



2023:26

Sida Decentralised Evaluation

FCG Sweden

# Evaluation of EngageMedia's Project 'Digital Rights and Video for Change: Building the Movement in Southeast Asia'

Final Report

# Evaluation of EngageMedia's Project 'Digital Rights and Video for Change: Building the Movement in Southeast Asia'

**Final Report  
June 2023**

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**Sida Decentralised Evaluation 2023:26**

Commissioned by Sida

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**Date of final report:** June 2023

**Art. no.** Sida62667en

urn:nbn:se:sida-62667en

This publication can be downloaded from: [www.sida.se/en/publications](http://www.sida.se/en/publications)

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

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# Abbreviations and Acronyms

|          |                                                                 |
|----------|-----------------------------------------------------------------|
| APC      | Association for Progressive Communications                      |
| APrIGF   | Asia Pacific Regional Internet Governance Forum                 |
| DRAPAC   | Digital Rights in Asia Pacific Assembly                         |
| EM       | Engage Media                                                    |
| ET       | Evaluation Team                                                 |
| GBV      | Gender-based violence                                           |
| HRBA     | Human rights-based approach                                     |
| HQ       | Headquarters                                                    |
| LGBTQI+  | Lesbian, gay, bisexual, transgender, queer and intersex persons |
| MEL      | Monitoring, Evaluation and Learning                             |
| M&E      | Monitoring and evaluation                                       |
| NGO      | Non-governmental organisations                                  |
| OECD/DAC | OECD Development Assistance Committee                           |
| PSEAH    | Prevention of sexual exploitation abuse and harassment          |
| RBM      | Results-Based Management                                        |
| SE       | South-East                                                      |
| Sida     | Swedish International Development Cooperation Agency            |
| TL       | Team Leader                                                     |
| TM       | Team Member                                                     |
| ToC      | Theory of Change                                                |
| ToR      | Terms of Reference                                              |
| QA       | Quality Assurance                                               |
| QAE      | Quality Assurance Expert                                        |

# Preface

This evaluation was contracted by FCG through the Sida Framework Agreement for Evaluation Services. The evaluation team consisted of Asmita Naik, team leader and Susan D.Tamondong, team member. The Draft Final Report was quality assured by Ingela Ternström, whose work was independent of the evaluation team. Sofia Kliukina provided project management support. Thanks are due to staff from the Embassy of Sweden in Bangkok as well as EngageMedia for their contribution to and facilitation of this evaluation.

# Executive Summary

## **Background**

This is a final evaluation of EngageMedia's project "Digital Rights and Video for Change: Building the Movement in Southeast Asia, 2019- 2022" which was funded by the Embassy of Sweden Bangkok with the aim of strengthening the digital rights movement to defend democratic space in Southeast Asia. The total budget for the project period is SEK 18,740,000.

The evaluation was carried out from February to June 2023 by a two-person team from FCG Sweden, Asmita Naik as team leader and Susan D. Tamondong as team member. The evaluation primarily covers EngageMedia's programming during the period of 1 September 2019 to 31 August 2022 but as activities have been extended, programme activities ongoing during the evaluation period, are also taken into account. The evaluation's geographical scope covers the main project countries (Indonesia, Philippines, and Thailand) as well as the regional component which involves stakeholders in countries across the Asia Pacific region.

The evaluation adopted a theory-based approach and was utilisation-focused aiming to promote ownership and learning among users. The methodology involved mixed methods comprised of documentary review and qualitative interviews, mostly carried out online but also face-to-face at a project event known as the Digital Rights in Asia Pacific Assembly (DRAPAC) held in May 2023. The evaluation received contributions from 60 stakeholders comprised of EngageMedia and Sida staff, funders, partners, implementing partners and beneficiaries.

## **Key findings**

### ***Relevance***

EngageMedia is working on highly relevant issues. It has a track record of being at the cutting edge of debates concerning digital advancement and is uniquely placed to play a regional role in bringing together national, regional and global organisations on digital rights issues. Its core strength as a convening organisation focusing on South-East (SE) Asia was widely recognised by stakeholders. There is a need for EngageMedia to further define its role in the digital rights space in terms of function as well as thematic and geographic scope.

### ***Effectiveness***

- Objective 1 'Increased organisational effectiveness': EngageMedia has been prolific in the production of outputs in the grant period. The grant allowed for considerable investment in organisational development which has led to strengthened finance, administration, communications and monitoring and evaluation. Internal management difficulties arising in the grant period show that

more needs to be done to reform the organisation internally in order to put it on a sound and sustainable footing.

- Objective 2 ‘Increased reach and impact of advocacy’: EngageMedia has made efforts to increase reach but the lack of systematic monitoring data makes it difficult to show that reach and impact has increased as a result of the core grant. The evaluation research indicates that there are questions about the degree to which EngageMedia’s different knowledge products (such as videos, newsletters, guides, podcasts etc) are used and the need for more inquiry into the utility of outputs to targeted audiences. EngageMedia’s advocacy work is at an early stage; the organisation requires more capacity building and sustained effort, as well as a clarification of its role, if it is to make inroads into this area.
- Objective 3 ‘Increased capacity of changemakers’: Engage media is contributing to the increased capacity of changemakers particularly in terms of digital security. There is some outcome data in this respect but it is not systematically gathered and analysed to give an organisation-wide view of progress made.
- Objective 4 ‘Strengthened networks’: According to external stakeholders, EngageMedia’s key outcome is seen as strengthening networks in the region on digital rights issues. This is achieved despite the Covid pandemic and the restrictions this placed on the ability to convene in-person events. The Digital Rights in Asia Pacific Assembly took place at the end of this evaluation process in May 2023; the TL was able to observe and hear first hand what a difference the ability to meet and share with others meant to those working in the digital rights space. Sustainability of networks is the main challenge facing this area of work.
- Sida’s cross-cutting approaches: There are some efforts to address gender equality in terms of making thematic links between digital rights and gender issues but there is no systematic consideration of gender in all projects or by all implementing partners. The organisational gender ratio is generally balanced, particularly for an organisation in the technology field, although an important lesson learned is that it is necessary to go beyond numbers to examine what this means in practice, in differentials between men and women when it comes to organisational power and responsibility. EngageMedia does not have any gender related equality policies aside from a draft policy on the prevention of sexual exploitation abuse and harassment (PSEAH) which came about due to an incident in an implementing partner organisation. Human rights are intrinsically part of the organisation’s work. It seeks to uphold the principles of participation and accountability both internally and with external partners in line with a human rights-based approach but more needs to be done to ensure adherence to these values in practice. The cross-cutting issues of the poor people’s perspective, the environment and conflict sensitivity are not of much direct relevance to EngageMedia’s work.

### ***Coherence***

EngageMedia has implemented activities funded by 17 other donors aside from Sida over the grant period. The activities funded by Sida and other donors are coordinated and broadly coherent under the umbrella of EngageMedia’s strategic objectives which are couched in broad terms.

### ***Efficiency***

Stakeholders were very positive about the professionalism and capabilities of EngageMedia staff but there have been issues with implementation due to the pandemic as well as internal factors. Implementing partners and EngageMedia staff themselves across different countries and activities expressed frustration at delays and inefficiencies. The key internal factors were weaknesses in work planning with the organisation taking on too many additional grants and becoming overstretched; lack of sufficient personnel for the commitments made, a lack of cohesion in the overall programming framework and weaknesses in the MEL system, particularly in capturing organisation-wide outcomes; and the transition to a new Executive Director over the course of more than a year. The EngageMedia Board has itself been in transition, preoccupied with day-to-day matters and not yet able to fully focus on its strategic role to the degree intended. While the situation has improved with new leadership now in place, these internal challenges have undermined the ability of EngageMedia to optimise the opportunities offered by the Sida core grant.

### ***Sustainability***

Sustainability is a major concern; an organisation like EngageMedia is reliant on public and private funding from donors. It is well-placed to pick up project grants but the challenge will be in securing core funding to continue the current scale of activities. It has only started to consider an exit strategy and while there are limited alternative options, EngageMedia could explore ways to monetise its outputs. Streamlining the organisational structure and focusing the organisation on key priorities will likely be an important way of sustaining the organisation in the long-term.

### **Key conclusions**

EngageMedia has established itself as a regional entity and a much-needed Asian voice in global debates on digital rights and technology. The organisation is increasingly recognised from global through to national level as a leading player in this field as a result of the Sida core grant, and to this end, Sida's aim of fostering a regional organisation specialising in these issues, has been successful. The next step is for EngageMedia to construct itself in a more sustainable way so that it can optimise its role as a central lynchpin in the region bringing together civil society groups and collective efforts aimed at higher level policy and societal change.

### **Key recommendations**

These are summary recommendations with further details and discussion provided in the 'Recommendations' section.

#### ***Recommendations to EngageMedia***

- Refine the role and focus of EngageMedia in the eco-system of digital rights organisations
- Strengthen MEL systems

- Further integrate gender equality and gender mainstreaming in both management and programmes
- Ensure that human rights-based approaches are put into practice
- Strengthen programme management
- Strengthen financial management systems
- Take measures to put EngageMedia on a sustainable footing
- Strengthen the EngageMedia board so that it is better placed to support the organisation

### ***Recommendations to Sida***

- Recognise as a lesson learned that providing core funding to an organisation with the expectation that it will fulfill a gap identified by Sida may have unintended consequences which need to be mitigated with additional support.

# 1 Introduction

## 1.1 BACKGROUND, PURPOSE AND OBJECTIVES

EngageMedia is a non-profit organisation which promotes digital rights, open and secure technology, and social issue documentary according to the evaluation terms of reference, combining video, technology, knowledge, and networks, EngageMedia supports Asia-Pacific and global changemakers advocating for human rights, democracy, and the environment. In collaboration with diverse networks and communities, EngageMedia defends and advances digital rights.

EngageMedia was founded in 2005 and has operated programmes in the Philippines, Thailand, Cambodia, Indonesia, Myanmar, Papua, Malaysia, and provided ad-hoc assistance to other countries in Asia as requested. Its office registration is in Australia, with a staff presence in all countries, except for Cambodia and Myanmar which have been managed under a Mekong coordinator based in Thailand.

Under the Strategy for Sweden's regional development cooperation in Asia and the Pacific region 2016-2021, EngageMedia was selected as a partner since there was no genuine regional CSO contribution in the Asia portfolio covering primarily digital rights and technology. In Europe and North America, there have been several civil society networks and working groups working on this topic. While there were some ad-hoc and emerging networks at a national level in Southeast Asia, they were almost non-existent at the regional level. This lack of regional infrastructure impacts the effectiveness of policy advocacy, as there was less knowledge exchange, less peer-learning, less collective strategizing, and less collaboration.

The Embassy of Sweden Bangkok assessed that EngageMedia's project could address these challenges. In addition, the Embassy's assessment found that EngageMedia has targeted non-traditional actors in human rights and is able to draw in younger generations (millennials) and new actors such as documentary filmmakers, writers, technologists, social media activists, artists etc. to discuss digital rights, digital security, social and environmental justice issues, thus enabling human rights messages to reach wider sections of the public through creative and innovative means. The Embassy found such agents of change and approach to be rare in the regional portfolio.

EngageMedia's vision and objectives are:

- To create impact through advocacy on digital rights, open and secure technology, and video for change at the social, cultural, and public policy levels
- To help changemakers better advocate for human rights, democracy, and the environment through EngageMedia's various approaches
- To strengthen knowledge, skills, and resources in effective communications and advocacy, digital rights, open and secure technologies, and video for change

- To develop networks and platforms for digital rights, open and secure technology and video for change practitioners

Moreover, EngageMedia's work on Digital Rights, Video for Change and Open and Secure Technology programming attempts to respond to persistent challenges such as the COVID-19 pandemic and rapidly changing regional and global contexts.

This end of programme evaluation was carried out as part of the funding agreement with the Embassy of Sweden. EngageMedia is in the process of developing a proposal for continued funding from Sweden. EngageMedia's programme has not been the subject of a fully independent evaluation by Sida before. The end-term evaluation aimed to assess the degree of achievement of EngageMedia's project to date against the expected outputs and specific objectives as defined in the project's theory of change. The evaluation will also be used to inform decisions on how project implementations may be adjusted and improved.

The primary intended users of the evaluation are EngageMedia and the Embassy of Sweden, Bangkok. The evaluation was asked to ensure the participation of local, regional and international partners, EngageMedia's current and former staff as well as direct beneficiaries in the evaluation of project progress.

The evaluation assessed the relevance, coherence, effectiveness, efficiency, and sustainability of the programme. It also assessed the extent to which the project has adopted human rights-based and gender responsive approaches both in programming and at operational levels.

The evaluation was set up with the following key objectives:

- To assess the performance of the project in terms of achieving the intended project output results and contribution to outcomes according to the project's theory of change
- To review the progress made against the recommendations of the past evaluations/reviews including those of the Embassy of Sweden Bangkok and other donors as well as assess effective implementation of operational policies
- To provide the Embassy of Sweden Bangkok and EngageMedia with an input to upcoming discussions concerning the preparation of a potential new phase of intervention
- To evaluate effectiveness and efficiency of a project as an input to the decision on whether the project shall receive continued funding or not.

It should be noted that the evaluation has been able to assess the programme against all except the second objective, as there were no past evaluations and no specific recommendations from the Embassy or other donors which could be tracked.

### 1.2 EVALUATION OBJECT AND SCOPE

EngageMedia's project "Digital Rights and Video for Change: Building the Movement in Southeast Asia, 2019- 2022" was funded by the Embassy of Sweden Bangkok with the aim of strengthening the digital rights movement to defend democratic space in Southeast Asia. The total budget for the project period is SEK 18,740,000.

The objectives of the project are:

- Objective 1: Improve EngageMedia's organisational effectiveness by developing its communications and technology, management and governance, and monitoring and evaluation
- Objective 2: Increase the reach and impact of EngageMedia's advocacy on digital rights, open and secure technology, and Video for Change at the social, cultural, and public policy levels
- Objective 3: Strengthen changemakers with knowledge, skills, and resources in effective communications and advocacy, digital rights, open and secure technologies, and Video for Change
- Objective 4: Strengthen networks and platforms for digital rights, open and secure technology, and Video for Change practitioners to foster collaboration, engagement, campaigning, and mobilisation.

It is noted that the project objectives are intertwined as EM contributes to movement building through strengthening its systems and policies.

**Timeframe:** The evaluation scope covers EngageMedia's programming during the period of 1 September 2019 to 31 August 2022 but as activities have been extended, programme activities ongoing during the evaluation period, are also taken into account.

**Geographic scope:** EngageMedia's project is a regional Southeast Asian initiative with activities and support in five countries: Cambodia, Indonesia, Myanmar, Philippines, and Thailand. The evaluation has a regional aspect in that it includes analysis of EngageMedia's work as it relates to Southeast Asia, and as it relates to least developed countries in Southeast Asia as identified by OECD/DAC.

**Theory of change:** EM has a fully developed theory of change which was shared with the Evaluation Team (ET) during the inception phase and developed in 2019 with support from Sida consultants. The theory of change has gone through various iterations and the version attached (Annex 9) is currently in use. The theory is based on the premise that if the organisation can support and connect changemakers, they in turn can influence decision-makers and society as a whole and bring about change. The theory identifies the problem as changemakers and civil society needing media freedom and digital rights in order to do effective advocacy. EM sees that it can make a direct intervention at the level of changemakers. Its outputs therefore comprise increasing changemaker effectiveness with various tools, techniques and other capacity building as well as by coordinating them across issues and locations. This is intended to have two effects in terms of improving changemaker capacity and by engaging civil society. This empowers changemakers and civil society in their ability to influence decision-makers to enact changes in line with changemaker advocacy. The underlying assumptions are that media discourse can have a strong effect on policy and that it is a key tool that reflects and produces the cultural underpinnings of a society. The ultimate impact is improved social and environmental policies and conditions in Southeast Asia.

The Theory of Change (ToC) was used as a reference point during the data gathering and analysis phases of the evaluation to see where, why and how implementation

deviated from what was expected. It was an advantage that EM has an elaborated ToC as this enables a comparison of theory with practice. It sets the basis for evaluating the intervention in a holistic way which involves looking at the underlying factors and drivers, causes and constraints rather than simply counting results. The theory highlights useful points for validation through the evaluation process whilst at the same time ensuring that the evaluation remains open to new aspects which are not known to the implementers

**Evaluation focus:**

- 1) The contribution of activities towards achieving programme objectives;
- 2) The organisational and management structure of the EngageMedia project;
- 3) Approaches to monitoring and evaluation of project progress and achievements, and;
- 4) Approaches to Gender Equality and Human Rights-based in project programming.

The evaluation terms of reference also included a requirement to analyse the strategies for financial management/internal controls including budgeting and spending funds. However, Sida and EM agreed with the ET's proposal to leave out this aspect as it would require specialist skills and was not feasible within the existing budget and timeframe of the evaluation without detriment to other areas of evaluation enquiry.

### 1.3 EVALUATION CRITERIA AND QUESTIONS

The Evaluation ToR required the evaluation to conform to OECD/DAC's Quality Standards for Development Evaluation and set out a number of proposed questions. These were revised in the inception phase in discussion with the users to ensure feasibility as well as to add any missing questions. The original ToR questions were retained as fully as possible, on the understanding that it would not be possible to examine all questions to an equal degree within the constraints of the evaluation and that some degree of prioritisation would emerge depending on emerging data. The final evaluation questions are grouped under the evaluation criteria of Relevance, Coherence, Effectiveness, Efficiency and Sustainability and are set out in Annex 10 and also replicated in the evaluation matrix in Annex 2).

# 2 Methodology

## 2.1 OVERALL APPROACH

The key features of the evaluation approach are:

**2.1.1 Utilisation-focused approach:** The evaluation aimed to maintain a utilisation focus throughout as this is essential to ensuring that the design and conduct of the evaluation maps against the needs of users, and achieves (within the resources and time available) comprehensive coverage of the subject matter. This helps build a foundation for credible findings and evidence-based recommendations that can feed effectively into strategic decision-making for the continued efforts.

The overall principle is to ensure **ownership** among the users. This was done by considering their interests and expectations of this exercise, including the scope, methodology, process and timing and thereafter by involving EM and Sida at key points in the process including through in-depth and lengthy interviews at the start of the process, follow-up questions and queries and a debrief of emerging findings at the Assembly with EngageMedia and Sida staff including a discussion of potential recommendations. The ET also aims to build ownership by actively involving the users in generating recommendations during a workshop once the draft report has been prepared.

Secondly, the evaluation promotes **learning** throughout the process as a key approach to ensuring the utility of the study (while maintaining the focus on the accountability aspect of the evaluation). In line with this approach, the ET discussed user expectations and the project's Theory of Change during the inception phase and will also hold a validation workshop at the end of the evaluation exercise, bringing together EM and Sida to discuss the draft findings, conclusions and recommendations.

Finally, utilisation has been considered when producing the key outputs of the study in terms of organising and presenting data in a clear manner with the intended user in mind. This includes:

- Distinguishing between analysis, interpretation, judgment and recommendations in written outputs and ensuring that study findings are supported by evidence;
- Using a clear language, visuals, highlighting key findings and generally ensuring reader-friendliness;
- Specifying recommendations to various users if relevant.

**2.1.2 Participatory approach:** The participatory nature of the evaluation has been ensured by clearly communicating objectives and process to the users of the evaluation.

The evaluation also extended its participatory approach to project stakeholders in so far as it aimed to capture and represent the ‘voices’ of stakeholders in the data collection process and in evaluation findings. However, the ET does not extend its participatory approach beyond that, for example, to propose methods of dissemination of evaluation findings to stakeholders. The ET was cognisant at the outset of this being an evaluation of a media freedom/human rights project and the potential sensitivities in disseminating findings. The ET has followed standard procedure and submitted the evaluation report to Sida for publication in line with Sida evaluations. It has left decisions about further dissemination to Sida and EM although it should be noted that the evaluation has not found any particular risks or threats facing EngageMedia from the authorities which would justify non-publication. EngageMedia works with partners who do face such threats but their names are not mentioned in the report.

**2.1.3 Integration of cross-cutting issues into the evaluation approach:** The evaluation aimed to ensure coverage of cross-cutting issues of importance to Sweden’s development cooperation as follows:

***Gender equality and women and girl’s empowerment.*** Sida’s approach<sup>1</sup> highlights, for example, tackling discriminatory legislation and gender-based violence and supporting women’s rights organisations and women human rights defenders. This issue was highlighted in the TOR with accompanying evaluation questions. The evaluation considered to the extent possible how the intervention interplays with issues of gender equality, how it addresses the different priorities and needs of women and men, and what, if any, outcomes there are with regards to gender relations.

***Human rights-based approach (HRBA).*** Sida’s HRBA approach involves empowering rights-holders and building the capacity of duty-bearers. This requires considering how the following principles apply to the intervention being evaluated: participation; link to human rights obligations; accountability; non-discrimination and equality; empowerment and capacity development; and transparency<sup>2</sup>. This approach enabled a consideration as to how the intervention has addressed the concerns of other specific categories of rights-holders identified by EM, namely, children, LGBTQI+ persons, conflict-affected populations etc.

***Poverty focus.*** Sida emphasises the importance of interventions serving the needs of the poorest and most marginalised in society<sup>3</sup>. It utilises the multi-dimensional poverty methodology which identifies four dimensions: resources; opportunities and choice; power and voice; and human security. The ET notes that there are some conceptual overlaps between the HRBA approach and the multidimensional poverty method. In order to avoid duplication, the ET focused its lens on the extent to which the evaluated

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<sup>1</sup> <https://www.sida.se/en/for-partners/methods-materials/gender-toolbox/> and see also ‘Strategy For Sweden’s Development Cooperation For Global Gender Equality And Women’s And Girls’ Rights 2018–2022’

<sup>2</sup> <https://www.sida.se/en/for-partners/methods-materials/human-rights-based-approach/>

<sup>3</sup> <https://www.sida.se/en/for-partners/methods-materials/poverty-toolbox/>

intervention serves the poorest and most marginalised in society whilst considering the other dimensions of the multi-dimensional poverty approach under HRBA.

**Environment and climate.** Sida emphasises the importance of understanding the linkages between development cooperation and the environment<sup>4</sup>, which includes considering whether interventions are making a positive contribution, or having a negative impact, and if the latter, whether mitigations have been considered.

**Conflict perspective and conflict sensitivity.** Sida's approach<sup>5</sup> encourages the systematic planning and implementation of activities in a way that prevents or minimises negative and maximises positive effects and is relevant to EM insofar as its intervention supports activists working in conflict-affected areas in the region (e.g. Myanmar).

**Market perspective.** Sida's Market Systems Development approach<sup>6</sup> is not relevant to this intervention.

The evaluation aimed to consider these cross-cutting issues in relation to EM itself as an organisation and with reference to activities carried out by the intervention but with the provision that it would be selective as needed and focus on cross-cutting issues which emerged as most relevant to EM's work. The ET also integrated cross-cutting issues into the evaluation approach itself e.g. ensuring inclusion in evaluation questions or seeking representation of men/women/gender diverse participants in keeping with EngageMedia's approach to inclusivity and whilst ensuring a fair representation of the intervention's activities.

**2.1.4 Quality assurance:** This includes quality assurance of data collection design, tools, and process, quality assurance of data, quality assurance of reports as well as quality assurance of data integrity. The QA focus is on ensuring accuracy, validity, comprehensiveness, and usability. The evaluation was conducted in line with the OECD/DAC Guidelines on Quality Standards for Development Evaluation.

## 2.2 METHODOLOGY

### 2.2.1 Evaluation design

This sub-section outlines the **evaluation design** (analytical framework and methodological approach).

#### *i. Theory-based approach:*

In line with the complex nature of the subject to be evaluated, a **theory-based approach** was deployed. Theory-based evaluations go beyond logframe-focused

<sup>4</sup> <https://www.sida.se/en/for-partners/methods-materials/green-toolbox/>

<sup>5</sup> <https://www.sida.se/en/for-partners/methods-materials/peace-and-conflict-toolbox/>

<sup>6</sup> <https://www.sida.se/en/for-partners/methods-materials/market-systems-development-toolbox/>

evaluations by looking at processes, causal linkages, explanatory factors that underlie achievements, problems encountered, and the effectiveness of mediating measures adopted. They enable a tracing and assessment of intervention activities to see how they have contributed to each outcome; and conversely also enable a consideration of which outcomes identified can be attributed to the activities of the Implementing agency (EM) and/or the support provided by the donor (Sida) as opposed to other factors. The approach involves mapping the work of the intervention against the broader context of support provided to the independent media sphere, freedom of speech and promotion of human rights by other implementers and donors. It will involve taking account of Sida's current portfolio overview in Asia Pacific in order to see which partners/projects relate to the media, freedom of expression and human rights in the region.

The theory-based approach is in line with good practice when evaluating support to the capacity development components in particular: e.g. as established by the Joint Scandinavian Evaluation of Capacity Development, commissioned by Sida, Norad and Danida, and completed in 2015. As noted above, the first step in the theory-based evaluation process has been to explore the underlying Theory of Change with the intended users as part of the inception phase. The data collection phase involved a detailed analysis of the available evidence through engagement with existing secondary data as well as primary evidence generated by the evaluation process itself (individual and group interviews, evaluation workshop with users to discuss potential future priorities and pathways of support).

The ET used contribution analysis methodology to probe issues of contribution and attribution to outcome level results. Contributions to impact i.e. higher level and longer-term change such as changes to legislation or the practices of decision-makers, were not envisaged as being within the scope of results for this project. Rather, assessing EM's contribution to the capacity of changemakers and civil society was therefore seen as a more appropriate line of enquiry rather than evidence of contributions to higher level societal change. As a separate point, it's also worth noting that given that Sida provides core support and is the main funder of EM, the ability to attribute results to the support provided by Sida is more straightforward as compared to organisations receiving funds from multiple donors.

## *ii. Levels of analysis:*

This evaluation primarily focused on two levels of analysis:

**Organisational level:** Much of the activity conducted by the intervention has focused at this level, e.g. through strengthening capacities of changemakers and partner organisations and also in the organisational development of EM itself. Organisational level includes network level and collaborations between organisations.

**Individual level:** This considers the effects of the intervention on individuals (changemakers, stakeholders) as well as its effects on EM staff themselves.

The evaluation bore in mind other levels of analysis such as policy/strategy level, national/local level and societal level but as anticipated, it was not possible to validate results at such levels, not only was EM not operating at those levels for the most part, the evaluation did not have access to decision-makers and officials from governments and large private corporations in the digital field in order to verify EM's role and contribution, if any.

### 2.2.2 Stakeholder mapping

A mapping of stakeholders was carried out in the inception phase, in conjunction with EM and Sida, in the inception phase. EngageMedia categorises its external stakeholders as 'funders', 'strategic partners' or 'primary audience'. EngageMedia's explanation of these terms is set out in Annex 6. The following groups were identified as requiring consultation:

- Internal stakeholders - EM staff (including former staff) and board. Sida is also categorised as internal for the purpose of the evaluation in order to distinguish it from other funders in reporting
- External stakeholders – Funders (aside from Sida), strategic partners (civil society organisations, media platforms, academia, steering committee members) and primary audience (comprising artists, filmmakers, changemakers, activists, etc.).

The stakeholders relate to the project objectives as follows:

- Objective 1 – Improve EM's organisational effectiveness – EM staff (including former staff) particularly those working on organisational development and management; EM board.
- Objective 2 – Increase reach of EM digital rights advocacy – strategic partners involved in EM's advocacy activities.
- Objective 3 – Strengthen changemakers – primary audience for direct evidence of engagement with EM, as well as strategic partners in terms of their activities in supporting changemakers
- Objective 4 – Strengthen networks – strategic partners, particularly those involved in projects related to developing networks and forums.

The evaluation sought to reach out to the different categories of stakeholders in order to understand both the progress made by the intervention as well as the wider context in which EM is operating. The list of stakeholders did not include decision-makers either from government or leading private companies operating in the digital sphere; although these are the ultimate targets of EM's work, the project's theory of change recognises that the project is not directly operating at these levels and cannot realistically aim for measurable results at higher levels at this stage.

**Sampling** - The sampling approach was purposive – i.e. it was designed to cover all aspects of the intervention (objectives and types of activities) in a representative and balanced manner to the extent possible. The evaluation aimed to consult as many stakeholders as possible within the time and resources available in order to enhance the reliability of the evaluation findings. EM proposed an initial sample of 101

interviewees from an overall pool of stakeholders numbering 1200. The selection aimed at ensuring representation of countries where the project is active, different types of stakeholders, a mix of established and new relationships and the level of interaction between stakeholders and the project. The sample was then reduced to 64 in discussions between the ET, the EM and Sida during the inception phase as a more realistic target for the evaluation (see Table 1 below).

## 2.3 METHODS AND TOOLS FOR DATA COLLECTION

The evaluation adopted a mixed-method approach in order to assemble the range of qualitative and quantitative data necessary to answer the evaluation questions. Triangulation is key to ensuring the reliability and validity of the findings and to mitigate any biases or problems that may arise from one single method or a single observer. Triangulation involves cross verification from two or more sources, by combining data from multiple participants (in different locations throughout the period of implementation) and varying documentary sources.

**The evaluation used the following methods:**

### *Documentary review*

This comprised a review of:

- Project documents including agreements, annual reports, proposal, technical reports as well as EM web portal and databases etc. Annex 4 lists the documents identified. The evaluation did not review all documents in depth but focused on key documents and reviewed others as needed. The EM project documents are a key resource and provide information of direct importance to answering the evaluation questions. As the evaluation progressed, further documents were also collected from EM as well as external stakeholders.

### *Interviews*

The evaluation interviews were mostly carried out online and lasted 1-1.5 hours on average for online interviews except for meetings with EngageMedia and Sida which were considerably extended. The interviews took a semi-structured format using interview guides (see Annex 3). These flexible guides comprised of one detailed instrument for internal stakeholders and one less detailed tool for external stakeholders. They set out the questions to be covered and to ensure coherence in the data collection exercise whilst leaving room for the ET to adapt the questions as needed and to expand qualitatively on issues as they arose. The instruments were shared in advance with interviewees to help them prepare. Translation was available if needed but it was not required in the end. Strict observance of confidentiality and anonymity was maintained. Recordings were generally not made of interviews barring a few cases where interviews were recorded for the ET use only and after seeking consent. The meetings were divided up between ET members depending on their role with the TL taking on overall project and regional meetings and the ET member focusing on the Philippines programme. The ET first conducted meetings with Sida and EM in order to acquire an

understanding of the programme before moving on to external stakeholders. The interviews were carried out online as part of desk research with further validation of findings taking place in face-to-face interviews at Engage Media's Digital Rights Assembly which took place in May 2023 at the end of the evaluation which involved random meeting with external stakeholders as well as follow-up meetings with EngageMedia and Sida.

### *Email questionnaire*

A short email questionnaire (Annex 3) was used selectively to solicit inputs from external stakeholders who were not available for interview. It was also used to provide an avenue for input for others who play a relevant role in the programme but who are not being interviewed. This particularly applied to EM staff who were not listed for interview but who were invited to contribute anyway via an email request disseminated across the EM staff team.

## 2.4 EVALUATION CONTRIBUTORS

The evaluation received contributions (written or oral) from 60 stakeholders. The breakdown of stakeholders is shown in Table 1 which shows that 20/60 were internal (EngageMedia and Sida) and 40 were external. The 60 stakeholders contributed via the following methods: 53 online interviews; 6 email questionnaires; and 11 in person interviews (plus several staff who were interviewed online and in person). The full list of stakeholders is in Annex 5.

**Table 1 Stakeholders consulted according to EngageMedia categories**

| Stakeholder                             | Total       | Sample proposed by EM | Sample decided by ET | Sample consulted |
|-----------------------------------------|-------------|-----------------------|----------------------|------------------|
| <i><b>Internal stakeholder type</b></i> |             |                       |                      |                  |
| Engage Media staff                      | 27          | 27                    | 27                   | 16               |
| Engage Media board                      | 5           | 5                     | 5                    | 2                |
| Sida                                    |             |                       |                      | 2                |
| <i><b>External stakeholder type</b></i> |             |                       |                      |                  |
| Funders                                 | 18          | 2                     | 5                    | 3                |
| Strategic partners                      | 150         | 55                    | 15                   | 19               |
| Primary audience                        | 1000        | 12                    | 12                   | 6                |
| Interviewees at Digital Rights Assembly |             |                       |                      | 10               |
| Other (former staff; external person)   |             |                       |                      | 2                |
| <b>Total</b>                            | <b>1200</b> | <b>101</b>            | <b>64</b>            | <b>60</b>        |

The eventual number of individuals consulted as compared to the initial sample as shown above in Table 1. The initial target of external stakeholders was exceeded as the ET consulted 40 external stakeholders (as compared to the target of 32). The ET interviewed all those introduced by EngageMedia who were willing to contribute.

The ET also spoke to one independent interviewee who is not known to EngageMedia. The overall numbers consulted (60) was less than the initial target aimed for (64) primarily because not all 27 EngageMedia staff chose to contribute to the evaluation – the evaluation interviewed 14 staff and invited all others on an optional basis to provide a written contribution to a staff survey which resulted in two additional contributions, therefore 11 did not contribute. Similarly for the EngageMedia board, the invitation was extended to the five board members in position at the start of the evaluation of which two of the longest standing board members attended a meeting with the ET. Furthermore, according to EM categorisations, the ET consulted fewer funders and primary audience than planned but more strategic partners. However, see the discussion below about what this means.

The ET also exceeded the number of meetings planned in the desk research phase; the evaluation plan allowed for 30 meetings instead the ET carried out 45 meetings in total comprised of 33 with external stakeholders plus 12 meetings with EngageMedia staff and board (including follow-up meetings), alongside meetings with Sida, a former staff member and an independent interviewee.

Furthermore, the TL held further meetings at the Digital Rights Assembly comprised of random interactions with participants as well as further meetings with a number of staff. This resulted in 10 interviews with external interviewees plus several additional meetings with EngageMedia and Sida (Annex 5).

In terms of geographic breakdown, the ET received inputs from stakeholders in Indonesia, Philippines, Thailand, Cambodia, Bangladesh, Malaysia and Australia during the desk research phase as well as from Myanmar, India and Taiwan at the Assembly. It did not interact with stakeholders from the remaining EngageMedia countries namely Mongolia and Pakistan.

The ET has calculated the number of stakeholders contributing to the evaluation in Table 1 using the partnership terminology of ‘funders’, ‘strategic partners’ and ‘primary audience’ used by EngageMedia in the information provided to this evaluation. This terminology was explained to the ET during the inception phase (Annex 6) but in practice the ET found these definitions and the distinctions between categories of stakeholder unclear. For instance, some organisations such as Internews are categorised by EngageMedia as ‘strategic partners’ despite the fact that they provide funding to EngageMedia for particular projects. Similarly, those categorised as ‘primary audience’ may in fact be in receipt of grants and required to carry out activities on behalf of EngageMedia which are intended to benefit others.

The evaluation understands EngageMedia’s rationale for using these terms and the collaborative and egalitarian partnership model that this is intended to promote. In addition, it also understands that stakeholders can wear different hats, sometimes being funders, sometimes recipients etc. However, in order to bring some clarity to the evaluation and to understand the lines of accountability, the ET itself defined the stakeholders using more conventional programmatic terms (despite the limitations of such terms). This issue is discussed further under ‘Efficiency’ but for the time being, it is important to note that in reporting its findings, the evaluation uses its own

categorisations to indicate sources of information. By the ET's definitions, the stakeholders consulted by category and approximate number are shown in Table 2.

**Table 2 Stakeholders consulted according to Evaluation team categories**

| Category                                                                                                                                                                                                                                                                                                      | Number of interviewees |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b><i>Internal stakeholder type</i></b>                                                                                                                                                                                                                                                                       |                        |
| Engagemedia staff                                                                                                                                                                                                                                                                                             | 16                     |
| Engagemedia board                                                                                                                                                                                                                                                                                             | 2                      |
| Sida                                                                                                                                                                                                                                                                                                          | 2                      |
| <b><i>External stakeholder type</i></b>                                                                                                                                                                                                                                                                       |                        |
| Funders - those who at any point in the grant period have provided funds to EngageMedia                                                                                                                                                                                                                       | 6                      |
| Implementing partners - those receiving funds from EngageMedia to carry out activities. This would include film-makers receiving grants from EngageMedia to make Tech Tales films, and fellows of the digital security localisation activities who receive some funds to roll out activities in their country | 12                     |
| Partners - general partners and collaborators where no funding is being exchanged                                                                                                                                                                                                                             | 8                      |
| Beneficiaries - those who are pure recipients of services and commodities and not required to carry out activities which benefit others.                                                                                                                                                                      | 10                     |
| Other - this category comprised a former staff member and an independent person who is not known to EM                                                                                                                                                                                                        | 2                      |

It's worth noting that no 'beneficiaries' were consulted in the desk research phase but all of those randomly interviewed at the Assembly (i.e. 10) fell into this category, because they were benefitting from the Assembly programme, and in some cases, also receiving fellowship money to attend, but without any obligation for deliverables in return. The ET could not identify 'pure beneficiaries' of this type during the research phase, EM was unable to provide any leads and the ET assumed that there were no such persons as they would not fit EngageMedia's partnership model and also because EngageMedia is not directly engaging at the level of communities. However, the ET could see from the Assembly that EM's networking and other events do include 'beneficiaries' but the issue seems to be that ET does not retain sufficient contact with them over time.

The gender breakdown of stakeholders consulted is shown in Table 3. The gender breakdown is primarily a reflection of EngageMedia’s priority partnerships rather than a purposive attempt by the ET to fashion the gender breakdown in a particular way.

**Table 3** Gender breakdown of stakeholders consulted

| Gender                | Number of interviewees |
|-----------------------|------------------------|
| <b>Man</b>            | 34                     |
| <b>Woman</b>          | 28                     |
| <b>Gender diverse</b> | 6                      |

## 2.5 PROCESS OF ANALYSIS AND DEVELOPING CONCLUSIONS

Data was collected using the systematic instruments described above. The ET members kept notes for their own internal use but these were not refined and do not form part of the evaluation report. The data collected was analysed according to evaluation criteria and questions. The evaluation matrix (Annex 2) set out a framework for analysis which was deliberately kept broad and flexible in order to respond to issues as they arose rather than being tied into rigid assessment indicators. The analysis was carried out manually by the ET; and no special tools were used.

The systematisation of data collection and the consistency in the evaluation instruments enabled triangulation across different stakeholder groups with respect to responses to the various evaluation criteria and questions. The evaluation draws on several different sources as well as types of information to verify and substantiate its findings. This helps to eliminate bias and enhance the reliability of evaluation findings. The variety of methods used by the evaluation offered various opportunities for triangulation; by comparing information from the same type of source (e.g. project progress reports); or between sources (e.g. confirming project reports of progress with stakeholder interviews). In addition, in this evaluation data was also triangulated by two evaluators carrying out research separately with different stakeholders.

The analysis refers back to and reflects on the theory of change. Through an analysis of the contribution, the team develops a contribution narrative to the extent possible, describing how the intervention has been implemented, and how it has contributed to, or is on track to contributing to, change. It is also a way of bringing in the role of other interventions and external factors. However, as anticipated, the evaluation was not able to track higher level societal change rather the focus was on EM itself and its civil society partners, both organisations and individuals. The ET worked together throughout the analytical process and critically cross checked findings. Conclusions are drawn per evaluation criterion, and synthesised into an overall narrative, used as the basis for generating a set of recommendations.

The analysis involves the original qualitative data collected by the evaluation as well as quantitative and qualitative data collected by the intervention. However, the primary source of information is the original data gathered by the evaluation as the basis for

reporting and in arriving at conclusions. Other internal and external analyses of project performance (i.e. annual reports) were used to cross-check the evaluation's own findings. This is a final independent evaluation which aims to give an overall strategic analysis of performance; descriptive details of outputs and activities will not therefore be recounted at length. This process is distinct from the project's internal monitoring.

The TL took responsibility for drafting the report, and shared it with the TM for comments and the full draft submitted for internal QA. The TM also produced a report based on interviews carried out in the Philippines which was integrated into the overall report. The data is presented by objective in accordance with the project design. The data has been disaggregated (e.g. by sex etc.) to the extent possible. The conclusions and recommendations derive directly from the evaluation findings and based on evidence gathered by the evaluation. Finally, this data is analysed and presented in line with the FCG/SIDA framework contract evaluation template.

## 2.6 ETHICS AND PARTICIPATION

The evaluation sought to adhere to the ethical principles required of Sida-financed evaluations<sup>7</sup> which require compliance with relevant professional and ethical guidelines and codes of conduct for individual evaluators. The following key principles were highlighted for this evaluation:

***Integrity and honesty*** – Objectivity and the need to generate credible evidence is essential for the usability and acceptability of the evaluation findings going forward.

- Integrity was addressed by having a variety of research methods and sources to triangulate findings.
- As elaborated above, the evaluation had a utilisation focus and promoted the participation of stakeholders in all steps of the process.
- The evaluation sought to engage stakeholders while at the same time ensuring that the evaluation was free from bias and conflict of interest.
- The ET carried out its own due diligence to ensure that team members did not have a conflict of interest or any prior connection with the project or its stakeholders.

***Confidentiality and privacy*** – All meetings were carried out on a confidential and non-attributable basis.

- The parameters and purpose of the research as well as inclusion of information in the report on a non-attributable basis was explained in meetings with all stakeholders.
- Informed consent was sought from interviewees. This meant providing information to all interviewees on how their information will be used and how their participation will be reflected (e.g. how anonymity will be ensured). Interviewees were explained the purpose and basis of the research and their continuation in the process was taken as informed consent. The evaluation did not use signed written consent forms;

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<sup>7</sup> OECD DAC, DAC Guidelines and Reference Series Quality Standards for Development Evaluation. 2010 – see <https://www.sida.se/English/how-we-work/evaluation/>

given the nature of the subject, high level data management, and the absence of obvious sensitivities or conflicts within the stakeholder groups, the use of such forms was seen as unnecessarily bureaucratic and also created unnecessary security risks with the potential leakage of information about evaluation informants.

- The report does not name individual sources and also takes care to avoid presenting the information in a way that points to a particular source, especially where the information may be perceived as negative. Where it was considered useful to reference particular sources in feedback to EngageMedia, permission was sought first from the stakeholder in question. In any event, the evaluation sought to foster a participatory approach and encouraged the evaluation to be seen as a valuable learning exercise for all concerned to help overcome such concerns.
- Taking into account some of the sensitive and personalised nature of some of the information gathered by the ET, care has also been taken in writing about internal and personal matters which are not appropriate for inclusion in a programme evaluation. Instead these matters were shared verbally with the key users in discussions on evaluation findings.
- The evaluation discussed the security policy with EM given potential risks to partners working in the media and human rights space. In line with agreements during the start-up process:
  - The ET used regular email for communication with the Embassy and EM (EM uses PGP encrypted email). Proton mail was there as a back-up but was not used.
  - Principles of consent and anonymity were observed when reaching out to stakeholders with EM contacting stakeholders first and then introducing those who were willing to contribute to the ET;
  - EM's secure cloud file sharing system was used to share documents with the ET;
  - The ET used Googlemeets or Jitsi and Zoom as preferred platforms for online meetings.

**Cultural sensitivity** – the evaluation was aware of the need to respect human rights and differences in culture, customs, religious beliefs and practices in accordance with the OECD DAC quality standards. In this respect, the most obvious issue was for the evaluation to be aware of the constraints facing human rights and freedom of expression particularly in some countries in the region.

**Equality** – in accordance with OECD DAC quality standards, the evaluation was mindful of gender roles, ethnicity, ability, age, sexual orientation, language and other differences when designing and carrying out the evaluation.

**Do no harm** – An overarching no-harm approach was adopted through which the safety of all parties (EM, Sida, stakeholders, ET members) was afforded paramount priority. As noted above, this includes security protocols for use in communication, handling of data. The evaluation was also attentive to any potential issues associated with COVID-19; although situation has stabilised in project countries, the ET will be mindful of stakeholder preferences with regards to face-to-face meetings, mask-wearing, etc.

## 2.7 LIMITATIONS

Administrative delays hampered the evaluation. Overall, while the ET exceeded the target number of interviewees, the quality of engagement was not fully met as planned. Detailed plans were made in the inception phase with EM to identify key and non-key stakeholders (as back-up interviewees) and to assign stakeholders to group or individual interviews.

There were some delays in introductions by EM (resolved by an intervention by the EM board) which meant that the ET was obliged to proceed with interviews as introductions were made in order to keep to the evaluation timeline. This meant that not all key stakeholders were interviewed first and that the ET spent more time on interview administration and also carried out more meetings than originally planned (45 instead of 30) but with less in-depth quality contributions from a more selective group. Some interviewees, including those identified as “key” by EM, failed to respond or failed to provide substantive responses when they did reply. This was not ultimately a disadvantage to the evaluation as this experience in itself gave the ET an insight into the depth and quality of EM’s partnerships.

The ET also originally intended to carry out individual and group interviews; the purpose of the group interviews was to allow the ET to engage with a wider number as well as to triangulate information through joint discussions. In practice, the interviewees were introduced by EngageMedia on a rolling basis as individuals rather than in groups which meant that for reasons of confidentiality and privacy, the ET could not put them into groups on its own account.

The degree of face-to-face interaction initially planned also did not materialise. The presence of the ET in the Philippines was intended to facilitate in person meetings with both internal and external stakeholders. The ET anticipated that with business practices having changed as a result of the pandemic, a number of stakeholders would prefer to meet online. Nevertheless, it did envisage some face-to-face meetings and in particular a group meeting with stakeholders lower down the chain of delivery. Eventually, only one meeting took place face-to-face and this was with an independent contact of the ET. The plan to carry out a group meeting with various individuals involved in a key initiative in the Philippines did not materialise due to a lack of response from the stakeholder concerned despite several efforts by the ET.

The May 2023 Asia Pacific Digital Rights Festival nevertheless provided an opportunity for face-to-face interactions with stakeholders. The TL participated in the event for 3 days from 24-26 May 2023. The TL could not prepare much in advance as despite requests, the schedule was only shared a few days prior to the event, the participants’ list was never shared and no evaluation meetings were scheduled in advance with external parties. Nevertheless, the TL was able to make good use of the time; by focusing on interviewing participants on a random selection basis; by carrying out further interviews and by debriefing individual EngageMedia and Sida staff on emerging findings and by observing the event itself. As the event took place towards the end of the evaluation exercise, it was intended as an opportunity to validate

evaluation findings rather than to make a comprehensive evaluation of the event itself, which is a follow-up activity for EngageMedia.

The evaluation team identified a number of limitations in the inception phase with regards to the number and priority of evaluation questions, the feasibility of including financial management as part of the evaluation and the time schedule. These issues were discussed in the inception phase and mitigated to the extent possible. The evaluation questions were reduced and refined in the inception phase; nevertheless, the evaluation has still found some questions difficult to answer, either due to lack of data or a lack of clarity in the wording. Whilst financial management was agreed not to be a part of the evaluation, the evaluation found that general management issues turned out to be a core issue which needed addressing. Since management was not highlighted as a particular focus of the evaluation, the ET did not include specialists on these issues. This has not affected the findings but may rather be reflected in the way issues and solutions are written about i.e. not using management terminology or concepts. In relation to the various management issues arising over the course of the project, as discussed under ‘Efficiency’, the ET is conscious that it did not have access to all those working in and leading the organisation at the time; as such it is not able to fully verify findings, nor would it be fair to arrive at conclusions without hearing from all those involved. The ET therefore focuses on the current situation and on presenting findings which are widely corroborated by the interviewees which the ET spoke to.

The reliance on EM’s support in sampling a fair representation of project stakeholders was anticipated to lead to a potential bias in the evaluation findings. The ET did not have a full list of stakeholders from which to make a random sample; nor was it considered appropriate by EM for the ET to engage with its stakeholders without EM asking them for permission first. The ET is satisfied that it offset this risk of bias by carrying out in-depth interviews with a wide range of stakeholders who were given assurances of confidentiality and a platform for honest feedback; by careful triangulation of data; and use of random selection techniques for interviewing stakeholders during the Digital Rights Festival in May 2023. The main findings are therefore based on reliable data which was confirmed by different interviewees and documentary sources; where the findings have less reliability, this is indicated in the report. The validity of the findings were cross-checked by testing emerging findings and observations over the course of the evaluation with different stakeholder groups.

## 3 Findings

The Evaluation Team's findings, analysis of the information gathered, conclusions and recommendations are presented below. The chapter follows the structure in the ToR answering the evaluation questions related to relevance, efficiency, effectiveness, sustainability, and cross-cutting issues. For each evaluation area, a brief conclusion and recommendations is included at the end of each section. Overall conclusions and recommendations are then summarised in Chapter 5 and Chapter 6 respectively.

### 3.1 RELEVANCE

**Key findings:** EngageMedia is working on highly relevant issues. It has a track record of being at the cutting edge of debates concerning digital advancement and is uniquely placed to play a regional role in bringing together national, regional and global organisations on digital rights issues. Its core strength as a convening organisation focusing on SE Asia was widely recognised by stakeholders. There is a need for EngageMedia to further define its role in the digital rights space in terms of function as well as thematic and geographic scope.

#### *Regional challenges<sup>8</sup>*

EngageMedia's work is relevant to the region. According to EngageMedia and its implementing partners, Issues of digital security are of global relevance, no less so in the Asia region, where there is a propensity to non-democratic forms of government and where civil society is relatively less well-capacitated to take on these issues with policy-makers as compared to countries with more advanced traditions of democracy. There is much demand, for example in Bangladesh, among activists for the knowledge and capacity to advocate against legislative restrictions put on digital freedoms by the government. The political context and the dominance of authoritarianism, militarism and populism in the region makes it difficult to bring issues of digital rights into the public discourse while at the same time creates very real threats to organisations and individuals involved in this type of work.

EngageMedia described how these are challenges facing media organisations globally in terms of how to reach people and interest them in messaging and information. With the advent of TikTok and Twitter, the volume of content on the internet and ever decreasing attention spans of users, human rights organisations face even greater challenges in raising awareness, particularly where they are trying to draw attention to negative, complex and nuanced issues. Some internal and external stakeholders perceived EngageMedia as facing further dilemmas due to its ideological commitment to Open Source technologies and the democratic control of technology and data versus the practical reality of needing to use Big Tech platforms to reach and communicate

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<sup>8</sup> This section addresses evaluation question R1

with civil society groups as well as populations on a larger scale. EngageMedia faces the challenge of navigating the debate on whether to boycott or use large commercial platforms albeit in a more selective and conscious way, particularly given that it's civil society partners are not always in a position to opt out of using Big Tech. EngageMedia notes that there is another and separate dilemma with respect to internal communication, collaboration and acknowledgement whereby, going forwards, simplification and cost-benefit will be the main principle governing the organisation's use of open-source tools.

### ***Adaptability<sup>9</sup>***

EngageMedia has a sound track record of pivoting its work to remain relevant to external developments. It has been at the cutting edge since its inception, for instance, first developing video-for-change at the same time as YouTube and often offering better features than corporate platforms. It was also one of the first to warn that the growth of the internet brought with it a dark side in terms of increased surveillance and the erosion of citizen rights. It was founded with a vision of safe digital spaces and was one of the early leaders in this field; prior to EngageMedia there had only been one other organisation known as Interdoc which had done similar work in the 1990s. In programmatic terms the organisation has adapted over time to new challenges by moving away from a Video for Change organisation only to a broader focus on digital rights alongside recognition of the synergies between the two.

In terms of lower-level adaptations, EngageMedia informed the evaluation some examples of programme adjustment, the obvious one being adapting its delivery and strategy due to the pandemic, by keeping up with emerging issues to make its programme relevant e.g. data privacy around vaccines or choosing online gender-based violence as a focus issue (e.g. for Tech Tales) given its increase during the pandemic, or being sensitive to the context, for instance, changing the name of the Digital Rights Festival to Digital Rights Assembly to respect an official mourning period in Thailand. The 2022 Sida annual review meeting records also demonstrates reflection and learning in response to challenges, for instance, strategies to reach new users despite the volume of information on the internet e.g. by focusing on personal outreach, quality of content and relationship building.

### ***Responsiveness to stakeholder needs<sup>10</sup>***

Stakeholders widely acknowledge that EngageMedia fills an important gap in terms of digital rights in the region and is uniquely placed to address these issues. Being a regional as opposed to global organisation, it is better able to understand the nuance of the issues facing the region and to foster south to south cooperation and connect with organisations at a national level as well as forge connections regionally. Stakeholders were also clear that being a convening organisation was its key strength with interviewees variously describing it as an interlocutor, connector, and networker able to bring together different actors involved in the field of digital rights. EngageMedia was brought to the attention of the Sida through its partnership with the Southeast Asian

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<sup>9</sup> This section addresses evaluation question R3

<sup>10</sup> This section addresses evaluation question R2

Press Alliance (SEAPA). Following the conclusion of the partnership between SEAPA and the Sida, EngageMedia was identified as having the potential to step into this space. This evaluation confirms Sida's assessment made at that time; that EngageMedia remains uniquely placed to fulfil a regional role on digital rights particularly through its ability to reach non-traditional actors including youth. Sida's regional development cooperation portfolio in Asia and the Pacific document shows that it is funding multiple other organisations working on human rights issues but no other organisation working specifically on digital rights.

EngageMedia is one of a small number of known organisations operating at regional level on these issues. Other names cited by interviewees were Internews, Association for Progressive Communications (APC), Article 19, Access Now and Asia Centre. Evaluation interviewees said that difference with these organisations is that they engage at a higher level in terms of policy, research and advocacy work but are not operational and/or do not have the outreach to grassroots and local organisations as they are global and reliant on expertise from the Global North. Conversely, while there are some national level organisations working on digital rights, they vary by country to country and very few, such as Southeast Asia Freedom of Expression Network (SAFEnet), have some degree of capacity or aspiration to operate at regional level as well. EngageMedia by contrast sits at the intersection of policy/operations and covers a variety of issues related to technology, security and communications and also houses regional and national expertise making it better placed to bring national and regional voices to the table, including the global table, in the debate on digital rights. One national actor remarked that EngageMedia played an important role in bridging the divide, in enabling them to hear about what was going on in other countries and in enabling the collective civil society voice to be heard in multilateral fora.

The past three years have seen the emergence of new organisations working on digital rights or established organisations moving into this area (e.g. Manusha Foundation, Security Matters (set up by former employee of EngageMedia and focusing on digital security), DigitalReach or ad hoc networks like the Milktea network. The emergence of these have largely been driven by global debates on technological developments as well as political crises in the region, for instance in Hong Kong and Myanmar. However, there remains an important role for an experienced organisation like EngageMedia with a track record of cross national, regional and global work on these issues.

While there is no doubt about EngageMedia's relevance, questions arise as to its role, character and scope of work in the following respects:

- **Function:** Several stakeholders commented on the need for EngageMedia to find its focus and decide what role it intends to play on this issue e.g. advocate, middleman, subgranter. Interviewees were clear that EngageMedia's added value is as a network builder and capacity builder; it is best suited to filling the networking role, being a connector between global, regional and national levels, and to strengthening the capacity of local organisations. The importance of policy advocacy and partnering with or influencing government and large corporations was emphasised by several interviewees. On the question of what role

EngageMedia could play on policy advocacy, interviewees expressed the view that it needed to build its own capacity substantially first and also see itself as part of alliances inputting into and supporting policy advocacy initiatives alongside others rather than leading. They noted that policy advocacy is a key part of addressing digital rights issues and therefore the importance of EngageMedia finding a role for itself in this process.

- Level and depth of operation:** There is also a perception among national level stakeholders interviewed that EngageMedia could do more to outreach to local grassroots digital rights and human rights actors. Global stakeholders perceive that EngageMedia is already doing this but the ET considers that this is likely due to their own vantage point and lack of awareness of the breadth of organisations on the ground. The evaluation found that EngageMedia is outreaching through local partners in some countries, for instance, in Indonesia where its work with an organisation specialising in the rights of indigenous women and girls is facilitating connections with networks across several provinces. However, interviewees commented that there was scope for reaching out beyond capitals/cities to remote areas, to vulnerable communities at risk, for instance in the Philippines or to wider range of human rights organisations and not just those focusing on digital rights. Some interviewees also suggested the need to move beyond those who share EngageMedia's ideology to those with different political views including government and authority figures who are in a position to drive through change. National stakeholders also highlighted that the depth of engagement with local/national organisations is also important and that EngageMedia needed to work more closely and consistently with them to build up these relationships. This view is supported by the evaluation's own experience and its challenge in finding stakeholders willing to engage and able to provide in-depth insights into the organisation's work. (see 'Methods').
- Geographic scope:** Whilst claiming to focus on digital rights in Asia Pacific, EM's project documents show that in practice the organisation is primarily focused on SE Asia and has made little inroads into other sub-regions, with perhaps some limited progress in South Asia but none in the Pacific, West Asia and even East Asia (especially given the absence of big players like China and Japan). In addition, the restrictions of regional networking events over the project period as a result of the pandemic has likely limited its ability to make inroads across the region as a whole. However, the Digital Rights Assembly had participation across Asia:

EngageMedia data shows that over the course of the week, a total of 544 participants from 35 countries converged in Chiang Mai. The participants included digital and human rights advocates, journalists, media-makers, artists, designers, technologists, youth advocates, and representatives from marginalised communities. Of the 544 total participants, 124 attendees were able to attend the Assembly through the DRAPAC23 Fellowship. The chosen fellows came from marginalised and underrepresented groups in the region, ensuring the diversity of attendees and the presence of a broader range of allies. In terms of gender breakdown, 44.3% of the fellows identified as female, 46% identified as male, and 9.7% identified as gender-diverse.

Some stakeholders question whether EngageMedia is working consistently across the region and whether it is spreading itself too thinly in geographic terms. The evaluation findings indicate that there is a need for EngageMedia to be clearer about the depth and type of participation it is aiming for in different countries across Asia Pacific.

- **Thematic scope:** EngageMedia has a broad thematic focus on ‘digital rights’ but without explaining how it conceptualises this. The Sida 2021 annual review meeting records show that Sida asked *inter alia* how EngageMedia defines digital rights and what the linkages are to human rights laws and mechanisms at national, regional and international level. EngageMedia highlighted some blogposts in response at the time. There is still no clear framing of this issue on EngageMedia’s digital rights homepage where it might expect to be seen; the webpage links in posts and activities on various issues but no overarching explanation of what digital rights mean and how they are applied. All human rights issues are assumed to be linked (as shown by the Digital Rights Assembly schedule). The evaluation analysis suggests that the very breadth of these issues means that some degree of prioritisation is necessary (even if the overall field is kept wide open) to show what are the core digital rights issues e.g. privacy or access and how these link to civil and political rights and/or economic, social and cultural rights; it cannot simply be that any human right becomes a digital right because the organisation pursuing it uses digital technology to advance its cause. While the field cannot be closed and as a convener/networker EngageMedia needs to have a breadth of knowledge about all issues and be open to new issues as they take precedence (e.g. artificial intelligence), there is scope for unpacking and rationalizing the concepts further. EngageMedia may wish to refer to the [United Nations Global Digital Compact](#) initiative for ideas on how to conceptualise the field.
- **Character:** EngageMedia’s emergence as an organisation from the Global South is also a key part of its value add. Interviewees regarded as positive, its evolution to an organisation that better reflects the Southeast Asia region with a move away from its Australian roots to an organisation now embedded in and managed by people from the region. Further steps could be taken in due course to root it in the Global South by moving its legal registration from Australia to a country in the region and by further ensuring its staff and governance is drawn from countries in Asia.

These issues of scope highlight a tension in the breadth versus focus expected of or needed from EngageMedia to be an effective player in this space. At one and the same time, EngageMedia needs to narrow its function (to networking) but also play a wider role (e.g. policy advocacy, research etc); it needs to reach deeper at grassroots level but also cover more countries in Asia-Pacific; it needs a broad understanding of thematic and emerging issues to be an effective convener of others but has limited capacity and resource to be an expert in all issues itself. Added to this are other pressures related to funding as discussed under ‘sustainability’; EngageMedia needs to streamline its structures in order to ensure its survival but streamlining is not compatible with taking on ever expanding activities in terms of functions, geography or thematic area. EngageMedia has to find a way of balancing

these competing demands. Options may include to increase outreach in these various respects through other organisations, partnerships and networks rather than seeking to carry out all-encompassing activities itself (e.g. advocacy, research, engagement with grassroots organisations etc.) or by defining levels of engagement and priorities (e.g. focus on SE Asia for more intense activities but include wider countries in Asia-Pacific for networking purposes).

## 3.2 EFFECTIVENESS

This section examines the results achieved under the four objectives of the Sida grant. In terms of output level results<sup>11</sup>, the evaluation summarises a selection of outputs reported by EngageMedia in its annual reports to Sida for 2019, 2020 and 2021 as well as its internal 2022 report to the EngageMedia board (Annex 7). This shows that EngageMedia has been productive over the grant period and produced a prolific number of outputs. The evaluation accepts this reporting on outputs as valid; the intention here is not to verify outputs in detail but to take stock of what has gone well and what can be improved and to validate results at an outcome level based on the ET's own research and evaluation interviews.

While Sida is the core and majority funder of EngageMedia, some of the results discussed here may also be partially attributed to other donors. EngageMedia has mapped out the linkages between these different funds for this evaluation in a spreadsheet entitled 'EngageMedia project portfolio 2019-23' (as further discussed in the Coherence section and laid out in Annex 8). Given that Sida has either co-funded these activities or provided the enabling environment within which activities funded by other donors are delivered, it is fair to say that these outcomes can also be partially attributed to Sida. In order to maintain coherence between the evaluation and EngageMedia's framework for programme delivery, the evaluation report aligns itself with the aforementioned project portfolio document by organizing its findings in accordance with the way EngageMedia links different activities to overarching objectives.

### 3.2.1 Objective 1

***'Improve EngageMedia's organisational effectiveness by developing its communications and technology, management and governance, and monitoring and evaluation'***

**Key findings:** EngageMedia has been prolific in the production of outputs in the grant period. The grant allowed for considerable investment in organisational development which has led to strengthened finance, administration, communications and monitoring and evaluation. Internal management difficulties arising in the grant period show that more needs to be done to reform the organisation internally in order to put it on a more effective and sustainable footing.

<sup>11</sup>OECD DAC definitions of results: Outputs: The products, capital goods and services which result from development interventions.

Outcomes: The likely or achieved short-term and medium-term change and effects of intervention outputs. Impact: Positive and negative, primary and secondary, long-term effects produced by development interventions. <https://www.oecd.org/dac/results-development/what-are-results.htm>

Organisational development is an objective in its own right due to recognition in the grant agreement that the spurt in funding arising from Sida core funding would need a corresponding development of internal systems to manage it. Prior to Sida core funds, EngageMedia led a hand-to-mouth existence managing grants from different donors on a project-by-project basis. The receipt of a core grant from Sida provided the opportunity of stability but at the same time threw up organisational management challenges.

### ***Improvements***<sup>12</sup>

There are no direct outcomes linked to this objective but rather internal changes which have enabled the organisation to achieve outcomes related to the other three objectives of this grant as discussed below. The Sida grant led to a substantial growth in the organisation in terms of staff, budget and outputs and resulted in it becoming a more capacitated organisation in terms of various aspects of governance and management such as finance, administration, communications and monitoring and evaluation. Key results in this period include:

*Increased staff capacity:* Staff numbers increased by a third from 16-28 as a result of the Sida grant. The capabilities of staff are widely recognised by external stakeholders, including funders, who commend EngageMedia for having a very capable team of highly professional, responsive, and collaborative personnel. EngageMedia is also praised for drawing in young talent and a culturally diverse team from the region.

*Strengthened human resources:* Various measures have been taken in relation to talent development, employee experience and policy development. Examples of such measures include improved benefits (e.g. expanded sick leave and personal development allowances); more transparent processes for determining pay scales; and staff capacity building through induction and training opportunities. EngageMedia has institutionalised these systems by developing an employee handbook; a living document which is continually updated and its implementation monitored. The flexibility of the core funding afforded by Sida has enabled the organisation to be more responsive to emerging staff needs e.g. mental health support during the pandemic. EngageMedia interviewees emphasised a participatory management approach to organisational development through working circles, monthly growth and change sessions; employee representation and inputs on pay and benefits, and the use of tools such as pulse surveys, periodic staff surveys etc. to solicit staff views.

*Strengthened financial management function:* Key developments include the establishment of a larger and more experienced finance team; the preparation of annual audits (not a legal requirement but produced as a good practice); and updated financial policies and procedures (e.g. funds and travel grants for distributed work structure).

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<sup>12</sup> This section addresses evaluation question E1

*Strengthened MEL systems:* EngageMedia interviews indicate that the Sida grant enabled the hiring of an MEL staff member and improved project management procedures compared to the period before the Sida core grant including the development of result-based management approach and a theory of change, project kick-off meetings, templates for project planning (Gantt charts, roles etc), use of different platforms and regular discussions about the status of projects during team meetings.

*Enhanced communications function:* EngageMedia's communications function has been strengthened as a result of the Sida grant. New staff were hired and key measures include a redesigned website making it easier for users to access EngageMedia resources; communications policy alongside standardised templates (e.g. action briefs to support partners) aimed at ensuring consistency and building capacity across teams; use of a wider range of communications tools (podcasts, newsletters etc); and enhancement of its video-sharing platform, Cinemata. On the technical side, the Sida grant enabled EngageMedia to continue its commitment to Open Source Software (a key part of its ideological stance on protecting digital rights) and utilisation of a range of non-commercial software for its programme management such as Red Mine and Air Table which are said to have functioned well in technical terms and not suffered major blackouts.

### ***Areas requiring strengthening<sup>13</sup>***

Despite these positive developments, a number of difficulties have arisen which indicate that there are aspects of organisational development which require further strengthening as discussed under 'Efficiency' and 'Sustainability'.

#### **3.2.2 Objective 2**

***'Increase the reach and impact of EngageMedia's advocacy on digital rights, open and secure technology, and Video for Change at the social, cultural, and public policy levels'***

**Key findings:** EngageMedia has made efforts to increase reach but the lack of systematic monitoring data makes it difficult to show that reach and impact has increased as a result of the core grant. The evaluation research indicates that there are questions about the degree to which EngageMedia's different knowledge products are used and the need for more inquiry into the utility of outputs to targeted audiences. EngageMedia's advocacy work is at an early stage; the organisation requires more capacity building and sustained effort, as well as a clarification of its role, if it is to make inroads into this area.

### ***Reach and impact<sup>14</sup>***

EngageMedia has actively sought to increase its reach in order to engender greater awareness of it as an organisation and thereby digital rights issues. According to interviews with EngageMedia staff, various measures have been taken:

<sup>13</sup> This section addresses evaluation question E1.1.

<sup>14</sup> This section addresses evaluation questions - E1.2; E1.2.1

- Additional staff taken on with the objective of raising EngageMedia's profile.
- Number of communications outputs has steadily increased year-on-year from about 30 prior to the grant to over 150 by end of Year 3.
- Content has been modified to appeal to broader audiences rather than simply being self-referential and reporting on EngageMedia's own activities.
- Content has been disseminated through diverse formats aimed at reaching different audiences.
- Improvements in the technical tools and platforms used have also facilitated greater reach, for instance, the development of Cinemata as a separate platform rather than being part of the EngageMedia website or the increased production quality of videos such as TechTales.
- Promoting the content of partners. For instance, partners recognise that EngageMedia adds value to the films they place on Cinemata by writing about their work and generating awareness.

EngageMedia has also sought to reach different types of audiences by:

- Investing in translation and localisation to make products relevant to local communities. Given the costs involved in adaptation, this has inevitably been a selective process with EngageMedia teams having to decide which content would be of most interest in different countries.
- Seeking to make available content that would otherwise be unseen. For instance, finding a technical and legal workaround to enable the 2023 Freedom Film Festival to screen films at various sites in Malaysia which would ordinarily be censored under the laws of the country.
- Making efforts to reach younger audiences, for instance, collaborating with a platform in Indonesia which already had a good following among younger people on a project involving a podcast on religious minorities and mental health as well as digital workshops and fellowships to young people.

EngageMedia says that it is reaching greater numbers and types of people. It has some data to show how much its content is accessed e.g. eight TechTales films received viewed 10,894 views on Cinemata.org (EngageMedia Board Report 2022) or that the five episodes of the Pretty Good Podcast were accessed a total of 1,537 times on Cinemata (video version), audio streaming platforms, and EngageMedia.org (Sida Annual Report Year 3) (see Annex 7). The 2022 Sida annual review meeting minutes record that in Year 3, the Cinemata platform had a 368.9 percent increase in site visits and 270 new accounts.

While there is no data to compare reach before and after the Sida core grant, it can be assumed that the grant enabled EngageMedia to carry out more activities which inevitably increases its reach. In addition, the increasing recognition of EngageMedia and its messaging about digital rights can be seen in other ways:

- Increased requests for partnerships from a wide range of organisations. This includes global media organisations asking EngageMedia to participate in tenders for freedom of expression projects as a regional lead through to national organisations seeking collaboration in film festivals such as an established cultural institute in the Philippines choosing Cinemata and EngageMedia as an official partner or the screening of Tech Tales by an institute in Indonesia. The 2022 Board report states that Cinemata has forged 26 voluntary partnerships with Asia-Pacific organisations and institutions.

- Appearance within the top three in searches for ‘digital rights asia’ using different search engines (Google, Bing, Duckduckgo etc.) as verified by the ET. This indicates a high level of recognition for its work on these issues as compared to other organisations.

The general public is not a target audience for EngageMedia, and aside from the Philippines where EngageMedia has a larger staff base and is invited to speak on mainstream TV programmes on issues related to social media, it does not have brand awareness at that level. External stakeholders observe that EngageMedia has an inbuilt limitation on its ability to expand its reach compared to other actors such as human rights organisations or mainstream media agencies, particularly to the general public, due to its ideological stance against Big Tech and its cautious use of social media as a tool.

### ***Knowledge dissemination<sup>15</sup>***

While there is some evidence about the use and dissemination of knowledge products as indicated above, and from evaluation interviews (e.g. some stakeholders are sharing TechTales or other videos on the Cinemata platform with contacts or by showing the films at different events), this information is far from comprehensive. EngageMedia’s quantitative data on the usage of its content is sporadic and not systematically collected. EngageMedia interviewees say that quantitative data derived from web analytics is not a useful indicator of usage and some partners also agree that it was a struggle to measure impact through such analytics.

EngageMedia prefers to rely on qualitative examples but these are not systematically collected either. Examples cited to the ET include being told at a conference in Ethiopia that EngageMedia’s work is useful for policy development, being invited by global experts to participate in research on hate speech, being asked to give talks, AI research being mentioned on three mainstream media programmes (2022 Sida annual review meeting minutes).

The ET agrees that single quantitative data points like those reported by EngageMedia in its annual reports to Sida do not give much insight. Nonetheless, more could be done to capture usage and understand user experiences. For instance, web analytics may not be useful for comparing EngageMedia products with other organisations with more aggressive social media approaches but it could be a useful for comparing EngageMedia’s different products or for comparing usage in different time periods to see what users find most relevant e.g. newsletter compared to podcasts. Feedback on

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<sup>15</sup> This section addresses evaluation questions - E1.2.1

products is not solicited in a systematic basis even though this could help to improve the products. For instance, the ET itself observed that the translation function on TechTales could be improved and gathered feedback from interviewees with ideas on strengthening the user experience e.g. films posted on Cinemata could include descriptions of the research process by the creator and a live recording of discussions to accompany the viewer; more safe spaces for discussion among film makers, educative video playlists on filmmaking for change, consider other formats and not rely so much on documentaries for awareness-raising on social issues, etc.

The evaluation learnt that this type of feedback is not collected from users or given by EngageMedia to partners despite some partners asking for it so that they can understand the impact and reach of their own work and use this information in further funding applications. Buried in the detail of some individual projects there are likely to be results which illustrate increased reach e.g. a blog written by one of the partners in Bangladesh as part of the GIF project was published in 15 newspapers or that the Tech Tales films were being licensed for use in university courses, screened at other international events or being used as part of a larger documentary. EngageMedia agrees it could be more pro-active in capturing such effects and that simply issuing products is not enough but that it finds it a challenge knowing how to capture such spin offs given that they are so many and so intangible.

The ET tested knowledge and usage of EngageMedia products among interviewees. While these findings are not definitive given the small sample consulted, they highlight the imperative for EngageMedia to better understand the utility of its outputs. The picture which emerges is that partners tend only to be aware of the products associated with the activity they are involved in, for instance Cinemata partners know about Cinemata; digital security partners know about digital security tools etc. Partners rarely showed an awareness of the breadth of EngageMedia's outputs. Some partners, despite branding efforts, still express confusion about the distinction between EngageMedia and its projects such as Video for Change and Cinemata for example, with EngageMedia being less visible as an organisation as compared to its products. Feedback on specific products was as follows:

- TechTales is best known with the initiative praised for highlighting issues that are difficult to speak about e.g. online Gender-based violence (GBV).
- One or two people commented in a positive way on each of the other main products - newsletter, Open Source software recommendations, website, and research reports.
- Only a couple of people were aware of the Pretty Good Podcast and said they didn't listen to it and found it too long which confirms EngageMedia's own assertion that building audiences for the podcast is a challenge as it requires time and attention which is in short supply in an era of TikTok and Instagram (2022 Sida annual review meeting minutes).
- Advocacy briefs were not mentioned at all highlighting questions about their utility and whether there are other organisations already doing this or better placed to do this etc.

- Impact tool kit received a steady user base of around 1,600 unique monthly visitors per month according to EngageMedia's Year 3 annual report to Sida. This contrasts with the qualitative data gathered by this evaluation; very few evaluation interviewees referenced the toolkit, and those that did indicated that was not much used apart from the risk assessment tool, not because of the quality of the product but because the civil society groups to whom the toolkit is targeted at are not ready for that level of advocacy.

The evaluation findings suggest that EngageMedia needs to better test the utility of its products in order to tailor its resources to the needs of target audiences. EngageMedia may also wish to do a cost-benefit analysis comparing the cost of producing these products with their usage. For instance, according to Annex 8, the TechTales project cost USD 106,507 and the data shows there were 10,894 views on Cinemata.org which would equate to USD 9/per head. The ET appreciates this is a crude measure which cannot fairly capture the qualitative difference made by the screening of the films at festivals etc or recognise that these are educational films aimed at invoking deeper engagement rather than social media viral videos intended as superficial clickbait. However, the point being made here is that EngageMedia could examine the viability of its outputs in different ways. Funders may use such measures in assessing value for money and as such EngageMedia's ability to narrate the outcomes of its work in its own way is important.

### ***Advocacy<sup>16</sup>***

Aside from general awareness-raising, EngageMedia has also sought to take on a more direct advocacy approach with the aim of achieving greater impact by influencing policy makers. Prior to the grant, EngageMedia positioned itself in a more low key way as an advocacy support to other human rights organisations through the provision of capacity building or by helping advocates connect with others. The direct advocacy approach is still in its early stages and the few examples that exist involve EngageMedia contributing to broader campaigns or initiatives led by other organisations, for instance, against SIM-card registration in the Philippines, the 2021 global "saveWhatsapp" campaign, the Universal Periodic Review in Indonesia or protests against digital security laws in Bangladesh.

There was little recognition among external stakeholders of EngageMedia's role in direct advocacy. This may be partly due to the way EngageMedia defines direct advocacy as compared to the way it is defined by external stakeholders (and the ET). The 2021 Sida Annual Review meeting minutes list writing stories, speaking on panels and in broadcasts and reposting of EngageMedia content by other civil society groups as direct advocacy. Whereas others may see direct advocacy as carrying out targeted policy advocacy activities which involve lobbying decision-makers or key influencers on specific advocacy objectives. There are very few references to such advocacy e.g. 2022 Sida Annual review meeting minutes refer to a roundtable facilitated by

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<sup>16</sup> This section addresses evaluation questions - E1.2

EngageMedia and Internews with Facebook on its Oversight Board and the platform's disinformation policy.

EngageMedia's programme in Thailand is perhaps the most advanced in this respect as it has carried out research on the issue of amendments to the Lèse-majesté law aimed at de-criminalising criticism of the monarchy and presented this to a roundtable of politicians and human rights organisations. EngageMedia is realistic about making claims of influence, recognizing, in this example, that it is not the only organisation making such calls, and that some politicians already have this on their agenda, that its research is not original but a timely re-packaging of information on this issue in time for the elections. It says that one major human rights organisation acknowledged that EngageMedia's research had prompted them to consider digital rights/privacy in their review of human rights issues in Thailand. An external stakeholder acknowledged that engaging with political parties was a good initiative on the part of EngageMedia as the tendency in Thailand is to direct advocacy towards civil society and Big Tech. Another observation worth considering and linking to the discussion under 'Relevance' and thematic scope; whether and how the issue of the Lèse-majesté law is linked to digital rights or is it rather simply a freedom of expression issue. Overall, EngageMedia has had some early experiences in policy advocacy but would require more capacity building and sustained effort to achieve success in this area.

### 3.2.3 Objective 3

***'Strengthen changemakers with knowledge, skills, and resources in effective communications and advocacy, digital rights, open and secure technologies, and Video for Change'***

**Key findings:** Engage media is contributing to the increased capacity of changemakers particularly in terms of digital security. There is some outcome data in this respect but it is not systematically gathered and analysed to give an organisation-wide view of progress made.

#### ***Strengthened capacity***<sup>17</sup>

The key outcome in terms of strengthened capacity is increased knowledge, skills and resources on digital security. External stakeholders frequently highlight the valuable role played by EngageMedia in building capacity on digital security and enabling civil society groups to access and understand technology. The Year 3 annual report to Sida (see Annex 7 of the evaluation report for details) cites a post training event survey in Myanmar which found that 94 percent of participants regarded the sessions as helpful in incorporating digital safety practices in their daily routine. The localisation model, applied by EngageMedia in five countries, is largely viewed positively. This has involved translation of software materials into five languages but also going beyond this to a fellowship programme which built the capacity of local fellows to adapt software tools to the local context as well as the provision of a budget to carry out dissemination activities. In Indonesia this has resulted in an implementing partner developing a security protocol for their own organisation as well as cascading

<sup>17</sup> This section addresses evaluation questions - E1.3; E1.4.1; E1.4.2; R2

knowledge further down the chain to other civil society organisations, including a feminist network operating in 33 provinces, through needs assessments and training events as well as facilitating access to software licences. This level of implementation is not yet happening in all the project countries according to evaluation interviews. It was noted in the Philippines that the materials have been translated, including in provincial dialects, but are not yet publicly available.

Aside from that EngageMedia itself says it has built capacity in other ways e.g. TechTales has enabled film-makers to produce better quality films. This was confirmed by interviewees in one country who said that they had increased their own knowledge and skills; that they observed a positive response and much interest, including from young people during the screening of TechTales films; and also found some audience members changing their attitudes during discussions on digital rights issues. EngageMedia is also involved in developing resources for civil society, for instance, the development of platforms to enable citizens to give local media anonymous tip offs and to report disinformation for take-up with Big Tech through the USAID funded Internews Media Freedom Initiative. In another example, EngageMedia disseminated 1209 VPN software licences to at risk activists in difficult contexts to enable them to access the internet safely and reported in its Year 2 annual report to Sida that recipients said benefited by being able to bypass surveillance.

EngageMedia also played a role in acting as an intermediary by coordinating and managing other organisations in the region, for instance under the Greater Internet Freedom project led by Internews where EngageMedia as the regional manager, selected and supported implementing partners down the chain. In that respect, some partners also said that working alongside EngageMedia helped deepen their own understanding of digital rights. A number of partners highlighted EngageMedia's willingness to support partners whenever it could and irrespective of whether there was a funding relationship in place. Various examples were given to the evaluation of EngageMedia helping stakeholders with research or by supporting events without there being a project relationship. Some interviewees suggested that EngageMedia could help build the capacity of partner organisations in other ways too e.g. communications, advertising, policy advocacy, coordination etc.

There is some outcome data in the annual reports to Sida. For instance, the Year 3 Sida annual report states that a post-event survey of a TechTales screening showed that 86 percent of participants found the films contributed to their improved understanding of digital rights issues, and that 84 percent would recommend the film collection to friends and colleagues in the future. In another example, the Year 2 Sida annual report states that the Video for Change Environmental Impact project has a blog post which captured the difference made to people <https://engagemedia.org/2021/impact-lab-2-progress/> with participants quoted as saying they learned guidelines and formulas for campaigning and making their films more impactful.

The evaluation finds, based on interviews and observation of the programme management system, that while there is some outcome data about the difference made by capacity building activities, this information is not systematically collected. Individual projects may capture such information, through post activity surveys for

example, but this is not always done and where this information exists, it is buried in the project management system and may be selectively picked out for reporting, without being systematically analyzed to give a cross-organisation overview of capacity building outcomes.

### 3.2.4 Objective 4

***‘Strengthen networks and platforms for digital rights, open and secure technology, and Video for Change practitioners to foster collaboration, engagement, campaigning, and mobilisation’***

**Key findings:** According to external stakeholders, EngageMedia’s key outcome is seen as strengthening networks in the region on digital rights issues. This is despite the Covid pandemic and the restrictions this placed on the ability to convene in-person events. The Digital Rights in Asia Pacific Assembly took place at the end of this evaluation process in May 2023; the TL was able to observe and hear first-hand what a difference the ability to meet and share with others meant to those working in the digital rights space. Sustainability of networks is the main challenge facing this area of work.

#### ***Strengthened networks***<sup>18</sup>

The network connections facilitated by EngageMedia operate at multiple levels. The Coconet network was initiated prior to the core grant and intended to be sustained through the current grant with a follow-up event, Coconet III due to be held in 2021. Planning for this started in February 2020 just as the Covid pandemic hit and plans were thwarted due to the inability to convene in person events. Online connections continued, for instance through a Signal group, but “*zoom fatigue*” as one interviewee put it, set in and made communications difficult to sustain. The Coconet initiative has been revamped into the Digital Rights in Asia Pacific (DRAPAC) network which culminated in an Assembly in Chiang Mai in May 2023.

There are multiple other networks operating through different projects, for instance the Video for Change Network, Cinemata which has 40 partnerships across the region with 16 of those being in the Philippines including important arts institutions in the country. There are also linkages with other networks at national level, for instance Global Voice’s ADVOK in the Philippines or global level networks such as the APC. In addition, various project activities have networking built in. EngageMedia cites the example of its work on the Pandemic of Control project which though not a formal network brought together a collection of writers and thinkers with a critical perspective on the risks of authoritarianism arising from the ready adoption of digital technologies in the face of the Covid 19 pandemic.

Despite the challenges posed by the pandemic to EngageMedia’s networking activities, external stakeholders commonly highlighted EngageMedia’s key contribution to social change is the strengthening of networks saying that it fills an important gap by bringing together civil society actors who are diverse in terms of thematic focus, geography and occupations, for instance the ability to bring together NGO representatives with non-

<sup>18</sup> This section addresses evaluation questions E1.4; E1.4.1; E1.4.2.; R2

traditional actors such as documentary makers. A number of interviewees said EngageMedia events provide opportunities to connect with likeminded people who they already know to be working in the digital rights space as well as to connect with people they would not otherwise meet. Such connections are particularly important to those working in isolation in risky settings; one interviewee commented being part of EngageMedia networks brought a sense of solidarity, a feeling of safety, security and support at a worrying time during the Covid lockdown. There are no other comparable events being held at regional level, other events such as RightsCon are global or aimed at different audiences, for instance the Asia Pacific Regional Internet Governance Forum (APRIGF) is a multilateral activity led by the United Nations and not as inclusive of civil society groups.

### ***Networking outcomes***

Outcomes from networking are mainly captured in the October 2019 Coconet II Outcome report which was held in October 2019 just at the start of the Sida core grant. While those results cannot be attributed to the core grant, it's worth recalling the outcomes, as interviewees frequently mentioned Coconet II when referring to EngageMedia's contribution to strengthening networks. Plus the results show outcomes which continued to resonate through the course of the grant including 20 collaborations which grew out of the event such as the Coconet social website.

Some examples of outcomes at least at an individual level cited by interviewees include:

- In Bangladesh, where there isn't an established digital rights movement, EngageMedia has played a key role in helping convene stakeholders through the Digital Rights Forum Solidarity Event in February 2023 and by facilitating new organisations in this field, bringing knowledge and expertise, and supporting their events etc.
- Another interviewee said that the Video for Change network helped them keep up to date with opportunities through regular notices as well as to learn from and share experience with other organisations, for instance, on how to better manage volunteers in a more sustainable and professional way.
- One partner said that participation in EngageMedia events enabled them to increase their own networks which sometimes led to new collaborations; for instance, they cited contributing photographs from one of their projects on sexual minorities to an exhibition being put on by another organisation.
- External stakeholders involved in Cinemata confirmed its importance in providing technical and moral support to local film-makers. Aside from providing an ethical and safe platform for activists, they emphasised the importance of EngageMedia curating film selections in collaboration with partners and also doing outreach to bring new people into the network.
- Networks have been effectively mobilised to provide support to members at risk. For instance, one interviewee told the evaluation how EngageMedia mobilised support when their organisation was threatened with closure by the authorities and its leaders facing arrest and the difference made by the sense of solidarity this engendered. There is also the previously reported example of the Vietnamese

activist Dinh Thao who was on her way home from Coconet II camp when she was detained upon entry; EngageMedia was able to mobilise the networks and call on higher level contacts to secure her release.

The TL attended the DRAPAC event in person and was able to see and hear firsthand the value the event brought to participants. Those interviewed on a random selection basis all affirmed the importance of the event, stressing that it provided the opportunity to make new connections and learn new ideas particularly for those from the Global South. The diversity of the event in terms of subjects, formats of meetings and types of participants (from journalists to machine learning engineers) enabled interesting synergies. All enthusiastically reported plans to follow-up, some with very concrete ideas e.g. one engineer had made plans to support activists in another country with technical tools and advice; others were hoping to replicate the DRAPAC event in their own localities on a smaller scale.

### ***Networking methodologies***

Stakeholders also commented on the methodologies used by EngageMedia in its networking activities and the positive use of participatory approaches and visual tools, as well as its efforts to outreach to younger activists. While EngageMedia itself is part of higher-level networks and membership organisations such as APC with its chief added value seen as being able to cascade down networking to lower levels, some stakeholders suggested that networks could be further expanded to include more grassroots organisations, especially those working in remote areas, as well as to organisations working on more diverse human rights issues. One interviewee also made the observation that bonds and sustainable networks between EngageMedia's partners and collaborators could be further strengthened by devoting more time in training or network events to creating a safe space for sharing experiences. EngageMedia events bring together people from different organisations and countries and it can take time to build the trust to personal experiences or viewpoints. One person interviewed at the DRAPAC Assembly made a similar point about the need for more intense support for activists. The person in question had attended the previous Coconet event in 2019 recognised the benefit of the DRAPAC gathering but also felt the smaller and more intense Coconet style of event was also important for activists to connect and share at a deeper level.

### ***Sustainability challenge***

The key challenge facing EngageMedia's networking activities is the ability to sustain networks once created. There is recognition that networks need a driver to maintain ongoing connections. The Coconet network, despite best efforts, lost momentum and one stakeholder during the run up to the DRAPAC event pointed out that not all participants in that event, are fully on board with or understand the new network. However, the Assembly involved various sessions on the creation of an ongoing DRAPAC network which received a warm welcome from participants and provides the launchpad for a more sustainable endeavour.

Project activities typically build further networks and connections but the ability to maintain them post project is often not part of the project design. For instance, the USAID-funded Internews ‘Media Freedom Initiative’ involved a number of stakeholder consultations and while connections were made during the project, there was no budgeting for follow-up activities, as recognised in the project review itself.

Some stakeholders questioned whether the networks are sufficiently embedded as an organisational strategy or rather more dependent on the personal connections of individual staff. Observations were made in this regard with reference to two project countries where it was perceived that networks were due to personal relations. In one project country, new staff found that networks and connections did not carry over when they started work and replaced previous staff; in that sense the connections were seen as personal rather than institutional. The creation of a DRAPAC framework is likely to be an important way of institutionalizing these connections.

### 3.2.5 Sida’s cross-cutting approaches

**Key findings:** There are some efforts to address gender equality in terms of making thematic links between digital rights and gender issues but there is no systematic consideration of gender in all projects or by all implementing partners. The organisational gender ratio is generally balanced, particularly for an organisation in the technology field, although an important lesson learned is it is necessary to go beyond numbers to examine what this means in practice in differentials between men and women when it comes to organisational power and responsibility. EngageMedia does not have any gender related equality policies aside from a draft policy on the prevention of sexual exploitation abuse and harassment (PSEAH) which came about due to an incident in an implementing partner organisation. Human rights are intrinsically part of the organisation’s work. It seeks to uphold the principles of participation and accountability both internally and with external partners in line with a human rights-based approach but more needs to be done to ensure adherence to these values in practice. The cross-cutting issues of the poor people’s perspective, the environment and conflict sensitivity were not found to be of much direct relevance to EngageMedia’s work.

#### *Gender equality*<sup>19</sup>

With respect to Sida’s cross-cutting approaches, Gender Equality was particularly highlighted by the Sida Embassy over the course of programme implementation. EngageMedia has a commitment to women’s and LGBTQI+ rights. Many of its staff come from a human rights background and have a general awareness of these issues and demonstrate a willingness to pro-actively put these issues up for discussion, for instance, by celebrating relevant international days or by organizing discussions/red bag days on women’s rights. There is good existing capacity in the team and the issue is well-mainstreamed although its approach could be further strengthened by having specialised training on gender equality. An interesting lesson learned is that organisations may assume that women automatically understand gender equality and are able to represent these issues on behalf of others but this is not the case; capacity

<sup>19</sup> This section addresses evaluation question E5.1

building is needed to teach the concepts and context surrounding these issues to everyone.

The organisational gender ratio is generally balanced and the gender breakdown has remained similar over the course of the project. According to information from the annual reports to Sida:

- Year 3 - of 27 team members, 15 are women or gender-diverse as compared to Year 1 where of 21 staff and affiliates, 9 were female and 5 identified as LGBTQI+
- Year 3 - Seven of 13 managers/specialists are women or gender-diverse as compared to Year 1 where 7 of 10 managers were women or gender-diverse
- Year 3 - Indonesian team continues to be led by a woman as compared to Year 1, it was noted that EngageMedia's technology manager was a woman, which was considered very rare in the digital rights field and that furthermore 2 women led the digital security work
- Year 3 - Two of the 6 Management Team members are women as compared to year 1 when 3 of 6 Management Team members were female, with half also identifying as LGBTQI+
- Year 3 - Three of 5 Board members are women which was the same as Year 1 although there had been changes in individual members

The gender ratio at senior management level is currently well-balanced with women in the organisation feeling like they are equal partners in the decision-making process. On papers, the numbers have appeared relatively balanced over the course of the Sida grant but despite appearances, the roles they held as compared to the men in the organisation did not come with the same levels of power and responsibility over budgets and teams; and moreover, that despite the formal structures, decisions were made via informal structures and communications which appeared to exclude women.

Some of EngageMedia's thematic work covers gender issues, and draws the link between digital rights and gender issues, for instance in connection with hate speech and online gender-based violence. The TechTales film on online GBV was particularly noted by a number of interviewees. EngageMedia has worked with feminist organisations, human rights and gender rights community to address digital issues of particular concern to women e.g. revenge porn. It was noted in interviews that not all implementing partners showed an awareness of gender issues in the activities they were implementing. Nonetheless, the DRAPAC event in May 2023 had a very high proportion of explicit gender related events (Gender/women's rights 12 out of 21 events; Gender/LGBTQI+ 1 out of 21 events) which was much higher than any other specific subject area. In fact, there were very few events explicitly concerning other minority or excluded groups although it is possible they some may have been subsumed under country specific workshops.

EngageMedia has not yet developed policies to embed a gender equality approach within its organisation. It does not have a separate and standalone gender equality policy. It has an internal sexual harassment and abuse policy and a recently developed a policy on PSEAH in relation to third parties following an incident of sexual harassment within a partner organisation (This policy was also in place for the

DRAPAC event in May). The donor responsible for the grant in question and the EngageMedia board felt that EngageMedia staff handled the situation well. The incident prompted the development of a draft policy for implementing partners which was discussed at the staff meeting in February and which will be further refined following expert inputs.

Safeguarding has been key issue on Sweden's development agenda since 2018 with Sweden signing up to global commitments in relation to the prevention of sexual abuse and harassment in aid programmes<sup>20</sup>. In 2021 Sida enacted plans to implement these commitments including an action plan 2021-2023 requires "*Agreements with Sida's partners include a SEAH clause and SEAH is also included in the narrative reports*"<sup>21</sup>. According to the Embassy, the SEAH requirement is mandatory for all Sida partners in new agreements, and a new general article on SEAH in Sida's agreement templates with NGOs, public agencies, and other governments was introduced in 2022 to the Embassy and was therefore not integrated into the agreement with EngageMedia at an earlier stage.

### ***Human rights-based approach***<sup>22</sup>

With respect to the integration of a human-rights based approach, as a human rights organisation staffed by professionals with decades of experience in the human rights and digital rights field, its work is intrinsically about fostering accountability, particularly the accountability of governments and big media platforms to citizens and the importance of fostering democratic control over technology and data. Projects link to issues affecting minorities or marginalised groups e.g. indigenous communities, persons with disability, gender-based violence, LGBTQI+ rights etc. Although it should be noted that this was not referenced by all interviewees, and some observers took the view that EngageMedia could do more to focus on vulnerable groups. Moreover, with the plethora of issues involved, it is a challenge and likely unfeasible for EngageMedia to systematically cover all issues consistently. For instance, even though disability rights has been a subject area for EngageMedia, one participant observed that there was no agenda item on this issue at the DRAPAC 2023 Assembly, much the same as in other digital rights fora. However, as the breakdown of that event shows, the strong focus on gender suggests that there is scope for widening the focus and proportionality to other minority issues.

Sida has placed a key focus on how HRBA is integrated into the EngageMedia programme in its annual reviews. EngageMedia's approach to HRBA in broader terms is detailed in the 2022 Sida annual review meeting minutes which emphasizes how the

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<sup>20</sup> OECD, 'DAC Recommendation on Ending Sexual Exploitation, Abuse, and Harassment in Development Co-operation and Humanitarian Assistance', 12 July 2019, available at: [DAC Recommendation on Ending Sexual Exploitation, Abuse, and Harassment in Development Co-operation and Humanitarian Assistance - OECD](#); 'Donors: commitments to tackle sexual exploitation and abuse and sexual harassment in the international aid sector', 18 October 2018 available at: [Donors: commitments to tackle sexual exploitation and abuse and sexual harassment in the international aid sector - GOV.UK \(www.gov.uk\)](#)

<sup>21</sup> Sida's approach to preventing and responding to sexual exploitation, abuse and harassment (SEAH), 27 October 2022, available at: <https://www.sida.se/publikationer/sidas-approach-to-preventing-and-responding-to-sexual-exploitation-abuse-and-harassment-seah>

<sup>22</sup> This section addresses evaluation question E5.2

organisation seeks to foster various principles contained in a human rights-based approach such as participation and inclusivity while accepting that these principles could be better codified in EngageMedia policy and strategy documents.

Participation and inclusivity are underlying themes in much of its work and Engagemedia emphasizes a participatory approach to development which sees people as key actors rather than passive recipients of commodities and services. As discussed in the ‘Methodology’ section, EngageMedia adopts an egalitarian model to its partnerships and uses terminology which is intended to promote inclusivity (see Annex 6). It does not seek to impose its approaches on partners; despite its own commitment to Open Source, it does not require partners to follow the same, recognising the practical reality is that they may need to use more well-known proprietary platforms such as Facebook. The participatory approach manifests itself in projects in different ways. For instance, Cinemata is about empowering local film-makers, often working in difficult and conflicted areas, and enabling them to upload home-grown content as opposed to having external film-makers from foreign countries come in and tell their stories. The Cinemata platform enables accessibility in other ways particularly to those in remote areas, through a technical platform which works in areas with poor or weak internet infrastructure, investment in translation, etc.

The Coconet festival, though preceding this core grant, was also organised in way that fostered inclusivity e.g. through a participatory approach which saw all participants as equal. The DRAPAC May 2023 assembly was modelled in a similar way, utilizing a non-hierarchical model which allowed voices from non-experts and minority groups as recognised by those interviewed for the evaluation. Inclusivity to the DRAPAC event was fostered by having a sliding scale for fellowship support to attend, other examples including sign language and access for persons with disability.

In terms of accountability, this is also built into some aspects of implementation. There is a vetting and due diligence process in place for new partners to ensure that values align. Project activities may also build in these principles, for instance, the Coconet II festival and the more recent DRAPAC event, had clear guidance for participants on acceptable behaviour and standards and an anonymous reporting channel for raising concerns (however, the TL observed that in practice the implementation of the grievance procedure at the DRAPAC event likely meant that it did not operate as independently as intended). The DRAPAC Assembly also fostered in time feedback through the provision of a QR Code visible at all sites and has planned MEL activities related to the event. Aside from the networking events, some projects also solicit feedback from partners, for instance, in relation to the Impact toolkit, partners provided feedback on making it more accessible and practical to users on the ground.

Internally, EngageMedia seeks to embed the rights of staff in its human resources management, for instance, through an approach which encourages staff participation in decision-making, self-assessments, 360-degree performance reviews, team circles etc. Staff cited as a positive, the diversity in the staff team in terms of age, gender, socio-economic background, professions, life and work experiences and that recruitment involves testing for values and position on issues. This participatory approach to staff

management and focus on treating staff as equals has evolved over the course of the Sida grant. EngageMedia is committed to evolving and refining this approach.

While EngageMedia has a commitment to principles of participation and accountability both in relation to staff as well as external partners, these have not always materialised in practice as further discussed in the Efficiency section.

### ***Other cross-cutting issues***<sup>23</sup>

The remaining cross-cutting issues are not directly relevant to EngageMedia's work. EngageMedia does not directly work on the issue of poverty but its programming may touch on these issues e.g. Internews 'Media Freedom Initiative' which involved disinformation work and fact-checking in poorer communities which are particularly vulnerable to disinformation; or support with providing Open Source software or licences such as VPN to organisations that can't afford it. The 2021 Sida annual review meeting minutes cite other examples.

Nor does EngageMedia directly work on issues related to the environment but it is involved with environmental groups who benefit from its activities such as Cinemata which is used by environmental groups to share films. In terms of its own activities, as a distributed organisation and virtual team, this may make bring some environmental benefits but then on the other hand, the substance of its activities (digital technology and networking, especially face-to-face) is inevitably energy intensive. The 2022 Sida annual review meeting minutes state that EngageMedia has a number of policies which emphasize environmental consciousness but these are yet to be consolidated into a single organisational level environmental policy. There is little to say with regards to a conflict sensitivity approach aside from recognizing that its work involves sensitivity when dealing with partners in conflict-affected areas e.g. Myanmar and generally as it is dealing with organisations and individuals who are in a position of opposition to ruling authorities for instance by enabling whistleblowing initiatives (GIF project). The 2021 Sida annual review meeting also raised a further cross-cutting issue, anti-corruption, whereby EngageMedia cited links to a project promoting citizen reporting (the afore-mentioned GIF project) as well as measures to mitigate the risk of internal corruption.

## 3.3 COHERENCE

**Key findings:** EngageMedia has implemented activities funded by 17 other donors aside from Sida over the grant period. These activities are broadly coherent as they link to EngageMedia's strategic objectives which are couched in broad terms.

EngageMedia<sup>24</sup> has received funding from 17 other donors over the course of the Sida grant to a total budget of USD 3.1 million (Annex 8) with an approximate<sup>25</sup> breakdown of Sida USD 2.1. million and others USD 1.1 million. In this period, EngageMedia

<sup>23</sup> This section addresses evaluation question E5.3; 5.4; 5.5.

<sup>24</sup> This section addresses evaluation question C1

<sup>25</sup> The evaluation notes that there are some discrepancies in the calculations due to exchange rate losses but is aiming to give an approximate figure here.

estimates that Sida accounted for approximately 51 percent of the organisation's funding. The portfolio overview shows that Sida fully funded 38 percent of EngageMedia's activities and co-funded with other donors a further 26 percent (although it is difficult to separate out the amount of co-funding contributions from the project portfolio document). Sida has been the majority funder and its core grant provided the foundation for other work and created opportunities for other funding which EngageMedia capitalised on. Other donors were able to leverage the Sida grant and fund specific activities which were of interest to them e.g. Tech Tales.

The table in Annex 8 provides a full picture of EngageMedia's activities as an organisation showing the donor, type of activities and how they link to EngageMedia's work under the Sida grant. In addition, the ET had access to internal information on the budget per project which is not replicated here. The table shows that all the additional projects taken on fit with the objectives of Sida grant. From internal information available to the ET, most funds are spent on objective 3 (capacity building) and objective 4 (networks) with minimal amounts allocated to objective 2 (advocacy) and objective 1 (organisational development). This is likely inaccurate as the table only shows another donor funding objective 1 even though a considerable part of the Sida grant was also allocated for this purpose; likewise the small allocation for objective 2 is unlikely to account for the scale of outputs produced under that objective. It's worth noting that some of this other donor funding may in fact originate from Sida as the evaluation learnt that Sida HQ funding is going to intermediary organisations like APC which are then sub-granting EngageMedia.

There is overall coherence given that all the activities link to the strategy. There are therefore synergies and interlinkages between projects funded by other donors and Sida which has served to expand EngageMedia's programme and therefore added value in terms of breadth of coverage of issues. The evaluation is unable to say if there is duplication between activities as this would require a deeper analysis of the finance and programme management system.

The key question facing EngageMedia is whether it has taken on more activities than it is able to support (as discussed further in the section on Efficiency). EngageMedia say that they are selective in taking on projects to ensure that they fit with EngageMedia's overall strategy (which is largely aligned to the Sida core grant objectives). However, the strategy is couched very broadly so it is inevitable that virtually anything could be justified under it. This raises the question whether EngageMedia's strategic objectives are themselves too broad.

The issues which fall under 'digital rights' are broad and ever broadening and as an organisation seeking to convene and network others, it needs a breadth of understanding itself. In fact, one funder commented that this was a positive as EngageMedia was able to contribute fully to the project it was implementing by going way beyond its own project activity on e.g. contributing to discussions on self-regulation, ethics etc. Issues related to the evaluation question on coherence (e.g. whether EngageMedia's projects are well-coordinated internally; whether EngageMedia should have a clearer focus etc) are also discussed in the sections on 'Relevance' and 'Efficiency'.

### 3.4 EFFICIENCY

**Key findings:** Stakeholders were very positive about the professionalism and capabilities of EngageMedia staff but there have been issues with implementation due to the pandemic as well as internal factors. Implementing partners and EngageMedia staff themselves across different countries and activities expressed frustration at delays and inefficiencies. The key internal factors are weaknesses in work planning with the organisation taking on too many additional grants and becoming overstretched; a lack of cohesion in the overall programming framework and weaknesses in the MEL system, particularly in capturing organisation-wide outcomes; and the transition to a new Executive Director over the course of more than a year. The EngageMedia Board has itself been in transition, preoccupied with day-to-day matters and not yet able to fully focus on its strategic role to the degree intended. While the situation has improved with new leadership now in place, these internal challenges have undermined the ability of EngageMedia to optimise the opportunities offered by the Sida core grant.

#### *Issues in delivery*<sup>26</sup>

On the question of efficiency, the intervention was not fully delivered in a timely way as planned. The chief change was to the networking activities planned as a follow-up to the Coconet II network event, Coconet III which was scheduled to take place in 2021 but was thwarted by the Covid Pandemic.

Aside from this, there was other feedback that activities have not been carried out as expected. Other donors interviewed for this evaluation did not mention delays and as stated earlier were very positive about EngageMedia's performance as a grantee. However, a number of implementing partners across different countries raised very similar concerns about delays in getting responses from EngageMedia or sometimes no response at all; the lengthy periods taken for decision-making for information needed to proceed with work; delays in receiving funds; last minute instructions from EngageMedia which meant activities had to be carried out under considerable pressure; poorly planned work with too high expectations for too little budget; inadequate guidance; and logistical problems at events. Some said there was a lack of follow-up and feedback which affected their ability to build on joint work by soliciting new funds for further activities. Another concern was the lack of transparency and consultation with decisions on implementation being taken without partners responsible for the activities in question having an adequate say. Concerns of this type were echoed by multiple partners but all recognised EngageMedia staff as conscientious and professional and assumed that these difficulties were arising because staff had too much to do.

These comments resonated with staff feedback to the evaluation particularly with regards to the delays they experienced in decision-making from higher up leading to an inability to plan as well as last minute pressures to deliver. They also said that earlier in the grant period, there was an overly top-down approach, inadequate consultation

<sup>26</sup> This section addresses evaluation questions Ef1; E2; E3; E4; E1.1.1.

and respect for staff views and insufficient delegation, all of which hampered effective and timely implementation.

Other specific inefficiencies worth a mention include the financial management system operating in three different currencies, SEK, AUD, USD which has led to confusion, extra work as well as exchange rate losses. This issue was not clarified by Sida at contract stage and remains unresolved. The programme management software used by EngageMedia also merits consideration. EngageMedia's commitment to Open Source technology means multiple tools and applications are being used, some cost money and all require specialised capacity building of staff as well as computers which are powerful enough to run these applications. Some interviewees said that not all staff were using machines which were able to meet these requirements. Staff also expressed concerns about arbitrary and non-transparent pay scales; EngageMedia has made efforts to make improvements but this continues to be an ongoing work.

Staff noted that EngageMedia is now adopting a more participatory approach to decision-making with staff involvement in various ways through surveys, mid-management involvement in decision-making e.g. recruitment or financial approvals which also helps avoid bottlenecks. Staff acknowledged that these changes are making a noticeable difference. EngageMedia may need to do more to find the right level of meaningful participation though; as some staff say that there is now too much consultation over matters which do not require consultation but rather clear management decisions. Also consultation without follow-up action is frustrating; while EngageMedia could provide ad hoc examples of how management had responded to staff feedback (e.g. taking on board suggestions on safeguarding policy), there did not appear to be systematic tracking of staff feedback and follow-up actions. These complaints from implementing partners and staff raise doubts as to whether EngageMedia is sufficiently operationalising a human rights-based approach in terms of the principles of participation and accountability.

The ET itself could recognise the concerns raised by partners and staff having experienced significant delays and lack of responses from EngageMedia in relation to evaluation planning. The May 2023 DRAPAC Assembly provided a further opportunity for the ET to observe implementation in action. Those interviewed by the TL were enthusiastic and appreciative of the event and also positive about its organisation in terms of the care shown to participants, the range of activities, the provision of food and shuttles, themed activities, entertainment etc. However, there were concerns that the planning was last minute which caused problems for partners and participants. EngageMedia itself confirmed that most of the planning was done in the last two months due to internal challenges and uncertainties about roles and responsibilities. The main issue raised with the ET by interviewees at the event was the need for more curation and consolidation; there were too many thematically overlapping events and insufficient time between events to allow for travel leading to a sense of pressure and activities being back-to-back.

### ***External factors affecting implementation<sup>27</sup>***

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<sup>27</sup> This section addresses evaluation questions E2; E2.1.

Evaluation interviews with staff and partners indicate that implementation has not progressed smoothly due to a range of internal and external factors. The pandemic was clearly a major disrupter in this regard hitting as it did, just as project implementation was starting in early 2020. EngageMedia was better placed than other organisations to adjust as it was already working in a decentralised way and had an understanding of the technologies needed to work remotely. It was therefore able to quickly adapt some of its activities to go online and partners commended EngageMedia for finding creative solutions and workarounds. Nevertheless, the central grant objective involved building networks and connections as a follow-up to the Coconet II festival and this was negatively impacted by the inability to meet in person for extended periods. Moreover, programme ambitions had to be moderated in other respects; the time was not ripe for a discourse on digital rights and the dangers of Big Tech at a time of crisis when populations were dependent on technology for survival.

### ***Internal factors affecting implementation***<sup>28</sup>

Another key factor was internal and came down to inefficient work planning. The Sida grant provided EngageMedia with core funding for the first time in its history and an opportunity to stabilise and grow as an organisation. This liberated EngageMedia from the hand-to-mouth funding model which it had hitherto been its reality. As discussed in the ‘Coherence’ section, EngageMedia obtained project funding from 17 other donors in the same period with opportunities coming up as EngageMedia was increasingly recognised for its work. It is likely that the core support provided by Sida also attracted other donors who saw this as an opportunity to leverage their own projects. Other donors were ready to engage with this evaluation and remain very positive about its work, commending it for being very organised, collaborative, easy to work with and better capacitated administratively to manage grants than its peer organisations.

In fact, various external stakeholders who know the organisation well raised questions about whether EngageMedia had over-stretched itself by taking too much extra work, lacking focus and becoming driven by donor agendas. This also accords with feedback from staff who said they had too much to do and not enough time for strategic thinking, to stand back and reflect on what they were doing. They say that there is a mismatch between the work required and the human resources available; an imbalance between programme and support staff, with too many staff in support roles (such as communications) or managerial roles and not enough people to carry out the work. EngageMedia suffered from a high staff turnover for a period, likely due in part to the stresses of the pandemic in common with other organisations, although numbers have now recalibrated and are at lower rates. A management team was established during the pandemic as a way of responding to the emergency in a supportive and coordinated way. While this was a positive emergency response, some questioned its ongoing need, and whether this is adding too many bureaucratic layers for an organisation the size of EngageMedia. The management team was disbanded towards the end of the evaluation process.

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<sup>28</sup> This section addresses evaluation questions E2; Ef1

The ET recognises that it was important for financial sustainability for EngageMedia to take on other grants rather than become overly dependent on Sida. The ability of EngageMedia to secure new grants and the ratio of Sida to other funding can be seen as a positive. However, it may have been better to try and consolidate the Sida grant first in order to ensure that EngageMedia had the absorptive capacity. This could have been done by better sequencing the additional funding so that the organisation had time to bed down the Sida core grant and then in subsequent years increase the proportion of other funding step by step. This may not have been easy to manage in practice and in reality, it was likely difficult for an organisation used to a hand-to-mouth funding to turn away grant offers especially on topical and cutting edge issues such as hate speech or artificial intelligence. As discussed in the ‘Coherence’ section, while EngageMedia says it was selective in taking on new work, its strategy is couched so broadly that anything can fit. EngageMedia is still managing the legacy of these decisions taken earlier in the grant and as such these work plan issues cannot easily be resolved.

In the ET’s view, it seems that despite receiving a core grant from Sida, the organisation could not manage to leave its project-based consultancy style delivery model behind. Much was achieved in terms of developing organisational systems and processes, as discussed under objective 1 but these were not sufficient to bring about overall cohesion and tensions remained between an overall coherent programme and individual projects. Some stakeholders say that EngageMedia’s programme still comprises three separate projects (Digital Rights; Open Technology; Video for Change) which are not adequately integrated and operate in a siloed way. Despite work on branding and identity, some external partners don’t seem to understand the organisation as a whole beyond the activity they are involved in, sometimes not knowing the distinction between the organisation (EngageMedia) and its projects (e.g. Video for Change). Experts in the field say that the projects are philosophically interconnected but that EngageMedia needs to do better present these conceptual linkages. For instance, Cinemata is intrinsically linked to digital rights as it provides a way to produce and share content from countries where digital safety is at risk without doing it in a way that endangers local activists.

### ***Monitoring, evaluation and learning***<sup>29</sup>

Continuing gaps in the MEL system have not helped this situation. As discussed under Objective 1, EngageMedia’s MEL has been strengthened in a number of ways as a result of the grant but gaps remain:

- EngageMedia is not systematically capturing outcome data. The ET has seen plans for reporting on outcomes but not much actual reporting e.g. the Results-Based Management (RBM) framework and theory of change documents have outcome indicators which do not appear to be reported against; Year 3 report to Sida says MEL activities include feedback from partners and evaluation of events; the 2022 Sida Annual Review meeting minutes reported various existing and planned activities such as an Organisational capacity assessment, a Most Significant Change assessment, a social network analysis as well as regular feedback from audiences via informal

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<sup>29</sup> This section addresses evaluation question E4

channels and surveys as well as post-activity surveys. The ET only saw sporadic references to outcome data and has included it in this report whenever it was available.

- EngageMedia has not gathered outcome data which could have been collected. EngageMedia's theory of change is pitched at a low level of ambition in terms of seeking to make differences to individuals and partner organisations rather than aiming for direct outcomes at higher levels in terms of policy, legislation or societal change. Yet even outcome data at these lower levels which can relatively easily be collected, is not gathered on a systematic basis. Implementing partners interviewed for the evaluation were either not gathering feedback or doing so in an ad hoc way, e.g. informal conversations after activities instead of standard surveys. The evaluation heard of one case where a partner pro-actively asked EngageMedia how to measure performance and was given a workshop addressing their concerns. In another case, a partner reported receiving very useful MEL support from the donor organisation directly rather than EngageMedia as the intermediary. Longer term impact data would require tracker surveys and the like but immediate outcome data on the effects of interventions on partners and beneficiaries should systematically be gathered from all projects and then synthesised and analysed at a higher level to show overall trends.

- There is a lack of staff capacity and standardisation to help effective MEL. Staff capacity is variable and could particularly be aided by developing standardised tools to be used across all projects and by EngageMedia staff/implementing partners for gathering data on output, outcome and impact data. Staff say they want standardised tools whereas management gave the impression to the ET that they want to build the capacity for staff to do this themselves. This is perhaps another area where the organisation needs to find the appropriate balance between direction and participation.

- The programme frameworks lack coherence and need rationalisation and streamlining.

- Currently there are different overarching frameworks in operation, the theory of change; Sida grant logframe; RBM framework; and organisational strategy. All are similar but not identical e.g. the Sida grant and the organisational strategy have objectives worded in slightly different ways - the EngageMedia Three Year Strategy, 2022-2025 refers to three strategies (networks, strengthen changemaker capacity and organisational effectiveness) which are similar but not identical to the objectives of the Sida core grant which has four objectives instead of three and is ordered differently. Furthermore, these documents are treated as living documents and subject to regular revision. This makes for a confusing and ever-changing framework. EngageMedia would benefit from simplifying its approach into one overarching strategy and then ensure that it develops any lower-level objectives and indicators in alignment with this. Also while it's positive to learn from experience and adapt frameworks, changing them too frequently impedes the ability to measure change against a constant baseline.
- Projects are not adequately integrated into the overall strategy and subordinate to it in reporting. The programme and reporting framework (Annex 7 compilation and annex 8 portfolio) shows projects as being broadly linked to a

specific objective despite the fact that project activities may serve different objectives and in that sense the projects are not subordinate to the strategy.

- Indicators should also be aligned across all projects so that these can feed into a higher-level meta-analysis. This would give a better overview of progress and also aid better work planning. There is currently no central repository which can give an overview of performance; this was something that was hoped for but not achieved in this period due to the pandemic and internal challenges.
  - The indicators in these various documents lack clarity. They are labelled as output and outcome indicators but often the distinction is not clear (e.g. Theory of change has output indicators which include the percentage of partners using Engagemedia applications as well as outcome indicators (changemakers carrying out follow-up activities) as well as high level impacts (changes to policies). Similarly, the RBM framework has output and short- and medium-term outcome indicators which again are muddled and fail to distinguish results based on the degree to which they are within EngageMedia's control e.g. developing a handbook vs percentage of changemakers who report increased skills. In any event, none of the outcome indicators listed in the various programme documents appear to be reported on.
  - The programme management system does not yield data in a way that provides an overview. The systems used by EngageMedia (Redmine and Air Table) contain a wealth of data about the various projects EngageMedia is involved in but it does not bring this information together in a way that gives a system-wide overview through a systematic meta-analysis of performance across all projects. It is unclear if this is an issue with limitations in the software or whether EngageMedia has not configured the software to produce information in this way. Currently management deep-dives into the system periodically to draw out results; a selection of which are then reproduced in annual reports to Sida and other donors. The ET had sight of an annual work plan which includes columns for 'Key activities', 'Start/end date', 'Audience', 'Output', 'Targets', 'Outcome indicators', 'Means of verification' but did not see the corresponding data showing verification of these results indicators.
- The ET questions whether EngageMedia's use of programme management terminology may not have helped to foster accountability, an important principle of a HRBA. EngageMedia uses the terms 'changemakers' 'strategic partners' and 'primary audience' to describe its relationships (Annex 6). As discussed in the 'Methodology' section, the ET did not find these terms clear; for instance the term 'changemaker' is presumptive, since in evaluation terms, unless there is evidence of change, such individuals can better be described as 'changersseekers'. The ET opted for more conventional programme terminology, despite its limitations. While the terms used by EngageMedia represent a more collaborative, egalitarian and empowering approach, they may obscure the need for accountability between those who give public funds and receive public services, ultimately citizens in the countries of operation who are the beneficiaries of EngageMedia services or tax payers in Sweden who ultimately provide the funding for its work.

**Management<sup>30</sup>**

Aside from these issues, another key factor to have impeded delivery has been the transition to a new Executive Director. This took place over the course of 2022, with the current Executive Director only being in full control since December 2022 with the first full staff meeting taking place under the new leadership in February 2023. The departure of an Executive Director, particularly one who was a co-founder, is a major challenge for any organisation. Many months were taken up with this transition, firstly, during a handover period and then while the former Executive Director retained roles in the organisation as an advisor and for a brief period as a board member (according to the Year 3 report to Sida), which inevitably affected the ability of the organisation to move on.

EngageMedia's board has also been in transition given the turnover of board members in the grant period including the resignation of the Chair in May 2023 for personal reasons. The board currently has three members (one long-term, two new) and the aim is to add further members with relevant expertise in digital rights, film, accountability, law, Southeast Asia. The Sida grant provided the opportunity for the Board to take a step back and adopt a more strategic role. Prior to the Sida grant, board members had to be involved in day-to-day management. With the Sida grant, the board began the process of professionalising e.g. developed key performance indicators, strategy and also received governance training in order to focus more on the vision, governance and financial position of the organisation. However, the internal challenges discussed above alongside the transition of the Executive Director has ended up with the board being in a reactive mode responding to changes as they happen rather than being able to be forward-looking. These are challenging volunteer roles made more complex by working across different time zones which create practical difficulties in even meeting and taking decisions. With the executive director transition now complete, an in-person board meeting held in May 2023 enabled the board to start re-focusing again on its over-arching strategic role.

The concern at the present time, is that the Board is not sufficiently robust and engaged to provide the much needed support and guidance during this transitional phase. At the time of the evaluation interview, the Board as a whole had not met for several months. Board members interviewed for the evaluation expressed commitment to governing the organisation in a transparent and accountable way. This would mean following systematic good practices going forward, for instance, with the recruitment of new board members being based on a skills audit to identify gaps in the board, and open and fair recruitment process to fill those gaps. It would also help the regionalisation process as well as practicalities, if any new persons recruited are from the Asia region, have the skills needed at this particular moment in the organisation's history (e.g. change management, fund-raising) and have the time and availability to participate in the board on a regular basis.

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<sup>30</sup> This section addresses evaluation questions Ef1, E2, E3

## 3.5 SUSTAINABILITY

**Key findings:** Sustainability is a major concern; an organisation like EngageMedia is reliant on public and private funding from donors. It is well-placed to pick up project grants but the challenge will be in securing core funding to continue the current scale of activities. It has only started to consider an exit strategy and while there are limited alternative options, EngageMedia could explore ways to monetise its outputs. Streamlining the organisational structure and focusing the organisation on key priorities will likely be an important way of sustaining the organisation in the long-term.

### *Sustainability prospects*<sup>31</sup>

Sustainability is a major issue for EngageMedia particularly in the SE Asian context where authoritarianism is on the rise, the region faces digital rights challenges but public funds either from governments or from citizens directly to support this kind of work are lacking. It is difficult to see how its activities can continue without further funding. The core of its work, networking, requires funds and experience has shown (e.g. Coconet II) that these networks do not continue without having an organisation and funding to maintain these connections. Moreover, this type of work is costly; the pandemic experience has re-confirmed the importance of meeting face-to-face, while some networking can move online, it is impossible to remove personal interactions all together. For instance, the May 2023 DRAPAC event involved support for 124 individuals to attend as fellows, although the remainder (420/544) were self-funded or supported by other organisations. Sustainability is an issue for all projects, including those designed by others as without public or charitable funds, it is difficult to see how activities can be sustained. Moreover, the reliance is on public funds from foreign donors seems necessary as it appears unlikely that countries in the region are at a level where they are willing or able to invest in such projects. Although EngageMedia may wish to explore options for public funds from economically developed democracies in the region rather than fully relying on European and North American donors.

### *Exit strategy*<sup>32</sup>

EngageMedia until relatively recently did not start to think about an exit strategy and what to do once core funding ends. EngageMedia is now considering at the level of each project where it may secure future funds. As noted earlier, EngageMedia is not overly-dependent on Sida (with EngageMedia estimating that 51 per cent of its funding coming from Sida). It also has a good track record in being able to obtain funds having secured grants from 17 other donors to the value of more than USD 1 million (Annex 8). This bodes well for EngageMedia being able to find future funds though not necessarily core funding and not to the degree needed to sustain all current activities. In addition, as the Sida funding provides the framework for other activities, this may make it more challenging to obtain other grants also.

EngageMedia's partnerships are sustainable. National level partners pointed out that EngageMedia's longer-term collaborative partnership approach rather than the project-based cooperation offered by some of the larger agencies makes for a more sustainable

<sup>31</sup> This section addresses evaluation questions S1, S3

<sup>32</sup> This section addresses evaluation question S2

relationship. For instance, the Sida core grant has enabled EngageMedia to support local partners with seed money or urgent technical assistance when needed, even outside a formal project arrangement.

Evaluation interviewees suggested that EngageMedia could explore alternative fundraising options to see if there are aspects of its work that could be monetised e.g. support to organisations on digital security, or new areas for funding such as ‘Communication for development’. Volunteerism may be an option for some aspects of EngageMedia’s work. Some of its partners in their own projects rely heavily on volunteers which could be another strategy for sustainability but this requires careful management according to partners who operate on a volunteer basis.

Commercial options appear largely closed. It is difficult even for the big platforms to monetise their services with continual efforts by the likes of Twitter, Tiktok, etc. to make users pay. Commercial options are not open to EngageMedia given its ideological stance on Big Tech, as compared to other media agencies which could potentially explore advertising packages etc. Similarly, the subscriber model is unlikely to work as well for EngageMedia as it would for an alternative news outlet which is producing regular original content on the news of the day, for example. Some interviewees observed that some things need to be publicly funded for their cultural and political value e.g. Cinemata being not for profit is important as fills blanks left by commercial platforms and not everyone making and sharing films should be in it for the money.

Despite this feedback from external stakeholders suggests that there may be opportunities to monetise its products e.g. Cinemata. For instance, some organisations which upload films have dissemination budgets, for instance, universities or development organisations, and in parallel to uploading content on Cinemata, are paying to put content on paid for platforms. Also, not all organisations are using EngageMedia products for the reasons intended. For instance, interviewees had different reasons for using Cinemata. Some see it as a tool for upholding human rights i.e. ethical and safe platform compared to Big Tech as it is more flexibility in terms of licensing, there is no charge to download and the technical functionalities meant that video can be downloaded at lower resolution making it accessible in remote areas. Some use it for uploading documentaries on human rights and social issues. On the other hand, other interviewees define ‘safety’ as meaning protection of proprietary and copy right, protection against piracy and not protection of human rights and safety from state surveillance; the use of Cinemata is incentivised because there was no charge to upload compared to other platforms and the site was used to upload general films and animations which are not on human rights or social issues.

Likely the most important way that EngageMedia can respond to this challenge of funding is to streamline and focus. One seasoned observer of EngageMedia says its sustainability as an organisation depended on it becoming a nimble and lean machine rather than a bloated NGO; it needs to avoid the pressure to deliver on projects and remain true to its core values and strategies and develop into a flat, non-hierarchical organisation with a strong vision, mission, good benefits for team, ability to work effectively remotely and coordinate; ensure that sustainability achieving without dependence on donor. The ET considers that this statement is supported by the

evaluation findings. EM could approach funding challenges by rationalising its work, streamlining its management, and staffing structure and having a sharper focus. As discussed elsewhere in this report, stakeholders have fed back that EngageMedia has become overly bureaucratic relative to its size and highlighted the need for EngageMedia to concentrate on its work as a networker and capacity builder as well as geographically. In the absence of core funding, it is difficult to see that EngageMedia can sustain the level of staffing that it currently enjoys. Project funding would work best with a small core team and a wider flexible pool of consultants rather than a large team of full-time employees who have to be maintained irrespective of whether bids are won. This means working out what are the key functions the organisation needs to operate and which functions can be outsourced to partners or contractors (e.g. research, communications, IT, etc.). Essentially having a large staff team is an odds with the ability of the organisation to focus; the staff structure requires constant maintenance instead of allowing the organisation to focus on thematic priorities and the value it can add to the sector.

## 4 Conclusions

EngageMedia has established itself as a regional entity and a much-needed Asian voice in global debates on digital rights and technology. The organisation is increasingly recognised from global through to national level as a leading player in this field as a result of the Sida core grant, and to this end, Sida's aim of fostering a regional organisation specialising in these issues, has been successful. The next step is for EngageMedia is to construct itself in a more sustainable way so that it can optimise its role as a central lynchpin in the region bringing together civil society groups and collective efforts aimed at higher level policy and societal change.

Reflecting on the findings, it is important to consider the impact of Sida core funding on the organisation. The Sida core funding of EngageMedia came about due to a proactive desire by Sida to foster a regional organisation focusing on digital rights and technology. The lack of regional infrastructure was seen as inhibiting the prospects of sustainable change at policy level due to inadequate knowledge exchange, peer learning, strategizing and collaboration among organisations working in this field. EngageMedia was assessed as having the potential to fill this role. On its side, EngageMedia was ready to seize this opportunity, networking in the region was a key part of its own approach and it saw itself as well-placed to play this role of facilitating collaboration between groups working in the digital rights arena.

For EngageMedia as an organisation, the Sida core grant brought a welcome opportunity for organisational stability and development; as a project-based organisation leading something of a uncertain existence, the Sida grant enabled EngageMedia to stop worrying about funding for a while and focus on laying the foundations for effective working. However, there appears to have been a mismatch in expectations. From Sida's perspective the point of giving an organisation core funding was to provide the stability needed to enable it to focus on achieving sustainable outcomes and higher-level change. EngageMedia, used to working as a short-term project basis with deliverables and outputs, did not quite appear to grasp the difference. This would explain why EngageMedia could not move out of the short-term service provider mindset and despite having the assurance of core funding, continued to energetically pursue grant funding when opportunities arose. Support was provided by Sida in the form of RBM capacity building in order to help EngageMedia think through its role in the digital rights eco-system and to develop a theory of change. The theory so developed, pitches direct expectations of EngageMedia at a low level - to foster change in capacity at the level of its partners and peer organisations – but even outcomes at this level were not adequately measured, let alone seeking to understand and capture how EngageMedia was contributing to higher level change.

From EngageMedia's perspective, it was very productive, as an activity and output focused organisation, it is able to show an solid track record of results. However, this

misses the point that EngageMedia was expected to show sustainable and developmental change, at least at some level, and such results were simply not tracked. This underlying tension was exacerbated by the challenges thrown up by the pandemic which thwarted the very networking and convening activities which were so central to EngageMedia's role in the sector. Furthermore, the internal management difficulties did not allow the organisation the space needed to adjust to the new expectations arising from the Sida core grant. It was interpreted too much as a chance to build internally and solidify the organisation itself rather than an opportunity to bring about positive and lasting change in the world outside.

The net result is that EngageMedia has established itself as a regional entity and a much-needed Asian voice in global debates on digital rights and technology. The organisation is increasingly recognised from global through to national level as a leading player in this field as a result of the Sida core grant, and to this end, Sida's aim of fostering a regional organisation specialising in these issues, has been successful. The next step for EngageMedia is to construct itself in a more sustainable way so that it can optimise its role as a central lynchpin in the region bringing together civil society groups and collective efforts aimed at higher level policy and societal change.

While there were no unintended outcomes in programmatic terms of the Sida core grant, there were unintended consequences in that the organisation grew rapidly to three times its original size in terms of budget and staff numbers. The organisation continued to work in the way it knew how, pushing out outputs to justify the budget but without adapting to the more holistic developmental approach anticipated by core funding. The need for organisational capacity was always envisaged but perhaps this was underestimated and, in any case, the unexpected challenge of the pandemic and the internal uncertainties caused by human factors could not have been anticipated and compounded the growing pains experienced by the organisation. There may be some useful lessons learned here for Sida on the potential consequences on its partner organisations of increased funding and new expectations which change the way an organisation is used to working. The experience suggests that even more support and ongoing engagement may have helped ease the transition of EngageMedia from a service provider to a developmental organisation. For instance, more intensive and ongoing RBM support especially as not all donors have the same expectations of results as outcome level as Sida.

The end of the Sida core grant poses an interesting question for EngageMedia; whether it should revert to its previous consultancy type approach driven by personal interests and short-term deliverables or remain on the path to becoming a development NGO. Reverting to the previous approach does not appear to be a feasible option; if EngageMedia wishes to position itself as a central convener of other organisations; this requires a longer-term approach where it can sustain itself as a lynchpin for others and work collectively with them towards shared outcomes related to greater digital rights and protections for civil society and citizens. Taking a more ad hoc approach is at odds with this role; the organisation has evolved from what it was and found a new identity and role in the digital rights space which requires a different approach.

Despite these challenging organisational questions, staff and external stakeholders recognise that it is now in a positive place to move forward with a number of management issues resolved or on their way to being resolved. They report having confidence in the current approach and the commitments to consultation, transparency, delegation and improved efficiencies by cutting back bureaucratic layers.

## 5 Recommendations

This section comprises of recommendations to EngageMedia and Sida. They do not capture all the suggestions and ideas put forward in the report but rather focus on key areas for improvement. Each recommendation is given in summary form with an explanation and suggestion for implementation given below. These are complex and significant changes and the ET does not wish to be directive in how recommendations should be implemented.

The evaluation report and recommendations were discussed at an evaluation workshop involving the ET and users towards the end of the process. EngageMedia indicated its acceptance of the evaluation recommendations overall and that it would be working to implement these over the coming year and beyond as it restructures the organisation and strengthens its sustainability. Most of the recommendations made to EngageMedia are interlinked except for the recommendations related to gender equality and human rights-based approaches which are more learning points. The ET envisages that there are measures which can be taken under each recommendation which are short/medium/long-term. The ET proposes as a next step post evaluation that EngageMedia considers the recommendations in detail and develops a work plan and priority order around the recommendations accepted.

### 5.1 RECOMMENDATIONS TO ENGAGEMEDIA

- **Refine the role and focus of EngageMedia in the eco-system of digital rights organisations**

The evaluation findings highlight that EngageMedia is a key (and only) regional player able to convene and coordinate digital rights organisations working in Asia Pacific and bridge the divide between global, regional and national level. However, it needs to further sharpen its focus in terms of the function it seeks to play, its outreach at different levels, its thematic and geographic scope and its character as an organisation. Key questions include the need to focus on EngageMedia's role as convener and networker and how it can better contribute to other functions such as policy advocacy or capacity building in partnership with others. There is a need to increase outreach at grassroots level, perhaps in partnership with other local organisations as well as better prioritise its thematic and geographic scope – even if the tent is kept wide in both respects.

- **Strengthen MEL systems**

The evaluation highlights various ways in which the MEL system needs strengthening, particularly to be more outcome and utilisation focused and going beyond monitoring activities and outputs only. A systematic MEL system needs to be put in place internally and vis a vis implementing partners comprising of staff capacity building and

standardisation of MEL tools. There is much need to rationalise and streamline the various organisational and programming frameworks that exist (including the theory of change) to set out EngageMedia's vision, objectives and implementation strategies in a measurable manner using SMART indicators.

- **Further integrate gender equality and gender mainstreaming in both management and programmes**

EngageMedia's approach to gender equality has been inconsistent but improved over the course of the project. In order to sustain positive changes in terms of approaches to gender equality, EngageMedia should ensure that commitments are integrated into organisational documents (e.g. staff policies) and ensure periodic reflection and consultation with staff and partners to check practice. The PSEAH policy requires further development and implementation both internally within the organisation and with external partners.

- **Ensure that human rights-based approaches are put into practice**

The organisation has strong commitments to principles of participation and accountability but as the evaluation has shown, these are not always seen in implementation and are undermined by weaknesses in operations. EngageMedia needs to link principles with practice and be aware that its manner of implementation can undermine the values it seeks to uphold.

- **Strengthen programme management**

The evaluation has identified various internal inefficiencies, some of which relate to programme management and particularly weaknesses in work planning and failures to match obligations to resources as well as the programme management applications themselves which do not enable the organisation to manage its operations in a simplified and coherent manner. This also involves simplifying the communications and administrative systems and weighing up the cost/benefit of Open Source software; the ideological commitment to Open Source versus the costs involved in terms of fees, staff capacity building and time, in using these tools.

- **Strengthen financial management systems**

Various issues have arisen with the financial management system and while this evaluation did not focus on this aspect, discussions with Sida and EngageMedia indicate a need to streamline the financial system and processes and also to build staff capacity on financial management and mainstream financial management requirements as a more sustainable way of managing grants going forwards.

- **Take measures to put EngageMedia on a sustainable footing**

This is the most critical issue facing EngageMedia as core funding from Sida comes to an end. Various steps need to be taken including exploring fund-raising options (public, private and commercial). This may include advice from an external fund-raising expert specialising in human rights/media/development NGOs as well as decentralising the

fund-raising function to enable project teams to identify and pursue funding opportunities. Most importantly, it is evident that EngageMedia needs to streamline its operations if it is to continue as a viable entity and that it cannot sustain the size of organisation that has been built up over the past three years. This will require decisions on the organisational model to be adopted going forwards; likely to consist of a small core staff team supplemented by a flexible workforce comprised of consultants or partnership agreements to deliver on project activities. Some degree of staff restructuring and downsizing is inevitable and should be done in a transparent, objective and fair way. There is also an imperative to move ahead with this and demonstrate that EngageMedia can be an effective streamlined organisation with an important role to play in the sector. Much time and opportunity has been lost in the current grant period as a result of management difficulties; in order to be accountable to donors and to win their confidence for the future, EngageMedia needs to show that it can and is willing to put its house in order.

- **Strengthen the EngageMedia board so that it is better placed to support the organisation**

The evaluation found that the EngageMedia board has not been able to support and direct the organisation as needed due to high turnover, lack of availability and logistical challenges. It is essential that the Board is put on a more professional footing; it should have sufficient members who are able to contribute and work together on a regular basis and bringing the skills the organisation needs (for instance change management, and fundraising are particularly pressing at the current time). Selection of members and other Board activities should follow streamlined processes and good practices in Board operations.

## 5.2 RECOMMENDATIONS TO SIDA

- **Recognise as a lesson learned that providing core funding to an organisation with the expectation that it will fulfill a gap identified by Sida may have unintended consequences which need to be mitigated with additional support.**

The implications of the core grant were recognised by Sida at the outset and budget for organisational development included accordingly. In addition, the Embassy engaged with EngageMedia on a regular basis through annual review meetings, participation in Thai-based activities and online events and through separate meetings on Finance/Management on budget and other issues. However, the Embassy perhaps needed to carry out a more detailed assessment at the outset and provide more intensive support, for instance on RBM through funding for more in-depth expert support to critique and develop a streamlined, manageable and usable framework and monitoring tools instead of simply building capacity to enable EngageMedia to develop a programme and monitoring framework itself. Likewise, a mid-term evaluation may have helped steer the organisation back on course at an earlier stage.

# Annex 1 – Terms of Reference



Embassy of Sweden

Terms of Reference for the Evaluation of EngageMedia's Project '*Digital Rights and Video for Change: Building the Movement in Southeast Asia*' supported by the Embassy of Sweden in Bangkok

Date: 1 December 2022

## 1. General information

### 1.1 Introduction

EngageMedia is a non-profit organization that promotes digital rights, open and secure technology, and social issue documentary. Combining video, technology, knowledge, and networks, EngageMedia supports Asia-Pacific and global changemakers advocating for human rights, democracy, and the environment. In collaboration with diverse networks and communities, EngageMedia defends and advances digital rights.

EngageMedia was founded in 2005 and has operated programs in the Philippines, Thailand, Cambodia, Indonesia, Myanmar, Papua, Malaysia, and provided an ad-hoc assistance to other countries in Asia as requested. Their office registration is in Australia, and it has a staff presence in all countries, except for Cambodia and Myanmar which have been managed under a Mekong coordinator based in Thailand.

Under the Strategy for Sweden's regional development cooperation in Asia and the Pacific region 2016-2021, EngageMedia was selected as a partner since there was no genuine regional CSO contribution in the Asia portfolio covering primarily digital rights and technology. In Europe and North America, there have been several civil society networks and working groups working on this topic. While there were some ad-hoc and emerging networks at a national level in Southeast Asia, they were almost non-existent at the regional level. This lack of regional infrastructure impacts the effectiveness of policy advocacy, as there was less knowledge exchange, less peer-learning, less collective strategizing, and less collaboration.

The Embassy of Sweden Bangkok assessed that EngageMedia's project could address these challenges. Another advantage was that EngageMedia has targeted the new and non-traditional actors of human rights. In the assessment of the Embassy, EngageMedia is able to draw millennials and new actors such as documentary filmmakers, writers, technologists, social media activists, artists (so-called changemakers), to discuss digital rights, digital security, social and environmental justice issues, making human rights messages more reaching out to the public through creative and innovative means. These agents of change and approach are rare in the regional portfolio.

## 1.2 Evaluation object: Intervention to be evaluated

EngageMedia's visions and objectives are:

- To create impact through advocacy on digital rights, open and secure technology, and video for change at the social, cultural, and public policy levels
- To help changemakers better advocate for human rights, democracy, and the environment through EngageMedia's various approaches
- To strengthen knowledge, skills, and resources in effective communications and advocacy, digital rights, open and secure technologies, and video for change
- To develop networks and platforms for digital rights, open and secure technology and video for change practitioners

With support of the Embassy of Sweden Bangkok, EngageMedia's project "Digital Rights and Video for Change: Building the Movement in Southeast Asia, 2019- 2022" aims to strengthen the digital rights movement to defend democratic space in Southeast Asia. EngageMedia's work on Digital Rights, Video for Change and Open and Secure Technology programming attempt to responding to persistent challenges of the COVID-19 pandemic and rapidly changing regional and global contexts.

The objectives of EngageMedia's project are:

- Objective 1: Improve EngageMedia's organizational effectiveness by developing its communications and technology, management and governance, and monitoring and evaluation
- Objective 2: Increase the reach and impact of EngageMedia's advocacy on digital rights, open and secure technology, and Video for Change at the social, cultural, and public policy levels
- Objective 3: Strengthen changemakers with knowledge, skills, and resources in effective communications and advocacy, digital rights, open and secure technologies, and Video for Change
- Objective 4: Strengthen networks and platforms for digital rights, open and secure technology, and Video for Change practitioners to foster collaboration, engagement, campaigning, and mobilization.

The project is being implemented in five countries: Cambodia, Indonesia, Myanmar, Philippines, and Thailand. The total budget for the project period is SEK 18,740,000.

### 1.3 Evaluation rationale

The end of programme evaluation is to be carried out as part of the agreement condition. EngageMedia is in the process of developing a proposal for a continued funding from Sweden. The EngageMedia's project has not been the object of a fully independent evaluation by Sida before.

The end-term evaluation will assess the degree of achievement of the EngageMedia's project to date against the expected outputs and specific objectives as defined in the project's theory of change (ToC). Meanwhile it will also assess and make recommendations for adjustments in design and implementation arrangements for future regional project designs. The evaluation will be used to inform decisions on how project implementations may be adjusted and improved.

## 2. The assignment

### 2.1 Evaluation purpose: Intended use and intended users

The evaluation will assess the relevance, coherence, effectiveness, efficiency, and sustainability of the project. It will also assess the extent to which project has adopted human rights-based and gender responsive approaches both in programming and operational levels.

The key objectives of the final evaluation are to:

- To assess the performance of the project in terms of achieving the intended project output results and contribution to outcomes according to the project's theory of change
- To review the progress made against the recommendations of the past evaluations/reviews including those of the Embassy of Sweden Bangkok and other donors as well as assess effective implementation of operational policies
- To provide the Embassy of Sweden Bangkok and EngageMedia with an input to upcoming discussions concerning the preparation of a potential new phase of intervention
- To evaluate effectiveness and efficiency of a project as an input to the decision on whether the project shall receive continued funding or not.

The final project evaluation will be conducted with support of an external consultant team/institution for and the participation of local, regional and

international partners, EngageMedia’s current and former staff as well as direct beneficiaries on the review and evaluation of project progress. Relevant actors should be systematically considered early in the process to maximise opportunities for an active role and increase ownership of the evaluation process. The primary intended users of the evaluation are EngageMedia and the Embassy of Sweden, Bangkok. During the inception phase, the evaluator and EngageMedia will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

## 2.2 Evaluation scope

The evaluation scope is limited to EngageMedia’s programming during the period of 2019-2022. The analysis shall include 1) the contribution of activities towards achieving programme objectives, 2) the organizational and management structure of the EngageMedia project, 3) strategies for financial management/internal controls including budgeting and spending funds, 4) approaches to monitoring and evaluation of project progress and achievements, and 5) approaches to Gender Equality and Human Rights-based in project programming.

EngageMedia project is a regional Southeast Asian initiative with activities and support in Cambodia, Indonesia, Myanmar, Philippines, and Thailand. The evaluation should have a regional coverage that includes analysis of EngageMedia’s work as it relates to Southeast Asia, and as it relates to least developed countries in Southeast Asia as identified by OECD DAC. If needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report.

## 2.3 Evaluation objective: Criteria and questions

The Evaluation shall conform to OECD/DAC’s Quality Standards for Development Evaluation. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation. The evaluation should provide answers to the following questions:

| Criteria  | Evaluation Questions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Relevance | <ul style="list-style-type: none"> <li>• To what extent does the Project address the major obstacles on the digital rights and digital security at the country and regional level?</li> <li>• To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries?</li> <li>• To what extent does the project intervention objectives and design responded to changemakers’ needs?</li> <li>• To what extent has the intervention address state/tech policies?</li> </ul> |

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|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | <ul style="list-style-type: none"> <li>• If/when circumstances have changed (including the impact of the Covid-19 pandemic and political landscape), how well did EM adjust its programming to meet beneficiaries' needs and priorities?</li> <li>• To what extent have lesson learned from what works well and less well been used to improve and adjust intervention implementation?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Coherence     | <ul style="list-style-type: none"> <li>• What are the synergies and interlinkages between this project funded by Sida and other projects carried out by EngageMedia?</li> <li>• What are the complementarity, harmonisation and co-ordination with others, and the extent to which the project is adding value while avoiding duplication of effort?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Effectiveness | <ul style="list-style-type: none"> <li>• To what extent has the intervention achieved, or is expected to achieve, its objectives, and its results?</li> <li>• Have the M&amp;E systems delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning as well as managing risks? How can the M&amp;E systems be strengthened?</li> <li>• Is the knowledge produced by the Project sufficiently used, published, and disseminated?</li> <li>• What changed in the knowledge and capacity of the beneficiaries? (Assess scenarios before and after the Project).</li> <li>• What have been the capacities (technical, administrative, HR and Finance etc) of the Project management structure to deliver the Project objectives and how could they be strengthened to improve the impact?</li> <li>• What are the social changes the project contributed to at the individual and movement level in Asia?</li> <li>• How did the Project change the understanding of digital rights and digital security within selected individuals and network?</li> </ul> |
| Efficiency    | <ul style="list-style-type: none"> <li>• To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely way?</li> <li>• Were the risks properly identified and well managed such as management transition and financial management/ internal control?</li> <li>• Were procurement, management and partnership selection arrangements appropriate to achieving</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                    | the desired quality, quantity and timeliness of outputs? How could these be more robust?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Sustainability                     | <ul style="list-style-type: none"> <li>• What are the prospects for the benefits of the project being sustained beyond the funding period?</li> <li>• How has/ could collaboration, networking and influencing of opinion support sustainability?</li> <li>• How was the exit strategy defined, and how was this managed at the end of the funding period?</li> <li>• What are the contextual factors for sustaining and replicating the Project interventions and their impact at a national and regional level? To what extent have change makers be consulted and are committed to promoting digital rights and engage in the digital rights movement?</li> </ul> |
| Lesson-learned and recommendations | <ul style="list-style-type: none"> <li>• What are the key lesson-learned during the project period?</li> <li>• What are the recommendations for the future project design and implementation? Recommendations shall be firmly based on evidence and analysis, clear and result-oriented, forward-looking, and realistic of implementations.</li> </ul>                                                                                                                                                                                                                                                                                                               |

Evaluation must include an assessment of the extent to which the design, implementation, and results of the project have incorporated Sida's Development perspectives in particular gender equality perspective and rights-based approach. It shall assess the capacity of EngageMedia based on Human Rights-based as well as Gender Equality approach. Findings shall be consolidated to make recommendations and identify lessons learned for enhanced gender responsive and rights-based approach of the project and potential future initiatives.

Development perspectives:

- To what extent has gender equality and human rights-based approach been integrated into the programming design and implementation?
- How has attention to/integration of gender equality and human rights concerns advanced the area of work?
- Has the project had any positive or negative effects on gender equality? Could gender mainstreaming have been improved in planning, implementation or follow-up?
- How does gender equality and human rights-based approach apply to the institutional policy? The selected areas to look into is ethical guidelines, well-being policy, Sexual Exploitation and Abuse and Sexual Harassment (SEAH)?
- Has the project contributed to poverty reduction? Who (de facto) has benefited from the project in the short and the long run, directly or

indirectly? Which dimensions of poverty were addressed by the project<sup>33</sup>?

- Has the Project been implemented in accordance with the poor people's perspective and human rights-based approach? To what extent were marginalized groups involved in the project? What approach was used to ensure that minority groups are integrated and empowered? For example, have target groups been participating in project planning, implementation and follow up? Have the priorities of people living in poverty been reflected in project planning and implementation? Has anyone been discriminated by the project through its implementation? Has the project been implemented in a transparent fashion? Are there accountability mechanisms in the project?
- Has the project had any positive or negative effects on the environment? Could environment considerations have been improved in planning, implementation or follow up?

Questions are expected to be developed in the tender by the tenderer and further refined during the inception phase of the evaluation.

## 2.4 Evaluation approach and methods

The consultant will suggest an approach or methodology and methods that provides credible answers (evidence) to the evaluation questions. Limitation to the chosen approach or methodology and methods shall be made explicitly by the consultant and the consequences of these limitations will be discussed in the and agreed upon in the inception report. The consultant shall to the extent possible, present mitigation measures to address them. A clear distinction is to be made between evaluation approach or methodology and methods.

In cases where sensitive or confidential issues are to be addressed in the evaluation, the consultant should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

A *gender responsive* approach/methodology, methods, tools and data analysis techniques should be used.

Sida's approach to evaluation is *utilization-focused*, which means the evaluator should facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

The consultant is expected to follow a participatory and consultative approach that ensures close engagement with EngageMedia, partners, stakeholders,

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<sup>33</sup> [Dimensions of Poverty \(sida.se\)](https://sida.se)

and direct beneficiaries. Suggested methodological tools and approaches may include:

- **Document Review**, EngageMedia will provide data and information about the organization, this would include a review of all relevant documentations.
- **Interviews and Stakeholders Meetings**, the interview and meeting should include the following stakeholders: 1) EngageMedia's Management; 2) EngageMedia's former and current Staff; and 3) related Stakeholders to be agreed upon in the inception report.
- **Field visits**, including on-site validation of outputs and interventions.
- **Other methods** where feasible such as outcomes harvesting/mapping, etc.

## 2.5 Organization of evaluation management

This evaluation is commissioned by The Embassy of Sweden in Bangkok. The intended users are The Embassy of Sweden in Bangkok and the EngageMedia. EngageMedia has contributed to the ToR and will be provided with an opportunity to comment on the inception report as well as the final report.

The Consultant will work independently with support of EngageMedia of day-to-day interaction and for liaisons during the assignment. EngageMedia will assist with the day-to-day coordination for Evaluation process with different stakeholders and beneficiaries of the organization.

However, EngageMedia will not be involved in the management of the evaluation. Hence the Embassy of Sweden Bangkok will evaluate tenders, approve the inception report and the final report of the evaluation. The start-up meeting and the debriefing/validation workshop will be held with the commissioner and with the EngageMedia Secretariat.

## 2.6 Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation<sup>34</sup>. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation<sup>35</sup> and the OECD/DAC Better Criteria for Better Evaluation<sup>36</sup>. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

## 2.7 Time schedule and deliverables

The duration of the assignment is estimated to be from January to April 2023. The consultant will be required to submit a detailed workplan. The table below lists key deliverables for the evaluation process. Alternative deadlines for

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<sup>34</sup> OECD (2010) *DAC Quality Standards for Development Evaluation*.

<sup>35</sup> Sida (2014) *Glossary of Key Terms in Evaluation and Results Based Management*.

<sup>36</sup> OECD/DAC (2019) *Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use*.

deliverables may be suggested by the consultant and negotiated with the Embassy of Sweden Bangkok and EngageMedia during the inception phase.

Multiple reiterations of the document may be needed before it is approved. All Reports must comply the Quality control throughout the evaluation process.

The potential firm/ consultant must undertake this work directly themselves and not through assistants/ third parties. The consultant must maintain strict confidentiality of information shared and will be required to liaise with EngageMedia and the Embassy of Sweden Bangkok as appropriate until the satisfactory completion of the consultancy.

|   | Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Estimated time | Anticipated Timeline  |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------|
| 1 | Preparation by consultant <ul style="list-style-type: none"> <li>Start-up meeting with Embassy of Sweden and EngageMedia/ Briefing by EngageMedia on scope of project</li> <li>Review of organizational documents and progress reports</li> <li>Inception report containing methodology, scope, tools, activities, samples and timelines</li> </ul>                                                                                                                                                                                                             | 15 days        | January 2023          |
| 2 | Meetings and discussions with Stakeholders <ul style="list-style-type: none"> <li>Discussions with EngageMedia staff</li> <li>Meeting with key stakeholders</li> <li>Field visits and data verification</li> </ul> Sharing of key findings with Embassy of Sweden Bangkok and EngageMedia leadership <ul style="list-style-type: none"> <li>Hold meeting with Embassy of Sweden Bangkok and EngageMedia to present preliminary findings, get feedback and draft recommendations to finalize the report and incorporate feedback into recommendations</li> </ul> | 20 days        | February – March 2023 |
| 3 | Writing Report and validation <ul style="list-style-type: none"> <li>Draft Report &amp; Final Report. Draft Report will be shared with EngageMedia and Embassy of Sweden Bangkok for comments</li> </ul> Report should: <ul style="list-style-type: none"> <li>Contain an executive summary (mandatory)</li> </ul>                                                                                                                                                                                                                                              | 15 days        | April 2023            |

|  |                                                                                                                                                                                                                                                     |         |  |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--|
|  | <ul style="list-style-type: none"> <li>• Be analytical in nature (both quantitative and qualitative)</li> <li>• Be structured around successes/gaps, related findings, lessons learnt</li> <li>• Include recommendations and way forward</li> </ul> |         |  |
|  | Time allocated to the Assignment                                                                                                                                                                                                                    | 50 days |  |

The consultant will produce the following deliverables:

- Inception report containing evaluation work plan and time frame, including the methodology and tools with guiding questions, and identifying the specific limitation on time frame, geographical coverage, and target group.
- Documented records of interviews and field data collected;
- Draft evaluation findings
- A comprehensive report with set of recommendations for future scalability. The report is intended to be brief (approximately 30 pages), that includes (i) executive summary; (ii) introduction and background; (iii) objectives, approach, and methodology of evaluation; (iv) key findings (relevance, coherence, efficiency, effectiveness, sustainability; (v) conclusion; (vi) recommendations, and (viii) annexure (field plan, list of people, groups and organizations consulted). An internal detailed and an external brief version of the report might be required.
- The report should be submitted in English language and should be of high quality to share with funding partners and key stakeholders.

The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation<sup>37</sup>.

The evaluator shall, upon approval by Sida/Embassy of the final report, insert the report into Sida's template for decentralised evaluations (see Annex C) and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication database. The order is placed by sending the approved report to Nordic Morning ([sida@atta45.se](mailto:sida@atta45.se)), with a copy to the responsible Sida Programme Officer as well as Sida's Evaluation Unit ([evaluation@sida.se](mailto:evaluation@sida.se)). Write "Sida decentralised evaluations" in the email subject field. The following information must always be included in the order to Nordic Morning:

1. The name of the consulting company.
2. The full evaluation title.
3. The invoice reference "ZZ980601".
4. Type of allocation: "sakanslag".
5. Type of order: "digital publicering/publikationsdatabas".

## 2.8 Evaluation team qualification

<sup>37</sup> Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include the following competencies:

- At least one team member should hold a masters' degree or equivalent in human rights, international relations, social sciences, statistics, project management or other relevant fields.
- Excellent knowledge and professional experience of conducting research, evaluation and baseline studies of human rights organizations, evaluation criteria and international standards.
- Adequate understanding of civil society organizations, human rights and digital rights issues in Asia, accountability, gender equality and climate change, organizational development/management.

It is desirable that the evaluation team includes good knowledge of human rights-based approaches on civil society works on human rights movement in Asia, as well as familiarity with EngageMedia's priorities and partnership.

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

It is important that the competencies of the individual team members are complimentary. It is highly recommended that local consultants are included in the team if appropriate.

It is required that at least one Southeast Asia-based consultant is included in the team (preferably based in Indonesia, Thailand or Philippines).

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation.

## 2.9 Financial and human resources

The maximum budget amount available for the evaluation is SEK 500 000.

The contact person at Swedish Embassy is Sejin Kim, Programme Officer-Human Rights and Democracy, Section for Development Cooperation. The contact person should be consulted if any problems arise during the evaluation process.

Relevant Sida and Embassy documentation will be provided by Sejin Kim, Programme Officer-Human Rights and Democracy, Section for Development Cooperation.

Contact details to intended users (cooperation partner, Swedish Embassies, other donors etc.) will be provided by Sejin Kim, Programme Officer-Human Rights and Democracy, Section for Development Cooperation.

Contact details for other stakeholders and participants in the EngageMedia as well as other organizational documentation will be provided by Phet Sayo, Executive Director, EngageMedia.

The evaluator will be required to arrange all logistics (including bookings, interview bookings, virtual and in-person meetings, preparation of meetings) including any necessary security arrangements.

### 3. Annexes

#### Annex A: List of key documentation

##### Agreement and Application

- Grant Agreement Sida-EngageMedia
- Funding Proposal: Digital Rights and Video for Change: Building the Movement in Southeast Asia

##### Organizational documentation from EngageMedia

- EngageMedia's Updated Strategic Plan and RBM Frameworks
- Annual Narrative Reports (2020-2022) submitted by EngageMedia to different donors
- Minutes of Annual Review Meetings between EngageMedia and the Embassy of Sweden Bangkok (2020-2022)
- EngageMedia's Internal Organizational Policy Documents
  - o Human Resources Manual
  - o Safeguarding Policy
  - o COVID-19 Policy
  - o Funding, Consulting, and Partnerships Policy
  - o Delegation of Authority Policy
  - o Board Confidentiality Policy
  - o General Travel Policy
  - o Travel Procedure
  - o Travel Safety and Security Checklist
  - o Board Travel Policy
  - o Governance Documents/Policies

##### Other relevant assessments of EngageMedia

- Sida's RBM Support to EngageMedia Mission Report 2019
- Sida's Review of internal management and control report 2019
- Sida's Simplified Environmental Assessment 2019

##### Other relevant EngageMedia's Publications

##### Swedish Strategies

- Strategy for Sweden's regional development cooperation in Asia and the Pacific region 2016-2021
- Strategy for Sweden's regional development cooperation in Asia and the Pacific region 2022-2026

## Annex B: Data sheet on the evaluation object

| <b>Information on the evaluation object (i.e. intervention)</b> |                                                                                                                                                                                                |
|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title of the evaluation object                                  | Digital Rights and Video for Change: Building the Movement in Southeast Asia                                                                                                                   |
| ID no. in PLANIt                                                | 12006                                                                                                                                                                                          |
| Dox no./Archive case no.                                        |                                                                                                                                                                                                |
| Activity period (if applicable)                                 | September 2019 – June 2023                                                                                                                                                                     |
| Agreed budget (if applicable)                                   | SEK 18,740,000.                                                                                                                                                                                |
| Main sector                                                     | CSO                                                                                                                                                                                            |
| Name and type of implementing organization                      | Other                                                                                                                                                                                          |
| Aid type                                                        | Project                                                                                                                                                                                        |
| Swedish strategy                                                | Swedish strategy for research cooperation and research in development cooperation 2015-2021<br><br>Swedish strategy for research cooperation and research in development cooperation 2022-2026 |

| <b>Information on the evaluation assignment</b>                      |                                                                        |
|----------------------------------------------------------------------|------------------------------------------------------------------------|
| Commissioning unit/Swedish Embassy                                   | Regional Development Cooperation Section, Embassy of Sweden in Bangkok |
| Contact person at unit/Swedish Embassy                               | Sejin Kim                                                              |
| Timing of evaluation (mid-term, end-of-programme, ex-post, or other) | End-of-programme                                                       |
| ID no. in PLANIt (if other than above).                              |                                                                        |

## Annex C: Decentralised evaluation report template

Enclosed as a separate file

## Annex D: Project/Programme document

Enclosed as a separate file

## Annex 2 – Evaluation matrix

| Evaluation questions and sub-questions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Indicators                                                                                                                                                                                                                                                                                                                                                                                        | Sources of Information                                                                                                                                                                                                                 | Methods & Tools                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Relevance: Is the intervention doing the right thing?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                        |                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>- R1 To what extent does the Project address the major obstacles on the digital rights and digital security at the country and regional level, including state/tech policies?</li> <li>- R2 To what extent does the intervention respond to changemaker/partner/beneficiary needs?</li> <li>- R3 To what extent has EM adjusted its programming to changing circumstances (the impact of the Covid-19 pandemic and political landscape) or lessons learned on what works well and less well?</li> </ul> | <ul style="list-style-type: none"> <li>- R1 Indicator: Evidence of context of digital rights and how EM has chosen to respond</li> <li>- R2 Indicator: Evidence of needs of strategic partners and primary audience and how the project responds to these.</li> <li>- R3 Indicator: Evidence of changes in context and EM's flexibility and adaptation of its intervention in response</li> </ul> | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- External documents on digital rights in Asia</li> <li>- EM/Sida</li> <li>- External stakeholders i.e. strategic partners and primary audience members</li> </ul> | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Internet research</li> <li>- Interviews and small group meetings using data collection instruments 1 &amp; 2</li> <li>- Data analysis</li> </ul> |
| <b>Coherence: How well does the intervention fit?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                        |                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>- C1 Are there synergies, interlinkages and coordination between this project funded by Sida and other projects carried out by EngageMedia in order to ensure added value and avoid duplication of effort?</li> </ul>                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>- C1 Indicator: Evidence of other activities carried out by EM and how they fit with Sida funded projects.</li> </ul>                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- EM documents on other projects and activities</li> <li>- External stakeholders e.g. strategic partners involved in other activities with EM</li> </ul>           | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews and small group discussions using data collection instruments 1 &amp; 2</li> <li>- Data analysis</li> </ul>                           |
| <b>Effectiveness: Is the intervention achieving its objectives?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                        |                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>- E1. To what extent has the intervention achieved, or is expected to achieve, its objectives, and its results?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>- E1 Indicator overall: Evidence relating to achievement of outcome level results</li> </ul>                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- EM/Sida</li> <li>- EM datasets on training records, etc.</li> </ul>                                                                                              | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Data review</li> </ul>                                                                                                                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                              |                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| <p>E1.1. Has the project improved EngageMedia's organizational effectiveness by developing its communications and technology, management and governance, and monitoring and evaluation? (Objective 1)</p> <p>E1.1.1. How could the capacities (technical, administrative, HR and Finance etc) of EM's project management structure be further strengthened?</p> <p>E1.2. Has the project increased the reach and impact of EngageMedia's advocacy on digital rights, open and secure technology, and Video for Change at the social, cultural, and public policy levels? (Objective 2)</p> <p>E1.2.1. To what extent has the knowledge produced by the project been used, published, and disseminated?</p> <p>E1.3. Has the project strengthened changemakers with knowledge, skills, and resources in effective communications and advocacy, digital rights, open and secure technologies, and Video for Change? (Objective 3)</p> <p>E1.4. Has the project strengthened networks and platforms for digital rights, open and secure technology, and Video for Change practitioners to foster collaboration, engagement, campaigning, and mobilization? (Objective 4)</p> <p>E1.4.1. How did the project change the understanding of digital rights and digital security among selected individuals and within network?</p> | <p>E1.1 Indicator: Evidence of how EM has been strengthened as an organisation.</p> <p>E1.1.1. Indicator: Evidence of where EM capacity needs further strengthening.</p> <p>E1.2. Indicator: Evidence of how the project has increased the reach of EM advocacy on digital rights.</p> <p>E1.2.1. Indicator: Evidence of how knowledge has been disseminated and used by stakeholders.</p> <p>E1.3. Indicator: Evidence of what difference the project made to strategic partners and primary audience members in terms of their knowledge, skills and resources?</p> <p>E1.4. Indicator: Evidence of how the project strengthened networks and platforms for digital rights</p> <p>E1.4.1. Indicator: Evidence of individuals whose understanding of digital rights changed as a result of the project</p> <p>E1.4.2. Indicator: Evidence of social changes which have occurred during the course of the project and the ways in which the project has contributed to these.</p> <p>- E2 Indicator: Evidence of internal or external facilitators and constraints</p> <p>E2.1. Indicator: Evidence of other factors which are contributing to changes observed</p> | <p>- External stakeholders – strategic partners, primary audience members; other funders</p> | <p>- Interviews and small group discussions using data collection instruments 1</p> <p>- Data analysis</p> |
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## ANNEX 2 – EVALUATION MATRIX

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                     |                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>E1.4.2. What are the social changes which the project has contributed to at the individual and movement level in Asia?</p> <p>- E2. What factors (internal and external) have either facilitated or hindered the achievement of the expected results?</p> <p>E2.1 What external factors have contributed to the changes observed.</p> <p>- E3 Are there any unintended outcomes?</p>                                                                                                                                                                                                                                                                                                          | <p>- E3 Indicator: Evidence of positive or negative unintended outcomes</p>                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                     |                                                                                                                                                 |
| <p>- E4 Have the M&amp;E systems delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning as well as managing risks? How can the M&amp;E systems be strengthened?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>- E4 Indicators: (i) Evidence of documentation and analysis of implementation and feedback into learning and implementation (ii) Evidence of how M&amp;E systems can be strengthened</p>                                                                                                                                                                                                                                                                                                                        | <p>- Project documents especially M&amp;E related<br/>- EM/Sida</p> | <p>- Document review<br/>- Interviews and small group discussions using data collection instruments 1<br/>- Data analysis</p>                   |
| <p>- E5 Has the intervention been implemented in accordance with Sida's cross-cutting approaches, namely gender equality, a Human Rights Based Approach (HRBA), the poor people's perspective, the environment and conflict sensitivity?</p> <p>E5.1. To what extent has the intervention been implemented in accordance with a Gender Equality approach? This includes in terms of institutional policy with the selected areas to look being ethical guidelines, well-being policy, Sexual Exploitation and Abuse and Sexual Harassment (SEAH).</p> <p>E5.2. To what extent has the intervention been implemented in accordance with a Human rights-based approach? This includes in terms</p> | <p>- E5 Indicators</p> <ul style="list-style-type: none"> <li>- Evidence of integration of gender perspectives in programme management (identification, design, implementation, and reporting)</li> <li>- Evidence of HRBA integration in programme management (identification, design, implementation, and reporting)</li> <li>- Evidence of environmental concerns in programme activities as a focus of work)</li> <li>- Evidence of poverty perspective in programme activities as a focus of work)</li> </ul> | <p>- Project documents<br/>- EM/Sida</p>                            | <p>- Document review<br/>- Data review<br/>- Interviews and small group discussions using data collection instruments 1<br/>- Data analysis</p> |

## ANNEX 2 – EVALUATION MATRIX

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                     |                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>of institutional policy with the selected areas to look being ethical guidelines, well-being policy, Sexual Exploitation and Abuse and Sexual Harassment (SEAH).</p> <p>E5.3. To what extent has the programme been implemented in accordance with the poor people's perspective approach?</p> <p>E5.4. To what extent has the programme been implemented in accordance with the environment approach?</p> <p>E5.5. To what extent has the programme been implemented in accordance with a conflict sensitivity approach?</p>                                                                                                                             | <ul style="list-style-type: none"> <li>- Evidence of conflict sensitivity in programme activities as a focus of work)</li> </ul>                                                                                                                                                                                                                                                      |                                                                                                                                                     |                                                                                                                                                        |
| <b>Efficiency - How well are resources being used?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                     |                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>- Ef1 To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely way?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>- Ef1 indicator: Evidence of intervention delivering results on time and within budget</li> </ul>                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- EM/Sida</li> </ul>                                                            | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews using data collection instruments 1</li> <li>- Data analysis</li> </ul> |
| <b>Sustainability - Will the benefits last?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                     |                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>- S1 What are the prospects of the positive effects of the project being sustained beyond the funding period, including any positive results in terms of collaboration and networking?</li> <li>- S2 How was the exit strategy defined, and how was this managed at the end of the funding period?</li> <li>- S3 What are the contextual factors for sustaining and replicating the project interventions and their impact at a national and regional level? To what extent have changemakers been consulted and are they committed to promoting digital rights and engage in the digital rights movement?</li> </ul> | <ul style="list-style-type: none"> <li>- S1 Indicator: Evidence of project effects being sustained and how collaboration can support sustainability</li> <li>- S2 Indicator: Evidence of exit strategy and its implementation</li> <li>- S3 Indicator: Evidence of contextual factors and strategic partners/primary audience members sustaining the project interventions</li> </ul> | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- EM/Sida</li> <li>- Strategic partners and primary audience members</li> </ul> | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews using data collection instruments 1</li> <li>- Data analysis</li> </ul> |

# Annex 3 – Data collection tools

## **Instrument 1: Interview guide for internal stakeholders**

### **Evaluation of EngageMedia's Project 'Digital Rights and Video for Change: Building the Movement in Southeast Asia'**

#### **Background**

This is an evaluation of EngageMedia's project "Digital Rights and Video for Change: Building the Movement in Southeast Asia, 2019- 2022" funded by the Embassy of Sweden Bangkok, which aims to strengthen the digital rights movement to defend democratic space in Southeast Asia.

The objectives of this specific EngageMedia project are:

- Objective 1: Improve EngageMedia's organisational effectiveness by developing its communications and technology, management and governance, and monitoring and evaluation
- Objective 2: Increase the reach and impact of EngageMedia's advocacy on digital rights, open and secure technology, and Video for Change at the social, cultural, and public policy levels
- Objective 3: Strengthen changemakers with knowledge, skills, and resources in effective communications and advocacy, digital rights, open and secure technologies, and Video for Change
- Objective 4: Strengthen networks and platforms for digital rights, open and secure technology, and Video for Change practitioners to foster collaboration, engagement, campaigning, and mobilization.

The evaluation is being carried out by a team of two evaluators working for FCG Sweden in the period January to June 2022: Asmita Naik (team leader) and Susan Tamondong (team member). The final evaluation report will be made public.

#### **Preliminary Information**

Name:

Gender (man/woman/gender diverse):

Agency/Location:

Role:

Date:

Informed consent: (explain purpose of evaluation; how information will be used and anonymity of contributors in evaluation reporting)

### **Evaluation Questions**

The list below comprises 7 main evaluation questions which interviewees are requested to answer. In addition, each main question is accompanied by a subset of prompts based on the questions listed in the evaluation terms of reference. The interviewee may answer some or all of these questions depending on time availability and their area of expertise or knowledge. **Ask interviewees to give evidence to back up their points and specific examples to illustrate their answers.**

#### **1. What is your role and involvement in the project? (Briefly describe)**

#### **2. How effective is the project? What has the project achieved?**

Consider for example:

- E1. To what extent has the intervention achieved, or is expected to achieve, its objectives, and its results?
  - E1.1. Has the project improved EngageMedia's organisational effectiveness by developing its communications and technology, management and governance, and monitoring and evaluation? (Objective 1)
    - E1.1.1. How could the capacities (technical, administrative, HR and Finance etc) of EM's project management structure be further strengthened?
  - E1.2. Has the project increased the reach and impact of EngageMedia's advocacy on digital rights, open and secure technology, and Video for Change at the social, cultural, and public policy levels? (Objective 2)
    - E1.2.1. To what extent has the knowledge produced by the project been used, published, and disseminated?
  - E1.3. Has the project strengthened changemakers with knowledge, skills, and resources in effective communications and advocacy, digital rights, open and secure technologies, and Video for Change? (Objective 3)
  - E1.4. Has the project strengthened networks and platforms for digital rights, open and secure technology, and Video for Change practitioners to foster collaboration, engagement, campaigning, and mobilization? (Objective 4)
    - E1.4.1. How did the project change the understanding of digital rights and digital security among selected individuals and within network?
    - E1.4.2. What are the social changes which the project has contributed to at the individual and movement level in Asia?
- E2. What factors (internal and external) have either facilitated or hindered the achievement of the expected results?
  - E2.1. What external factors have contributed to the changes observed?
- E3 Are there any unintended outcomes?
- E4 Have the M&E systems delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning as well as managing risks? How can the M&E systems be strengthened?

- E5 Has the intervention been implemented in accordance with Sida’s cross-cutting approaches, namely gender equality, a Human Rights Based Approach (HRBA), the poor people’s perspective, the environment and conflict sensitivity?
  - E5.1. To what extent has the intervention been implemented in accordance with a Gender Equality approach? This includes in terms of institutional policy with the selected areas to look being ethical guidelines, well-being policy, Sexual Exploitation and Abuse and Sexual Harassment (SEAH).
  - E5.2. To what extent has the intervention been implemented in accordance with a Human rights-based approach? This includes in terms of institutional policy with the selected areas to look being ethical guidelines, well-being policy, Sexual Exploitation and Abuse and Sexual Harassment (SEAH).
  - E5.3. To what extent has the programme been implemented in accordance with the poor people’s perspective approach?
  - E5.4. To what extent has the programme been implemented in accordance with the environment approach?
  - E5.5. To what extent has the programme been implemented in accordance with a conflict sensitivity approach?

### **3. Is the project efficient?**

Consider for example:

- Ef1 To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely way?

### **4. Is the project relevant?**

Consider for example:

- R1 To what extent does the Project address the major obstacles on the digital rights and digital security at the country and regional level, including state/tech policies?
- R2 To what extent does the intervention respond to changemaker/partner/beneficiary needs?
- R3 To what extent has EM adjusted its programming to changing circumstances (the impact of the Covid-19 pandemic and political landscape) or lessons learned on what works well and less well?

### **5. Is the project coherent?**

Consider for example:

- C1 Are there synergies, interlinkages and coordination between this project funded by Sida and other projects carried out by EngageMedia in order to ensure added value and avoid duplication of effort?

### **6. Is the project sustainable and if so, in what way?**

Consider for example:

- S1 What are the prospects of the positive effects of the project being sustained beyond the funding period, including any positive results in terms of collaboration and networking?
- S2 How was the exit strategy defined, and how was this managed at the end of the funding period?
- S3 What are the contextual factors for sustaining and replicating the project interventions and their impact at a national and regional level? To what extent have changemakers been consulted and are they committed to promoting digital rights and engage in the digital rights movement?

**7. What are the recommendations for the future?**

## Instrument 2: Interview guide for external stakeholders

### EngageMedia's Project 'Digital Rights and Video for Change: Building the Movement in Southeast Asia'

#### **Background**

This is an evaluation of EngageMedia's project "Digital Rights and Video for Change: Building the Movement in Southeast Asia, 2019- 2022" funded by the Embassy of Sweden Bangkok, which aims to strengthen the digital rights movement to defend democratic space in Southeast Asia.

The objectives of this specific EngageMedia project are:

- Objective 1: Improve EngageMedia's organisational effectiveness by developing its communications and technology, management and governance, and monitoring and evaluation
- Objective 2: Increase the reach and impact of EngageMedia's advocacy on digital rights, open and secure technology, and Video for Change at the social, cultural, and public policy levels
- Objective 3: Strengthen changemakers with knowledge, skills, and resources in effective communications and advocacy, digital rights, open and secure technologies, and Video for Change
- Objective 4: Strengthen networks and platforms for digital rights, open and secure technology, and Video for Change practitioners to foster collaboration, engagement, campaigning, and mobilization.

The evaluation is being carried out by a team of two evaluators working for FCG Sweden in the period January to June 2022: Asmita Naik (team leader) and Susan Tamondong (team member). The final evaluation report will be made public.

#### **Preliminary Information**

Name:

Gender (man/woman/gender diverse):

Agency/Location:

Role:

Date:

Informed consent: (explain purpose of evaluation; how information will be used and anonymity of contributors in evaluation reporting)

#### **Evaluation Questions**

1. What is your **role and involvement** in EM? Please illustrate your answers with examples.

- Have you or your staff received information or support from EM, if so what type of support.

2. How **effective** is EM? Please illustrate your answers with examples.

- What do you think of the work of EM (objectives 2-4) – advocacy on digital rights, capacity building of changemakers, strengthening networks and platforms for digital rights?
- What did you think of the information or support received by you or your organisation? Were you satisfied or could it be improved in any way?
- What difference did the information or support you received from EM make to you or your organisation? Are there any other factors, aside from EM, which contributed to this change?
- Do you have any other feedback on what the intervention has or has not achieved?
- Are there any unintended consequences of the intervention (both positive and negative)?
- How were the issues of gender, human rights, poverty, environment, and conflict addressed by the intervention?
- If you have a wider knowledge of the project, can you comment on what factors have helped or hindered the intervention from being implemented? Are there any challenges? Please illustrate your answers with examples.

3. Do you think the EM is **relevant and coherent**? Please illustrate your answers with examples.

- How relevant is EM's work to digital rights in the Asia-Pacific region?
- [For donors] How is its work seen by other donors?

4. Is the work of EM **sustainable**? Please illustrate your answers with examples.

- If so, in what way?
- Will the activities of EM or their effects continue once it has finished?
- Will you be able to contribute to the sustainability of its interventions in any way?

5. Are you aware of any **lessons learned** or good practices from this experience? Please illustrate your answers with examples.

6. Do you have any **recommendations for future** work in this area?

### Instrument 3: Email questionnaire

#### Survey on EngageMedia's Project 'Digital Rights and Video for Change: Building the Movement in Southeast Asia'

##### Background

This is an evaluation of EngageMedia's project "Digital Rights and Video for Change: Building the Movement in Southeast Asia, 2019- 2022" funded by the Embassy of Sweden Bangkok, which aims to strengthen the digital rights movement to defend democratic space in Southeast Asia.

The objectives of this specific EngageMedia project are:

- Objective 1: Improve EngageMedia's organisational effectiveness by developing its communications and technology, management and governance, and monitoring and evaluation
- Objective 2: Increase the reach and impact of EngageMedia's advocacy on digital rights, open and secure technology, and Video for Change at the social, cultural, and public policy levels
- Objective 3: Strengthen changemakers with knowledge, skills, and resources in effective communications and advocacy, digital rights, open and secure technologies, and Video for Change
- Objective 4: Strengthen networks and platforms for digital rights, open and secure technology, and Video for Change practitioners to foster collaboration, engagement, campaigning, and mobilization.

The evaluation is being carried out by a team of two evaluators working for FCG Sweden in the period January to June 2022: Asmita Naik (team leader) ([asmitanaik.consultancy@gmail.com](mailto:asmitanaik.consultancy@gmail.com)) and Susan Tamondong (team member) ([susan.tamondong@gmail.com](mailto:susan.tamondong@gmail.com)).

You are invited to respond to this questionnaire should you wish to make a contribution. **Your responses are confidential to the evaluation team.** Whilst we ask you to include your personal information, any information provided will be aggregated and anonymised before being included in the evaluation report.

##### **Preliminary Questions**

Name: \_\_\_\_\_

Role: \_\_\_\_\_

Organisation: \_\_\_\_\_

If you are a staff/former staff at EngageMedia, what is/what your period of employment: \_\_\_\_\_

Email address: \_\_\_\_\_

Gender: (Mark with cross)

- Man

- Woman
- Gender diverse
- Prefer not to say

**Evaluation Questions**

1. How are you involved with EngageMedia's project on digital rights and video for change? (Please explain briefly)

2. What do you think of EngageMedia's work in this area:

- what has worked well?
- what can be improved?

Please give specific examples to illustrate your answer.

3. Do you have any recommendations for EngageMedia?

4. Any other comments

# Annex 4 – Documentation

## **Project documents**

### Application and agreement

- EM Sida Grant Agreement
- Digital Rights and Video for Change: Building the Movement in Southeast Asia, 2019-2022 Proposal document
- Drive for Democracy: Supporting digital and human rights in the Asia-Pacific amid COVID-19 Proposal

### Organisational documents

#### Funder reports

##### Sida

- Year 1 Narrative Report to Sida, 2020
- Year 2 Narrative Report to Sida, 2021
- Year 1 Narrative Report to Sida, 2022

##### Other funders

- Year 1 Narrative Report to Luminate, 2021
- Year 2 and Final Narrative Report to Luminate, 2022
- Open Society Fund General Report, 2022
- Final Narrative Report to the International Centre for Not-for-Profit Law (ICNL), 2022
- Year 2 and Final Narrative Report to APC, 2022
- Initiative for Media Freedom (IMF) Mid-term evaluation, March 2023

##### Organisational Policies

- Human Resources Manual
- Safeguarding Policy
- Covid 19 Policy
- Funding, Consulting and Partnerships Policy
- Delegation of Authority Policy
- Board Confidentiality Policy
- General Travel Policy
- Travel Procedure
- Travel Safety and Security Checklist
- Board Travel Policy
- EM Three Year Strategy, 2022-2025

- EM Theory of Change
- Sida/EM 2021 Annual Review Meeting Summary, 2021
- Sida/EM 2021 Annual Review Meeting Summary, 2022
- Sida/EM 2021 Annual Review Meeting Summary, Slide deck, 2022
- EM Feb 2021 Team Meeting Notes
- EM Organigram 24 March 2023
- EM Communications Policy 1.1. (undated)
- EM Board Report 2022
- EM Board KPIs: Summary & Recommendations Maya Hasan, Azura Labs, 22 April 2021
- EM Projects Portfolio 2019-2023
- EM Annual Work Plans Y3/Y4
- EM Results-Based Management (RBM) Plan September 1, 2019 to August 31, 2022
- EM RBM results framework diagram v2
- EM 2019-2022 Logframe - Digital Rights and Video for Change: Building the Movement in Southeast Asia
- EM Coconet Digital Rights Camp 2019, Outcomes Report
- EM Financial Report FY21-22
- EM TB Mapping to Financials 2022
- EM Overall Core Activities Worksheet Comparison with AUD Working Paper v1

#### Other relevant assessments

- Sida Review of EM internal management and control, 2019
- Results-Based Management (RBM) Plan, 2020
- Sida Simplified Environmental Assessment, 2019

#### Other relevant EM publications

- Article Compilation (2022): Pandemic of Control: COVID-19 and the Rise of Digital Authoritarianism in the Asia-Pacific
- Report (September 2022): The State of Digital Security Localization in Southeast Asia: A Snapshot
- Research (June 2022): Through The Looking Glass: Digital Safety and Internet Freedom in South and Southeast Asia
- Research (June 2022): Thailand Computer Crime Act: Restricting Digital Rights, Silencing Online Critics
- Research (June 2022): In the Name of Religious Harmony: Challenges in Advancing Religious Freedom in Digital Indonesia
- Research (February 2022): The Techno-politics of Data Justice in Indonesia and the Philippines
- Short Film Compilation (October 2021): Tech Tales: Films About Digital Rights in the Asia-Pacific
- Report (January 2021): The State of Digital Rights in Indonesia

- Report (September 2020): AI Governance in Southeast Asia
- Outcomes report (February 2020): Coconet II Digital Rights Camp

**External documents**

Sida Regional Development Cooperation in Asia and the Pacific including Research Cooperation

Andrew Garton, Know Me: Media and Info kit, Logline

Andrew Garton, Peer to Peer, the Makers of the Internet Logline

Luminate AAR Engage Media 2022 Renewal Grant

## Annex 5 – List of interviewees

| Name                       | Position                                  | Organisation | Date of interview                 |
|----------------------------|-------------------------------------------|--------------|-----------------------------------|
| <b>Engage Media Staff</b>  |                                           |              |                                   |
| Yawee Butrkrawee           | Digital Rights Manager (Mekong)           | Engage Media | 10/3/23                           |
| King Catoy                 | Video Manager                             | Engage Media | 14/3/23                           |
| Demie Dangla               | Video and Engagement Coordinator          | Engage Media | Questionnaire                     |
| Dylan Dellosa              | Organizational Development Senior Manager | Engage Media | 9/3/23;13/3/23                    |
| Ria Anna Dimapilis-Vicente | Human Resources Manager                   | Engage Media | 20/3/23                           |
| Katerina Francisco         | Editorial Coordinator                     | Engage Media | 13/3/23                           |
| Md. Ashraful Haque         | Digital Security Specialist               | Engage Media | 10/3/23                           |
| Maria Karienova            | Digital Rights Manager (Indonesia)        | Engage Media | 10/3/23; 25/5/23                  |
| Vino Lucero                | Digital Rights Project Manager            | Engage Media | 14/3/23; 25/5/23                  |
| Faiz A. Naeem              | Planning and Evaluation Specialist        | Engage Media | 9/3/23;13/3/23                    |
| Sara Pacia                 | Communications and Engagement Manager     | Engage Media | 13/3/23; 25/5/23                  |
| Phet Sayo                  | Executive Director                        | Engage Media | 9/3/23; 15/3/23; 24/5/23; 26/5/23 |
| Mary Grace Soriano         | Executive Support Officer                 | Engage Media | Questionnaire                     |
| Julie Soriano-Velasquez    | Finance and Administration Manager        | Engage Media | 20/3/23; 26/5/23                  |
| Red Tani                   | Program and Advocacy Director             | Engage Media | 9/3/23; 15/3/23; 24/5/23          |
| Egbert Wits                | Research and Program Senior Manager       | Engage Media | 14/3/23                           |
| <b>EngageMedia Board</b>   |                                           |              |                                   |
| Rachel Maher               | Former Chair                              | EngageMedia  | 6/4/23                            |

|                                         |                                                                                                                               |                                                              |                               |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------|
| Martin Potter                           | Treasurer                                                                                                                     | EngageMedia                                                  | 6/4/23                        |
| <b>Sida</b>                             |                                                                                                                               |                                                              |                               |
| Sejin Kim*                              | Programme Officer,<br>Human Rights &<br>Democracy<br>Development<br>Cooperation Section –<br>Regional Asia and the<br>Pacific | Embassy of Sweden<br>in Bangkok                              | 16/3/23; 24/5/23;<br>31/5/23  |
| Ingrid Andvaller                        | Controller                                                                                                                    | Embassy of Sweden<br>in Bangkok                              | 16/3/23; 24/5/23;<br>31/5/23  |
| <b>Australia external stakeholders</b>  |                                                                                                                               |                                                              |                               |
| Andrew Garton M<br>EM-PA; ET-IP         | Independent film<br>maker                                                                                                     |                                                              | 28/3/23                       |
| Sam de Silva M<br>EM-SP; ET-Partner     |                                                                                                                               | OPTF – Open<br>privacy technology<br>foundation              | 22/3/23                       |
| <b>Bangladesh external stakeholders</b> |                                                                                                                               |                                                              |                               |
| Miraj Ahmed<br>Chowdhury                | Managing Director                                                                                                             | Digitally Right                                              | 30/3/23                       |
| Shahiduzzaman                           | Editor and CEO                                                                                                                | News Network                                                 | 12/4/23                       |
| <b>Cambodia external stakeholders</b>   |                                                                                                                               |                                                              |                               |
| Sithen Sum                              | Service Manager of<br>Ahkara Translation<br>Agency / Executive<br>Director of Sunflower<br>Film Organization                  | Ahkara Translation<br>Agency/ Sunflower<br>Film Organization | 30/3/23                       |
| <b>India external stakeholders</b>      |                                                                                                                               |                                                              |                               |
| Maduli Thaossen                         | Knowledge Curator                                                                                                             | Point of View                                                | 24/5/23 (Random<br>selection) |
| Sev Bandh<br>Upadhyay                   | Membership and<br>Learning Associate                                                                                          | Global Network<br>Initiative                                 | 24/5/23 (Random<br>selection) |
| <b>Indonesia external stakeholders</b>  |                                                                                                                               |                                                              |                               |
| Citra Dyah Prastuti                     |                                                                                                                               | KBR Prime                                                    | 28/3/23                       |
| Dinita Putri                            |                                                                                                                               | Luminate                                                     | 23/3/23                       |
| Niken Lestari                           | Programme<br>Coordinator                                                                                                      | Just Associates<br>(JASS)                                    | 11/4/23                       |
| Ivonne Kristiani                        |                                                                                                                               | Goethe Institut                                              | 13/4/23                       |
| Anton Muhajir                           |                                                                                                                               | SafeNET Indonesia                                            | 11/4/23                       |
| Annisa Adjam                            | Independent<br>filmmaker                                                                                                      | Indonesia from the<br>Tech Tales project                     | Questionnaire                 |
| Leo Tiger                               | Creative Director                                                                                                             | The mice cartoon,<br>Octopus Garden                          | Questionnaire                 |

|                                                       |                                               |                                                       |                            |
|-------------------------------------------------------|-----------------------------------------------|-------------------------------------------------------|----------------------------|
| <b>Malaysia external stakeholders</b>                 |                                               |                                                       |                            |
| Chong Lee Yeow                                        |                                               | Mini Film Festival                                    | 12/4/23                    |
| Yihwen Chen                                           |                                               |                                                       | Questionnaire              |
| Anna Har                                              |                                               | Freedom Film Festival Malaysia                        | 30/3/23                    |
| Kelly Koh                                             | Programme officer                             | Sinar Project                                         | 24/5/23                    |
| <b>Myanmar external stakeholders</b>                  |                                               |                                                       |                            |
| Anonymous                                             | Freelance researcher                          | from Myanmar, now in Chiang Mai                       | 24/5/23 (Random selection) |
| Thaw Tar Swe                                          | Director                                      | Legal aid for human rights                            | 25/5/23 (Random selection) |
| <b>Sri Lanka external stakeholders</b>                |                                               |                                                       |                            |
| Saritha Irugalbandara                                 | Programmes lead                               | Hashtag generation                                    | 25/5/23 (Random selection) |
| Dulanjaya Mahagamage                                  | Social media specialist                       | Hashtag generation                                    | 25/5/23 (Random selection) |
| <b>Taiwan external stakeholders</b>                   |                                               |                                                       |                            |
| Cecile Liu                                            | Machine Learning Engineer                     | Doublethink Lab                                       | 24/5/23 (Random selection) |
| Jason Liu                                             | Advisor                                       | NDI Taiwan                                            | 24/5/23 (Random selection) |
| <b>Thailand external stakeholders</b>                 |                                               |                                                       |                            |
| Wipaporn                                              |                                               | The Foundation for Community Educational Media (FCEM) | Questionnaire              |
| Assistant Professor Surachanee "Hammerli" Sriyai, PhD | Lecturer and Digital Governance Track Lead    | School of Public Policy, Chiang Mai University,       | 14/4/23                    |
| Darika Bamrungchok                                    | Programme Officer                             | Thai Netizen network,                                 | 14/4/23                    |
| Avriane van der vaeren                                | Independent researcher                        |                                                       | 25/5/23 (Random selection) |
| <b>Philippines external Stakeholders</b>              |                                               |                                                       |                            |
| Mae Carralde                                          | Staff, Film, Broadcast and New Media Division | Cinemata Project, Cultural Center of the Philippines  | 11/4/23                    |
| Chantal Crisostomo                                    | Independent Researcher                        | Localization Project                                  | 26/3/23                    |
| Richard Legaspi                                       | Independent Film Maker                        | Tech Tales                                            | 24/4/23                    |

## ANNEX 5 – LIST OF INTERVIEWEES

|                                            |                                                |                               |                            |
|--------------------------------------------|------------------------------------------------|-------------------------------|----------------------------|
| Marlon Nombrado                            | Co-Founder                                     | Out of the Box Media Literacy | 23/3/23                    |
| Mong Palatino                              | Editor, South East Asia                        | Global Voices                 | 23/3/23                    |
| Khrishna Soliven                           | Education Director                             | DAKILA                        | 18/4/23                    |
| Rhadem Musawa                              | Independent Film Maker                         | LGBTQI Activist               | 11/3/23                    |
| Gina Libot                                 | Digital Engagement Specialist                  | Internews                     | 21/3/23                    |
| Jater                                      | Security incident handler                      | Access Now                    | 25/5/23 (Random selection) |
| <b>United States external stakeholders</b> |                                                |                               |                            |
| Brittany Piovesan                          | Chief of Party, Greater Internet Freedom (GIF) | Internews                     | 23/3/23                    |
| Pavitra Ramanujam                          |                                                | APC                           | 13/4/23                    |
| Michael Caster M<br>EM-funder; ET - same   | Article 19                                     |                               | 21/4/23                    |

## Annex 6 - EngageMedia stakeholder categories

Extract from evaluation inception report which reproduces EngageMedia's explanation of its stakeholder categories.

“EM explains that it divides its stakeholders into primary, secondary, and tertiary categories based on the people it aims its activities towards (it aims more for digital rights organisations in the Asia-Pacific than it does Big Tech organizations in the West, for example). It also considers primacy in terms of the degree of engagement. EM primarily aims for stakeholders who it can directly collaborate with. Aside from audiences who simply consume its work, EM prefers audiences who engage in a more active way, ultimately even partnering with EM to do advocacy on the issue. These stakeholders are referred to as collaborative (primary), participative (secondary), and educated/informed (tertiary). Collaborative stakeholders are those which EM works with directly. Because its approach is co-creation, participation, inclusion, etc., it primarily aims for stakeholders with which it can work in an involved way. But not all stakeholders, for various reasons, can be collaborated with right from the start. That is why EM begins by aiming to educate/inform most of its audiences first. Once they have enough awareness of an issue, they can start to engage more closely (participate) in the activity/advocacy -- these are the participative stakeholders. Among the participative stakeholders there are those with which EM further builds even closer, longer term relationships. These primary, collaborative stakeholders are what EM identifies as "primary" in both senses: in the sense of EM is aiming its activities at as well as the level of engagement.

This group of primary collaborative audiences (those EM more directly co-creates and collaborates with across various activities and projects) number around 1,000. Those who participate in a less engaged way than what could be called co-creation/collaboration number around 10,000. Those who are informed/educated by EM's activities, engaging in a less engaged and more passive way number around 100,000. An example of this is an online event, say an online forum. The session facilitators and keynote speakers are known as collaborative audiences. There can be 50 of those at one such event, for example. The people who participate in the live discussions would number around 500. After the event, there can be those who watch the recording of the event, read blog posts discussing certain sessions, watch videos that summarise the event, etc. Those would number around 5,000.”

# Annex 7 - Compilation of results

This is a compilation of results produced by the ET and drawing on annual reports to Sida and the 2022 EngageMedia board report.

| Objectives                                                                                                                                                                       | Summary of results contained in Year 1, 2, 3 Sida annual reports and 2022 EngageMedia board report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| <b>Objective 1: Improve EngageMedia's organisational effectiveness by developing its communications and technology, management and governance, and monitoring and evaluation</b> | <ul style="list-style-type: none"> <li>- Developed organisational canon and brandbook; 2022 Board report – made significant progress in more fully and clearly communicating organisational canon— vision, mission, approaches, and values.</li> <li>- Developed new EngageMedia website and launched in June 2020 and transferred content from previous website. 2022 Board report – Scaled engagement and advocacy work even further via website, which has been segmented to three key areas: EngageMedia.org/DigitalRights; EngageMedia.org/OpenTech; EngageMedia.org/VideoForChange</li> <li>- Developed external communications system – communications policy in 2021, templates, etc.</li> <li>- Strengthened internal communications – (Year 1) e.g. weekly Executive Editorial meetings, integration of adaptive management principles known as Agile and Scrum, use of team communications and timesheet roles etc.</li> <li>- Enhanced financial management capacity - Introduced new payroll in July 2020 with benefits-based system; new staff; enhanced policies e.g. procurement; completed audits; provided \$200 distributed work subsidy to staff</li> <li>- Upgraded technical systems</li> <li>- Developed new technical video-sharing platform called Cinemata</li> <li>- Developed governance communications with Board Key Performance Indicators (new Executive Director; Andrew moved to board (from year 3 report to Sida) and other new board member joined</li> <li>- Developed and updated strategic plan</li> <li>- Strengthened talent management e.g. hired Human resources manager, coaching for management team; developed human resources manual and annually updated including policies on conflict of interest, code of conduct, remuneration, performance management</li> <li>- Held team meetings (brown and red bag days) on gender and lgbtqi+ and various international days and held in person annual team meeting for first time since pandemic in February 2023</li> </ul> |

|                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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|                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>- Strengthened M&amp;E including development of theory of change (Year 2); feedback from partners and evaluation of events; aligned M&amp;E to RBM with help of Azure Labs; hired manager (Year 1)</li> <li>- Secured new grants and consultancies: (Year 3) Grant on Global Partnership on Artificial Intelligence, with Alan Turing Institute; Sub-grant in promoting digital privacy and free expression in Thailand, with International Centre for Not-for-profit Law (ICNL); Internet Monitoring Action Project, with Sinar Project; Creative Producer of a series of short documentaries with Alan Turing Institute; 18 month-funding for our Indonesia Digital Rights Program, with Lumina. (Year 2) Additional support from Sida's Drive for Democracy program; Renewed OSF Core support; Becoming the Asia-Pacific partner for Internews' Greater Internet Freedom initiative; Research support from Minderoo-Oxford to further investigate artificial intelligence (AI) in Southeast Asia; A partnership with the Association for Progressive Communications (APC) to support secularism online as part of a larger grant from the EU Support from Article 19 towards our Asia-Pacific Digital Rights Fest</li> <li>- Extended existing grants (Year 3): Challenge Convening event and reporting, with Association for Progressive Communications (APC); Greater Internet Freedom initiative and Asia-Pacific Region Internet Governance fora, and software licences, with Internews; Media Freedom Initiative Project Plan, with Internews-Philippines</li> </ul> |
| <b>Objective 2: Increase the reach and impact of EngageMedia's advocacy on digital rights, open and secure technology, and Video for Change at the social, cultural, and public policy level</b> | <ul style="list-style-type: none"> <li>- Increased content. Year 3 tripled content compared to Year 2: 144 total posts written and published including 112 original content (including job and fellowship opportunities) related to EngageMedia various projects; 18 original translations, 11 of which in Bahasa Indonesia; 14 re-publications from Coconet.social; Seven videos produced; Eleven podcast episodes recorded; Five research and reports, and an updated Research page to showcase them.</li> <li>- Produced Podcast. Year 1 2020 launched Pretty Good Podcast on digital rights in region. Year 2 reported that podcast also had substantial social media engagement, with the episodes collectively reaching about 33,458 impressions across Twitter, Facebook, LinkedIn, and Mastodon. Year 3 PGP five episodes were accessed a total of 1,537 times on Cinemata (video version), audio streaming platforms, and EngageMedia.org. Podcast Collaborations - expanded beyond PGP and collaborated with media organisations in Indonesia and Thailand to produce episodes on digital rights in Bahasa Indonesia and Thai, respectively.</li> <li>- Carried out advocacy. Year 1 reported shift to direct advocacy. Year 2 reported Enhanced advocacy work - 58 posts, produced five videos on various websites, developed action briefs for EngageMedia advocacy aimed at raising awareness</li> </ul>                                                                                                                                                                                               |

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|                                                                                                                                                                                                | <p>of regional and international audiences on Asia-Pacific developments in order to decide whether they want to take action e.g. digital rights Myanmar and internet shutdown Papua</p> <p>- Expanded content e.g. Pandemic of Control - Year 3 reported development of Pandemic of control series in partnership with common edge<br/>Beginning January 2022, partnered with CommonEdge with 10 writers from the Asia-Pacific on Pandemic of Control, a collection of articles on COVID-19 and the rise of digital authoritarianism in the Asia-Pacific. 2022 Board report - Between April and August 2022, published 10 articles (six within the reporting period).</p> <p>- Expanded reach with collaborations with local organisations in Indonesia and Thailand to produce podcasts in local languages; Developed partnerships with APC and global voices for reposting; Year 1 reported extending across AP and not just SE Asia</p> <p>- Expanded public engagements. 2022 Board report - Interviewed across multiple platforms, with at least seven appearances on TV, radio, and podcast, and four in print and online content. Also led and/or invited as speakers in 11 conferences, panels, and other events. Work on Video for Change and Cinemata was recognised and featured at an October 2021 forum by the documentary research community Visible Evidence. Hosted an online event on the digital threats to Philippine democracy ahead of the Philippine national election. Year 3 report -some content in Philippines broadcast on mainstream media outlets</p> |
| <b>Objective 3: Strengthen changemakers with knowledge, skills, and resources in effective communications and advocacy, digital rights, open and secure technologies, and Video for change</b> | <p>- Digital security strengthened. Year 1 held meeting of digital safety network. Mainly about setting up secure platforms and channels but also about integrating feminist lens into digital security and adapting to pandemic and digital security needs. Also created digital hygiene resources and translated into local languages. Year 2 carried out survey of digital security needs, utilised Digital First Aid Kit, an open-source, peer-to-peer digital security guide and collaborated with others in assessing digital security needs and practices of human rights defenders in Southeast Asia. This culminated in the publication of a GroundSafe report, which covered 13 countries in Africa, MENA, South Asia, and Southeast Asia. Also conducted meet-ups of digital security capacity of network members, and facilitated sessions at RightsCon 2020 and 2021 and consolidated partnership with TunnelBear to distribute free VPN vouchers to hr defenders and activists – recipients said benefited from bypassing surveillance. Year 3 carried out scoping for localisation project and held sessions with localisers. 2022 Board report - As part of Greater Internet Freedom (GIF) project facilitated two virtual digital safety workshop for women and gender minority groups; Conducted Training of Trainers (ToT) of 13 community leaders in critical digital safety skills;</p>                                                                                                                                                                       |

Established regional help desk mechanism and provided required support to at least three incident response; Launched awareness building campaigns on malware and phishing; Published report “Through The Looking Glass: Digital Safety and Internet Freedom in South and Southeast Asia”; Launched fourteen media campaigns in collaboration with local partners and other local stakeholders on online privacy and other key digital rights issues in their country; Rolled out the South and Southeast Asia Digital Rights School; Launched and trained fourteen fellows under the South and Southeast Asia Gender and Digital Rights Fellowship; Distributed VPN licenses to members of at-risk communities in the seven focus countries

- Carried out AI research. Year 1 brought forward as easier to do in pandemic. Year 2 supported regional research on AI governance in Southeast Asia which was disseminated through blogs, speaking engagements and partnerships. Year 3 - Carried out research on AI and geopolitical implications. 2022 Board report - Published the research report “Governance of AI in Southeast Asia”, alongside a short

video highlighting the challenges and opportunities in setting down governance mechanisms for the use of AI; Published two articles which were re-published in three mainstream media outlets; Secured an invitation by Alan Turing Institute to join the Data Justice Research initiative; Published a report on the Techno-Politics of Data Justice along with a video, PGP episode and an article which was published on New Mandala; Alan Turing Institute also invited EngageMedia to produce a series of short documentaries about data justice due to its video production expertise. The first episode was released in June 2022, and two more will follow. Also, invited to support a proposal on ethical impact assessment and AI readiness research.

- Developed and disseminated Video for Change Impact toolkit.

Year 3 reported that Impact toolkit received a steady user base of around 1,600 unique monthly visitors per month and increasingly linked with Cinemata e.g. hosting and promotion of Yellow Dust Storms. 2022 Board report - Hosted four Impact Talks with In-Docs, series of public meetings to share and discuss experiences and ideas around creating impact through film in the Asia-Pacific; Added two case studies (Homebound and Unseen Words) to provide more practical insight into the reality of impact production in the Asia-Pacific, as well as an Impact Video; Wrote the story “Young and Idealistic: Reflections on Starting a Career as an Impact Producer” in collaboration with a Filipino impact producer; Conducted four training sessions on impact production, strategising and campaign, along with a workshop at RightsCon 2022 on using film storytelling to create social impact.

- Produced and disseminated 8 short TechTales films. 2022 Board report - Hosted the online launch of the film; Translated the films into Thai, Burmese, Indonesian and English languages, along with press kits and social media cards in the said languages; Published a film collection catalogue that also serves as a screening guide; Published and promoted eight reflection articles from the directors about their experiences and insights in directing the films; Published 16 media pieces, including mainstream and alternative media coverage; Forged 26 voluntary partnerships with Asia-Pacific organisations and institutions: 14 community screening partners, two advocacy partners, six media partners, and four educational partners; Hosted 18 screenings for the Tech Tales film collection; Hosted special screenings of the films at 100% Manusia Film Festival (Indonesia), ACT Human Rights Film Festival (USA), Cultural Center of the Philippines' Gawad Alternatibo, Toronto Animation Arts Festival 2021 and RightsCon 2022. Received a total of 10,894 views for all eight films on Cinemata.org

Year 3 report - post-event survey showed that 86 percent of participants found the films as contributing to their improved understanding of digital rights issues, and that 84 percent would recommend the film collection to friends and colleagues in the future.

Carried out research and awareness-raising on hate speech under Challenge project. 2022 Board report - Published the research report “In the Name of Religious Harmony”, which exposes arbitrary law enforcement, lack of accountability by social media platforms, and civil

society's weak response to religious intolerance; Organised two online workshops on strategic communications and media-making with a

focus on expression and countering hate speech online; Produced a documentary, “Lara Beragama Di Mayantara (The Hurtful Religious

Cyberspace)” in partnership with Watchdoc; Launched the #ChallengeHateOnline campaign to highlight how hate speech impacts

some of the most vulnerable communities in Indonesia, and what can be done to counter it, in support with Association for Progressive Communications (APC); Published two blog posts and three podcast episodes with the aim of challenging hate narratives and violations of freedom of religion and expression online.

- Thailand – Year 3 - Carried out #HumanOnLineLine campaign in Thailand in collaboration with two organisations and held 2 events in Thailand and engaged with political party on digital rights.

|                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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|                                                                                                                                                                                                     | <p>- Myanmar – Year 3 - Hired full-time Myanmar Digital Rights Coordinator for Myanmar programme. Carried out digital security training for 30 at risk people in Myanmar. Carried out 4 fellowships in Myanmar and following training, fellows conducted training for over 50 Myanmar changemakers. A post-event survey showed that 94 percent of the participants found the sessions helpful in incorporating digital safety practices in their daily routine. 2022 Board report - Provided at least 30 instances of rapid response and digital safety support to at-risk actors, including activists, journalists, and media personalities in critical need</p> <p>- Philippines – 2022 Board report - Updated public versions of BarangayHub.PH and TotooBa.Info; Initiated drafting of the sustainability plan for BarangayHub.PH and TotooBa.Info; Conducted two digital hygiene sessions for fact checkers working with Tsek.PH during the 2022 Philippine election</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Objective 4: Strengthen networks and platforms for digital rights, open and secure technology and Video for Change practitioners to foster collaboration, engagement, campaigning, and mobilisation | <p>- Developed digital rights networks. Year 1 kept Coconet going as a collaborative during pandemic e.g. weekly meetups, Coconet social platform, blogs, Coconet community joined campaigns e.g. Myanmar internet shutdown, attacks on digital rights activists, corruption in Indonesia and online gender-based violence; issued Outcomes report for 2019, created technology spaces, community updates, conducted 2 surveys to inform future strategy. Reported effect of platforms – solidarity, brainstorm, opportunities, enabled them to access funding, raise awareness, build capacities, share resources. Ex of mobilising around human rights - Vietnamese activist Dinh Thao was on her way home from Coconet II camp when she was detained upon entry- mobilised contacted UN and released. Year 2 sustained Coconet meetups on rights issues; support campaigns; support technology on platforms; 10 statements; 21 blogposts. Year 3 recalibrated Coconet but its signal groups remained active. Prior to 2022. Developed Digital Rights Asia-Pacific (DRAPAC) aimed at filling gap for network on digital rights issues at local and regional level which could not be filled by more intimate camp approach used by Coconet. Formed steering committee and held digital rights forums in in Thailand, Cambodia, Indonesia, and the Philippines, as well as the regional digital rights hybrid forum (funded by Luminate through a separate project, “Asia-Pacific Digital Rights Forum”).</p> <p>- Cinemata strengthened networks. Supported 5,100 social issue films on its platform. Worked with non profits and film festivals to show films. Year 3 Cinemata increased its reach: A 368.9 percent increase in site visits (294,673 in total) from the previous reporting period; 270 new accounts on the platform; Over 1,200 new followers to Cinemata’s Facebook and</p> |

Twitter accounts, which were set up on January 2022 and November 2020 respectively; 12 Cinemata Newsletter editions sent out since January 2022, reaching 433 subscribers.

Latest results from 2022 report to Board

*Digital Rights AP network*

- Under the #HumanOnLineLine campaign, and in collaboration with Prachatai and Backyard Politics, produced four podcast episodes about how the internet and digital platforms affect Thai citizens' daily lives
- Conducted at least three online digital security training sessions with various activist and civil society groups
- Hosted a roundtable with journalists, activists, academics, and other digital rights advocates on the rising digital authoritarianism in Thailand
- Launched the report, "Thailand Computer Crime Act (CCA): Restricting Digital Rights, Silencing Online Critics", in partnership with the Asia Centre and the International Center for Not-for-Profit Law
- Shared recommendations to amend the CCA in a closed-door event by the Move Forward Party

*Indonesian Digital Rights (DR-ID) Project*

- Conducted and published research on the digital rights landscape in Indonesia
- Mounted a month-long digital labour campaign with International Labour Organisation (ILO), among other organisations
- Produced two gender-focused articles, one on women's struggle for their narratives to be represented in Indonesia's online spaces and the other highlighting online challenges arising from the Indonesia's sexual violence bill
- Published two articles (both in English and Indonesian) on digital authoritarianism, comparing government policies on contact tracing apps and vaccine passports
- Supported the #SaveWhatsApp campaign, which included op-eds on Remotivi and Kompas.com
- With Goethe Institute, hosted two offline events to launch our research and a related film on religiously motivated online hate speech
- Expanded access to digital rights content for Indonesians by translating six digital rights videos and five articles
- With Wikimedia Indonesia, ran a month-long writing competition for digital rights content written in Indonesian as Wikipedia entries

*Video for change network*

Finalised annual action plan and agreed by all members

- Hosted four V4C Learning Sessions
- From July 2021 to June 2022, four V4C external updates were published; these updates are now bi-monthly

- Created an internal database to foster collaboration within the network
- Published two blog posts co-written with network members
- Facilitated at least two collaborations among different members
- Formulated Signal group with the communications staff of member organisations

Year 1 had to redo environmental impact lab with impact seminars and moved work on impact toolkit work to year 2 due to pandemic. Year 2 started Video for Change Environmental Impact project following delay due to pandemic and including mentoring, online sessions and speakers e.g. Greenpeace. Blog post captures difference made to people <https://engagemedia.org/2021/impact-lab-2-progress/> Participants said that “Joining the Lab has provided clear and definite guidelines on the step-by-step process of impact production. I already know some of them, but the lab has coined terms and laid down formulas to make the process more concrete.” (Arden Cortez) “Now, we always think of ways not just to do our filming but how our ways of filming can impact the community we are working with.” (Gladys Llanes) “The Lab [helped] us to make our campaign target clearer. The campaign builder is really helpful.” (Albert Bansa). Other notable outcomes from participation in the Labs included the following:

- Selection of “To Calm the Pig Inside” for the Climate Crisis Film Festival
- Impact partnership between “Yellow Dust Storms” and World Animal Protection
- Partnership dialogue between “Mountain of Trash” and Greenpeace Thailand

*Cinemata: Social Issue Films about the Asia-Pacific*

- The site currently hosts over 5,100 social issue videos, with more added weekly as curated by Cinemata team
- Sixteen (16) civil society organisations and social issue film initiatives from the Asia-Pacific signed up on Cinemata, uploaded content on their accounts, and used the platform for advocacy and education purposes
- Collaborated with 13 nonprofits and leading film festivals in the Asia-Pacific as film co-curators, media partners, and advocacy partners
- Hosted the online screening of the 17th Mini Film Festival, the longest-running short film festival in Malaysia
- A 368.9 percent increase in site visits (294,673 in total) from the previous reporting period
- Over 1,200 new followers to Cinemata’s Facebook and Twitter accounts, which were set up on January 2022 and November 2020 respectively

## Annex 8 – Project portfolio 2019-2023

This is the reproduction of a document produced by EngageMedia for the evaluation.

| Project                                                                                                                          | Funder(s)                                        | Geographic Focus | Project Objective(s)                                                                                                                                                                                                      | Most Relevant Organisational Objective | Synergies with Sida-funded activities |
|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------------------|
| <a href="#">Challenging Hate Narratives and Violations of Freedom of Religion and Expression Online in Indonesia (Challenge)</a> | Association for Progressive Communications (APC) | Indonesia        | Catalyse civil society in Indonesia to freely and safely express their opinions, and to generate counter narratives in instances where hate speech is propagated online                                                   | 3 (Changemaker capacity)               | Cinemata<br>DR-TH<br>Tech Tales       |
| <a href="#">Cinemata: Social Issue Films about the Asia-Pacific</a>                                                              | Sida                                             | Asia-Pacific     | Support filmmakers telling crucial human rights and environmental stories by providing them with a dedicated home and linking them with leading advocacy organisations that can use their content to create social impact | 4 (Networks and platforms)             | N/A (Sida-funded)                     |

|                                                |                                                                           |              |                                                                                                                                                                                                                                                                                                                                  |                            |                   |
|------------------------------------------------|---------------------------------------------------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------------|
| <a href="#">Coconet II</a>                     | Sida, Article19, APC, HBS, Dutch Embassy in the Ph, IFEX, TFD, HiVOS, OTF | Asia-Pacific | Strengthen and mainstream the digital rights movement in the Asia-Pacific by linking together individuals and groups working in digital rights, human rights, media, and technology for regional advocacy and networking                                                                                                         | 4 (Networks and platforms) | N/A (Sida-funded) |
| Digital Rights - Asia Pacific (DRAPAC) Network | Sida                                                                      | Asia-Pacific | Strengthen the communications, advocacy, digital rights, open and secure technology of changemakers in the Asia-Pacific<br>Support the digital rights, open and secure technology, and media freedom advocacy of changemakers by creating and sustaining effective networks and platforms that foster collaboration, engagement, | 4 (Networks and platforms) | N/A (Sida-funded) |

|                                                          |                                                  |                                                     |                                                                                                                                                                                  |                            |                                 |
|----------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------------|
|                                                          |                                                  |                                                     | campaigning, and mobilisation                                                                                                                                                    |                            |                                 |
| <a href="#">Digital Rights - Indonesia (DR-ID)</a>       | Luminate                                         | Indonesia                                           | Build the capacity of Indonesian digital rights advocates to create more social impact<br>Raise the global and regional profile of Indonesian digital rights issues and advocacy | 4 (Networks and platforms) | Cinemata<br>DR-TH<br>Tech Tales |
| <a href="#">Digital Rights Forums</a>                    | Sida, Luminate                                   | Asia-Pacific                                        | Create online and physical spaces for changemakers to further discuss and collaborate on solutions to the region's most pressing digital rights issues                           | 3 (Changemaker capacity)   | N/A (Sida-funded)               |
| <a href="#">Digital Security Localisation Fellowship</a> | Sida                                             | Cambodia, Indonesia, Myanmar, Philippines, Thailand | Convene a network of localisers and contribute to the development of localised digital security resources in Southeast Asian languages                                           | 3 (Changemaker capacity)   | N/A (Sida-funded)               |
| <a href="#">DRAPAC23 Assembly</a>                        | APNiC Foundation<br>Luminate+<br>NDI<br>Porticus | Asia-Pacific                                        | Bring together changemakers from the Asia-Pacific to strengthen solidarity and networks, champion diversity and inclusion                                                        | 4 (Networks and platforms) | N/A (Sida-funded)               |

|                                                      |                    |                                                                                          |                                                                                                                                                                        |                                  |                                          |
|------------------------------------------------------|--------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------------------|
|                                                      |                    |                                                                                          | within the movement, and bridge the media, technology, and human rights fields                                                                                         |                                  |                                          |
| <a href="#">Greater Internet Freedom</a>             | Internews - Global | Bangladesh, Cambodia, Indonesia, Maldives, Nepal, Philippines, Sri Lanka                 | <ul style="list-style-type: none"> <li>- Enhance digital security for civil society and media</li> <li>- Increase citizen engagement in internet governance</li> </ul> | 3 (Changemaker capacity)         | DR-TH Localisation                       |
| Impact Toolkit Translation and Outreach in Indonesia | TIFA               | Indonesia                                                                                |                                                                                                                                                                        | 3 (Changemaker capacity)         | Video for Change: Environmental Impact   |
| <a href="#">Internet Monitoring Action Program</a>   | Sinar              | Cambodia, Hong Kong, India, Indonesia, Malaysia, Myanmar, Philippines, Thailand, Vietnam | Document network interference and restrictions of freedom of expression online in focal countries                                                                      | 3 (Changemaker capacity)         |                                          |
| Leadership Coaching                                  | Luminate           | N/A                                                                                      | Strengthen the capacity of EngageMedia's managers across all levels to engage the wider team in building organisational resilience together                            | 1 (Organisational effectiveness) | Core support (leadership and management) |
| <a href="#">Linking and Learning</a>                 | HiVOS              | Indonesia                                                                                | Support and facilitate learning among HiVOS                                                                                                                            | 3 (Changemaker capacity)         |                                          |

|                                                                          |                       |              |                                                                                                                                                                                                                                  |                            |                                            |
|--------------------------------------------------------------------------|-----------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------|
|                                                                          |                       |              | grantees of Voice program in Indonesia and abroad                                                                                                                                                                                |                            |                                            |
| <a href="#">Localization: Digital Security Support for Civil Society</a> | Sida                  | Asia-Pacific | Improve the capacity of civil society to localise digital security resources and increase the availability and access of these localised resources to a wider audience                                                           | 3 (Changemaker capacity)   | N/A (Sida-funded)                          |
| <a href="#">Media Freedom Initiative</a>                                 | Internews Philippines | Philippines  | <ul style="list-style-type: none"> <li>- Facilitate involvement of citizens in news gathering and production in the community.</li> <li>- Bolster capacity of media and other organisations to address disinformation</li> </ul> | 3 (Changemaker capacity)   | Core support (communications and advocacy) |
| Myanmar digital security training series                                 | EarthRights           | Myanmar      | Increase awareness about, and relevant skills related to, digital and physical security and risk management among civil society in Myanmar                                                                                       | 3 (Changemaker capacity)   | DR-TH MM Program                           |
| <a href="#">Pandemic of Control</a>                                      | Sida, Open Society    | Asia-Pacific | Address the rise of digital authoritarianism                                                                                                                                                                                     | 2 (EngageMedia's advocacy) | DR-TH                                      |

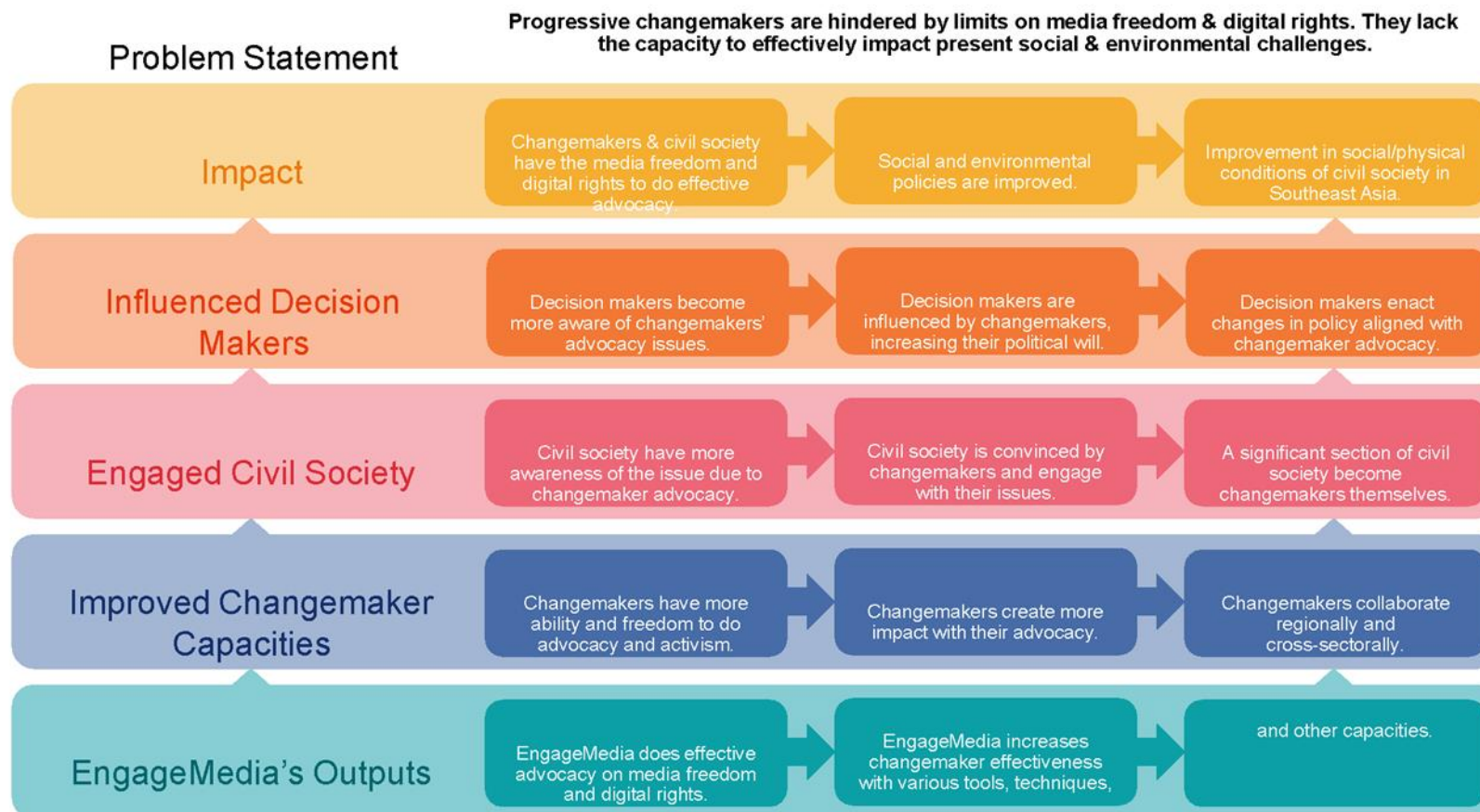
|                                                                         |                                             |                        |                                                                                                                                                                                                                                               |                          |                   |
|-------------------------------------------------------------------------|---------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------|
|                                                                         | Foundation (OSF)                            |                        | by raising awareness, sparking conversation, and encouraging action                                                                                                                                                                           |                          |                   |
| <a href="#">Research: Data Justice in Indonesia and the Philippines</a> | Alan Turing Institute                       | Indonesia, Philippines | Document how data justice is perceived and understood by civil society, technology groups, and affected communities in Indonesia and the Philippines                                                                                          | 3 (Changemaker capacity) |                   |
| <a href="#">Research: Freedom of Expression in Thailand</a>             | International Center for Not-for-profit Law | Thailand               | <ul style="list-style-type: none"> <li>- Leverage expert network of policy advocates and lawyers around the amended Computer Crimes Act (CCA)</li> <li>- Improve understanding of digital rights issues related to the amended CCA</li> </ul> | 3 (Changemaker capacity) | DR-TH             |
| <a href="#">Research: Artificial Intelligence</a>                       | Sida                                        | Asia-Pacific           | Document the impact of AI in the region, from its benefits and uses, to its complications and dangers                                                                                                                                         | 3 (Changemaker capacity) | N/A (Sida-funded) |
| <a href="#">Research: Open and Secure Technology</a>                    | Sida, Luminate                              | Asia-Pacific           | Map digital surveillance activities and identify the gaps and levels of                                                                                                                                                                       | 3 (Changemaker capacity) | N/A (Sida-funded) |

|                                                                            |           |              |                                                                                                                                                                                                                                                                                                                      |                            |                   |
|----------------------------------------------------------------------------|-----------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------------|
|                                                                            |           |              | prioritisation in adopting counter-surveillance technology and secure communications by civil society                                                                                                                                                                                                                |                            |                   |
| MM Program (Supporting Efforts to Restore Democracy in Myanmar)            | Sida      | Myanmar      | Enhance the capacity of Myanmar civil society to advocate for human rights and democracy in Myanmar via digital security capacity building, rapid response, and digital rights advocacy. Enhance knowledge sharing and solidarity between digital rights actors in Myanmar and those in the Asia-Pacific and beyond. | 4 (Networks and platforms) | N/A (Sida-funded) |
| <a href="#">Tech Tales: Films about Digital Rights in the Asia-Pacific</a> | Sida      | Asia-Pacific | Highlights human rights stories in the digital age                                                                                                                                                                                                                                                                   | 3 (Changemaker capacity)   | N/A (Sida-funded) |
| Thai Digital Rights and Digital Security (DR-TH)                           | Sida, OSF | Thailand     | Increase the awareness and capacity of civil society to lessen digital security risks, develop                                                                                                                                                                                                                       | 4 (Networks and platforms) | N/A (Sida-funded) |

|                                                        |      |              |                                                                                                         |                            |                   |
|--------------------------------------------------------|------|--------------|---------------------------------------------------------------------------------------------------------|----------------------------|-------------------|
|                                                        |      |              | digital rights and civic tech networks, and increase understanding of digital rights issues in Thailand |                            |                   |
| <a href="#">Video for Change: Environmental Impact</a> | Sida | Asia-Pacific | Support social and environmental changemakers to more effectively use video in their advocacy           | 4 (Networks and platforms) | N/A (Sida-funded) |

## Annex 9 – Project theory of change

This is a reproduction of EngageMedia's diagram of its theory of change.



# Annex 10 – Evaluation Questions

**These are the final evaluation questions agreed during the inception phase between Sida, EngageMedia and the ET:**

## **Relevance**

- R1 To what extent does the Project address the major obstacles on the digital rights and digital security at the country and regional level, including state/tech policies?
- R2 To what extent does the intervention respond to changemaker/partner/beneficiary needs?
- R3 To what extent has EM adjusted its programming to changing circumstances (the impact of the Covid-19 pandemic and political landscape) or lessons learned on what works well and less well?

## **Coherence**

- C1 Are there synergies, interlinkages and coordination between this project funded by Sida and other projects carried out by EngageMedia in order to ensure added value and avoid duplication of effort?

## **Effectiveness**

- E1. To what extent has the intervention achieved, or is expected to achieve, its objectives, and its results?
  - E1.1. Has the project improved EngageMedia's organisational effectiveness by developing its communications and technology, management and governance, and monitoring and evaluation? (Objective 1)
    - E1.1.1. How could the capacities (technical, administrative, HR and Finance etc) of EM's project management structure be further strengthened?
  - E1.2. Has the project increased the reach and impact of EngageMedia's advocacy on digital rights, open and secure technology, and Video for Change at the social, cultural, and public policy levels? (Objective 2)
    - E1.2.1. To what extent has the knowledge produced by the project been used, published, and disseminated?
  - E1.3. Has the project strengthened changemakers with knowledge, skills, and resources in effective communications and advocacy, digital rights, open and secure technologies, and Video for Change? (Objective 3)
  - E1.4. Has the project strengthened networks and platforms for digital rights, open and secure technology, and Video for Change practitioners to foster collaboration, engagement, campaigning, and mobilization? (Objective 4)
    - E1.4.1. How did the project change the understanding of digital rights and digital security among selected individuals and within network?

- E1.4.2. What are the social changes which the project has contributed to at the individual and movement level in Asia?

- E2. What factors (internal and external) have either facilitated or hindered the achievement of the expected results?
  - E2.1. What external factors have contributed to the changes observed?
- E3 Are there any unintended outcomes?
- E4 Have the M&E systems delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning as well as managing risks? How can the M&E systems be strengthened?
- E5 Has the intervention been implemented in accordance with Sida's cross-cutting approaches, namely gender equality, a Human Rights Based Approach (HRBA), the poor people's perspective, the environment and conflict sensitivity?
  - E5.1. To what extent has the intervention been implemented in accordance with a Gender Equality approach? This includes in terms of institutional policy with the selected areas to look being ethical guidelines, well-being policy, Sexual Exploitation and Abuse and Sexual Harassment (SEAH).
  - E5.2. To what extent has the intervention been implemented in accordance with a Human rights-based approach? This includes in terms of institutional policy with the selected areas to look being ethical guidelines, well-being policy, Sexual Exploitation and Abuse and Sexual Harassment (SEAH).
  - E5.3. To what extent has the programme been implemented in accordance with the poor people's perspective approach?
  - E5.4. To what extent has the programme been implemented in accordance with the environment approach?
  - E5.5. To what extent has the programme been implemented in accordance with a conflict sensitivity approach?

### **Efficiency**

- Ef1 To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely way?

### **Sustainability**

- S1 What are the prospects of the positive effects of the project being sustained beyond the funding period, including any positive results in terms of collaboration and networking?
- S2 How was the exit strategy defined, and how was this managed at the end of the funding period?
- S3 What are the contextual factors for sustaining and replicating the project interventions and their impact at a national and regional level? To what extent have changemakers been consulted and are they committed to promoting digital rights and engage in the digital rights movement?



## Evaluation of EngageMedia's Project 'Digital Rights and Video for Change: Building the Movement in Southeast Asia'

This report presents a final evaluation of EngageMedia's project «Digital Rights and Video for Change: Building the Movement in Southeast Asia», funded by the Embassy of Sweden Bangkok. The evaluation covered activities from September 2019 to August 2022 in Indonesia, the Philippines, Thailand, and the broader Asia Pacific region. Evaluation reveals EngageMedia's relevance in addressing digital rights issues but highlights the need for EngageMedia to have a clearer role definition. The evaluation team also concludes that while EngageMedia increased organizational effectiveness, monitoring data challenges impact demonstration. The evaluation underlines that project's sustainability is a concern, and urges to consider monetizing outputs and streamlining for long-term viability. Recommendations include refining EngageMedia's role in the digital rights space and their thematic and geographic scope, improving monitoring and evaluation system, integrating gender equality and human rights into programming, enhancing program and financial management. The evaluation recommends that Sida should consider additional support when providing core funding to mitigate unintended consequences.

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