

**Final Management response & Follow-up Note**  
**Evaluation of media support under the Danish-Arab Partnership Programme**  
**(DAPP), 2005 - 2012**

**Revised following discussions in the Programme Committee on 31<sup>st</sup> May 2013**

*This Note to the Programme Committee summarises the main findings, lessons learned and recommendations from the final report of the Evaluation of media support under the DAPP (2005-12). It also includes Danida's reaction (management response) and intended follow-up to the evaluation (inserted in italics after recommendations). Preparation of the management response has been coordinated by the regional office for Middle East and North Africa (MENA). The Evaluation itself was commissioned and managed by the Evaluation Department in Danida. It was conducted by an independent team of international and local consultants organised by Transtec (Belgium) in collaboration with International Media Group (France).*

**Executive Summary**

This report presents the main findings and recommendations of an evaluation of the Media Cooperation Programme (MCP) of the Danish Arab Partnership Programme (DAPP) for the period 2005 to 2012.

DAPP was launched in 2003 and builds on the dual objectives of supporting existing local reform processes in the Middle East and North Africa (MENA), and establishing a basis for improved dialogue, understanding and cooperation between Denmark and the MENA region. Several focus areas receive support through DAPP, but this evaluation concentrates specifically on the MCP. This evaluation is preceded by a 2011 pre-evaluation study that determined the focus of this evaluation should be the MCP and its contribution to the dialogue and reform objectives of the DAPP. MCP is the largest regional programme under DAPP (allocated budget of DKK178 million) and includes many of the general features of DAPP: long-term professional partnerships, many partners and a combination of dialogue and reform activities. Importantly, media has played a critical role in recent socio-political changes in the MENA region.

This evaluation sought to answer four main questions:

1. To what extent and how has media cooperation contributed to enhanced dialogue between media professional partners and between Arab countries and Denmark? What have been the key mechanisms and factors of success and failure?
2. To what extent and how have reform activities contributed to the overall objectives of the DAPP. Can key factors of success and failure be singled out?
3. To what extent and how have DAPP and MCP programmes and projects been flexible and adjustable to respond to reform movements in their dynamic complexity?
4. Which lessons can be learned for future media cooperation and professionalisation of the media in the MENA region?

The overall study frame included 20 different regional and country programmes. The evaluation has focused primarily on the assessment of the programmes implemented between year 2007 and 2012.

To guide overall programme assessment, the MCP intervention logic was reconstructed with the purpose of establishing an instrument for linking intervention areas, output, outcomes and objectives. An evaluation matrix was developed detailing evaluation questions, indicators and sources to guide the data collection. The matrix is structured per the five OECD DAC programme assessment criteria of relevance, efficiency, effectiveness, impact and sustainability.

Less emphasis has been placed on the assessment of programme impact and sustainability in recognition of the compounded attribution constraints given the dramatic change in context during the assessment time-period. Data collection was undertaken through a combination of desk-research and fieldwork. Following the data collection, all findings were triangulated and validated before final analysis. Findings were also validated through two events: a debriefing session in December 2012 with the Evaluation Reference group (ERG) and a workshop in Cairo in February 2013 with Arab stakeholders.

Four types of sampling were carried out for the evaluation: sampling of 1) countries, 2) intervention areas, 3) projects and 4) partners. Five countries were assessed: Egypt, Jordan, Lebanon, Yemen and Tunisia. The intervention areas sampled for assessments were: investigative journalism, media monitoring, legal reform, online media, public service broadcasting (PSB), documentary filmmaking and twinnings.

The evaluation was conducted between September 2012 and February 2013 by a team of five international consultants.

### **Key findings and conclusions**

The evaluation concludes that overall, in extremely fluid and complex circumstances, MCP has achieved some notable successes in individual intervention areas. Some activities have exceeded expectations and clearly met specific project objectives. Some have not.

The evaluation found *substantial variance in results within and between the different intervention areas* for media support as summarised briefly below:

- Investigative journalism. The MCP-funded regional initiative - the Arab Reporters for Investigative Journalism (ARIJ) - has developed into a success story with results at both the individual reporter and the media industry level. ARIJ has not only equipped individual investigative journalists with innovative and competitive skills for unearthing and presenting stories hitherto thought taboo, it has also strengthened the media industry's watchdog role in terms of enhanced audience feedback and growing numbers of whistle blowers and informer. However, as a regional network, ARIJ needs further strengthening to shed its reputation as a Jordan-centred organisation. Moreover, strategies for financial and institutional sustainability need to be developed to ensure ARIJ's continual success and regional anchorage.
- Media monitoring. The MCP flagship for media monitoring activities, the Arab Working Group (AWG), can claim successful contributions to its objectives of strengthening its coalition of human rights NGOs in the MENA region to monitor elections and various human rights issues and to use the output for advocacy purposes. However, as with ARIJ, the results are mainly evidenced at a national level as opposed to a regional level. The second media monitoring initiative evaluated, the weekly radio programme, Eye on the Media (EoM) has attained some results in Jordan but very limited results at a regional level.
- Legal reform. Success of legal reform initiatives and their impact is complex as illustrated by the two evaluated cases for Yemen and Egypt. For Yemen, MCP support led to the successful adoption of the access to information law, but independent and critical reporting is still stifled by the Yemeni government's lack of enforcement and regulation of the relevant legislation. In Egypt, MCP's support to the National Coalition for Media Freedom (NCMF) is an extremely significant DAPP achievement, largely due to the timely and expert facilitation role played by the main contractor (IMS). However, because of the fluid crisis situation in the country and its repercussion on legislation drafting, true impact on media legislation is yet to be seen.

• Online media. Support to online media is a relatively new focus area of MCP, and only a few initiatives have been launched so far, primarily in the form of small-scale, one-off twinning projects – albeit with leading media outlets acting as role models for the entire sector. At this stage, no impact has been recorded for the online media initiatives assessed, however, some outcomes were identified, such as changes in newspapers’ work processes and enhanced quality of their associated news websites.

• Public service broadcasting. Two different initiatives of MCP support to PSB were evaluated: co-production of youth/children’s programmes for television in Jordan (JTV) and Lebanon (Al-Jadid), and support to local state radio stations in Yemen (YGCRTV). Results attained are dramatically different. The promotion of PSB standards and values through children’s programming yielded very few results (and no impact) in the form of the number of broadcast and exchanged programmes— due to weak preparatory efforts and lack of sustained follow-up. The promotion of PSB at local radio level in Yemen, on the other hand, led to more significant change in editorial routines due to the combined impact of the training and audience research.

• Community radio. MCP support to community radios was evaluated at two different levels. Support to local news production through local university radio stations in Jordan, and strengthening of the newly emerging community media sector and its enabling environment in Tunisia. Both initiatives yielded positive, but limited results. In Jordan, only two of the originally three targeted radio stations are still receiving support – but the impact on the local communities is noteworthy not in the least when it comes to the public role of women in the conservative Governorates involved. In Tunisia, activities were undertaken to constitute and organise the sector but so far only three stations have received a licence.

• Documentary filmmaking. Through the Screen Institute of Beirut (SIB), MCP has contributed significantly to the promotion of documentary filmmaking in the MENA region. Indeed, SIB has become a ‘quality label’, aiding filmmakers’ pursuits of additional funding sources. However, important production cycle elements of sales, distribution and dissemination need to be addressed for enhanced impact.

In terms of *programme management* the evaluation found that for most of the issues assessed, more concerted efforts should be made to ensure an efficient and effective management of the DAPP:

• Intervention logic. The intervention logic of the MCP regional and bilateral programmes is inadequate as illustrated by overload of and inconsistency of general objectives (see also above). The flawed intervention logic has made it difficult to formulate clear and practical partner strategies for the contract holder.

- Needs' assessments. Needs' assessment for thematic areas have been consistently applied throughout the programmes. But at country and project level, assessments should be applied more consistently and this especially when it comes to regional interventions and institutional capacity building efforts.
- Monitoring. The need for adequate monitoring of project activities has been repeated called for in reviews and assessments conducted during the past five years. However, action is yet to be taken leading to continued weak documentation and learning results. The evaluation believes that the lack of response can be subscribed to the flawed perception of DAPP partners (including MFA MENA staff), that “DAPP projects are fundamentally different from other more traditional development programme, and that ‘traditional’ methodological tools for measuring and assessing results neither can nor should be applied”.
- Coordination. Coordination among DAPP partners is assessed to be not sufficient both at project/MCP level and at country/regional level. In contrast, coordination with other media actors has been facilitated very professionally.
- Selection of contract holder. The selection of a single DAPP MCP contract holder is assessed as inadequate given the broad scope of the activities undertaken. More specifically, the evaluation questions whether current IMS staff (or staff of other Danish media organisations) hold the adequate competencies relevant for all the fields of intervention. This is particularly in regard to the intervention areas on the margins of IMS's mandate/core competencies, such as documentary filmmaking and institutional building activities.
- Dual objective – dialogue and reform. The dual objective of DAPP of dialogue and reform is assessed to be even more relevant now with the Arab Spring. However, in particular the dialogue objective needs to be further clarified in order to facilitate a more rigorous identification of end-objectives per project. Moreover, the evaluation questions the application of the partnership approach as a (sole) vehicle for dialogue results.
- MCP regional approach. The applied regional approach is found adequate but the notion of sub-regional networks for results should be further explored.
- Many flowers blooming? The evaluation questions the relevance (and impact) of the many small-in-scope one-off projects activities due to their high transaction costs and distraction from more substantial project activities. Instead long-term contract frameworks should be issued to key Danish partners to facilitate efficient and strategic project management. Moreover, given the changing context in the MENA region with new avenues for reform and dialogue potentially opening up, the time might be opportune to aim for more ambitious partnerships, including with government institutions, in terms of both timeframes and funding.

## **Responses to evaluation questions**

In regard to the assessment of MCP vis-à-vis the two overall objectives of DAPP: dialogue and reform (in response to evaluation questions 1 and 2) the conclusions drawn are more mixed.

In regard to dialogue outcomes, Danish and Arab partners alike have attained positive results albeit with different emphasis: Arab partners have primarily identified enhanced knowledge about media development issues, whereas Danish partners have stressed enhanced cultural knowledge.

In terms of dialogue impact, however, only Danish partners have attributed to results.

Sustainability of dialogue results is assessed as very limited.

In regard to overall reform results, the evaluation has identified positive results in the form of outcomes for all five reform areas; but again impact and sustainability has only been attained to a lesser extent.

- In regard to the enhancement of media freedom, draft and/or adopted laws have been identified as results. Reform impact, however, in the form of e.g. enhanced protection of journalists or diminution of self-censorship is yet to be identified.
- The reform area of establishing/strengthening supporting institutions, encompassing the development of the MCP flagship institutions of ARIJ, AWG and SIB, has been successful in terms of attained impact but sustainability is still lacking.
- The ability of media to function as a platform for democratic discourse has been an objective for the vast majority of the intervention areas and – for the most part – with positive results in terms of attained enhanced media diversity with strengthened focus on issues such as gender equality and rights of minorities. For the intervention areas of online media and PSB, however, the results in terms of impact are wanting due to un-sustained support. Lack of managerial buy-in hampered the promotion of PSB values for television.
- The improvement of media professionalism and quality content is the MCP focus area with the majority of activities and the most contested results due to the one-off nature of the majority of training sessions provided. Nonetheless, the training provided by ARIJ, AWG and SIB is the exception to this pattern, as training activities have been followed-up leading to overall positive results. However, for the majority of other training sessions provided, their impact is limited given the short-term nature of the capacity building carried out.
- Finally, in regard to coordination of media assistance, two intervention areas contributed directly to this overall objective – legal reform and community radio – with positive results in terms of facilitated harmonised response, coalition building and joint advocacy.

Specific *lessons learned* in regard to future media cooperation and professionalisation of the media in the MENA region have been identified as follows (in response to evaluation question 4):

- Seat of regional initiatives affects outcome. For regional initiatives, the geographical location of the seat (or headquarters) of the initiative can affect the impact of the activities. E.g. one of the key factors leading to the closure of the Arab Film Institute (AIF) was its location in Amman, which lacks a vibrant film industry. Screen Institute Beirut, which replaced AIF, was established in Lebanon for this very reason.
- Level of visibility of Danish support to be determined case-by-case. Depending on the context, visible Danish partners can bring credibility to media cooperation initiatives. This was, for example, the case for ARIJ, where the Danish board members facilitated the collaboration between the regional partners. In other instances, project identification with Denmark can negatively affect impact as has been the case in Egypt and Yemen.
- Cultural and linguistic capabilities can influence outcome. Danish and Arab partners alike identified the importance of competent linguistic capabilities. For the Danish partners, insufficient English language skills of some of their Arab partners limited the scope of the collaboration. For the Arab partners, the cultural and linguistic capabilities of especially IMS staff were stressed as critical in terms of affecting programme outcome either positively (AWG) or negatively (AIF).
- Local presence is critical for coordination/follow-up. Given the complexities of MCP (regional and country programmes), the (often existing) language barriers between implementers and Arab partners, and the different communication culture of some countries in the Middle East (e.g. weak/no response to email or phone calls), maintaining (or establishing) the local presence of the implementer is even more critical for coordination/follow-up purposes.
- MENA regional approach cannot be applied uniformly. The emphasis on regional programmes as the main programming vehicle holds clear advantages. However, e.g. cultural content such as that found in films produced for television may circulate only sub-regionally (Syria/Lebanon/Jordan or Morocco/Tunisia for instance). Hence, it is found that a uniform regional approach across all MCP themes is not conducive for best results.
- Twinning visits of Arab partners' to Denmark are not an effective means for professionalisation. Onsite training in the countries of the Arab partners holds a much better chance of leading to increased professionalism – even with modest input – as compared to twinning visits in Denmark.

The evaluation finds that DAPP/MCP flexibility to adapt and respond to changing context has been a strong point (evaluation question 3). First, in response to the Arab Spring and the

emerging opportunities for reform, new programmes were developed within a short timeframe. Second, in regard to specific intervention areas, consultations for support to critical intervention areas, such as legal reform work in Egypt, were launched swiftly, e.g. the National Coalition for Media Freedom (NCMF) was formed with MCP funding less than two months after the overthrow of the government. Third, opportunities for dialoguing in Denmark on unfolding events in the Middle East have been identified and acted upon very effectively, such as the “Free Radicals” segment of the Copenhagen International Documentary (CPH:DOX) 2011 Film Festival.

### **Recommendations and MFA management response**

The evaluation has given rise to a series of recommendations. Below follows the main strategic and programmatic DAPP/MCP recommendations (Danida comments/management response is inserted in italics below each recommendation, while overall Danida comments are inserted at the end of the document). For the recommendations concerning technical aspects linked to the thematic areas, the reader is invited to study the full list in Chapter 13 and Appendix D of the evaluation report.

#### Recommendations for DAPP programme management:

- Clarification of dialogue objective and approach. The DAPP dialogue objective needs to be further clarified by MFA in order to facilitate measurement of results. Moreover, the approach to dialogue results – in the form of Danish-Arab partnerships – needs to be reviewed, as per the conclusion drawn on the limited dialogue impact.

***MFA response:** The DAPP was initiated in 2003 with a dual objective, namely supporting existing local reform processes in the Middle East and North Africa (MENA), and establishing a basis for improved dialogue, understanding and cooperation between Denmark and the MENA region. The DAPP was established as a central element in Danish foreign policy in relation to the MENA-region and designed as a high-risk endeavour to address complex reform-dynamics in a swift and flexible manner. This approach has also proven its relevance during the Arab spring with political changes unfolding at an unprecedented pace.*

*The dialogue objective has proven to be highly relevant, not least for ensuring a mutually respectful and reciprocal approach and building long-lasting equal relationships between large numbers of Arab-Danish partners. An analysis of the dialogue assumptions of the DAPP was carried out by DIIS in 2010. The analysis found that Danish and Arab professionals working together are likely to dismantle mutual*

*prejudices and adopt positive views of each other. The analysis, however also found room for improvement. The dialogue objective has also proved valuable in as far as it has been able to address stereotypes and challenges at a political level, e.g. during the ‘cartoon crises’ most partnerships were able to sustain the challenges encountered and some of them provided avenues for political dialogue.*

*A new strategic framework for the DAPP (2013-2016) has been prepared in parallel to the preparation of the evaluation report. The Strategic Framework was approved in May 2013, and discussions with the Evaluation Team on e.g. the scope of the evaluation and on concrete draft findings etc. informed the drafting of the new Strategic Framework, not least on the need to further define the dialogue approach.*

*The MFA takes note of the conclusion drawn in the Evaluation on the limited dialogue impact. It is the view of the MFA that the evaluation framework established by the Evaluation Team does address relevant and pertinent parameters of dialogue. The fact that dialogue may take different form in different context is key, and is reflected in the Evaluation report. However, the evaluation framework does not include the political impact, as mentioned above, and long term aspects of partnerships and dialogue. The DAPP was launched in 2003 with a twenty year time horizon, and evidently, many of the results are yet to be seen. For examples when a participant in a dialogue activity several years after assumes an influential position in society, it may well be the case that the person is influenced by the participation in the programme.*

*Nevertheless, the MFA acknowledges the need for further clarification of the dialogue approach to enable, inter alia, a more robust measurement of concrete results. MFA has initiated a separate external expert analysis to address this issue. The analysis will further develop the tools to actually apply a “dialogue-approach” as well as measure effects and results in particular at program level.*

*The need to further clarify the dialogue approach has also been taken up in consultations with partners receiving funds from the DAPP. In a series of separate consultations in May and June 2013 with partners receiving funds for the DAPP in the coming years, the need to strengthen the definition and approach to dialogue in their specific interventions was emphasised. The partners were tasked to establish a relevant monitoring and evaluation framework with robust indicators, e.g. including indicators in dialogue. The draft indicators will be discussed in the next round of consultations in October 2013.*

- Revision of DAPP guidelines. The DAPP guidelines should be revised by MFA in order to stipulate clear criteria for the application of needs’ assessments.

**MFA response:** *The DAPP guidelines are in the process of being revised. The revision is taking into account the need also to further streamline and incorporate the DAPP with other Danida funded programmes involving a large number of civil society organisations. In doing so, this revision will follow a LEAN process initiated in 2012, and it includes a task to streamline and harmonize the collaboration between the MFA and civil society organisations.*

- Development of M&E system. A robust M&E framework should be established, in conjunction with MFA management, the MENA management team and contract holders and adopted going forward. Regular reporting should be a feature, and a knowledge management approach taken to disseminating and adopting lessons learned. It may be that additional resources and staff are needed to maintain the M&E system, and respond, in general to the political and programmatic demands of DAPP.

**MFA response:** *The monitoring of and reporting from the concrete activities in a volatile region is challenging, both for MENA, the embassies and representation offices in the MENA-region as well as for partners receiving DAPP funding.*

*With the newly developed Strategic Framework for the DAPP covering 2013-2016, a solid basis for a robust Monitoring and Evaluation framework has been established. According to the new Strategic Framework, all recipients of DAPP funds will, as a minimum, need to include and report on a set of quantitative and qualitative indicators. Given that the DAPP is designed not as one comprehensive and integrated sector programme, but rather as a broad political initiative with a number of different interventions and partners, the measurements by common core indicators will be complemented by a wide range of quantitative and qualitative indicators developed and measured at intermediate objective level. Hence, the M and E framework will be further developed in the coming months with partners receiving funds for concrete interventions. In doing so, this issue has been taken up in consultations with partners receiving funds from the DAPP. In a series of consultations in May and June 2013 with partners receiving funds for the DAPP in the coming years, the need for robust monitoring and evaluation frameworks was emphasised. The partners were tasked to establish a relevant monitoring and evaluation framework with robust indicators. The draft indicators will be discussed in the next round of consultations in October 2013. Furthermore, a seminar with DAPP partners will be held with focus on indicator development. The seminar will draw on lessons learned and relevant international experiences with a view to improve the draft indicators developed by DAPP partners.*

- Clarification of DEDI's role. The role and responsibilities of the Danish Egyptian Dialogue Institute should be clarified by MFA vis-à-vis the other contract holders in order to ensure synergy and prevent duplication of activities.

**MFA response:** *A new strategy is currently being prepared for DEDI covering a period from 2014-2016. The new strategy is expected to promote synergy with other DAPP funded activities and prevent unintentional overlap.*

- Enhancement of information sharing among DAPP partners. The current DAPP mechanism for coordination and exchange of experiences should be strengthened with in-country stakeholder meetings for enhanced synergy among programme areas. Danish embassies should facilitate such meetings to ensure local anchorage for lesson sharing.

**MFA response:** *The new Strategic Framework for the DAPP will be implemented with country reviews every second year. The planned country focused DAPP reviews will provide opportunities to further include relevant embassies and representations offices to promote lesson sharing at the country level To promote experience and information sharing between partners, two DAPP Technical Advisory Offices have been established in Tunis and Amman, as well as a satellite Technical Advisory Office in Sana'a, Yemen. These offices assist and provide catalytic support as well as promote synergies between activities in the three countries.. Further avenues for lesson sharing at the country level will be explored in the coming year.*

- Broaden scope of contract holders. MFA should broaden the MCP implementation responsibility to additional contract holders in order to ensure adequate competencies in implementation oversight for all MCP intervention areas.

**MFA response:** *Whereas the DAPP has historically involved a very wide group of Danish partners, the programme will henceforth focus on a more limited number of so-called strategic DAPP partnership organizations engaged in a longer term perspective, initially with a multi-annual framework agreement covering the period until end 2016.*

*Under this new set-up, the selected DAPP partnership organisations will have the overall responsibility for the coordination and implementation of the partnership programmes in a thematic area. Partners in the partnership programmes may include NGOs, media institutions, special interest organisations, educational institutions, independent institutions, municipalities as well as central government authorities and agencies.*

*In December 2012, the process of identifying the new DAPP partnership organisations was launched with a call for proposals on [www.um.dk](http://www.um.dk) and [www.detarabiskeinitiativ.dk](http://www.detarabiskeinitiativ.dk). Organisations were invited to submit application to the MFA to become DAPP partnership organisations. An assessment of applications was concluded at the end of February 2013, and a total of 11 organisations were selected. The selection was based on among other things their relevance vis-à-vis the overall thematic focus areas, their administrative capacity, their contextual knowledge of the MENA-region and the strength and reciprocity of their partnerships with local partners from the MENA-region. As concerns media collaboration IMS submitted an application and was selected a DAPP-partnership organisation for the coming years for MCP implementation. This new approach for DAPP partnership organisations will be reviewed at the end of 2014, and, if needed, changes may be adopted to it subsequently.*

- Inclusion of international partners for DAPP reform activities  
The usage of non-Danish partners for reform-specific projects should be further explored by MFA to ensure the best partner match possible in terms of competencies and needs. Inclusion of relevant international partners will also facilitate harmonisation efforts and building on previous reform experiences.

**MFA response:** *International partners are already included in DAPP activities and the DAPP implemented activities furthermore take into account and build on experiences from other media actors. This is done through an emphasis on information sharing and harmonization at the country level. The focus of the DAPP is collaboration between Danish and Arab partners. The DAPP – as a “Danish – Arab partnership” – will therefore not be expanded to include international partners as strategic DAPP partnership organisations. In those specific cases when a Danish – Arab partnership would not be relevant for support, such a partnership should not be part of and supported by the DAPP.*

- Exploration of sub-regional networks. While the evaluation recommends maintaining and building on the regional cooperation strategy approach, the MFA should, along with the various partnership programme contract holders, explore the notion of sub-regional networks for enhanced results.

**MFA response:** *The need to explore sub-regional networks is acknowledged and will be pursued with the DAPP partnership organisation. This includes, inter alia, a discussion on both a sub-regional focus on the Levant and the Maghreb respectively.*

- Conduct biennial country assessments. In order to enhance overall relevance and to strengthen country coordination efforts, MFA should conduct DAPP (not MCP only) country assessments on a biennial basis.

**MFA response:** *Biannual country reviews have already been included as an integral part of the implementation of the new Strategic Framework for the DAPP covering the period 2013-2016.*

Recommendations for MCP programme management:

- Formulation of longer-term projects with Arab partners. MFA should explore the opportunities for longer-term and more substantial Arab partnerships within the existing DAPP framework, including with government institutions (e.g. in relation to PSB) as relevant.
- Formulation of exit strategies. The contract holder (IMS) should, in collaboration with institutions that have been established with the support of MCP (e.g. ARIJ and AWG), develop exit strategies for those institutions, with the overall purpose of preparing the institutions in question for their self-sustainability.
- Development of long-term contract frameworks for key Danish partners. The contract holder (IMS) should replace current short-term ad-hoc contract modalities with key Danish partners, such as the Danish Union of Journalists and the National Film School of Denmark, with long-term (three year) contract frameworks to facilitate efficient project management and strategic thinking.
- Strengthening of presence in MENA region. The contract holder (IMS) should strengthen its country offices with more senior staff profiles to enhance coordination and monitoring efforts.
- Revision of intervention logic. MFA, in collaboration with the contract holder, should adjust both the specific and overall MCP objectives to streamline monitoring requirements, reflect the changed realities in the MENA region and ensure that objectives are realistic and relevant.

**MFA response:** *The MFA will, as mentioned above, have one main DAPP partnership organisation in the coming years for MCP implementation with a multi-annual framework agreement covering the period until end 2016. It will be the DAPP partnership organisation's obligation to involve a broad group of stakeholders in the MCP. The DAPP partnership organisation will thus assume a double role. Firstly, the organisation itself will have responsibility for implementing certain activities. Secondly, the organisation will act as a facilitator and will involve relevant parts of the Danish resource base in the partnership work with partner organisations in the MENA-region. The multi-annual framework agreement is intended to promote longer term engagements with both Danish and Arab partners. The DAPP partnership*

*organisation will have the responsibility for coordination and exchange of experience with regional networks and relevant international organisations.*

*The MFA agrees that local presence is critical for coordination/follow-up, and that linguistic competencies can affect outcomes. The MFA requires local presence when relevant as well as a high degree of linguistic and cultural competencies of the DAPP partnership organizations. IMS has recently recruited senior staff to the country offices in Tunis and Cairo.*

*Yearly strategic review and planning meetings will be carried out between the MFA and the DAPP partnership organisation. The meeting will, inter alia, discuss progress and obstacles to progress as well as agree on a work plan for future years. The yearly strategic meeting will also be the forum to discuss and agree on exit strategies and plans, e.g. for ARIJ and AWG.*

*The new agreement to be entered with the DAPP partnership organisation will promote increased accountability and quality assurance. A particular issue is the high number of partners involved in the “DAPP-partnership agreements” and monitoring of all partner related activities may be challenging. It is therefore a requirement for the DAPP-partnership organizations to include coherent and realistic intervention logic with a robust monitoring and evaluation framework.*

*A deteriorating security situation in a number of areas may make monitoring and tracking of activities increasingly difficult. The concrete security issues are, as and when relevant, discussed with the DAPP partnership organization. In doing so, a framework concerning monitoring, risk and mitigation of risk is being included as part of the agreement with the DAPP partnership organization.*

### **Overall Danida comments to the evaluation**

*The MFA welcomes the evaluation report and the findings and recommendations, which are in particular directed at the MFA and the International Media Support (IMS).*

*The evaluation has examined in depth a selection of the different intervention areas for media support, including investigative journalism, media monitoring, legal reform, online media, public service broadcasting, community radio and documentary filmmaking. The evaluation concluded that some of the interventions have exceeded expectation, and some have not. The evaluation found a substantial variance in results. The MFA appreciates the high number of concrete successes. The DAPP is designed as a risk-*

*taking initiative implemented in a dynamic and volatile context. A context characterized by high levels of insecurity, deeply rooted antagonisms and in some cases dramatic political changes unfolding at an unprecedented pace. Successful interventions in such a context could not at all be taken as a given. As such, the high number of successes when it comes to the reform objective is indeed positive.*

*The concrete findings in the selected intervention areas will be used to further develop and prioritize the concrete interventions with the DAPP partnership organization. The concrete reform findings and the relevant insights will also be used to inspire other thematic intervention areas of the DAPP. One example is the challenges encountered in the collaboration with public service broadcasters, and lessons could be used in future collaboration with state institutions in other DAPP thematic areas.*

*The MFA aims to also use the relevant cross-cutting findings in other areas of the DAPP. In negotiations with DAPP partnership organizations in other thematic DAPP areas the need to further operationalize the dialogue approach and the need to develop robust monitoring and evaluation framework is pertinent. Furthermore, the need for more information sharing is also acknowledged.*

*When it comes to the approach to the dialogue objective, the MFA acknowledges the main finding of the need to further develop it. The first steps to develop the approach have already been taken with the launch of an expert analysis on this issue.*

*The MFA also agrees that local presence is critical for coordination/follow-up, and that linguistic competencies can affect outcomes. The MFA will require local presence when relevant as well as a high degree of linguistic and cultural competencies of partners.*

*The MFA appreciates the finding that flexibility to adapt and respond to a changing context has been a strong point. The flexibility and ability to respond to a changing context will be maintained in future interventions. The MFA will also continue to take risk under the DAPP. It is the understanding that a high degree of risk is needed to achieve results.*