



**Danish-Arab  
Partnership Programme**

Fund for Academic Cooperation and Exchange  
between Denmark and the Arab World (FACE)

Guidelines on Monitoring,  
Evaluation and Theory of Change

Annex 5

(Revised 08/01/16)

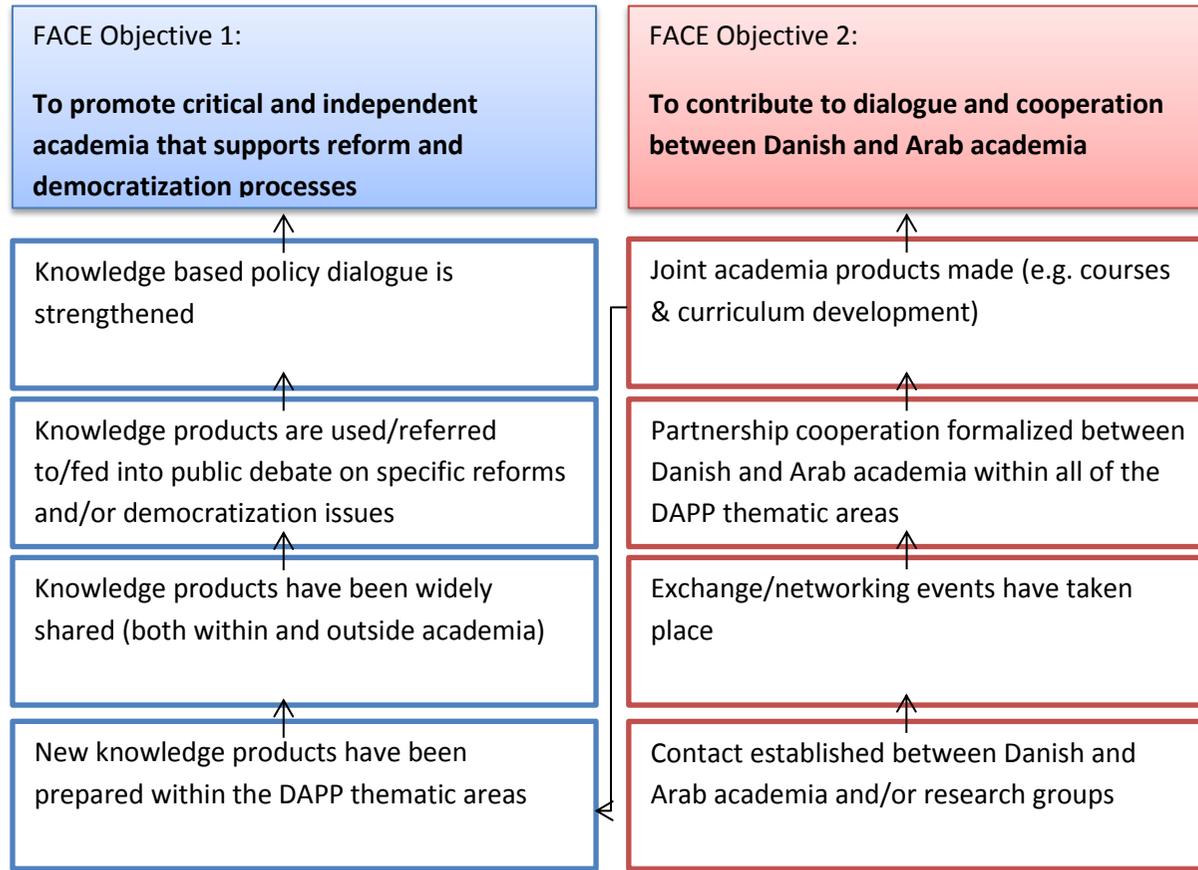
The purpose of these guidelines is to support applicants to the Fund for Academic Cooperation and Exchange between Denmark and the Arab World (FACE) in developing strong and cohesive project specific monitoring aligned to the overall theory of change and programme monitoring for the FACE-programme.

The guidelines include:

- Draft Theory of Change for the FACE-programme
- Description of the relationship between activities, outputs, project objectives (and FACE-programme objectives)
- Guidance on development of monitoring, including project indicators

### Draft Theory of Change – FACE- programme

**Danish-Arab Partnership Programme**



*Assumption:  
Researchers have opportunities and willingness to share their knowledge products (inside and outside academia)*

*Assumption:  
Partners willing to and capable of collaboration (internal/external causes)*

*Assumption:  
Partners are able to comply with administrative requirements*

## **DESCRIPTION OF THE RELATIONSHIP BETWEEN ACTIVITIES, OUTPUTS, PROJECT OBJECTIVES (AND FACE-PROGRAMME OBJECTIVES)**

The following section gives a brief description of the FACE-programme's interpretation of Objectives, outputs, activities and indicators.

### **FACE objectives:**

- i) To promote critical and independent academia that supports reform and democratization processes.
- ii) To contribute to dialogue and cooperation between Danish and Arab academia.

These are the two overall objectives of FACE. All large (>DKK 50 000) FACE funded projects must contribute to both overall objectives. Small (<DKK 50 000) FACE funded projects should strive to contribute to both objectives but are only required to contribute to the dialogue and cooperation objective.

### **Project objective(s):**

Project objective(s) are developed on an individual project basis. One project objective can relate to academic research goals. Other project objective(s) are needed to describe the expected new or changed conditions which the implementing partners has contributed to when the project is completed successfully. Project objectives should be developed so that they contribute to the FACE objectives. Depending on the scope of the project, there should generally only be one-three project objectives formulated at a specific and achievable level.

The project objectives should ideally answer the following questions: When (timeframe)? Who (target group)? Where (location), What has happened (the qualitative change) and how much has happened (the quantitative change)?

### **Project outputs:**

Project outputs are the specific results of the project which occur as a direct consequence of the project activities. The project outputs are expected to in turn lead to the project objective(s). The implementing partners can "guarantee" that the project outputs are achieved during the course of the project.

### **Activities:**

Activities are the concrete actions which are undertaken in order to achieve the project outputs. These could be workshops, study trips, conferences, etc.

**Indicators:**

Indicators are clear and measurable criteria established to measure whether the project achieves its stated objectives. The indicators are used throughout the project implementation period in order to determine whether the project progress satisfactorily.

**GUIDANCE ON DEVELOPMENT OF MONITORING, INCLUDING PROJECT INDICATORS**

Relevant methods for monitoring must be thought into the FACE projects from the early design stage. This calls for a set of clear and measurable, project specific indicators to be developed. Development of indicators should take into account what "level" of the draft FACE theory of change the project operates on. Ideally, projects include a combination of quantitative and qualitative indicators. While indicators are supposed to be project specific they should collectively be able to say something about the degree to which the FACE programme has achieved its stated objectives. In order to guide the development of project specific indicators, the following generic, draft quantitative and qualitative indicators below can serve as inspiration.

**Quantitative indicators**

<b>FACE Objective 1: Promote critical and independent academia that supports reform and democratisation</b>	<b>FACE Objective2 : Contribute to dialogue and cooperation between Danish and Arab partners</b>
<p><i>Sample indicators:</i></p> <ul style="list-style-type: none"> <li>a) No of researches/analyses carried out</li> <li>b) No of academic conferences organised, incl. level of gender-disaggregated participation</li> <li>c) No of MENA-region academic institutions having participated in international academic networks</li> <li>d) No of research/analyses that have been applied as basis for policy initiatives/dialogue within DAPP thematic areas</li> <li>e) No of institutional cooperation/networking cases between academic institutions and CSO/Policy makers for critical and independent quality research within DAPP thematic areas.</li> <li>f) No of critical and independent Academia interventions in national reform and democratisation processes</li> </ul>	<p><i>Sample indicators:</i></p> <ul style="list-style-type: none"> <li>a) No (and type) of new partnerships established with Fund support</li> <li>b) No of Danish and Arab students and researchers (men and women) having participated in seminars, workshops and conferences with support from the Fund.</li> <li>c) Level of participation of women and minorities in the academic cooperation</li> <li>d) Intensity and type of dialogue activities</li> <li>e) Intensity and type of cooperation activities</li> </ul>

**Qualitative indicators**

- a) **Promotion of public debate / policy dialogue and support to reform and democratisation.** The ability/effectiveness of the project to promote dissemination of results to relevant user groups, such as academic administrators, civil society representatives, media, public administration and policy makers etc. To promote reforms and democratisation processes the dissemination of findings and/or

knowledge exchange is crucial. An element in evaluating this aspect is to look at the dissemination strategies adopted by the project.

- b) **Academic capacity developed.** The degree to which the academic institutions in the MENA region (or groups of scholars/students) have maintained and/or strengthened their capacity to carry out critical and independent quality research within the DAPP thematic areas.
- c) **Actors and institutions involved.** The degree to which a project includes actors that are normally excluded or marginalised from academia, public domain and policy dialogue. These may be women, youth, ethnic and/or religious minorities, people from rural areas and other groups. Also cooperation with academic institutions besides those of the capital city and those being English-language institutions.
- d) **Dialogue and equal cooperation.** The degree to which a project is able to facilitate and ensure an equal and dialogical cooperation, where themes and set targets are the result of joint efforts. An element in evaluating this aspect is to look at the instruments introduced by the project to ensure such cooperation.
- e) **Diverse and critical perspectives.** The ability of the project to include perspectives and interests of groups that are normally excluded or marginalised from academia, public domain and policy dialogue. It is not enough to include actors from these groups, it is just as important to include these groups' perspectives on societal challenges which - due to their position at the margin - will often be different from those held by the mainstream and/or elite.