

MEDIA DEVELOPMENT

Evaluation Report

Executive summary **Mongolia**

Management and Leadership: Analyzing project partners' capacities and collaboration with DW Akademie

Background

Freedom of opinion and access to information are threatened in Mongolia, above all by the linkages between—and interdependence of—politics, business, and the media. The ownership structure of media houses is largely non-transparent. Corruption and political pressure lead to “censorship-like” effects and affect journalists in the form of self-censorship and restriction of journalistic freedom. As a result, the interests of the population can only be represented by the media to a limited extent. False information and propaganda threaten the required fairness in the June 2020 election in Mongolia, especially in view of the fact that social media are of outstanding relevance in Mongolia.

The BMZ-funded project of DW Akademie in Mongolia aims to strengthen the independence of journalists’ reporting from particular political and economic interests in the period 2018–2020. To this end, it pursues the project lines Investigative Journalism, Media Self-Regulation and Media Legislation. The project goal (outcome) of the country project in Mongolia is: “Mongolian journalists are sustainably strengthened

in the independence of their reporting (from particular political and economic interests)”. As part of the Asia regional program, the country project contributes to a common regional overall objective (at impact level): “Disadvantaged population groups, especially in rural areas, receive relevant information, exercise their rights in a digital media world and participate responsibly in shaping social and political processes”. In cooperation with the Press Institute of Mongolia (PIM), journalists are to be qualified to publish investigative research and to test innovative business models in favor of financial independence. Together with the Mongolian Media Council (MCM), media self-regulation is to be consolidated and media independence promoted. In cooperation with MCM and PIM, the population will be sensitized to the importance of media independence in a democratically constituted society. In addition, legal experts of DW Akademie advise on international standards of media legislation. Working groups are advised, which are to be involved in upcoming legislative processes in the sense of media independence.

The evaluation focuses on the quality of management (Management and Leadership Performance—M&L). It includes a critical analysis of DW Akademie’s project management and the performance of the project partners on site, the strengths and weaknesses of the cooperation between DW Akademie and partners, and the prerequisites for a culture of mutual learning. The aim of the evaluation is to gain new insights into how DW Akademie can support its partners even better and how it can achieve a joint impact with them. During the kick-off workshop on December 6, 2019 in Berlin, the Press Institute (PIM) and the Media Council (MCM), as the relevant project partners for the cooperation in the project lines, were selected as organizations in the M&L evaluation. Furthermore, the newly founded Mongolian Centre for Investigative Journalism (MCIR) was included due to its role in the long-term project activity “Fact Check Mongolia”. The field phase included a visit to Mongolia from February 9–15, 2020.

Conclusions of the project evaluation

Below are overall conclusions regarding the evaluation criteria, averaging all three partner scores:

DAC Criterion (average of all assessments)	Numeric value, average	Assessment	Explanation
Relevance	4.7	Comprehensively fulfilled	All findings of the evaluation show that the criterion has been met.
Effectiveness	4.7	Comprehensively fulfilled	All findings of the evaluation show that the criterion has been met.
Efficiency	4.0	Overall fulfilled	Most findings of the evaluation show that the criterion has been met.
Impact	3.3	Partially fulfilled	Regarding performance, the findings of the evaluation are ambivalent.
Sustainability	4.3	Overall fulfilled	Most findings of the evaluation show that the criterion has been met.

Overall Assessment:

The evaluation shows good to very good results of the assessments of the project partners with regard to their M&L performance and the cooperation with DW Akademie. Only with regard to the criterion “impact” does the overall overview show an average score of 3.3 (out of 5). Looking at the individual partners’ assessments, it becomes clear that this result is due to the fact that in all three organizations—despite their different stages of organizational development—there is a need to introduce appropriate management tools and processes, especially in the areas of communication (internal and external) and conflict prevention and resolution. Digital instruments are only used to some extent in M&L. All project partners (to varying degrees) face the task of securing their financial independence in the medium term—and thus also their (journalistic) independence. This task is clearly recognized and the search for solutions is being driven in different directions depending on the project partners.

It should be emphasized that all project partners were rated in the highest categories (dark/light green) with regard to the criteria “relevance” and “effectiveness” (in the M&L context) in the course of the evaluation, and that this good performance is also attributed by the project partners themselves to their cooperation with DW Akademie.





The cooperation with DW Akademie is rated as very good by all project partners according to all criteria. Especially the cooperation with the country management and the trainers and consultants is highly praised, but there are shortcomings in the processes of project administration and knowledge management. Apart from that, they see their organization as very value-oriented and name as specific strengths the willingness to cooperate, constancy of cooperation, reliability and the high level of ownership.

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.