



Akademie

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MEDIA DEVELOPMENT

# Evaluation Report

## Executive summary Ghana

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



## Background

Ghana is one of the few countries in Western Africa to have managed to establish a reasonably stable democracy (ranked 59th out of 167 countries in The Economist Intelligence Unit's Democracy.) This is also reflected in the relative freedom of the media (30th place in the ROG Index 2021). However, there are also repeated reports from Ghana about harassment and intimidation of media representatives. Lack of research, paid journalism and bias also characterize reporting in Ghana. One third of all media outlets are state-owned or belong to government-affiliated entrepreneurs. All of this makes it clear as to why it is vital to work with actors in the media and civil society to develop their qualifications and media-related knowledge.

The DW Akademie project that is examined in this evaluation focuses on the above challenges. The project corresponds with DW Akademie's strategic fields of qualification and participation in society.

The main target groups are journalists, young media users, representatives of the authorities and civil society actors in various regions of Ghana. The project objective, at outcome level, is: "The population in selected parts of Ghana can access a better range of media to obtain fact-based information and participate in public dialogue."

According to the project application and three amendments, the project objective will be achieved through three project strands at the output level.

Output 1A: Media professionals from three project areas successfully complete newly developed training courses at NAFTI.

Output 1B: Multipliers are empowered to strengthen young people in critical thinking and use of media offers.

Output 1C: Districts in selected administrative areas provide media and citizens with better access to information.

The project works with three project partners and a number of cooperation partners. For the evaluation, all three project partners were interviewed:

- National Film and Television Institute (NAFTI)
- Penplusbytes (PPB)
- Media Foundation for West Africa (MFWA)

In the wake of the COVID-19 pandemic, project work in Ghana naturally had to be adjusted. Ghana had the third highest Corona infection figures in Africa in mid-2020. With lockdown, contact restrictions and various precautionary measures, some activities could not be implemented as planned. Some of these were postponed, but on a larger scale they were "digitally adapted".

## Conclusions of the project evaluation

The objectives of this evaluation are:  
1. Provide clarity on the management and leadership performance of the project partners.  
2. Promote learning among the organizations involved.  
Consequently, the focus of this evaluation is to analyze performance in the areas of management and leadership and how these contributed to the outcome of the project. To this end, the DAC criteria for assessing performance were implemented through guiding questions.

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Much of the project planning has already been implemented, despite challenges posed by the COVID-19 pandemic. The assessment of the criteria Relevance, Coherence and Effectiveness in relation to management and leadership performance reflect this, with relevance and coherence rated as 'comprehensively fulfilled' and effectiveness rated as 'overall fulfilled'. Interventions that were carried out were of strategic importance and were not covered by other actors within the media landscape.

With such a diverse group of project partners, it is difficult to reach all-encompassing conclusions. However, it can be said that Efficiency was rated the lowest of all criteria—'partially fulfilled'. For all project partners, it is a challenge to increase efficiency in their processes.

The most critical areas are the use of adapted project management software, centralized administrative processes and knowledge-management. DW Akademie should provide focused support through a follow-up project.

With regard to the dimensions of Impact and Sustainability, there is a need to work on organizational culture, as well as strategies, structures and processes within the project partners' organizations. While at least two of the three organizations are relatively well positioned in this respect, they should still develop a sensitive and institutionalized approach to topics such as hierarchy and delegation, participation and transparency, as well as innovation and conflict-culture. Both Impact and Sustainability were rated as 'overall fulfilled'.

## Average of all evaluations in the rating system

| DAC criterion  | Numeric value, average | Assessment                | Comments   |
|----------------|------------------------|---------------------------|--|
| Relevance      | 4.6                    | Comprehensively fulfilled | All results of the evaluation prove that the criterion has been met.                     |
| Coherence      | 5.0                    | Comprehensively fulfilled | All results of the evaluation prove that the criterion has been met.                     |
| Effectiveness  | 4.0                    | Overall fulfilled         | Most results of the evaluation show that the criterion has been met.                     |
| Efficiency     | 3.3                    | Partially fulfilled       | The results do not show a clear indication of whether or not the criterion has been met. |
| Impact         | 3.6                    | Overall fulfilled         | Most results from the evaluation show that the criterion has been met.                   |
| Sustainability | 4.0                    | Overall fulfilled         | Most results from the evaluation show that the criterion has been met.                   |


### 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 60 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.*