

2017

Evaluation of the International Programme for the Development of Communication: IPDC

Inception Report :
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NEXUS

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1. INTRODUCTION AND SCOPE

1.1 BRIEF DESCRIPTION OF THE PROGRAMME

The *International Programme for Development of Communication* (IPDC) is a multilateral programme of UNESCO founded in 1980. It is the only programme in the United Nations system specifically designed to mobilize the international community to discuss and promote media development in developing countries.

The overriding objective of IPDC –guided by an Intergovernmental Council comprising 39 member states elected by UNESCO's General Conference meeting every two years – is to contribute to sustainable development, democracy and good governance. It does this by fostering universal access to and distribution of information and knowledge through strengthening the capacities of developing and least developed countries in the field of electronic media and print press as well as the promotion of freedom of expression and media pluralism.

IPDC operates through a number of modalities. A key one throughout its history is the provision of financial support for media development projects. Since its creation it has invested in over 1,700 projects across 140 countries using extra-budgetary sums exceeding US\$100 million. About 40% of this has gone into Funds in Trust dedicated to specific activities, and the rest into open-application local and regional projects.

The IPDC Bureau, comprising eight countries elected by the Council, meets annually to identify suitable projects for support, following a defined procedure and in line with six priority areas.

The Secretariat of the IPDC is provided by the Communication and Information (CI) Sector of UNESCO.

1.2 AIM AND SCOPE OF THE EVALUATION

The IPDC Council, at its 30th session in 2016, decided to commission a new evaluation of the Programme. This evaluation will take into consideration the social, economic, political and cultural changes of societies worldwide since the creation in 1980 of the IPDC, and since its latest evaluation in 2006. It will also consider the changes over the last decade in terms of how globalisation and digitisation have influenced the communication systems, their evolution and functions as well as management practices and markets. These trends have affected the activities of the IPDC as well as UNESCO's general work regarding media and communication.

The main purpose of the evaluation is to assess the relevance, efficiency and results of the IPDC and to generate recommendations for the future. The evaluation findings and recommendations will be useful inputs to the CI sector management, the IPDC Intergovernmental Bureau and Council, as well as to the *Working Group on governance, procedures and working methods of the governing bodies of UNESCO* (established at the 38th UNESCO General Conference Resolution 101) with regard to governance-related issues. The evaluation will also be useful for follow-up to the recommendation

of the External Auditors for there to be an assessment of the costs and benefits of the specific form of governance of IPDC activities.

The evaluation will examine the role of the IPDC and its governing bodies between 2011 and 2016, also noting any major developments since the previous evaluation in 2006 that were taken into account by the IPDC Council.

1.3 WORK COMPLETED DURING THE INCEPTION PHASE

So far, the following work has been carried out during the Inception Phase:

- Initial analysis of the relevant UNESCO documentation
- A two day inception visit by the evaluator to UNESCO Headquarters in May 10th and May 11th.

This included meetings with:

- The Evaluation Reference Group which comprises:
 - 1) Guy Berger, IPDC Secretary, Director, Division of Freedom of Expression and Media Development ;
 - 2) Geoffrey Geurts, Principal Evaluation Specialist, Internal Oversight Service;
 - 3) Albana Shala, Chairperson of the IPDC Bureau; and
 - 4) Rosa Maria Gonzalez, Deputy Secretary to IPDC.

Two meetings were held, at the commencement and completion of the inception visit.

- Separate meetings with all members of the IPDC Secretariat;
 - The CI Administrative Unit (CI/AO) and Executive Office (CI/EO);
 - Representatives of five Permanent Delegations to UNESCO who have recently supported IPDC.
- Certain refinements were agreed with the Reference Group regarding the evaluation methodology, which are incorporated here.
 - Extensive additional documentation of relevance was identified.
 - The Inception Report concludes the Inception Phase.

2. METHODOLOGY

2.1 SCOPE

IPDC supports a spread of relatively diverse activities and interventions aiming at different outcomes, interrelated ultimately through attempting to influence different levels of the media sector, from grass-roots capacities through to normative principles and governance instruments and structures.

This assignment is not just about assessing IPDC outcomes, however. It will also cover the IPDC's management, governance, funding and organisation. Furthermore, it will consider the positioning of the IPDC within UNESCO, within the UN Family and in relation to its peers in the global media for development sector.

2.2 EVALUATION QUESTIONS

The evaluation questions are grouped and summarised into three **research strands** as follows. The **Evaluation Matrix** is contained in Annex 1, presents the sub-questions and main sources of data.

Strand 1. IPDC Outcomes Sought and Achieved

- 1.1 The operational *capacity building programme's* outcomes on the six IPDC Priority Areas
- 1.2 Contribution of *normative and standard-setting* to media development
- 1.3 Outcomes of *research* on guiding media development efforts
- 1.4 Contribution to journalists' safety of mandated *monitoring and reporting mechanisms*
- 1.5 Outcomes of IPDC Special Initiatives in mobilising *international support*
- 1.6 Specific outcomes on *gender equality*

Strand 2. Programme Funding, Management, Governance and Organisation

- 2.1 The costs and benefits of IPDC's specific governance structures
- 2.2 IPDC efficiency in terms of a) financial and human resources, b) number/range of projects (linked to the number of priority areas agreed by the IPDC governing bodies), c) quality of monitoring and evaluation
- 2.3 Explanation of recent fundraising patterns and their causes

Strand 3. Specific Role and Value to Peers and Stakeholders

- 3.1 IPDC's value to core constituencies: UNESCO Member, Field Offices, partners, beneficiaries, and donors
- 3.2 Role and value added of IPDC as an intergovernmental programme within UN and the framework of international media development community
- 3.3 IPDC complementarity with other UNESCO entities e.g. CI Sector, UNESCO Field Offices, Institutes and Centres, networks and partners

2.3 DATA GATHERING METHODOLOGIES AND INSTRUMENTS

Here, the data gathering instruments to be utilised are first summarised. They are designed to capture the widest possible set of views, ideas and data, including quantitative and qualitative.

- 1) Extensive desk research and documentary analysis, official, academic and grey literature.
- 2) One-to-one interviews with the following, to gain insights into current IPDC governance, processes, priorities, costs and future possibilities (excluding Field Visits; Numbers are indicative):
 - IPDC Secretariat current and former members (4 – several interviews expected of each)
 - UNESCO Staff in CI: ADG, FEM/MAS, FEM/FOE, KSD/UAP, KSD/ICT, CI/EO and CI/AO (8)
 - IPDC Bureau members (all 8 members)
 - IPDC Council members (those seeking to provide information)
 - Donors and potential donors to IPDC (8 to 10)
 - Selected Media experts and Key Constituents (up to 12)
- 3) Online Surveys to gather information and views from key UNESCO stakeholders on IPDC governance, outcomes, priorities and possible directions, to include:
 - IPDC Council Members (39)
 - IPDC Field Offices, including Communications Advisors and Professional staff (31)
- 4) Field Visits, including interviews and Focus Group discussions as appropriate, regarding how IPDC Projects relate to national and regional UNESCO plans, local priorities and needs, and gathering information and views on IPDC outcomes, priorities and possible direction, to the following:
 - Bangkok Regional Office, including three to four IPDC funded Projects (10 to 15 interviews)
 - Nairobi Regional Office, including three to four IPDC funded Projects (10 to 15 interviews)

2.4 EVALUATION TASKS

Tasks responding to each of the three Evaluation Question Stands are presented below. The data gathering instruments are mentioned in each case, and **highlighted in bold** for ease of reference.

STRAND 1. IPDC OUTCOMES SOUGHT AND ACHIEVED

IPDC outcomes as referred to here comprise the outcomes of the interventions financially supported by the IPDC over the 2011 to 2016 period inclusive. Specifically these include:

- A) A total of 434 **Media Development Projects (MDPs)** supported with small grants approved between 2011 and 2016 inclusive;
- B) IPDC **Special Initiatives (SIs)** comprising specifically:
 1. “Monitoring and Reporting Mechanisms on the Safety of Journalists & the Issue of Impunity”
 2. “Media-related Indicators, including MDIs, JSIs, MVIs and GSIMs”
 3. “Global Initiative for Excellence in Journalism Education”
 4. “Knowledge-Driven Media Development, and monitoring of SDG 16.”

Each intervention type will require different methodological treatment.

TASK 1.1: THE MDPS

With a total of 434 separate projects, it is not possible to undertake empirical analysis of the outcomes of each. Rather the approach will begin with an overall data mapping and analysis of all IPDC MDP interventions based on readily available data, which will then be further explored by a qualitative analysis based on a sample, using existing documentation of each intervention type. From there, the wider context and relevance of the MDPs' development and implementation will be examined, through field visits to Regional Offices, interviews with staff and with Projects themselves. Among issues explored will be whether the current IPDC Priority areas are appropriate in number and focus, whether others might be considered, and so forth, and recommendations will be made.

Task 1.1.1 Mapping and Overview of IPDC Projects and Intervention Data

All IPDC MDPs approved in the period from 2011 to 2016 (including those approved in 2016, and running through to December 2017) will be analysed drawing on the **IPDC database** and on readily available project documentation. An initial set of data to be reviewed, with results presented in tabular forms, is the following, and additional data sets will be added if possible:

- The IPDC Priority Areas under which each MDP has applied;
- The relevant UNESCO Field Offices (approximately 32 CI staff working globally), and Region;
- The specific geographical coverage (national, regional etc.);
- Funding requested and funding actually received;
- Whether completed or not;
- Outputs.

The data will be presented on an annual basis.

Task 1.1.2 Qualitative Analysis of MDPs

During the same periods, a brief qualitative exploration will be undertaken of a sample of MDPs, with a view to reviewing trends emerging from the tabular data, exploring for instance changing priorities, sizes and type of grants (national, regional), submission route and support given, and so forth.

Depth will be added to this through consideration of **MDP Implementation Reports** and the **Analytical Overview** of these Implementation Reports, all of which are compiled for the Bureau each year.

Task 1.1.3 MDP National and Regional Context and Dynamics

Understanding the context in which IPDC projects are conceived and developed and the dynamics and issues they are intended to address is critical to an appreciation of the wider picture of their relevance, impact and future potential. The role of Regional and Field Offices is critical here, as they frequently support the development of proposals and frequently are involved in initiating them, and are best placed to understand the media and communication needs.

To achieve this, **two Field Visits** to Regional UNESCO Offices will be undertaken, to Bangkok and Nairobi. This will enable one-to-one interviews and group discussions with UNESCO staff including the CI Advisers, with relevant national authorities, with project themselves including beneficiaries; and examination of how the MDPs proposed and approved fit with regional and national priorities. An overview of a limited number of Projects (3 to 4 in each region) in terms of its outcomes and links to local needs and priorities will be completed.

Moreover, the scope of the investigation will be broadened through the inclusion of specific questions on these issues in the **Regional and Field Office Survey**. This will assess the views of the value of the MDPs, and the extent to which they are an integral part of UNESCO Field Office strategies or Regional strategies in communication. Similarly, the survey of **IPDC Council members** will be used as an opportunity to gain insights from their perspective.

Many of the MDPs are referred to and supported by staff in other parts of CI (FOE and MAS), and **interviews with CI staff** there should offer insights into their views regarding the effectiveness and appropriateness of the MDPs with which they are in contact.

TASK 1.2 THE SPECIAL INITIATIVES

The four IPDC Special Initiatives will be each examined separately through documentary analysis and interviews with UNESCO staff and other key stakeholders involved in their design and implementation.

The work will involve the following tasks:

Task 1.2.1 Initial Exploration through Desk Review

Identifying, obtaining and reviewing all key **documentation** concerning the origins and ongoing implementation of these four initiatives is the first task.

Task 1.2.2 In-Depth-Interviews Initial Round

In-depth interviews will be undertaken with current and former IPDC Secretariat staff, and other stakeholders involved in designing and implementing each of the initiatives. Their purpose will be to enable a detailed description of each Initiative and an understanding of its dynamics.

Task 1.2.3 Wider context, impact, potential and Issues

Several methods will be used to widen the scope of the understanding of these, and on the process, relevance, outcomes and potential of these initiatives, as well as issues arising.

A cascading method will be used to **interview** individuals in a position to comment meaningfully and from different perspectives. Interviewees will be identified from the initial round but also from other sources. Additional people will be interviewed for each special initiative. These might include IPDC Bureau and Council members, Regional and Field Office staff, and donors but also others experts and UN or other agency staff involved in the initiatives. Accredited NGO members of UNESCO might also be consulted.

The **two surveys**, of Council Members and of Regional and Field Staff, will also include questions covering these initiatives.

STRAND 2. IPDC GOVERNANCE, MANAGEMENT, ORGANISATION AND FUNDING

The core questions here include:

- To what extent does IPDC governance, management and implementation, including the selection of MDPs, operate in the most effective and efficient ways possible and in a gender sensitive manner?

- What are the costs and benefits of the current IPDC governance structure? In what manner does the governance structure provide strategic guidance to IPDC?
- What factors influence the level and nature of donor funding being provided to IPDC, in the wider context of funding for the sector?
- To what extent have recommendations from the 2006 evaluation been considered and/or implemented?

TASK 2.1 INITIAL EXPLORATION AND DESK REVIEW

The Desk review will identify, obtain and **review all key documentation** concerning IPDC governance in general, and the costs of implementing IPDC MDPs and Special Initiatives. This will include, as a preliminary list, Council and Bureau documents circulated at meetings, Minutes and Reports to the General Conference; Staff time allocations; and Annual IPDC Financial Reports, and data provided by the AO and EO.

TASK 2.2 IN-DEPTH ANALYSIS OF DYNAMICS

The dynamics of the governance and management structures will be explored in terms of their coherence and dynamics through **in-depth interviews**. This will include IPDC Secretariat members, and proceed to IPDC Bureau members and others identified as relevant.

The goal will be to obtain a clear outline of all phases of IPDC MDPs and Special Initiatives, and their associated costs, including points at which and manner in which UNESCO's gender equality priority is incorporated. The views of those involved in governance will also be documented.

A number of questions will be included regarding these issues in the **IPDC Council and Regional/Field Office Surveys**.

TASK 2.3 ANALYSIS OF FUNDING VARIATIONS AND TRENDS

An analysis will be undertaken of the funding received by IPDC, including Funds in Trust Accounts, over the period 2011 to 2016. This will comprise **documentary and data analysis**, and trends and motivations will also be explored in **Interviews** with major donors, potential and IPDC Secretariat, UNESCO Staff and IPDC Bureau.

TASK 2.4 COMPARATIVE ANALYSIS OF OTHER RELEVANT PROGRAMMES

Also included here will be a comparative examination of how other global support projects are governed and implemented. Such Programmes need not necessarily be media related as it is the management and administration systems that are of primary interest here, though the WACC small grant programme is particularly relevant¹. At least one other UNESCO programme, of a similar structure, will also be compared. The purpose is to gather ideas to present options on how IPDC might refine its structures in future. This will be a **desk research** exercise.

¹ See <http://www.waccglobal.org/our-actions/one-year-projects-2012-to-2016>

TASK 2.5 REVIEW OF 2006 IPDC EVALUATION RECOMMENDATIONS

The Terms of Reference refer specifically to recommendations put forward in the 2006 IPDC evaluation, with a view to assessing the extent to which they have been implemented. This will be completed, based on data gathered under other Tasks.

STRAND 3. IPDC SPECIFIC ROLE AND VALUE TO PEERS AND CONSTITUENTS:

IPDC exists in an evolving environment with regard to media and communication including social media and the Internet more widely; with regard to the governance and regulatory environment globally, regionally and nationally; with regard to the evolution and appearance of new actors within the overall sphere of media and development and adjacent areas such as freedom of information, transparency, and accountability; and with regard to UNESCO itself, the different Sectors and Divisions, its key stakeholders and the UN system as a whole.

In this context, key questions include:

- How has the “niche space” occupied by IPDC over several decades evolved and been shaped and reshaped by these factors;
- How could it take new directions in the light of these dynamics and improve its complementarities and contributions?
- Based upon its demonstrated niche and its capacities, both human and financial, what future directions are possible for IPDC?

The key research tasks are as follows:

TASK 3.1 A REVIEW OF THE EVOLUTION OF MEDIA SPACE OCCUPIED BY IPDC

This will comprise a **desk review** to paint a picture of the evolving media and communication, human rights and development space in which IPDC operates and how it is evolving in the last decade or so, and the key factors that are driving this evolution. It will cover distinct areas including the national level, developments with the UN family, wider media and communications trends in relation to development communication, and other international organisations and trends.

The purpose of the review will be to frame the current relevance of IPDC, and to contribute to an exploration of directions it could be taking.

TASK 3.2 THE VIEWS OF KEY UNESCO CONSTITUENCIES

It is vital that the views of a wide group of stakeholders be obtained in relation to the current and potential future roles, and niche space, that IPDC might occupy. This may entail consideration of the current number and focus of IPDC project priorities. Most of the data gathering approach and instruments will be utilised in this task, with specific questions relating to these included where possible. These will include the **one-to-one interviews** with UNESCO staff and IPDC Bureau and other stakeholders, the **Field Visits**, and the **surveys** of both Council and UNESCO Field Offices.

ANALYSIS, DRAFTING AND REPORTING

TASK 4.1: DATA ANALYSIS

Data gathered at all the stages above, including from the IPDC database and the two Surveys, will be consolidated and analysed. This work will be spread throughout the evaluation.

TASK 4.2: REFERENCE GROUP WORKSHOP & DRAFT REPORT

Each of the above main Tasks will result in a Section of the report. These will be drafted during the course of the work, and reviewed together towards the end.

The analysis and recommendations will be set in a wide context that will embrace the wider media development sector, the relationship of IPDC with SDGs, and the two UNESCO global priorities. It will reference the IPDC mandate and, in the context of challenges and the evolving wider environment, consider what needs to be done to ensure its continuing and growing relevance in the future.

Annexes will contain all the relevant evaluation information.

The Draft Report will be produced and reviewed by the Reference Group.

TASK 4.3: FINAL REPORT AND PRESENTATION

After comments are received, a final report will be prepared and presented as appropriate including recommendations regarding all areas covered. The report's findings will be presented to the IPDC Council (the date of which remains to be confirmed).

3. WORK PLAN & TIMELINE

The Work Plan and Timelines are presented below, in accordance with the Contract. This is followed by a separate timeline for key data gathering instruments.

Research Task	May					June					July				August		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Preparatory Work and Inception Phase																	
0.1: Initial Documentation & Briefing																	
0.2: Inception Report:				X													
Strand 1: Outcomes sought and achieved:																	
<i>1.1 Media Development Projects</i>																	
1.1.1: Mapping & Overview of Projects																	
1.1.2 Qualitative Analysis of MDPs																	
1.1.3 National & Regional Context (including Field Visits & interviews)																	
<i>1.2: Special Initiatives</i>																	
1.2.1 Initial Exploration by Desk Review																	
1.2.2 In-depth Analysis through interviews																	
1.2.3 Wider context, impact, potential and Issues.																	
Strand 2: Funding, Management, Governance and Organisation																	
2.1 Initial Exploration & Desk Review																	
2.2 In-depth analysis of dynamics																	
2.3 Analysis of Funding Variations and Trends																	
2.4 Comparative Analysis of other Programmes																	
2.5 Review of Implementation of 2006 Evaluation Recommendations																	

Strand 3: IPDC Role & Value to Constituency and Peers																		
3.1 Review of the Evolution of IPDC Media and Communication Space																		
3.2 The Views of Key UNESCO Constituencies (including surveys etc.)																		
Analysis and Report Writing																		
4.1 Data Analysis																		
4.2 Draft Report and Reference Group Review																		
4.3: Final Report																		

Key Methodology Data Gathering Timeline	May					June					July				August		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
IPDC Council Survey																	
A: Development of Survey Instrument																	
B: Dissemination and Survey Completion																	
C: Results Analysis																	
Regional and Field Office Survey																	
A: Development of Survey Instrument																	
B: Dissemination and Survey Completion																	
C: Results Analysis																	
Remote Interview Concentration																	
Paris Data Gathering Interviews (Subject to confirmation. 1 to 2 visits)																	
Field Trips (subject to confirmation: Total 2 weeks)																	

4. LOGISTICS AND ADMINISTRATION

The Online Survey tool to be deployed is Survey Monkey Professional Level. All raw data can be made available to UNESCO, if requested.

Field Visit logistics, and meeting organisations, will require the support of UNESCO Regional office in Nairobi and Bangkok.

Paris Field visits will require assistance in scheduling the relevant meetings.

Logistics for remote interviews will be undertaken by the consultant, assisted where relevant by UNESCO for the contact details of those to be interviewed.

ANNEX 1: EVALUATION MATRIX

Issues	Evaluation Questions& Sub-Questions	Sources of Information
Strand 1. IPDC Outcomes Sought and Achieved		
1.1 The operational <i>capacity building programme's</i> outcomes on the six IPDC Priority Areas	1.1.1 What is the extent of capacity building in the different IPDC Priorities Areas? 1.1.2 What does the available evidence tell us about the outcomes of that capacity building? 1.1.3 Are the outcomes sustainable after Project completion?	<ul style="list-style-type: none"> • Database of IPDC Projects • IPDC project evaluation and Analytical Reports • IPDC Project final reports • Field visits to IPDC projects and Regional offices
1.2 Contribution of <i>normative and standard-setting</i> to media development	1.2.1 With regard to the Special Initiatives and MDPs, is there evidence of a contribution to norms and standards? 1.2.2 What has been the outcomes of such normative and standard-setting in different contexts and at different levels? 1.2.3 How could the contribution to strengthened?	<ul style="list-style-type: none"> • IPDC Documentary analysis • Additional documentation regarding impact • Interviews with UNESCO and other stakeholders involved in these areas. • Regional/Field office visits • Survey of Council and of Regional/Field Offices
1.3 Outcomes of <i>research</i> on guiding media development efforts	1.3.1 What are the key research outputs of IPDC? 1.3.2 What is their dissemination and usage strategy? 1.3.3 What is the evidence of these having guided media development efforts?	<ul style="list-style-type: none"> • IPDC Documentary analysis including the research outputs • Survey of Regional/Field Offices • Interviews with UNESCO and relevant stakeholders. • Regional/Field office visits
1.4 Contribution to journalists' safety of mandated <i>monitoring and reporting mechanisms</i>	1.3.1 How has this Special Initiative evolved and extended its influence? 1.3.2 How have the monitoring and reporting mechanisms developed and been reinforced? 1.3.3 What is the evidence that governments responding to these? 1.3.4 What is the evidence that these responses are leading to change in terms of enhancing journalists' safety?	<ul style="list-style-type: none"> • IPDC and UNESCO Documentary analysis • Additional UN system documentation • Interviews with UNESCO and other relevant stakeholders. • Regional/Field office visits • Survey of IPDC Council and of Regional/Field Offices

<p>1.5 Outcomes of IPDC Special Initiatives in mobilising <i>international support</i></p>	<p>1.5.1 In each case, what is the evidence that the Special Initiatives are gaining international support for what they hope to achieve?</p> <p>1.5.2 What dynamics can explain this support and how can it be reinforced?</p> <p>1.5.3 Is there evidence that this support translates into donor contributions towards Special Initiatives?</p>	<ul style="list-style-type: none"> • IPDC UNESCO and UN and other Documentary analysis • Interviews with UNESCO and other relevant stakeholders. • Regional/Field office visits • Survey of IPDC Council
<p>1.6 Specific outcomes on <i>gender equality</i></p>	<p>1.6.1 In what ways is gender being built into the IPDC programme design (including the priority areas)?</p> <p>1.6.2 In what ways are gender issues included in project selection, including Special Initiatives?</p> <p>1.6.2 What is the evidence that there has been a sustainable change in terms of gender-related outcomes?</p>	<ul style="list-style-type: none"> • IPDC UNESCO and other Documentary analysis • Interviews with UNESCO and other relevant stakeholders. • Regional/Field office visits
<p>Strand 2. Programme Funding, Management, Governance and Organisation</p>		
<p>2.1 Explanation of recent fundraising patterns and their causes</p>	<p>2.1.1 What are the general trends in funding for media and communications, including a demand for links to specific outcomes?</p> <p>2.1.2 What are the specific trends in donor funding to IPDC, in both Special Account and in Funds in Trust?</p> <p>2.1.3 What factors are influencing these?</p> <p>2.1.4 What is a reasonable prognosis on fundraising and how might it be enhanced for IPDC?</p>	<ul style="list-style-type: none"> • Specific IPDC data on donor funding • Interviews with UNESCO staff • Interviews with donors and Bureau members • IPDC Council and Regional/Field Office Survey
<p>2.2 The costs and benefits of IPDC's specific governance structures</p>	<p>2.2.1 What is the overall cost of the different components of the IPDC's governance, in financial and human terms?</p> <p>2.2.2 To what extent can that cost be attributed to different activities?</p> <p>2.2.3 Do Council and Bureau members consider the time spent on IPDC as worthwhile from their perspective?</p> <p>2.2.4 Do the Regional/Field Offices consider the time spent on IPDC as worthwhile from their perspective?</p> <p>2.2.5 What are the benefits of IPDC as seen by Council members, and Regional/Field Offices?</p> <p>2.2.5 What are the IPDC benefits as seen by other stakeholders?</p>	<ul style="list-style-type: none"> • Costs data for the IPDC Secretariat • Time/cost analysis of Regional/Field Offices if available • IPDC Council and Regional/Field Office Survey • Interviews with donors and Bureau Members • Interviews with UNESCO staff • Regional/Field Office visits

	2.2.6	Overall, how well suited are the current governance structures to overseeing the key IPDC activities and providing strategic direction?	
2.3	IPDC efficiency in a) financial and human resource, b) number/ range of projects, c) quality of monitoring and evaluation, d) number and focus of project priorities	<p>2.3.1 What volume of human resources are required for each of the main IPDC modalities (MDPs and SIs);</p> <p>2.3.2 What is the evidence that the scale and number of IPDC small projects are effective in terms of producing sustainable results and achieving the IPDC goals?</p> <p>2.3.3 Does the monitoring and evaluation of IPDC MDPs and SIs generate the information needed to evaluate their progress and contribution to IPDC goals?</p>	<ul style="list-style-type: none"> • Costs data for the IPDC Secretariat • Documentation • Interviews with donors and Bureau Members • Interviews with UNESCO staff • Regional/Field Office visits
Strand 3: Specific Role and Value to Peers and Constituents			
3.1	IPDC's value to core constituencies: Member States, Field Offices, partners, and donors	<p>3.1.1 What do the different IPDC core constituencies regard as its specific value and why?</p> <p>3.1.2. To what extent could that value be enhanced through refocusing of IPDC objectives and modalities?</p> <p>3.1.3 Are the current six IPDC priority areas appropriate in number and in focus?</p>	<ul style="list-style-type: none"> • Interviews with donors and Bureau Members • Interviews with UNESCO staff • Regional/Field Office visits • IPDC Council and Regional/Field Office Survey
3.2	Role and value added of IPDC as an intergovernmental programme within UN and the framework of international media development community	<p>3.2.1 What are the recent key trends in communication and media development, within the UN system, the SDGs, and in development community more widely?</p> <p>3.2.2 How do these trends influence IPDC's positioning within the international context?</p> <p>3.3.3 How can IPDC position itself and define its role more clearly within this context?</p>	<ul style="list-style-type: none"> • Academic and documentary analysis of international media development trends • Interviews with donors and Bureau Members • Interviews with UNESCO staff • Regional/Field Office visits
3.3	IPDC complementarity with other UNESCO entities e.g. CI Sector, UNESCO Field Offices, Institutes and Centres, networks and partners	<p>3.3.1 What are concrete linkages between IPDC Projects and initiatives and other parts of CI Sector and Divisions?</p> <p>3.3.2 In what ways are IPDC modalities an integral part of Regional and Country Field Office strategies?</p> <p>3.3.3 How does IPDC relate to the two UNESCO Global priorities?</p> <p>3.3.4 What is the value of an integrated approach and how can complementarities be enhanced?</p>	<ul style="list-style-type: none"> • UNESCO documentary analysis • Interviews with UNESCO staff • Regional/Field Office visits

ANNEX 2: PROPOSED LIST OF INFORMANTS

The following provisional list of proposed informants is under discussion and review with the Reference Group. Additional names will be added, including for the Paris visits and the Field Visits.

The Surveys will cover all IPDC Council Members, and Regional and Field Offices Communication Advisors. An option will be offered to all to supply further information and to interact further with the evaluation.

IPDC Secretariat Current and Former Staff: Guy Berger; Rosa Maria Gonzalez; Fackson Banda and Saorla McCabe. Wijayananda Jayaweera, Former IPDC Director.

UNESCO CI Sector: ADG: Frank La Rue; FEM: Sylvie Coudray; Mirta Lourenco. KSD: Indrajit Banerjee; Boyan Radoykov. EO: Cedric Wachholz; AO: Franck Odinot.

Other UNESCO Current and Former Staff: Senior Staff Field Coordination; and Bureau of Strategic Planning.

IPDC Bureau Members: Denmark: Mogens Bjerregard; Ecuador: Maria Elena Moreira; Mongolia: K.H. Naaranjargal; Niger: Fadjimata Gali; Oman: Suad Abdullah Al Is'Haqi; Poland: Krzysztof Wojciechowski; Zambia: Gilbert John Maimbo.

CI Regional Advisors: Bangkok: Misako Ito; Nairobi: Jaco Du Toit; Rabat: Andrea Cairola; Montevideo: Guilherme Canela.

UNESCO Permanent Representatives (recent donors): Lionel Veer, Dutch Ambassador to UNESCO; Zabrina Holmstrom, Deputy Director, Counsellor. Finnish National Commission; Piia Immonen-Seuguenot, Special Advisor, Ministry Foreign Affairs, Paris; Éline Ayotte, Canadian Ambassador & Dominique Levasseur, Senior Programme Officer. Kristina Tamosaityte, Lithuanian UNESCO Delegation, Second Secretary.

NGOs and Consultants: Silvia Chocarro, Consultant; Ulla Carlsson Former Director Nordicom; James Deane, Head of Policy and Strategy BBC Media Action.

ANNEX 3: REFERENCES REVIEWED TO DATE

The following is a preliminary list based on what has been gathered so far [More to come:]

A. UNESCO Programme and Budget (C/5)

- [Programme for 2010 – 2011 \(35 C/5\)](#)
- [Programme for 2012 – 2013 \(36 C/5\)](#)
- [Programme for 2014 – 2017 \(37 C/5\)](#)

B. Relevant information on the IPDC website

- Governance related: working methods, basic texts etc. – IPDC website
- Reports by the IPDC on its activities
 - Reports of the IPDC Councils
 - Reports to the General Conference
- Meetings documents i.e. meetings of the IGC and IGB
- Reports to donors
- IPDC projects database

C. IPDC Intergovernmental Council Reports to the UNESCO General Conference

- [Report by the Intergovernmental Council of the International Programme for the Development of Communication \(IPDC\) on its activities \(2014-2015\)](#) UNESCO. General Conference; 38th; 2015
- [Report by the Intergovernmental Council of the International Programme for the Development of Communication \(IPDC\) on its activities \(2012-2013\)](#) UNESCO. General Conference; 37th; 2013
- [Report by the Intergovernmental Council of the International Programme for the Development of Communication \(IPDC\) on its activities \(2010-2011\)](#) UNESCO. General Conference; 36th; 2011

D. Monitoring and results reports – as reported to UNESCO's Executive Board

2010-2011

Report by the Director-General on the Implementation of the Programme and Budget and on Results Achieved in the Previous Biennium (2010-2011 – 35 C/5) (Draft 37 C/3) (189 EX/4)

- [Overall strategic assessment](#)
- [Overall budget execution](#)
- [Detailed information concerning results obtained at the Main Line of Action level](#)

2012-2013

- [Implementation of the Programme and Budget and Results Achieved in the Previous Biennium \(2012-2013 – 36 C/5\) \(DRAFT 38 C/3\) \(194 EX/4 Part I\)](#)
- [194 EX/4 Part I \(B\) Online Report: SISTER 36 C/5 - Monitoring of Programme Implementation for Regular Programme and Extrabudgetary Resources as at 31/12/2013](#)

2014

- [Programme Implementation Report \(PIR\) \(1 January - 31 December 2014\) \(196 EX/4 Part I\)](#)

2015

- [Programme Implementation Report \(PIR\) \(1 January - 31 December 2015\) \(199 EX/4 Part I \(A\)\)](#)
- [Strategic Results Report \(SRR\) 2015 \(199 EX/4 Part I \(B\)\)](#): This report provides a strategic assessment of programme performance of the five Major Programmes and the UIS covering the period 2014-2015, with the use of external evidence provided by external evaluations, audits and other independent sources undertaken in the recent past.

2016

- [Programme Implementation Report \(PIR\) \(1 January - 31 December 2016\) \(201 EX/4 Part I\)](#)

E. Previous audit and evaluation reports

- New audits by the External Auditor: audit report on the Communication and Information Sector (2016)
- Analytical Review of IPDC-Supported Projects. (IPDC) 2014, 2015 and 2016
- An evaluation of the reforms (2006)
- Media in development: an evaluation of UNESCO's International Programme for the Development of Communication (IPDC) (2002)

F. Major donors to UNESCO

The following are reports to the UNESCO Executive Board that contain information on the major donors to UNESCO i.e. those providing extrabudgetary resources. The purpose of the documents is to provide some context as to the evolution of donations Organization-wide, not IPDC specific.

- [Implementation of the action plan for improved management of extrabudgetary funds](#) 200 EX/5 Part III (E) - (top donors 2015)
- [Implementation of the action plan for improved management of extrabudgetary funds](#): 197 EX/5 Part IV (B) (top donors 2014)
- [Implementation of the action plan for improved management of extrabudgetary funds](#): 195 EX/5 Part IV (C) (top donors 2013)
- [Implementation of the action plan for improved management of extrabudgetary funds](#) 192 EX/15 Part III (D) (top donors 2012)