

MEDIA DEVELOPMENT

Evaluation Report

Executive summary Pakistan

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

Background

People in remote areas of Pakistan usually receive only one-sided or little information due to a lack of power supply, internet connection, and partly military restricted zones. This is particularly true for internally displaced persons (IDPs) who have to leave their homes due to military operations. Journalists who report in dangerous areas receive little support from their employers to ensure their safety. They are put under great pressure by various actors and are under psychological stress. Lack of qualifications makes them all the more vulnerable to attempts to influence their reporting. Digitalization is creating new challenges that Pakistani journalists have not yet been able to meet. Their digital security is hardly guaranteed and source protection is more difficult to maintain. New opportunities that arise, for example in the area of data journalism, have so far hardly been exploited.

The project goals at the outcome level are: Journalists make use of the advisory and qualification offers of Pakistani competence centers in the fields of security, data journalism and media ethics. The voices and concerns of young people and disadvantaged groups, particularly in Khyber Pakhtunkhwa (KP) and the (ex-)Federally Administered Tribal Areas (FATA), are more strongly represented in the media.

As part of the Asia regional program, the country project contributes to a common regional overall objective (at impact level):

Disadvantaged population groups, particularly in rural areas, receive relevant information, exercise their rights in a digital media world and play a responsible role in shaping social and political processes.

The BMZ funding period runs from 2018-2020. Following two amendments increasing the funding volume (July 2018 and September 2019), measures in the area of digital journalism training were supplemented, trauma centers were strengthened, and the Media and Information Literacy (MIL) project line was expanded.

In order to make sustainable qualification and consulting services in the fields of security, media ethics, and data journalism available to media professionals (strategic field Qualification), DW Akademie cooperates with three selected project partners. The umbrella and member association of editors, CPNE, is establishing structures for a competence center in the fields of media ethics and security. The project partners Center for Excellence in Journalism (CEJ), a university-based training institute for journalists, and Individualland (IL), a nationwide NGO, are establishing trauma centers in Karachi and Quetta, respectively. In addition, qualification and advisory structures in the field of data journalism are being expanded. In order to voice the opinions and concerns of internally displaced persons and returnees from the former Federally Administered Tribal Areas (ex-FATA) and to give the ru-

ral population in Khyber Pakhtunkhwa Province (KP) a stronger voice in the local media (strategic field Social Participation), the project partners Tribal News Network (TNN) and Media Training and Research Center (MTRC) are training IDPs and returnees as citizen journalists, and young people and young adults in the field of Media and Information Literacy (MIL).

The objectives of this evaluation are to gain insights into the management and leadership performance of the project partners (1), the strengths and weaknesses of the cooperation (2), and the promotion of institutional learning of the participating organizations (3). The evaluation process began with the acceptance of the commission on November 1, 2019 and ended with the formal completion of the evaluation project on April 30, 2020. The five DAC criteria of the OECD provide the reference framework for the evaluation. They were linked to the conceptual approaches of the evaluation (management and leadership of the project executing agencies, project management of DW Akademie, quality of the cooperation between DW Akademie and the project executing agencies, and perspectives of institutional learning). The evaluation design follows the basic idea of method triangulation, i.e. both quantitative and qualitative methods are used and data and information from different sources are combined. The field phase included a visit to Pakistan from March 1-7, 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	4.8	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	3.0	Partially fulfilled	Regarding performance, the findings of the evaluation are ambivalent.
Impact	4.0	Overall fulfilled	Most findings of the evaluation show that the criterion has been met.
Sustainability	3.8	Overall fulfilled	Most findings of the evaluation show that the criterion has been met.

Overall Assessment:

A look at the overall evaluation shows predominantly good results with regard to the contributions made by management and leadership to the achievement of the objectives of the measure (effectiveness), overall positive effects in the organization, with cooperation partners, and the target groups (impact) as well as the overall successful support of numerous long-term learning and change processes within and outside the organizations.

Another positive aspect in this context is that project elements are developed in discussion with the country team and that the planning processes for the project duration of three years are participatory. This has a positive effect on the development of ownership (sustainability).

A very good result is achieved in terms of relevance, because management and leadership contribute greatly to all partners making the right strategic decisions in terms of coherence of the objectives of development partners, project partners and target groups within the development measure.

The criterion “efficiency” achieves a mediocre result for all partner organizations. However, this does not indicate that the management and leadership of the project partners are inefficient. Rather, it has become clear that efficient processes in the projects are not given priority, methods and instruments for measuring efficiency are unknown, and administrative and financial capacities are often lacking. The majority of the five organizations evaluated have strong traditional elements of leadership: Charismatic leaders, “family” management styles, and hierarchical structures that often stand in the way of a logical division of labor, delegation and distribution of decision-making power.

Overall, however, the positive results outweigh the negative ones, and the leadership of the project partners was visible through its many years of experience, expertise, pronounced willingness to cooperate, the strong development of ownership, and interest in a joint learning process.





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.

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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