 2.2.4		Number of events and conferences organized	
Baseline	2017		[0]
Annual target	July 2017-December 2018		[1]
Annual target	2019		[3]



Annual target	2020	[4]
Annual target	2021	[5]
Target	January 2022-June 2022	[6]

## ANNEX 3

## BUDGETS

## Governance 3.1

## Development Engagement 3.1.1: Human Rights

DKK (1.000)	2017-18*	2019	2020	2021	2022**	Total
Fees	32.996	18.945	18.945	18.945	7.894	97.725
Project related expenses (1)	7.288	4.185	4.185	4.185	1.744	21.585
Project related expenses (2)	18.906	10.855	10.855	10.855	4.523	55.994
- Of which admin fee	4.143	2.379	2.379	2.379	991	12.271
- Of which contingencies	1.267	3.636	3.636	3.636	248	12.424
<b>TOTAL EXPENSES</b>	<b>64.600</b>	<b>40.000</b>	<b>40.000</b>	<b>40.000</b>	<b>15.400</b>	<b>200.000</b>

DISTRIBUTION PER OUTCOME:							
<b>Outcome 1:</b>	<b>Human Rights Standards</b>	<b>17.757</b>	<b>10.195</b>	<b>10.195</b>	<b>10.195</b>	<b>4.248</b>	<b>52.590</b>
Output 1.1	Charter and treaty-based reporting	3.855	2.213	2.213	2.213	922	11.416
Output 1.2	National Human Rights Institutions	1.908	1.096	1.096	1.096	456	5.651
Output 1.3	Regional and cross-sectoral networking	8.404	4.825	4.825	4.825	2.010	24.890
Output 1.4	State dialogues on compliance	3.590	2.061	2.061	2.061	859	10.633
<b>Outcome 2:</b>	<b>Human Rights Defenders</b>	<b>17.673</b>	<b>10.147</b>	<b>10.147</b>	<b>10.147</b>	<b>4.228</b>	<b>52.342</b>
Output 2.1	Networking	7.971	4.577	4.577	4.577	1.907	23.609
Output 2.2	Advocacy	3.470	1.992	1.992	1.992	830	10.276
Output 2.3	Funding	3.124	1.794	1.794	1.794	747	9.252
Output 2.4	Documenting human rights violations	3.108	1.784	1.784	1.784	744	9.205
<b>Outcome 3:</b>	<b>Torture Prevention</b>	<b>17.757</b>	<b>10.195</b>	<b>10.195</b>	<b>10.195</b>	<b>4.248</b>	<b>52.591</b>
Output 3.1	Detention Monitoring and Prisons	4.627	2.657	2.657	2.657	1.107	13.705
Output 3.2	Rehabilitation and support	4.642	2.665	2.665	2.665	1.111	13.749
Output 3.3	Prevention of urban violence	755	434	434	434	181	2.237
Output 3.4	CrossCutting & Country Offices	7.732	4.440	4.440	4.440	1.850	22.901
<b>Outcome 4:</b>	<b>Religious Dialogue</b>	<b>6.004</b>	<b>3.447</b>	<b>3.447</b>	<b>3.447</b>	<b>1.436</b>	<b>17.781</b>
Output 4.1	Religious dialogue improves rights-based societies	2.000	1.148	1.148	1.148	478	5.923
Output 4.2	Religious dialogue PVE	813	467	467	467	195	2.409
Output 4.3	Religious dialogue improves DK/MENA understanding	3.190	1.832	1.832	1.832	763	9.449
<b>Sub total</b>		<b>59.190</b>	<b>33.985</b>	<b>33.985</b>	<b>33.985</b>	<b>14.160</b>	<b>175.304</b>
<b>Admin fee</b>		<b>4.143</b>	<b>2.379</b>	<b>2.379</b>	<b>2.379</b>	<b>991</b>	<b>12.271</b>
<b>Contingencies</b>		<b>1.267</b>	<b>3.636</b>	<b>3.636</b>	<b>3.636</b>	<b>248</b>	<b>12.424</b>
<b>GRAND TOTAL</b>		<b>64.600</b>	<b>40.000</b>	<b>40.000</b>	<b>40.000</b>	<b>15.400</b>	<b>200.000</b>

\* This column covers the eighteen months from 1<sup>st</sup> July 2017 to 31<sup>st</sup> December 2018 (18 months in total)

\*\* This column covers the six months from January to June of 2022 (six months in total)

## Development engagement 3.1.2: Gender Equality

<b>DKK million</b>	<i>2017-2018*</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022**</i>	<i>Total</i>
Fees	6,4	4,1	3,9	3,9	2,0	20,4
Project related expenses (1)	0,9	0,4	0,4	0,4	0,2	2,4
Project related expenses (2)	31,2	20,4	20,7	20,6	9,3	102,3
- <i>Of which admin fee</i>	2,7	1,8	1,8	1,8	0,8	8,8
- <i>Of which contingencies</i>	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>38,5</b>	<b>25,0</b>	<b>25,0</b>	<b>25,0</b>	<b>11,5</b>	<b>125,0</b>
<b>DISTRIBUTION PER OUTCOME:</b>						
<b>Outcome 1: Legislative Reform</b>	<b>11,0</b>	<b>7,1</b>	<b>7,1</b>	<b>7,1</b>	<b>3,3</b>	<b>35,7</b>
Output 1.1 Legal/Policy Reform	2,8	1,8	1,8	1,8	0,8	9,1
Output 1.4 Implementation	5,4	3,5	3,6	3,6	1,6	17,6
Fees and project rel. exp.	2,8	1,8	1,7	1,7	0,9	8,9
<b>Outcome 2: SRHR</b>	<b>6,9</b>	<b>4,5</b>	<b>4,5</b>	<b>4,5</b>	<b>2,1</b>	<b>22,5</b>
Output 2.1 Legal/Policy Reform	2,9	1,9	1,9	1,9	0,9	9,6
Output 2.4 Implementation	3,2	2,1	2,1	2,1	0,9	10,4
Fees and project rel. exp.	0,8	0,5	0,5	0,5	0,2	2,5
<b>Outcome 3: Equal Political Participation</b>	<b>11,0</b>	<b>7,1</b>	<b>7,1</b>	<b>7,1</b>	<b>3,3</b>	<b>35,7</b>
Output 3.1 Legal/Policy Reform	2,8	1,8	1,9	1,9	0,8	9,2
Output 3.4 Implementation	5,4	3,5	3,6	3,6	1,6	17,6
Fees and project rel. exp.	2,8	1,8	1,7	1,7	0,9	8,9
<b>Outcome 4: GBV</b>	<b>6,9</b>	<b>4,5</b>	<b>4,5</b>	<b>4,5</b>	<b>2,1</b>	<b>22,5</b>
Output 4.1 Legal/Policy Reform	1,6	1,0	1,0	1,0	0,5	5,2
Output 4.4 Implementation	4,5	3,0	3,0	3,0	1,3	14,8
Fees and project rel. exp.	0,8	0,5	0,5	0,5	0,2	2,5
<b>Admin fee</b>	<b>2,7</b>	<b>1,8</b>	<b>1,8</b>	<b>1,8</b>	<b>0,8</b>	<b>8,8</b>
<b>GRAND TOTAL</b>	<b>38,5</b>	<b>25,0</b>	<b>25,0</b>	<b>25,0</b>	<b>11,5</b>	<b>125,0</b>

\* This column covers the eighteen months from 1<sup>st</sup> July 2017 to 31<sup>st</sup> December 2018 (18 months in total)

\*\* This column covers the six months from January to June of 2022 (six months in total)

## Development engagement 3.1.3: Free Media

DKK million	2017-18*	2019	2020	2021	2022**	Total
Fees	11,66	7,77	7,77	7,77	3,89	38,86
Project related expenses	5,06	3,15	3,15	3,15	1,25	15,77
- Of which admin fee	2,63	1,64	1,64	1,64	0,64	8,18
- Of which contingencies	0,55	0,34	0,34	0,34	0,13	1,72
<b>TOTAL EXPENSES (excl. Activity)</b>	<b>16,72</b>	<b>10,93</b>	<b>10,93</b>	<b>10,93</b>	<b>5,14</b>	<b>54,64</b>
<b>ACTIVITY DISTRIBUTION PER OUTCOME:</b>						
<b>Outcome 1:</b>	<b>6,02</b>	<b>3,62</b>	<b>3,62</b>	<b>3,62</b>	<b>1,21</b>	<b>18,08</b>
Tunisia - Output 1.1	0,09	0,05	0,05	0,05	0,02	0,27
Tunisia - Output 1.2	0,06	0,04	0,04	0,04	0,01	0,19
Tunisia - Output 1.3	0,31	0,18	0,18	0,18	0,04	0,88
Egypt - Output 1.1	0,04	0,04	0,04	0,04	0,04	0,20
Egypt - Output 1.2	0,16	0,08	0,08	0,08	0,00	0,40
Morocco - Output 1.1	0,52	0,31	0,31	0,31	0,10	1,55
Morocco - Output 1.2	0,13	0,08	0,08	0,08	0,03	0,38
Morocco - Output 1.3	0,34	0,20	0,20	0,20	0,07	1,00
Jordan - Output 1.1	0,16	0,10	0,10	0,10	0,03	0,49
Jordan - Output 1.2	0,27	0,17	0,17	0,17	0,07	0,85
Regional - Output 1.1	0,50	0,25	0,25	0,25	0,00	1,25
Regional - Output 1.2	0,81	0,62	0,62	0,62	0,43	3,08
Regional - Output 1.3	0,77	0,50	0,50	0,50	0,23	2,50
Regional - Output 1.4	1,07	0,56	0,56	0,56	0,05	2,81
Regional - Output 1.5	0,55	0,30	0,30	0,30	0,05	1,50
Regional - Output 1.6	0,25	0,15	0,15	0,15	0,05	0,75
<b>Outcome 2:</b>	<b>6,97</b>	<b>4,23</b>	<b>4,23</b>	<b>4,23</b>	<b>1,49</b>	<b>21,16</b>
Tunisia - Output 2.1	0,18	0,13	0,13	0,13	0,08	0,67
Tunisia - Output 2.2	0,16	0,09	0,09	0,09	0,02	0,45
Egypt - Output 2.1	3,17	1,94	1,94	1,94	0,70	9,68
Morocco - Output 2.1	0,23	0,14	0,14	0,14	0,05	0,68
Morocco - Output 2.2	0,31	0,18	0,18	0,18	0,06	0,92
Morocco - Output 2.3	0,46	0,28	0,28	0,28	0,09	1,39
Jordan - Output 2.1	0,62	0,37	0,37	0,37	0,12	1,84
Regional - Output 2.1	1,59	0,96	0,96	0,96	0,33	4,80
Regional - Output 2.2	0,25	0,15	0,15	0,15	0,05	0,75
<b>Outcome 3:</b>	<b>5,10</b>	<b>3,00</b>	<b>3,00</b>	<b>3,00</b>	<b>0,91</b>	<b>15,01</b>
Tunisia - Output 3.1	0,05	0,03	0,03	0,03	0,01	0,15
Tunisia - Output 3.2	0,39	0,23	0,23	0,23	0,08	1,16
Egypt - Output 3.1	0,97	0,55	0,55	0,55	0,12	2,73
Morocco - Output 3.1	0,67	0,40	0,40	0,40	0,13	2,00
Jordan - Output 3.1	0,92	0,53	0,53	0,53	0,15	2,67
Jordan - Output 3.2	0,81	0,49	0,49	0,49	0,16	2,43
Regional - Output 3.1	0,92	0,55	0,55	0,55	0,18	2,75
Regional - Output 3.2	0,38	0,23	0,23	0,23	0,08	1,13
<b>Outcome 4:</b>	<b>5,39</b>	<b>3,22</b>	<b>3,22</b>	<b>3,22</b>	<b>1,06</b>	<b>16,12</b>
Tunisia - Output 4.1	0,15	0,08	0,08	0,08	0,01	0,40
Tunisia - Output 4.2	0,11	0,07	0,07	0,07	0,02	0,33
Tunisia - Output 4.3	0,07	0,04	0,04	0,04	0,01	0,20
Egypt - Output 4.1	0,21	0,13	0,13	0,13	0,04	0,63
Morocco - Output 4.1	0,60	0,36	0,36	0,36	0,12	1,80
Jordan - Output 4.1	0,28	0,17	0,17	0,17	0,06	0,84
Jordan - Output 4.2	0,17	0,10	0,10	0,10	0,03	0,50
Regional - Output 4.1	1,68	1,00	1,00	1,00	0,32	5,00
Regional - Output 4.2	2,13	1,29	1,29	1,29	0,44	6,43
<b>TOTAL ACTIVITY</b>	<b>23,47</b>	<b>14,07</b>	<b>14,07</b>	<b>14,07</b>	<b>4,67</b>	<b>70,36</b>
<b>GRAND TOTAL</b>	<b>40,19</b>	<b>25,00</b>	<b>25,00</b>	<b>25,00</b>	<b>9,81</b>	<b>125,00</b>

\* This column covers the eighteen months from 1<sup>st</sup> July 2017 to 31<sup>st</sup> December 2018 (18 months in total)

\*\* This column covers the six months from January to June of 2022 (six months in total)

## Economic Opportunities 3.2

### Development engagement 3.2.1: Labour market and social dialogue

DKK million	2017-18*	2019	2020	2021	2022**	Total
Fees	7,335,591	4,890,394	4,890,394	4,890,394	2,445,197	24,451,970
Project related expenses (1)	630,000	420,000	420,000	420,000	210,000	2,100,001
Project related expenses (2)	1,849,410	1,243,868	1,243,868	1,243,868	621,934	6,202,949
Of which information work	385,923	257,282	257,282	257,282	128,641	1,286,411
Of which contingencies	611,650	407,767	407,767	407,767	203,883	2,038,835
<b>TOTAL EXPENSES</b>	<b>10,812,575</b>	<b>7,219,312</b>	<b>7,219,312</b>	<b>7,219,312</b>	<b>3,609,656</b>	<b>36,080,167</b>
<b>DISTRIBUTION PER OUTCOME:</b>						
<b>Outcome 1: Cooperation between social partners and other labour market stakeholders improved</b>	<b>7,453,000</b>	<b>4,999,800</b>	<b>4,999,800</b>	<b>4,999,800</b>	<b>2,499,900</b>	<b>24,952,300</b>
Output 1.1 Enhanced capacity of leaders, negotiators and staff from social partners on their role in the democratic organisations in the labour market, social dialogue, negotiation and dispute prevention/resolution for strengthening of social partners and cooperation	2,615,500	1,769,800	1,769,800	1,769,800	884,900	8,809,800
Output 1.2 Improved capacity for structured social dialogue in selected sectors/enterprise levels	2,387,500	2,630,000	2,630,000	2,630,000	1,315,000	11,592,500
Output 1.3 Enhanced labour market cooperation on matching demand and skills development within Technical Vocational and Educational Training (TVET).	2,450,000	600,000	600,000	600,000	300,000	4,550,000
<b>Outcome 2: Conflict resolution and prevention improved</b>	<b>1,275,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>175,000</b>	<b>2,500,000</b>
Output 2.1 Increased number of social dialogue mechanisms for promotion of decent work, dispute prevention and productivity.	1,275,000	350,000	350,000	350,000	175,000	2,500,000
<b>Outcome 3: Advocacy and lobbying improved</b>	<b>720,000</b>	<b>625,000</b>	<b>625,000</b>	<b>625,000</b>	<b>312,500</b>	<b>2,907,500</b>
Output 3.1 Formulation of positions and strategies on labour market and socio-economic issues/policies at national and local levels.	360,000	475,000	475,000	475,000	237,500	2,022,500

Output 3.2 Regional initiatives and exchange of experience, including relevant experience from the Danish labour market tradition supporting regional, national and local advocacy.	450,000	150,000	150,000	150,000	75,000	975,000
<b>Outcome 4: Labour market legislation and enforcement improved</b>	<b>775,593</b>	<b>890,000</b>	<b>890,000</b>	<b>890,000</b>	<b>445,000</b>	<b>3,890,593</b>
Output 4.1 Execution of evidence-based advocacy by labour market partners at all levels to improve labour market legislation and enhancement.	775,593	890,000	890,000	890,000	445,000	3,890,593
<b>TOTAL OUTCOME BUDGET</b>						<b>34,250,593</b>
<b>Admin fee 7%</b>	<b>1,373,832</b>	<b>915,888</b>	<b>915,888</b>	<b>915,888</b>	<b>457,944</b>	<b>4,579,439</b>
<b>GRAND TOTAL</b>	<b>22,500,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>7,500,000</b>	<b>75,000,000</b>

### Development engagement 3.2.2: Youth participation and employment

DKK million	July 1, 2017 - Dec 31, 2018	2019	2020	2021	Jan 1 - June 30, 2022	Total
Fees	13,68	9,12	9,12	9,12	4,56	45,60
Project related expenses (1)	33,43	22,29	22,29	22,29	11,14	111,43
Project related expenses (2)	0,61	0,40	0,40	0,40	0,20	2,02
Admin fee	4,79	3,19	3,19	3,19	1,60	15,96
Contingencies	0	0	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>52,50</b>	<b>35,00</b>	<b>35,00</b>	<b>35,00</b>	<b>17,50</b>	<b>175,00</b>
<b>DISTRIBUTION PER OUTCOME:</b>	<i>The total expenses are distributed per outcome. For expenses, which are not directly applicable to outcome (project related expenses (2), admin., and contingency) these are distributed according to the distribution of project related expenses (1).</i>					
<b>Outcome 1: Life &amp; technical skills</b>	<b>18,66</b>	<b>12,44</b>	<b>12,44</b>	<b>12,44</b>	<b>6,22</b>	<b>62,20</b>
Output 1.1 - 1.8	16,96	11,31	11,31	11,31	5,65	56,53
Admin fee	1,70	1,13	1,13	1,13	0,57	5,67
Contingency	0,00	0,00	0,00	0,00	0,00	0,00
<b>Outcome 2: Organisational capacity</b>	<b>20,13</b>	<b>13,42</b>	<b>13,42</b>	<b>13,42</b>	<b>6,71</b>	<b>67,09</b>
Output 2.1 - 2.9	18,29	12,19	12,19	12,19	6,10	60,97
Admin fee	1,84	1,22	1,22	1,22	0,61	6,12
Contingencies	0,00	0,00	0,00	0,00	0,00	0,00
<b>Outcome 3: Advocacy &amp; dialogue</b>	<b>13,71</b>	<b>9,14</b>	<b>9,14</b>	<b>9,14</b>	<b>4,57</b>	<b>45,70</b>
Output 3.1 - 3.9	12,46	8,31	8,31	8,31	4,15	41,54
Admin fee	1,25	0,83	0,83	0,83	0,42	4,17
Contingency	0,00	0,00	0,00	0,00	0,00	0,00
<b>Total expenses</b>	<b>52,50</b>	<b>35,00</b>	<b>35,00</b>	<b>35,00</b>	<b>17,50</b>	<b>175,00</b>

### Development engagement 3.2.3: Entrepreneurship and access to finance

The target amount to be raised to cover the five-year work programme of the platform is DKK 235.6 million. To reach this target, additional resources will be sought from other donors. The Danish contribution is expected to be 15 Million DKK per annum over a 5-year period. This contribution will not be earmarked and will be used to cover the different activities. As for the complementary fund raising required preliminary talks are ongoing with Souk donors (US and the UK donors which are Souk historical donors), revealing interest in the future platform. Also, resources will be sought from impact investors, CSR activities of international firms, AfDB and its ongoing programmes such as Boost Africa.

The Bank will charge an annual management fee of 7% and will apply the amount deducted towards meeting the costs and expenses of administering contributions.

The total budget, specified per outcome, is presented in the table below.

DKK million	2017-18	2019	2020	2021	2022	Total
<b>DISTRIBUTION PER OUTCOME:</b>						
<b>Outcome 1: Reduced unemployment through entrepreneurship development and better access to North African entrepreneurs</b>	<b>10,224,348</b>	<b>33,461,505</b>	<b>39,038,422</b>	<b>44,615,340</b>	<b>37,551,244</b>	<b>164,890,860</b>
Output 1 Financial assistance to north African entrepreneurs	3,717,945	26,025,615	29,743,560	37,179,450	29,743,560	<b>126,410,130</b>
Output 2 Capacity building and non-financial assistance to North African entrepreneurs	6,506,403	7,435,890	9,294,862	7,435,890	7,807,684	<b>38,480,730</b>
<b>Outcome 2: Strengthened entrepreneurship ecosystem and culture in North Africa</b>	<b>588,636</b>	<b>872,727</b>	<b>913,636</b>	<b>1,063,636</b>	<b>1,004,545</b>	<b>44,393,229</b>
Output 2.1 Development of coordination mechanism <sup>1</sup>	2,781,216	7,609,716	8,729,928	10,004,652	8,575,416	<b>37,700,928</b>
Output 2.2 Communication, advocacy and entrepreneurship events organization	1,115,383	1,301,280	1,301,280	1,487,178	1,487,178	<b>6,692,301</b>
IT Support <sup>2</sup>	1,487,178	1,115,383	743,589	743,589	743,589	<b>4,833,328</b>
M&E	557,691	743,589	929,486	1,301,280	1,487,178	<b>5,019,225</b>
Admin fee	1,216,782	3,329,250	3,819,343	4,377,035	3,751,744	<b>16,494,156</b>
<b>GRAND TOTAL</b>	<b>17,382,600</b>	<b>47,560,725</b>	<b>54,562,050</b>	<b>62,529,075</b>	<b>53,596,350</b>	<b>235,630,800</b>

<sup>1</sup> Covers costs of service providers and experts hired to assist and facilitate fundraising and coordination with financial intermediaries and other staff expenses related to fundraising and coordination activities.

<sup>2</sup> Covers the fees required to host, maintain and develop the website and IT platform of the project. The IT platform will be the main interface with beneficiary entrepreneurs and partners. It will be used to manage all the workflows of the different entrepreneurship programmes implemented through the platform.



## **ANNEX 4**

### **RISK MATRIX**

## Contextual Risks

Context: Middle East and North Africa

File No: File 2016-11680

Risk factor	Likelihood	Background to assessment	Impact	Background to assessment	Risk response if applicable / potential effect on development cooperation in context
1 Decreasing political stability with potential for civil unrest.	<b>Almost Certain</b>	Risk varies considerably from country to country, but overall political context already in process of destabilisation.	<b>Significant</b>	Tunisia stands out as beacon of relative stability in a challenged region, with the situation in Egypt being a particular concern.	Significant deterioration could lead to phase out of a focus country in the context of DAPP. Reversely, improvements of currently unstable countries could lead to phase in. Monitoring and risk response is the
2 Deteriorating security and increasing occurrence of terrorist acts.	<b>Likely</b>	Significant risk of worsening spill over from conflicts in Syria, Libya and Iraq and terror against minorities and public.	<b>Major</b>	Both Danish and MENA partners will have to take precautions which will impede implementation.	Security of staff is a very high priority of DAPP. Implementation can be stalled or phased put cf above.
3 Increasing conflict between population groups, social and religious tension.	<b>Likely</b>	High level of conflict in several focus countries, including persecution of religious minorities.	<b>Minor</b>	Conflict may impede programme implementation, but DAPP is not immediately vulnerable.	Conflict mediation is a key component of governance programmes, including interreligious dialogue measures.
4 Increasing authoritarian rule, repression of minorities and abuse of power by security apparatus.	<b>Likely</b>	Authoritarianism already ripe with signs of repression across the region, although less in Tunisia.	<b>Significant</b>	Repression renders participation of local partners more difficult and may deter new potential partners.	Civil society partners of the governance programme aim to mitigate consequences of repression. Fair treatment of prisoners is high on the agenda of DAPP government dialogue.
5 Worsening economic crisis and further polarisation of wealth.	<b>Almost Certain</b>	Experienced in all focus countries, least in Morocco, most in Egypt and Jordan. Bleak outlook for economic growth and redistribution of wealth.	<b>Major</b>	Economic crisis renders prospects for private sector-led growth and entrepreneurship difficult, polarisation of wealth may exacerbate conflict.	The thematic programme for economic opportunities aims to mitigate economic crisis and promote youth entry points.
6 Religious radicalisation and persecution of minority faith groups.	<b>Likely</b>	Radicalisation is widespread and on the rise across the region, including pressure on religious minorities.	<b>Minor</b>	Conflict may impede programme implementation, but DAPP is not immediately vulnerable.	Conflict mediation key is a component of governance programme, including interreligious dialogue measures.
7 Increasing and sustained spread of private and public sector corruption.	<b>Unlikely</b>	Corruption is widespread through the region (CPI index score 36-38), but less in Jordan (score 50).	<b>Insignificant</b>	DAPP partners have little dependence on services of potentially corrupt institutions.	Strict financial management requirements imposed on both strategic and local partners.

8	Reduced support for constitutional, legal and political reform processes towards democratisation.	<b>Likely</b>	Reform processes have already stalled in a country like Egypt, but show positive signs in Tunisia.	<b>Major</b>	DAPP vision and partner ambitions of reform challenged by stalling support for change.	Support for capacity building of civil society partners and bilateral and multilateral dialogue with governments.
9						
10						

## Programmatic and Institutional Risks

Title: Danish Arab Partnership Programme

File No: File 2016-11680

### Programmatic Risks

Risk factor	Likelihood	Background to assessment of likelihood	Impact	Background to assessment to potential impact	Risk response	Combined residual risk
P1 Narrowing civil society space.	<b>Almost Certain</b>	Experienced especially in Egypt and Morocco. Continued tightening of control can be expected due to security concerns and public discontent with slow reform and economic crisis.	<b>Significant</b>	Strategic partners vulnerable as they base a large part of their programmes on joint activities with civil society partners.	Policy dialogue by strategic partners and multilateral organisations through national human rights institutions and other partners.	<b>Major</b>
P2 Exodus of professional staff and general brain drain from the region.	<b>Likely</b>	Experienced throughout the region.	<b>Minor</b>	Key staff of DAPP partner organisations - especially the youth - are prone to depart if context does not improve.	Acceptance and contingency planning.	<b>Minor</b>
P3 Financial mismanagement and misappropriation of funds.	<b>Likely</b>	Potentially damaging but limited evidence of mismanagement and misappropriation of funds in the past.	<b>Minor</b>	Has been experienced in DAPP related activities, but relatively rarely due to guidance and control.	Strict financial management requirements imposed on both strategic and local partners. No tolerance policy implies phase out in serious cases of corruption.	<b>Minor</b>
P4 Constitutional, legal and political reform stall.	<b>Likely</b>	Reform processes tend to have slowed down or stalled in most countries of the region, including in DAPP priority areas.	<b>Major</b>	DAPP engagements depend on support for legal and political reforms.	Strengthening of advocacy efforts by strategic and local partners.	<b>Major</b>
P5 Increasing limitations on equal public participation of men and women.	<b>Likely</b>	Religious fundamentalism on the rise across the region impeding equal participation, yet some governments are aware of this threat.	<b>Major</b>	Gender equality is a crosscutting concern of DAPP, but partners are increasingly under pressure.	Strategic and local partner advocacy efforts and policy dialogue by bilateral and multilateral partners.	<b>Major</b>
P6 Conflicting/non-aligned/duplicated development efforts.	<b>Likely</b>	Donor coordination is notoriously poor in the MENA region compared to traditional aid receiving countries.	<b>Minor</b>	Long term relationships with local DAPP partners reduce risk of duplication.	Increased resources at the Technical Assistance Office to improve coordination and learning have been added to DAPP.	<b>Minor</b>

P7	Foreign NGOs denied authorization, banned or harassed, e.g. by money transfer controls.	<b>Likely</b>	This risk varies greatly from country to country, but is already playing out in Egypt with serious consequences. Closely related to risk P1.	<b>Major</b>	Being foreign NGOs, strategic partners are vulnerable as large parts of their programmes include joint activities with civil society partners.	Policy dialogue by bilateral and multilateral partners.	<b>Major</b>
P8							
P9							
P10							

## Institutional Risks

Risk factor	Likelihood	Background to assesment of likelihood	Impact	Background to assessment of potential impact	Risk response	Combined residual risk
11 Narrowing civil society space.	<b>Almost Certain</b>	See P1	<b>Significant</b>	See P1	See P1	<b>Major</b>
12 Exodus of professional staff and general brain drain from the region.	<b>Likely</b>	Experienced throughout the region.	<b>Major</b>	Key staff of DAPP partner organisations - especially the youth - are prone to depart if context does not improve	Acceptance and contingency planning.	<b>Minor</b>
13 Financial mismanagement.	<b>Likely</b>	Has been experienced in DAPP related activities, but relatively rarely due to guidance and control.	<b>Minor</b>	Has rarely been experienced in DAPP related activities due to proper guidance and control	Strict financial management requirements imposed on both strategic and local partners.	<b>Minor</b>
14 Constitutional, legal and political reform stall.	<b>Likely</b>	Reform processes tend to have slowed down or stalled in most countries of the region, including in DAPP priority areas.	<b>Minor</b>	DAPP engagements depend on support for legal and political reforms.	Strengthening of advocacy efforts by strategic and local partners.	<b>Major</b>
15 Increasing limitations on equal public participation of men and women.	<b>Likely</b>	Religious fundamentalism on the rise across the region impeding equal participation, yet some governments are aware of this threat.	<b>Major</b>	Gender equality is a crosscutting concern of DAPP, but partner organisations offer a free space.	Strategic and local partner advocacy efforts and policy dialogue by bilateral and multilateral partners.	<b>Major</b>
16 Conflicting/non-aligned/duplicated development efforts.	<b>Likely</b>	Donor coordination is notoriously poor in the MENA region compared to traditional aid receiving countries.	<b>Minor</b>	Long term relationships with local DAPP partners reduce risk of duplication.	Increased resources at the Technical Assistance Office to improve coordination and learning have been added to DAPP.	<b>Minor</b>
17 Foreign NGOs denied authorization, banned or harassed, e.g. by money transfer controls.	<b>Likely</b>	This risk varies greatly from country to country, but is already playing out in Egypt with serious consequences. Closely related to risk P1.	<b>Significant</b>	Being foreign NGOs, strategic partners are vulnerable as large parts of their programmes include joint activites with civil society partners.	Policy dialogue by bilateral and multilateral partners.	<b>Major</b>
18						
19						
110						

Deviations and follow-up

Title: Danish Arab Partnership Programme  
File No: File 2016-11680

Planned date for first assessment:

Date of assessment:

Deviations from original assessment: Follow-up:

Date for next assment:

Date of assessment:

Deviations from original assessment:

Follow-up:

Date for next assment:

Date of assessment:

Deviations from original assessment:

Follow-up:

Date for next assment:

Date of assessment:

Deviations from original assessment:

Follow-up:

Date for next assment:

Date of assessment:

Deviations from original assessment:

Follow-up:

Date for next assment:

## **ANNEX 5**

### **Appraisal recommendations**



## Template for summary of recommendations of the appraisal

The final appraisal report<sup>1</sup> must include this table summarising the recommendations regarding the further preparation of the DAPP programme. Only major recommendations of the appraisal report requiring action by the MENA department must be specified in the left column below, and the table must be signed by the appraisal team leader (KFU representative) and received by the MENA department no later than 14 days after the end of the appraisal process. "N.a." is indicated in case there are no recommendations regarding the issue concerned. The right column is filled in by the MENA department, when the final DAPP programme document and development engagement documentation have been prepared, and the table must be forwarded to KFU and the Council for Development Policy.

<b>Title of Programme Danish Arab Partnership Programme (DAPP) 2017 – 2021</b>	
<b>File number/F2 reference 2016-11680</b>	
<b>Appraisal report date 16.02. 2017</b>	
<b>Grant Committee meeting date 28.03. 2017</b>	
<b>Summary of possible recommendations not followed</b>  Appraisal recommendation 3.8.1: The support to the Youth Innovation Grant Facility (Section 5. ADDITIONAL SUPPORT INITIATIVES) should be further detailed and accompanied by a proposal/PAP for appropriate QA and appraisal elaborated in dialogue with KFU, e.g. including an appraisal as an aspect of the inception review.  MENA response: Section 5 of the Programme Document has been updated to reflect the current stage of planning for the Youth Innovation Grant Facility foreseen to fund three separate interventions each subject to grant award procedures managed by MENA during the Inception Period in accordance with HMC guidelines currently being finalised.	

<sup>1</sup> This table is only mandatory for programme support appropriations when KFU is involved in the appraisal, but may also be useful in smaller instances of programme support, when the appraisal is undertaken by external consultants.

## **Overall conclusion of the Desk Appraisal (DA)**

The overall assessment of the DA is that the programme documentation including the programme document and the 6 DEDs, which have been drafted in line with the principles of the 2015 Guidelines for Country Programmes, provides for a good basis for initiating the new phase of DAPP. The new programme focusses on fewer countries than previous phases; maintaining engagements in fragile contexts. A large number of the lessons outlined in the 2015 evaluation have been internalised in the new programme document.

The preparation of the new phase of DAPP has not followed the usual path: Rather than a Concept Note, a draft Programme Document was presented to the programme committee. This document was kept at a general level, allowing for the programme document to actually only be "populated" after a subsequent tender procedure, with the winning bids/proposals providing the specific programme content.

While ensuring desired flexibility in the preparation of the document, it also meant that the normal quality assurance measures have been adapted to accommodate the programming process.

Given the format of the presentation, the Programme Committee was left with less room for comments. However, the approved documentation available for quality assurance prior to the bidding process was still generic. Given that the program document is subsequently based on the proposals that have won the tender process, the space to act on the recommendations from the appraisal will be limited before they at least have been tested. The DA therefore has taken the approach to propose a number of follow-up issues to be carried out during the inception phase and assessed by the Inception Review in early 2018.

The process outlined above has also meant that – for reasons of user friendliness - the present presentation of the Appraisal, follows the appraisal format, rather than the usual template format. Focus is on findings requiring follow up, i.e. the summary will by default focus on needed improvements – hence not on all the strong aspects of the programme.

<b>Recommendations by the appraisal team</b>	<b>Follow up by the Representation</b>
<b>1. Programme Level:</b>	
1.1 It is recommended that the Programme Document provide a few key references to the background analysis that has informed the preparation of the programme.	1.1 References to key background analyses from World Bank (2015) and Arab Human Development Report (2016) added to Section 2.1 of the Programme Document on Context and Strategic Choices
1.2 Pursuing synergies with a "wider spectrum of Danish humanitarian, business and security policy...", i.a. through consultations will take place at the MFA level of the programme. The Programme Document should explain what MENA interactions with other relevant Danish actors imply; in terms of how and of what the expected outcomes for the programme could be.	1.2 Pursuit of synergies organised at MFA and focus country level, notably in Jordan, has been inserted into Programme Document (Section 2.2) with examples of synergy with the instrument on Countering Violent Extremism (CVE) and synergy meetings in Amman.

<p>1.3 The Programme Document should better explain how alignment with other bi- and multilateral partners will be reflected in the roll out of the programme, and should give examples of the national and regional fora that the strategic partners typically engage with in pursuit of improved effectiveness.</p>	<p>1.3 Inserted into Section 2.7 how alignment with bi- and multilateral partners is promoted by TAO through coordination meetings yet remains the primary responsibility of strategic partners assessing and responding to alignment opportunities at country and regional level. National frameworks for monitoring progress on SDG5 on gender equality is an example of an opportunity for improved alignment at country level. Partnership with AfDB (Engagement 2.3) and secondments of national experts in the four focus countries offer opportunities for alignment. Also, Human Rights and Dialogue Consortium activities (DE 1.1) with the Office of the High Commissioner for Human Rights in Tunisia to build the capacity of Government of Tunisia to provide reporting on human rights aspects of the SDGs.</p>
<p>1.4 At programme level the DA suggest that it is attempted to quantify regional activities such as cross-fertilization, networking, inspiration and lessons learned, so that they can be included in the results framework at the programme cum regional level, and thereby be more visible.</p>	<p>1.4 Results frameworks have been updated, e.g. for DE 1.1, Outcome 2 on human rights defenders which has been revised to include regional quantification of the numbers of organisations and individuals to be reached.</p>
<p>1.5 The DA recommends the introduction of reflections on "Exit" – perhaps just at the level that this will form part of the considerations of a mid-term review, and that that will inform the dialogue with the involved partners in Denmark and the region.</p>	<p>1.5 No exit is envisaged for DAPP as a whole or individual development engagements at inception. Monitoring of risks at country and programme level can lead to exit as a potential risk response. The mid-term review will assess prospects for DAPP beyond 2021 and recommend extension or exit.</p>
<p>1.6 Purpose and management of the reserve / unallocated budget should be clarified and described in the final document.</p>	<p>1.6 The description of the purpose and management of the reserve/unallocated budget has been included in the Programme Document, section 7</p>
<p>1.7 There are budget lines totalling some DKK 19 Million set aside for M&amp;E and reviews. The purpose and management principles of this should be better explained.</p>	<p>1.7 The description of the purpose and management principles of the funds for M&amp;E and reviews has been included in the Programme Document, section 7.</p>

<b>2. Thematic Programme Level:</b>	
2.1 The presentations of the TPs and the six individual DEs in the Programme Document, needs to be updated and "populated" with information received from the partners including examples of activity types to illustrate the content of the interventions. It will be possible to "lift" most of this information directly from the DEDs.	2.1 Programme Document Sections 3 and 4 have been updated to reflect the current stage of planning by strategic partners, including examples of activity types under the six engagements emanating from the open tender in 2016.
2.2 Results Frameworks:  2.2.1 Results Frameworks at least at outcome level should be added in the Programme Document by lifting key elements from the DEDs into the TP outline.  2.2.2 The inception phase should be used to revise results frameworks, ensuring clear links between outputs and outcomes and validating output indicators, baselines and targets together with national partners.	2.2.1 Results frameworks from DEDs at outcome and impact levels have been included in the thematic programme chapters of the Programme Document. 2.2.2. The results frameworks will be revised jointly with country level partners during the inception phase and be subject to assessment by the Inception Review
2.3 It could be considered to revisit the approach of budgeting separate "strategic reserves and reviews" under each of the Thematic Programmes. More flexibility at programme level could be achieved if the amounts were joined into one budget line.	2.3 Following further consultations with KFU, it has been decided to maintain the reserves at thematic programme level.
2.4 Two of the DEDs in the TP on Economic Opportunities refer to migrant worker and refugee issues. These DEDs should be informed by and aligned with "The guiding principles on the access of refugees and other forcibly displaced persons to the labour market" (ILO, July 2016).	2.4 The respective two DEDs have now specific references to outputs where the principles will be applied. Furthermore, reference to the guidelines has been made in Programme Document Section 4.1
2.5 The contribution of the Danish partners towards the DE outcomes should be described more explicitly in the ToC section and the results framework. It could be considered to have dedicated outputs regarding the contribution of "partnerships".	2.5 TOC elaborated with partnership contribution. Most outputs are directly related to partnerships, since they will be delivered jointly by Danish and national/regional partners. The partnership modality will be assessed in thematic reviews and during mid-term review.
<b>3. Development Engagement Documents</b>	
<b>3.1. General comment to all the DEDs:</b> To the extent DEDs include references to specific regional activities, they should include outline of activities / processes that are actually regional and have regional implications.	3.1 Outline of regional activities with examples from partner interventions have been inserted at relevant points of DEDs.

<p><b>3.2. DED 1.1 Human Rights, implemented by DIGNITY and partners:</b></p> <p>3.2.1 ToC and Results framework should distinguish more clearly between resource persons and actual programme partners (organisations/institutions).</p> <p>3.2.2 The role of the Lead agency and the Team Leader should be more precisely explained, including on the envisaged oversight and Q/A role viz. the other partners.</p>	<p>3.2.1 Clarity between resource persons and programme partners has been inserted into the DED through revision of Section 4.5 on Theory of Change and introducing a footnote 10 in the results framework to explain indicators for output 2.1</p> <p>3.2.2 Section 8 on Management Arrangements has been revised to clarify team leader role, due to be subjected to inception review scrutiny in early 2018.</p>
<p><b>3.3 DED 1.2 Gender Equality, implemented by KVINFO and partners:</b></p> <p>3.3.1 Substantiate the ToC and strengthen the results framework using i) the country specific analyses of barriers to achieve gender equality and ii) the HRBA conceptual tools more consistently.</p> <p>3.3.2 Management arrangements should be further clarified. E.g. by underlining that coordination, reporting, fund management rests with KVINFO, and by clarifying the responsibilities for the implementation that lies with the individual partners in the consortium.</p>	<p>3.3.1 DED 1.2 has been revised to strengthen Section 4 and 5 TOC and results framework, including prospects for quantifiable indicators and more consistent reference to duty-bearer and right-holder efforts throughout the engagement.</p> <p>3.3.2 DED 1.2 has been revised to clarify Section 8 presentation of management arrangements and roles of Danish partnership committee and thematic reference groups in the MENA region.</p>
<p><b>3.4 DED 1.3 Free Media, implemented by International Media Support:</b></p> <p>3.4.1 IMS' budget in DED 1.3 warrants additional explanation for transparency reasons. This is particularly the case for the "Fee budgets".</p>	<p>3.4.1 DED 1.3 has been revised to explain budget outline of Section 7 more transparently (and add examples of activities to TOC and clarify links to similar regional efforts, IMS procedures for quality assurance of partner monitoring and contingency plans for security of local partners).</p>
<p><b>3.5 DED 2.1: Labour market and social dialogue, implemented by the LO/FTF Consortium (with DI)</b></p> <p>3.5.1 The DA recommends that the results framework is finalised to a degree that at least it can report at "Outcome level" prior to appropriation. It is important that the results framework is improved and finalized in its totality at the time of the Inception Review.</p>	<p>3.5.1 Results framework has been updated with specific targets at outcome levels. Finalisation and revisions as needed will take place during the inception phase for all engagements.</p>

<p><b>3.6 DED 2.2: Youth Participation and Employment, implemented by Oxfam / IBIS.</b></p> <p>3.6.1 N.A.</p>	<p>3.6 Suggestions and comments included in the main text of the appraisal report to DE 2.2 have been incorporated into the final draft DED, including those of working with Danish businesses, flow of funds, risk management and mid-term review. Results framework includes results from regional activities.</p>
<p><b>3.7 DED 2.3: Entrepreneurship and access to finance, implemented by the African Development Bank.</b></p> <p>3.7.1 The substantive reasons for continued a priori support to AfDB should be provided – e.g. results from earlier phase or similar reasons.</p> <p>3.7.2 The DA underlines the importance of finalizing the DED including a detailed budget and a fuller risk matrix prior to the Inception review.</p>	<p>3.7.1 Further justification based on previous results and the long partnership between the AfDB/Souk At-tanmia has been added in the final DED and Programme Document.</p> <p>3.7.2 The DED will be finalised and expanded – including detailed funding arrangements and updated results framework – after the final design of the Souk has been completed (expected September 2017). Inception Review will take place early 2018.</p>



<p><b>3.8 The four additional engagements</b></p> <p>3.8.1 The support to the Youth Innovation Grant Facility should be further detailed and accompanied by a proposal/PAP for appropriate QA and appraisal elaborated in dialogue with KFU, e.g. including an appraisal as an aspect of the inception review.</p> <p>3.8.2 The support to DEDI should be further detailed and accompanied by a proposal for appropriate QA and appraisal elaborated in dialogue with KFU.</p> <p>3.8.3 It is recommended that the Programme document indicate the reporting line for the Seconded National Experts and includes a generic job description as an annex.</p> <p>3.8.4 An outline of the support to DIIS, incl. DIIS' role, the function of the communication entity at DIIS and reporting on results, links to MFA, the administration of the engagement should be clarified in the Programme Document.</p>	<p>3.8.1 Section 5 of the Programme Document has been updated to reflect current stage of planning for the grant facility foreseen to fund three separate interventions each subject to grant award procedures managed by MENA during the Inception Period in accordance with HMC guidelines currently being finalised.</p> <p>3.8.2 Section 5 of the Programme Document has been elaborated to reflect current DEDI strategy process, key programming areas and management arrangements as an intergovernmental body referring to a Danish-Egyptian Board.</p> <p>3.8.3 Reporting lines of the SNEs have been included in Section 5 of the Programme Document.</p> <p>3.8.4 The role of DIIS as a research institution with relevant expertise on the MENA region in hosting the DAPP communication unit as well as academic seminars relating to DAPP has been included in Section 5.</p>
<p><b>4. Management, Monitoring and Risk Management</b></p>	
<p>4.1 The DA recommends that the definition of responsibilities and reference lines at country level is further clarified. One suggestion is to include a generic STA job description as an annex.</p>	<p>4.1. Responsibilities and reference lines have been elaborated in Section 6 of the Programme Document and a generic job description has been annexed</p>
<p>4.2 It is recommended that the document specifies which parts of the programme coordination lie with MENA, e.g. that of monitoring and updating of risk management frameworks.</p>	<p>4.2. Programme coordination responsibilities have been specified in Section 6.1</p>
<p>4.3 The DA recommends that the M/E framework is outlined in the Programme document incl. that the "special thematic studies that will form part of the M/E system" are elaborated. Furthermore: A plan for reviews is presented. The planned Inception Review also should be included.</p>	<p>4.3 The outline of monitoring and evaluation framework of Section 6 has been revised and the planned Inception Review is now included in the overview.</p>
<p>4.4 The DA recommends to consider utilizing third party monitoring- at programme as well as DE level. At programme level, it should be considered to allocate adequate budget from the strategic reserve/unallocated budget lines.</p>	<p>4.4 Use of third party monitoring has been a key partner of strategic partner dialogue and use of third party expertise in reviews and M&amp;E is now integrated into Section 6.</p>

4.5 The Programme document and the individual DEDs should include considerations of an exit strategy based on the development of risks. This could relatively easy be presented as a new section in chapter 2, just as considerations about this should be in-cooperated in the DEDs.	4.5 Outline of risk management in Section 2.9 has been revised to accentuate option of exit and prospects for extension or exit has been included as part of the mid-term review outlined by Section 6.
4.6 The DA recommends stronger attention to the vulnerabilities to corruption at Programme and DE level: More explicit language on how risks of corruption are addressed both in the management section as well as in the risk section, for the programme.	4.6 Risks of corruption, the policy of no tolerance and exit as the ultimate risk response have been elaborated upon in a revised Section 2.9 of the Programme Document.
<b>5. Preparation of Inception Review</b>	
5.1 The findings of the present DA should feed directly into the preparation of the ToR for a KFU-led inception review, which will be drafted by MENA and finalised by KFU.	5.1 Recommendations of the present desk appraisal will be taken into account by ToR for the 2018 Inception Review of DAPP being drafted by the MENA Department for KFU finalisation.
5.2 A key element will have to be a stronger assessment of the results framework, and the linkages between outcomes and outputs, as well as indicators, than would normally be the case in an inception review.	5.2 Recommendations of the present desk appraisal will be taken into account by ToR for the 2018 Inception Review of DAPP being drafted by the MENA Department for KFU finalisation.
5.3 It is not possible based on the presented documentation to establish an assessment of value for money: do the costs for this correspond to the results. Assessing value for money, should form part of the Tor for the inception review.	5.3 Recommendations of the present desk appraisal will be taken into account by ToR for the 2018 Inception Review of DAPP being drafted by the MENA Department for KFU finalisation.
5.4 Whereas the Strategic Partners based on presented documentation are perceived to be solid and experienced, the Inception Review should still include considerations on partner capacity, incl. considerations on the need for future assessments of capacities.	5.4 Recommendations of the present desk appraisal will be taken into account by ToR for the 2018 Inception Review of DAPP being drafted by the MENA Department for KFU finalisation.
5.5 Throughout the DEs, the issue of assessment of local partners comes up. The DA cannot assess this, and an assessment - based on some kind of sampling - will have to be part of the inception review.	5.5 Recommendations of the present desk appraisal will be taken into account by ToR for the 2018 Inception Review of DAPP being drafted by the MENA Department for KFU finalisation.
5.6 An assessment of how the structure of "a consortium" adds to the joint achievements of the individual partners: Whether and how benefits from the potentials for synergies that the consortium idea opens for are utilised.	5.6 Recommendations of the present desk appraisal will be taken into account by ToR for the 2018 Inception Review of DAPP being drafted by the MENA Department for KFU finalisation.



5.7 Quality assurance of the final design of the Youth innovation grant could become an aspect of the inception review.	5.7 Recommendations of the present desk appraisal will be taken into account by ToR for the 2018 Inception Review of DAPP being drafted by the MENA Department for KFU finalisation.
5.9 The finalisation of the results framework in the DED 2.1 "Labour market and social dialogue" will continue into the inception phase. The Inception Review should confirm that it is indeed finalized in its totality at the time of the Inception Review, and assess the quality.	5.9 Recommendations of the present desk appraisal will be taken into account by ToR for the 2018 Inception Review of DAPP being drafted by the MENA Department for KFU finalisation.
5.10 The DED 2.3 "Entrepreneurship and access to finance" which is implemented by the African Development Bank, is still not fully finalized. It should be finalized including a detailed budget and a fuller risk matrix in the appropriate format prior to the inception review, and the IR should pay particular attention to the documentation.	5.10 Recommendations of the present desk appraisal will be taken into account by ToR for the 2018 Inception Review of DAPP being drafted by the MENA Department for KFU finalisation.
5.11 The Inception Review should reassess the results framework in DED 2.3 to see whether AfDB has followed the Danish challenges to set higher and more ambitious targets in.	5.11 Recommendations of the present desk appraisal will be taken into account by ToR for the 2018 Inception Review of DAPP being drafted by the MENA Department for KFU finalisation.

I hereby confirm that the above-mentioned issues have been addressed properly as part of the appraisal and that the appraisal team has provided the recommendations stated above.

Signed in Copenhagen on the 10/03/17  
Appraisal Team leader/KFU representative

I hereby confirm that the Danish Mission has undertaken the follow-up activities stated above. In cases where recommendations have not been accepted, reasons for this are given either in the table or in the notes enclosed.

Signed in Copenhagen on the 10/03/17  
Head of Department for the Middle East and North Africa

