

MEDIA DEVELOPMENT

# Evaluation Report

## Executive summary Cambodia

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

## Background

The Women's Media Centre of Cambodia (WMC) and the Cambodian Center for Independent Media (CCIM)—both project partners of DW Akademie—have been the most important independent media organizations in the country for several years. The proportion of young people is particularly high in Cambodia. When young people participate in public discourse, it is primarily through social media. The traditional mass media are not dynamic enough for them. However, they largely lack media competence and awareness of digital security. Women in Cambodia, especially in rural areas, are socially and politically disadvantaged and need special support. In order to raise awareness of media security, especially among the young population, and to teach them how to use social media sensibly, the overall project goal is to improve the media literacy of teenagers and young adults in Cambodia. This is the basis for the decision to focus on Media and Information Literacy (MIL) in Cambodia. The project goal at the outcome level

in Cambodia is: "Adolescents and young adults in Cambodia have improved media competence (Media and Information Literacy, MIL)". There are three project lines, which are implemented by three project partners. The Department for Information Technology (DIT) of the Ministry of Education, Youth and Sport, MoEYS (Open Institute is the formal project partner) conducts road shows on the topic of MIL in the 11th and 12th grades of high schools in 10 provinces of the country. The Women's Media Centre of Cambodia (WMC) trains MIL trainers who instruct young people in the provinces to introduce their themes and voices into their programs (radio, video, online). The Cambodian Center for Independent Media (CCIM) offers media clubs (MIL clubs) at Cambodian universities, which build up the media competence of the students with a specified curriculum and strengthen the awareness for a critical and competent handling of social media. BMZ funding is available for three years and started in 2018.

The evaluation focuses on the aspects of management and leadership, which are essential in the context of development cooperation. With regard to management, the focus is on processes and structures, internal value systems and risk management. The OECD's DAC criteria form the reference framework for the evaluation and should be seen here as meta-criteria. The evaluation started in November 2019 and ended on March 30, 2020 with a change workshop. The field phase in Cambodia took place from February 14–21, 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                                  | 4.75                   | Comprehensively fulfilled | All findings of the evaluation show that the criterion has been met.  |
| Effectiveness                              | 4.0                    | Overall fulfilled         | Most findings of the evaluation show that the criterion has been met. |
| Efficiency                                 | 4.25                   | Overall fulfilled         | Most findings of the evaluation show that the criterion has been met. |
| Impact                                     | 4.5                    | Comprehensively fulfilled | All findings of the evaluation show that the criterion has been met.  |
| Sustainability                             | 3.5                    | Overall fulfilled         | Most findings of the evaluation show that the criterion has been met. |

### Overall Assessment:

With the selection of the project partners, DW Akademie has been able to win very well-suited partners for the implementation of the MIL focus. They address the defined target groups and achieve an enormous reach and, in some instances, an anchoring in educational policy through their work. By addressing pupils via road shows, students in MIL clubs and young people in rural areas via MIL training courses, an educational chain is generated, which creates synergies and sustainable impact. The partner organizations can look back on many years of experience, are recognized as media organizations within Cambodia and are well networked.

The management structure of the project with its strategic division of responsibilities between Germany and Cambodia is efficient. The various training formats of





DW Akademie professionalize the project work on site in terms of content and methodology. They increase employee motivation and stabilize the work of the various training teams. DW Akademie's consulting services are of high quality and contribute to capacity development within the partner organizations on an individual and organizational level. The management within the three partner organizations proves to be differentially effective and sustainable. M&E competencies are in need of improvement in all three organizations. The partner organizations are strengthened by the project work and thus become more resilient—even in the case of politically motivated crises. The cooperation with DW Akademie enhances the reputation of the partners and thus their chances for networking with other actors and further dissemination of the content of their work.

## 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.

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*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.*