

Annex A: Methodology

This annex outlines the evaluation's applied methodology.

Evaluation purpose and scope

The overall purpose of the evaluation, as laid out in the ToR, is to:

- Document achievements and results across thematic areas as well as focus countries;
- Assess whether strategic objectives and thematic areas continue to be relevant given the dynamic, rapidly changing and fragile context of the MENA region; and
- Provide lessons learned and recommendations for preparing a new strategy for DAPP (2017-21).

The period evaluated covers the years 2003-2014, but as per ToR and as agreed in consultations with the MFA, focus is put on the period from 2009-2014. The evaluation covers all four thematic areas of 1) Human rights, human freedoms and good governance, 2) Women's empowerment and gender equality, 3) Knowledge-based societies and 4) Economic growth and job creation, with particular weight on Thematic Areas 1 and 2. Four countries have been selected by the MFA for field missions: Morocco, Tunisia, Jordan, and Egypt¹. These countries represent some of the largest programmatically and anchor significant country-specific and regional engagements.

Desk Review Phase: Data collection and analysis

The overall evaluation questions from the ToR have been further qualified in the evaluation matrix detailing specific evaluation questions, indicators and sources to guide the data collection. The evaluation is based on the OECD/DAC criteria of relevance, efficiency, effectiveness, impact and sustainability as well as coherence and coordination, developed during the evaluation's inception phase. In agreement with the MFA, particular focus has been paid to forward looking elements of the evaluation (to support future strategic planning and formulation processes).

The analysis has been framed to clarify pathways within the overall DAPP logic and analyse the intended/assumed links between inputs, outputs, outcomes and overall impact(s) of the DAPP programme logic, and how, in what way and to what extent the activities of DAPP reach the objectives, both political and developmental. Thus to guide the overall programme assessment, the DAPP intervention logic was used based on the ToC "light" presented in the DAPP Programme Document².

The evaluation uses mixed-methods and includes both qualitative and quantitative data. Data collection was undertaken as a combination of desk-research and fieldwork. The desk-research focused on the analysis of the overall programme documentation, MFA policy frameworks, thematic and country context assessments as well as project documentation of selected projects. The fieldwork concentrated on conducting key informant interviews and focus groups with partners, current and former MFA staff and other stakeholders.

In preparation of the DAPP evaluation an independent consultancy company, TANA Copenhagen, was commissioned at the end of 2014 to prepare a pre-study, which was shared with the evaluation team at the beginning of February. This included: 1) A report, *Pre-study for the Evaluation of the Danish Arab Partnership Programme*, 2) An excel file with the key data and analysis carried out by TANA and 3)

¹ According to the ToR, Yemen was one of the four countries targeted within the scope of this evaluation, but given the security situation the MFA/EVAL decided to replace Yemen with Egypt.

² Programme Document, pp.12 -13.

An index of all documents, which were made available to the pre-study team, along with the actual documents (1576 files). Several times the evaluation have experienced that figures presented in the TANA pre-study does not correlate with figures presented in other reports. In these cases the evaluation have built on the Pre-study

Furthermore the evaluation was given access to the MFA ExtraNet where the MFA has collected and shared a large number of relevant documents, *inter alia*: 1) MFA strategic documents, background papers, concept notes; 2) Internal and external reviews, assessments, studies and evaluations of DAPP, as well as ministerial notes; 3) Various documents from partners (Rolling plans, programme documents, status reports, applications, contracts). The ExtraNet was continually updated with new documents by EVAL.

The table below gives an overview of the methods used during the inception phase of the evaluation.

Method	Approach
Desk Reviews	Desk review of key DAPP documents (including strategies, concept notes, internal MFA documents, monitoring and progress reports, external and internal evaluations and reviews, studies and assessments, project rolling plans and status reports). The evaluation team coordinated directly with EVAL and DAPP programme management and national partners to obtain all relevant documents that inform the evaluation. The evaluation thus takes into account and discusses findings, observations and recommendations of previous DAPP reviews, evaluations, studies, and assessments. Please see Annex B
Key Informant Interviews (KIIs)	KIIs were the primary data collection tool for this evaluation. ³ The team used KIIs to get an understanding of programme relevance and effectiveness. Interviews in the four evaluation focus countries focussed on strategic and secondary partners, MFA staff, government counterparts, international donors and other key stakeholders. Interviews in Copenhagen focussed on present and former MFA staff, strategic and non-strategic partners and key MENA experts. Semi-structured interview guides, aligned with the evaluation matrix were developed to ensure consistency between team members. The questions were open-ended and designed to elicit constructive feedback from respondents about strengths and weaknesses in relation to DAPP programming and implementation. The guide was revised throughout the course of the evaluation in response to information obtained from the respondents. An interview template was used to capture and secure all relevant information.
Lessons Learned Workshops (LLW)	LLWs were held in all four evaluation countries. Participants included in-country DAPP partners, MFA staff and the evaluation country team. The purpose of the LLWs was for the evaluation team to present, discuss, test and elaborate country findings in a participatory process. As an integrated part of the LLW, a ToC workshop focussing on identifying and qualifying presumed links and assumptions between DAPP activities and objectives was also conducted. ⁴
ToC Workshops	Two ToC workshops were conducted with MFA staff (EVAL, DAPP, MENA, TAS) and strategic partners and non-strategic partners, respectively. The main purpose of the workshops was to stimulate a discussion between participants about links and assumptions between DAPP activities and objectives.

³ A total of 124 interviews have been carried out by the evaluation (Egypt: 13, Jordan: 21, Tunisia: 22, Morocco: 24 and Denmark: 44).

⁴ Furthermore, a debriefing meeting for each country evaluation was held with key in country MFA/DAPP staff at the respective embassy/representation.

Method	Approach
Surveys	<p>Three online surveys were developed:</p> <ul style="list-style-type: none"> • One survey composed of 34 questions to MFA/DAPP staff (based in Copenhagen and elsewhere)⁵; • One survey in English composed of 47 questions to DAPP strategic and secondary partners; • One survey in French composed of 47 questions to DAPP strategic and secondary partners.⁶ <p>The surveys were developed in order to:</p> <ul style="list-style-type: none"> • Include opinions and assessments from a broad range of DAPP stakeholders and triangulate findings from the field missions. • Compare and contrast views and opinions between MFA/DAPP staff and strategic and secondary partners; <p>Topics covered: DAPP objectives, thematic areas and modalities; results and impacts; reporting modalities; sustainability of partnerships; programmatic cross-cutting issues; knowledge-sharing and cooperation with other partners; communication; contact and relational quality with Danish MFA; challenges, benefits; recommendations; additional information.</p> <p>The surveys were composed of closed and open-ended questions to provide a high degree of information and nuance in responses while still keeping them analytically manageable.</p>

Table 1: Overview of the methods used during the inception phase of the evaluation

Field Missions

The evaluation team allocated approximately 15 working days for each country field mission. The regional experts led the country evaluation with support from research assistants. The team's MENA expert conducted the study in Jordan whilst the Maghreb expert carried out the assessments in Morocco and Tunisia, consecutively. A country expert and research assistant carried out the evaluation in Egypt. In order to ensure that the same overall methodology was used for the four different country evaluations, as well as to enhance information and experience sharing between the field studies and the interviews conducted in Denmark the team leader participated in parts of all four country evaluations including interviews in Denmark

The schedule of field visits is listed in the table below:

⁵ The MFA/DAPP survey was sent to 23 MFA staff members. 10 staff responded to the survey. Response rate 43%.

⁶ The DAPP partner survey was sent to all 11 strategic partners who dispatched the survey to secondary partners in various DAPP countries. The DAPP partner survey was shared with all 11 strategic partners (32 staff). The SPs dispatched the survey to approximately 30 secondary partner organisations in various DAPP countries. The evaluation has asked the SPs for the exact number of people the survey has been sent to, but the number is not known. 37 people responded to the English survey, and four to the French. Response rate is estimated to be 66%.

Start	End	Country	TL participation
30/03	11/04	Morocco	30/03-03/04
26/04	10/05	Jordan	26/04-29/04
30/04	31/05	Egypt	29/04-09/05
10/05	23/05	Tunisia	10/05-16/05

Table 2: Field mission dates

Verification and triangulation of data

The evaluation team has verified and triangulated collected data to the degree possible. Source and method triangulation was used for this. Source triangulation correlated data from different stakeholders, preferably from different groups identified: (i) (former or present) MFA staff, (ii) strategic and non-strategic partners and (iii) MENA knowledge persons. Method triangulation compared information obtained through different methods: (i) interviews, (ii) desk review and (iii) surveys. The evaluation strived to combine source and method triangulation so that findings and assessments are triangulated and confirmed by a combination of sources and methods.

There are challenges in observing impact because DAPP is designed as a long-term programme contributing to objectives that require substantive time to manifest. Due to the scale of the DAPP objectives it is a complex endeavour to provide an accurate assessment of the project outcomes in relation to their accumulated contribution to DAPP objectives (immediate objectives, thematic areas and strategic objectives). The evaluation has instead identified discrete pathways of change, which DAPP interventions follow in working towards these higher goals.

Sampling of projects

In order to cover the very large scope of the evaluation, an approach entailing a sampling of DAPP projects across the four evaluation focus countries was applied. 10 projects for each country (+ 10 projects for DK team/TL) were selected based on a selection matrix including the following criteria:

- Thematic areas covered
- Implementation modalities covered
- Nationality of contract holders covered
- Bilateral/multilateral projects covered
- Time period of implementation covered

The projects covered by this evaluation by no means constitute the full portfolio of DAPP projects. Based on the above selection criteria, the evaluation however uses the selected projects as case examples, which – supported by other data – gives a good basis for assessing the strengths and weaknesses of the DAPP.

Reporting

As per the ToR the evaluation delivers five reports: one for each of the country evaluations and one overall synthesis report. The analysis and reporting has been conducted in a participatory process including presentation of key findings and submission of draft reports to stakeholders before finalisation. Feedback from stakeholder meetings and written comments from strategic partners, MFA staff and the evaluation reference group has contributed to the analysis and detailed and qualified the evaluation reporting.

Limitations

The evaluation team encountered a number of challenges during the evaluation process. The table below gives an indication of the steps the evaluation team took to mitigate these challenges:

Challenges	Mitigation
Evolving of civil conflict and a declining security situation in Yemen.	The deteriorating situation in Yemen resulted in this being cancelled as an evaluation focus country. Instead the evaluation, in agreement with the MFA, relocated to Egypt.
Staff turnover and the long time span of DAPP reduced the institutional memory of projects and programmes, especially, for the beginning of DAPP and the period before 2009.	In agreement with MFA it was decided to focus on the period 2009-2014. To access the period before desk research was conducted of documentation from that period and interviewed former MFA and project staff.
Lack of documentation or written information about programme and programming details.	The evaluation team have reached out to previous DAPP and MENA staff in order to reconstruct missing information from documents.
Respondent-bias; especially, when DAPP recipients are involved in the selection of secondary partners, beneficiaries and other respondents for the country evaluations.	The sampling of projects was based on the sampling criteria as laid out in the inception report. Recommendations for interviewees, respondents and beneficiaries were taken into consideration, but the evaluation team maintained a high degree of autonomy and independence in the final selection of respondents.
Programme documentation	
Interviewees' partiality. The majority of people interviewed are involved in DAPP as staff members of MFA or as partners receiving funds from DAPP. They thus have an interest in DAPP being presented in a positive light to secure the continuation of the programme.	The evaluation used extensive triangulation of findings through conduct of additional background interviews and broad-scoped desk work including external evaluations and studies, interviews with external stakeholders and resource persons including critics of DAPP.
Inconsistence in data from TANA Pre-study and other reviews. Several times the evaluation have experienced that figures presented in the TANA pre-study does not correlate with figures presented in other reports.	In these cases the evaluation have built on the Pre-study.
Problem of attribution. DAPP operates in a complex social reality where it can be difficult to assess whether a given change or reform can and should be attributed to a specific DAPP activity or rather should be attributed to one or more other movements in society.	The issue of assigning attribution an inherent part of evaluations of this type. This challenge has been somewhat mitigated in this evaluation by clearly identifying very small and discrete pathways of change where DAPP interventions have produced results.
DAPP is designed as a long-term programme in the realisation that contributing to reform in the MENA region is a long-term effort and it is therefore hard to demonstrate impact.	This challenge has also been somewhat mitigated in this evaluation by clearly identifying very small and discrete pathways of change where DAPP interventions have produced some clear results – most often in laying foundations for reform rather than actually contributing directly to reform.

Table 3: Challenges and mitigation