



SURVEY REPORT ON THE RESULTS AND IMPACTS OF THE MED CULTURE PROGRAMME

Technical Assistance Unit of the Med Culture Programme for the promotion of culture as vector of Human, Social and Economic Development in South Mediterranean Countries. EUROPEAID CONTRACT: ENPI/2013/335-088

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THINK
CULTURE...
THINK
GROWTH!

1.1 ASSIGNMENT

Med Culture (MC) Technical Assistance Unit (TAU) has commissioned in October 2017 an inquiry in order to get information about the impact of the most decisive actions the TAU has implemented during 2014-2017. It aimed to contribute to the monitoring/evaluation of the programme and better inform decisions for the extension period of about a year of the TAU, thereby increasing efficiency and sustainability while focusing on resilience and employability for youth.

The activities implemented through the Drama, Development and Diversity (DDD) and South Med CV programmes are to be considered as complementary to the ones organised by the TAU. However, they are not to be covered by the survey directly.

The survey aims at:

- Obtaining better knowledge of the results and ramifications of the Med Culture programme at the regional level, which should contribute to a more informed assessment;
- Getting more precise information on the impact of each activity on the beneficiaries' work and professional trajectory/career path, especially in terms of acquired skills, use of tools, and development of partnerships/collaborations.

1.2 METHODOLOGY

The methodology followed to implement the inquiry used two main techniques:

- A survey was designed - based on desk review of MC documents- around the six (6) results as described in the programme logical framework. Data was collected through questionnaires filled on line or during the Amman Forum (November 2017) by participants to Med Culture activities;
- Interviews were conducted via Skype with 13 of the beneficiaries of the MC programme.

This analysis report investigates the following questions:

- To what extent Med Culture programme has delivered the expected outputs and achieved the intended results?
- To what extent do the results and impact of the programme meet the needs and expectations of its stakeholders and beneficiaries?
- Were there some unexpected results that have had a decisive impact on beneficiaries' work?

The report also highlights the results achieved so far and formulates conclusions, where possible; recommendations will be made based on the lessons learnt to maximise the implementation of activities during the extension year.

1.3 MED CULTURE PROGRAMME IN A NUTSHELL

Overall objective: Support to cultural policy reforms in the South Mediterranean region achieved.

Purpose: a well-informed and dynamic sector with improved governance, favouring exchanges and networking at national and regional levels.

The expected results as formulated in the logical framework:

- **Result 1:** Instances of improved governance of the culture sector.
- **Result 2:** The engagement of civil society, including younger generations and geographically remote groups, is heightened.
- **Result 3:** management capacities of all stakeholders are developed.
- **Result 4:** exchanges and networking are promoted at regional level.
- **Result 5:** The beneficiaries of the grants have improved their capacities to manage projects, especially sub-grants projects.
- **Result 6:** A Regularly updated 360° overview of the sector is operational and accessible to partners in ENPI South region.

2.1 ABOUT THE RESPONDENTS

- 91 respondents filled the survey;
- The number of responses according to the country of origin is the following: Tunisia (20), Egypt (15), Jordan (12), Palestine (12), Morocco (11), Algeria (10), Lebanon (6) and Libya (1);
- The responses are quite balanced according to the type of organization: civil society organizations (47,12%), government institutions (17,43%), private sector (14,42), other (21,15%);
- The majority of respondents (76,92%) are working in the **arts & culture sector** (performing and visual arts, music, literature, etc.) followed by **Education & Training practitioners** (54,81%), Youth (28,85%), **Advocacy** (23,08%), **Gender issues** (10,58%), **Human Rights** (13,46%), Other (12,50%);
- The respondents work in organizations whose members are between 20 and 35 years old (36,89%) or more than 35 years old (23,30%) or in organizations with a **mixed age groups** (37,86%);
- 62,75% of respondents **target specific groups** through their projects, while 37,25% have no specific scope in term of audience targets;
- 32,67% of respondents benefited from EU funding for their projects, while 67,33% didn't;
- 29,59% of the respondents benefited from Med Culture sub-granting programmes (DDD and South Med CV), while 70,41% didn't.

2.2 PARTICIPATION IN MED CULTURE PROGRAMME

Activities

The % of respondents according to their participation in MC activities

- Thematic P2Ps (42%);
- Institutional P2Ps and workshops (national strategy for culture - Jordan, working in the peripheries, higher education and training) (30%);
- Training of Trainers (26%);
- Training in project management / Regional platform (15%);
- National Focus Group (14%);
- Houna eShabab (13%);
- Roundtables/Priming visits (6%).

Profiles

The majority of respondents (95%) are **participants** in MC activities, the other 5% were involved as experts/trainers.

2.3 FEEDBACK FROM INTERVIEWS

The results of the survey and interviews show that Med Culture has managed to reach a fair diversity on the level of profile, provenance, sector and generation of participants. This diversity is amongst the positive points that were highlighted by interviewees who appreciated to have during MC activities participants from both CS sector and public authorities. This was made possible thanks to the diverse activities that responded to the needs of the various target groups with a focus on reaching participants beyond the usual networks of capital cities and not only from the arts and culture sector.

3.1 FROM CSO AND CULTURAL ORGANIZATIONS' (CO) PERSPECTIVE

Cities are the first partners of CSO and CO with (69.23%), followed by **Ministries** (57.69%), Wilaya / Governorates (30.77%), Other (7.69%)

However, at least half respondents **are not satisfied with the level of collaboration with these institutions**. It is rated as average by 38.75% and as weak by 17.50% of CSO and CO, against 35% and 8.75% of respondents considering the collaboration respectively good and excellent.

The majority of CSO or CO acknowledged the **impact of MC** programme in:

- **Improving the knowledge of the cultural policy plans/developments in their country** (75%);
- **Understanding EU cultural policies in the South Med region** (89.02%).

This knowledge is mobilised by 65.43% to **inform their professional activities**, by 62.96% to **manage their projects**, by 38.27% to lobby and by 22.22% to **fundraise**.

In order to make the relationship with the authorities more fruitful, respondents proposed:

- Communication, dialogue (lobbying or advocacy), exchange of info, understanding, finding common grounds (26 respondents);
- Need for a change within the authorities in term of legal frameworks, providing and facilitating services to the sector, profiles and skills of their representatives, implementation of decisions and laws and in becoming a real and active partner, etc (20 respondents);
- Collaboration through projects and activities, designing cultural policies or agreements (15 respondents).

Actions from both sides are required through mutual learning, placement schemes, sharing of information and being transparent (3 respondents)

3.2 FROM THE AUTHORITIES' PERSPECTIVE

The majority of representatives from the authorities acknowledge **the role of MC** in:

- **Contributing to a better understanding of processes relative to policy-making** (91.04%).
- **Making them more appreciative of the need to coordinate with CSOs** (92.31%).

In order to **make relationship with CSOs more fruitful** respondents proposed:

- Communication, dialogue, regular contact, meetings, exchange platforms, coordination, advocacy, etc. (9 respondents);
- Partnership and collaboration through projects, programmes, thematic encounters, etc. (10 respondents);
- Need for change within the CSO in term of projects submissions, management, planning, reporting, training, federating the sector, etc. (10 respondents);
- Actions from both sides are required through participatory decision-making process, survey, having new strategies for work, cooperating on priorities, etc. (7 respondents);
- Supporting CSO through funding, coaching, etc. (4 respondents);
- Need for change within the authorities to improve services and to dedicate more funds towards the CSO (2 respondents).

3.3 FEEDBACK FROM INTERVIEWS

Med Culture has the merit of bringing together both civil society sector and public authorities to discuss the issues related to the arts and culture sector in the South Med countries. This approach is an unprecedented experiment in the region. Even though the results weren't similar in each country, given the different histories and politics, it has at least raised awareness about the need of

communication and dialogue between those stakeholders. Moreover, the feedback showed that there are agents from both sides who are taking distance by being self-critic and proposing alternatives for building bridges between the different interlocutors.

The experience of working on the national strategy for culture in Jordan could serve as a case study to demonstrate how MC helped at:

- Serving as a role model especially in working with local governments in the periphery (e.g. South Med CV sub-granted project, Tashbeek, learnt from this process and took it as a model of inspiration);
- Based on an existing initiative, broaden and prepare a group of cultural practitioners to meet their national authorities;
- Raising awareness amongst authorities of the need to encourage involve civil society organizations and initiatives;
- Facilitating the meeting of different stakeholders through its mediation for the organization of the consultations;
- Raising awareness of the dimension of EU external cultural relations in the South Med.

The experience in Jordan was a long process that didn't happen without challenges. Med Culture team played a major role in creating dialogue between the various actors in the sector through mappings, using the right tools and with the right people.

“For the 1st time in the history of the culture sector in Jordan, we felt that a dialogue can be established between the public sector, the private sector and the CSO, where we can work together towards promoting the culture sector.” Deema Azar (Jordan)

In other countries, participants still don't see progress in working with authorities of their countries. They are however aware of the difficulties related to their grounds. They also raise questions about their own role in provoking that progress: How to make impact through their work? With which tools? and if it's the role of MC to lobby on the local level?

The involvement of few participants in the advocacy work developed in Brussels by the MC technical assistance unit to promote an EU funded programme for culture in southern Mediterranean countries served as a lesson about the necessity to engage in such processes. It also raised awareness on the need of more capacity development in this direction.

Other participants see the role of MC more relevant in advocating for cultural mobility from the South Med region to Europe. Their argument stems from the material (visual, reports, etc.) accumulated so far by MCTAU, which they suggest to use as a basis for that advocacy.

BOX 1: INTERVIEWEES' TESTIMONIALS

“We know it's gonna be a long road. But we feel strongly that the corner stones have been set. Now it's up to us to maintain the work of Med Culture” Deema Azar about the work on the national strategy for culture in Jordan.

4.1 RESULTS OF THE SURVEY

Med Culture played a major role in **helping participants benefit from national/ regional professional networks and increase collaboration opportunities with their colleagues** (91.38%). Twenty-five (25) respondents confirm being in contact with at least 5 colleagues. As for fundraising, the Med Culture programme contributed for 31.15% respondents to have access to financing opportunities for their projects (such as South Med CV or DDD).

Half respondents benefited from MC **activities focusing on working in peripheries and/or with disadvantaged groups**, which helped them in:

- Raising their awareness about the value of working with these groups (70%);
- Increasing audience for their activities (62%);
- Increasing their collaboration opportunities with colleagues in the region (70%);
- Equipping them with skills and tools to better work with them (52%).

The majority of respondents (74.16%) collaborate with organizations/institutions from other sectors (e.g. Education, Youth, Human Rights, Health, Social Affairs, Justice, etc).

Collaborations with education institutions (schools, university, youth ministry, etc.) and with human rights organizations are dominant. The majority of collaborations were about training and organization of workshops. Few respondents (13) said not to collaborate with these organizations for reasons varying mainly from lack of opportunities to not being a priority for them.

For better future collaborations with these organizations, the respondents listed opportunities for exchanges and training (more than 70% as their main needs.

4.2 FEEDBACK FROM INTERVIEWS

As mentioned beforehand, MC activities related to work with local authorities in Jordan has inspired other projects, such as the design of Tashbeek, the sub-granted project by South Med CV. Tashbeek dealt mainly with other remote and disadvantaged regions in Jordan, particularly culturally (Erbed, Aqaba, Ajloun, Zarqa, etc.).

Med Culture created opportunities to:

- *Meet other colleagues in the country and to develop projects with them;*
- *Work with organizations in the periphery and reinforce their capacities;*
- *Get out of a very centered zone into working with communities;*
- *Raise awareness about the link between culture and development.*

(Excerpts from the interview with Russol Al Nasser, Tashbeek project leader).

MC managed to involve cultural practitioners outside the capital cities and to raise awareness about the interest and the need to work with other sectors and different groups. However, assessing the impact of this work during the programme or within a short period of time after the programme finishes is always a challenge as it does not allow to grasp the richness of the exchanges between participants nor emerging collaboration dynamics that need time and further opportunities to be implemented in a visible way (through the design of projects, etc).

5.1 THE IMPACT OF MED CULTURE

Respondents consider themselves in the following categories:

- Before their participation in MC: Professional (39.08%), Emerging (21.84%), Beginner (12.64%), Amateur (3.41%), Junior expert (14.94), Senior expert (2.30%);
- After the MC activities: Professional (38.64%), Emerging (13.64%), Junior expert (28.41%), Senior expert (13.64%), Amateur (3.41%), Beginner (2.27%).

Participation in MC capacity development activities has helped respondents in:

- Being empowered and raising their confidence in their work (69.32%);
- Self-evaluation and a fresh perspective on their career and work trajectory (69.32%);
- Creating/increasing opportunities and opening up to collaboration with colleagues in the region (64.77%);
- Raising their skills in human resources and team management (42.05%);
- Improving their relationship with cultural authorities in their country (31.82%);
- Starting their own project, defining, implementing, monitoring and communicating about their project (31.82%);
- Shifting their perspective about their own work (27.27%);
- Identifying their training needs and ways to address them (25%);
- (Re) structuring their organization (22.73%);
- Fundraising and/or diversifying their funding resources (21.59%).

The majority (92.94%) confirmed having opportunities to transmit/share what they learnt through MC with others, mainly with their work colleagues (80.49%), during a workshop, (62.20%) or through teaching at

the university (15.85%). This transmission is in 64.63% of the cases taking place in the country of respondents, while in 29.27% of the cases, it's happening in other South Med countries/internationally.

5.2 ABOUT CULTURAL MANAGEMENT CURRICULUM

The majority of respondents:

- 67.82% said **cultural management curriculum in their country is non-existent**, against 32.18% who are affirmative;
- 75.28% **are not graduates of a cultural management curriculum**, while 24.72% are.

Amongst those who answered they are graduate, fifteen (15) have followed the curriculum in south Med universities (7), or in European universities (3), while others listed the training programmes in management provided whether by south med CSO (2) or by European union institutes or funded programmes (3).

More than half (60.29%) respondents find the curriculum helpful in their work as cultural operator while 39.71% didn't. It was also adapted to the reality of the work context of half (50,75%) respondents, while the second half (49,25%) thinks the opposite.

In light of their participation in MC activities, respondents expect from a cultural management curriculum, first to provide them with skills and tools in management to be able to work with their diverse communities, second, understand the framework, policies and theories of their practice as cultural practitioners and finally network and advocate. It was also emphasized the condition for such curriculum to be adapted to their context and work realities.

5.3 FEEDBACK FROM INTERVIEWS

Based on the results of the survey, MC was a springboard mainly for participants who were on the beginning stage of their career and for those with experts' profile (junior and senior). The results show also that MC activities had an impact at various levels on the development of participants' capacities.

Interviewees highlighted the following aspects about MC:

- It was a springboard for training in cultural management and helped in writing funding proposal to get first funding;
- It equipped them with precise vocabulary to describe their work in professional terms;
- It helped them take distance and reflect on their practice (e.g. the concept of business in the culture sector);
- They learnt how to work with European funds such as DDD;
- They got inspired by the work methodology of Med Culture technical assistance unit during the workshops (e.g. identifying an issue and proposing tools).

One of the success stories of MC capacity development activities is the Training of Trainers (ToT). It revealed the need for practitioners to transmit and facilitate processes and learning. Using Amman Forum in November 2017 as a practice ground for ToT participants proved to be one of the best examples. Finding opportunities to practice their learning was one of the requests emphasized by interviewees, who also insisted on the necessity for more hands-on content in training.

The recurrent criticism during the interviews was about the short time periods of the activities.

There is still an urgent need for more opportunities in capacity development activities in the South Med region. The scarcity, or the inadequacy, of formal training at the universities has obliged many practitioners to learn on the job or to study abroad. If these solutions proved useful, they still don't fill in the gap of a professional training that is adapted to the context needs and realities.

BOX 2: PARTICIPANTS' TESTIMONIALS

"After participation in the workshop we came with the idea on how to build a business plan and attract new audience. We opened a venue for small concerts that we are also opening for our students...Now, I am not ashamed to say that I have a business, but it's a social business" Bassam Birumi (Palestine)

"Skills are important to learn. They are good legacy and sustainable" Rasha El Ebiary (Egypt)

6.1 RESULTS OF THE SURVEY

If the majority of respondents had already travelled before being involved in MC programme, 22% of the participants travelled for the first time abroad to take part in Med Culture activities and for 38,46%, it was the first time they visited a South Med country. A short majority (54.65%) was already involved in regional collaboration before MC, against 45.35% who had this opportunity for the first time with MC.

Participation in MC was significantly important:

- To get acquainted with the culture sector of other countries in the region (67.07%);
- To change perceptions of other South Med countries (66.28%);
- To meet colleagues from the region (45,78%).

Half of the respondents have contacted/ developed collaboration projects and 95.12% are planning to develop collaboration projects with colleagues met during MC activities.

6.2 FEEDBACK FROM INTERVIEWS

According to interviewees, networking and collaboration are among Med Culture programme's most important achievements. MC managed to generate an effective dynamic in this regard.

Thanks to the activities participants:

- Get to know like-minded colleagues they didn't have the opportunity to meet before;
- Realize they are part of a community who has the same issues and concerns;
- Understand more the regional dynamics and integrate them in their work;
- Take distance from their work and change perspective;
- Be part of networks and integrate a global dynamic;
- Develop capacities through networking;
- Build visibility on the national and international levels.

BOX 3: PARTICIPANTS' TESTIMONIALS

"L'axe de réseautage international avec le monde arabe a été développé grâce à Med Culture. On avait des contacts avant, mais Med Culture a joué un rôle. La troupe palestinienne avec laquelle on travaille dans le cadre du théâtre de l'opprimé, on l'avait rencontré grâce à Med Culture" Hosni Al Mokhles (Morocco)

"It was difficult to enter the region. There was a closed network, before Med Culture. The latter helped me entering the landscape: open up the puzzle in calm and respect. Especially that Jordan was timid in the Arab landscape especially with funding such as AFAC and Mawred. We didn't have a space as a country before. We network with Europe, not with the Arab world" Russol Al Nasser (Jordan)

"Le networking était important pour avoir une vision de ce qui se passe dans le monde arabe. Ça nous permet aussi de relativiser surtout quand on voit qu'ailleurs c'est pire. S'insérer dans quelque chose plus large dans une dynamique plus globale. C'est un des points forts de Med Culture" Amina Mourid (Morocco)

"The highest is networking. That's what you ultimately do. You meet new people and you connect with people you already know. You discover things that are not necessarily apparent. Build on past relationship and make few ones. All the exchanges are knowledge sharing. The three themes start to melt into each other. We worked on all Med Culture thematic strands in different ways and they all started to become part of the whole thing" Nada Sabet (Egypt)

7.1 RESULTS OF THE SURVEY

Most participants use the Med Culture web site regularly (48.84%), others use it occasionally (29.07%), often (10.47%) - only 11.63% of respondent use it very rarely.

“Information and news”, “publication, studies, country profiles” and “opportunities” are the main useful sections.

For the majority, they use MC social media tools to get information and find opportunities (average 84%), and less for connection and collaboration with colleagues (average 28%).

The majority (92.86%) confirmed having an **easy access to cultural content from the region thanks to MC**, comparing to only 39.29% who had already that opportunity before MC.

Half respondents find the cultural content produced by the region’s media rather informative than critical or analytical. Few find it formative (12.05%) or not interesting at all (10.84%).

7.2 FEEDBACK FROM INTERVIEWS

Besides the impact already highlighted through the results of the online survey, interviewees find the information and knowledge sharing approach supportive in building their capacities by providing methodologies and a specific vocabulary for communication in the sector.

Others wished however that the calls for participation in MC activities were more explicit to help them find the relation with their practice.

8.1 MED CULTURE ACHIEVEMENTS

- **Networking** (77.65%) and promoting south-south relations (43.53%) are Med Culture first achievements. This was also emphasized during the interviews for the South Med CV external evaluation.

Intra-South Med collaborations within the civil society cultural sector was a field of work of few international organisations and foundations for already more than two decades. The new EU programme via MC came however in a critical moment in the history of the region where the uprisings set on the one hand a fertile ground for a youth thirsty of freedom and full of creative ideas for the emancipation of their societies, and on the other hand, opened new avenues for dialogue between civil society and governments.

MC created a space for cross-pollination of these ideas and aspirations, as it also helped in putting forward new initiatives that are driven by an engaged youth, fuelled with more an entrepreneurial attitude compared to their previous generation.

The sense of belonging beyond national borders is a necessity that was proven amongst older and younger generations in the South Med region. If the former were more politically “dissident” in their engagement, the latter seem to be more pragmatic with down to earth ideas and initiatives to tackle the society issues. MC came to reinforce this growing approach of belonging through tools and methodologies that are also reflecting the global new trends in networking and collaborations.

Interviewees still perceive that space of belonging as a triangle, with Machreq, Maghreb and Europe for historical, cultural and economic reasons. However, that space is still jeopardised by EU & member states

policies that still unclear in their mobility strategies about the fate of the South Med region cultural workers when it comes to their access to EU markets and networks.

- MC played a significant role in the **capacity development** of 57.65% respondents, as it was also relevant on the **communication visibility** levels by raising awareness of the **value of cultural work** (42.35%) and through dissemination of information (41.18%). **Setting trends and methodologies** in work such as consultation and participatory approach (36.47%) and promoting the crosscutting dimension of culture (31.76%), are amongst other achievements of MC.

Building capacities of the culture sector in the South Med is still one of the major priorities. This has been also the ground for many initiatives and experimentations over the last two decades. These initiatives came either to respond to a specific need or as a counter methodology of previous attempts.

MC strives to combine various approaches and methodologies where South Med cultural workers are playing both a role of a trainee and trainer, where up to date methodologies were tested and where knowledge and learning were generated amongst participants and were mutually shared.

In order to succeed their enterprise the MC team adopted a rule of constant evaluations after each workshop or event to get the feedback of participants. This has helped not only to constantly improve the work methodologies, but also was perceived by participants as a technique worth to be learnt for their future projects.

Another field where MC team work was appreciated is the field of documentation by providing up to date publications related to

the work in the cultural sector. This helped in opening new horizons for participants to position their work within a larger context professionally, politically and geographically.

- Based on the feedback of 30.59% respondents, MC marked an **influence on working at the policy level**.

MC could build upon new windows of opportunity for initiatives related to the participation of cultural operators in cultural policies building that were born over the last years.

However, even though the work of MC team in the field of cultural policies with national institutions seem to be more articulate through the process conducted in Jordan with various public stakeholders, exchanges with interviewees especially in Tunisia and Morocco, reveal the necessity for them to keep on the dialogue with the local cultural authorities. If this necessity could be justified by an environment more or less encouraging to engage in such dialogue, the participation in MC activities triggered that urgency and an awareness of being the solely responsible of the process. The added value of MC is seen however through providing the tools and methodologies as well as the power of belonging to a network.

- 23.46% of respondents had the chance to benefit both from MC activities and the grants allocated through DDD or/and South Med CV projects.

MC offered a promotion platform for the projects sub-granted through DDD and South Med CV virtually and during the various physical activities. It also helped in inspiring participants in designing projects (see above the example in Jordan) to get a grant from South Med CV and in providing space for meeting potential partners.

However, there seem to be confusion for participants and external observers about the link between the MC TAU, DDD and South Med CV. Interviews with the managers of both sub-granting programmes reveal that there was an exchange of information, while working as totally separate units. This had an impact on the communication level with stakeholders not understanding for example the overcharged visual identity of the logos whenever MC programme as a whole is involved.

Finally, the unforeseen/unplanned things that respondents learned/developed from their participation in MC are:

- Opportunities and skills for **networking, collaboration**, meeting counterparts and experts, etc.
- **Developing capacities** and acquiring tools in various categories of the cultural work, etc.
- Awareness raising and learning related to **policy frameworks**, advocacy and issues at stake in working in the South Med cultural sector

8.2 MED CULTURE ACHIEVEMENTS

Building on Med Culture TAU work is essential for all the interviewees who also expressed their concerns about the future.

The interviewees highlighted a certain number of recommendations:

- More hands-on workshops in creative entrepreneurship
- More practical learning
- Less lecturing, but more analytically stimulating as a way for learning
- More training of trainers to transmit to the colleagues and for better impact
- Longer periods for workshops and trainings (at least 4 days)
- Facilitate integration in the professional market

- More opportunities to practice the learning
- Setting grant-making structures dedicated to training
- Funding organizations, which are not financially stable
- More collaboration between academic research and practice
- Support mobility of artists and cultural practitioners to Europe by using Med Culture as a diplomatic support
- Include more academics to improve education in the region

BOX 4: PARTICIPANTS' TESTIMONIALS

"Réfléchir comment impacter et influencer nos politiques dans nos pays respectifs en étant sur une logique régionale. L'union fait la force. Si on peut développer une stratégie régionale et que Med Culture puisse faire le relais" Amina Mourid (Morocco)

"Comment utiliser cette période d'extension pour avancer dans cette direction. Qu'est-ce qu'on fait de tout ce qu'on a acquis et construit avec Med Culture surtout après la fin du programme ? On n'a pas envie d'être uniquement des bénéficiaires. On a besoin aussi de savoir comment les choses fonctionnent de l'autre côté au niveau de l'Europe, pour pouvoir impacter d'une manière pertinente. Vous avez l'info, et nous, nous avons le pouvoir d'action sur le terrain. Il va falloir coordonner tout ça" Amina Mourid (Morocco)

"We were worried that MC stops before at least part of the process was complete. We all know it will not be an ongoing programme. It would be good if it is still here for another few years to make sure that the work that has been done in the past years is really well established. We have corner stones that we can build upon and not go to waste. This is one of the challenges we are facing. If MC is abruptly removed without making sure all the elements are in place, the work will not see its completion" Deema Azar (Jordan)

CONCLUSIONS

The feedback on the results and impacts of Med Culture TAU activities and work are in general positive. Respondents underlined the importance of the human dimension as one of the strong aspects in the work approach and in achieving those results. Despite being a small team, the TAU staff members were always available for exchanging and listening; they were also efficient and transparent in their dealings.

The team was also conducting regular evaluations after each activity. The feedback of these evaluations was always taken in consideration in improving future activities or in designing new ones. This has been also listed as one of the highlights of the programme. For respondents, this demonstrates a different way of work from many foreign programmes, be it by the EU or others, who usually work in the region with imposed approaches.

ANNEX 10.1 SURVEY



MED CULTURE _ RESULTS & IMPACTS

1. INTRODUCTION

The aim of this Survey is to get information about the most decisive actions the Technical Assistance (TA) of the Med Culture (MC) programme has implemented during 2014-2017 as a means to better inform decisions for an extension period of about a year of the TA, thereby increasing efficiency and sustainability while focusing on Resilience and Employability for Youth. The activities implemented through the DDD and South Med CV are to be considered in complementary to the ones organised by the TA, but are not to be covered by this questionnaire directly.

More specifically, it aims at:

- Obtaining better knowledge of the results and ramifications of the Med Culture programme at the regional level, which should contribute to a more informed assessment.
- Getting more precise information on the impact of each activity on the beneficiaries' work and professional trajectory/career path, especially in terms of acquired skills, use of tools, and development of partnerships/collaborations.

This questionnaire constitutes one part of the survey. A desk review of MC documents has contributed to the design of this questionnaire. Some interviews will be conducted during the Amman Forum, and further complementary interviews will be led afterwards.

In respect of the confidentiality of the respondents, the name of the respondents, their organisation and their contact details are optional.

1. ABOUT YOU (Optional)

| | |
|---------------|----------------------|
| Name | <input type="text"/> |
| Organisation | <input type="text"/> |
| Position | <input type="text"/> |
| Address | <input type="text"/> |
| City/Town | <input type="text"/> |
| Country | <input type="text"/> |
| Email Address | <input type="text"/> |
| Phone Number | <input type="text"/> |

2. ORGANISATION TYPE

- Civil Society Organisation
 Non Profit Organisation
 Governmental Institution
 Private Sector
- Media
- Other (please specify)

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3. ORGANISATION SECTOR (You can tick more than one box)

- Culture; ; performing arts: theatre, dance, music; visual arts; literature; crosscutting arts; architecture
 Gender issues
 Advocacy
- Youth
 Human rights
- Education & training
- Other (please specify)

4. AVERAGE AGE GROUP OF COLLEAGUES IN YOUR ORGANISATION

- < 20 years old
 20 to 35 years old
 > 35 years old
 A mix of the above

5. DO YOU FOCUS ON SPECIFIC TARGET GROUPS THROUGH YOUR PROJECTS (e.g. youth, minorities, disadvantaged, disabled people, other)

- Yes
 No

If yes, which ones:

6. WHAT IS THE GEOGRAPHIC SCOPE OF YOUR ACTIVITIES (e.g. Capital city, Provincial city, Suburbs, Urban area, Rural area, Camps, ?)

7. DID YOUR ORGANISATION BENEFIT FROM A GRANT (or sub-grant) OF THE EUROPEAN UNION during the last 4 years

- Yes
 No

If yes, which ones:

8. DID YOUR ORGANISATION BENEFIT FROM A SUB-GRANT OF THE SOUTH MED CV or DDD projects or did you participate to one of their activities

- Yes
 No

If yes, which ones:

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2. YOUR PARTICIPATION IN THE MED CULTURE PROGRAMME (MC) – technical assistance activities

9. In which MC activities have you participated? (You can tick more than one box)

- | | | |
|--|--|--|
| <input type="checkbox"/> Houna aShabab | <input type="checkbox"/> Training in project management / Regional platform | <input type="checkbox"/> Roundtables/Priming |
| <input type="checkbox"/> Thematic P2Ps | <input type="checkbox"/> Training of trainers | |
| <input type="checkbox"/> Institutional P2Ps and workshops (national strategy for culture - Jordan, working in the peripheries, higher education and training) | <input type="checkbox"/> National Focus Group | |

10. In which capacity?

- | | | |
|--------------------------------------|----------------------------------|--------------------------------------|
| <input type="checkbox"/> Participant | <input type="checkbox"/> Expert | <input type="checkbox"/> Moderator |
| <input type="checkbox"/> Trainer | <input type="checkbox"/> Speaker | <input type="checkbox"/> Facilitator |

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3. GOVERNANCE AND CULTURE SECTOR

For **Civil Society Organisations (CSO)** or **Cultural Organisations (CO)** >> Respond to questions #11 to #16
For **Authorities (A)** >> Respond to questions #17 to #20

11. (CSO or CO) Do you collaborate with the public institutions in your country? If yes, at which level?

Ministries
 Local authorities - city
 Province
 Region

Wilaya / Mohafaza
 Other (please specify)

12. (CSO or CO) How would you rate the level of collaboration with these institutions?

Excellent
 Good
 Average
 Weak

13. (CSO or CO) Did MC improve your knowledge of the cultural policy plans/developments in your country?

Yes
 No

14. (CSO or CO) Did it help you understand EU cultural policies for the region?

Yes
 No

15. (CSO or CO) Do you use this knowledge/skills/tools in your work to? (You can tick more than one box)

Inform your professional activities
 Fundraise
 Manage your project

Lobby
 Other (please specify)

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16. (CSO or CO) Could you propose two ways in which your relationship with the authorities could be more fruitful?

1-

2-

17. (A) Did MC contribute to a better understanding of processes relative to policy-making?

Yes

No

18. (A) Did MC make you more appreciative of the need to coordinate with CSOs?

Yes

No

19. (A) Do you consult with CSOs in decision-making processes? If not, will you do so in the future?

Yes

No

20. (A) Could you propose two ways in which your relationship with CSOs could be more fruitful?

1-

2-

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4. PARTICIPATION & ACCESS TO CULTURE

If you are **based in the peripheries or in marginalised areas** >> Respond to questions #21 to #23
>> **Otherwise skip to question #24**

21. Did MC help you benefit from national/regional professional networks and increase collaboration opportunities with colleagues?

Yes No

22. If yes, with how many colleagues are you still in contact?

23. Did MC help in giving you access to financing opportunities for your projects (such as South Med CV or DDD)?

Yes No

24. Did you benefit from MC activities focusing on working in peripheries and/or with disadvantaged groups?

Yes No

25. If yes, have these activities helped you in (You can tick more than one box)

- Raising your awareness about the value of working with these groups
- Increasing audience for your activities
- Increasing your collaboration opportunities with colleagues in the region
- Equipping you with skills and tools to better work with them

(please specify the skills and tools)

26. Do you collaborate with organisations/institutions from other sectors (e.g. Education, Youth, Human Rights, Health, Social Affairs, Justice, etc.)?

Yes No

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27. If yes, could you please cite one or two instances of collaboration with them?

28. If no, could you specify why?

29. If you are planning for future collaborations with these organisations, which of the following would help you best? (You can tick more than one box)

- An online database An online coaching
 Regional Platform for exchanges Training

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5. CAPACITY DEVELOPMENT

30. In which category would you consider yourself before participating in MC capacity development activities?

Beginner
 Amateur
 Junior expert
 Emerging
 Professional
 Senior expert

31. And after the MC activities?

Beginner
 Amateur
 Junior expert
 Emerging
 Professional
 Senior expert

32. Participation in MC capacity development activities has helped you in: (You can tick more than one box)

Starting your own project, defining, implementing, monitoring and communicating about your project – if yes, please specify
 Self-evaluation and a fresh perspective on your career and work trajectory
 Empowering you and raising your confidence in your work
 (Re)structuring your organisation
 Raising your skills in human resources and team management
 Fundraising and/or diversifying your funding resources
 Improving your relationship with cultural authorities in your country
 Creating/increasing opportunities and opening up to collaboration with colleagues in the region
 Shifting your perspective about your own work – if yes, please specify how
 Identifying your training needs and ways to address them. If yes, could you please specify these needs

(please specify here)

33. Is there any cultural management curriculum in your country?

Yes
 No

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34. Are you a graduate of a cultural management curriculum?

Yes No

35. If yes, where did you follow this curriculum? University/institution and city

36. Was this curriculum helpful in your work as cultural operator?

Yes No

37. Was the curriculum adapted to the reality of your work context?

Yes No

38. In light of your participation in MC activities, mention two things you expect from a cultural management curriculum:

1-

2-

39. Do you have opportunities to transmit/share what you learnt through MC with others?

Yes No

40. If yes, in which context do you do that (you can tick more than one box)?

With your work colleagues, Teaching at the university, In other South Med countries/internationally
 During a workshop, In your own country,

Approximately how many people are likely to benefit from your newly acquired skills/knowledge? (with how many people are you in contact with in a year?)

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6. REGIONAL NETWORKING & COOPERATION

Was your participation in MC activities your first time...

41. travelling abroad?

Yes No

42. travelling to a South Med region?

Yes No

43. meeting colleagues from the region?

Yes No

44. getting acquainted with the culture sector of other countries in the region?

Yes No

45. Has your participation in MC changed your perception of other South Med countries?

Yes No

If yes, could you please briefly explain in which way?

CONTACTS & COLLABORATIONS:

46. Were you already involved in regional collaboration before MC?

Yes No

47. Have you contacted/developed collaboration projects with colleagues met during MC activities?

Yes No

If yes, with how many?

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48. Do you plan to develop collaboration projects with colleagues met during MC activities?

Yes No

If yes, on the short/mid/long term?



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7. KNOWLEDGE & INFORMATION SHARING

49. How often do you use Med Culture website?

Very rarely Occasionally Regularly Often

50. Which section you find more useful for your work?

51. Do you use Med Culture social media tools to (You can tick more than one box)

- Get information, Find opportunities,
 Connect with colleagues Collaborate with colleagues

52. Did you have easy access to cultural content from the region before MC?

Yes No

53. Did you have easy access to cultural content from the region after MC?

Yes No

54. In which category would you list the cultural content produced by the region's media?

- Informative Critical Not interesting
 Formative Analytical
 Other (please specify)

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8. LESSONS LEARNED AND RECOMMENDATIONS

55. In your opinion, choose the **three main achievements** of MC related to your needs?

- | | | |
|--|--|---|
| <input type="checkbox"/> Work at policy level | <input type="checkbox"/> Networking | <input type="checkbox"/> Promoting the cross-cutting dimension of culture |
| <input type="checkbox"/> Consultative/participative approach | <input type="checkbox"/> Promoting south-south relations | <input type="checkbox"/> Communication and dissemination of information |
| <input type="checkbox"/> Capacity development | <input type="checkbox"/> Raising awareness of the value of cultural work | |

56. Did you benefit both from MC activities and grants allocated through DDD or South Med CV projects?

- Yes No

If yes, was your involvement in both complementary? Please specify briefly why/how.

57. Name **two** things you learned/you developed from your participation in MC that were unforeseen/unplanned?

1-

2-