

MEDIA DEVELOPMENT

Evaluation Report Executive Summary MuM

Developing the Sector:
Freedom of Expression and Media Development

Background

This is the summary of the final report of an independent evaluation of DW Akademie's project "Meinungsfreiheit und Medienentwicklung—MuM" (Freedom of Expression and Media Development). MuM has been funded since 2017 by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by DW Akademie's Policy and Concepts (P&C). This year (2020) is the last of the current phase of MuM. The MuM project aims, in summary, to develop and strengthen the relevance of the field of media and freedom of expression in development cooperation by 2020. The expected outcome of the MuM project is as follows: "Freedom of expression and access to information is more strongly positioned and anchored as a human right within development cooperation".

The expected outputs of the MuM project are as follows (not necessarily in order of priority):

- Advocacy for Freedom of Expression (FoE) and Media Development (MD)
- Supporting German MD Policy
- Exchanging with the Expert Community
- Advancing Innovation
- Learning within DW Akademie

The MuM project's target groups are both internal and external to DW Akademie. They fall into three tiers:

1st tier: BMZ

2nd tier: DW Akademie—especially country teams

3rd tier: Media development organizations, the development community globally, and the German development community/public

The methods used were document analysis, observation and qualitative interviews with 40 individuals ranging from BMZ representatives, external experts in the media development field, P&C staff and wider DW Akademie managers and personnel. The interviews were all conducted by the evaluator, either face-to-face in Bonn or by phone. Questions were based around the OECD/DAC categories of relevance, effectiveness, efficiency, impact and sustainability, with the overall question being: "To what extent has DW Akademie developed MD (media development) and shaped the sector?" (as agreed at the kick-off workshop).

Conclusions of the project evaluation

Relevance: This evaluation finds that P&C's MuM project is very relevant and needed by both DW Akademie and the international development community: the criteria are **comprehensively fulfilled**. It is clear to everyone who was interviewed that P&C should exist and that research, conceptual thinking, and work on policy is needed both in DW Akademie and the wider media development world. The evaluation also found that the P&C Department is strongly aligned with the BMZ and works closely with them, in a constructive and genuine partnership.

Effectiveness: Most results from the evaluation show that the MuM project is effective: the criteria are **overall fulfilled** with only one or two small areas for improvement. The quality of P&C personnel and their outputs (i.e. research reports, tools, policy briefings etc.) are very good. Numerical targets (i.e. number of events, reports, briefings to BMZ etc.) have almost all been fulfilled 100%. Gender considerations and digital principles have generally been well adhered to. There is, however,

a little room for improvement, especially in the areas of external communications, applying principles on the ground and communicating with the country/regional teams inside DW Akademie.

Efficiency: Most results from the evaluation show that the MuM project is efficient: the criteria are **overall fulfilled** with only one or two small areas for improvement. The project is cost-efficient and cost-conscious, with very hard-working staff. Leadership of the P&C team appears to be efficient and inspiring. In terms of improvement, there is a need for more transparency about budgets, and more clarity and internal communication about how and on what issues the teams inside P&C are actually working.

Impact and Sustainability: This criterium has been **partially fulfilled** in the personal judgement of the evaluator. MuM has achieved its desired outcomes (as opposed to impacts) and has definitely strengthened the position of freedom of expression and access to information and has helped

anchor these as a human right within development cooperation. Furthermore, this evaluation identifies a good number of stories of influence and change:

- It is clear P&C have been very active on a large number of themes, and at many different levels (i.e. from various international forums, like the UN Internet Governance Forum, via German government level, down to "nitty-gritty" work on research methodologies and evaluation templates for DW Akademie's on-the-ground projects),

- P&C has made a name for DW Akademie in the international media development world as a “thinking” organization, and as a convenor and influencer,
- P&C Dept. have been key in ensuring that BMZ has allocated substantial funding to media development and has named it as a priority area for international aid,
- P&C have contributed substantially to strategy and approach within DW Akademie and is in the process of helping to turn DW Akademie into a much more partner-led, collaborative, needs-based and “digitally-savvy” organization than it used to be,
- There have been a number of other tangible outcomes to projects on cutting-edge themes such as establishing a sustainable MIL expert network, the VideoMetrics work, digital participation tools, and so on, but these are relatively small, mostly localized and recent. It is not yet clear whether many/any of them will have lasting impacts or will be able to be scaled-up and operationalized any more than they have been already.

However, this good assessment on outcomes contrasts with actual on-the-ground impact, which is less easy to discern. This evaluation therefore concludes

that, as yet, there are only a few indications that the project will have the lasting impacts (i.e. sustainability) which actually solve problems or will make a tangible difference to the big problems in the media world in the longer term.

The high relevance and the continuous nature of the work points to the need for a second phase which would be in BMZ's interest to fund because:

- P&C provides BMZ with a really good department that is taking BMZ's vision of independent media to the world;
- BMZ is clearly benefiting directly from the expertise P&C offers;
- MuM provides a valuable and ongoing internal service of capacity-building within DW Akademie.

DW Akademie

is Deutsche Welle's center for international media development, journalism training and knowledge transfer. Our projects strengthen the human right to freedom of expression and unhindered access to information. DW Akademie empowers people worldwide to make independent decisions based on reliable facts and constructive dialogue. DW Akademie is a strategic partner of the German Federal Ministry for Economic Cooperation and Development. We also receive funding from the Federal Foreign Office and the European Union and are active in approximately 50 developing countries and emerging economies.

CONTACT

Dr. Laura Moore
Head Research and Evaluation
laura.moore@dw.com
Berlin, Germany



DWakademie



@dw_akademie



youtube.com/DWakademie



dw-akademie.com

The objective of the external evaluation is to provide a constructive assessment of the project results. It does not necessarily align with the perspective and planning of DW Akademie. Nevertheless, all findings were discussed in order to allow lessons learned to be incorporated into the development of future strategies.