

Evaluation of Media Cooperation under the Danish Arab Partnership Programme (2005-12)

Annex F: Evaluation matrix



May 2013

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Evaluation matrix

Criteria: Relevance		
Issue: “The extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and donors’ policies”		
Evaluation questions (EQ)	Indicators (quantitative/qualitative)	Sources
1.1 Did the MCP design build upon and reflect media and overall context analysis?	<p>Existence of ex ante country and thematic assessments of the regional context and specificities guiding the MCP design</p> <p>Percentage of stakeholders (beneficiaries/partners/donors) declare that MCP answers their needs in the regional, national and local context</p>	<p>Analysis of studies and ex ante assessments of the regional context</p> <p>Analysis of context data</p> <p>Interviews with stakeholders</p>
1.2 Were beneficiaries’ needs and priorities for reform and dialogue explicitly addressed in DAPP?	<p>The objectives of the focus areas include beneficiaries’ priorities</p> <p>Existence of an ex ante institutional assessment guiding the programme to support beneficiaries</p> <p>Percentage of beneficiaries interviewed declaring that the DAPP fulfils their needs.</p>	<p>Analysis of MCP documents</p> <p>Interviews with stakeholders</p>
1.3 Do the changes in the implementation vis-à-vis MCP design respond to the changing needs of the sector?	<p>Existence of shifts in activities due to changing needs and opportunities</p>	<p>Interviews with stakeholders</p> <p>Analysis of reports, reviews</p> <p>Analysis of MCP documents, including budget and breakdown of support</p>

Criteria: Efficiency

Issue: “A measure of how, etc economically resources/inputs (funds, expertise, time.) are converted to results”

Evaluation questions (EQ)	Indicators (quantitative/qualitative)	Sources
2.1 Were the resources applied in a timely manner?	Timely delivery of equipment Timely distribution of funding through adequate funding mechanisms Timely allocation of human resources	Analysis of MCP documents Audit report Time action plans Plans/planning tools used Interviews with programme managers Interviews with stakeholders including beneficiaries
2.2 Were adequate resources applied?	Number of Arabic speakers on the programme among key staff and evolution of this number over time Number of component-specialists among programme managers	Interviews of beneficiaries Analysis of MCP budgets Interviews with programme managers
2.3 Is the division of responsibilities between IMS and partners clear and appropriate?	Existence of standard contract/ MoU/agreement The division of tasks is adequate in relation to the number of human resources allocated	Structure of responsible units/personnel Interviews with programme managers Analysis of partner contracts
2.4 Do the DAPP programme management guidelines facilitate cost effective programming?	Transparent selection criteria for selection of partners Mechanisms for exchange of experience applied successfully	Analysis of DAPP guidelines Interviews with programme managers Interviews with partners
2.5. Where partner selection processes	Criteria for partner selection are transparent	Interviews with programme managers

carried out adequately?	Partners (Danish and MENA) confirm capability to reach agreed objectives	Interviews with partners
2.6 Were implementing arrangements cost-effective	<p>Proportion and progression of overheads versus programme delivery</p> <p>Funding of components is adequate to meet the objectives of the MCP or single projects</p> <p>Budget increase for components are well argued for</p> <p>Comparative cost-analysis of similar activities</p>	<p>Analysis of MCP budgets / Budget database analysis</p> <p>Interviews with programme managers</p> <p>Interviews with beneficiaries</p> <p>Documentary analysis (including IMS capacity assessment)</p>
2.7 To what extent were institutional procedures appropriate and efficient?	<p>Weaknesses in implementation processes were detected and corrected in a timely manner</p> <p>Implementation procedures designed to react flexibly to changing terms and conditions in the programme environments</p>	<p>Interviews with institutional partners</p> <p>Interviews with IMS MCP programme staff</p> <p>IMS reports</p>

Criteria: Effectiveness

Issue: “The extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance”

Evaluation questions (EQ)	Indicators (quantitative/qualitative)	Sources
3.1 Is the intervention logic appropriate to reach the MCP objectives?	Causal links between actions implemented and expected results are identified. Were risks sufficiently taken into consideration?	Desk study of MCP documentation Analysis of context data Interviews with programme managers
3.2 Has the DAPP MCP reached its objectives?	<p>Journalist unions and media associations are actively advocating to improve media freedom</p> <p>Journalist unions and media associations are partners in the outlining of media-related White Papers, proposed drafts of law, etc.</p> <p>Journalists, NGOs, media, researchers, and media owners confirm that improvement of reporting has widened existing space for independent reporting</p> <p>Journalist unions and media associations join forces with local and international NGOs to advocate improvements of media law or to fight restricting legislation</p> <p>Journalist unions and NGOs form advocacy alliances to improve media self-regulation/ professional standards to prevent tightening of media legislation</p> <p>The ability of journalist unions to protect journalists against prosecution or violent acts has increased</p> <p>Self-censorship of media owners and journalists is addressed and lessening</p> <p>Fewer cases of censorship reported</p>	<p>Review of MCP documentation</p> <p>Interviews with partners involved</p> <p>Evidence of advocacy (i.e. White Papers, proposed drafts of laws, etc.)</p> <p>Draft versions of relevant legislative or regulatory provisions</p> <p>Analysis of supporting networks and concrete joint activities (if available)</p> <p>Study of Media Indicators</p> <p>Focus Group discussions</p>
3.2.2 Are the MCP activities contributing to the	Number of new platforms (especially online) increased as a result of the intervention and/or stabilised after a threatened phase	Assessments of the media sector

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Evaluation questions (EQ)	Indicators (quantitative/qualitative)	Sources
improvement of media plurality (internal and external) and diversity?	<p>New platforms allow higher participation of different groups in society</p> <p>Women and youth are an integral part of content production and editorial decision-taking processes in an increased number of media outlets</p> <p>Platforms publish contributions from partner networks on a regular basis</p> <p>Activities undertaken to receive feedback from audiences</p> <p>Media offer forums where citizens discuss issues related to the media’s role, quality, professionalism and development</p> <p>Community media further the participation of their local communities in programme planning and content production</p> <p>Networks of community media strengthened</p> <p>CSOs engaged in advocacy for media reform and promoting PSB principles</p> <p>Promotion of PSB furthers internal reform of broadcasters’ programming</p> <p>Promotion of PBS leads to programming that meets audience needs (closer audience orientation)</p> <p>MCP facilitated co-productions are broadcast and well received by the audience</p>	<p>Interviews with media experts</p> <p>Interviews with media managers and journalists</p> <p>Interviews with existing networks of women journalists</p> <p>Web statistics (where available)</p> <p>Analysis of contents (if available)</p> <p>Focus Group discussions</p> <p>Interviews with Heads of Programming.</p>
3.2.3 Are the MCP activities contributing to the improvement of standards of media professionalism?	<p>An increasing number of journalists trained confirm increased ability to cover key events and issues and that their reporting is more fairly, balanced and well-sourced</p> <p>Awareness on ethical standards is an integral part of journalism training courses</p> <p>Recognition of ethical standards is an integral part of orientation of supported media associations and trade unions (i.e. accepted statutes)</p> <p>Issues like self-censorship and corruption in the media sector are addressed by trade unions and media associations</p> <p>Ability to produce qualitative reporting (investigative stories) has increased by participating journalists</p>	<p>Interviews with media monitoring groups</p> <p>Focus groups</p> <p>Study of curriculum content</p> <p>Results of final evaluation of training sessions</p> <p>Documentation of efforts undertaken by trade unions and media associations (i.e.</p>

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Evaluation questions (EQ)	Indicators (quantitative/qualitative)	Sources
	<p>Number of media publishing investigative stories or programmes has increased</p> <p>Audiences/readers/users demand for quality content increased</p> <p>Findings of media monitoring content (especially during elections) is republished by an increasing number of media</p> <p>Increasing number of users of websites and reactions to publications and programmes (number of visitors on the website, other feedback like emails/letters, phone calls)</p> <p>Training institutions, trade unions and media associations actively advocate the improvement of professional standards among members / clients</p> <p>Promotion of best practice, i.e. prizes for best investigative stories receive public coverage (in newspapers, magazines, TV and radio, online news service, etc.)</p>	<p>Implementation of statutes, public or organisational campaigns, inputs to political fora, etc.)</p> <p>Interviews with media professionals (journalists, producers) and media management</p> <p>Web statistics or number of copies sold, statistics on reader/viewership</p>
<p>3.2.4 Are the MCP activities contributing to the strengthening of supporting institutions: media associations, trade unions, training institutions, CSOs, to defend the rights and interests of the media?</p>	<p>Supported partner institutions can prove that they actively promote gender equality (i.e. policies to employ an equal number of women among the staff, as participants in training courses, advocacy among members or public)</p> <p>Governance of institutions is transparent; vested interest-group’s influence is shrinking</p> <p>Supported institutions have gradually expanded their scope of work and/or improved existing services</p> <p>Increasing number of non-government-affiliated members utilise services offered</p> <p>Increase in membership base of media associations or at least stabilized</p> <p>Increase in membership base of trade unions</p> <p>Collaboration with international unions strengthened</p> <p>Institutions regularly providing training can respond to training requests</p> <p>Training undertaken is regularly evaluated, results feed into improvement of existing training offerings</p>	<p>Interviews with heads of partnering media associations, journalists unions, CSOs, training institutions</p> <p>Review of political economy analyses</p> <p>Statistics on membership (where available)</p> <p>Evaluation reports of training institutions</p> <p>Focus groups</p> <p>Gender equality guidelines</p>

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Evaluation questions (EQ)	Indicators (quantitative/qualitative)	Sources
	<p>Trainers have access to further qualification materials or continuing education</p> <p>Offered training responds to changing needs of media and media environments</p> <p>Training institutions are in regular contact with media owners, respectively directors of stations to assess needs and advocate for incorporation of learnings</p> <p>Training is offered for media managers</p> <p>Established platforms for alumni networks</p> <p>Alumni networks of trainees are established</p>	
<p>3.2.5 Are the MCP activities contributing to the building of social capital and mutual understanding between media workers in the MENA region and Denmark?</p>	<p>Partners involved in twinning and exchange programmes can name concrete benefits for their work— already acquired and planned (collective, economic, institutional or personal work related skills and/or knowledge)</p> <p>Arab twinning partners feel like they are partners and not "trainees"</p> <p>Partners involved in twinning projects confirm learning about the partner country or institutions, prevailing orientations, values, culture, etc.</p> <p>Number of articles/photos/films/audio-visuals published related to Denmark produced by Arab partners and related to the MENA region produced by Danish partners</p> <p>Partners are still linked to each other (personal and professional relations)</p> <p>Percentage of women participating in twinning and exchange programmes</p>	<p>Interviews with partners</p> <p>Online survey</p> <p>Gender statistics of partnerships</p>
<p>3.2.6 Have the efforts of coordinating donors, international and local NGO's furthered the effectiveness of</p>	<p>Participating donors in the coordination meetings confirm that coordination efforts initiated by MCP played a decisive or a key role in the development of their country programmes.</p> <p>Number of MCP programmes co-financed by other donors</p> <p>Number of MCP programmes co-implemented with other organisations</p> <p>Donors and international NGOs (implementers) exchange experience, lessons learned from existing projects</p>	<p>Interviews with donors</p> <p>Interviews with media experts</p> <p>Interviews with other significant implementers and donors in the region</p> <p>Publications about media</p>

Criteria: Effectiveness

Issue: "The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance"

Evaluation questions (EQ)	Indicators (quantitative/qualitative)	Sources
media support to the region?	Information is shared (through formal procedures and informally) about planned programmes and projects Number of MCP projects jointly implemented with other partners Uniqueness of media components executed in the DAPP programme	support to the region or individual countries

Criteria: Impact

Issue: "The positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended"

Evaluation questions (EQ)	Indicators (quantitative/qualitative)	Sources
4.1 To what degree have the programmes contributed to improving the general conditions for media to operate freely and professionally?	Reforms in legislation and media politics increasing media freedom, protection of journalists and democratic participation to which the MCP has contributed Diminution of self-censorship in the media	Legislations enacted Press Freedom indicators Interviews with partnering Journalists' Unions and Media Associations Interviews with local media experts
4.2 How far has the MCP contributed to the ability of media to function as a	Concepts of PSB are reflected in partnering state /public broadcasters Community media integrate local communities in management and programming of the stations	Interviews with station managers Feedback from listeners/users (audience research, comments on blogs and news

platform for democratic discourse?	Wider spectrum of diversity of society is reflected not only in the media but also in public debates and audience feedback Women and minority issues are more broadly discussed on partnering media platforms and taken up in public debates (anecdotal evidence)	platforms, etc.) Interviews with media owners Interviews with associations of women in the media
4.3 Has the MCP contributed to improved governance in the MENA countries?	Partnering media outlets and journalists involved in MCP strengthened media's functions as watchdog and agenda setter	Anecdotal evidence provided by partners interviewed (journalists unions, trainees, media monitoring groups, CSOs, ARIJ, etc.)
4.5 In how far are the MCP activities contributing to the improvement of mutual understanding between Denmark and the Arab world?	Published productions (articles, blogs, audio content, films, etc.) of partners reflect experiences and new insight of Arab world, respectively Denmark	Interviews with partnering institutions, journalists and other media workers participating in exchange and twinning programmes If available: audience feedback

Criteria: Sustainability

Issue: “The continuation of benefits from a development intervention after major development assistance has been completed. Probability of long-term benefits. The resilience to risk of the net benefit flows over time.”

Evaluation questions (EQ)	Indicators (quantitative/qualitative)	Sources
How likely is the institutional	Institutional partners show clear ownership of intended activities and results	Interviews with partnering institutions

sustainability of partnering initiatives?	Institutional partners have increased their membership bases and broadened local support	Supporting documents
How likely is the economic sustainability of institutional partners?	Degree to which institutional partners are able to economically survive by own means (i.e. membership fees) Efforts undertaken to win alternative sources of income?	Interviews with partnering institutions Financial statements