

MEDIA DEVELOPMENT

Evaluation Report

Executive summary **Kyrgyzstan**

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

Background

Kyrgyzstan is still considered the most free of the Central Asian states, but in recent years the legal and political framework has steadily deteriorated. The international NGO Freedom House classifies Kyrgyzstan as a so-called “consolidated authoritarian regime”, with a score of 6.07 points on a scale where seven is the poorest ranking. Kyrgyzstan was thus downgraded. The basic information rights of the Kyrgyz population are officially anchored in the country's constitution, but in reality, basic rights of freedom of opinion and information are clearly restricted. In terms of foreign policy, the relationship between Kyrgyzstan and Tajikistan is particularly conflict-laden due to border disputes.

The BMZ-supported project (funding phase 2018–2020) is part of the strategic field of social participation. It is part of the Asia regional program and contributes to the following joint regional overall objective (at impact level):

Overall objective: 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.

Project objective: The population of Kyrgyzstan (especially in rural areas) constructively contributes to reporting.

The subject of the evaluation is the quality of management (Management and Leadership Performance—M&L). This includes a critical analysis of the performance of the three selected project partners on site, the project management of the DW Akademie country team, strengths and weaknesses of the cooperation with the partners and the prerequisites for a common learning culture. Selected project partners are:

1. the Association of Civic Media, which pools the interests of the civic media
2. the Media Support Center Foundation, which integrates MIL as a pilot approach in schools
3. and the Media Development Center Public Foundation, which, in cooperation with a Tajik partner, has established a cross-border network of journalists

The evaluation was implemented between November 24, 2019 and April 9, 2020 and included a field phase from February 24, 2020 to March 1, 2020 in Kyrgyzstan. Methodologically, document analysis, questionnaires for project partners, semi-structured interviews, focus groups, background conversations with political and civil society stakeholders and participant observation at two project locations were used. The concept for M&L evaluation developed by DW Akademie is based on OECD/DAC criteria and the results of the evaluation capture the contribution of management and leadership to relevance, effectiveness, efficiency, impact and sustainability.

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	5.0	Comprehensively fulfilled	All findings of the evaluation show that the criterion has been met.
Effectiveness	4.3	Overall fulfilled	Most findings of the evaluation show that the criterion has been met.
Efficiency	4.3	Overall fulfilled	Most findings of the evaluation show that the criterion has been met.
Impact	4.3	Overall fulfilled	Most findings of the evaluation show that the criterion has been met.
Sustainability	3.0	Partially fulfilled	Regarding performance, the findings of the evaluation are ambivalent.

Overall Assessment:

In all discussions with the partner organizations, sustainability was clearly identified as the biggest challenge. The partner organizations are not concerned with the question of whether the effects they are achieving with target groups are sustainable. The partners are comparatively self-confident on this issue and see clear and sustainable effects of their work as a given. However, they are concerned about sustainability in the sense of the survival of their own organization. The open and self-critical assessment of the partner organizations on this issue suggests that they are continuously dealing with this issue.

The cooperation with DW Akademie is perceived as very positive. There is obviously a good relationship of trust and DW Akademie staff are considered competent by the partner organizations. On this basis, DW Akademie can also openly discuss organizational weaknesses with its partners.





In all other areas, the partners are well to very well positioned. The choice of partners is made sensibly; relevance and coherence of the program design are given. The good cooperation between DW Akademie's country project management and the partners is clearly reflected in terms of effectiveness, efficiency and impact. At the same time, it should be noted that the partner organizations are relatively small and can therefore function well even with a comparably low level of formalized internal structures. Therefore, the targeted organizational growth, if successful, will also trigger "growing pains", as it will increasingly create new regulatory and structuring needs. The great strength of the partners is their very high motivation, credibility and enthusiasm for the issues they are working on.

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.