

INTERNATIONAL
PROGRAMME FOR THE
DEVELOPMENT OF
COMMUNICATION

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NEW PROPOSALS
FOR THE REFORMS OF THE IPDC WORKING METHODS
(as the follow-up to the Evaluation Report on IPDC conducted by the University of Oslo)

IPDC BUREAU
EXTRAORDINARY MEETING



Paris
11 - 12 June 2003

**Invitation letter
to the Open IPDC Bureau meeting
(11-12 June 2003)**

In accordance with the decision made at the 22nd Council Session of IPDC members of the Bureau are invited to an open meeting to consider "New Proposals for the Reforms of the IPDC Working Methods". This set of proposals is based on the recommendations contained in the Norwegian Evaluation Report, which was discussed and widely endorsed by the Council Members.

The Bureau will meet in an open session - meaning that other Council members as well as representatives of UNESCO Member States and observers will be welcome to attend. The dates and place of the meeting will be 11 and 12 June at UNESCO Headquarters. The provisional agenda is the following:

- 1) Report from the Chairman**
- 2) Debate and decision on proposals for the reforms of the working methods**
- 3) Any other business**

It is envisaged that this meeting will draw up a consolidated set of recommendations, which will then be communicated to all members of the IPDC Intergovernmental Council for their comments. Based on their reactions and a further dialogue (via e-mail and fax) a final proposal will be drawn up in the form of a draft resolution to be presented to the UNESCO General Conference in September/October. This is necessary since some of the reform ideas would imply changes in the basic texts of IPDC adopted by the General Conference in 1980.

Looking forward to see you.

Yours sincerely

**Torben Krogh
Chairman of the IPDC Council**

7.2 Recommendations

(Pages 42-43 of evaluation report):

INTRODUCTION	
<p><i>“Communications and information are important in all matters related to democratic development. It is therefore crucial that the IPDC functions adequately. We largely concur with the recommendations of IPDC procedures as set out in the report written by Mr Torben Krogh’s working group. We assume that these recommendations now form the basis for the reform process within the programme.</i></p> <p><u><i>In addition we recommend the following:</i></u></p>	<p style="text-align: center;">STEPS AND ACTIONS UNDERTAKEN SINCE THE APPROVAL OF THE RECOMMENDATIONS FOR THE REFORMS OF THE IPDC WORKING METHODS (22ND COUNCIL SESSION, APRIL 2002)</p> <ul style="list-style-type: none">• Abolition of the moratorium for new projects’ submission, due to absence of budgetary deficit and backlog of approved projects pending financing.• Introduction of a new format for project presentation reflecting development based objectives and monitoring aspects.• Preparation of 52 projects in co-operation with Advisers for Communication and Information (ACIs) and submission of 42 projects by the Bureau to the Council. 39 projects have been preliminary approved by the Council (Final approval of projects and financial allocations will be made by the Bureau in December 2003 on the basis of the amount of voluntary contributions provided to the Special Account during the 2003 financial year.)• Introduction of a more professional, comparative discussion on projects presented by media categories rather than regions.• Preparation of proposals for modifications of IPDC basic texts for submission to the forthcoming General Conference.• Improvement of the implementation rate of projects and closure of operationally terminated projects.• Elaboration and use of a new methodology for presenting the IPDC Special Account status, by providing information on the exact state of IPDC financial resources in general and on each on-going project.• Abolition of all temporary posts financed from the Special Account and elimination of all costs not directly related to IPDC project activities.

RECOMMENDATIONS OF EVALUATION TEAM	PROGRESS IN REFORMS ACHIEVED BY AND DURING 23RD IPDC COUNCIL SESSION (MARCH 2003)	NEW PROPOSALS SUBMITTED FOR EXTRAORDINARY MEETING OF THE IPDC BUREAU (23-24 JUNE 2003)
<p data-bbox="210 293 483 325"><i>Recommendation I</i></p> <p data-bbox="210 344 801 1401"><i>One of the most important recommendations of this evaluation is to change the selection process radically. We believe that the projects should be prepared by professional regional advisors, who, at an early stage, could turn down unworthy projects. When the projects are professionally prepared, the current media situation in the countries concerned should be taken into consideration, as should the way the project fits into this picture. A pre-selection consultative working group might be useful. It should consist of media experts who are able to profit from experiences of earlier projects, and advise on the value and feasibility of the different projects from a media and development perspective. Such a consultative agency might help to cater to project objectives related to enhanced media pluralism and promotion of press freedom.</i></p>	<p data-bbox="831 276 1417 707">All IPDC projects discussed during the 23rd Council have been prepared in co-operation with ACIs and Programme specialists who, at an early stage, concentrated on innovative projects meeting IPDC new priorities. (IPDC Bureau pre-selected for the Council's consideration 42 out of the 52 prepared projects.)</p>	<p data-bbox="1453 276 2038 762">In order to improve the professional quality of IPDC projects, <u>further involvement</u> of ACIs in project <u>identification and preparation</u> should be encouraged. Necessary funds for project preparation and implementation should be put at the disposal of ACIs under the Regular Programme budget <u>subject to the approval of the proposal concerning the periodicity of the Council sessions</u>.</p> <p data-bbox="1453 847 2038 1050">Before the Bureau meeting, IPDC projects could be evaluated, if necessary, by recognised professional organisations and UN Agencies (willing to cooperate <u>on a voluntary basis</u>).</p> <p data-bbox="1453 1075 2038 1390">The Bureau should proceed with allocation of funds to the projects <u>in the presence of ACIs</u>, and by taking into account conclusions received from professional organisations and UN Agencies. Project proposals could be revised accordingly.</p>

Recommendation II

The final selections should be done by a smaller organ than the Council in its present form. We envisage a small group of 8 to 10 experts. It is our opinion that the intergovernmental Council as it exists today should be dismantled or at least trimmed down in size and powers.

As decided by the 22nd Council session, the Bureau, at its meeting in December 2002, proceeded with:

- preselection of new projects for the Council's consideration
- final approval of projects and allocation of funds on the basis of financial resources available in the IPDC Special Account at the end of 2002 financial year to avoid creating the situation that led in the past to the imposition of a moratorium on new projects.

Bureau meetings should be organised every year.

Bureau functions:

- The Bureau discharges such duties as the Council may lay upon it.
- The Bureau should assure full responsibility for project selection, approval and allocation of funds from the Special Account.
- It plans the organization of work of the Council session.
- The Bureau should act as a jury for selection of the winner of the IPDC-UNESCO Prize for Rural Communication.

Donor countries which contributed to the IPDC during the two last financial years would be invited as observers to the IPDC Bureau meeting.

Professional organisations and UN Agencies, which provided their evaluations of IPDC projects could also be invited to the IPDC Bureau meeting.

		<p><u>Subject to the approval by the General Conference, Council sessions could be organised every two years (saving of at least US\$ 90,000 from RP budget could be used for project preparation and implementation.)</u></p> <p><u>Council functions:</u></p> <ul style="list-style-type: none"> • Policy making, guiding the planning and implementation of the Programme; • approving priorities of the Programme; • reviewing and assessing achievements and defining the basic areas requiring increased international co-operation; • reviewing ways and means whereby Member States might participate more effectively in the International Programme for the Development of Communication; • devising an appropriate system of financing for the Programme; • seeking the necessary resources for the implementation of the Programme and for the development of communication for the benefit of countries requesting assistance from the Programme; • Awarding of the IPDC-UNESCO Prize.
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<p><i>Recommendation III</i></p>	<p>Budgets and workplans of 40 projects financed during the Bureau meeting in December 2002 have been revised on the basis of the Bureau indications.</p>	<p>During the project preparation, funding capacities of IPDC at a given period should be taken into consideration in order to avoid the great disparity between requested and approved budgets and to proceed with project implementation according to their original objectives.</p> <p>Starting from the Bureau meeting in December 2003, the period from project submission to funds allocation could be reduced <u>from 15 to 3 months</u>. (Already this year some projects submitted to the IPDC Secretariat before the deadline of 1 September 2003, would receive funds in December 2003 and be ready for implementation in January-February 2004).</p> <p>The period of implementation of IPDC projects should not exceed two years from the moment of allocation of funds. After two years, unspent amounts should be returned to the Special Account, following a decision by the Bureau.</p>
<p><i>Already approved projects should receive funding as soon as possible.</i></p>		
<p><i>Recommendation IV</i></p>		
<p><i>Once the financing is allocated, it would be beneficial to revise the project objectives. This is particularly important when there is a considerable gap between requested and allocated sums.</i></p>		

Recommendation V

The IPDC Secretariat, senior personnel within the communication division and section, should do their best to promote IPDC projects and look for possibilities for co-operation and fund-raising.

Information on 100 recent IPDC projects has been prepared and put on the IPDC website (in English and French).

The document “All IPDC projects by region and by country” has been prepared and put on the IPDC website.

More “News” on IPDC have been prepared for CI-WEB world and CI Digest.

All IPDC documents for IPDC Council have been put on website.

In comparison with previous years better promotion of IPDC objectives was assured on the occasion of the awarding “IPDC/UNESCO Prize for Rural Communication”

The IPDC should strengthen its informational and publicity activities whereby emphasis is placed on projects that made a difference in a given communication or media situation. (Example: Cambodia and Nepal where small IPDC funded projects snowballed respectively into a fully-fledged media institution now attached to the university, and a nation-wide community radio network.)

Better communication and permanent dialogue should be assured with Council members and donors agencies (between the Council sessions) by using traditional and internet facilities.

On the basis of implementation reports and recommendations of ACIs, the Bureau could award US\$ 5,000-10,000 to the “The IPDC Pilot Project of the Year”.

<p><i>Recommendation VI</i></p> <p><i>We recommend that IPDC make better use of the evaluations. IPDC should ideally draw more explicitly on its considerable experience within the field. The evaluations should also be carried out within a reasonable period after the conclusion of a project.</i></p>	<p>Implementation reports on 100 recent IPDC projects have been prepared and submitted to the Bureau and Council.</p> <p>According to the new procedure, the Bureau established a tentative list of projects to be evaluated on the basis of implementation reports prepared by ACIs</p>	<p>Due to limited funds available for evaluation activities and the high cost of evaluation missions, special attention should be given <u>to the selection</u> of the projects to be evaluated in order to identify those which can potentially provide the most useful information (lessons) for designing, selection and implementation of future projects.</p>
<p><i>Recommendation VII</i></p> <p><i>In some regions IPDC is the only financial source for communication development, and it has as such an extremely important role to play.</i></p>	<p>This recommendation was taken into account at the Bureau meeting in December 2002.</p>	<p>During the preparation and selection process, the document "All IPDC projects by region and by country" should be taken into consideration in order to assure a more "fair rotation" of IPDC beneficiaries.</p> <p>Projects from LDCs and small island countries should be given priority over projects from other developing countries and countries in transition.</p>

Recommendation VIII

In light of the falling support for IPDC in the 1990s and the few new initiatives generated within the programme, we judge the management and former board of directors of the programme to have shown insufficient ability to act proactively. Business has been carried as usual, and no really inventive initiatives have been taken in order to regain IPDC original key position. It seems that the management and board of directors have shown a remarkable degree of nonchalance in the face of what may best be described as a looming crisis.”

A number of measures have been undertaken since the 22nd Council session (2002) to increase proactivity:

- The IPDC Chairman held meetings at HQ with European Union countries and Gulf countries.
- Numerous individual meetings of IPDC Chairman and ADG/CI were held with potential donors.
- Information on the process of the reforms was forwarded by the Chairman to UNESCO Member States.
- Debates on the modalities of fund-raising policy arranged during the Bureau meetings.
- Brainstorming meeting on the IPDC was organised by ADG/CI with ACIs and HQ staff with participation of IPDC Chairman.
- Abolition of all temporary posts financed from the Special Account and elimination of all costs not directly related to IPDC project activities.

FINAL OBSERVATIONS

Finally, it is clear that IPDC never became quite as a central organization as originally foreseen. There are many reasons for this: lack of donor support is certainly one, but it is also necessary to take into consideration some of the organizational shortcomings that we have pointed out in this report. We will go as far as to say that if far-reaching changes are not made now, IPDC as a programme is probably nearing the end of its lifespan

Decision of the 23rd Council to hold an Extraordinary meeting of the Bureau in June 2003 (open to all Council members and observers) to elaborate a new set of proposals for the reforms that will take into consideration the deliberations of the Council on the Evaluation Report's recommendations and begin its implementation during the current (2003) financial year.

IPDC needs several donor countries, which are able to provide the Programme with major financial contributions to the Special Account and under funds-in-trust arrangements in order to assure a total budget of 2,0-2,5 million needed for funding of at least 40-50 projects annually. At the same time "medium size" contributions and symbolic contributions from developing countries should very much be encouraged.

We asked at the beginning of this report whether, if we were in a position to do so, we would choose IPDC as a conduit for funding and implementation. The answer is yes for selected programs. We would support the programme, provided wide-ranging changes were introduced.

In order to facilitate the fund negotiating process, the objectives of the IPDC projects should reflect the priorities of donor countries that now correspond mostly to the Millennium goals.

	<p><u>The main objective of the Programme should be formulated as follows:</u></p> <p>IPDC is designed to contribute to sustainable development, democracy and good governance by fostering universal access to and distribution of information and knowledge through strengthening the capacities of the developing countries and countries in transition in the field of electronic media and print press, by giving the highest priority to national, regional and interregional projects in the following areas:</p> <ul style="list-style-type: none"> ▪ Promotion of freedom of expression and media pluralism, ▪ Development of community media, ▪ Human resource development, ▪ Promotion of international partnership;
<p><i>Norway should continue to support IPDC over the next two-year period. Continuous Norwegian support after 2004 must be linked to evidence of a strong willingness to reform, i.e., an effective implementation of the reform process initiated in December 2001, subsequently confirmed by the Council in April 2002, which can be shown to have improved the performance of the programme”.</i></p>	<ul style="list-style-type: none"> ▪ Since the creation of the Programme, Norway has contributed <u>US\$ 11 928 131</u> to the IPDC Special Account ▪ In 2002 Norway contributed US\$ 274,000 <p>The evaluation Report on IPDC conducted by the University of Oslo was submitted (in English and French) as a working document to the 45th Bureau meeting and the 23rd Council session, and its electronic version is available on the IPDC website.</p>

**BACKGROUND INFORMATION ON
THE IPDC WORKING METHODS**

I.

IPDC ORIGINS

**IPDC COUNCIL
1ST SESSION
(JUNE 1981)**

“It was at its twentieth session, held in Paris in 1978, that, on the proposal of the delegation of the United States of America, the General Conference unanimously invited the Director General to convene "a planning meeting of representatives of governments, to develop a proposal for institutional arrangements to systematize collaborative consultation on communication development activities, needs and plans". Following the appropriate consultations, and, in particular, the holding in Washington in 1979, at the invitation of the Government of the United States, of a preparatory meeting of a group of experts brought together by UNESCO, the Director General convened in Paris, in April 1980, the Intergovernmental Conference for Co-operation on Activities, Needs and Programmes for Communication Development, known as the DEVCOM Conference. This Conference adopted, after thorough discussions and by consensus, a recommendation for the establishment of an International Programme for the Development of Communication.

This recommendation was approved by the General Conference at its twenty-first session, held in Belgrade from 23 September to 28 October 1980, by resolution 4/21, also adopted by consensus. According to the terms of the resolution, the aims of the International Programme are "to increase co-operation and assistance for the development of communication infrastructures and to reduce the gap between various countries in the communication field". The same resolution set forth the objectives, competence and measures necessary for the effective functioning of the Programme. These measures included the establishment of the Intergovernmental Council, which is defined as a coordinating body with the task of implementing the Programme's objectives, and the adoption of the Council's Statutes”.

II.

IPDC OBJECTIVES, PRIORITIES, CRITERIA, GUIDELINES, ORIENTATIONS, PRIORITY AREAS

UNESCO
GENERAL
CONFERENCE
21ST SESSION
(OCTOBER 1980)

Resolution:

(i) “The main objectives of the Programme are:

to assist developing countries, at their request, in the elaboration and implementation of their information and communication development plans, as well as in the identification of needs and priority areas;

(ii) to promote in developing countries, in accordance with their communication policies and development plans, the creation or extension of infrastructures for the different communication sectors, in order, in particular, to increase the contribution of the means of communication to endogenous economic, social and cultural development, as well as to promote improved international exchange of information;

(iii) to proceed with the analysis of technical and financial needs and resources in the fields of information and communication at national and international levels;

(iv) to ensure reciprocal consultation and better co-ordination among the parties interested in the development of communication and in various related programmes of co-operation;

(v) to pursue all available avenues, both public and private, for the securing of funds and other resources to support projects or classes of projects of communications development;

(vi) to bring together proposed projects with sources of financial and other help that it may have obtained or identified;

(vii) to encourage contributions to these projects from all possible financing sources, in accordance with such plans and common interests as may emerge;

(viii) to strengthen co-operation and co-ordination of UNESCO's activities with other Specialized Agencies concerned, especially with the International Telecommunication Union (ITU);

(ix) to give particular attention, at an early stage of its activities, to the promotion of viable regional institutional

**UNESCO
GENERAL
CONFERENCE
21ST SESSION
(OCTOBER 1980)**

arrangements which should assist the programme in pursuing the above-mentioned objectives, through integrated regional co-operation in the field of communication development; in this connection, regional communication institutions established with UNESCO's assistance should be encouraged to play an extensive role in the planning and execution of regional projects within the programme;

(x) to provide consultative and advisory services to the developing countries in the field of communication development, with a view to making optimum use of available resources;

(xi) to take measures to promote the awareness of all parties concerned (be they developing or developed countries, international organizations and agencies of the United Nations system, non-governmental organizations or other public and private bodies active in this field) of the important role that communication. Plays in the development process, thus contributing to mobilize technical and financial resources necessary to the pursuance of the objectives of the Programme;

(xii) to encourage maximum co-operation, co-ordination and concentration of efforts among all who are interested in national or international communications development;

(xiii) to support, particularly among developing countries, the conclusion of arrangements on the exchange of information, programmes and experience and on co-operation and co-production between radio and television organizations, news agencies and journalists' associations;

(xiv) to prepare studies based on experience gained in international co-operation in the field of information and communication development, particularly between developing and developed countries.

**IPDC COUNCIL
1ST SESSION
(JUNE 1981)**

- Particularly in the early stages of IPDC, top priority should be given to regional projects. This will allow early action even while national needs and priorities are being determined.
- Second priority should go to sub-regional projects, particularly those which have a major element of TCDC – i.e. technical co-operation among developing countries.
- In the case of national projects, priority should go to those countries whose communication systems are least developed.

With regard to general priorities which should govern the approval and financing of projects, the Council decided that priority should be accorded to:

- projects for the planning and implementation of rational policies and plans for the development of communication, as well as for research activities necessary to that end, especially in countries where communication facilities are least developed;
- the development and strengthening of the infrastructures necessary for the production, storage and utilization of supports, as well as for the production, storage, reception, transmission and dissemination of messages, with preference being given to the development of endogenous technologies and know-how;
- projects aimed at the creation or improvement of national and regional structures and capacities for the production of messages for dissemination by any support or channel, such as news agencies, press, cinema, radio and television programmes, with the object of facilitating a free flow and a wider and better balanced exchange of news and cultural products;
- the professional and technical training of human resources in the areas of research, planning, management and technology of communication systems, production and dissemination of messages;
- regional and interregional co-operation in the sphere of communication, especially between developing countries;
- the improvement and expansion of communication to serve other developmental activities such as education, agriculture, health and rural development;
- regional projects, particularly at the early stages; sub-regional projects, particularly those which have a major element of technical co-operation between developing countries (TCDC); national projects of those countries whose communication systems are least developed; projects which facilitate access of developing countries to the latest communications technology such as satellites and data banks.

<p style="text-align: center;">IPDC BUREAU 7TH MEETING (SEPTEMBER 1983)</p>	<p>It was proposed, for purposes of preparatory screening, to give <u>priority</u> to the least-developed countries, and to give preference to projects unquestionably related to communication, taking also into account, as a weighting factor, the advantages that a project might have for other countries.</p>
<p style="text-align: center;">IPDC COUNCIL 1ST SESSION (JUNE 1981)</p>	<p>The first <u>criterion</u> for national projects should be:</p> <ul style="list-style-type: none"> • does the project figure in the national development plans of the country concerned? • self-reliance, one of the key factors referred to in the DEVCOM Recommendation, should be an important criterion.
<p style="text-align: center;">IPDC COUNCIL 2ND SESSION (JANUARY 1982)</p>	<p>With regard to <u>selection criteria</u> governing the approval and financing of projects, the Council decided that:</p> <p>Projects should :</p> <ul style="list-style-type: none"> • be in conformity with the objectives, principles, aims and purposes of IPDC and take into account the cultural identity, educational needs and orientations of the countries and regions concerned; • be relevant to development, especially as reflected in regional, subregional and national development policies and plans; • increase the self-reliance, equality and independence and capacity for endogenous development of developing countries in the field of communication and information; • have some spin-off effect in the communications sector and/or the development process as a whole within a given country/countries; • increase domestic and regional exchanges of information and, in particular, increase the capacity of developing nations to participate effectively in the international exchange of information; • increase the capacity of individuals and groups to communicate, to receive and transmit information at both the rural 'and urban community levels; • respond to the needs of countries whose communication systems are least developed.

	<p>Regional and interregional projects should have the support or sponsorship of two, and preferably more, countries of the regions concerned. It was agreed that these priorities and criteria were neither exhaustive nor exclusive and that they should be reviewed and revised in the light of experience.</p>
<p>IPDC COUNCIL 10TH SESSION (MARCH 1989)</p>	<p><u>Recommendation:</u></p> <p>The Intergovernmental Council should be considered as a <u>guideline</u> for the IPDC's general policy:</p> <p>"An appropriate balance between Council practical action and activities to promote intellectual co-operation should be established and maintained. The creation and development of human and material resources for the production, dissemination and preservation of news and programmes should be emphasized. The Council noted that this recommendation should be understood and applied in the context of the basic principles and objectives of IPDC and of the UNESCO Constitution".</p>
<p>IPDC COUNCIL 11TH SESSION (MARCH 1990)</p>	<p>The Intergovernmental Council adopted a list of <u>15 major orientations</u> relating to the following three areas: Development, Endogenous Capacity and Information Flow. These orientations should not be treated as the final expression of the IPDC's objectives. Changes and refinements, including a distinction between policy and operational objectives, should be envisaged at regular intervals</p> <p><u>DEVELOPMENT</u></p> <ul style="list-style-type: none"> • Relevance to development, especially as reflected in regional, sub-regional and national development policies. • The cultural identity, and the educational needs and orientations of the countries and regions concerned. • The improvement and expansion of communication to serve other social developmental activities, such as education, agriculture, health and rural development. <p><u>ENDOGENOUS CAPACITY</u></p> <ul style="list-style-type: none"> • The development and strengthening of the infrastructures and resources necessary for the production, storage and utilization of supports, as well as for the production, storage, reception, transmission and dissemination of messages.

**IPDC COUNCIL
11TH SESSION
(MARCH 1990)**

- An increase in the endogenous capacity by individuals and groups to produce, receive and transmit information.
- An increase in self-reliance, equality and independence and capacity for endogenous development of developing countries in the field of communication and information, including endogenous technologies and know-how.
- Access of developing countries to the latest communication technology such as satellites and data banks.
- A spin-off effect in the communications sector and/or the development process as a whole within a given country/countries
- The professional and technical training of human resources in the areas of research, planning, management and technology of communication systems, production, dissemination and conservation of messages.
- The planning and implementation of national policies and plans for the development of communication.

INFORMATION FLOW AND EXCHANGE

- A free flow of information at international as well as at national level, and a wider and better balanced dissemination of news and cultural products, without any obstacle to the freedom of expression.
- Contribution to the freedom of the press and to the principles of independence, pluralism and diversity of the media.
- An increase in domestic and regional exchanges of information: in particular in the capacity of developing nations to participate effectively in the international exchange of information.
- Regional and sub-regional co-operation, particularly at the early stages of project development.
- Technical co-operation between developing countries (TCDC).

**IPDC COUNCIL
13TH SESSION
(FEBRUARY 1992)**

Decision:

IPDC's orientation regarding freedom of the press and the pluralism and independence of the media must become a priority concern

**IPDC COUNCIL
20TH SESSION
(MARCH 2000)**

The priority areas established by the Council are:

- Improvement of media pluralism and promotion of press freedom
- Training activities
- Creation and strengthening of community media
- New information and communication technologies

**IPDC COUNCIL
22ND SESSION
(APRIL 2002)**

DECISION III: IPDC PRIORITIES

1. Highest priority will be given to national, regional and interregional projects which:
 - ⇒ clearly promote freedom of expression and media pluralism
 - ⇒ concern with development of community media
 - ⇒ concentrate on human resource development (training, capacity building)
 - ⇒ promote international partnership.

It is on the basis of these priorities, in particular, that an equipment component may be envisaged in a project.

2. During the next biennium, in order to submit a draft resolution to the General Conference, the IPDC Council will proceed with a revision of the IPDC statutory documents and updating of the rules and regulations of the Programme taking into consideration:
 - ⇒ traditional orientation of IPDC on media projects;

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| | <ul style="list-style-type: none">⇒ financial realities of the Programme;⇒ present situation of traditional and conventional media in the developing countries;⇒ technological changes in the field of communication and information;⇒ better correlation between IPDC objectives, priorities, criteria, guidelines, orientations, priority areas;⇒ better synergy with activities of “Information for All Programme”. |
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III.

IPDC COUNCIL AND BUREAU MEMBERSHIP

IPDC STATUTES

The Intergovernmental Council of the International Programme for the Development of Communication is established within the United Nations Educational, Scientific and Cultural Organization.

Council Membership

The Council is composed of 35 (39 since 28th UNESCO General Conference) Member States of UNESCO and elected by the General Conference, taking into account the Rule 1.1 of the need to ensure equitable geographical distribution and Rules of appropriate rotation. The Council may make recommendations concerning its own Statutes membership to the General Conference.

Bureau Membership

At the beginning of its first session, and subsequently whenever the membership of the Council is changed by the General Conference, the Council elect a Chairman, three Vice-Chairman, a Rapporteur and three other members, who form the Council's Bureau.

IV.

**IPDC COUNCIL AND BUREAU
FUNCTIONS**

IPDC STATUTES

Council functions

- **guiding the planning and implementation of the Programme;**
- **considering proposals concerning the development and adaptation of the Programme;**
- **recommending priorities among the various activities or groups of activities constituting that Programme;**
- **reviewing and assessing achievements and defining the basic areas requiring increased international co-operation;**
- **reviewing ways and means whereby Member States might participate more effectively in the International Programme for the Development of Communication;**
- **devising an appropriate system of financing for the Programme;**
- **seeking the necessary resources for the implementation of the Programme and for the development of communication for the benefit of countries requesting assistance from the Programme.**

Bureau function

- **The Bureau discharges such duties as the Council may lay upon it.**

**IPDC COUNCIL
10TH SESSION
(MARCH 1989)**

Recommendation:

Projects submitted to the Council are pre-selected by the Bureau, which may, if it so wishes, seek the advice of external experts in order to avoid a situation in which too large a number of projects is examined by the Council in a very short period of time.

<p style="text-align: center;">IPDC COUNCIL 11TH SESSION (MARCH 1990)</p>	<p>On the Bureau's <u>recommendation</u>, the Council makes the final selection of the projects and determines the amounts to be allocated under the Special Account.</p>
<p style="text-align: center;">IPDC COUNCIL 17TH SESSION (MARCH 1997)</p>	<p><u>Decision:</u></p> <p>Recalling Article 6 (paragraph 2) of the Statutes of the International Programme for the Development of Communication which stipulates that “the Bureau shall discharge such duties as the Council may lay upon it”,</p> <ul style="list-style-type: none"> ❑ Bearing in mind the debates of the sixteenth and seventeenth sessions of the Intergovernmental Council of the International Programme for the Development of Communication which reached the conclusion that the long delay between the date of submission and the date of approval of projects submitted to the Council should be reduced, ❑ Reaffirming the need to continue improving the decision-making process and its working methods in order to increase the efficiency of the Programme, ● DECIDES as an experiment to confer on the Bureau the task of selecting and approving those projects which respond to the priorities of the International Programme for the Development of Communication, ● DECIDES that the Bureau allocate to these approved projects a financial assistance to be taken from the Special Account and not exceeding two-thirds of the budget frame, ● DECIDES that projects which, by their complexity, require an examination in the Council shall be referred by the Bureau to the Council for a final decision
<p style="text-align: center;">IPDC COUNCIL 21ST SESSION (MARCH 2001)</p>	<ul style="list-style-type: none"> ● “A clear distinction between the tasks of the Bureau and those of the Council should be established”

V.

**SUBMISSION PROCEDURE OF
PROJECTS
LIMITATION OF THE NUMBER OF
THE PROJECTS**

**IPDC COUNCIL
2ND SESSION
(JANUARY 1982)**

The Council decided that :

- **projects should be submitted by the national authority responsible for relations with UNESCO, irrespective of whether such projects concern a national public or private body;**
- **regional projects should be submitted by at least two countries;**
- **interregional projects should be submitted by at least one country in each region;**
- **agencies of the United Nations system may submit projects to IPDC;**
- **projects proposed by other intergovernmental organizations should be brought to the attention of the Bureau, which will decide whether they should be submitted to the Council;**
- **projects proposed by non-governmental organizations having consultative status with UNESCO should be sponsored by at least one Member State and brought to the attention of the Bureau, which would decide whether they should be submitted to the Council.**

**IPDC COUNCIL
6TH SESSION
(MARCH 1985)**

The Council amended the latter decision as follows:

- **Projects proposed by non-governmental organizations in categories A and B, having consultative status with UNESCO, should be brought to the attention of the Bureau, which will decide whether they are to be submitted to the Council.**
- **Projects proposed by non-governmental organizations in category C, having mutual information relations with UNESCO, should be sponsored by at least one Member State and brought to the attention of the Bureau, which will decide whether they should be submitted to the Council**

<p>IPDC BUREAU 19TH MEETING (OCTOBER 1988)</p>	<p><u>Recommendation:</u></p> <p>To reduce the number of projects submitted, with a view to obtaining financing by the Special Account, the Bureau limited eligibility to a single interregional project, a single regional project per region and one national project for each of the least-developed countries (LDCs).</p> <p><u>Two recommendations</u> of a more temporary character were adopted by the Intergovernmental Council, to be applied only for as long as the IPDC's financial situation remains precarious. Their purpose is to restrict the number of projects considered at any one session of the Council.</p>
<p>IPDC COUNCIL 10TH SESSION (MARCH 1989)</p>	<p><u>Recommendation:</u></p> <p>During each Council session a country may obtain financing from the Special Account for only one project, irrespective of its phase of execution.</p> <p>This point may be reviewed when the financial position of IPDC improves.</p> <p>The Council wished to underline that this recommendation was to be seen as a temporary limitation due to scarcity of resources at the present time.</p> <p><u>Recommendation:</u></p> <p>When a project includes several phases, their number and their nature should be mentioned at the time of the first submission to IPDC. Financing of the first phase of a project from the Special Account does not preclude financing of the subsequent stages by IPDC. Whenever a request is made concerning a new phase, precise information should be provided about the execution of the previous phase. A minimum period of two years should elapse between these requests</p>
<p>IPDC COUNCIL 11TH SESSION (MARCH 1990)</p>	<ul style="list-style-type: none"> ❑ Projects proposed by non-governmental organizations having consultative status with UNESCO (categories A and B) or mutual information relations with UNESCO (category C) should be brought to the attention of the Bureau, which will decide whether they should be submitted to the Council. ❑ The Council approved application of the following procedures to limit the number of projects: <ul style="list-style-type: none"> ● <u>In relation to interregional projects:</u> Only two projects should be approved under the Special Account for the twelfth session of the Council.

**IPDC COUNCIL
11TH SESSION
(MARCH 1990)**

- **In relation to regional projects:** A maximum of two projects within each region should be approved for financing under the Special Account. The Council's final selection of regional projects should be established within the regional groupings. The number of countries supporting a project should also be taken into account in the pre-selection and selection process.
- **In relation to national projects:** All projects concerning least-developed countries will receive priority consideration by the Council as regards their approval and financing. There should be no restrictions on the periodicity of project submission.
 - Among the remaining projects meeting all five priority orientations, further pre-selection will be based on the number of orientations followed by each, the larger the number of orientations followed, the higher the priority awarded the project. The Council laid down :
 - The maximum number of projects that it should take into consideration at its next session and the maximum number of projects to be financed under the Special Account. The reason for proposing a limitation of the number of projects is to ensure that all projects proposed are complete and well rounded and contain all the components essential to their success, including an adequate level of material and human resources.
 - Any limitation of the number of projects proposed should therefore be seen only as indicative, subject to a final decision at each session of the Council, based on the level of resources available at that time. However, this indicative figure should be made known to all Council members, and to potential project sponsors and submitting agencies, immediately after the completion of each session of the Council, through regular IPDC channels and correspondence.

**IPDC COUNCIL
12TH SESSION
(FEBRUARY 1991)**

Recommendation:

Considering possible procedures for resubmission of projects already approved, but not having received a financial contribution, the working group proposes that approved projects which have not received a financial contribution may now be resubmitted, following the normal procedures for new projects.

**IPDC COUNCIL
13TH SESSION
(FEBRUARY 1992)**

The Council decided :

- that IPDCs orientation regarding freedom of the press and the pluralism and independence of the media must become a priority concern;
- to make procedures for submitting projects more flexible so as to enable public bodies, international non-governmental organizations in categories A, B and C and foundations and similar institutions with which UNESCO maintains official relations to submit projects directly to the IPDC Bureau, in accordance with the rules and procedures of the Organization; in addition, to recommend that the Director-General continue at a faster pace to establish working relations with professional media organizations;
- to encourage Member States and their National Commissions to submit projects originating from sources other than governmental sources;
- that to make allowance for the new categories of submitting agencies, two projects per country could be selected by the Bureau, one at most relating to the public sector;

**IPDC COUNCIL
21ST SESSION
(MARCH 2001)**

“It is necessary to consider a more limited number of projects to harmonize the approval process with the existing possibilities for funding.”

**DECISION IV:
IPDC PROJECT APPROVAL**

1. All IPDC projects will be prepared in cooperation with Advisers for Communication and Information (ACI) or Programme Specialists of the CI sector and could be presented to the Council without any formal submission. The Secretariat will systematically request the opinion of National Commissions concerning the feasibility of public projects and undertake consultations with recognized professional organizations concerning projects coming from private sector.
2. Following the established IPDC priorities and professional criteria, the Secretariat will coordinate the preparation of the projects and undertake in consultation with the Bureau its selection in order to ensure that the number of projects submitted to Council does not exceed 50.
3. The pre-selected projects will be submitted to the IPDC Council session for discussion and preliminary approval for financing from the IPDC Special Account.
4. At the end of the year, on the basis of the amount of voluntary contributions made to the IPDC Special Account, the IPDC Bureau during its meeting will proceed with the approval of the IPDC budget, the final approval of the projects and financial allocations to the projects.

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| | <p>5. The number of projects preliminarily approved by the Council for financing from the Special Account could be reduced by the Bureau if the available funds are not sufficient for their appropriate implementation. Members of the Council will be immediately informed of the Decisions of the Bureau for rapid reaction. (After the Bureau has passed a decision upon the projects to be implemented and the funds to be allocated to them, the Secretariat sends the final list of projects and sums, eventually with short explanations, to all members of the Council for final approval. They have 10 days to send their reactions to the Secretariat, which passes the information to the Bureau. If at least half of the Council members support a project and the sum allocated to it, it is approved. If a Council member does not send a reaction within the given time, it will be considered that they approve the list.)</p> <p>6. The implementation of all approved projects will be launched without delay after the Bureau meeting.</p> |
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VI.**CLASSIFICATION OF PROJECTS**

**IPDC COUNCIL
5TH SESSION
(MAY 1984)**

With a view to facilitating the work of the Commission set up to examine projects, the Council decided to classify projects by order of priority, as follows:

- **Projects recommended for priority funding**
- **Projects recommended for funding if funds are available**
- **Projects requiring further technical examination before being considered for funding**
- **Projects not recommended for funding**

(This classification into categories continued to be applied at the sixth and seventh sessions of the Council.)

**IPDC COUNCIL
8TH SESSION
(JANUARY 1987)**

The Council, the commissions of the Council adopted a three category of classification (not including category D) and in its final report the breakdown was as follows:

- **Projects approved for funding from the Special Account.**
- **Projects recommended for financing and referred to the Secretariat for the seeking of funds outside the Special Account in the form of funds-in-trust or similar arrangements.**
- **Projects needing further technical examination before consideration for funding.**
- **Projects approved for funding and referred to the Secretariat for allocations from the Special Account if funds become available during the funding period.**
- **Projects withdrawn during the session.**

**IPDC COUNCIL
9TH SESSION
(FEBRUARY 1988)**

The system for classifying projects was revised, and consisted of the following two categories:

Recommendation:

Group 1: Projects approved for total or partial funding from the Special Account or under funds-in-trust;

Group 2: Projects considered as having a lesser degree of priority according to the aims and criteria of IPDC.

**IPDC COUNCIL
10TH SESSION
(MARCH 1989)**

Only projects which have received financing within the framework of UNESCO regulations shall be considered as IPDC projects.

**IPDC COUNCIL
22NDT SESSION
(APRIL 2002)**

**DECISION IV:
IPDC PROJECT APPROVAL**

7. With a view to facilitating the decision-making process of the Council and the Bureau, the following standard formula will be used during the discussion on the projects:

During the Council session:

- a. Preliminary approved for financing from the IPDC Special Account
- b. Approved for possible funds-in-trust financing only
- c. To be revised and resubmitted to next Council session
- d. Not approved

During the Bureau meeting:

- A. Approved for financing from the IPDC Special Account
- B. Approved for possible funds-in-trust financing only

The projects submitted to the Council will be classified in the "Project documents" according to media categories and not by regional and national criteria in order to focalize the discussion on the professional content of the projects.

VII.**FOLLOW-UP AND EVALUATION OF
PROJECTS****IPDC COUNCIL
2ND SESSION
(JANUARY 1982)**

A model format for evaluation of existing projects (which should be used when examining the new phases of a project) was also prepared after the second session of the Council

**IPDC BUREAU
11TH MEETING
(FEBRUARY 1984)**

The Bureau decided:

- (a) that the implementation of the projects should be entrusted to media institutes, through contracts concluded with IPDC;
- (b) that the Secretariat should indicate clearly which organization would be responsible for the implementation of the project;
- © that implementation of projects should be decentralized (particularly to the level of regional advisers for communication).

**IPDC COUNCIL
5TH SESSION
(MAY 1984)**

The Council decided that projects already under implementation would be evaluated at the end of each phase, according to standardized procedures.

<p>IPDC COUNCIL 11TH SESSION (MARCH 1990)</p>	<p><u>The Council recommended that :</u></p> <ul style="list-style-type: none"> • The IPDC should develop a systematic framework for monitoring session and evaluation, to cover the separate, but interrelated needs for formative, process and summative evaluation at both the project level and the overall programme level. • Monitoring and evaluation should take place twice yearly, with executing agencies reporting according to an agreed proforma; final reports of projects should similarly conform to an approved model, and a selected number of representative projects should be the subject of in-depth evaluation. • Records should be kept, and regularly updated, of the implementation of all earlier projects of the IPDC, including basic evaluation data on implementation rates, problems encountered, and success and failure rates.
<p>IPDC COUNCIL 12TH SESSION (FEBRUARY 1991)</p>	<p><u>Recommendation of the working group:</u></p> <p>The group recognizes that financial constraints upon evaluation have to be acknowledged, particularly in the case of smaller projects. Impact evaluations should be given priority in selected cases, and importance attached to obtaining feedback which can lead to concrete and practical results.</p>
<p>IPDC COUNCIL 14TH SESSION (OCTOBER 1993)</p>	<p><u>The Council decided to approve the allocations for projects funded from the Special Account which include 5 per cent to 8 per cent for post-evaluation.</u></p>
<p>IPDC COUNCIL 15TH SESSION (NOVEMBER 1994)</p>	<p><u>The Council decided to approve the allocations for projects funded from the Special Account which include 10 per cent for post-evaluation.</u></p>

**IPDC COUNCIL
21ST SESSION
(MARCH 2001)**

- A monitoring mechanism for projects should be put in place, from the planning stage through to implementation;
- IPDC has to continue with its evaluation missions by independent consultants and their results should be communicated to potential donors.

**IPDC COUNCIL
22ND SESSION
(APRIL 2002)**

**DECISION V:
EVALUATION**

1. Taking into account that the evaluation process should be enlarged to include more projects and -especially- that the evaluations are better utilized in the future, the following new procedure regarding the evaluation of terminated projects has been approved:
 - ⇒ The Bureau will be responsible for establishing a list of projects to be evaluated by independent consultants on the basis of short reports prepared by project officers in cooperation with beneficiary bodies.
 - ⇒ The number of projects to be evaluated will be determined by taking into consideration the specific modality of each project and amount of funds to be allocated by the Bureau from the IPDC Special Account for the evaluation activities.
 - ⇒ An annual report will be produced on the evaluation of projects with a special emphasize on the lessons learnt. This will be taken into account during the preparation, approval and implementation of future projects.
 2. An overall evaluation of the IPDC will be conducted.
- More transparency will be provided on the selection of consultants for project evaluation

VIII.

STRATEGY FOR FUNDS-RAISING

IPDC COUNCIL
21ST SESSION
(MARCH 2001)

Recommendation:

- To implement the previous recommendations aimed at initiating cooperation with the private sector in the area of funding.
- To pursue efforts to gain access to European funding sources.
- To intensify the search for funding from Member States.
- To make it clear that large contributions were not the only ones which were welcome, and that lesser contributions were equally well received from Member States.

IPDC COUNCIL
22ND SESSION
(APRIL 2002)

DECISION II: POLICY FOR FUND-RAISING

The policy of fund-raising will take into consideration the following points:

- ⇒ to concentrate the efforts of the Programme on professionally prepared, innovative projects corresponding to a few, clearly defined IPDC priorities and reflecting criteria of funding agencies;
- ⇒ to improve transparency on project implementation;
- ⇒ to assure appropriate promotion of project achievements;
- ⇒ to offer the maximum of information to the Members of the Council and the Bureau, in order that they will be able to carry out their duties more efficiently;
- ⇒ to create, on a permanent basis, a fund-raising task force in order to establish or re-establish direct contacts with potential public and private donors;
- ⇒ to undertake, under coordination of the Chairperson, well-focused fund-raising missions.
- ⇒ to encourage the establishment of long-term agreements with donor countries and funding agencies.

IX.**MORATORIUM
ON ALL NEW PROJECTS****IPDC COUNCIL
21ST SESSION
(MARCH 2001)**

On the occasion of its forty-third session, the IPDC Bureau, meeting at UNESCO Headquarters, Paris, on 28 March 2001, has taken a decision, subject to revision and evaluation at a later date, to implement a moratorium on all new projects for a period of one year. "The moratorium has arisen as an unavoidable necessity; the situation could only improve when IPDC has sufficient funds in its Special Account. IPDC is confronted therefore with the need to gather together all the sources of funding which would become available for its projects. The number of countries calling on the Programme for assistance bore witness to the indispensable nature of its action in favour of emerging nations. IPDC has therefore to act in a determined manner to redress the budgetary situation."

**IPDC COUNCIL
22ND SESSION
(APRIL 2002)****DECISION I:****DURATION OF THE MORATORIUM ON NEW PROJECTS**

**The Council decided to lift the moratorium on new projects.
The deadline for submission of new projects to the 23rd session of the Council will be
20 November 2002.**

X.**THEMATIC DEBATES****IPDC COUNCIL
14TH SESSION
(OCTOBER 1993)**

The Bureau was requested to prepare recommendations to encourage participation of expert who would contribute substantially to the Council debates on the orientation of its work in constantly evolving global context.

**IPDC COUNCIL
15-21 SESSIONS
(1995-2001)**

The IPDC Council organized eight thematic debates in 1996 – 2002:

- DEVELOPMENT OF NEWS AGENCIES AND PLURALISM
- TOLERANCE AND NON-VIOLENCE ON TELEVISION
- SOCIETIES IN TRANSITION: CHALLENGES FOR THE MEDIA
- POLITICAL, TECHNOLOGICAL AND ECONOMIC CHALLENGES OF PUBLIC SERVICE BROADCASTING
- COMMUNICATION AND CIVIL SOCIETY - REACHING OUT TO PEOPLE, REACHING OUT TO REMOTE AREAS, REACHING OUT TO PLURALISM
- IPDC: 20 YEARS IN THE SERVICE OF MEDIA DEVELOPMENT – CHALLENGES AND ORIENTATIONS AT THE BEGINNING OF THE NEW MILENNIUM
- INTERNATIONAL PARTNERSHIP IN MEDIA DEVELOPMENT
- IS THERE STILL A NEED FOR IPDC – AND IF YES, WHY? MEDIA DEVELOPMENT: WHAT DIRECTION WILL IT TAKE AND WHAT ROLE WILL IPDC PLAY IN IT?

**IPDC COUNCIL
22ND SESSION
(APRIL 2002)****DECISION VII: THEMATIC DEBATES**

The Council decided to change the periodicity of thematic debates and to organize them during the session which follows the UNESCO General Conference, in order to brief the new members of the Council on the most important issues in the field of media development as a whole.