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# EVALUATION SUMMARIES OF 100 TERMINATED PROJECTS

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## Summaries of evaluations of terminated projects

The following pages contain summaries of one hundred evaluation documents prepared at the request of the IPDC Intergovernmental Council in over 70 countries in Africa, Latin America, Arab States, Asia and the Pacific. They bear on projects approved by the Intergovernmental Council over a period of 18 years, from the second to the nineteenth session.

It must be emphasized that these evaluations were carried out by consultants highly qualified in the communication field. These persons are totally independent of UNESCO and have never belonged to the Organization.

As will be seen, the great majority of the projects were implemented as planned, with inevitable exceptions due to unforeseen circumstances, notably in respect of deadlines. These delays were in most cases the result of distance, administrative or customs contingencies or, in certain cases, difficulties due to insufficient acquaintance with UNESCO administrative mechanisms on the part of the beneficiaries. There were also obstructions due to coordination shortfalls between suppliers and beneficiaries. Naturally the basic role of the UNESCO Regional Communication Advisers (RCA) is to resolve such problems, be they administrative, technical or financial.

These evaluations are most instructive, as they represent a database allowing for precise framing of UNESCO mechanisms for transferring funding to the bodies concerned. They also enable the pinpointing of areas IPDC could usefully concentrate on. The lessons that emerge have allowed IPDC to improve the focus of implementation where beneficiaries are concerned, in particular via preparatory assistance missions. The aim of these missions is to establish the right balance between the desirable, the necessary and the possible and thus finalize functional projects that correspond in concrete terms with the IPDC's admissibility criteria and its budgetary possibilities

## REGIONAL PROJECT (1)

### PAN-AFRICAN NEWS AGENCY (PANA) (PDC/02 RAF/01)

#### TYPE OF PROJECT

This project presents quite a distinctive structure in that, given the extent of the task, it was spread over several years: it involved creating the Pan-African News Agency (PANA) then restructuring it, as recommended by OAU with UNESCO backing, the aim being to allow Africa to play its rightful part in the new world information and communication order.

#### IMPLEMENTATION

IPDC aid to this project covered six budget periods, the total financial input for the various phases being US \$585,000. Over the years these credits allowed for purchase of the telecommunications equipment supplied to the five Regional Centres in Lagos, Kinshasa, Khartoum, Tripoli and Lusaka, 20 African national news agencies and the PANA headquarters in Dakar. In addition, many advanced training courses and internships were organized for journalists and technical staff in 20 news agencies. The starting-up period – recruitment, design, opening of the headquarters and the offices, development and coordination of liaison between the Regional Centres, enhancement of the marketing sector – was later rounded off by a restructuring plan resulting from an external audit; this led to a redefinition of objectives and recovery of unpaid bills. The Agency's new thrust was the outcome of a reorientation of management style towards a "market economy", entailing a dynamic marketing policy.

#### RESULTS

The restructuring plan was accompanied by the introduction of a policy of professional rigour in all fields, with staff training and/or retraining being given particular attention. Broader coverage was given to various activities – sport, science, the environment – and special arrangements were made for covering major events. Now that an efficient marketing organization has been set up, PANA is on the road to financial autonomy.

#### CONCLUSION

A resolute corporate culture, appropriate professional skills, quality services and a broad distribution of Agency products backed by creation of brochures and other audiovisual material: such is the outcome of the considerable efforts put into making PANA the effective development tool Africa needs.

## REGIONAL PROJECT (2)

### "OPERATION SPONSORSHIP" (PDC/13 RAF/01)

#### TYPE OF PROJECT

The goal of "Operation Sponsorship" was to organize twinings between European and African newspapers, with the dual aim of exchanging information and developing a real solidarity in cases where the Southern newspaper should be subject to censorship, seizure or legal proceedings.

#### IMPLEMENTATION

This operation allowed for ten "double" twinings (internship for a Northern journalist in a Southern editorial office and vice versa): Mauritius/France, Cameroon/Switzerland, Cape Verde/Portugal, Sierra Leone/Sweden, Mali/France; and 10 "single" twinings (internship for a Northern journalist in a Southern editorial office): Namibia/Germany, Burkina Faso/France, Rwanda/Belgium, Chad/Switzerland and Angola/Mozambique. It also led to the publishing in three languages – English, French and Spanish – of a Survival Manual for Journalists for journalists working in exceptional situations such as wars, dangerous assignments, etc. The project was entirely financed by UNESCO. Total cost was US \$139,900, with additional expenses of \$9100.

#### RESULTS

Management costs seemed inordinately high: US \$81,700 or 58% of the UNESCO allocation was spent by Reporters sans Frontières (RSF) on running the project (salaries, communications). 21% of the global budget went towards travel expenses for journalists providing short-term training and a similar sum was spent on purchase of general supplies for the twinned African newspapers. However, the results were ambivalent, a fact that can be put down to a lack of experience in this field. While some journalists benefited professionally, the project in fact made little contribution to increasing media pluralism in Africa. RSF was not qualified to run long-term twinings, nor to provide the necessary facilities for effective participation of Southern countries in the project. Similarly, the excessive number of twinings excluded close supervision in terms of both preparation and monitoring. Lastly, mention should be made of the lack of motivation on the part of the twinned newspapers, both Northern and Southern.

#### CONCLUSION

Via projects of this type UNESCO encourages North-South and South-South cooperation, but the project manager must have proven experience in the field concerned. If they are to be worthwhile the internships must be longer. Moreover, the criteria used for choosing the newspapers turned out not to have been rigorous enough. In future a preparatory component should allow for precise definition of implementation parameters for any project on this kind of scale.



## REGIONAL PROJECT (3)

### RADIO AND TELEVISION TRAINING INSTITUTE FOR THE PORTUGUESE-SPEAKING COUNTRIES

*(PDC/13 RAF/04)*

#### TYPE OF PROJECT

The governments of five African Portuguese-speaking countries (Angola, Cape Verde, Guinea-Bissau, Mozambique and São Tomé and Príncipe) decided to set up a joint Radio and Television Training Institute as part of a school of journalism that eventually was to have been transformed into a Faculty of Journalism at the University of Luanda.

#### IMPLEMENTATION

This project was endowed with US \$115,000 by IPDC. The difficult administrative situation created in Luanda by the civil war blocked normal implementation, even though the project had been designed from an international standpoint and the envisaged equipment expressly allocated in the same spirit. The Director of Radio Nacional d'Angola's Radio Escola stated to the evaluator that although he had heard of plans to create a Faculty of Journalism in Luanda, implementation was not an immediate prospect. He added that Radio Escola provided no television training and had received no television equipment from UNESCO, but confirmed that many students attended the normal radio broadcasting courses in his long-established school (there were 20 students at the time of evaluation). The evaluator had no means of examining the beneficiary's inputs as outlined in the project document, for he was able to find no trace of them in the course of his assignment.

#### RESULTS

The evaluator could not locate any visible activity related to the project. None of the institutions contacted on site, including UNESCO, could assist in producing any documentation relating to project planning or implementation. The evaluator was able to find no documents relating to the project in Luanda and no one willing or able to discuss the matter with him. He succeeded only in obtaining confirmation that the video equipment sent by UNESCO to the Televisão Popular de Angola (TPA) Training Centre had in fact arrived. Unfortunately the TPA Director-General's office would not allow him to see the equipment. Moreover, it was made clear to him that he would not be able to speak with the training staff and he was unable to obtain any details on the Training Centre itself.

#### CONCLUSION

The obstacles put in the evaluator's way with regard to his assignment by the local authorities did not permit him to carry out the evaluation of this project correctly.

## REGIONAL PROJECT (4)

### CREATION OF THREE AFRICAN AUDIOVISUAL PRODUCTION UNITS

*(PDC/14 RAF/01)*

#### TYPE OF PROJECT

The project title mentions the creation of three audiovisual production units in Africa, to be established at different points on the continent, but the present evaluation concerns only the first of them, created at Cotonou in Benin. Given the shortfall in television infrastructures in Africa, the International Council of French-Speaking Radio and Television (CIRTEF) undertook the establishment of a complete production unit in West Africa, the aim of which was to make African directors and technicians familiar with new information and communication technology equipment.

#### IMPLEMENTATION

This project was granted US \$200,000, to which were added contributions from French and Swiss international cooperation organizations and the Agency for Cultural and Technical Cooperation (ACCT). Retraining of technicians focused mainly on television post-production, equipment maintenance and television journalism techniques.

#### RESULTS

This initial audiovisual unit has the potential to contribute to development of endogenous productions meeting standard technical requirements and capable of figuring in exchanges of programmes at African or international level. In all some 40 practical training courses allowed for the creation of high-quality television products, notably in terms of post-production of programmes financed by the Fonds de soutien à la production audiovisuelle du Sud. Since the retrained agents can in turn become trainers, the desired multiplication effect is guaranteed.

#### CONCLUSION

The results obtained surpassed all expectations, both in terms of acquisition of post-production know-how and the number of retraining sessions possible with this type of unit. Thus the project has fully met IPDC aims, priorities and orientations.

**BOTSWANA**  
**COMPUTERIZATION OF THE RADIO-BOTSWANA NEWSROOM**  
*(PDC/12 BOT/01)*

TYPE OF PROJECT

The project was intended to modernize the News and Current Affairs Section of Radio Botswana via provision of computer equipment to the editorial team and training of personnel.

IMPLEMENTATION

IPDC approved the sum of US \$95,000 for the acquisition and installation of the equipment – computers and software – and retraining of journalists in computer use. These activities were carried out within the planned period. However, it has been noted that no on the spot market survey was carried out. The equipment and software chosen and provided were not used within the country, and this gave rise to maintenance and compatibility problems, and disrupted the first phase of project implementation. Neither the beneficiary nor the agency in charge of putting the equipment into service was asked to collaborate on planning and installation with a view to adapting the material to the appropriate parameters and real needs.

RESULTS

The Radio Botswana Newsroom has mastered computer technology perfectly. Information processing has been optimized, with computer reception of dispatches from international news services. The evaluator stresses the need for prior dialogue between local UNESCO representatives (RCA and Head of UNESCO Office) with a view to ensuring technical compatibility with equipment already being used.

CONCLUSION

The basic goal has been achieved. Effective computerization has clearly improved the performance of Radio Botswana's Newsroom. Given the scale of the project, the results are globally satisfying, in terms both of equipment use and staff retraining.

### BURKINA FASO DEVELOPMENT OF BURKINA'S TELEVISION PRODUCTION (PDC/11 BKF/01)

#### TYPE OF PROJECT

The overall aim was to enhance broadcasting structures for the television network as a whole and increase the endogenous production capacity of Burkina Faso National Television. Much of its equipment was in poor condition, rendering it increasingly difficult to produce programmes meeting local requirements.

#### IMPLEMENTATION

After approving this project IPDC granted it US \$143,000. This was spent on a 100 W television transmitter with the relevant accessories, and a complete Betacam reporting kit. Overall the project went according to plan regarding supply of the equipment by IPDC, although the evaluator points out that late delivery caused a delay in going into service.

#### RESULTS

The Director-General's Department and the Radio-Television authorities were unanimous in recognizing that the IPDC grant has enabled them to increase the number of programmes and improve the quality of their news and current affairs telecasts. However, it should be noted that a 286 computer bought locally by the Directorship does not work, as there are no appropriate maintenance facilities in Burkina Faso. It is to be replaced by a more advanced 486 model. On the whole, the equipment acquired with the IPDC allocation is being put to maximum use, on condition that spare parts are available and the necessary training is available for technical staff. Although the results have not been quantified in financial terms, increased output and the possibilities this opens up for subsequent development represent positive outcomes for the project.

#### CONCLUSION

No problems were met with in the implementation of the project, as the personnel and infrastructures were already in place. Moreover, provision of television programmes produced in Ouagadougou to provincial stations has been a means of extending the project's impact.

### **GAMBIA** **COMMUNICATION TRAINING FOR SOCIAL CHANGE IN GAMBIA** *(PDC/10 GAM/01)*

#### TYPE OF PROJECT

This project was mainly designed for Gambian women, who represent the greater part of the country's rural labour force. It aims at providing them with specific informal training in organizing food crop cultivation capacity. In addition, it allows the Worldview International Foundation (WIF) to test communication techniques for improved information circulation between project directors and beneficiaries and to enhance the Popularization Unit's audiovisual production resources.

#### IMPLEMENTATION

Activity was divided into two phases, with IPDC financing acquisition of audiovisual equipment and the organization of training workshops (educators and teaching material) to a total value of US \$110,000. The programmes bear on reading, early writing skills and basic arithmetic. The workshops involved group discussions together with use of audiovisual media and radio.

#### RESULTS

These workshops involved over 200 women chosen by Village Committees. There are currently 54 village action groups whose role is to disseminate information and improve interpersonal communication in farming areas. Via these committees farmers have achieved greater responsibility in terms of output management. However, the evaluator points out that transfer of know-how depends on very diverse parameters, among them a persistently low literacy rate and a degree of mistrust on the part of rural populations towards this new approach to farming. Among the problems that arose was that of conveying the notion of marketing: it appears difficult, for example, to make clear to a farmer why rice grown in Gambia is more expensive than that imported from Asia. At the time of evaluation involvement of 64 villages in the project had generated 54 Village Committees. The Worldview International Foundation had trained 22 representatives, 12 of whom were still working and beginning to ensure that replacements would emerge from the Village Committees.

#### CONCLUSION

The WIF seems to enjoy a very favourable image among Gambia's rural population for its methods and its experience in the communication field. It should be emphasized here that women are finally beginning to gain acceptance at decision-making level. The great majority of them showed a lively interest in the project and in assuming a management role they have found fresh grounds for self-affirmation within their families – a change that was one of the project's central aims.

**GABON**  
**DEVELOPMENT OF THE JOURNAL *LÉGALITÉ***  
**(PDC/13 GAB/01)**

TYPE OF PROJECT

The project aimed at helping the journal "Légalité" expand its readership via acquisition of computer equipment that would allow for more frequent publication. The journal exists to inform the public, render it more aware of the individual's rights and duties and bring about changes in laws and regulations of a discriminatory nature, especially with regard to women. It also seeks to make an effective contribution to the harmonization of African law and actively contribute to the development of the independent press in Africa.

IMPLEMENTATION

There seems to have been no specific calendar for implementation, in that the project was basically devoted to acquisition of desktop publishing equipment to replace and complement that already in use at the journal's offices. In the light of conversations between the evaluator and the journal's directors, there seemed to be no major problems in using the equipment, although the latter did remark that they found the IPDC allocation of US \$32,000 insufficient.

RESULTS

The project allowed for enhancement of the journal's editorial and technical capacities, but not all the goals initially laid down have been achieved. Certain shortcomings were noted in terms of production and training, mainly for budgetary reasons. However, given the state of obsolescence of the journal's original infrastructures, it can be said that the \$32,000 has been judiciously spent. Although the results have not been quantified in financial terms, increased output and the possibilities this opens up for subsequent development represent positive outcomes for the project.

CONCLUSION

While no survey has been carried out, considerable feedback indicates that the project has been of real benefit to the public. Given the goals laid down, overall cost effectiveness has helped ensure Légalité's financial viability and thus allowed its directors to plan its future development. These factors favour enhanced pluralism and increased awareness of women's rights.

### GHANA

### DEVELOPING HUMAN RESOURCES FOR THE BOOK INDUSTRY

*(PDC/05 GHA/03)*

#### TYPE OF PROJECT

This project reflects the conclusions of a conference organized in Accra and attended by UNESCO publishing specialists and representatives of the book industry in Africa. Ghana was chosen as host country for a Centre for Promotion and Popularization of the Book in Sub-Saharan Africa. The Council for the Development of the Book in Ghana, with the backing of the government, UNESCO, international organizations and the Ministry of Education laid the groundwork for implementation of the programme.

#### IMPLEMENTATION

IPDC funding totalled US \$184,000 over four years. This enabled acquisition of printing material, professional documentation and video and office equipment. In addition, a teacher was able to take a training course in London and an IPDC consultant organized training activities locally.

#### RESULTS

There were delays in achieving practical outcomes, owing to major lags in delivery of equipment, delays in finishing the premises destined to house it and, notably, disagreements as to the choice of material. However, once under way the project produced undeniably positive results: training standards were seen as excellent, both for trainees from the civil service and for the students recruited by the press and related industries, schoolbook publishers, libraries, banks, etc. Product quality has risen markedly and the personnel in the establishments is now entirely Ghanaian.

#### CONCLUSION

With the arrival of these new professionals so urgently needed in Ghana, private newspapers – representing press pluralism – periodicals and books have shown marked growth. To sum up, this project has had concrete repercussions for publishing and teacher training, together with study trips to London College for lecturers from the University of Kumasi.

## NATIONAL PROJECT (10)

### GHANA THE GHANAIAN CHRONICLE (PDC/14 GHA/01)

#### TYPE OF PROJECT

The independent newspaper "The Ghanaian Chronicle" applied to IPDC for assistance in enhancing its news capacity, increasing its print run and frequency and setting up a distribution network.

#### IMPLEMENTATION

With these goals in mind, IPDC made a grant of US \$80,000, which was spent on buying newsprint, desktop publishing equipment, photographic and sound recording material and a van for distribution. Given the modifications to the original budget – dictated by the impossibility of obtaining some of the planned equipment – it can be said that the project was professionally and responsibly implemented and the financial input appropriately used. In parallel with the enhancement of the newspaper's technical capacities, the project aimed at offering students from such bodies as the Ghana Institute of Journalism (GIJ) and the School of Communication Studies at the University of Ghana a platform for practical work; 80 students participated in these training courses. Lastly, the project was intended to develop cooperation with the press in Nigeria, but the situation in the latter country meant that this goal could not be achieved.

#### RESULTS

As soon as the equipment financed by IPDC went into service, this weekly paper became a biweekly, with the ultimate aim of becoming a daily. It was also able to diversify, bringing out the fortnightly supplement "Business Chronicle" and the "Weekend Chronicle". This expansion had a much greater impact on the public than had been anticipated.

#### CONCLUSION

By ensuring the viability of the "Chronicle", this project helped foster the emergence of an independent press in Ghana. All the media professionals questioned by the evaluator acknowledged that in terms of boldness in newsgathering and refusal of self-censorship, the "Chronicle" had helped set standards that had been of great use to subsequent independent newspapers. Furthermore, it played a notable part in respect of pluralism and in the wave of democratization that swept the country.



**GUINEA**  
**EXPANSION OF THE NATIONAL DAILY *HOROYA***  
**(PDC/12 GUI/01)**

TYPE OF PROJECT

"Horoya" being a weekly at the time, this project was intended to make it an autonomous daily, enhance its editorial resources, establish a training plan for journalists and technical personnel and look into the creation of a national distribution system.

IMPLEMENTATION

IPDC gave its approval to the project and made a grant of US \$108,500, which was devoted to providing computer, photo-setting and printing equipment. A training scheme for journalists was implemented locally. With its new equipment "Horoya" was able to set up in its own premises, but at the time of evaluation its weekly print run did not exceed 400 to 1,000 copies.

RESULTS

While the equipment provided by IPDC allows for production of the paper's dummy, the weekly *Horoya* is still printed by the Patrice Lumumba printing works. It is clear that not all the project goals have been achieved, but newsgathering and technical capacity has been increased and the training programmes have meant improved qualifications for editorial personnel.

CONCLUSION

It emerges from the evaluation that the IPDC grant has not been spent in its entirety. The newspaper may find itself forced to restructure yet again. In addition, it seems most desirable that there should be training or in-depth retraining of some journalists and editorial and administrative staff, so as to improve management techniques and provision of services.

## NATIONAL PROJECT (12)

### GUINEA-BISSAU

### DEVELOPMENT OF NATIONAL RADIO SERVICE IN THE SOUTH OF THE COUNTRY

*(PDC/13 GBS/01)*

#### TYPE OF PROJECT

This project was intended to complete radio coverage of Guinea-Bissau's national territory by including the southern part of the country. Plans included the installation of a 1kW transmitter station at Catio, with a directional antenna allowing it to broadcast to the Bijagos archipelago and establish a rural radio network that would increase the population's involvement in the process of integrated rural development.

#### IMPLEMENTATION

The project was provided with US \$30,000 (Special Account) and US \$405,000 (German trust fund), together with various forms of multilateral and bilateral aid, including a communications input, from bodies such as the Food and Agriculture Organization of the United Nations (FAO), the United Nations Children's Fund (UNICEF), French Cooperation and the German Agency for Technical Cooperation (GTZ). The project was conducted as planned: installation and putting into service of the transmitter, organization of local training for journalists and training of operation and maintenance personnel in Portugal and former Yugoslavia.

#### RESULTS

The project allowed for extension of rural radio into the south of the country. As planned, this area was the main beneficiary. The project also provided more broadcasting time for locally produced programmes and improved production quality. Further, it made possible organization of a training sessions programme with a much broader scope than initially planned.

#### CONCLUSION

The money spent allowed National Radio to extend its service to the whole of the country, and notably to the rural areas that are home to almost 95% of the population. All the objectives specified in the application were met. The people interviewed by the evaluator expressed the opinion that the IPDC contribution on the one hand and multilateral and bilateral aid on the other had made this one of the most productive of all projects carried out in Guinea-Bissau.

**MALAWI**  
**TECHNICAL ASSISTANCE TO THE DEPARTMENT OF INFORMATION**  
*(PDC/11 MLW/01)*

TYPE OF PROJECT

The aim of this project was to further development by enhancing communication between the government and a largely illiterate rural population. The Department of Information (DOI) requested that IPDC complement radio activities in terms of informing, educating and mobilizing the rural sector that accounts for the greater part of the population of Malawi.

IMPLEMENTATION

IPDC approved a total of US \$139,000 which was spent on two mobile projection units (Land Rover 110 fitted with the Agrivisual system) and two projection units comprising a projector, generator, S-VHS video camera and VCR. Other interested parties – Japan, the United Nations Population Fund (UNFPA), the World Health Organization (WHO) and the European Union (EU) – offered the DOI additional equipment. This enabled creation of the Film Unit, which produced videograms on subjects relating to the awareness campaigns aimed at rural populations. In addition, consultants were recruited for training personnel to operate the new video equipment that was replacing the old 16mm film system. However, this training turned out to be insufficient in terms of needs.

RESULTS

It is clear that this project made a considerable contribution to furthering the process of socio-economic development in the country, via the significant number of high quality programmes on civic education, health problems and ecology which, in the absence of television, were shown to rural audiences of up to 2,000 people. It is regrettable, however, that the evaluator was unable to obtain any budgetary or financial details on the running of the project at DOI level.

CONCLUSION

This project successfully met a specific need at a specific point in time, but the coming of television to Malawi must now be taken into account. In a modified form yet to be determined, the Department of Information Film Unit could serve as the basis of a production body working in liaison with Malawi Television (MTV).

## NATIONAL PROJECT (14)

### MALI AUDIOVISUAL PRODUCTION UNIT (CNPC) (PDC/07 MLI/02)

#### TYPE OF PROJECT

The aims of this project were: to extend the technical capacities of the Audiovisual Production Unit (CNPC) to include production of video films in national languages for television and development bodies; to create a video cassette databank for community projects in the social, cultural and health fields; and to reinforce these activities with a retraining plan in video production techniques for CNPC agents.

#### IMPLEMENTATION

IPDC allotted a total of US \$35,000 to the project. This was devoted to acquisition of cameras and U-Matic editing equipment. All this equipment began to be used by qualified personnel as soon as it arrived.

#### RESULTS

As anticipated, these new production facilities enabled production of many television programmes on such development-related themes as health, the environment, education, culture, etc. However, the evaluator points out that the material provided – U-Matic 3/4" – no longer fits with today's needs. While undeniably very useful, it has suffered considerable wear and tear and is technically out of date. Another point is that while National Television broadcast CNPC-produced material, the latter had to be converted from U-Matic (low band) into BVU (high band). Thus the evaluator concludes that provision of Betacam material is a priority, both for enhancing the equipment already acquired via the IPDC grant and for improving the quality of CNPC services.

#### CONCLUSION

The effect of this project was to support government efforts to develop communication infrastructures, increase the volume of locally produced programmes and improve their technical quality. Moreover, CNPC has now begun a shift to greater professionalism in the audiovisual sector. These factors would seem conducive to the emergence of pluralism.

**MALI**

**IMPROVING THE PRODUCTION FACILITIES OF THE NATIONAL PRESS**

*(PDC/11 MLI/01)*

TYPE OF PROJECT

The gradual deterioration of its technical production resources and of the quality of French-language newspapers sees the Malian press at the mercy of unreliable facilities likely to damage its standing with the public. Thus the project set out to renovate its production apparatus while anticipating acquisition of a printing press for the French-language press and improved computer facilities for journalists in their newsgathering activities.

IMPLEMENTATION

On approving the project IPDC granted it US \$81,000, which was allocated to acquisition of computer equipment and an offset press (48 x 65 cm) with accessories, a stock of spare parts and appropriate maintenance equipment. A complementary grant from ACCT allowed for the setting up of a press unit worth some US \$60,000. All this material is installed and operational. The remaining balance of the IPDC grant – US \$18,500 – was spent on consumables. The RCA for West Africa organized a visit by a highly qualified expert, Mr Kane, who supervised and trained the personnel in charge of operating the new equipment. This training met with the approval of the Mali News and Advertising Agency (AMAP) and was integrated into its everyday activities.

RESULTS

The grant made to AMAP resulted in increased productivity, with the computers simplifying and accelerating the daily tasks of the national press. The results were as anticipated: improved quality, higher print runs, and regular publication of the newspapers. In addition, the modernization of the newsroom was much appreciated by all journalists.

CONCLUSION

This project laid the groundwork for ongoing production of articles on development; it also helped boost the level of media professionalism, a prerequisite for the creation of a free and independent press. The most significant long-term result was the part the project played in providing AMAP with the resources it needed to organize and maintain the pluralism of information sources in Mali.

**MOZAMBIQUE**  
**PUBLICATION OF THE WOMEN'S MAGAZINE *SENDA***  
**(PDC/13 MOZ/01)**

TYPE OF PROJECT

"Senda" ("The Way") is the first publication aimed at women from Mozambique's rural areas. It focuses on the practical issues confronting its readers: traditional medicine, the environment, culture and vernacular languages. ARCA, its publishers, requested that IPDC help it acquire a technical capacity that would enable improvement of the magazine's quality and regularity of publication.

IMPLEMENTATION

US \$60,000 were allocated to this project. The sum allowed acquisition of a complete computer system including the appropriate desktop publishing material, office equipment – photocopier, binder – and still cameras. Financial inputs from other sources allowed for purchase of lithography equipment. All equipment was put into service as anticipated. In addition a scholarship from the Portuguese government enabled a leader writer to train in Lisbon, while the new structures have enabled local retraining of the magazine's editorial and documentation staff.

RESULTS

Once the equipment became operational, a marked improvement could be seen in the quality of the publication. The print run was increased and the magazine can now be sure of appearing on time every two months. This indicates that the target audience identified at the beginning has been reached.

CONCLUSION

The project has helped enhance dissemination of news about the condition of women in Mozambique, this being one of the deciding factors in the establishment of a free and independent press. It has also provided the basis for ongoing production of articles on development that will globally benefit the Mozambique press.

**NIGER**  
**DEVELOPMENT OF THE NATIONAL PUBLISHING AND PRESS OFFICE (ONEP)**  
*(PDC/13 NER/01)*

TYPE OF PROJECT

The project was intended to enhance ONEP's editorial capacities as publisher of the daily "Sahel" and the weekly "Sahel Dimanche".

IMPLEMENTATION

The thirteenth session of the IPDC Intergovernmental Council granted US \$100,000 to ONEP, a sum which allowed for the acquisition of vital desktop publishing equipment, peripheral devices, photography material and a generator. It also covered a training programme costing \$25,000. In addition, ONEP received a gift from the United Nations Development Programme (Japan/UNDP) in the form of computer equipment and photographic reproduction and printing machines to a value of \$410,850. For its part ACCT provided assistance of \$100,000 for getting Sahel started again and training staff in the use of the printing equipment.

RESULTS

Acquisition and installation of the equipment took place satisfactorily and the training schemes were completed in the anticipated time. The other activities, involving consultants, were set up as part of an overall plan of organization. The funds made available to ONEP have resulted in a perceptible improvement in productivity and the use of computers has simplified and accelerated the daily tasks of the national press. However ONEP's worries are not over: most of the basic machines making up the production chain are the only ones they have, and if one breaks down the entire system is threatened with paralysis. Thus the evaluator recommends purchase of back-up machines.

CONCLUSION

This project has enhanced ONEP's editorial and technical resources and the training programmes have meant increased knowledge and qualifications for technical and editorial personnel. The problem of actually producing Sahel and Sahel Dimanche has been solved and ONEP now possesses material and skills ensuring autonomous production.

**NIGER**  
**ASSISTANCE TO RADIO CLUBS (RURAL RADIO)**  
*(PDC/14 NER/01)*

TYPE OF PROJECT

The aim of this project was to provide the Association of Radio Clubs of Niger (ARCN) with the resources needed to create new radio clubs in villages chosen by the association.

IMPLEMENTATION

IPDC allocated US \$40,000 to this project, a sum that allowed for the acquisition of audio equipment and training of coordinators to organize and record the debates of the different radio clubs. IPDC aid is part of a context in which several other sponsors – UNICEF, the United States Agency for International Development (USAID), the Hans Seidel Foundation, etc – are providing aid to the radio clubs. However, the evaluator was unable to obtain administrative and accountancy documents bearing on purchases and on the indemnities paid to coordinators and consultants as part of the project. Overall, the evaluator concludes that there was a shortfall in terms of monitoring and checking project execution. Furthermore, the Niger National Commission for UNESCO does not seem to have been associated with the Radio Club project, as the Minister for Communication applied directly to IPDC in Paris without consulting the Commission. It also seems relevant to point out the absence of any technical department or maintenance structure, a factor which could lead to the interruption of radio club activity. Since the setting is a rural one, the supplying of batteries for listening equipment is crucial: when the batteries are not delivered, the listening sessions cannot take place. In addition the radio cassettes used are of everyday quality only, which is to say fragile and prone to breakdown.

RESULTS

The 50 new Listening Centres are part of the 460-strong network of radio clubs in Niger. This network is being called on more and more by the country's development agencies, which see them as useful base units for development activity. The organized debates that take place after listening to ARCN broadcasts on development-related subjects are conducive to villagers taking decisions regarding improvement of local living conditions.

CONCLUSION

If it is to be more effective, extension of the radio club network must be accompanied by enhanced collaboration between ARCN and the regional stations of ORTN (Office de Radiodiffusion et Télévision du Niger). This is especially true of the quality of broadcasts in content and technical terms and further efforts need to be made in respect of training agents.



**SENEGAL**  
**DEVELOPMENT OF NEWS AGENCY (APS)**  
*(PDC/03 SEN/28)*

TYPE OF PROJECT

This project was intended to increase the technical resources of the Senegalese News Agency (APS) and give it the means of enhancing its activities and distribution network.

IMPLEMENTATION

To this end IPDC provided funding totalling US \$65,000, in two phases. As APS disseminates daily all the services of the Pan-African News Agency (PANA), which also has its headquarters in Dakar, it is particularly important that its capabilities reflect the standard of its sources. Thus the funds allocated by IPDC were used to acquire office material and equipment for computerization, reporting and radio and television reception.

RESULTS

As planned, these technical resources were put into service as soon as they arrived and gave fresh impetus to newsgathering out inside the country. The problems that arise, however, have to do with income: many subscribers – and some of the major ones – fail to pay their subscriptions. The subsequent shortfall hampers APS's expansion, especially in preventing training of the sales representatives the Agency urgently needs. The evaluator concludes that APS will have to restructure its management approach completely, cut back its excessive staff numbers and establish attractive career possibilities for management.

CONCLUSION

The technical resources and skills are there, but the APS budget is not balanced. Progress has been made thanks to the IPDC-provided equipment, but the Agency will not be able to develop and play an effective, ongoing role unless its clientele, more than 60% of which is made up of State bodies and structures, is ready to pay the subscriptions vital to the functioning of a national news agency.

**CHAD**  
**DEVELOPMENT OF NEWS AGENCY**  
*(PDC/11 CHD/01)*

TYPE OF PROJECT

This project was submitted to IPDC with a view to enhancing the operational structures of the Chad News Agency (ATP), whose equipment was extremely outdated.

IMPLEMENTATION

An allocation of US \$106,000 (Swiss funds-in-trust) was made to allow the Agency to modernize its equipment, especially in computerized information processing and transmission of dispatches. Swiss cooperation made a further contribution of SF 36,000 for the training of local journalists and photographers. Once the funds came on line the modernization and installation of the equipment got under way with great efficiency. However, the initial work plan was not adhered to, there being a delay between approval of the funding and filling of the order by the suppliers. The evaluator observed skilled operation of computers for the keying-in of articles and judicious use of the desktop publishing software for make-up and layout, with the editorial team showing real willingness to adapt and a positive approach to its work.

RESULTS

Computerization has made it possible to process a greater volume of national and international news. Storage and consultation of articles have become easier and journalists, news photographers and editorial staff demonstrated real skill in their use and management of the new equipment. Nonetheless, the evaluator was told that their training had been inadequate and it had indeed fallen considerably short of the goals set. The evaluator feels that this training should be recommenced and broadened: if fresh financial aid is to be granted to ATP, it should be ensured that, in terms both of time and quality, this aspect of the project is designed according to the Agency's needs.

CONCLUSION

Through the backing provided for the project by IPDC, the goal of enhancing a pluralist, socio-political system has been achieved. ATP is now able to inform a broader public more efficiently and more exactly, at the same time as it encourages greater participation by the Chadian population.

## NATIONAL PROJECT (21)

### TOGO

#### DEVELOPMENT OF THE NATIONAL PRESS AGENCY

*(PDC/06 TOG/01)*

#### TYPE OF PROJECT

This project was submitted to IPDC as part of a plan for expansion of telecommunications in Togo via extension of the radio network to all parts of the country and neighbouring states, in the context of the International Telecommunications Union's (ITU) Pan-African Telecommunications Network (PANAFTTEL) project. When work is finished the News Agency should have permanent bilateral telegraph circuits between its headquarters in Lomé and the six offices spread across the country.

#### IMPLEMENTATION

To this end IPDC made an allocation of US \$60,000 for the modernization of facilities (purchase of equipment for signal processing and distribution) and organization of training and retraining courses (news photography, operating techniques, maintenance, international relations and a management course as part of regional integration for the 16 countries making up ECOWAS, the European Community of West African States). The activities took place within the allotted time frame and no delay in implementation was observed. However, as the IPDC input covered only 10% of the planned budget for the activities as a whole, major modifications had to be effected, notably the suspension of certain equipment purchases. This lack of finance meant that computerization of the Togolese News Agency (ATOP) did not include modem links between the various cities in Togo. In addition, journalists did not have the right computer equipment for direct, on-screen work. Subscribers found themselves faced with breakdowns caused by the ATOP system and with an initial shortage of consumables (ink and paper).

#### RESULTS

Computerization has allowed for treatment of an increased volume of national and international news and faster transmission has cut back delays in distributing to subscribers. The daily output volume has doubled, with special emphasis on national and regional news. The time required for writing articles has also been considerably reduced, allowing ATOP increased output with the same staff. Agents have demonstrated their skill in equipment use and management, even if some equipment is now out of service for lack of spare parts. The news photography training course offered as part of the West African News Development Project (WANAD) in Cotonou was a success and led to enhancement of ATOP's operational capacities in this field.

#### CONCLUSION

Computerization of ATOP has had a positive impact going well beyond simple enhancement of the Agency's operational capacity; its repercussions are tending to generate greater freedom in the circulation of information.

**TOGO**  
**REVIVAL OF RADIO KARA**  
*(PDC/08 TOG/01)*

**TYPE OF PROJECT**

As part of its socio-economic development plan, the Togolese government has set out to boost the technical capacities of the radio transmitters in outlying rural areas. Among them is the Lama-Kara station, some 400 km north of Lomé. To this end a project was submitted to IPDC for providing Radio Kara with production, maintenance and broadcasting equipment aimed at encouraging rural populations to undertake socio-economic development projects in the areas of Les Savanes, Kara and the Centre, via an educational radio programme.

**IMPLEMENTATION**

The sum of US \$30,000 was allocated by IPDC for provision of production and FM broadcasting equipment to the regional Radio Kara station. However, there was a considerable time lag between funding approval and the actual ordering. The initial plan also covered acquisition of the necessary equipment for the three centres at Yadé-Bohou, Aldejo Kadara and Agou, but the finance available did not allow for this.

**RESULTS**

Enhancement of technical resources for regional radio broadcasting will aid socio-economic development in these three food-producing provinces. The radio journalists concerned have demonstrated their skill in using and managing the equipment, even if part of it was out of service owing to lack of spare parts.

**CONCLUSION**

Given the efficiency of Radio Kara in respect of the project's aims, especially in the short term, it is clear that the organization is making progress. The IPDC allocation has undeniably allowed for rehabilitation of the Radio Kara sector, but insufficient funding means that long-term goals – development and diversification of food production, increased yield for cultivated land, campaigns to increase village community awareness to matters of health and hygiene – will not be fully realized without replacement of editing and listening facilities and of mobile production units.

**ZAMBIA**  
**COMPUTER EQUIPMENT FOR TYPE-SETTING LOCAL VERNACULAR NEWSLETTERS**  
*(PDC/14 ZAM/01)*

TYPE OF PROJECT

With the coming of computerization to the vernacular language newspapers section of Zambia Information Services (ZIS), the aim of the project was to reduce printing costs, make possible the production of educational brochures and generate income by proposing services to different clients with a view to self-sufficiency.

IMPLEMENTATION

IPDC assigned the project the sum of US \$50,000, which was used to acquire a battery of computers and the relevant peripheral devices. However this equipment could only be installed in ZIS headquarters two years after project approval by the Intergovernmental Council. Implementation met with no major obstacles: preparatory measures had been taken jointly by the beneficiary and UNESCO experts and execution, including training, was rationally organized. The sole problem had to do with the disparity between the equipment ordered by ZIS and that actually delivered. In addition, ZIS had not been given descriptions of the delivery, these having been filed at the Ministry. The changes to the specifications had been made without consulting the end-users. This way of proceeding was particularly untimely as the users, experts in their own field, know better than anyone else what given items of equipment are for. The collaboration of the UNESCO experts sent to ZIS was especially appreciated and resulted in efficient use of the premises and appropriate service contracts. The sole problem was the overall configuration.

RESULTS

This project has had a considerable impact on the output of the ZIS vernacular language newspapers section. Computerized typesetting has made processing more efficient and brought a marked reduction in production costs. Paper consumption has fallen, for only definitive copy is now printed. The project has been a success in that it has enabled ZIS to generate new income, which in turn has allowed for purchase of consumables for the computers.

CONCLUSION

In cases where a project bears on supply of a new type of equipment, the evaluator recommends prior direct contact between UNESCO experts and the end-users, so as to avoid all misunderstanding as to the final configuration. Having said this, it may still be concluded that in terms of overall expenditure, including that of the beneficiary, the cost-effectiveness of the project was satisfactory.

**MEDIA EDUCATION IN THE ASEAN COUNTRIES**  
*(PDC/11 RAS/02)*

TYPE OF PROJECT

The aim was to train specialist communication educators, media professionals and sociocultural coordinators in the design, fine-tuning and evaluation of models for teaching and learning materials in the media education field.

IMPLEMENTATION

The IPDC Intergovernmental Council allocated the project the sum of US \$86,000. The funds were allotted to: organization of a regional workshop on media education in the ASEAN (Association of South-East Asian Nations) countries; and preparation and distribution of purpose-designed teaching materials. In addition a brochure was published. The budget also enabled invitations to participants from Indonesia, Malaysia, Singapore and Thailand to meet in the Philippines, where they were joined by a group of 12 other participants and more than 50 media professionals present to contribute to the seminar.

RESULTS

The teaching materials developed in the course of the workshop were tested, modified and finalized as modules distributed to all participants. The reactions they generated were noted and collected in a publication. Project management was efficient but, as has been the case for many other projects, the timetable was not adhered to as strictly as it might have been. The project was already relatively old at the time of evaluation and as the Asian Media Information and Communication Centre (AMIC) had since moved, no other documentation was available; in addition, the people questioned could provide no further details. The project seems to have underestimated the language issue: English being the language used for the planned material, the scope of the latter is limited in respect of Asian users as a whole. Moreover, given the thousands of Asian children and students who could be described as the project's "target group", the project's real impact on development cannot be measured.

CONCLUSION

In the light of the sheer diversity of "target groups" in Asia, AMIC should abandon projects aimed at students and focus rather on educators. In addition, since a context as vast as this one implies aims in media education that can vary widely, these latter should be studied and defined in a much more thorough and detailed way.

### PACIFIC PRESS DEVELOPMENT PROJECT (PACPRESS) (PDC/13 RAS/01)

#### TYPE OF PROJECT

The aim of the project was to provide support for the development of print media organs in the Pacific Region by offering professionals study trips allowing them to become familiar with modern organization methods and the new technologies.

#### IMPLEMENTATION

The sum of US \$119,000 was allocated for training courses and study and consultancy missions, but also for the establishment of a network for exchange of news dispatches and in-depth articles between press bodies in Pacific island countries.

#### RESULTS

The then Regional Communication Adviser (RCA) for the Pacific Region and representatives of the press bodies concerned showed great efficiency in their collaboration on planning and implementation. The project seems to have enhanced local and regional print media organs in training terms, although it should however be noted that the planned Pacific Island Newspaper Publishers Association (PINPA) never saw the light of day. A number of initiatives were launched with the aim of creating national training infrastructures via PACTRAINER, a UNESCO-financed course for training trainers. However the project under discussion appears not to have been globally cost-effective. It aimed at establishing an exchange mechanism for print media in Pacific island countries, but only a very small number of those concerned – four newspapers and two magazines – actually hooked into the system. About a third of the IPDC allocation was well used for training purposes, but development of local training centres is still in progress. Other initiatives resulting from the project have encountered various problems of a technical, financial or administrative nature, relating to connections, telephone charges and availability of personnel.

#### CONCLUSION

Technical infrastructures do not develop at the same rate in all Pacific island countries. Furthermore, when old equipment becomes obsolete, the new technologies are not necessarily fully operational. This means that some of the project's technical propositions cannot be viable. Thus the project was only very partially implemented, owing to the fact that its initiatives did not always take full account of local realities.

## REGIONAL PROJECT (26)

### DEVELOPMENT OF TRAINING CAPABILITIES OR BROADCASTING ORGANIZATIONS IN ASIA AND THE PACIFIC (PDC/13 RAS/02)

#### TYPE OF PROJECT

As part of an overall endeavour to enhance the resources of audiovisual bodies in the Asia-Pacific region, this project aimed at training specialists in programming and audiovisual techniques, supply training modules and teaching materials to specialized training centres and providing a forum for exchanges of ideas and experience in the field of basic computer education.

#### IMPLEMENTATION

IPDC allocated US \$60,000 to this project, the sum being used to acquire computer equipment for connection of AIBD (Asia-Pacific Institute for Broadcasting Development) to the Internet and e-mail. In addition training courses were held on use of BASYS software within the ASIAVISION exchange system, computer-assisted systems and television programme production.

#### RESULTS

AIBD is now able to meet calls for training in a new field, that of computer-assisted interactive teaching and learning. A computerized laboratory was set up which allowed for provision of training on computer-assisted systems and programming in the television field, together with assistance in training ASIAVISION coordinators in the use of BASYS in the newsroom. However, project goals were only partly achieved, in that the training resources were not fully utilized. Teaching modules were drawn up for a single discipline only – preparation and implementation of technical tests for television – and no computer-assisted learning (CAL) package has yet been created. Having said this, the project has resulted in AIBD's being better equipped to train trainers in audiovisual techniques involving all the above computer applications.

#### CONCLUSION

The aims of the project remain valid, but need to be reconsidered in the light of the shift towards digital technology and the reorganization of AIBD and its operational capacities that this will entail. Nor should it be forgotten that the sums allocated by IPDC were intended solely for the purchase of equipment, given that the training was to come from other sources. In addition, realization of the aims depends on the outcome of the training courses rather than on IPDC inputs.



### PACIFIC TELEVISION TRAINING PROJECT (PACTV) (PDC/14 RAS/05)

#### TYPE OF PROJECT

Project aims were: to organize training courses in television programme production for professionals in the Pacific islands, on a national, sub-regional and regional basis and via the Pacific Community's Regional Media Centre; to provide the services of appropriate consultants for these courses; and to acquire the basic equipment needed to enhance the Regional Media Centre's existing resources.

#### IMPLEMENTATION

US \$45,000 were allotted to training and the production of television reports and documentaries by channels on the small Pacific islands. As the sum involved represented only 30% of the initial budget, only the Fiji and Cook Islands channels were able to take advantage of the training. The programme of exchanges of news reports between all channels on these islands later had to be interrupted, as regularity was impossible to maintain for small teams with extremely limited resources.

#### RESULTS

The project had a most positive effect on the general development of the region, for it took account of the specific character of the regional context. The reports planned as part of the exchange programme were included, after the programme itself had been interrupted, in the weekly edition of the television magazine "The Pacific Way". This latter programme rapidly found itself a devoted audience extending beyond the contributing countries and is now a factor in discussion about development of the islands of the region and of a stronger regional identity. Many women took part in the programme – also through the agency, obviously, of the Pacific Women Television Programme Exchange (PWPTTE) – and their growing presence in the audiovisual field is an encouraging sign.

#### CONCLUSION

UNESCO and the Secretariat of the Pacific Community (SPC) worked together effectively in monitoring this project, finding a balance between training and production that was appropriate to the real input of the beneficiaries. USAID also made a contribution to training young women producers from the islands for PWPTTE, and also finances audiovisual production training projects for the Pacific islands.

## REGIONAL PROJECT (28)

### MONOGRAPHS ON MASS MEDIA LAWS AND REGULATIONS IN ASIA (PDC/15 RAS/01)

#### TYPE OF PROJECT

This project aimed to have Asian jurists and highly qualified mass communication specialists draw up documents in English on current laws and regulations in this field in each of the Asian countries covered by the project, and to ensure publication of these documents in the countries concerned.

#### IMPLEMENTATION

IPDC approved an allocation of US \$63,000 for this project. The sum was used to prepare English-language versions of monographs on Pakistan, the Philippines, Sri Lanka and Malaysia. In undertaking this task, the Asian Media Information and Communication Centre (AMIC) was assisted by leading academics in greater numbers than originally planned. If this series of monographs on media legislation is to be continued, there needs to be clear definition of the types of laws and fields of application to be looked at, bearing in mind the inexorable invasion of the media by advanced technology.

#### RESULTS

Implementation of this project was irreproachable, covering even more ground than planned. Results matched the initial aims perfectly. Given its positive impact and the various repercussions it has had, the project's cost-effectiveness is most praiseworthy. Project management was exemplary and some of the monographs are of well above average quality.

#### CONCLUSION

This is clearly the desirable approach. However, planning could be tighter so as to ensure that any similar projects should take up where this one left off, while making more imaginative use of the new information technologies – the Internet, CD-ROMs – applicable to this field.

**ASIAVISION: EXPANSION OF TV NEWS EXCHANGE TO CENTRAL ASIA**  
*(PDC/15 RAS/04)*

TYPE OF PROJECT

The aims were: to establish monthly video cassette exchanges of news and programmes between television stations in Central Asia and the rest of the region; and to provide appropriate professional information to the personnel of these stations regarding newsgathering, production and modern presentation techniques.

IMPLEMENTATION

The project was approved by the IPDC Intergovernmental Council with an allocation of US \$20,000, to which was added the sum of US \$12,000 provided by the UNESCO Regional Communication Adviser (RCA). Most of this money was spent on organizing a planning workshop in Kuala Lumpur, Malaysia, together with training courses. However, it became obvious that the television stations concerned had neither the financial means nor the know-how needed to provide the productions envisaged by the exchange system. It was then decided to organize an initial training session at AIBD headquarters in Kuala Lumpur for teams from Kazakhstan, the Kirghiz Republic and Uzbekistan, each team comprising a producer/director, a journalist and a cameraman. At the time of evaluation the monthly exchanges of video cassettes had not yet begun, but the Kazakh station Kabar was already receiving Asiavision (AVN) images via Aviasat-2.

RESULTS

The results of the Kuala Lumpur planning workshop found concrete expression in the availability of AVN services for the Kazakh television station Kabar in Almaty and the organization of two training workshops for news teams in Kuala Lumpur. When the project has achieved all its goals – as it most certainly will – the exchange of news programmes will become a valuable factor in news coverage by television broadcasters in Central Asia.

CONCLUSION

The project was well designed and the level of cooperation between the beneficiary and the RCA in Almaty was excellent. The training provided was successful and the planned exchanges were able to begin without delay. Project monitoring posed no problems.

## REGIONAL PROJECT (30)

### CENTRAL ASIA: YOUTH, TOLERANCE AND TELEVISION (PDC/16 RAS/03)

#### TYPE OF PROJECT

Project aims were: to reinforce the goals of the United Nations Year for Tolerance via exchanges and international distribution of programmes produced by young directors; to find and train a group of talented young producer/directors in the Central Asian countries; and to provide these young professionals with the resources needed to produce a series of at least six video programmes highlighting cooperation and regional understanding. Since the collapse of the Soviet Union the fragile republics of Central Asia and Transcaucasia have found themselves faced with various ethnic, political and religious problems; so this project sought above all to give the people of the region chances to work together at promoting peace and understanding. A second objective was to enhance creativity in the cinema and television by calling on experienced documentary film makers and telefilm directors to train the new generation of television professionals.

#### IMPLEMENTATION

The IPDC allocation of US \$60,000 was supplemented by a further US \$20,000 from the Office of the United Nations High Commissioner for Refugees (UNHCR). The total enabled extension of the project to eight countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kirghiz Republic, Uzbekistan, Tajikistan and Turkmenistan.

#### RESULTS

The programme began on time and in six months the participants had been chosen, the training given and production and editing completed. Given the number of countries, people and organizations concerned, this was no mean feat of planning and coordination. In their approach to the subject of tolerance the resultant programmes vary widely in style, videography and editing. Subject matter was also varied, covering prisons, drugs, loneliness, war orphans, etc. It is difficult to rank the productions, each having been made in a different political context. It remains regrettable that satellite broadcasting of these programmes by MIR fell short of what had been hoped for and that MIR did little for their international promotion on markets inside and outside the Commonwealth of Independent States (CIS).

#### CONCLUSION

All participants were in agreement as to the innovative, creative character of the project, which enabled production of several excellent programmes and provided valuable training for young professionals.

### PACIFIC WOMEN TELEVISION PROGRAMME EXCHANGE PROJECT (PDC/16 RAS/04)

#### TYPE OF PROJECT

As part of various activities designed to promote careers for women in the audiovisual field, this project aimed to set up a large-scale regional mechanism for developing local production of television programmes made by women in the Pacific island countries, and to promote exchanges of programmes between television channels in the region. It also involved organizing a system of prizes – the Pacific Women Television Awards – to encourage local production of television programmes.

#### IMPLEMENTATION

The sum of US \$66,000 allocated to project activities was used to enable programme production to get under way, to cover regional coordination meetings and to finance the awards. The beneficiaries were women television producers from channels in Fiji, the Cook Islands, Niue, Tonga and Papua-New Guinea. However the resources and equipment of the television stations turned out to be very limited in terms of documentary production.

#### RESULTS

Following the coordination meetings, which gave fresh impetus to regional cooperation, eight hours of documentaries were produced by the women participants; six hours became part of exchanges, either directly or via the UNESCO-sponsored monthly television magazine "The Pacific Way". The exchanges gave encouraging results and were much appreciated by the women producers concerned. Despite these positive reactions, the small regional television stations, striving to stay economically viable, show little readiness to invest in this kind of local venture: apart from "The Pacific Way" programme exchanges between participating countries were only sporadic. However, these documentaries helped to construct a Pacific identity in television terms and the project successfully highlighted the role of women in the making of the programmes in question.

#### CONCLUSION

Coordinating joint activities on this kind of geographic scale is no easy matter, but here it met with real success thanks to the efficiency of the Pacific Region RCA. Thus the project realized its objectives, for it took full account of the regional context in which it had been undertaken.

**AZERBAIJAN**  
**JOURNALISM TRAINING AND DEVELOPMENT**  
*(PDC/16 AZN/01)*

TYPE OF PROJECT

The basic aim of the project was to improve the quality of training in various areas of journalism at the Journalism Faculty of the State University of Baku. This involved restructuring the study programme and providing up-to-date material for the radio and television school, together with print media desktop publishing (DTP) equipment.

IMPLEMENTATION

The IPDC-approved allocation of US \$50,000 was spent on renovation of the premises and purchase of a DTP unit and teaching materials. The observer noted that the equipment delivered to the beneficiary fell short of what was needed to ensure the requisite technical upgrading, adding that the incompleteness of the project seriously hampered normal instruction: the outdated radio and television equipment had been dismantled in anticipation of new acquisitions that failed to arrive.

RESULTS

Various modifications of the original programme took place, as the budget cuts imposed on the University had halted all Journalism Faculty publications. One result was that IPDC was asked to modify the original order so as to include reprography equipment, a shift in priorities that led to the exclusion of the radio training gear, even though this had figured in the project application. It also seems that a degree of confusion arose regarding on-the-spot purchasing and the need to present estimates from local suppliers; the Faculty authorities seem to have underestimated the importance of this point. The project also experienced major classifying problems, the evaluator being unable to track down many documents. In the final analysis the cost-effectiveness of the project cannot be assessed, the costs having been very small and the outcomes almost non-existent.

CONCLUSION

The extremely difficult financial situation of the University has the effect of making any later phases of this project more important than ever: not only should the project enable training of students in the new technologies, it must also provide practical tools for the publication of student-produced newspapers and teaching and research material. Assuming this to be possible, close monitoring by IPDC will be indispensable.

**BANGLADESH**  
**ESTABLISHMENT OF A BENGALI LANGUAGE NEWS AGENCY SERVICE**  
*(PDC/15 BGD/01)*

TYPE OF PROJECT

The aims of the project were: to provide Bangladesh with a national Bengali-language news agency; to increase the number of newspapers available to newly literate population groups, especially women; and to support literacy and education programmes.

IMPLEMENTATION

IPDC approved funding of US \$30,000 for this project. The money was spent on acquisition of specialized computer equipment adapted to the Bengali language. It also enabled organization of a training workshop for all United News of Bangladesh (UNB) editorial staff and its local correspondents throughout the country. This latter turned out to be a very positive experience and one that will be repeated at the rate of two sessions per year.

RESULTS

The primary goal – creation of a viable news agency working in the Bengali language – was achieved. It appears that this service has had a favourable reception from newspaper publishers, given the encouraging level of use of UNB dispatches and pictures. Its articles now appear on the front page of many newspapers that formerly had few readers. In certain cases they figure in the headlines, whence the growing interest shown by newspaper publishers in this Bengali-language news service. The journalists interviewed are of the opinion that this has brought an increase in the number of stories and pictures from other countries, adding that UNB can now rightly claim to be the national leader in this field.

CONCLUSION

In his conclusion the evaluator advocates adaptation of Web technology to the processing and transfer of material written in Bengali. This would allow for expansion of UNB's communication resources and provide potential for Internet subscriptions.

**CHINA**  
**UPGRADING OF THE FARMERS' DAILY**  
*(PDC/13 CPR/01)*

TYPE OF PROJECT

This project was designed with a view to: implementation of a system of rapid transmission of articles and photographs towards printers in the provinces; installation of computer equipment and a network of terminals in the Beijing production centre; and organized retraining of personnel in production methods and journalism techniques.

IMPLEMENTATION

The IPDC Intergovernmental Council approved funding of US \$100,000 for this project. It was used for the acquisition of computer equipment for handling images and layout, including a colour scanner, software, long-distance transmission system, receiving equipment, etc. In addition two staff members were provided with the training necessary for use of the new material. The observer noted that implementation of this project was not met with the classical psychological resistance generated by high-tech products; on the contrary, he observed great skill in the use of the desktop publishing software, a readiness to adapt and a positive attitude to work in the newsrooms.

RESULTS

This project has had an undeniably beneficial impact. Printers all over the country can now put out fresh editions rapidly, whereas the old system, involving air transport of plates, entailed delays of up to two days. The fax system means that provincial correspondents now have much more time for newsgathering and writing of their articles, transmission being almost instantaneous. Computer processing of colour photographs has also helped reduce the layout time required. With IPDC assistance the Farmers' Daily has been able to create a basic infrastructure for fast, reliable transmission of documents allowing it to bring millions of Chinese farmers the information they need to improve productivity and their standard of living.

CONCLUSION

The new infrastructure gives the Farmers' Daily a broader choice between articles coming from its own correspondents and dispatches from the official Xinhua News Agency. This strikes a blow for pluralism, as the points of view of farmers from all over China can now be reported.



## CHINA

### DEVELOPMENT OF WOMEN JOURNALISTS IN PRINT AND ELECTRONIC MEDIA

*(PDC/14 CPR/01)*

#### TYPE OF PROJECT

The main aims of this project were to draw up a national plan for training women journalists in print and electronic media, while improving the career prospects of those living in rural or isolated parts of China. With this in mind, a large-scale national survey was organized with a view to evaluating the specific needs of women journalists in terms both of training and of the state of the labour market. The survey was intended to lead to increased career possibilities for women journalists, especially in rural and isolated areas.

#### IMPLEMENTATION

IPDC approved the project and allocated it US \$35,000. The survey involved distribution of over 8200 questionnaires, resulting in some 6000 usable replies. Statistical analysis of the results led to a report entitled Investigation Report on the Current Condition of Chinese Women Journalists and their Development, the content of which was communicated to UNESCO. Its conclusions were also presented at the Fourth World Conference on Women, held in Beijing in 1995.

#### RESULTS

In the course of the two years following publication of the report, the number of women enrolled in training courses rose sharply. As regards employment, the All-China Journalists Association (ACJA) has pointed out that before the report, journalism classes included approximately 33% women, whereas the figure is now close to 50%. Globally there are now more women working in the mass media and a greater proportion of women newsreaders and editors in the various forms of journalism. ACJA also indicated that it hopes to carry out a second survey in the near future, with a view to evaluating changes in the professional situation of women journalists.

#### CONCLUSION

Cooperation between ACJA, the Chinese Academy of Social Sciences and UNESCO was exemplary. The success of the project demonstrates this and the harmonious relations between the participating partners resulted in a perfectly smooth-running scheme.

CHINA  
RETRAINING OF JOURNALISTS  
(PDC/15 CPR/01)

TYPE OF PROJECT

The aim of this project was to meet the urgent need for retraining and in-service training of journalists in China, where recent economic and social changes have generated increased media activity. To this end several three-month training courses were organized for some one hundred senior journalists from the country's main newspapers – heads of department, editors in chief, international reporters – to help update their knowledge and their skills in modern journalism techniques. Theoretical input was ensured by arranging in Beijing a symposium on “Journalism and the Market Economy”.

IMPLEMENTATION

In approving the project IPDC allocated it US \$40,000, this sum being spent on acquisition of equipment, training activities and a final evaluation. A preparatory training course was organized for staff at the School so as to familiarize them with the equipment. The two computer training workshops provided in all some 90 hours of instruction and were attended by 80 trainees from 34 different press organs.

RESULTS

The activities organized by ACJA as part of the project were efficiently prepared and gave undeniably positive results. The symposium represented an excellent opportunity for journalists from different parts of China to update their knowledge of the Chinese economy and its handling by the press. The new equipment and the computer training courses were fundamental to the success of the project. However, the woman evaluator encountered difficulties in gaining access to project documentation: several documents, including contracts, could not be located. In this respect project management revealed certain weaknesses.

CONCLUSION

In the evaluator's opinion more account should be taken of the politico-cultural context when a media-based project is undertaken in a once relatively closed country now undergoing substantial socio-economic change. All things considered, however, she feels that this cooperation between IPDC and ACJA was a positive experience for both parties.

**FIJI**  
**JOURNALISM TRAINING DEVELOPMENT PROJECT**  
*(PDC/14 FIJ/01)*

TYPE OF PROJECT

Undertaken in collaboration with the Fiji Journalists Training Institute (FJTI), the project was intended to support local action in favour of improving Fiji journalists' skills and knowledge at all professional levels.

IMPLEMENTATION

IPDC approved the project and allocated funding of US \$45,000. This sum went into purchasing audio, video and computer equipment and provision of training/retraining activities. Preparations for implementation were begun almost three years before the arrival of the first students: they related to planning, creation of a study programme, acquisition of equipment, an international study, preparation of documentation and, at the end of this period, training and management. The level of contributions, the number of participants, personal commitment and coordination were all remarkable and resulted in rapid, effective implementation.

RESULTS

In terms of facilities, Fiji now has a Journalists Training Institute well adapted to the context and reasonably well equipped. After a year's part-time study at FJTI over 30 young Fijian journalists took out their Certificate of Journalism. This result alone suffices to prove that the project has fulfilled its basic aims. FJTI has published a very comprehensive manual on training radio journalists, although it is now somewhat out of date in respect of modern methods of using a radio studio. Concerning this point, the evaluator recommends that those in charge of training update their courses in line with modern communications technology, notably in the field of electronic journalism.

CONCLUSION

The reforms and improvements that have taken place within FJTI will mean a marked improvement in its future prospects, especially if all the major communication bodies cooperate with it. The introduction of intensive sessions may draw students from the entire archipelago and other countries as well: Papua-New Guinea has already expressed interest. For its part the Fijian government envisages long-term commitment and hopes that the Institute will be a source of experienced, mature journalists capable of ensuring high quality, independent, reliable news coverage.

**COOK ISLANDS**  
**TELEVISION BROADCASTING DEVELOPMENT PROJECT (COOKTEL)**  
*(PDC/15 CK1/01)*

TYPE OF PROJECT

This project was designed to improve and develop the local production capacity of CIBC (Cook Islands Broadcasting Corporation) through the provision of up-to-date production equipment and the training of CIBC staff in the use and upkeep of the new digital equipment. In addition, it included a programme for the development of CIBC television productions for remote islands.

IMPLEMENTATION

The International Programme for the Development of Communication (IPDC) approved US \$45,000 in funding for this project, to be used for the acquisition of digital equipment for video recording (DVCPRO) and video editing (AVID). However, implementation was delayed by the economic crisis affecting the Cook Islands. As a result of the crisis, the Broadcasting Corporation was privatized and a new company established: Cook Islands Television (CITV). To make CITV viable, modern and efficient equipment was needed. This equipment was delivered and installed under the supervision of the technical adviser, who organized a training course on the basic functions of the random access editing unit. At the time of the evaluation, several members of the production team had acquired the skills to work with AVID and were able to use digital cameras.

RESULTS

With the new equipment, more programmes can now be produced with a smaller number of multi-skilled staff. Local production has increased significantly: there is broad coverage of the news and athletic and cultural events. CITV also has a team which makes advertisements, thus helping it to become self-sufficient. Several CITV producers have gone to remote island regions to make reports; the company plans to send teams there each month in order to ensure better information exchange within the archipelago.

CONCLUSION

Project implementation has been excellent, thanks to the efforts of the director of CITV. The analysis of the situation and the assessment of the installation were carried out efficiently. CITV is managed like a commercial enterprise; however, because it operates in such a small-scale market, the first priority is to ensure its viability. The steps taken to achieve self-sufficiency in such a short period of time demonstrate the company's commitment to doing everything possible to achieve full autonomy.

**INDIA**

**A TRAINING SCHEME FOR FIELD INVESTIGATORS AT THE MASS COMMUNICATION RESEARCH CENTRE (IPDC/1.3/IND/01)**

TYPE OF PROJECT

In the framework of activities to define priorities for the development of communication in India which might be implemented by the Mass Communication Research Centre (MCRC), the purpose of this project was to establish a pool of experienced researchers and develop their field investigation skills, acquire the equipment needed for data collection, and provide 30 trainees with an integrated training programme.

IMPLEMENTATION

IPDC approved US \$90,000 for this project, which was later supplemented by US \$18,000 to cover the purchase of additional audio equipment and computer equipment for data processing. The courses combined theoretical training provided by specialists in fields relating to the enhancement of living conditions with the holding of field investigations. The university granted these courses the status of "certificate courses".

RESULTS

A basic pool of trainers was established. The trainees carried out impact analyses and reaction surveys of national scope. For example, one group of trainees provided useful research data for the film *Stop AIDS* made by MCRC for the Ministry of Youth Affairs and Sports and the Ministry of Human Resource Development. In general, the immediate objectives of the project were achieved. The evaluator noted in particular that a sense of motivation had emerged among the students, researchers and field investigators in the area of communication studies, both at Jamia Millia and in other universities and national research bodies concerned with the media.

CONCLUSION

The programme for training trainers, which MCRC broadcasts nationwide by satellite, and the research projects undertaken for government agencies on matters of national importance will henceforth be conducted more scientifically, thanks to the systematic gathering and analysis of user opinions. This represents a real contribution made by the project to the development of pluralism in the country.

**KAZAKHSTAN**  
**DEVELOPMENT OF THE INDEPENDENT RADIO STATION RADIO MAXIMUM**  
*(PDC/14 KZH/01)*

TYPE OF PROJECT

Radio Maximum is an independent radio station serving the city of Almaty. In the framework of the IPDC policy to promote independent and pluralist media in Asia, the station submitted a project principally for the purchase of technical equipment (production and HF links) and the holding of short-term technical training courses for staff at the station.

IMPLEMENTATION

IPDC approved US \$70,000 to fund this project. This amount was used to purchase the equipment for two production studios and a broadcasting studio, both linked to the transmitter. For various legal reasons, Radio Maximum changed its name to Radio Max; and, just as the equipment furnished by UNESCO was ready to be installed, a conflict between the two directors of the radio station unfortunately led to a split, giving rise to two separate stations: Radio Max and Radio M. Following this restructuring, it was necessary to decide how to allocate the UNESCO-supplied equipment: dividing it into two lots was not an easy task. To ensure that each lot of equipment remained operational, it was decided to ask UNESCO for an additional \$4,000.

RESULTS

Today, there are six radio stations broadcasting in Almaty. The two stations that were once *Radio Maximum* are still considered to be the best equipped in the city. The viability of Radio Maximum, or rather its two heirs – Radio Max and Radio M – was improved. In fact, in view of the sequence of events, UNESCO ended up equipping not just one, but two stations. With regard to staff, the training offered under the project satisfactorily covered the real needs relating to the use of the new equipment.

CONCLUSION

Thanks to the strengthening of the capacities of Radio Maximum – and its heirs – the public now has access to alternative sources of news, information and entertainment, in Almaty and beyond. It should be noted that after the split, the two stations remained faithful to the initial guidelines, which encouraged the dissemination of independent information and the broadcasting of popular and lively programmes.

**KAZAKHSTAN**  
**JOURNALISM/MEDIA TRAINING AT THE KAZAKH STATE UNIVERSITY**  
*(PCD/15 KZH/01)*

TYPE OF PROJECT

The main objective of this project was to enhance the quality of journalism teaching and media training at JOURFAC through an exchange of students with similar institutions abroad; to improve expertise with a view to reforming curricula; and to set up modern training studios for radio and television, as well as a print shop and a documentation centre.

IMPLEMENTATION

IPDC approved US \$71,000 to carry out these activities. However, this amount was not sufficient to achieve all the short-term objectives. The entire IPDC allocation was in fact spent on purchasing and installing the audio, video and computer equipment, purchasing supplies, and renovating and equipping the premises. To complete this phase, the UNESCO regional office even had to take an additional US \$5,000 from the regular budget; after that very little money was left for practical training or for exchanges.

RESULTS

The project provided the university with the audio, video and computer equipment needed for the practical training of students. The university can now offer students a broader range of studio training, which should help them to find employment in the media. The evaluator nevertheless pointed to a paradox concerning the teaching of journalism in academic institutions: most teachers with degrees who are qualified to teach at the university level have little practical experience in radio or television, while media professionals do not have the necessary qualifications for university teaching. This is why the exchange of professors with Oklahoma State University was particularly valuable, because it brought experienced teachers in the field of journalism and the media to the country for extended visits.

CONCLUSION

It is unfortunate that the project did not have sufficient resources to achieve the planned objectives. In any event, since the university did not make budgetary provisions for training, and because its contributions in kind could not be given a precise value, it is unlikely that all aspects of the project could have been covered satisfactorily. In the end, this excellent project was perhaps overly ambitious.

**KAZAKHSTAN**  
**NEWSPAPER FOR FARMERS LIVING NEAR THE ARAL SEA**  
*(PDC/19 KZH/01)*

TYPE OF PROJECT

The objective of this project was to create an independent weekly newspaper devoted to agricultural and business matters for farmers in the Aral Sea region. The publication, entitled Kasipker (Businessman), is part of the effort to develop modern methods in the field of farm management.

IMPLEMENTATION

IPDC approved this project with US \$30,000 in funding, which was used to purchase computer equipment, cover printing costs (paper), and pay a consultancy fee for a training seminar. From the start, the activities were supervised by the Regional Adviser for Communication, in cooperation with the project coordinator, because the submitting body did not have the necessary experience in collaboration with an international organization. No problems arose, and the cooperation between the parties went smoothly.

RESULTS

The weekly Kasipker is the first of its kind in the region. The Aral Sea region has been declared an environmental disaster zone, and the newspaper provides some answers to the concerns of the inhabitants, while also running numerous articles on the rational management of farms and on the market economy. While the newspaper still has only a limited circulation, the evaluator stressed that the project has met a clearly expressed need for information which is independent, professional and reader-friendly. In addition, supplementary (advertising and commercial) activities are helping the newspaper to achieve its goal of self-sufficiency.

CONCLUSION

Despite the modest allocation, IPDC has helped to create a newspaper which may be of use to the Kazakh economy as it moves towards a market economy. The evaluator concluded that other projects of this kind should be encouraged and supported.



**KYRGYZSTAN**  
**ESTABLISHMENT OF A MEDIA RESOURCE CENTRE**  
*(PDC/14 KIZ/01)*

TYPE OF PROJECT

This important project was designed to assist with the development of the independent mass media in Central Asia, through the establishment of a Media Resource Centre, where media training activities could be conducted and access provided for the small independent print media to computerized equipment (desktop publishing) for the production of their publications, and the development of a reference library for use by journalists and other media practitioners.

IMPLEMENTATION

IPDC approved this project, allocating funds of US \$75,000 for the purchase of desktop publishing equipment, equipment for video and radio production and training, basic documentation (books and subscriptions) for the reference library and teaching materials. The funding was also used to enlist the services of consultants/trainers. As soon as the installations became operational, a succession of courses, seminars, training workshops, DTP induction courses, investigations, press conferences and study visits followed. These activities were reported in the newsletter the MRC publishes in Russian and English.

RESULTS

Over the three years of the Media Resource Centre's existence, more than 100 seminars and conferences have been organized and 30 press conferences held. The English language classes attracted over 500 journalists and 230 media workers followed computer courses. Senior journalists with a say in the running of the Centre also started a Press Club, intended to become a meeting place between government officials and State- as well as independent media. A mass media survey carried out under the auspices of the MRC has become invaluable baseline material for the media fraternity. The MRC recently evolved into an NGO and a TV production facility has been set up, offering its services to bilateral and multilateral donors and agencies. There is every reason to suppose it will make an effective contribution to the MRC's viability.

CONCLUSION

The results of this project are rather impressive. Whether to learn English or to undertake a craft-skills training programme, media professionals know that the MRC is the place to go in Bishkek, a recent ABU Newsletter stated. Furthermore, with its newly found NGO status, it now truly is the Media Resource Centre for Central Asia.

**KYRGYZSTAN**  
**(DEVELOPMENT OF INDEPENDENT RADIO STATIONS**  
*(PDC/15 KIZ/01)*

TYPE OF PROJECT

This project aimed to contribute to the development of independent radio broadcasting in Kyrgyzstan, by providing two private stations, Radio Pyramida and Radio Almaz, with studio equipment, giving them the wherewithal for independent output and to improve the technical quality of their programmes.

IMPLEMENTATION

IPDC awarded a US \$60,000 grant to this project, which originally covered the two stations mentioned. Subsequently a third station, Max-CN, was included among the project's beneficiaries. Although the arrival of the equipment in Kyrgyzstan was delayed several months, it was quickly installed and commissioned. No provision for training seems to have been made at Radio Pyramida. At Radio Almaz it was provided through the IPDC-funded Media Resource Centre and at Max-CN it was carried out under the aegis of the Soros Foundation. Notwithstanding the very late deliveries noted, the evaluator nevertheless considers that the project has gone ahead without major difficulty, adding, however, that although all the beneficiaries were encouraged on a number of occasions to take advantage of the training courses at the MRC, only Radio Almaz seems to have done so.

RESULTS

(1) Radio Pyramida: this station is regarded as the most successful and has the largest market share. The studio equipment makes professional quality production possible and, thanks to IPDC assistance, station income is up 30%. Moreover, Radio Pyramida has extended airtime round the clock. (2) Max-CN: IPDC assistance means the station can broadcast round the clock. It has diversified its programming by offering discussion and live talk-back programmes, thanks to the new reporting equipment. (3) Radio Almaz: this young station has a permanent staff of eight, broadcasts round the clock and puts out news, programmes on development and light music in a competitive format. It also runs live interactive broadcasts, a somewhat risky undertaking which at times leads to unblushingly forthright comment going out on air. Lastly, the consultant commented on the high numbers of women with posts of responsibility in these stations.

CONCLUSION

This project has many positive results. Apart from the fact that the beneficiaries have got the most out of it, strengthening the private media is a major aspect of the democratization process.

**KYRGYZSTAN**  
**MEDIA TRAINING AT THE KYRGYZ NATIONAL STATE UNIVERSITY**  
*(PDC/16 KIZ/01)*

TYPE OF PROJECT

To improve the standard of journalism in Kyrgyzstan by providing KNSU's Faculty of Journalism with desktop publishing and audiovisual equipment necessary for practical training in all areas of journalism: news reporting, programme production, ethics and media management.

IMPLEMENTATION

The project was approved by IPDC with funds of US \$60,000 for the purchase of DTP (11 computers and peripherals) and video camera/editing equipment. During the project's initial phase, IPDC had given KNSU a sound broadcasting studio and appropriate training. In this case, the purpose of the video equipment was to kick-start the Electronic Media Department, with the DTP equipment to be used for skills training for media practitioners.

RESULTS

Various organizational problems disrupted the proposed plan. The video equipment was installed but, following a removal, had to be relocated two months later to another building. Valuable time was therefore lost. When the consultants arrived, the studio equipment was still in its packing cases, as nobody in the Department knew how to set it up. The teaching staff was not in a position to help with the technical installation through lack of expertise and, in the evaluator's opinion, did not seem to appreciate the urgent need for curriculum reform to include current field experience. UNESCO's Almaty office and the Bishkek Media Resource Centre installed the DTP equipment and trained the teaching staff how to use it. However, as there were no instructions for use in Russian, full use was never made of it. As far as management was concerned, the evaluator states that he was only able to gain access to a limited number of the project's financial documents and would have liked to see more transparency in this area. The Faculty did not seem to have a grasp of the administrative procedures inherent in projects undertaken with international organizations. Finally the consultant noted that the first two personal computers for the studio had disappeared.

CONCLUSION

Although under-used, the hardware provided by IPDC has nevertheless enabled the Faculty to improve academic standards and student education. However the objectives have not really been achieved for structural reasons inherent in the Faculty, although in general terms the investment has been relevant.

## KIRIBATI

### TE UEKERA NEWSPAPER DEVELOPMENT PROJECT

(PCD/13 KIR/01)

#### TYPE OF PROJECT

The aim of this project was to upgrade equipment belonging to the Kiribati Broadcasting and Publications Authority (BPA) used for printing its newspaper and for laboratory work, and to train staff in offset newspaper printing, photocomposition and plate making.

#### IMPLEMENTATION

IPDC approved the project, to which it allocated US \$90,000. A UNESCO consultant was called in to assist with the installation and organize staff training in the use of the new equipment. The offset printing-press and computer hardware were thus installed on delivery and commissioned without difficulty.

#### RESULTS

As soon as technical and staffing conditions permitted, Te Uekera resumed publication after an interruption prefaced by a long period of uncertainty and delay. Now it is guaranteed to appear regularly, its circulation has increased considerably. The modern offset printing equipment has meant a perceptible improvement in presentation. Te Uekera staff are now alone responsible for editing and printing the paper. Furthermore, having its own equipment has allowed Te Uekera to diversify, by setting and printing other documents on a commercial basis during periods when the equipment is not being used to produce the paper. This new source of income has helped strengthen its financial autonomy.

#### CONCLUSION

Te Uekera now comes out regularly every fortnight. Circulation on the main atoll, Tarawa, has increased and is back to around 2,000 copies. The advertisers are returning, the work done for external customers is swelling the coffers and increasing the prospects for self-sufficiency. Lastly, the development of Te Uekera widens the chances of greater diversification of information sources.

**KIRIBATI**  
**BROADCASTING DEVELOPMENT PROJECT (K-BROAD)**  
*(PDC/14 KIR/01)*

TYPE OF PROJECT

The initial project was for upgrading a *Radio Kiribati* studio for the stereo recording of local music for (commercial) production of cassettes and to provide training in modern sound-recording technology. A further sum was allocated to computerizing radio newsroom systems and providing associated training.

IMPLEMENTATION

IPDC approved this project, allocating funds of US \$28,000. The entirety of this money, plus some local money, was spent on two new turntables and cassette recorders, used mainly for lifting on-air broadcast quality. Implementation of the project was therefore limited, but nevertheless achieved very satisfactory results for the BPA, although a period of time was allowed to elapse between approval by IPDC and its notification to the beneficiary.

RESULTS

*Radio Kiribati* is not a sophisticated operation but is effective and cost-efficient. So were the results of the project. Not all goals were achieved, since broadcasting fared better than recording. But the best use was made of the IPDC allocation and broadcasting quality in Kiribati, whether of news, educational or entertainment programmes, was lifted. In short, with the introduction of the new equipment, on-air quality has been considerably improved.

CONCLUSION

While sharply reduced from the project's initial targets, the IPDC assistance was significantly helpful as a boost to continuing development of radio broadcasting in Kiribati. But there is still a long way to go to achieve the coverage and news and information services that radio broadcasting now needs most.

**LAOS**

**LAOS NATIONAL NEWS AGENCY (KPL) COMMUNICATIONS NETWORK DEVELOPMENT**

**PROJECT (PCD/1/2 LAO/01 – PCD/1/6 LAO/01)**

TYPE OF PROJECT

The project was completed in two phases: developing and upgrading the Laos National News Agency (KPL) facsimile network and extending it, in this case, by increasing the number of messages handled.

IMPLEMENTATION

IPDC allocated funds of US \$95,000 to the first phase and US \$40,000 to the second, in other words US \$135,000 in total. These monies were allocated for the purchase of computers, with peripherals, spare parts and specialized transceivers. Installation and commissioning went ahead without difficulty and according to plan.

RESULTS

Higher flows of national news are a key element in a country's development process. The equipment provided by IPDC upgraded KPL to international standards, enabling it to open an Internet site, thus giving Laos another window on the world. Now that it has a reliable system for receiving and disseminating messages, KPL management can diversify the services it offers and its customer base – in other words, market high added-value products such as economic news bulletins and restore its valuable picture library in order to exploit it, contributing to its viability and autonomy.

CONCLUSION

The project has gone ahead without major set-back and close cooperation has been established between the Agency and the Regional Adviser for Communications in Kuala Lumpur. The Agency technical staff are implementing the project efficiently and enthusiastically.

**LAOS**  
**DEVELOPMENT OF PROVINCIAL RADIO BROADCASTING SERVICE**  
*(PDC/13 LAO/01)*

TYPE OF PROJECT

The aim of this project was to give the country's remoter provinces better access to radio broadcasts, by providing FM transmitters, together with training courses in all areas of radio programme production techniques, news-writing and engineering (technical operations and maintenance).

IMPLEMENTATION

IPDC gave funds of US \$80,000. This was used for the purchase of FM transmitters, production equipment and consumables. It also provided training for staff concerned, arranged in association with Deutsche Welle. The equipment was installed in the provincial stations of Xaignburi, Luang Prabang, Luang Namtha and Oudomxay and, when asked, those in charge pronounced themselves very satisfied with it.

RESULTS

The evaluator notes the extent of the problems caused by the lack of spare parts when breakdowns occurred and the absence of technical support from the manufacturers. One obvious solution would be to rely on national engineers and experts to choose for themselves the equipment that best suits their needs. Indeed, given that responsibility, they could purchase cheaper equipment of Asian manufacture, thus making it easier to replace defective parts if necessary. The evaluation offered encouragement for the launch of a second phase to the project for similar assistance to another six provincial stations in the country.

CONCLUSION

This is a well-designed project, since it takes account of the needs assessment made in the field, in Vientiane and in the provinces. The installation of the equipment and the training given met the technical requirements of the stations concerned, although, owing to the relatively limited range of the FM transmitters, there is not yet complete coverage of the most isolated communities in the country.

**NEPAL**  
**NEPAL FOLK MUSIC RECORDING PROJECT**  
*(PCD/10 NEP/01)*

TYPE OF PROJECT

The purpose of this project was to preserve Nepalese folk music, protect and develop the disappearing indigenous Nepalese culture and set up a music documentation centre to promote research into fields relating to the Nepalese folk heritage.

IMPLEMENTATION

IPDC approved the project with funding of US \$90,000. This was used to purchase recording equipment (for studio and reporting use), microphones, headsets and a small stock of consumables. The new studios were being built at the time of delivery of the recording equipment and this was to lead to a three-year delay in implementation. Over that period the equipment provided by IPDC remained unused. However, at the time the evaluation was carried out, Nepal TV assured the consultant that the equipment was indeed being used, although admittedly not entirely for the purpose intended, and that part of it had been made available to a journalists' forum.

RESULTS

As far as Nepal TV management was concerned the objectives were met. A series of 10 one-hour television programmes on Nepalese traditions and culture were produced in partnership with Finnish TV. A programme division for cultural productions was established to record the songs, music and dance of various ethnic groups for the purpose of making cultural documentaries. However, while this unit no doubt produces useful material, it hardly qualifies as the "music documentation centre" envisaged by the project, since, in this case, the country had no previous experience of setting up such a centre and there was, moreover, no budget provision for training or technical consultancy.

CONCLUSION

The preservation of Nepal's folk-song and traditional musical heritage is of course worthy of international support. However it is possible that some of the areas of expertise involved in this project are outside the competence of CII/COM (for example, musicology and archiving techniques). The evaluator feels that, in this case, the project should be submitted to the Culture Sector for review and possible follow-up.



NEPAL  
NEPAL PRESS INSTITUTE  
(PDC/14 NEP/01)

TYPE OF PROJECT

In the context of promoting the growth of free, independent, pluralistic media in Nepal, the project sought to strengthen the financial viability of the Nepal Press Institute (NPI). The plan for the latter's outreach programme was also to be strengthened through strategic inputs into the professional delivery system.

IMPLEMENTATION

IPDC approved the project, granting funds of US \$45,000 used for organizing training workshops for journalists, fellowship awards for rural journalism, selection and presentation of media awards and textbook publishing. The Nepal Press Institute is a well-reputed NGO that has already contributed significantly to media development in the country, not least through its proficiency training activities. The project implemented by IPDC was found to be complementary to work done by the Danish International Development Institute (DANIDA) on provincial media resource centres. Thus, by boosting the Institute's resources, IPDC enhanced its capacity to undertake the more ambitious development project funded by DANIDA.

RESULTS

In the course of the project, carried out according to plan, the Institute undertook major reforms of its professional service capability. Timely support was provided to training, textbook production and to other activities under the Institute's outreach programme. The results of the project have therefore given good value for the modest funds invested. Two activities (the mobile workshops and the fellowship awards for reporting on the rural community) exceeded the targets set.

CONCLUSION

Even though the amount of assistance was significantly lower than that applied for, the planned objectives were nevertheless achieved. The material inputs apart, UNESCO/IPDC support of this project has had great psychological impact on the media scene as a whole. The choice of a reliable and highly motivated national partner was the main factor behind its success.

**NEPAL**  
**RADIO SAGARMATHA**  
*(PDC/15 NEP/01)*

TYPE OF PROJECT

In the context of the promotion of independent, pluralistic media, this project was intended to create a low-power, inexpensive community radio station in Kathmandu and to train a corps of specialists in technical and programme operations with a view to extending the project to the whole country. The creation of Radio Sagarmatha was encouraged from the start by the Nepal Press Institute (NPI), Worldview International Foundation (Nepal) and the Himal Association.

IMPLEMENTATION

IPDC approved this project with total funding of US \$60,000. This amount paid for FM broadcasting, production and news-gathering equipment, the organization of professional training placements and an Internet connection. Technical and production training sessions were held and a stock of programming was built up concurrently with the delivery of equipment. Thus, implementation activities were strictly in accordance with project objectives.

RESULTS

Upon completion of the training, a small studio was set up at NEFEJ's office in Thapathali, thus bringing to fruition the plan to create a general-interest radio station to serve the various communities in the Kathmandu Valley. However, the excellent results of this project should not obscure the fact that the broadcast licence issued by the Department of Information and Communications lays down a number of conditions, some of which, seemingly, are quite restrictive or even run counter to the principles of democratic media pluralism. In particular: broadcasts are limited in duration and power, political issues may not be raised, commercial programmes may not be broadcast nor is sponsorship allowed, while a Departmental representative sits on the Board of Directors. The implementing agency deemed it wiser not to take issue with these conditions as long as they did not constitute major obstacles to its operation and objectives, though its self-sufficiency does remain in question.

CONCLUSION

Despite the difficulties met with, especially administrative and regulatory, the results of this project and their impact on the process of democratization in Nepal amply justify the investments made. Finally, the evaluator recommends that the conditions governing the issuing of licences to community radio stations be reviewed in the light of international practice. UNESCO's experience in that regard could be drawn upon.

**NIUE**  
**TELEVISION BROADCASTING DEVELOPMENT (NIUTEL)**  
*(PDC/15 NIU/01)*

TYPE OF PROJECT

The objectives of the initial project exactly corresponded to the need to provide BCN (The Broadcasting Corporation of Niue) with modern studios to enable it to provide the people of Niue with a high-performance, modern television service.

IMPLEMENTATION

IPDC approved this project and granted funding of US \$55,000, all of which was invested in the acquisition of a complete virtual editing unit for television. A professional training placement to learn the use of this new equipment was organized as soon as the equipment was installed and operational. The Regional Communications Adviser and the Director of BCN implemented the project quickly and efficiently, attending to the smallest details, such as having the invoices paid directly by UNESCO in order to avoid bank charges, which are very high in the region.

RESULTS

BCN has new permanent buildings housing all of the radio and television studios and offices. The virtual editing unit has made possible a considerable improvement in the technical quality of broadcasts as well as quicker production of television newscasts. The old equipment can now be used to produce independent programmes on behalf of the island's various groups and associations.

CONCLUSION

The evaluator notes with satisfaction that the government of Niue is supporting media development in spite of a climate of economic instability, and suggests that IPDC should continue to support advanced training projects in audiovisual production so as to help promote Niue culture on television at the regional and international level.

**UZBEKISTAN**  
**ESTABLISHMENT OF A MEDIA RESOURCE CENTRE (MRC)**  
*(PDC/17 UZB/01)*

TYPE OF PROJECT

The project document called for the creation of a Media Resource Centre in Tashkent whose mission would be to provide journalists and professional communicators with access to equipment, documentation and training to enable them to enhance their international knowledge and craft skills. All the project activities were to be carried out by local educational organizations, the journalists' union, news agencies and other bodies.

IMPLEMENTATION

IPDC approved this project with funding of US \$55,000, which was essentially used to buy computer hardware and audio and video equipment. Cooperation between the National Commission and the RCA in Almaty was seen as fully satisfactory, and the project may be considered to have been reasonably well managed. In spite of a few delays in the delivery of equipment, it was carried out without major problems.

RESULTS

The MRC became the first centre in Uzbekistan capable of providing training on digital video and audio equipment, which even the State Radio and TV still does not have. It undertook to organize a series of national, regional and international training workshops and seminars, published the "MRC Bulletin" in English, Uzbek and Russian, produced a video clip and a number of shorts, put together and published a CD on computer science teaching and produced educational materials on desktop publishing and audio and video production. The MRC also undertook a number of joint endeavours with the International In-Service Training Centre for Journalists in Tashkent.

CONCLUSION

The evaluator concluded by hoping that the Uzbekistan government would be able to go on encouraging retraining programmes for local journalists and supporting the MRC's activities. The country's changing socio-economic situation requires better qualified media practitioners, better able to perform their duties, to promote the development of free and independent media.

**PAKISTAN**  
**COMPUTERIZATION OF THE ASSOCIATED PRESS OF PAKISTAN (APP)**  
*(PDC/11 PAK/01)*

TYPE OF PROJECT

The purpose of this project was to enhance the performance of the Associated Press of Pakistan (APP) by modernizing its equipment, i.e. computerizing information processing and the distribution network.

IMPLEMENTATION

IPDC allotted funding of US \$66,000 to this project, all of which was spent on the acquisition of computer hardware and various communication equipment. It should be recognized that from the outset this project has been faced with two major problems: apprehension about computerization on the part of APP collaborators and, at first, insufficient technical support for members. In addition, many executives in the Technical Service said they were afraid of losing their jobs because of the introduction of the new technologies. However, these problems were successfully overcome thanks to a series of meetings with managers and staff; the organization of practical training, together with computer theory courses, caused such fears to fade.

RESULTS

Computerization has made it possible to process a larger volume of national and international dispatches. Storage and retrieval of articles have become easier. Higher transmission speed has reduced turnaround times for distribution to members. Each journalist now knows that his or her articles will go out without delay, even at peak periods. APP's public image too has been enhanced.

CONCLUSION

All of these developments have greatly contributed to the free flow of information and better access to it for distributors and consumers alike. The support provided for this project has enabled the objective of strengthening a pluralistic socio-political system to be achieved. APP is now able to inform a broader public more efficiently and more accurately while at the same time promoting greater citizen participation.

**SAMOA**  
**SAVALI/NEWSPAPER DEVELOPMENT PROJECT**  
*(PDC/13 SAM/01)*

TYPE OF PROJECT

The purpose of this project was to develop the basic infrastructure of the newspaper Savali by equipping it with appropriate computer systems, facilitating information gathering and newspaper distribution thanks to a new vehicle, and training staff in desktop publishing and image processing techniques in order to improve the efficiency of production methods for its Samoan- and English-language editions.

IMPLEMENTATION

IPDC approved this project and granted it funding of US \$90,000. This made it possible to acquire the computer equipment (workstations and software), photojournalism equipment and a vehicle. For its part, the computer supplier provided staff with a brief introduction to the use of the computers immediately upon their installation.

RESULTS

The move to new premises delayed the installation and set-up of the computing and photographic tools. Also, for lack of appropriate training sessions, Savali staff has so far acquired only limited knowledge of computing technology; for now, the system is being used more for word processing than as a real desktop publishing instrument: the software does allow templates to be prepared, but does not yet allow true page layout. The evaluator adds that the newspaper's editor, a former teacher, has no personal experience of journalism or of the management of any newspaper apart from Savali. In addition, none of the other team members has gained experience by working at another publication. Although the training programme has not yet been implemented, the staff have shown great willingness to adapt and have striven to improve their work methods by their own unaided efforts.

CONCLUSION

This project enabled the management of Savali to comply partially with government directives on financial independence, more frequent publication and increased circulation. Revenues have grown, and advertising now defrays most of the staff's wages. To end on a positive note: during the evaluator's mission the last issue of Savali sold out, something unprecedented in Samoa. The structures required for sustained development are now in place.

**SAMOA**  
**TELEVISION EXTENSION PROJECT (SAMTEL)**  
**(PDC/15 SAM/01)**

**TYPE OF PROJECT**

The purpose of this project was to support Televisé Samoa's plan to extend coverage to all inhabited areas of the country, providing it with the technical means of developing its production abilities, focusing mainly on remote or rural areas.

**IMPLEMENTATION**

IPDC approved this project and allotted US \$53,000 to it. This credit was used to purchase video equipment and a vehicle. For its part, Televisé Samoa financed the acquisition and installation of transmission equipment (transmitter and pylon). The original budget having been cut back considerably, it was not possible to set up the planned mobile unit, which was to have reported from remote areas of Western Samoa.

**RESULTS**

Despite a few difficulties resulting from various administrative constraints, the net outcome of all these contributions was positive: the Televisé Samoa signal now reaches 75% of the population. With the installation of the new relay transmitter planned for the second-largest island in the country (Sava'i), the signal should reach almost the whole population. Even though there is no mobile unit roaming the Samoan countryside to diversify local production, still Televisé Samoa is now producing more reports than previously. In addition, it is regularly making advertising spots for local companies, which bring in a not inconsiderable amount of additional revenue for the station. Finally, the evaluator suggests that a study be done of how a code of conduct could be established and a court of ethics for media workers set up in conjunction with other Pacific island nations.

**CONCLUSION**

As with most television undertakings in the region, the question of financial independence cannot be resolved in the short term, as licence fee revenues (Televisé Samoa is wholly government-funded) are still plainly insufficient to meet operating requirements. It is clear that, given the small audience (50,000 television receivers in a position of 162,000), for whom the village is still the focus of social life, if television would take a more community-based approach it would make a positive contribution to the development process.

**TAJIKISTAN**  
**INFORMATION PROGRAMMES FOR INDEPENDENT TELEVISION**  
*(PDC/15 TAD/01)*

TYPE OF PROJECT

The original goal of this project was to support Tajikistan's first independent television station, in Dushanbe, by providing it with production equipment; however, various internal circumstances in Tajikistan led IPDC to approve the removal of the equipment to Bishkek, Kyrgyzstan, where it became the basis of an activity not originally planned: the regional Development Support Communication Unit (DCSU) on the premises of the very large Media Resource Centre created by UNESCO, which was recently transformed into the Central Asian Media Resource Centre, with NGO status.

IMPLEMENTATION

IPDC had approved this project with funding of US \$50,000; then an additional credit of US \$35,000 was allotted for equipment upgrades and the move from Dushanbe to Bishkek. Since the equipment arrived in the Kyrgyzstan capital, video production has been going strong at the DCSU.

RESULTS

DCSU personnel have constantly produced work of exceptional quality, so much so that organizations such as UNICEF, HCR, UNAIDS, UNDP and the Kyrgyz national anti-AIDS commission have recruited some of them. The results, in the framework of the revised project objectives, are naturally different from what was initially expected for the original project: the pro-development messages are now reaching a broader audience than was contemplated in the original project, whose scope was limited to the Dushanbe region.

CONCLUSION

Inasmuch as the original project could not be implemented because of the situation prevailing in Tajikistan, the television equipment provided under this project has enabled a high-quality production facility to be set up, enhancing the means of the Media Resource Centre in Bishkek and helping with the transition process under way in Central Asia.



TUVALU

TUVALU ECHOES NEWSPAPER DEVELOPMENT PROJECT

(PDC/14 TUV/01)

TYPE OF PROJECT

This project was intended to provide modern printing and desktop publishing facilities and to develop local skills to help in the development of national newspapers and public printing services.

IMPLEMENTATION

IPDC granted this project US \$45,000, which was used to acquire printing equipment (an offset press and accessories) and computer hardware for desktop publishing together with peripherals. However, the evaluator notes that the management of this project lacked rigour. Instead of the planned 12 months, it took two years and 11 months for the project to be implemented. The UNESCO office in Apia managed the provision of equipment and training through subcontracts, but one of the subcontractors failed to provide either the type of computer hardware or the quality of training expected by the recipient: there were delivery problems, equipment of dubious quality (*and not new – at least two experts judged that it was used – and pirated software..*) plus "training" that was, to say the least, sketchy and slipshod. Nor is there any evidence of a tendering process, merely direct approaches to single suppliers who were contracted to do the work. In contrast, in the case of the offset press, the result was satisfactory, as equipment and training were both delivered as requested.

RESULTS

No newspaper has yet been produced. The blame for this partial project failure can be placed at least in part on the recipient agency for attempting repair on the equipment instead of sending it back to the supplier. More attentive contract monitoring could have averted most of the problems mentioned. That being said, the print shop is working fine, is reliable and has been doing an increasing volume of work. The equipment was properly set up by the supplier and is being properly maintained. This aspect of the project is a real success. By a variety of means, BIS (the Tuvalu Broadcasting and Information Service) has now been able to assemble more than sufficient computing capacity to produce the newspaper regularly; the fact that it has not always succeeded in this may be the consequence of other priorities.

CONCLUSION

In terms of the provision of equipment for government printing, this project certainly produced cost-effective results for the Tuvalu Government. Printing at 3 cents per page, as provided by the offset press, is easily the most cost-effective service available. In contrast, the sustainability of a national newspaper is more doubtful. Advertising potential is untapped but limited, and the government is unlikely to be able to afford ongoing funding.

## NATIONAL PROJECT (60)

### VIETNAM

### BUILDING OF A SCHOOL FOR THE FURTHER TRAINING OF RADIO REPORTERS

*(PDC/11 LIFE/01)*

#### TYPE OF PROJECT

This project was part of the activities undertaken by "Radio the Voice of Vietnam" to build and equip a Professional Recycling and Training Centre charged with providing specialized placements for 50 or 60 broadcast professionals (journalists, technicians, managers), and organizing a series of short-term seminars on radio.

#### IMPLEMENTATION

IPDC approved this project and allotted US \$70,000 to it, to which was added a French contribution in the form of Funds-in-Trust in the amount of US \$41,000, for a total of US \$111,000. All of these credits were spent on the acquisition of audio equipment (tape recorders, microphones, a mixing console) and a minibus, the organization of training courses, a study tour of training organizations in Southeast Asia for two radio officials, and the payment of fees to project collaborators.

#### RESULTS

The construction and equipment of training spaces was achieved on time. Since the opening of the Centre, some 200 persons have been trained in the production of news programmes and the presentation of live broadcasts, the computerization of news gathering and the definition of target audiences. Study tours and seminars have also paved the way for a review of production methods. The number of persons taking the training is in line with objectives, but one may wonder whether the current target (200 journalists trained each year) is ambitious enough. At that rate it would take many years to reach all of Vietnam's radio journalists. The evaluator nevertheless considers the results highly cost-effective.

#### CONCLUSION

All of the project objectives were achieved. Studio and field equipment are fully used and the stage is now set for The Voice of Vietnam to update its newscasts and present them in a modern journalistic style. It is also better equipped to organize training and orientation placements and to take the best advantage of the training opportunities provided by outside organizations.

**VIETNAM**  
**NON-FORMAL EDUCATION BY RADIO AND TELEVISION**  
*(PDC/14 LIFE/01)*

TYPE OF PROJECT

Studio modernization at two radio-television stations, in Hanoi and Ha Tay, is intended to extend their coverage to the whole of Vietnam in accordance with the people's expectations. With more modern technical means the two stations will be able to enhance their production capacity and their ability to broadcast non-formal education programmes, which in fine will contribute to the development of Vietnam's human resources.

IMPLEMENTATION

IPDC approved this project with funding of US \$55,000. This credit was used to acquire video equipment for the Hanoi station, and radio production and broadcast equipment for the Ha Tay station. However, the fact that operation management was under the control of the Kuala Lumpur office while procurement was centralized in Paris seems to have contributed to serious delivery delays (several months).

RESULTS

The Hanoi television station and the Ha Tay radio station use this equipment to broadcast their non-formal education programmes. Hanoi produces a daily programme on such varied subjects as foreign languages, science, hygiene, life skills, etc.; its potential audience is estimated at 10 million viewers. As for Ha Tay Radio, it deals regularly with various educational and cultural themes of interest to the people of the province. In addition, the FM transmitter that was delivered to this station played an important role in launching public FM stereo broadcasts, as up to that time all programmes were broadcast on medium wave.

CONCLUSION

As neither station has long-distance transmission capacity, so that they are restricted to the urban areas, the evaluator suggests that the next phases of the project should be devoted to enhancing production facilities in the field in order to increase the level of public participation and make the news function more efficient. Finally, management and staff both desired to express their gratitude to IPDC and the French government for their various contributions.

TEACHER TRAINING FOR UNIVERSITY-LEVEL COMMUNICATIONS TEACHERS  
(PDC/10 RLA/01)

TYPE OF PROJECT

The purpose of this project was to give intensive teacher training to 600 members of communications faculties and schools in Latin America (lecturers), with a view to optimizing teaching methods, seeing to it that practice and theory are clearly distinguished in the organization and the courses, and achieving an emulation effect, to encourage institutions in other countries to review their own methods.

IMPLEMENTATION

IPDC allotted US \$70,000, which was used to cover the costs of consultants, equipment, publications and travel. For its part, the Federation of Latin-American Communications Faculties (FELAFACS) invested \$134,100 in the project activities. It organized 20 workshops lasting three to five days each, which were attended by 614 trainees from 14 countries. However, participation from faculties and schools of communication in Latin America did not exceed 50%. The evaluator noted the high costs that resulted from having participants travel from remote countries (Mexico, Brazil). He noted also the disparities between the various institutions charged with the organization of workshops. However, each country had the opportunity to analyse teaching methods in the field of communications. Thus, it was suggested that research work be increased, training methods based on creativity and participation be adopted, and that greater emphasis be placed on the combination of theory and practice.

RESULTS

The programme achieved its objectives in that it raised awareness among university faculty. The President of FELAFACS noted the clear improvements that had been observed in the communications faculties: more competent professors, more of them tenured, and the adoption of more suitable teaching methods.

CONCLUSION

University faculty were being trained in sufficient numbers to ensure that the methodology advocated could continue to be employed. FELAFACS successfully planned and coordinated several workshops in a short space of time in a dozen different countries. In that way it acquired valuable experience in the field of training, which it will be able to perfect and develop over time.

## REGIONAL PROJECT (63)

### ANDEAN PROGRAMME FOR THE TRAINING OF VIDEO PRODUCERS FOR DEVELOPMENT (PDC/12 RLA/03)

#### TYPE OF PROJECT

This project was conceived as a result of the difficulties faced by producers in the Andean region, who lack the means to compete with programming imported from industrialized countries.

#### IMPLEMENTATION

The US \$64,000 allotted to this project by IPDC was spent on the salary of a teaching coordinator, curriculum development, textbook production, operating expenses, and 18 full scholarships as well as 15 half scholarships. Four seven-day workshops were organized, two in Peru and one each in Ecuador and Bolivia; training was given to 60 professionals in video methodology, the various forms of audiovisual language, and maintenance systems.

#### RESULTS

On the whole the project went well. However, it did encounter a few problems, in particular logistical ones. Thus, the Institute for Latin America (IPAL) belatedly realized that Ecuador lacked both the infrastructure and the equipment necessary for the workshops. Again, the IPAL objective of ensuring the viability of the programme was not met because of the latter's precarious financial situation, which forced it to cease operations; initially planned to last three years, it had to be cut short for that reason. Finally, the evaluator notes with regret that IPAL was unwilling to cooperate with the Peruvian National Commission for UNESCO, failing to provide the Commission with any documents on the conduct of the project. This type of relational problem, the evaluator believes, is calculated to impair the proper functioning of development projects.

#### CONCLUSION

Although most of the objectives do appear to have been achieved to a greater or lesser extent, the evaluator considers that the same results could have been achieved at less cost. The financial planning seems to have exaggerated the needs, and the justification for the travel budget is unclear. In addition, no transferable methodologies emerged from the work, and only 60 professionals were trained rather than the planned 80. To summarize, the evaluator recommends greater accountability and more stringent monitoring on the part of the executing agency as well as a review of budgetary standards with respect to fees, travel costs and subsistence allowances.

## REGIONAL PROJECT (64)

### CREATION OF A BROADCAST CENTRE AT THE CARIBBEAN INSTITUTE OF MASS COMMUNICATIONS (IPDC/112 RLA/04)

#### TYPE OF PROJECT

The objective of this project is to install a television broadcast centre, on the campus of the University of the West Indies, to produce and broadcast throughout the region audiovisual programmes for training and research, as well as news programmes, from a low-power transmitter. It includes the set-up of a laboratory to provide training to 30 trainees on station management and the operation of a television studio.

#### IMPLEMENTATION

IPDC approved a budget of US \$77,000 for the execution of this project. The initial budget was revised downward to cover only the station management portion, on the understanding that CARIMAC (the Caribbean Institute of Mass Communications) would arrange for the other parts of the project to be implemented. On the whole the project has been implemented according to the work plan and on schedule. The station has begun to broadcast three times a week for two hours, with a range of about 1.6 km.

#### RESULTS

The training laboratory is operational. After one year of operation, the programmes produced by the trainees represented about one third of all programmes aired. The station also rebroadcasts programmes from the "Mind Extension University" and other regional sources; moreover, CARIMAC provides video productions to the Master of Business Administration (MBA) programme, the Master's programme in Caribbean Heritage Studies, and the Centre for Creative Arts (CCA). However, the transmitter's low power and the limited means at the station's disposal have meant that the objectives of promoting regional-scale communication and raising awareness of the role of television in the region's development process have not been achieved. Attaining those objectives would require closer cooperation between the University of the West Indies, CARIMAC administration, the political decision-makers in the Caribbean and the regional television industry.

#### CONCLUSION

This project should be part of a broader communication and development plan aimed at providing more robust means of safeguarding the diverse opportunities for regional expression and media pluralism from the invasion of international television products.

## REGIONAL PROJECT (65)

### REGIONAL TELEVISION CO-PRODUCTIONS IN LATIN AMERICA AND THE CARIBBEAN: TELEVISION IN THE SERVICE OF INTEGRATION (PDC/13 RLA/01)

#### TYPE OF PROJECT

The objective of this project was to produce a television series comprising twelve 30-minute programmes and aimed at promoting integration between the countries of Latin America and the Caribbean. The project also included a training component linked to the production activities.

#### IMPLEMENTATION

IPDC allotted US \$120,000 to the execution of this project. This amount was used to pay for the work of the Co-production Commission, travel and accommodation for professionals and trainees in the Caribbean, post-production and the use of equipment. The films produced thanks to this project (in Mexico, Costa Rica, Colombia, Barbados, Curaçao, Saint Lucia, Brazil and Bolivia) were distributed by a number of television networks: the Caribbean Broadcasting Union (CBU), SINART (Costa Rica), TV Cultura (Brazil) and Hispavisión.

#### RESULTS

The main project objective was to rally as many of the region's countries as possible around a given theme. The programmes produced were of good quality on the whole and attest to the success of the undertaking. In addition, the training programmes implemented were beneficial to the participants; trainers found the students highly motivated and contacts were kept up well beyond the training period. The cooperation between UNESCO and ARTEVISIÓN was fruitful despite a certain slowness in making contact, no doubt partly attributable to the geographic scope of the project, not to mention the deadlines that extended a little beyond what had been planned because of a delay in freeing up credits. However, considering the overall orientation of the project, it is clear that it did achieve the hoped-for results.

#### CONCLUSION

It is not easy to break into a television market dominated by foreign productions. This project constitutes a step in the right direction, though it certainly cannot change viewers' taste for US products overnight. However, in spite of the few problems encountered, the project was a great success and attests to the effectiveness of the work done at the regional level by all those concerned with it.

## REGIONAL PROJECT (66)

### ENHANCEMENT OF FILM AND TELEVISION PRODUCTION IN THE CARIBBEAN (PDC/14 RLA/01)

#### TYPE OF PROJECT

Initially, the goal of this project was to produce a series of six short films shot in Super-16 mm that would portray the life of young people in the Caribbean. The series was to be redistributed by the Caribbean Broadcasting Union (CBU) to affiliated regional TV stations as well as to international cinemas and TV stations. It included the production of one film for each of the three linguistic zones (French, Spanish and Dutch) and of three films for the English-speaking zone.

#### IMPLEMENTATION

An amount of US \$40,000 was authorized by IPDC for this project. The objectives of the project had to be scaled down on the basis of the allocated funds. Only one out of the six films that had been planned could in fact be produced. This film (the pilot, "Entry denied") was made in Jamaica and demonstrates the determination of the agency that was in charge of implementing the project.

#### RESULTS

The cost/result relation can be seen as positive in light of the actual outcome of this endeavour. If the film does generate a series, this type of production could have a sizeable impact on the development of the audiovisual industry in the region. American products dominate the Caribbean market and this has serious sociocultural consequences with regard to the local population's sense of identity. The rationale behind the local production of quality films is, ultimately, to have a beneficial impact on regional development, especially concerning sociocultural issues and in the field of communication.

#### CONCLUSION

The film that has been produced in the framework of this project portrays the concrete situations and daily problems encountered by the Caribbean populations and by young people in particular. In an effort to offset the impact of American films, this project seeks to improve the quality of local production so as to promote regional creativity and thus foster among the youth a sense of pride and confidence in their own abilities. In addition, this project is clearly a means to enhance regional cooperation as it encourages direct contacts and strengthens the ties that have been established among the various professional groups.



### COMMUNICATION PROGRAMME TO STRENGTHEN THE PROCESS OF INTEGRATION OF MERCOSUR (PDC/14 RLA/03)

#### TYPE OF PROJECT

This project aims at encouraging the process of sociocultural integration in MERCOSUR member countries through the production of educational and cultural programmes to be broadcast via both the public and private media.

#### IMPLEMENTATION

IPDC contributed US \$27,000 to the implementation of this project, which is comprised of three different types of activities: collection of material on communication towards integration, processing, publishing and distribution of these data to associated media in MERCOSUR countries and production by the Production Department of CIESPAL (International Centre of Advanced Communication Studies for Latin America) of a short radio information programme on MERCOSUR. The programme will be sent to the UNESCO Representation in Latin America for broadcasting via the Inter-American Rediffusion Association (AIR).

#### RESULTS

Extensive surveying has been organized in all four MERCOSUR countries. The work produced by the investigation teams points to the possibility of promising results. Access to data sorted out by country and category of interlocutors will become available. Results will be widely circulated because they will provide valuable information for decision-makers in the field of communication policy. The "micro-programme" will be sent directly by AIR to the MERCOSUR media for broadcasting. If it generates sufficient interest, the systematic re-broadcasting of this type of programme may be considered. The initial budget for the ambitious project that had been submitted to IPDC (US \$215,000) was reduced to almost one-tenth of what had been requested, and the project thus had to be entirely revised. It should now be viewed as an investigation, production and publishing project for MERCOSUR (an entity that is comprised of 200 million people). A "realistic project" was designed and the decision was made to produce a single information programme instead of the six "micro-programmes" of three minutes each that had been planned originally. Unfortunately, the evaluator was unable to either obtain the script for this programme or meet with its producer, the director of CIESPAL's Production Department (it would in fact be useful to be able to have some form of assessment of the real impact that the broadcasting of a three-minute programme could have).

#### CONCLUSION

The contribution of the media to cultural integration can only be achieved through joint action on the part of political agents and media managers. It must also be noted that existing resources in universities and institutions that already have updated databanks would be of valuable help in updating data that can be used in the subregion.

## REGIONAL PROJECT (68)

### COMMUNICATION FOR DEVELOPMENT AND CULTURAL, SCIENTIFIC AND EDUCATIONAL INTEGRATION (*PDC/14 RLA/05*)

#### TYPE OF PROJECT

The objective of this project was to organize international seminars and workshops on communication for development and integration for media executives and journalists from member countries of the Andrés Bello Convention (CAB) and from neighbouring countries.

#### IMPLEMENTATION

A grant of US \$26,000 was approved by the IPDC Intergovernmental Council. The funding was used to purchase computer equipment for the seminars, hire collaborators (consultants, a computer instructor) and cover trainees' travel expenses. This project is the pilot phase of a four-year-long development plan aimed at setting up the CAB computer network.

#### RESULTS

The technical manuals were produced according to plan and the computer training workshop was organized after the equipment was installed. The network is already operational at the headquarters of the permanent Secretariat and installation in the CAB subregional agencies is in progress. The library computer system has been upgraded and new video and radio programmes have been produced. This network now enables 250 institutions to exchange publications with the Centre and the amount of information or purchase requests has increased significantly. A new editorial line has been defined, with new collections aimed at promoting the CAB's integrationist policy in the area of science, education and culture.

#### CONCLUSION

There is no doubt as to the positive long-term impact that this project will have on development. With its new communication capabilities, the CAB could truly become the progressive "think-tank" it has set out to be and further the policies of cultural integration voted by the Education Ministers' Council. As an example, the CAB was given the task to establish common legislation on the environment, cultural heritage and the recognition of school and university diplomas. Such aims and actions are all geared towards an integrated Latin American cultural development process.

THREE WORLDS SCHOOL  
(PDC/15 RLA/03)

TYPE OF PROJECT

The goal of this project is to contribute to training activities at EICTV (International Film and Television School) for film, video and television professionals in Latin America, the Caribbean, Asia and Africa. This project also seeks to promote the endogenous potential in order to counteract the brain drain factor in this field. It must be noted that Gabriel García Márquez played a determining role in the creation of EICTV, which took place in 1985 through the Foundation for New Latin American Cinema (FNLC).

IMPLEMENTATION

An amount of US \$55,000 in funding was approved by IPDC for this project. This sum was used to organize the curriculum, pay the teachers and purchase equipment. Courses were taught at EICTV for 34 months (120 hours per month) and combined theoretical teaching with practical exercises in the various disciplines of the field (shooting, directing, sound engineering, post-production). The evaluator points out that the EICTV training programme in film and video is among the best of its kind – if not the best – in Latin America and the Caribbean. Students come from developing countries, in accordance with the school's general objectives.

RESULTS

The implementation of the project was on schedule. The objectives – design of training and qualification programmes, general training workshops, post-production workshops – were achieved. The organization of sound engineering workshops was delayed because the equipment imported for these workshops was delivered later than scheduled. Though the project is faced with a number of hurdles, training activities are not the cause and EICTV undeniably abides by high professional standards. The difficulties mainly come from Cuba's political isolation, which seems to impede optimal utilization of the school's training potential.

CONCLUSION

Though IPDC funding clearly had no decisive impact on EICTV's overall budget, the funds were wisely used. Training and teaching activities are carried out with competence, dedication and professionalism. Yet it may be useful to pinpoint potential synergies with other institutions and television stations in Latin America and the Caribbean in the area of cooperation and co-production.

**ANTIGUA AND BARBUDA**  
**DEVELOPMENT OF AN EDUCATIONAL TELEVISION PRODUCTION UNIT**  
*(PDC/12 ANT/01)*

TYPE OF PROJECT

As the title makes clear, this project seeks to establish a Video Production Unit specializing in educational programmes on subjects in the formal school's curriculum as well as in health, culture, agriculture and tourism. It also aims at making valuable pedagogical material available to teachers.

IMPLEMENTATION

IPDC approved a grant of US \$63,400 for this project. These funds allowed for the purchase of U-Matic production equipment and the organization of two training programmes that took place at the Caribbean Institute of Mass Communication (CARIMAC) and at ABS-TV.

RESULTS

Numerous problems were encountered in the execution of the project. Some of the equipment supplied by UNESCO was misplaced and could not be found for 18 months. The lack of coordination between the two ministries involved in the project (Education and Information) slowed down the creation of a team specializing in educational television. The Ministry of Education failed to provide support for this project and apparently did not view it as a priority. As a result, the programmes that were produced through this project are different from what was planned. In addition, cyclone Luis entirely destroyed the ABS-TV premises along with some of the equipment and the station's archives. Schools were also significantly damaged and students were unable to view the series of programmes as planned. Yet despite the limited interest demonstrated by some of those in charge, the teachers continued to dedicate their free time to the production of a few regular programmes. The Ministry of Information released some funds and BETACAM equipment was purchased in order to upgrade the existing U-Matic equipment, which is outdated. Clearly though, the new equipment cannot be integrated within the U-Matic production unit, and compatible equipments should be purchased. The evaluator has noted that this Ministry's action has led to an increase in the number of local productions, thereby providing an alternative to the pervasive American programmes.

CONCLUSION

The Educational Television Production Unit does not yet exist as a constituted entity, and its current level of efficiency compared to its objectives clearly indicates that everything remains to be done. The cost/result relation is not entirely positive. Though educational programmes of extracurricular value were produced thanks to the equipment and training, educational needs remain just as pressing. The means to produce fine educational programmes are available. What is needed is to put in place a small but dedicated team.

**ARGENTINA**  
**PRODUCTION OF TELEVISION PROGRAMMES FOR COMMUNITY DEVELOPMENT**  
*(PDC/14 ARG/01)*

TYPE of PROJECT

The broad aim of the project devised by Fundación Solidaridad was to contribute to ongoing reflection on the role of women in public life and to assist in training women producers and directors in the techniques of making video films for use as communication and educational tools.

IMPLEMENTATION

The IPDC Intergovernmental Council approved a grant of US \$30,000, i.e. 10% of the budget that was originally requested. The initial objective – the installation of a video production studio – had to be scaled down. The revised objective was the organization of two training workshops in video production. The two workshops, Women and participation and Rosario: A Right to the City, constituted the main project activities.

RESULTS

The wide spectrum of beneficiaries (municipalities, State institutions, schools, NGOs, political parties, etc) makes it very difficult to assess the actual impact of these activities. However, the workshops have reached their broad objective of training professionals in the production of teaching material. A total of 34 people were trained: 12 university instructors, one professor, four engineers, four architects, three lawyers, six communicators, two psychologists and two radio technicians. However, the vastly didactic structure of the documentary films that were produced is unlikely to motivate target audiences, which makes it difficult for these films to reach major distribution networks and to encourage concrete initiatives. The producers should take into account the audiences that they are trying to reach out to and learn to use to that effect the various styles of production: documentary film, reportage, fictional script with a theme, etc. The evaluator points out that the fact that the video training workshops were organized by bodies that have neither the proper infrastructure nor equipment and no experience in the field of audiovisual production could well be the source of the problems that arose in managing the budgets. Fundación Solidaridad was not familiar enough with IPDC working procedures, which call for precise formats and deadlines to be respected.

CONCLUSION

Submitting bodies should be asked to first define a specific and realistic communication strategy. Nevertheless, the diversity of bodies and professionals that participated in the workshops is in line with the objectives of pluralism and the democratization of communication advocated by IPDC.

**BELIZE**  
**PROJECTING THE BELIZEAN HERITAGE VIA TELEVISION**  
*(PDC/13 BZE/01)*

TYPE OF PROJECT

The objective of this project is to produce an eight-part video presentation, each one of approximately 45 minutes' duration, to provide Belizeans in general and primary-school students in particular with a firm foundation in Belizean history, culture, environment and archaeology, and to provide the series free of charge to all television outlets in the country.

IMPLEMENTATION

IPDC allocated US \$70,000 to this project, of which only \$60,000 was actually transferred after the applicant reduced the number of episodes from eight as initially planned to six, thereby forfeiting one last payment of \$10,000. The production of the series went according to schedule and in partnership with local associates (Belize Audubon Society, Angelus Press Ltd., Programme for Belize and Belize Holding Inc.).

RESULTS

On the date of the evaluation, four out of the six productions had been completed – Belize: The Maya Heritage, The Land of Belize, The Sea of Belize, From Invasion to Nation: A History of Belize. IPDC has received copies of these programmes. Nearly all of the objectives were achieved. The main problem that occurred concerns the cooperation with the Ministry of Education in introducing the series nationwide as part of the curriculum. These programmes are geared to the sixth grade of primary school, whose curriculum corresponds to the first years of secondary education. According to comments from teachers and two headmasters, these programmes fit remarkably well into classes in natural science, Caribbean history and social sciences. Regarding the cost/result relation, the quality of the programmes that have been produced to date fully justifies the financial investment. Lastly, the evaluator believes that the professional quality of these programmes will have a considerable regional impact through their distribution via the Caribbean Broadcasting Union (CBU) and will therefore benefit regional television standards.

CONCLUSION

Considering the specific situation of Belizean television, characterized by scarce local production and the predominance of foreign and in particular American programmes – a fact that has significant cultural consequences – this project undeniably has and will continue to have a substantial impact. Such programmes do provide another type of content and stimulate the Belizeans' interest in learning more about the reality of their own country.

**BOLIVIA**  
**POPULAR MOBILE VIDEO LIBRARY**  
*(PDC/12 BOL/01)*

TYPE OF PROJECT

This project aimed to create a mobile video library for the purpose of establishing a distribution and broadcasting network for local and Latin-American audiovisual production. As the third largest city in Bolivia, Cochacamba was selected for the launching of this project.

IMPLEMENTATION

An amount of US \$48,000 was granted by IPDC. The funds were used to purchase equipment, hire international consultants and a communication expert and cover travel and board expenses. The agency in charge of implementation set up the video library at the Juan Wallparrimachi Centre and installed the community video centres. There were two target groups: low-income neighbourhoods around Cochabamba and community groups such as parishes, women's associations, labour unions and farmers' associations. These groups seemed ideal as intermediary agents vis-à-vis the community because they have direct access to it. During the organizational phase the Centre published a brochure on its mode of operation and a catalogue of available audiovisual material. Training constituted the other important phase. It consisted in several short training programmes and workshops of longer duration aimed at training coordinators in the methodology of television active interpreting.

RESULTS

Four week-long training programmes took place with a total of 57 participants, and 38 one-day training sessions were organized for a total of 364 trainees. In addition, 759 video productions – a total of 1,730 hours of broadcast – were purchased. Lastly, three issues of the Video Educativo bulletin and a brochure on the project of popular television broadcasting were published. However, the evaluator points out that the project coordinators encountered some reluctance on the part of several NGOs and development organizations that viewed the validity of the project objectives with scepticism. Furthermore, the development agencies did not welcome the intervention of external agents on their territory and at times had a protectionist attitude.

CONCLUSION

The creation of a popular mobile video library has supplied a means of action towards development among local grass-roots populations. The agency in charge of execution was strengthened by the project and encouraged as a result to consider new initiatives in the field of communication. Generally speaking, the creation of the popular mobile video library has reinforced the communication infrastructure.

**BRAZIL**  
**MEDIA COURSES TO TRAIN WOMEN IN ENVIRONMENTAL PROTECTION**  
*(PDC/14 BRA/01)*

TYPE OF PROJECT

To encourage Brazil's organized women's groups to make better use of the media with a view to continuing management of environmental protection. To train for that purpose 30 women communication specialists in the techniques of the media (three workshops), and 150 women communicators in charge of promotion thanks to the multiplier effect of the workshops already organized for the 45 previous women.

IMPLEMENTATION

This project was granted an amount of US \$32,000 by IPDC —a sum vastly inferior to what had been requested (\$143,600). The work plan was revised in accordance with the allocated budget, and the project resulted in the creation of a radio workshop, a video workshop and the publication of a textbook (Women, Communication and the Environment) elaborated on the basis of the work carried out in the workshops (500 copies).

RESULTS

The main outcome of this project has been to facilitate exchanges via the communication network – a task that is being performed by CEMINA (Centre for Women's Information Projects) through its project "Network of Women Communicators in Radio". Radio and video documents were produced but must be seen as the result of the practical work done by the group of participants rather than as training material designed for other women communicators. Nevertheless, it is clear that the workshops have achieved their aims of training women communicators and of producing teaching material. One must insist, however, on the need to design activities targeting the mass media, and not just alternative circuits, within the framework of a strategy of ongoing activities, as well as to put in place the necessary evaluation procedures to facilitate the design of integrated training projects. The evaluator points out that an examination of expenses reveals unjustified excesses, in particular with respect to some travel expenses and the publication of the textbook. Lastly, CEMINA has no video equipment and had to hire the services of a production company, which has led to expenses beyond the budget forecasts.

CONCLUSION

CEMINA has proven its ability to organize training activities. However, the scope of the objectives and the diversity of the project beneficiaries make it impossible to determine the extent to which IPDC objectives were met.



**CHILE**  
**TRAINING INSTRUCTORS FOR MEDIA EDUCATION (TELEVISION)**  
*(PDC/13 CHI/01)*

TYPE OF PROJECT

Training of teaching staff in methodologies applied to media-related education, especially in the context of “reactive” television workshops, with a view to ensure that through a systematic effort these activities become an integral and permanent part of the school system. It should be pointed out that the concept of using the media as an educational tool has only recently been made possible in the wake of changes in Chile’s political climate over the past decade.

IMPLEMENTATION

IPDC funding for this project amounted to US \$40,000. Two pilot workshops were organized in Santiago to train a total of 30 teaching professionals in teaching and learning methodologies and the ways to adapt existing material. The two existing work modules, entitled Television Related Education and TV and Active Interpretation, were re-edited and 2,000 copies were printed. Lastly, CENECA (Centro de Indagación y Expresión Cultural y Artística) organized 28 workshops for 375 teachers. Over a period of one year, the pilot project involved some 2,000 school children who were taught this approach in subjects such as politics, the economy, health and entertainment.

RESULTS

This project has had a positive outcome in terms of learning for teachers as well as for students. Training activities have reached 197 schools in six regions, and the most important goal, that of giving a new dimension to the role of Chile’s public school teachers, has been reached. However, training in a field as specific as communication methodology requires tight interaction between trainers, teachers and students. In the framework of this project, several teachers have to some degree felt threatened by the ideas advocated in the project, especially about the teacher’s role as a guide and a coach. This fact illustrates the difficulty of executing innovative projects that challenge the force of habit.

CONCLUSION

The teaching material and documents prepared for the workshops by CENECA have a firm academic foundation yet at the same time they propose a creative approach that can attract target audiences. According to the teachers, classroom performance seems to have improved after school children were exposed to the concept of interpretative TV listening. The evaluator is also glad to report that several communication professionals from neighbouring countries (Bolivia and Colombia) are using the pedagogical material and work documents published by the CENECA group.

**COLOMBIA**  
**SUPPORT VIA MASS COMMUNICATION MEDIA TO PREVENT DRUG-RELATED**  
**PROBLEMS (IPDC/12 COL/01)**

TYPE OF PROJECT

The most pressing objective of this project was to break the law of silence surrounding drug-related activities by developing a new communication strategy for the future campaigns organized by the Ministry of Communications based on the results of a nation-wide investigation and to produce new messages to be widely distributed to educational institutions and the media.

IMPLEMENTATION

The IPDC Intergovernmental Council granted the full amount that was requested for this project, a budget of US \$98,000. The Audiovisual Department of the Ministry of Communications appointed two sociologists to coordinate a nation-wide investigation bearing on the entire circuit (economic, cultural and social) of drugs production, trafficking and consumption. Two seminars/workshops, "Regional Investigations" and "Communication and Drugs", were followed by the production of a documentary film (Drugs, the Colombian perspective), the publication of a communication manual on the phenomenon of drugs entitled New Signals and of an executive summary of the nation-wide investigation. Lastly, a seminar was held with 50 experts who came from seven Latin-American countries. Though it provided the opportunity for fruitful exchanges, the seminar failed to produce the creation of a concerted mechanism on the subject.

RESULTS

The report on the first investigation insisted on the need to demystify the subject. Yet the television prevention campaigns were sporadic and not part of a wider inter-institutional strategy. As a result, they had but a limited impact on viewers. The structure of a short clip can only produce a simplistic message, which is generally lost in the flow of other advertising messages. While communication cannot be the only answer to such a complex problem, there is nevertheless no doubt that this project represents a decisive step regarding the way drug-related problems are now perceived in that it has helped to break the law of silence.

CONCLUSION

Today, Colombians believe that drug-related activities reflect the country's state of under-development whereas before, such activities were just thought to lead to wealth. Thus one of the first answers to the problem should be an efficient communication strategy that would facilitate the development of new political solutions and the enhancement of existing programmes against drug-related activities.

**COLOMBIA**  
**RADIO PRODUCTION CENTRE FOR THE COLOMBIAN COAST**  
*(PDC/13 COL/01)*

TYPE OF PROJECT

Strengthen the existing Radio Production Centre at Universidad del Valle, train 120 local communicators, who in turn will train other operators from the community radio network; produce and broadcast programmes that answer the population's expectations.

IMPLEMENTATION

This project received a grant of US \$50,000 from IPDC. The funds were mainly used to purchase equipment and for training and research activities (field investigations). Two workshops were organized, one in "Creative radio" and the other in "Radio Programming and Production". The evaluator notes that the one-year delay between the approval of the project and the release of the funds was perceived as too long. However, once the funds were allocated, there were no further delays and the project was well monitored by the Regional Communication Adviser.

RESULTS

It is thanks to the close relations between the members of the Radio Production Centre and the new community stations that the stations of the Pacific Coast network could be set up as quickly as they were. The network has an adequate set-up and fulfils the communication needs of the region to the best of its ability. Ten foundations were created in several coastal towns. Each one of them is a legal entity that enables a local collective to produce and broadcast regularly. Furthermore, producers who completed the training workshop continue to receive support from the Cali Centre.

CONCLUSION

Colombia has so far only authorized the installation of low-power transmitters and the areas covered by the community radio stations are geographically different from the sparse inland communities. As a result, many towns are unable to pick up programmes from these stations. The improvement of communication in this region is thus only a step in the development process and should be supported by other projects.

**COSTA RICA**  
**AUDIOVISUAL PRODUCTION CENTRE OF THE COOPERATIVE MOVEMENT**  
*(PDC/14 COS/01)*

TYPE OF PROJECT

The main objective of this project was to create a production centre and an audiovisual production unit, organize a training course, produce two video programmes and conduct a survey on the means of communication and information within the cooperative movement, with the aim of developing a communication network between the various cooperatives.

IMPLEMENTATION

IPDC approved a grant of US \$30,000, which was mainly used for the purchase of equipment and to organize a training course in audiovisual production. The absence of communication between the beneficiary, the Regional Bureau and the National Commission significantly hindered the implementation of this project. Considering the problems that surfaced at the beginning of the project and the failure to achieve some of the main objectives (production centre, production unit), there is no doubt that a more thorough follow-up would have prevented the lapses that were observed.

RESULTS

Very few objectives were fulfilled. The allocated funds were insufficient compared to the initial objectives. Obstacles resulting from the lax management of activities could not be overcome, and one agent had to be disciplined for improper behaviour. At the time of the assessment mission it was observed that a large part of the equipment was still in its original packaging and that the production unit had not been installed. Furthermore, only one video programme was produced (via sub-contracting). Lastly, the agency in charge of implementation was unable to supply clear information as to how the budget was spent. The results are thus far from satisfactory. The training course appears to be the only positive aspect of the project. It was very successful and, though it has not been assessed, it was viewed by the participants as highly educational.

CONCLUSION

Caution should be exercised in any future collaboration with the submitting institution and strict monitoring should be arranged for prior to the allocation of any assistance. However, it must be noted that CONACCOOP (Costa Rican National Cooperative Board) now has a new managerial team and that the cooperative movement has embarked on a transformation process. These changes may have a positive influence on future collaborations.

**CUBA**  
**TV SERRANA (HIGHLAND TELEVISION)**  
*(PDC/12 CUB/01)*

TYPE OF PROJECT

Promote the local media and in particular television in order to benefit isolated rural communities in the mountain region of Sierra Maestra. ANAP (National Association of Small Farmers) thus wishes to fulfil the needs of rural populations for information.

IMPLEMENTATION

IPDC supplied television equipment for US \$48,000 during the first stage and allocated US \$30,000 during the second stage. The funds were used for the purchase of additional equipment, spare parts and consumables for semi-professional S-VHS/NTSC production equipment. Though it has no transmitter of its own, Televisión Serrana broadcasts its programmes via other, regional and national TV channels. In remote areas, its programmes are shown in collective viewings organized in Salas de video.

RESULTS

Though the official exchange rate is of one peso to the dollar, authorized exchange agents offer about 20 pesos to the dollar, and since a budget cannot be calculated on the basis of two different currencies it is therefore impossible to quantify the cost/result relation. During the period of reference, Televisión Serrana produced 56 films on a wide variety of subjects, in particular in the field of culture (both local and provincial), education (geared to children and teenagers) and farming issues, especially diseases affecting coffee beans, the main agricultural production of the Sierra Maestra region. Thus project objectives were fully achieved regarding the development of remote areas and information transfer as well as the active participation of rural communities in the creation of community television. Thanks to all these factors Televisión Serrana is an efficient vehicle for progress among rural populations.

CONCLUSION

The utilization of allocated funds has been optimal. The quality of Televisión Serrana productions is appreciated throughout the country. Few projects with such a limited budget turn out to be as successful as this one.

**DOMINICA**  
**IMPROVEMENT OF TELEVISION PRODUCTION MARPIN-TV**  
*(PDC/14 DMI/01)*

TYPE OF PROJECT

Develop local production so as to increase the ratio of local programmes and provide more opportunities for the Dominicans to use their creative talents through television.

IMPLEMENTATION

IPDC approved a grant of US \$35,000 for this project. The funds were used to purchase two studio cameras and their accessories. In addition, MARPIN-TV entirely paid for the training of two lead operators and an editor.

RESULTS

The equipment was installed in a renovated studio and increased production capabilities. It was also used for training programmes organized under the aegis of Caribbean Broadcasting Union (CBU). IPDC assistance was clearly beneficial to MARPIN-TV, which has become the main producer of audiovisual programmes in the island. The project has thus achieved several of its objectives. However, the evaluator believes that the training part of the budget was too small to reach the quality level that was aimed for. Regrettably, the addition of new equipment and revamping of the studio did not actually result in the opening of the creative space that had been promised to Dominican producers. MARPIN-TV's investment policy does not extend to cultural programmes beyond those that are already produced by the channel. In addition, several representatives of the audiovisual sector expressed their surprise when they learned that UNESCO had chosen to support a commercial company while other entities survive poorly and suffer from a lack of equipment. They do recognize, though, that MARPIN-TV was the channel most likely to increase the production of local programmes and that they benefit indirectly from the assistance that was granted to this company.

CONCLUSION

Thus the side effect of the support to MARPIN-TV was to increase the gap between the various actors in the Dominican audiovisual sector without genuinely encouraging local creativity. The Dominican government and UNESCO were fully aware of this potential outcome, and IPDC authorized a grant of US \$37,000 towards the creation of a mobile audiovisual unit for SIS. (Government Information Service), which seems to be the most appropriate structure to provide an alternative to MARPIN-TV's commercial programming.

**ECUADOR**  
**NATIONAL COMMUNICATION NETWORK FOR CULTURE**  
*(PDC/15 ECU/01)*

TYPE OF PROJECT

Making an inventory of all cultural programmes and projects and compiling them in a database; holding a workshop on the development of communication strategies for social communicators in Ecuador and identifying machinery for inter-institutional coordination.

IMPLEMENTATION

IPDC approved US \$45,000 in funding. Habit-Com held a national communication course (24 participants from 15 institutions: universities, libraries, cultural centres, NGOs, foundations) and two regional conferences (in Guayaquil and Cuenca). Work focused on the creation of communication networks with the aim of strengthening cultural exchanges. The concepts developed by Habit-Com are very important: regional cooperation in the field of information exchange is an excellent way to ensure the profitable investment of public funds. However, for such cooperation to become effective, the activities of the various governmental bodies and NGOs working in the sphere of cultural communication must be coordinated as a matter of urgency. These bodies work in isolation and compete fiercely for subsidies, owing to the lack of public funding. In order to ensure the satisfactory coordination of exchanges, there must be no conflicts between partners regarding spheres of competence. Lack of cooperation means that results often fall far short of those expected.

RESULTS

While the conferences had some positive results, these were not enough to lead to the establishment of regional and national networks. In this connection, the evaluator noted that it was not realistic to try to set up such networks with less than US \$50,000. Although the database and the directory of cultural development institutions and projects are useful and well designed, the information they contain has unfortunately not been updated. Habit-Com has monopolized the project activities despite its structure, which is ill-suited to international cooperation activities. The project has thus been brought down to a level which has reduced its effectiveness.

CONCLUSION

The effects of a policy which consists in reducing the scope of projects need to be examined. Some projects need some time and a certain level of activity before becoming viable. If all possible funding fails to reach a minimum threshold for implementation, postponement could be preferable to a premature start.

**GUYANA**

**ESTABLISHMENT OF A RADIO PRODUCTION TEACHING CAPACITY IN THE COMMUNICATION STUDIES UNIT OF THE UNIVERSITY OF GUYANA. (PDC/06/GUY/01)**

TYPE OF PROJECT

Developing human resources with suitable training in the various communication techniques, and improving broadcasting performance by producing graduates with a good grasp of modern technologies.

IMPLEMENTATION

The IPDC Intergovernmental Council allocated US \$66,000 to the implementation of this project. This amount was divided into two parts: procurement of equipment and training. Under the training component, it was planned to hold courses on-site, and to send a maintenance technician to the summer courses organized by the Caribbean Institute of Mass Communications (CARIMAC). The students' practical training could not take place as planned, as the radio studio was only operational for a six-month period. Some of the activities for the recycling of staff did take place at CARIMAC, but under the regular programme. In addition, poor maintenance of the air-conditioning system resulted in damage to the equipment. As a result, the short-term objectives were not fully met, since the facilities could not be used as planned.

RESULTS

Having suffered from numerous delays and postponements, the radio studio project had little or no impact at the national or regional level, as it was never considered an integral part of the national development effort. It was thus in a vulnerable position. Although the University of Guyana is one of the key institutions in the country's higher education system, it has been seriously handicapped by insufficient funding. The University was therefore unable to become involved in the project, which was essential if the project was to be successful. The survey carried out by the evaluator, chiefly with students, suggested that the training programme was too theoretical and unsuited to the needs of the media industry, and that students wished the training be focused more on practical aspects. Lastly, there are no traces of any radio productions made by the radio studio.

CONCLUSION

The project's inability to meet its objectives has been detrimental to the reform of the communication studies programme and the potential contribution the Department could have made to the national development effort.



**JAMAICA**  
**DEVELOPMENT OF THE COMPUTER SYSTEM IN THE JAMAICA INFORMATION**  
**SERVICE (JIS) (IPDC/111 JAM/01)**

TYPE OF PROJECT

This project was aimed at improving the level of services offered to the public by JIS by installing computer systems and linking JIS offices in a network. The consultation system was to be computerized and its collection of press cuttings recorded on microfilm. An on-line catalogue was to make all these data directly accessible

IMPLEMENTATION

IPDC allocated US \$60,000 to this project. This sum was used exclusively to purchase a complete set of computer equipment (server, computers, peripherals and software), as the funds originally earmarked for hardware installation and training were no longer available at the time of the project's implementation, which began as soon as funds were released. However, shortly after they were installed, nearly half the computers provided under the project broke down: implementing the project with no assistance or supervision from UNESCO resulted in it coming to a standstill. Moreover, as the Secretary-General of the Jamaica National Commission for UNESCO was not in Kingston, the evaluator was unable to gain access to the project files.

RESULTS

The beneficiary organization seems not to have realized the complexity involved in setting up a multifunctional database configured as a network. Moreover, the choice of a qualified consultant and appropriate software ought to have been considered more carefully, as the involvement of a clearly inadequate consultant led the project to a standstill, resulting in a considerable waste of time and money. Granting overall responsibility for a project of this kind to the beneficiary organization alone was, in the present case, a mistake. However, four years after the agreement for the installation (in 12 months) of a computer network at JIS, the system is at last operational, even if half of the computers funded by UNESCO are stored in cardboard boxes, waiting to be repaired or reallocated. The network is now working thanks to new computers acquired by the Jamaican Government.

CONCLUSION

Although the results of this project are somewhat modest today, JIS has made considerable efforts to meet, albeit belatedly, the objectives it set itself. The network is now operational, and the plan is to connect it with other databases in ministries and government agencies. Although the programme has incurred delays, it has proven itself to be viable.

**MEXICO**

**REINFORCEMENT OF MULTIMEDIA PROJECT *EL RUMBO DE LOS NIÑOS***

***(PDC/14 MEX/01)***

TYPE OF PROJECT

Under this project the Mexican Government has designed a radio/television programme for young people aimed at promoting social action campaigns in language geared to children.

IMPLEMENTATION

The funding of US \$28,000 approved by IPDC served to buy the radio equipment, fit out the studio, equip the video cabin, and train staff. With the help of the submitting agency's own funds, 233 radio programmes and three video productions were made under this project. In addition, books and cassettes of the programmes were produced with a view to marketing.

RESULTS

On the whole, almost all the objectives were met, except for the workshop for teachers on the production of radio and television broadcasts, which was delayed. This project is exemplary in that it has contributed to the development and introduction of the new communication technologies in schools. Interactive radio programmes produced under this project attract young listeners, who come to the studio to take part in broadcasts, or do so by telephone. In spite of the delays in acquiring video studio equipment, three computer-assisted animated programmes were produced. Lastly, *El rumbo de los Niños* is also shown five times a week in the form of an insert in the *El Diario* newspaper, and according to the newspaper's editors, this supplement for schoolchildren has boosted sales. In view of these encouraging results, the cost effectiveness seems extremely positive.

CONCLUSION

In its three forms (radio, video and print media), this project has provided considerable support to teachers, as it has enabled a new type of multimedia teaching material, which is unique to Mexico, to be introduced.

**SAINT LUCIA**  
**STRENGTHENING OF THE FM BROADCASTING CAPABILITIES OF THE SAINT LUCIA**  
**BROADCASTING CORPORATION (PDC/14STL/01)**

TYPE OF PROJECT

The aim of this project was to supply Saint Lucia with a modern and efficient FM radio service, in the public interest.

IMPLEMENTATION

IPDC granted funds of US \$46,400 for this project. This amount was used to buy studio equipment and train a journalist at the Caribbean Institute of Mass Communications (CARIMAC) in Kingston, Jamaica. Implementation of the project, although slow, went according to plan. The installation of the 3 kW FM transmitter was somewhat delayed, as the site that was supposed to house it was not quite ready. After testing, this transmitter proved to be perfectly suitable, with sound quality at least as good – if not better – than that of competitors. The project timetable turned out to be satisfactory, and the flexibility gained from the revision of the project very positive. However, it would have been desirable to take into account the fact that public radio stations operating on a commercial basis are trying to survive in a competitive environment; this would have led to a training programme with greater focus on marketing than on purely journalistic or technical concerns, which are less of a priority for a station with many years of experience.

RESULTS

The general impression is that RSL (Radio St. Lucia) has now reached a turning point. The equipment supplied under the project will enable the station to regain its leading position on the market. If it is well managed, the station will be perfectly able to implement a policy of high-quality educational and cultural programmes, while ensuring that it remains viable. The station has an important communications role to play at the national and regional levels. However, marketing remains one of its weak points. If the Government of Saint Lucia provides funding or infrastructure to help the station get off to a fresh start, it will be quite capable of functioning in optimum conditions, in line with the objectives assigned.

CONCLUSION

Apart from some technical items that are still lacking, such as an outside-reports vehicle and a generator, efforts must now focus on perfecting management and marketing. The project will then be fully viable, and could easily be expanded in several directions.

**SAINT KITTS AND NEVIS**  
**ESTABLISHMENT OF AN EDUCATIONAL MEDIA UNIT**  
*(PDC/13 STK/01)*

TYPE OF PROJECT

The aim of this project was to set up an audio production centre and create an Educational Media Unit (EMU) within the Ministry of Education, with the purpose of producing programmes for academic and extra-mural teaching. Under the project it was also planned to give staff at the unit and a group of teachers training in how to use the equipment, produce programmes and design educational documents.

IMPLEMENTATION

IPDC granted funds of US \$32,000 for this project. It was well managed by the beneficiary organization, in both the preparatory and operational phases. Delay was minimal; the delivery of equipment and the training were correctly scheduled, resulting in problem-free implementation. Unfortunately, however, the equipment donated by UNESCO was stolen.

RESULTS

The project activities started on schedule, holding out the promise of good results: the studio was operational, the primary school teachers were using the media to supplement their lessons, and the schoolchildren were enjoying the new method, but the burglary brought everything to a halt. The equipment was then replaced by the Organization of American States (OAS). As staff have received training under the project, EMU will be able to get off the ground again rapidly, once safe premises are found. In addition, the programme will be perfectly self-sufficient with a reduced budget. Moreover, it is planned to extend this service to secondary schools, in line with production capacity. The first results are promising, and show the extent to which a modest investment may prove effective. Opening up school radio to voluntary-sector activities must be encouraged, as it may benefit the education of school-age children and adults.

CONCLUSION

IPDC assistance proved to be particularly effective: the installation of the equipment was perfectly coordinated with the training programmes, so that there was no waste of time or resources. The implementation of this project was a model of harmonious cooperation between the UNESCO RCA and the beneficiary institution.

**SURINAME**  
**DEVELOPMENT OF AN EDUCATIONAL RADIO UNIT**  
*(PDC/14 SUR/01)*

TYPE OF PROJECT

The aim of this project was to equip a radio studio in order to produce educational programmes, train staff and teams of specialists in the production techniques for such programmes, and thus increase the volume of educational broadcasts on national radio.

IMPLEMENTATION

The funds approved by IPDC amounted to a total of US \$36,000. This enabled a radio studio to be set up and completely furnished, including air-conditioning. School radio has been broadcast in Suriname since the 1980s. An experienced team is therefore ready to implement the project. After some hesitation on the part of the government, which led to a delay in equipping appropriate premises, the project got off the ground quickly and efficiently, and started to produce broadcasts soon after completion of the installation. The training of school radio staff by UNESCO and other bodies (the Netherlands Government) together with years of practical experience, enabled a team of motivated and competent professionals to be set up. Unfortunately the very positive results on the production side contrast with serious shortcomings on the part of users.

RESULTS

Although the timetable of the current project takes into account the disappointing past experience with the AVL project, it does not sufficiently take into account the catastrophic conditions of the country's infrastructure following years of a military regime and guerrilla warfare. Most schools in Suriname do not have basic equipment in classrooms, such as electricity, or, when they do, there are no plugs. They generally have no radio receivers, or if they do, there is no budget for buying batteries or cassettes, which considerably limits the impact of school radio. It would have been better to not to have made the mistake of delivering equipment – without ensuring follow-up – before carrying out a feasibility study.

CONCLUSION

Suriname is a vast country, with precarious communication systems, whose population is composed of numerous ethnic groups. It needs a radio station that broadcasts educational and cultural programmes, and all efforts in this direction are to be encouraged. However, the school infrastructure needs to be modernized to some extent, as the lack of basic school equipment can only hinder innovative attempts at helping the educational system.

**TRINIDAD AND TOBAGO**  
**RURAL INFORMATION UNIT**  
*(PDC/15 TRI/01)*

TYPE OF PROJECT

To develop communication in rural communities and between these communities and the rest of the country. Facilitate exchange of information through print media, radio and television. Priority was given to the establishment of the local newspaper Eastern Voice, and cooperation was started with a local NGO that runs the Radio Toco station, with the aim of helping the newspaper to survive and developing the radio part of the project.

IMPLEMENTATION

After approval by IPDC of funds of US \$30,000, this project was reformulated, focusing initially on the creation of newspapers in the rural areas in eastern Trinidad. Despite the efforts made, the plan to cooperate with a radio station in Tobago did not materialize, as problems of getting a new licence led to new delays. The amount allocated was therefore used to buy equipment and pay the programme facilitators. The evaluator noted that the project coordinator at the Ministry of Information and the RCA had been faced with numerous problems: organizing the training programme and installing the equipment proved to be difficult, and the training started so late that several people who had applied, despite having been selected, lost heart and left to do other things. It should be noted that the training period was too short to allow the trainees to assimilate the entire programme, particularly in the computer field.

RESULTS

Despite the combined efforts of the RCA and the coordinator, the unit has not yet become autonomous. However, the first two issues of Eastern Voice have been published, and an agreement has been signed with Radio Toco for the incorporation and management of the newspaper. The potential impact of the Eastern Voice in the region is considerable. The literacy rate in Trinidad and Tobago is very high, and the community sampled for the survey was particularly receptive to this publication. In this context, the newspaper will be able to publish local news and serve as a forum for exchange and communication.

CONCLUSION

This new cooperation between trainees from the Eastern Voice and Radio Toco augurs well for cost effectiveness. Judging by the audience figures for Radio Toco, the project now seems to have got off to a good start.

**URUGUAY**  
**COMMUNICATION TO IMPROVE URBAN LIFE**  
*(PDC/14 URU/01)*

TYPE OF PROJECT

To put in place a programme of cooperation with the municipalities of the country, in order to carry out communications projects devoted to the concerns of citizens.

IMPLEMENTATION

IPDC gave a grant of US \$25,000 to this project. According to the financial report, the budget was mainly used for the purchase of computer equipment, the organization of exploratory research and five seminars in different parts of the country, and for the project coordinator and a consultant in social communication. Overall, the activities took place within a framework which included bibliographical research, the organization of workshops on the subject of "Communication, the city and social development", surveys and interviews in urban environments, radio and video workshops and the publication of articles in the press.

RESULTS

In their initial form, the ambitious project objectives called for significant investment. However, the activities to be implemented were in the main carried out successfully, so that finally the "City and Communication" project was successfully concluded. Uruguay is a small, urbanized country; therefore favourable conditions for the first exchanges of information between the municipalities were met. Municipalities constitute a privileged space for exchanges between political decision-makers and civil society. To counter the monopoly of the national communication networks, those in charge of the municipalities were encouraged to think about how to increase the effectiveness of their local actions by disseminating local information of collective interest. Thus, several municipalities constituted image databases in order to manage their own audiovisual documents.

Certain municipalities even plan to produce a weekly series of audiovisual programmes for broadcast on local cable television. It should however be noted that those responsible in the municipalities were informed of the existence of this project by the means of a written document; however, as they were not motivated personally, not all of them fully appreciated the range and the scope of this municipal management project.

CONCLUSION

This project contributed to raising awareness among several people in positions of responsibility, who are now better able to support the development of pluralism, mainly towards journalists who process local news in different parts of the country.

## REGIONAL PROJECT (90)

TRAINING CENTRE OF THE ARAB STATES BROADCASTING UNION (ASBU)

*(PDC/02 RAB/05)*

TRAINING OF BROADCASTING PERSONNEL FOR THE DEVELOPING ARAB STATES

BROADCASTING UNION (ASBU) MEMBER STATES *(PDC/15 RAB/01)*

### TYPE OF PROJECT

This project formed part of the activities of the Training Centre of the ASBU (Arab States Broadcasting Union, Damascus) whose mission is to provide trained, qualified personnel in all disciplines of radio and television; its aim was to enable trainees from the developing Arab States to spend a period in Damascus taking advantage of the Centre's courses.

### IMPLEMENTATION

IPDC financed this project with a budget of US \$90,000. This contribution was principally allocated to air fares and living expenses of 47 trainees corresponding to the criteria of attribution of such expenses. Indeed, the evaluator stresses that the ASBU budget only covers the cost of the training programmes, and that governments must themselves pay the travelling and living expenses of their trainees. However, in the case of less developed countries, there are no funds appropriated for this purpose.

### RESULTS

The training activities were carried out in accordance with the ASBU's schedule of courses. The Training Centre fulfilled its mission efficiently, and its organization proved to be faultless. However, as it is not able to pay the travelling and accommodation expenses in Damascus of trainees from developing countries, the UNESCO subsidy represents the only means of helping trainees from the less developed Arab States. Consequently, the evaluator considers that it would be desirable, in light of what has been learned during this mission, for the ASBU to try to appropriate funds for this purpose in its own budget.

### CONCLUSION

The training provided by the Centre to radio and television engineers and technicians thus makes it possible for developing Arab States to derive maximum advantage from the communication technologies at their disposal. Hence the interest and essential impact of this human resources development project within the developing countries of the Arab world.



## REGIONAL PROJECT (91)

### SUPPORT FOR TRAINING IN THE ARAB DEVELOPING STATES (PDC/12 RAB/01) TRAINING OF BROADCASTING PERSONNEL IN THE DEVELOPING ASBU MEMBER STATES (PDC/13 R B/01)

#### TYPE OF PROJECT

To provide journalists, producers, technicians and engineers working in radio and television for member organizations of the ASBU with a means of acquiring new theoretical and practical skills in the use of communication techniques at the service of development programmes.

#### IMPLEMENTATION

The three meetings of the Intergovernmental Council of IPDC to which each of these projects was submitted approved them together with financing arrangements as follows: PDC/12 RAB/01: US \$93,550; PDC/13 RAB/01: US \$160,000; PDC/15 RAB/01: US \$60,000, i.e. a total of US \$313,550. The total of these three tranches of funding was allocated to technical equipment for the Centre and fees and expenses for experts, speakers, lecturers and interpreters, as well as to organizing workshops and purchasing various publications and documentation. The participation of trainees from developing Arab countries proceeded in accordance with the conditions under which the aid was granted. The equipment purchased by means of IPDC funding was thus expressly assigned to the activities for which it had been intended.

#### RESULTS

The Centre recognizes that the equipment provided by IPDC played a decisive role in the implementation of training schemes, for the greater benefit of all trainees. After attending some of the courses at the Centre and holding discussions with its managers and some of its trainees, the evaluator considers that all objectives were clearly achieved, the project having arrived at its optimal level of output, and that considerable improvements have been achieved within the broadcasting organizations whose trainees benefited from the project financed by UNESCO. Moreover, the evaluator stresses that trainees have brought about a multiplier effect by becoming trainers in their turn and passing on to their colleagues what they have learned at the Centre.

#### CONCLUSION

In this context, the evaluator recommends an increase in the capacity of the Centre and an increase in the range of digital equipment made available to trainees. By the very fact of improving levels of skills, the Centre offers professionals in various disciplines of broadcasting a means of participating more effectively in the emergence of pluralism in the media when governments decide to implement it.

**EGYPT**

**ESTABLISHMENT AND OPERATION OF THE STATE INFORMATION SERVICE (SIS)**

**DATA BANK (IPDC/13/EGY/01)**

TYPE OF PROJECT

The aim of this project was to equip the State Information Service (SIS) with a database intended to establish and reinforce links with other centres, in Egypt and abroad, to create a network connecting it to its affiliated offices in Cairo and the 58 local agencies across the country, and to provide training and/or re-skilling of its personnel.

IMPLEMENTATION

IPDC approved funding of US \$80,000 for this project. This amount was used initially to acquire and install a database for the purposes of administrative operations and file management in such areas as accounts, budget, personnel, salaries, inventories and purchasing. The system is now operational and the project was correctly implemented. The staff of the SIS in Cairo has the necessary experience for operating the computers and software, and some staff members received special training for this purpose. Funding by UNESCO enabled the SIS to programme certain commercial applications which have contributed to the correct operation of the database and made possible its recent extension to the website (<http://www.sis.gov.eg>). This site is one of the SIS's most recent and most dynamic creations, and has totalled 30 million connections since 1996. It is intended primarily for Europeans and Americans who want to improve their knowledge of Egypt, as well as for nationals of the Arab countries; its documents are accessible in both Arabic and English. It includes two mirror sites, one in the United Kingdom and one in the United States, both of which are updated daily. At the regional level, the SIS disseminates information on questions of general interest, such as birth control, hygiene or the fight against bilharzia, by publishing booklets and news bulletins, undertaking poster campaigns, organizing conferences and showing educational films.

CONCLUSION

There is no doubt that the SIS database provides very useful documentation to many users, in Egypt and abroad, as well as towards local offices and NGOs. However, to contribute fully to the development of pluralism in Egypt, the evaluator suggests that the SIS make these files accessible to the whole Egyptian public as well as to independent media, as currently it is very difficult for these two groups to access information in the database.

**EGYPT**

**DEVELOPMENT OF THE ERTU RADIO TELEVISION TRAINING INSTITUTE**

*(PDC/14 EGY/01)*

TYPE OF PROJECT

The Radio Television Training Institute of ERTU approached IPDC concerning a project aiming to improve skills and update the state of knowledge of radio and television journalists and technicians at national and regional levels (Arab States and Africa), and to train the personnel of newly created local television stations. For this purpose it is intended to renovate the television training studio, and to upgrade the radio training studio with suitable equipment.

IMPLEMENTATION

IPDC approved this project, allocating a total of US \$188,000 to it, within the framework of which it provided equipment for the radio and television training studios. The new television studio is used for all production training, in particular for interviews and debates, small drama productions, children's programmes and post-production techniques.

RESULTS

The project objectives consisted in setting up a television studio for use by the Training Centre to provide trainees with opportunities for practical work and thus to strengthen their experience. Success was total in the short term (although in the longer term it has been noted that there is a requirement for additional cameras). The radio studios were indeed built, but at the time of the appraisal the equipment had not yet been installed, and consequently trainees could not use the studios to produce programmes within the framework of the training initiative. Courses in radio and television news journalism have scarcely encountered any problems, since television news production at ERTU lies within the framework of a traditional standard.

CONCLUSION

The ERTU Institute for Radio Television Training stands out as exemplary within the Arab world. It makes the best of its limited resources. Managers who had been trained there spoke with enthusiasm about this project. They consider that, in addition to strengthening trainees' skills, the courses made a noteworthy impact on the development of cooperation between the various departments. The management of the Institute has made the best possible use of its facilities, and derives maximum benefit from all possible ways of strengthening training activities and raising the level of instruction provided.

**JORDAN**  
**EQUIPPING MEDIA FACILITIES AT YARMOUK UNIVERSITY**  
*(PDC/12 JOR/01)*

TYPE OF PROJECT

The present appraisal relates to Phase II of the project, which aimed to equip the JMCD (Journalism and Mass Communication Department) of Yarmouk University with facilities for modern radio and television production, to produce programmes which meet Jordan's development needs, to set up local radio and television services for the Irbid community, and to improve the quality of training so as to widen the improvement prospects offered to media professionals in Jordan.

IMPLEMENTATION

IPDC approved this project and made a grant of US \$80,000. This funding was primarily allocated to the acquisition of video equipment. On the whole, implementation took place as planned. The television studio now has relatively modern, correctly functioning post-production facilities. On the other hand, the radio equipment is very inadequate and clearly outdated. Among those interviewed by the evaluator, none mentioned acquisition of radio equipment by means of funding granted by IPDC, except for the purchase of a tape recorder.

RESULTS

Five years after the project was approved, the results appear mixed. The assistance provided by IPDC unquestionably made it possible to improve quality, in terms both of television and of journalism, but basically it could not cure the recurrent problems with which the JMCD is confronted. The radio and television studio technicians have not really received the training necessary to be able to use the new equipment completely effectively, and especially to be able to carry out the necessary repairs. The equipment is of different kinds and very uneven quality: the TV studio technicians are thus compelled to use video equipment of widely differing standards (Betacam, VHS, U-Matic), which causes inconsistencies in programme editing. Moreover, no spare parts are available, so equipment which cannot be repaired has to be abandoned purely and simply. Lastly, the practical training offered at Yarmouk is inadequate, since students in the broadcasting section can hardly obtain on-the-job training anywhere else than at Jordan Radio and Television; but there, the equipment is generally to digital standards. Those students who were not prepared for this feel out of place and even marginalized.

CONCLUSION

The difficulties which emerged point out the need for attentive follow-up of projects. The installation of modern broadcasting facilities requires careful thought about continuous training methods for technicians and about the problems of deciding the type of equipment on which trainees are to be trained according to criteria of compatibility, so that the training is not unsuited compared to the demands of national media.

**MOROCCO**

**REORGANIZATION OF THE MAGHREB ARABE PRESSE (COMPUTERIZATION MICRO-FILMING OF DOCUMENTS) (IPDC/06/MOR/01)**

TYPE OF PROJECT

This project aimed at modernizing the technical bases (data processing and microfiches) of the research infrastructure and the archive and news database of the Maghreb Arabe Presse agency, accessible to its subscribers in Morocco and abroad (journalists and editors, documentalists, official organizations, etc.).

IMPLEMENTATION

The two phases which constituted this project received a total of US \$105,000 from the special account of IPDC, to which was added further financing of US \$80,000 provided by France as deposited funds, i.e. US \$185,000 from all sources. These appropriations made possible the acquisition of microfiche and computer equipment and specific management application software (directories, statistics, consultation, calendars, etc.). Moreover, certain training activities described as "important" were undertaken without encountering any problems.

RESULTS

The Centre provides its services in four languages (Arabic, French, English and Spanish) to newspaper, radio and television journalists, students, State organizations and other subscribers (embassies, NGOs, etc.). MAP has 222 subscribers and some 200 users of its documentation centre. The equipment acquired with the help of IPDC made it possible to rationalize and accelerate the treatment and transmission of data inside and outside the Agency.

CONCLUSION

Maghreb Arabe Presse is a well structured organization with a highly qualified workforce which would derive the greatest benefit from more thorough retraining sessions, which could be organized in the light of the emergence of new communication technologies. However, in spite of some problems of heterogeneity resulting from the coexistence of old and new equipment, MAP has nevertheless succeeded in optimizing management of the whole. The evaluator concludes that the final cost/result ratio of this project is good, both qualitatively and quantitatively.

**SYRIAN ARAB REPUBLIC**  
**SANA'S MICROCOMPUTER-BASED INFORMATION AND ARCHIVING SYSTEM**  
*PDC/11 SYR/01*

TYPE OF PROJECT

Project PDC/11 SYR/01, which related to modernization of the technical infrastructure of the Syrian Arab News Agency (SANA) and the strengthening of its means of collecting and exchanging information at the national, regional and international levels, was submitted to the Intergovernmental Council of IPDC in two phases. The first had as its objective the purchase of computer equipment and associated training. The second phase was based on extending activities already undertaken, requesting funding for computer equipment, more especially in the field of information management and data archiving.

IMPLEMENTATION

IPDC approved this project by allotting US \$106,000 to the first phase, and US \$80,000 to the second, making a total of US \$186,000. In addition to the significant contributions made by the Agency itself (US \$738,000 for Phase I and US \$332,000 for Phase II, including a large element for premises), the IPDC funding was invested mainly in the purchase of computer equipment. An amount assigned to training expenses also featured in the plans.

RESULTS

The Higher Institute of Technology, under contract to SANA for the fulfilment of this project, was not able to offer its staff hands-on training at the Agency. Therefore, the installation of the Phase I equipment was seriously disrupted. The impossibility of bringing into service the totality of the equipment delivered led to considerable delays. In addition, Agency staff assigned to the archiving project seemed to have neither the time nor the skills necessary to implement the project. In this context, several of the long-term objectives were not achieved: the project did not lead to integration of the SANA communication system within the networks; computerized archiving was not implemented; the database was not created and electronic mail was not installed in all departments of the Agency. On the other hand, the IPDC contribution did make possible training in using computers for journalists and managers; the reason why this objective was achieved is perhaps that it was realistic and feasible. Today, 80% of SANA journalists work on computers.

CONCLUSION

In spite of the difficulties encountered, especially at the beginning of operations, it is undeniable that the two phases of the project had a positive impact on the general development of the communication media in Syria. The project as a whole played an essential part, by developing SANA journalists' abilities to use computing tools. Phase II made it possible for the Agency to provide its services to subscribers – including Syrian Television – faster and more effectively.

**TUNISIA**  
**COMPUTERIZATION OF TUNIS AFRIQUE PRESS**  
*(PDC/11 TUN/01)*

TYPE OF PROJECT

The objective of this project was to computerize the operations of the editorial (national desks and outside correspondents), documentation and photography departments of the Tunis Afrique Press (TAP) agency and, on this occasion, to implement modern news agency operating methods.

IMPLEMENTATION

IPDC granted funding of US \$81,000 to this project. For its part, France provided aid amounting to 6 million francs spread over three years as part of its bilateral cooperation effort, to which were added training and engineering initiatives organized within the framework of permanent cooperation. The funds were allocated to the acquisition of computer equipment (servers, software, workstations and printers), and training and staff expenses.

RESULTS

Configuration of the operating system was carried out as planned; the training sessions were aimed at engineers, journalists, technicians and documentalists. Thereafter, the hardware platform was extended by the addition of new equipment and the development of software packages adapted to the agency's specific operational requirements. Since training was undertaken (at the AFP's Cyprus Office, for reasons of equipment availability) before the equipment was put into service, it was possible from the outset to operate the system to its full capacity. The objective of training staff to use the new equipment was thus achieved according to the timing plan intended; this in fact was one of the essential elements of the success of the computerization project.

CONCLUSION

The management of the TAP agency perfectly identified the group for which training was especially targeted (the most senior journalists, with no experience of using computers). Aid from IPDC could thus be directed towards the sector where it was most needed. The Agency now has a team of journalists capable of operating in the best possible way the systems put in place. The evaluator concludes that the funds allocated to this project were invested in an optimal manner.

## ARMENIA

### ESTABLISHMENT OF INTERRELATION WITH THE WORLD TELEVISION NETWORK

*(PDC/16 ARM/01)*

#### TYPE OF PROJECT

The purpose of this project was to make available modern production equipment to programme-making staff of National Television of Armenia (NTA) and to organize hands-on training for the operating staff. The intention was thus to enable NTA to produce programmes to international standards and to allow for the exchange of television productions with other countries.

#### IMPLEMENTATION

IPDC approved funding of US \$90 000 for implementation of this project. This amount made it possible to purchase a subtitling unit (Armenian and international) together with suitable accessories and peripherals. Although some delays occurred in delivery, on the whole the project activities nevertheless proceeded without any major problem. The technical staff of National Television received specific training from the (Swedish) equipment supplier, at the conclusion of which the installation became completely operational. However, the evaluator observes that the training/study trip component for journalists and interpreters mentioned in the original project seems to have fallen victim to insufficient budgetary appropriations, and therefore recommends complementary aid for this purpose.

#### RESULTS

Although the positive repercussions of this project made possible the purchase and broadcast of new programmes, it is not easy to measure the impact of the project. The overall objective of encouraging National Television of Armenia to take its place among the international distribution channels is still only at its initial stage. The evaluator recommends the purchase of dubbing equipment to supplement its current subtitling equipment, in order to allow NTA to broadcast not only foreign films and documentaries, but also news reports and magazine programmes, these being practically the only vehicles which can enable the Armenian public to keep in touch with current world news.

#### CONCLUSION

The assistance provided by UNESCO has proved to be appropriate, and NTA has expressed its satisfaction. In general, cooperation has been excellent among all concerned. Although strict respect of the timing plan was not possible for administrative reasons, the results achieved are entirely satisfactory.



### INTERNATIONAL FREEDOM OF EXPRESSION AND EXCHANGE PROGRAMME (IFEX) (PDC/14 INT/02)

#### TYPE OF PROJECT

To contribute throughout the world to defending human rights in the areas of freedom of movement of information, freedom of expression and opinion; to list and contact sources of information relating to freedom of the press in developing countries and to obtain training assistance and technological support to connect them to the network of information exchange; to contribute to the creation of new regional organizations for the defence of freedom of expression where these do not yet exist; to organize and manage an electronic library on questions of freedom of expression accessible to organizations throughout the world.

#### IMPLEMENTATION

IPDC approved financing of this project in the amount of US \$50,000, to which two subsidies from the Regular Programme totalling US \$11,625 were added. Together, these appropriations were used to support the development of infrastructures and to purchase computer equipment. After 32 months of operations, network links were reinforced by providing e-mail access and the possibility of organizing coordinated activities. IFEX has 23 member organizations and its subscriber list now includes 126 groups and private individuals across the world. 132 countries are covered. The action alert and intervention network uses e-mail, fax and even the telephone in cases of emergency. In the event of threats or attacks on a journalist, writer or media, action alerts, interventions and other messages are distributed to more than 100 organizations, in French, English and even Spanish.

#### RESULTS

Users were reached at a faster rate than envisaged. In the North, subscribers are mainly located in Canada and the United States. European countries are under-represented (less than 15 groups in some ten countries of Western and Eastern Europe). In the South, problems of a technical and budgetary nature impede contacts with organizations of developing countries; however, numerous efforts have been undertaken to encourage participation by the South in the IFEX system of exchanges. For reasons of authors' copyrights and marketing it has not yet been possible to place information at the disposal of Universities and the general public. While mentioning the difficulties encountered, the evaluator gives an account of the divergent opinions found within the Organization on financing methods and the system of exchanges; appropriate arrangements and efforts to clarify the situation have been put in hand to render more transparent a fund-raising policy which is by its nature consultative.

#### CONCLUSION

Action alerts and interventions give rise to better coordinated campaigns to resist attacks against journalists. A greater flow of information within organizations dedicated to freedom of expression and freedom of the press has made possible strategies based on more concerted actions.

## INTERREGIONAL PROJECT (100)

### INTERNATIONAL FREEDOM OF EXPRESSION CLEARING HOUSE (IFEX) (PDC/16 INT/02)

#### TYPE OF PROJECT

To increase the effectiveness of the electronic messaging network which distributes information and coordinates campaigns in favour of press freedom; to establish communications with organizations and networks for press freedom in developing countries, to help them to obtain the training and support necessary, to connect them to IFEX and to enable them to participate in the networks; to help member organizations to set up new regional structures for press freedom where these do not yet exist.

#### IMPLEMENTATION

IPDC allocated funding of US \$56,000 to this project. This amount was mainly assigned to support for groups in the South (assistance for equipment and communications, training of representatives, travel), the "Action alerts" network (press releases, translations) and organization of the IFEX General Meeting. This project aimed to provide financial assistance to ten groups working for freedom of expression in areas where it is under threat: Defence of Independent Media in Africa (Kenya), Independent Journalism Centre (Nigeria), Freedom of Expression Institute (South Africa), Institute for Studies on the Free Flow of Information (Indonesia), Free Expression Ghana, Pacific Islands News Association (Fiji Islands), Periodistas (Argentina), Egyptian Organization for Human Rights (Egypt), as well as certain groups in Russia, Moldavia, the Czech Republic, the Slovak Republic and Hungary.

#### RESULTS

The Action Alert network has developed quickly, and there are now some 38 groups able to feed into it, of which half are in the developing countries or countries in transition, while more and more organizations receive its information. At the time of making its request for assistance to UNESCO, IFEX managers claimed the ability to reach 75 organizations in more than 35 countries, by e-mail or other means; 260 organizations received messages from IFEX, including 161 in the developing countries or countries in transition. One year later, this number had risen to 366, of which 207 were in the developing countries or countries in transition. Lastly, IFEX has created an Internet site which makes it easy to locate any alert which it has disseminated. Its role is to make the greatest possible number of people aware of violations of freedom of expression and press freedom throughout the world.

#### CONCLUSION

The IFEX has reached most of its objectives. In five years, it has succeeded in establishing a network which has proved its usefulness, but which still needs to develop, for there are still areas in the world where it is not represented and where freedom of expression is often threatened. However, the organization remains fragile because of its financial structure. Consequently, it must develop its means of action so that its presence on the Internet may become an even more powerful tool for sensitizing international public opinion.

## LIST OF EVALUATORS

AFRICA		
REGIONAL PROJECTS		
1.	THE PAN-AFRICAN NEWS AGENCY (PANA)	Azimut International Canada
2.	OPERATION SPONSORSHIP	A. M. Lambert INC Canada
3.	RADIO AND TELEVISION TRAINING INSTITUTE FOR THE PORTUGUESE-SPEAKING COUNTRIES	Mr Jochen Raffelberg Portugal
4.	CREATION OF THREE AFRICAN AUDIO-VISUAL PRODUCTION UNITS	Mr Lamine Dioubaté Canada
NATIONAL PROJECTS		
5.	BOTSWANA: COMPUTERIZATION OF RADIO-BOTSWANA NEWSROOM	Mr Ari Heinomen Finland
6.	BURKINA FASO: DEVELOPMENT OF BURKINA'S TELEVISION PRODUCTION	Azimut International Canada
7.	GAMBIA: COMMUNICATION TRAINING FOR SOCIAL CHANGE IN GAMBIA	Azimut International Canada
8.	GABON: DEVELOPMENT OF THE JOURNAL "LEGALITÉ"	Mr Lamine Dioubaté Canada
9.	GHANA: DEVELOPING OF HUMAN RESOURCES FOR THE BOOK INDUSTRY	Mr Hendrik Bussiek South Africa
10.	GHANA: THE GHANAIAN CHRONICAL	Azimut International Canada
11.	GUINEA: EXPANSION OF A NATIONAL DAILY "HOROYA"	Azimut International Canada
12.	GUINEA-BISSAU: DEVELOPMENT OF NATIONAL RADIO SERVICE IN THE SOUTH OF THE COUNTRY	Azimut International Canada
13.	MALAWI: TECHNICAL ASSISTANCE TO THE DEPARTMENT OF INFORMATION	Mr Jochen Raffelberg Portugal
14.	MALI : AUDIO-VISUAL PRODUCTION UNIT	Mr Lamine Dioubaté Canada
15.	MALI: IMPROVING THE PRODUCTION FACILITIES OF THE NATIONAL PRESS	Mr Lamine Dioubaté Canada
16.	MOZAMBIQUE: PUBLICATION OF "SENDA" WOMEN'S MAGAZINE	Mr Lamine Dioubaté Canada
17.	NIGER: DEVELOPMENT OF THE NATIONAL PUBLISHING AND PRESS OFFICE	Mr Lamine Dioubaté Canada
18.	NIGER ASSISTANCE TO RADIO CLUBS (RURAL RADIO)	Mrs Christine Ceesay Gambia
19.	SENEGAL: DEVELOPMENT OF NEWS AGENCY	Mr Lamine Dioubaté Canada
20.	CHAD: DEVELOPMENT OF NEWS AGENCY	Mr Lamine Dioubaté Canada
21.	TOGO: DEVELOPMENT OF THE NATIONAL PRESS AGENCY	Mr Lamine Dioubaté Canada
22.	TOGO : - REHABILITATION DE RADIO KARA-TOGO REVIVAL OF RADIO KARA	Mr Lamine Dioubaté Canada

23.	ZAMBIA: COMPUTER EQUIPMENT FOR TYPE-SETTING LOCAL VERNACULAR NEWS LETTERS	Mr Ari Heinomen Finland
<b>ASIA AND THE PACIFIC</b>		
REGIONAL PROJECTS		
24.	MEDIA EDUCATION IN THE ASEAN COUNTRIES	Mr Jörg Becker Germany
25.	PACIFIC PRESS DEVELOPMENT PROJECT (PACPRESS)	Mr Jörg Becker Germany
26.	DEVELOPMENT OF TRAINING CAPABILITIES OF BROADCASTING ORGANIZATIONS IN ASIA AND THE PACIFIC	Mr Kjell Linder Sweden
27.	PACIFIC TELEVISION TRAINING PROJECT (PACTV)	Mrs. Corinne Bondu France
28.	MONOGRAPHS ON MASS MEDIA LAWS AND REGULATIONS IN ASIA (AMIC)	Mr Jörg Becker Germany
29.	ASIAVISION : EXPANSION OF TV NEWS EXCHANGE TO CENTRAL ASIA	Mr David Mould USA
30.	CENTRAL ASIA: YOUTH, TOLERANCE AND TELEVISION	Mr David Mould USA
31.	PACIFIC WOMEN TELEVISION PROGRAMME EXCHANGE PROJECT	Mrs. Kirsti Honkasalo Finland
NATIONAL PROJECTS		
32.	AZERBAIJAN: JOURNALISM TRAINING AND DEVELOPMENT	Mr Nikolay Miroshnik Russian Federation
33.	BANGLADESH: ESTABLISHMENT OF A BENGALI LANGUAGE NEWS AGENCY SERVICE	Mr Chin Saik Yoon Malaysia
34.	CHINA: UPGRADING OF THE "FARMERS' DAILY" NEWSPAPER	Mrs. Theresa Hoefert de Turegano USA
35.	CHINA: DEVELOPMENT OF WOMEN JOURNALISTS IN THE PRINT AND ELECTRONOC MEDIA	Mrs. Theresa Hoefert de Turegano USA
36.	CHINA: RETRAINING OF JOURNALISTS	Mrs. Theresa Hoefert de Turegano USA
37.	FIDJI: JOURNALISM TRAINING INSTITUTE DEVELOPMENT PROJECT	Mr Michel Daeker New-Zealand
38.	ILES COOK: TELEVISION BROADCASTING DEVELOPMENT PROJECT (COOKTEL)	Mrs. Kirsti Honkasalo Finland
39.	INDIA: A TRAINING SCHEME FOR FIELD INVESTIGATORS AT THE MASS COMMUNICATION RESEARCH CENTRE	Mr Tawhidul Bangladesh
40.	KAZAKHSTAN: DEVELOPMENT OF THE INDEPENDENT RADIO STATION "RADIO MAXIMUM"	Mr David Mould USA
41.	KAZAKHSTAN: JOURNALISM/MEDIA TRAINING AT THE KAZAK STATE UNIVERSITY (	Mrs. Brigitte Jallof Denmark.
42.	KAZAKHSTAN: NEWSPAPER FOR FARMERS LIVING NEAR THE ARAL SEA	Mr Nikolay Miroshnik Russian Federation
43.	KYRGYZ REPUBLIC: ESTABLISHMENT OF A MEDIA RESOURCE CENTRE	Mr Jochen Raffelberg Portugal
44.	KYRGYZ REPUBLIC: DEVELOPMENT OF INDEPENDENT RADIO STATIONS	Mr Jochen Raffelberg Portugal

45.	KYRGYZ REPUBLIC: MEDIA TRAINING AT THE KYRGYZ NATIONAL UNIVERSITY	Mr Jochen Raffelberg Portugal
46.	KIRIBATI: "TE UEKERA" NEWSPAPER DEVELOPMENT PROJECT	Mr Peter Lomas Fidji
47.	KIRIBATI: BROADCASTING DEVELOPMENT PROJECT "K-BROAD'	Mr Michel Daeker New-Zealand
48.	LAOS NATIONAL NEWS AGENCY (KPL) COMMUNICATION NETWORK DEVELOPMENT PROJECT	Mr Jochen Raffelberg Portugal
49.	LAOS: DEVELOPMENT OF PROVINCIAL RADIO BROADCASTING SERVICE	Mr Chin Saik Yoon Malaisia
50.	NEPAL: NEPAL FOLK MUSIK RECORDING PROJECT	Mr Kjell Linder Sweden
51.	NEPAL: NEPAL PRESS INSTITUT	Mr Kjell Linder Sweden
52.	NEPAL: RADIO SAGARMATHA	Mr Kjell Linder Sweden
53.	NIUE: TELEVISION BROADCASTING DEVELOPMENT PROJECT (NIUTEL)	Mrs. Corinne Bondu France
54.	UZBEKISTAN: ESTABLISHMENT OF A MEDIA RESOURCE CENTRE	Mr Nikolay Miroshnik Russian Federation
55.	PAKISTAN: ASSOCIATED PRESS OF PAKISTAN	Mr Alan Chip Malasia
56.	SAMOA: "SAVALI" NEWSPAPER DEVELOPMENT PROJECT	Mr Phil Evans Cook Islands.
57.	SAMOA: TELEVISION EXTENSION PROJECT (SAMTEL)	Mrs. Corinne Bondu France
58.	TADJIKISTAN: INFORMATION PROGRAMMES FOR INDEPENDENT TELEVISION	Mr Jochen Raffelberg Portugal
59.	TUVALU: "'TUVALU ECHOES' NEWSPAPER DEVELOPMENT PROJECT	Mr Michel Daeker New-Zealand.
60.	VIETNAM: BUILDING OF A SCHOOL FOR THE FURTHER TRAINING OF RADIO	Mr Kjell Linder Sweden
61.	VIETNAM: NON-FORMAL EDUCATION BY RADIO AND TELEVISION	Mr Chin Saik Yoon Malaysia
<b>LATIN AMERICA AND THE CARIBBEAN</b>		
REGIONAL PROJECTS		
62.	FELAFACS	Mrs. Linda Crombie Canada
63.	ANDEAN PROGRAMME FOR THE TRAINING OF VIDEO PRODUCERS FOR DEVELOPMENT	Mrs. Linda Crombie Canada
64.	ESTABLISHMENT OF A CAMPUS TELEVISION BROADCASTING SYSTEM FOR THE CARIBBEAN INSTITUTE OF MASS COMMUNICATION (CARIMAC)	Mrs. Linda Crombie Canada
65.	IBERO-AMERICAN AND CARRIBBEAN NETWORK : TELEVISION FOR INTEGRATION	Mrs. Theresa Hoefert de Turegano USA
66.	ENHANCEMENT OF FILM AND TELEVISION PRODUCTION IN THE CARIBBEAN	Mrs. Theresa Hoefert de Turegano USA

67.	COMMUNICATION PROGRAMME TO STRENGTHEN THE PROCESS OF INTEGRATION OF 'MERCOSUR'	Mrs. Maria Carmen del Rico Sotelo Uruguay
68.	COMMUNICATION FOR DEVELOPMENT AND CULTURAL, SCIENTIFIC AND EDUCATIONAL INTEGRATION	Mrs. Corinne Bondu France
69.	THREE WORLDS SCHOOL	Mr Thomas Nell Germany
NATIONAL PROJECTS		
70.	ANTIGUA AND BARBUDA: DEVELOPMENT OF AN EDUCATIONAL TELEVISION PRODUCTION UNIT	Mrs. Corinne Bondu France
71.	ARGENTINA: PRODUCTION OF TELEVISION PROGRAMMES FOR COMMUNITY DEVELOPMENT	Mr Mario F. Gutierrez Olortégui. Peru
72.	BELIZE: PROJECTING THE BELIZEAN HERITAGE VIA TELEVISION	Mrs. Daniela Frank Germany
73.	BOLIVIA: POPULAR MOBILE VIDEO LIBRARY	Mrs. Linda Crombie Canada
74.	BRAZIL: MEDIA COURSES TO TRAIN WOMEN IN ENVIRONMENTAL PROTECTION	Mr Jörg Becker Germany
75.	CHILI: TRAINING INSTRUCTORS FOR MEDIA EDUCATION (TELEVISION)	Mrs. Linda Crombie Canada
76.	COLOMBIA: SUPPORT VIA MASS COMMUNICATION MEDIA TO PREVENT DRUG-RELATED PROBLEMS	Mrs. Corinne Bondu France
77.	COLOMBIA: RADIO PRODUCTION ON CENTRE FOR THE COLOMBIAN COAST	Mrs. Corinne Bondu France
78.	COSTA RICA: AUDIO-VISUAL PRODUCTION CENTRE OF THE CO-OPERATIVE MOVEMENT	Mrs. Theresa Hoefert de Turegano USA
79.	CUBA: TV SERRANA (HIGHLAND TELEVISION)	Mr Thomas Nell Germany
80.	DOMINICA: IMPROVEMENT OF TELEVISION PRODUCTION MARPIN-TV	Mrs. Corinne Bondu France
81.	EQUADOR : NATIONAL COMMUNICATION NETWORK FOR CULTURE	Mr Thomas Nell Germany
82.	GUYANA: ESTABLISHMENT OF A RADIO PRODUCTION TEACHING CAPACITY IN THE COMMUNICATION STUDIES UNIT OF THE UNIVERSITY OF GUYANA	Mr Arnold Gibsons USA
83.	JAMAICA: DEVELOPMENT OF THE COMPUTER SYSTEM IN THE JAMAICA INFORMATION SERVICE	Mr Walter Tauber Spain
84.	MEXICO REINFORCEMENT OF MULTIMEDIA PROJECT 'EL RUMBO DE LOS NINOS'	Mrs. Margarita Kaufmann Germany
85.	SAINT-LUCIA STRENGTHENING OF THE FM BROADCASTING CAPABILITIES OF THE SAINT LUCIA BROADCASTING CORPORATION	Mr Walter Tauber Spain
86.	ST. CHRISTOPHER AND NEVIS: ESTABLISHMENT OF AN EDUCATIONAL MEDIA UNIT	Mr Walter Tauber Spain
87.	SURINAM: DEVELOPMENT OF AN EDUCATIONAL RADIO UNIT	Mr Walter Tauber Spain
88.	TRINIDAD & TOBAGO: RURAL INFORMATION UNIT	Mrs. Theresa Hoefert de Turegano USA

89. URUGUAY: COMMUNICATION TO IMPROVE URBAN LIFE	Mrs. Gladys Isabel Daza Hernandez Colombia
<b>ARAB STATES</b>	
REGIONAL PROJECTS	
90. ARAB STATES REGIONAL BROADCASTING TRAINING CENTRE; TRAINING OF BROADCASTING PERSONNEL FOR THE DEVELOPING ARAB STATES BROADCASTING UNION (ASBU) MEMBER STATES	Mr Peter Udell United Kingdom
91. SUPPORT FOR TRAINING IN THE ARAB DEVELOPING STATES; TRAINING OF BROADCASTING PERSONNEL IN THE DEVELOPING ASBU MEMBER STATES	Mr Peter Udell United Kingdom
NATIONAL PROJECTS	
92. EGYPT: ESTABLISHMENT AND OPERATION OF THE STATE INFORMATION SERVICE (SIS) DATA BANK	Mr Peter Udell United Kingdom
93. EGYPT: DEVELOPMENT OF THE ERTU RADIO TELEVISION TRAINING INSTITUTE	Mr Peter Udell United Kingdom
94. JORDAN: EQUIPPING MEDIA FACILITIES AT YARMOUK UNIVERSITY	Mr Rémy Rieffel France
95. MAROCCO: REORGANIZATION OF THE MAGREB ARAB PRESS (COMPUTERIZATION MICRO-FILMING OF DOCUMENTS)	Mr Samir Talami Canada
96. SYRIA: SANA'S MICROCOMPUTER-BASED INFORMATION AND ARCHIVING SYSTEM	Mr Peter Udell United Kingdom
97. TUNISIA : COMPUTERIZATION OF TUNIS AFRIQUE PRESS	Mr Samir Talami Canada
<b>EUROPE</b>	
98. ARMENIA: ESTABLISHMENT OF INTERRELATION WITH THE WORLD TELEVISION NETWORK	Mr Nikolay Miroshnik Russian Federation
<b>INTERREGIONAL PROJECTS</b>	
99. INTERNATIONAL FREEDOM OF EXPRESSION AND EXCHANGE PROGRAMME (IFEX)	A. M. Lambert INC Canada
100. INTERNATIONAL FREEDOM OF EXPRESSION CLEARING HOUSE (IFEX)	Mr Mario Cardinal Canada