

Evaluation Report 1.84



**WORLDVIEW
INTERNATIONAL
FOUNDATION**



THE ROYAL NORWEGIAN MINISTRY
OF DEVELOPMENT COOPERATION

EVALUATION
OF
WORLDVIEW INTERNATIONAL
FOUNDATION

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CHAPTER 1: CONCLUSIONS AND RECOMMENDATIONS

Four years after its inception, Worldview International Foundation can look back on considerable achievements in the field of video training and production.

Close to 150 video productions, more than 50 people trained in the use of video, 16 mm films that have reached an audience of several millions, assistance to media centres in a number of countries, international seminars, workshops and consultations - all under the leadership of the organisation's founder and Secretary General, Arne Fjørtoft.

But the considerable and rapid growth of the organisation has also brought with it several problems that must be solved if Worldview International Foundation (WIF) shall be able to fulfill its idealistic and ambitious objectives.

It is the purpose of this evaluation report critically to analyse both the achievements and shortcomings of WIF, for the benefit of the organisation itself, its donors and the countries in which it operates.

It has not been possible to look into every aspect of WIF's work in detail. We feel, however, that by concentrating on the work of the media centres, we have had ample opportunities to study the most important aspects of Worldviews activities.

Partner in dialogue?

WIF has declared as one of its objectives to be a part of a New World Information and Communication Order, contributing to the South-North dialogue by means of, "a comprehensive strategy in TV Programmes, Films, Radio, Print etc.", and also by establishing a comprehensive featurenews service for TV stations.

It seems obvious, though, that WIF has not discussed seriously enough whether this objective is at all realistic, taken into account the close links WIF has chosen to establish with the governments in the countries where the media centres are situated (except for Mexico where no production is planned so far).

The evaluation team is fully aware of the fact that all international organisations working in these countries must have some sort of agreement and a liaison with the governments. It seems, however, as if WIF has gone a step further by electing politicians and high level government officers to the organisation's decision-making bodies. The government liaisons have also been given surprisingly wide authority on the local level, especially in Bangladesh and Nepal.

This may enable WIF to avoid some bureaucratic red tape and to a certain extent make the organisation more efficient in its domestic work. But at the same time, it reduces the voice of WIF in the international dialogue to that of a government agency.

Gatekeepers in media based in the north will not be able to rely on WIF to give an unbiased picture of development issues, as most of these issues have strong political implications. WIF will have to adhere to general policy guidelines of the host governments and can only to a limited degree be a participant in a "free flow of information".

The close links with politicians may also prove to be detrimental to WIF's interests in the long run. A change of power, for example in Sri Lanka, could put WIF in a highly unfavourable position. It is essential for any media organisation wishing to maintain editorial independence to put some distance between itself and the political authorities.

Technical achievements.

All media centres have been equipped with video units for production and editing. Colombo Media Centre is so far

the only one who has U-matic highband system, which gives a better quality than the lowband equipment used in the other countries.

Nepal and Bangladesh also complain about the lack of backup equipment, especially since the two centres only have one editing unit each. A major breakdown in this unit could severely hamper the centre's activity for weeks, as the unit will have to be sent to Colombo for repair.

It is our impression that the equipment chosen for the centres is adequate for the purpose. As a professional production unit also working with TV stations, it is essential that the hardware is of a sufficient standard.

Credit must also be given to WIF for its ability to train locals in technical skills. WIF has been able to staff all its media centres with dedicated, hard-working and skilled local people and has thus made a valuable contribution towards a higher quality of the electronic communication in these countries. It is likewise commendable that a significant number of those taken on as staff have been women.

In the initial stage, expatriate trainers have been necessary also for basic training. With the skills already developed at the media centres, this need should be diminishing in the time to come. There will still be a need for expatriate experts for more advanced training though, and even if the proposed training in the Netherlands may prove beneficiary, it is of great importance that as much as possible of the training takes place in the trainees' home countries.

We will also stress the importance of already trained staff being given the chance to refine the quality of their work by having the opportunity to work with more experienced colleagues.

As to the journalistic content of the productions, a lot is still to be done. The bulk of the training so far has

been on the technical side, with only minor attention given to the need for able researchers, reporters and producers. Some of these skills can be taught by local journalists, but in the special field of TV journalism there is probably a need for expatriates in some years to come, especially in Sri Lanka and Nepal where experience with TV is meagre.

Training alternatives may have to be explored by WIF soon, to avoid a drop in demand as well as to provide communication support to the new approach to development communication, taken in the programs for blindness prevention and development of materials in health communication. This diversification will take WIF into the areas of rural communication, where trainers in WIF need orientation and training themselves. Alternatively, WIF will have to look for staff qualified in development communication.

The team feels that rural communication techniques need to be strengthened in all the WIF media centres. The approach to rural communication should be understood with greater clarity before WIF goes further in defining its own role.

WIF should also take care not to train more people than the market can absorb, which has happened in Nepal.

Role of the media centres.

All the media centres are at a crucial stage at the moment. WIF will be forced to make a decision on whether they shall concentrate on income generating activities like production of promotional material for other organisations, arrange extensive training programs or concentrate their resources at communication support in local development projects.

The centre in Colombo may be large enough to combine some of these tasks, but even there one has to decide if production of promotional videos is in accordance with the stated objectives of WIF.

Bangladesh will be without a director from February 1.,

at the initial stage of a comprehensive program to use media as a tool in a blindness prevention campaign (even though a special director without any prior media experience has been appointed to run the project). Bangladesh has been the most selfsufficient of the centres in terms of finances, but have also relied heavily on promotional productions.

Nepal is planning to send its editor for further training to the Netherlands together with a number of government employees, to prepare for the introduction of TV in Nepal. Simultaneously WIF and Redd Barna are initiating a health education project where WIF is supposed to supply the communication support. Even if Redd Barna is in charge of this project, it will draw heavily on the limited resources of WIF-Nepal, who also is without a director for the time being.

Income from productions increased in Nepal from 1982 to 1983, but this trend might be difficult to continue in 1984 if training and health education become priority areas.

The media centres are now operating primarily as centres for training and production of video. The team is of the opinion that WIF needs to deliberate on its role in the use of video. WIF tends to regard video as a mass medium. But video can only be a mass medium if broadcast via a TV circuit. The problem is that neither in Sri Lanka nor in Bangladesh will the illiterate and poor, especially among the rural population have access to TV. To reach them video must be used as a group media, which requires larger resources, is more time consuming and is often dependent on an insufficient infrastructure. In Nepal TV has not yet been introduced, a large part of the country is totally without roads and there is a large degree of visual illiteracy among the rural population.

If WIF has to achieve its stated objectives of reaching out to, and improving the condition of the poor, the appropriateness of video must become the issue of a very serious debate within the organisation.

The same goes for the priorities of the media centres.

shall they engage in activity close to the stated objectives of the organisation and risk a reduction in income, or should they rather engage in income generating activities that might be on the fringe of these objectives, but which could guarantee the future existence of the centres?

One solution to this last problem could be to allocate more of WIF's total resources to the media centres at the cost of the international activities like seminars, workshops, etc.

Organisational structure.

After studying the organisational structure of WIF, the evaluation team feels that the nature of decision making in the organisation could be improved.

Questions in this regard have been raised by members of WIF in and outside the executive council and annual general meetings. The geographic distribution of media centres all over the world calls for greater decentralisation than what there is at present. The difference in nature of governments, and local demands in the various countries also calls for more individualised attention than WIF is able to provide so far.

The quantum of work has also increased at the international level. WIF will have to consider whether the international office also needs expansion. WIF's media centres need to be strengthened in decision making so as their role can be more meaningful in achieving the objectives.

Most of the decisions regarding the policy of WIF are taken in the annual general meetings (AGMs) and in the meetings of the Executive Council (ECM). Very few of the staff of the media centres are members of the AGM or the Executive Council, and few attend the meetings. The minutes of the meetings often come much after the decisions are taken. This brings down efficiency, and hinders follow up. The evaluation team feels that the matter should be examined further by WIF.

Finances.

On the financial side WIF has had much greater expectations of support from donors than what has eventually materialized. Even income from productions has been over-estimated.

A less than critical attitude by the Secretary General, the board of Governors and the Executive Council in budgetary matters has led to the adoption of budgets that have turned out to be two to three times higher than actual realized income. Such a process will for obvious reasons not allow for the budgets to become a tool in decisions on priorities, neither does it help in keeping records of actual performance compared to decisions taken.

WIF will have to adopt more precise budgeting procedures whereby it is a distinct division between income secured and income planned for. By doing so the priorities of the organisation will have to be clearer. Hopefully this can lead to a more fruitful debate within WIF on how it should operate to fulfill its objectives.

The individual media centres should become more involved in their own financial situation. The efforts by WIF Headquarters in Colombo to have a more uniform system of accounting by engaging the auditors to write a special manual, is commendable.

RECOMMENDATIONS

It is recommended that:

1. WIF should plan for the inclusion of research and study of communication techniques and methodologies, for the South-North, South-South exchanges as well as within the countries where the media centres are located.
2. WIF specifically examine the role of video as a communication tool, within the limitations imposed by the national policy as well as technology spread within the countries where the media centres are located. This could cover:
 1. North-South exchanges
 2. South-South co-operation
 3. Within the countries for i) urban areas and
ii) rural areas.
3. WIF examine the need for strengthening the media centres in the following areas;
 1. administrative autonomy
 2. policy making in the areas of: -
 - i) opting for technologies,
 - ii) according priorities to administrative as well as development needs,
 - iii) preparation of budgets,
 - iv) identifying areas for research,
 - v) identifying training needs and planning for it.
4. The role of the committees appointed by the Executive Council may be reexamined and wherever necessary functional bodies created to look into problems at the national levels as well as the international level.

5. WIF in its overall planning for future activities does more realistic financial planning by;
 - i) adopting a system of budgeting that divides between income secured and income expected,
 - ii) introducing the principles of cost accounting,
 - iii) having a clearer concept of earmarked contributions,
 - iv) having a clearer division between contributions and income,
 - v) avoiding different salary scales depending on source of financing.
6. WIF evolves a rationale to decide the proportion of fund allocation for media centres on the one hand, and international operations on the other.
7. WIF should use a considerable portion of its resources in specialising as a communication support unit in local development projects, and in development efforts of the least privileged.
8. WIF reviews its role in the South-North dialogue, in view of its relationship with host governments where media centres are located.
9. Training may be looked at more generally, from the multi-media point of view and diversification possibilities explored, for each media centre separately.
10. Basic training in video should be taken over by local trainers and expatriate trainers used for specialised training, and that training programs be planned better.
11. WIF should review all its productions so far in relation to the stated objectives and decide production priorities.

CHAPTER 2: BACKGROUND TO THE EVALUATION

The Norwegian Parliament has taken a keen interest in the work of WIF since its inception in 1979. Financial contributions have been made available on a regular and annual basis since 1979. For each of the years 1979 to 1981, a grant of NOK 500.000 was given to WIF. For 1982 the contribution was increased to NOK 800.000, and for 1983 and 1984, the grant is NOK 1.300.000 per year. At today's rate of exchange, this corresponds to approximately US \$ 180.000 per year.

The efforts made by WIF to attract funds from non-Norwegian sources have not been entirely successful. In 1982, almost half of the contributions made to WIF came from Norwegian sources. For 1983, it is estimated that close to 60 per cent of WIF's total income will come from the Norwegian Government alone.

The Norwegian Branch of WIF applied in 1982/1983 for a special grant to WIF to cover the costs of a training program consisting of five Norwegian instructors working with WIF for a two year period. The Ministry of Foreign Affairs decided to comply positively, by granting half of the amount in 1983. At the same time it was decided that the Ministry should commission an evaluation of WIF. On the basis of the findings and recommendations of the evaluation, the Ministry would take a decision on whether to grant the second half of the amount applied for.

The Ministry also felt that an evaluation could be of assistance to WIF in its endeavours to attain the goals of the Foundation.

Terms of reference for the evaluation

The terms of reference (see Appendix I) were drawn up in consultation with WIF's Secretary General. Since

the evaluation team had only three weeks at its disposal, emphasis was placed on the work of the Media Centres in Sri Lanka, Bangladesh and Nepal. It is obviously a weakness in an overall evaluation of WIF not having been able to look more into the international activities in detail.

The evaluation is commissioned by the Norwegian Ministry of Foreign Affairs. The report, which is to be submitted before the 9th of January 1984, shall, due to the establishment of the new Ministry of Development Co-operation, be handed over to this ministry.

Members of the evaluation team

The Ministry of Foreign Affairs asked Mr. Sven Egil Omdal, News Editor of the Norwegian daily "VÅRT LAND" to be the team leader. Mr. Omdal has wide experience from news coverage in third world countries. He has during the last year been involved in study work on the "North-South" dialogue.

Ms Aruna Roy, an Indian national, works with the Social Work and Research Centre, Tilonia, a private non-governmental organisation. She has worked with integrated rural development, specifically in rural communication, non-formal education, training and evaluation.

Mr. Dag Nissen is a counsellor in the Ministry of Foreign Affairs. He has worked extensively with Norwegian financial assistance to international organisations. He has worked for NORAD in Tanzania for four years.

How the evaluation was prepared

The team members could not meet as a group before the evaluation started. In Oslo Mr. Omdal and Mr. Nissen had meetings with Mr. Arne Fjørtoft, Secretary General of WIF, Mr. Gunnar Garbo, Chairman of IPDC, Mr. Knut Tøraasen,

Head of Division, Ministry of Foreign Affairs, Mr. Halle Jørn Hanssen, Head of Information Division, NORAD, Mr. Knut Ringstad, former assistant resident representative for Redd Barna in Sri Lanka and Ms Ane Haaland, Communication Consultant who has worked for WIF.

In Rome, Mr. Nissen had a meeting on 17th November with Mr. S. Apollonio, Chief, Information & Communications Unit, IFAD.

Several other persons were informally contacted by Messrs. Omdal and Nissen.

In India, Ms Aruna Roy had some informal contacts with persons with prior experience with the work of WIF.

The evaluation team was presented material on WIF by the Ministry of Foreign Affairs and by the Secretary General of WIF. It is obvious that an evaluation team will have to gather additional relevant material during the evaluation. The team feels, however, that the material given by the Secretary General was somewhat limited in scope and number.

How the evaluation was performed

The program for the visit to each country and to the media centres was partly suggested by the media centres themselves, partly arranged by the team.

A list of meetings and discussions is given in Appendix 2.

CHAPTER 3: WORLDVIEW INTERNATIONAL FOUNDATION -
AN INTRODUCTION

Organisation

On 14 November 1979 nine persons (3 Sri Lankans, 4 Norwegians and 3 Swedes) signed both a Memorandum of Association of WIF and Articles of Association of WIF in Colombo, Sri Lanka.

WIF became incorporated on 18 February 1980 and is governed and regulated by Company Statute in force in Sri Lanka. No addition, alteration or amendment to approved regulations is permitted without prior approval of the Registrar of Companies of Sri Lanka.

WIF has a Board of Governors (i.e. all WIF members), an Executive Council, a Secretary General and such other officers and staff to perform such duties as the Foundation may determine (Articles of Association, para 6).

The Board of Governors have met at 4 Annual General Meetings: in Colombo on 14 November 1979, 7 January 1981, 11 January 1982 and 31 January-2 February 1983. The next Annual General Meeting will be in Kathmandu, Nepal from 9-11 March 1984. In para 10 of Articles of Association, it is stated that no business shall be transacted at any general meeting unless there is a quorum (one-fifth of the members present or by proxy shall constitute a quorum). The team questions whether there has always been a quorum at the Annual General Meetings. It has not been possible for the team to compare the numbers of members present against the total membership of WIF.

The first Annual General Meeting authorised the Executive Council to increase its membership to 25 persons. The Executive Council has met 12 times (see Appendix 6 for a list of venues and members present). The quorum of the Executive Council is 4 members.

The present organisation of WIF is set out in Appendix 5.

Chapter 7 discusses the organisational structure of WIF.

Objectives

According to the Memorandum of Association, para 3, the aims and objects of the Foundation shall be:-

- "(1) To acquaint and inform people in all countries of the world and through all media of mass communication with a special emphasis on the production of films and television programs on an international basis and for this purpose to cooperate with United Nations Agencies and other international and national organisations, film companies, news entities, television stations in the production of mass communication programs connected with:-
- (a) The problems of developing countries and their socio-economic aspirations.
 - (b) Their efforts to emancipate themselves from poverty and backwardness and their development strategies and technological and other requirements.
 - (c) The basic needs of their peoples with special reference to human aspirations and measures to realise them.
- (2) To promote the creation of public opinion in the international community for a better understanding of the development strategies of the developing countries in the Third World and to make available more relevant information regarding the new international economic order. "

Media Centres

The Sri Lanka Media Centre was established from the beginning. An agreement with the Government authorities was signed on 26 August 1981.

The Media Centres in Nepal and Bangladesh came into existence by the signing of agreements with the respective authorities on 27 October 1981 and 30 October 1981.

The Maldiva Media Centre started functioning in mid-November 1983 when the Director arrived. The agreement with the authorities was signed 17th June, 1982.

The fifth Media Centre is a set up in Mexico City whereby Mr. Andras Biro has been given a one-year contract as Director of the Latin American Media Centre.

The agreements with Sri Lanka and Nepal, and the renewed agreement with Bangladesh, dated 1.12.1982, are attached as Appendix 7.

CHAPTER 4: DEVELOPMENT COMMUNICATION

Development Communication deals with the problems of developing communication strategies for those who need it. It is also a part of the process itself. Development Communication is not the mere handing out of schemes to the underprivileged or sending out a message, though it is that as well. To understand what development communication means, one has to understand the process of development. The role of technology in the process of development communication is therefore further limited to facilitating the extension of communication, once both development and communication strategies are clearly understood and the communicator is in a position to assign a role to technology. Technology is not neutral. It brings with it, dependencies and obligations, which even if not completely controlled, must be understood.

The Development Communicator has, therefore, to ask himself questions which however uncomfortable they may appear to be, need to be asked and answered. Intervention points need to be understood, ... "Since communication support is usually a service to other project components or other physical inputs into a development program general project decisions regarding target populations technology and delivery systems will determine whether such activities are needed and if so their general scope. Thus such components often may be identified during the preparation rather than the identification stage of the parent project... Where the project planning itself depends for success on a high degree of participation and effective communication... then the early identification of a communication package for this purpose may be particularly important..."

(Using Communication Support in Projects. The World Bank's experience. Heli E. Perret, World Bank Staffing Papers Number 551).

WIF has been involved with the production of video films for UN Agencies, for international aid agencies, as well as national projects where development communication has been seen as a one point intervention or promotional support. From documentary and other evidence available, it is apparent that these and similar issues have been raised in seminars. Keith Warren, who was a participant to the WIF Seminar on Alternative Media organised in Colombo on January 12th and 13th, 1982 raised this issue in the debate.

Referring to the scale of WIFs involvements he says: "In WIF we have had access to both ends of the scale. We take video cameras into rural hovels. But if we trace back the results of our work, what proportion of the product and its outcome actually goes towards improving the condition of the people in these hovels? Really? Are we actually feeding our productions mainly into the systems that still lie at the wrong end of the scale?

In my opinion more people should be using their technical abilities for developing the communication at the level of the poor village and its school. It is not even a difficult task, though great in total extent. It carries similar rewards to the work in which many WIF members are currently engaged - excitement, creation, exotic settings, the challenge of management and the knowledge that the work benefits a great number of people.

Such work however does not carry prestige, but WIF, perhaps by developing a group that operates at that level, could give the work prestige and help its effect. WIF has influence and ... above all, the media outlets for promoting such activities."

(Keith Warren, UNICEF Mozambique)

WIF involvement in the last year has spread out to projects that may be termed developmental. Developmental

both in the context of the debate on scale and in degree of involvement. (Blindness Prevention, Development of Communication Methods & Materials for Health in Nepal). But the workers in WIF do not clearly see either the debate in communication priorities, the limitation of video, the politics of development involvements, or their relationship with outside acceptance, prestige and ability to raise financial and other resources.

While it is clear that communication strategies are an input into development activity, it is also equally clear that WIF does not have the management skills or the information base to become the implementor of a development project. This aspect is another matter for debate within WIF. Most agree that the taking on of a project like the Blindness Prevention Project in Bangladesh must essentially be seen as learning in communication techniques and methodology for WIF through action research.

Video and Mass Communication

The debate then shifts to the issue relating to the appropriate use of technology for development communication. The assumption broadly in WIF is that video is the best way of conveying development messages, and in initiating a development dialogue. This assumption follows the rather simplistic argument that video films that would feed into TV circuits could reach the maximum number of people in the shortest time and be able to reach quick and far. Though this argument would be a good one in the north, the south and particularly the three countries in which media centres have been studied, would indicate that this assumption while a possibility in the future, is not the reality of today. This is not to take away from video its rightful place in communication or the need to prepare and broadcast good development programs where TV is a reality. But the claim to being a mass media has to be made with many reservations.

The majority of the population lives in the rural countryside, which is backward. Most of the villages are not electrified. TV sets have not reached villages in a sizeable number. The reach of TV in these areas is a possibility. But the poor who are to be reached will not be able to buy individual viewing sets for some time to come. Community sets may come earlier. But the maintenance of community property has always been a problem.

With this as the socio-economic reality, TV and video have a role to play, but a limited one.

Communication Language

Communication techniques must evolve from the process. There are many communication strategies possible within one situation. They range from purely non-verbal symbols to the use of mass media and high technology. The appropriateness or otherwise of media is determined partly by the message or area of communication and partly by the level of media awareness of the people sought to be communicated with. To pre-determine media, is a handicap when it comes to development, especially rural development communication. Given this problem, the use of video and film has to be highly sensitive to nuances in language, levels of perception of pictures, understanding of symbols deliberately introduced in the film, and so on.

The Media Centres in the three countries visited are primarily audio-visual Media Centres, with special emphasis on video production. Other methods of communication have been looked at, but not used extensively.

Some of the Media Centres are also not clear about the differences between communication techniques and information flow. The Rural Communication programs in Sri Lanka for example, are really one or two day programs for facilitating information flow. Which by itself is a necessary part of the communication dialogue, but not all.

For example, Riber argues that in Bangladesh, the appropriate media is not TV but film. A 16mm film, using the symbols and plot of a popular Bengali film, projects in Bhor Holo, Dor Kholo, the persuasive argument for literacy. The complicated formula plot of a common Bengali film has been seen often and the thread of sequence clearly understood. The evaluation of the film has shown that the viewers understood the message. It is also true that many come to see. When this team went to Hathomara, about 1200 people, including women came to see this film and its very successful sequel Amara Dujoon. Film is more accessible to viewers in Bangladesh, and provided it deals with an educational theme relevant to the development process. USAID, as in this case, or even the government, can be used to distribute the film to ensure larger viewing. But even with Bhor Holo Dor Kholo, education follows the showing of the film, with a general discussion session and after Amra Dujoon, which deals with family planning, condoms and jellies are sold. The film needs support from other communication techniques to be clearly understood.

Mention must be made also of the radio program in Sinhala prepared and coordinated by WIF Sri Lanka, where weekly programs on health were broadcast by the Sri Lanka Broadcasting Corporation, a total of 52 1/2 hours of programming covering thirty topics. WIF coordinated and was responsible for script, development of concept, and arranging for the specialists. These programs were broadcast from January to December 1982.

This program called "Poshanaya Obai (Nutrition and You)" has been evaluated and found fairly successful.

Video as training tool, for documentation

Video can be used as an effective tool for training and for documentation. WIF has used video for training and education for trainers at all the media centres.

Mention must also be made of the documentation of health programs available in Bangladesh, which have been compiled and are being put together for providing easy referral (see chapter six). But the actual use of video as a training tool is yet to be worked out and evaluated.

Mass Media vs Development Communication

Mass Media in the countries of the south, has ironically not been able to reach the masses. Either due to literacy levels being low, or due to the inadequate economic resources available, or the tardy reach of facilities, the media, that is considered mass media, has remained the media of the privileged. This media is also often controlled by the governments of the country. There is, of course, varying degrees of control.

Mass media can be a tool but not the most effective tool for development unless, it is supported by an enlightened government. When there is sufficient awareness in government, there is still the hurdle of getting over bureaucratic red-tape.

Development communication is more than the supplying of information to the "masses". Communication implies a dialogue. Where the message is continually discussed and changed. When communication becomes dialogical, the difference between the communicator and the communicated becomes less. Such efforts are by their very nature to be small and decentralised. Technology plays a small role in such exchanges.

In a memorandum presented by three members of WIF to the Executive Council, they write:

"What we are trying to say is that we have lost sight of our goals somewhere along the way and are becoming a video production company. Yes, we do need video production institutions in Sri Lanka and elsewhere in the third world. The demand from developmental agencies, government institu-

tions etc. for video productions is growing rapidly and will continue to exceed the local societies' capacity to satisfy it. So, if the WIF wants to contribute towards meeting that demand, it will certainly be engaging itself in a useful activity. But that was not why WIF was set up. And that is not what we claim to do when we try to raise funds. And we believe that we will not continue to receive funds for much longer if we operate merely as a video production unit."

The memorandum goes on to say:

"We give below some specific suggestions as to the sort of programs that the WIF should attempt to produce:

- (a) Village level interviews, discussions, debates on crucial development issues.
- (b) Alternative approaches to development - for example the Chipko Movement, the Consumer Association of Penang, Bhoomi Sena and other grass roots movements.
- (c) Analysing, from a third world point of view, causes of poverty, exposing the injustices of the international economic system as repeatedly articulated by UNCTAD and other UN agencies.
- (d) Presenting different perspectives on important social, economic and cultural issues affecting the third world, such as population growth, tourism, Free Trade Zones, Women's Issues, Cultural deterioration, the impact of the communication revolution etc.
- (e) Explaining issues involved in the New International Information Order and the New International Economic Order debate.
- (f) Interviews with leading third world political and religious leaders and intellectuals on these issues.
- (g) Looking at history in a different way, that is, different from the way in which the history of the third world countries has been written up by the dominant powers.

We can go on and on! The point we are trying to make is that if we are to match the content of our program output

with our objectives, we have to completely re-think and re-orient our program strategy."

(Memorandum to all members of the Executive Council, August 13, 1982 entitled: Whither the WIF? Written and signed by ACAN Nuhuman, Neelan Thiruchelvam, Neville Jayaweera.)

Questions raised by Keith Warren or by the memorandum need to be focussed on and made issues for serious debate. It is to be treated at length and in detail. Something of this nature was agreed upon in the Executive Council meeting of WIF held on the 29th and 30th of January 1983, where it was decided that WIF would set up a Program Committee, which would be a standing committee to look at points raised in the Memorandum, discussed earlier in the Chapter. To quote Decision 14, page 2 of the minutes of the ECM, January 29-30, 1983:

"It was agreed that there was a need to look into the content of programs and the overall program philosophy of WIF. It was recommended that the new Program Committee should take this as their first priority in order to ensure that WIF's program will remain tied to its declared objectives."

No specific reference is made in the minutes of the meeting held on February 2, after the constitution of the Program Committee, with Chanchal Sarkar as its Chairman, to consider the points raised. Two points seem to refer to the issues, one strengthening the media centres and the other increasing the Rural Communication Budget to \$ 118,000. There are no further references to the deliberations of the Program Committee.

The team felt that WIF perhaps could at this stage of its development and growth, form a committee or council that can discuss these questions at the level of each of the Media Centres. Planning from below is crucial to determine the effectiveness of the working of the WIF's programs on development communication.

CHAPTER 5: A CONTRIBUTION TO SOUTH-NORTH DIALOGUE?

One of the most important issues in the UNESCO debate on a New International Information and Communication Order has been the shortage of technical production facilities and the severe lack of trained personnel in most third world countries.

In this regard, WIF has made a valuable contribution, both through its training programs and through the establishment of media centres and assistance to other media centres with professional production equipment in a number of third world countries. In addition to this, WIF's contribution is not limited to the organisation's own activities. There have been several spinn-offs as WIF-trained personnel have established their own video-units, or have been employed by governmental agencies or ministries wishing to start video productions on their own. Likewise, the television company in Sri Lanka has recruited some of its staff from WIF.

Worldview International Foundation has stated, time and again, that one of the major objectives of the organisation is to make a contribution to an increased south-north dialogue and to be a part of a new world information order:

"The main aspect of the new information order is to strengthen the flow of information from developing countries. A comprehensive strategy of increased productions in TV-programs, Films, Radio, Print, etc., will be the basis for the International Productions by WIF... WIF should also prepare a comprehensive feature news service for TV Stations." (Introduction to the Three Year Program, January 1982)

"Another focus should be to assist or initiate projects aiming at sensitizing world opinion to the development needs and objectives of Third World Nations. WIF should not only concentrate on documentaries and other traditional news of information, but should also emphasize on news features and drama productions in order to maximise the use of media for its information objectives." (Ibid)

"Through three years efforts, a foundation has been laid for further development of WIF's possibilities, which, parallel to the new media situation, might be a valuable contribution to the work towards a new information order."

(WIF - 3 years efforts towards Human Development, October 5, 1982)

It is, however, impossible to discuss the new world information order without taking into consideration what has been the most crucial controversy in this debate so far. Since the concept of a new information and communication order was first introduced, much of the debate has concentrated on what many regarded as an inherent contradiction between "a free flow of information" and media development, understood as government controlled media development, without the freedom of expression guaranteed in most Western countries.

Even if this theme was less present at the 23rd General Conference of UNESCO, in Paris, November 1983, it is still no less a prerequisite for the support of most Western countries, including the Nordic group, to all efforts aimed at furthering a new world information order. When evaluating Worldview's contribution to this process, we must do so on the basis of the Norwegian point of view, as expressed both by the Norwegian government and by Norwegian media organisations, that press freedom must not be restricted in the process.

Links with Governments

To measure the extent of freedom WIF has to report freely on matters in the countries where it operates, it is necessary to review its links, formal or informal, with the governments in the same countries.

WIF has chosen, partly as a necessity to be able to perform what the organisation regards as its major

functions, and partly out of free will, to be closely linked to the governments of its host countries.

In Sri Lanka, the present foreign minister, A.C.S. Hameed, is the president of Worldview International, and subsequently chairman of the Executive Council, whereas the secretary of the Ministry of Plan Implementation, Mr. Wickrema Weerasooria, acts as a liaison between the government and WIF.

According to Mr. Weerasooria, every script that might have a political inclination will be presented to him by the director of the media centre, and according to his own statement, he will in such cases invariably advise the centre not to go ahead with the project.

One recent example of the kind of problems such close links with the government might lead to, is a video production on the riots in Colombo in July 1983. WIF was requested by the government to go out and shoot some footage during the riots, and was given armed escort to be able to operate freely.

This footage was later, with some additional footage shot by one of the government's own video units, edited together - on WIF equipment - into a propaganda film hailing the government's performance during and after the riots. In the film, WIF's logo appears in the beginning as well as in the end, thus creating the impression that this is an independent WIF production.

In Bangladesh, WIF is linked to the Ministry of Education. The liaison with the ministry, a secretary of one of the ministry's sub-units, Dr. Sirajul Islam, is also a member of the Executive Council of WIF, and according to a letter from Secretary General, Arne Fjørtoft, Dr. Islam is in charge of the media centre in Dhaka, not the director. On policy matters not decided by the Secretary General, Dr. Islam has the final word.

In our conversation with Dr. Islam, we were given the impression that he sees WIF also as an important asset for him and his ministry in what obviously is a struggle of power with the Ministry of Communication. We were also told that Dr. Islam on several occasions had intervened and either vetoed or overruled decisions made by the director.

Asked whether WIF could have chosen another way of cooperating with the government, Dr. Islam stated that no foreign organisation will be allowed to work in Bangladesh without being linked to one or two ministries. It is, however, a fact that the strong position Dr. Islam holds in WIF is quite uncommon for a government liaison with an international organisation.

In Nepal, the media centre has been without a director for a while, and the full time liaison with the Ministry of Communication, Mr. Barrat Basnyat, acts as a co-ordinator of all activities at the centre. He has also been told by the Secretary General that he is the man in charge for the time being.

In addition to this, the Secretary of His Majesty the King, Mr. Chiran Tapa, one of the most influential people in the country, is also a member of WIF's Executive Council.

In conversation with the evaluation team, the Minister of Communication, Dr. Prakash Chandra Lohani, also stated that WIF is supposed to submit its annual program to the Ministry for approval.

In Nepal, all mass media are under strict governmental control, except for some freewheeling diminutive newspapers and periodicals that have mushroomed during the last year. Legislation on film productions requires

ensorship on all films to be shown in the country or filmed in Nepal for an international audience. So far there is no legislation regulating video productions, but the liaison with the government, Mr. Basnayat, has to approve every single shooting and can be held responsible for what the ministry regards as detrimental to the country's interests.

In Nepal, it is also extremely important to have the necessary clearances before the shooting starts. One video production made by UNICEF, with assistance from WIF, was banned by the government after it was finished, because one of the ministries involved had not given its prior consent to the shooting.

These are but a few examples of the kind of restrictions one can hardly avoid with the kind of links WIF has chosen to establish with governments that are highly sensitive to media in general, and the powerful electronic media in particular.

This way of operating might be helpful or even a necessity to accomplish other objectives, and may serve a just purpose in executing WIF's role as a supporting agency in rural development or other government-related development activities. But consequently, it reduces WIF's contribution towards a New World Information and Communication Order to that of a governmental agency.

In an application to the Norwegian government, dated January 6, 1983, for a special grant in connection with the International Year of Communication, The Norwegian branch of WIF writes:

"Norwegian grants to UNESCO's IPDC-Program indicates the emphasis given to media development. But since IPDC only supports government controlled projects, it is important to stimulate other efforts as well."

Considering the above mentioned limitations and restrictions in WIF's own work, one can hardly say that WIF is less under government control than IPDC projects. There is a large degree of similarity between the kind of projects IPDC has supported so far and the kind of work that Worldview does. The inter-regional project for exchange of TV news between 29 countries in Africa, Asia and the Arab countries supported by IPDC is, on a larger scale, equivalent to what WIF has discussed as one of their contributions to the South-South dialogue. IPDC's assisted training programs are also very similar to what WIF does.

South-North Dialogue

In the South-North dialogue WIF will quite effectively be impeded from making any contribution that might not be in the interest of the governments of the host countries. Its credibility in this dialogue, especially with TV stations and other media institutions in the North will be judged by this fact, which should not be concealed.

Even if it may reduce WIF's possibilities as a facilitator of a "comprehensive news-feature service for TV stations", there are still a large number of tasks that WIF may be well equipped to perform. Some of the best work of WIF so far has been as a professional partner for development agencies who need promotional and fund raising material. Even if this kind of work might be a bit on the fringe from what some of its members had hoped that WIF would develop into, it is still probably the most important role WIF can play in South-North information, granted that no fundamental change in the relationship between WIF and the host governments is possible.

CHAPTER 6: THE MEDIA CENTRES

Productions

An evaluation of the large number of productions, both on film and video, completed by the various WIF media centres during the last four years, must necessarily relate them to the stated objectives of the organisation. These objectives can be found in various documents from annual general meetings, in publications and promotional material, and can be basically subdivided into two priority areas: (1) WIF is supposed to use multi-media strategies to help the development efforts of the least privileged. "Information is spread far and wide on practical issues as safe drinking water, nutrition, hygiene, primary health care, population activities, food production and other basic needs. (Communication, A Key to Progress, WIF leaflet, undated).

(2) To assist or initiate projects aimed at sensitising world opinion to the development needs and objectives of Third World Nations.

During our visits to the media centres in Colombo, Dhaka and Kathmandu, the only ones who have completed any productions so far, we have had the opportunity to view a large number of the productions and also to discuss with producers, cameramen and editors their priorities and objectives.

At an early stage in this process, we discovered some inherent problems in this two-fold strategy, problems that also members and staff have discussed without arriving at a solution so far.

One problem is the different formats and approaches in video programs aimed at a northern, educated audience, over-exposed to media in all forms and varieties, and those aimed at an illiterate, rural population in developing countries, with little or no experience with media and very often with a large degree of visual illiteracy.

John Riber, Director of the media centre in Dhaka up to January 1984, has commented on this dilemma in one of the newsletters published by the Dhaka centre:

"I fear that if we concentrate on producing programs with northern audiences in mind, our training will tend to be in the context of the priorities of the north. That is, we will be using communication standards and models of the north, which may not be appropriate for communication needs in our host countries. Apart from that, why should we try to compete in the flooded communication markets of the north when there is such a great demand for information in the south?" (WIF Bangladesh Newsletter, spring 1983).

John Riber suggests that the logical priority for WIF should be to produce programs for national and international use within the south. Whether this should be the only, or one among a number of priorities for WIF in terms of productions, is for the organisation itself to decide. It is, however, our impression that WIF so far has not paid necessary attention to the special problems connected with the introduction of video to a rural population. Video productions have been made, meant for a rural audience, without taking proper care to ascertain that the film language will be understood, that there is enough personnel to explain the contents and the message of the film, and that there is a sufficient distribution system to ensure that the film actually will be screened in the villages. This problem is most apparent in Sri Lanka, where a large number of productions have been made with a rural audience in mind, without any basic prior research on how these people interpret living pictures. And even if most of these productions have been screened on national television, there are few indications that they have reached their main target, as television in Sri Lanka still basically is an urban phenomena.

The media centre in Bangladesh has done some very interesting and promising experiments in using the format of a traditional Bangladesh feature film to carry messages on the need for literacy and family planning.

In Nepal, the lack of proper infrastructure to a large degree prohibits an extensive distribution of any media. In a country where even the daily newspapers take up to three weeks to reach some of its subscribers, one can easily understand the limitations of video distribution.

All this taken into account, it is our impression that WIF so far has not been able to reach its first objective to any large extent, even if there are some laudable exemptions. It is, therefore, our impression that some of the projects now under planning or implementation, like the blindness prevention campaign in Bangladesh, the health education project of Redd Barna and WIF in Nepal and a proposed shantytown project in Sri Lanka, may prove to be the most viable modus operandi for WIF in the future. In all these projects WIF will facilitate communication support and the modern technology will be used in a clearly defined context with the possibilities of a constant evaluation. It is our recommendation that WIF should use a considerable portion of its resources in specialising as a communication support unit in local development projects, and in development efforts of the least privileged.

Promotional Productions

When it comes to WIF's productions for an international audience, basically in the industrialised countries, other questions arise. The self-imposed limitations of WIF as a partner in the South-North dialogue was discussed to a greater length in chapter five.

In this chapter we will discuss WIF's attempt to meet its second stated objective i.e. "To assist or initiate

projects aiming at sensitizing world opinion to the development needs and objectives of Third World Nations".

In all three media centres, a majority of the productions, and especially those aimed at a northern audience, have been commissioned by other agencies, non-governmental organisations or UN agencies, and sometimes local government agencies. The quality of these productions will be discussed under each media centre. At this stage we will only point to the fact that this dependence on commissions has raised an internal discussion within WIF as to what function the organisation should have in this field.

In the memorandum from the three executive council members mentioned above, they raise the question on how relevant the promotional productions are to WIF's declared objectives. This is how they themselves answer the question: "Of the 72 productions (Sri Lanka Media Centre only) , at least 65 have been commissioned by other agencies for their own purposes. That is to say that WIF has functioned as a video production company accepting contracts for productions - very often on a subsidised basis and some times without payment.

Our principal customers have been Redd Barna, NORAD, UNICEF, Rupavahini(The national television company), and government ministries and corporations. Naturally their primary interest is the promotion of their own goals and objectives which - though developmental - are not necessarily congruent with our own.

If we analyse the titles of these productions, we will observe that while they are 'developmental' in the broad sense, they do not constitute a coordinated unfolding of a plan directed towards our stated objectives. There seems to be very little if anything in these programs that constitute an attempt at 'creating a climate of opinion in the international community', 'providing information more relevant to the new international economic order' etc.

These observations are not intended to minimise or in any way denigrate the quality of our productions. Some of them are indeed of high technical quality, and a few compare somewhat favourably with sophisticated productions from long established institutions. Neither should these observations be construed as adverse comments on the quality of production staff. What we are trying to say is that we seem to have lost sight of our goals somewhere along the way and are becoming merely a video production company."

The evaluation team share these observations, even if we think that it is not justified to state that WIF is becoming a mere video production company. The new projects mentioned above, which will also be discussed later on, proves that WIF still is struggling to find an identity different from that of a commercial technical facilitator.

One should also take into consideration that the financial situation of WIF has made it necessary to take on promotional commissions to be able to keep the trained staff. While some of the productions may have been somewhat peripheral to WIF's main goals, they still have provided WIF with opportunities to develop their skills, and also make a contribution to the efforts of the NGO's and UN agencies to raise the level of awareness in the industrialised countries.

It can be debated, however, if the media centres have been allocated a comparatively large enough amount of the total funds granted to WIF. With larger contributions from WIF International, or with a system where WIF to a larger extent asked for project support for media centres from various donors, the media centres would have had more freedom to initiate their own projects closely related to the declared objectives. One can hardly criticise the media centres for taking on promotional assignments in a struggle to stay alive.

The financial side of WIF's operation will be discussed in chapter eight.

Training

Training is one of the major roles of the WIF media centres. This is a view held by those in WIF, the government of the countries in which WIF media centres are located and the funders of WIF.

The objectives of the training program are contained in the overall objectives of WIF:

"To acquaint and inform people in all countries of the world and through all media of mass communication with a special emphasis on the production of films and television programs on an international basis and for this ... (to) produce mass communication programs connected with:

- (a) the problems of developing countries and their socio-economic program aspirations,
- (b) their efforts to emancipate themselves from poverty and backwardness and their development strategies, and technological and other requirements,
- (c) the basic needs of their peoples with special reference to human aspirations and measures to realise them."

WIF is therefore committed to training in use of technology for mass communication and development. What is not clear in the overall objectives of WIF and therefore reflected in the training programs, is the relationship between mass media, the role of video and film production, and development needs.

The WIF Training Programs are therefore of two mutually exclusive kinds. There are Video Training Programs and Rural Communication Training Programs. The Video Training Programs have concentrated on the transfer of technology related to competent use of video and film production, with technical competence being the primary objective. The Rural Communications Training Programs began later and have been held in Sri Lanka and there are projects under way in Bangladesh and in Nepal, which will necessitate training in rural communications to some degree.

WIF Media Centres in all the three countries are primarily seen as pioneering training institutions for video, and have largely performed that role. The major thrust of the Media Centres has also been determined by the governments of those countries either in deciding to introduce TV, and therefore requiring training in skills, or to develop specific skills in video communication for education. The Video Training Programs have tried to fill a gap in technology skills that existed in the countries.

Trainers

The trainers for the training programs have largely been expatriate staff, mainly from Norway. Some of the WIF staff as well as governments have begun to think that local trained specialists might be used for training, but under the guidance of expatriate trainers. Expatriate trainers are often highly skilled. But when the training has to cover use of local communication language, symbols, identify local idiom and motifs, the involvement of the local trainers become important.

The expatriate staff of trainers who came on short assignments, stayed for a period ranging from 2 to 6 months. Some came specifically to train only in one special area. Those who came for short assignments i.e. 2 months, created a different problem. The first training program in Sri Lanka for 6 months had the first trainer for two months, the second trainer was not previously acquainted with video and in the last two months there was no trainer.

Duration of the training program

The training program is generally scheduled for six months. The trainees felt that the training program should either be for a longer period so as to enable greater familiarity with specialised techniques, or there should be one general training program for 6 months followed by specialised training.

Content

The specific content of the training program was, therefore, decided by the trainers area of specialisation as much as the trainee's needs. The shift from one area of training to another was partly planned, but partly left open to the availability of trainers. The reaction of the trainees to this arrangement was mixed. While most of them agreed that the training in itself was beneficial, they also pointed out that the training would have improved if the following alternatives had been looked at:

- i) the training content could be more clearly stated.
- ii) the training course could be divided into two parts:
the first part of two months an elementary training covering a general introduction to the concept and use of video, followed by a four months specialised course in areas like editing, studio production etc. (view of trainees with some experience, in and outside government).

or

The training course should be of 6 months duration - this should be a general introduction to video, with the intention of introducing the trainee to the various aspects of video, so that the trainee can identify the area which he/she finds interesting and the trainer can identify trainee skills. This should be followed by a more detailed program in which the trainee can learn more specifically and can at the end of the training program feel confident about taking on independent work.

(view of trainees outside government, with little opportunity to use the training).

WIF has been considering the sending of trainees to Netherlands for an advanced course. But arrangements may have to be made within the country to accommodate those who are keen to have further training.

Planning Needs

There are many areas that need to be more carefully planned. The areas that need to be focussed on are:

- a) Who the trainees are and what they intend to do after the training.
- b) A rough curriculum of training (on video) for those who come with experience in film or other communication techniques, and another for those who come fresh from school or university to the WIF training program.
- c) Communication techniques to be understood in general. Some understanding about visual language, symbols, the relationship between development communication and video.
- d) The role of video in training and in education, the role of the video operator.
- e) The limitations of video and the need to mix video with other communication techniques.
- f) The presence of one co-ordinator for the duration of the training program.

Rural Communications - Training

WIF has had some training programs for rural communications in Sri Lanka. The training programs have, however, been of a fairly general nature. The training programs often covering a day, cannot perhaps be called training programs, though they may have served as a good way to introduce the trainees to the relevance of communication as an important input in all development planning.

The training in rural communications needs to be strengthened by research into the local technologies and its uses and relevance. It is also necessary that the use of local communicators and the local language of communication need to be understood better: e.g. health messages lead to understanding and change if delivered by a local midwife rather than a postman etc.

The reason for the non-involvement of video in rural communication is discussed elsewhere. But the fact that video and rural communications form different pre-occupations in the working of one media organisation, raises serious questions, that WIF needs to ask itself and answer.

Training has been one of the major functions of all the WIF Media Centres. The training in video-technology in Colombo is going to compete with the government training at Ruphavahini. In Bangladesh, the National Broadcasting Academy is a well established institute of long standing. Not all the trainees from the Kathmandu Media Centre are working with video. Under the circumstances, WIFs branching out into involvement with long term development projects in Sri Lanka, Nepal and Bangladesh is one option. The training may also have to diversify to look at multi-media options in greater detail. They may also need to look at alternative groups of trainees from government and outside who are working with development. Their needs may have to form the subject of WIF's concerns.

Co-operation

WIF is entering a new phase of communication involvements in focussing on communication support to long term development projects. This involvement will take WIF into activities involving health primarily, and will entail cooperation with agencies like Redd Barna, Helen Keller International, Habitat and the governments of Nepal, Bangladesh, Sri Lanka and the UN agencies in these three countries.

WIF will be concerned with providing basic media and communication support. The role WIF has assigned itself varies in the three Media Centres at Colombo, Dhaka and Kathmandu.

Bangladesh

The proposal for Nutritional Blindness Prevention Program through media, planned for Bangladesh, has been prepared by Bjørn Bye, based on a proposal by John Riber. It includes the filming of a second sequel to "Bhor Holo, Dor Kholo, and Amra Dujoon." The subject of the new film will be prevention of nutritional blindness. UNICEF, RCSB, ABC, RDRS, the Helen Keller International and the Government of Bangladesh will cooperate in the implementation of the project, for which WIF will provide a variety of media support. This will include development of jathra, folk drama, training of folk media artistes, setting up of mobile jathra teams and production of print materials.

A separate director appointed by WIF will coordinate these activities.

The team felt that this will take the Media Centre in to more relevant and meaningful areas of development communication in 1984. But, it also felt that the Blindness Prevention Program should be a separate program and use WIF Bangladesh as a consultant. The role of WIF Bangladesh, should be such, as to enable it to preserve its independence.

Given the bulk of work that will come its way, the Blindness Prevention Project, Training in Video for NIEMT producing promotional films for increasing income, WIF will have to work out priorities and work capacities, before it takes on additional work.

Nepal

The proposal for the "Development of Communication Methods and Materials for Health Education" was prepared by Ane Haaland in January 1983 for WIF, Nepal in cooperation with Redd Barna and the Government of Nepal.

WIF Nepal has concentrated on video training and film production, this project however:

"represents a broadening of the role and approach adopted by WIF so far, to include a stronger component of the software side of development communication... Video will also be used in the project - not only to document the whole process, but also as a training tool." (Ane Haaland Development of Communication Methods for Health Education).

At the time of this team's visit to WIF Nepal, Ane Haaland was working with Redd Barna and the involvement of WIF in the project had undergone modification. The project is now going to be implemented by Redd Barna, and WIF would be a consultant, assisting Redd Barna in:

- i) using video as a training tool, for the trainers principally, and possibly at the grass root level,
- ii) documentation of the project.

Redd Barna was not clear about the extent of WIF's capacity and the exact role WIF can play in the program. It was felt that WIF has a lot to learn through its involvement with the project about media and the use of communication in development education.

WIF's commitment to development communication in these projects calls for the full time participation of a sociologist with communication experience, or someone well versed in development communication in the third world. This is crucial to the success of the program .

The team is unable to comment on the Habitat Program in the shanty towns in Sri Lanka as the project proposal is not available for perusal.

Cooperation with non-governmental, grass root development agencies is an aspect which WIF has not looked into in detail. Sri Lanka and Bangladesh have a number of agencies involved in rural development. These agencies require training and communication support, principally in using and exploring

traditional media, with support from technology. WIF has produced a video film for Sarvodaya Shramadana in Sri Lanka. This film is being screened by the Sarvodaya with their own equipment.

Apart from making such films, WIF could also look at developing print media for rural projects, using local communication technologies, and help identifying communication techniques that are part of the texture of their life.

WIF has to strengthen the rural communication side of its Media Centres by inducting third world consultants who may have worked in their home countries on development and educational technology.

Seminars and Workshops

The Seminars held by WIF have covered issues which form the dominant subject of dialogue within the south and between the north and the south. The seminars have also been attended by participants well known for their contribution to communication. What is not clear, however, is the link between the seminars and the working of the media centres. The discussions held at the seminars do not seem to have had the necessary follow-up, either in the activities of the Media Centres or in the deliberations on crucial issues affecting communication strategies, within the media centre.

The team was given to understand that seminars are often arranged to coincide with AGMs and ECMS, so as to enable the members' fare to be paid. This, it was felt could limit the number and variety of participants attending the seminars.

Seminars organised by WIF range over a wide variety of subjects in communication. What does WIF expect to learn in terms of its own preoccupations with media and communication strategies, or what are its contributions to the development of international understanding on the role of

media, technology or communication methodology? The team felt that WIF could examine its role more critically so as to make optimum use of the seminars.

Workshops

Workshops on an interesting range of subjects has been held by WIF. They have covered topics relating to high technology as well as rural communication media. The workshops, the team felt, could be more useful if they fed into existing programs to a much greater degree.

COLOMBO MEDIA CENTRE

Worldview started its work in Sri Lanka towards the end of 1979. Most of the resources, human as well as financial allocated to the media centres have gone to Colombo. Hence it is not surprising that Colombo is by far the largest, best equipped and most advanced of the centres.

The agreement with the Sri Lankan government now in effect was signed on August 26, 1981. It states that WIF desires to assist the government of Sri Lanka to gradually develop a modern and viable system of development communication in the island by providing funds, material, resources, technical inputs and other assistances.

The Ministry of Plan Implementation is instituted as the liaison between WIF and the government. The secretary of the ministry, Mr. Wickreema Weerasooria was asked by Arne Fjørtoft to become a member of the executive council of WIF. The foreign minister of Sri Lanka, Mr. A.C.S. Hameed, has been the President of Worldview International Foundation from its inception.

WIF was established just as television was introduced to Sri Lanka, and has given a valuable contribution to the rapid development of a fairly high percentage of locally produced programs. According to the Chairman of the

Rupavahini TV network, Mr. M.J. Pereera, WIF "really saved Rupavahini in the beginning."

Three years after TV was introduced, it is still basically reaching an urban audience, partly due to the fact that electricity is scarce in the rural areas. 60 percent of the programs are locally produced, but only a small percentage can be labelled developmental. WIF screens one of their programs every fortnight on Ruphavahini, but the bulk of these are promotional programs made for non-governmental organisations. WIF will run out of programs in three to six months, but no decision has yet been made on what will happen then.

Productions

WIF started its activities with a training program, both for their own purposes and to help Rupavahini and the other television network, ITN, educate personnel as fast as possible.

Early in this period WIF took on assignments to make some promotional films, without making it sufficiently clear that these would be student productions and that one could not expect professional or semi-professional standards at this stage.

This lack of communication, for which both parties must share the blame, has led to some frustrations and lack of enthusiasm on the side of the commissioning agencies. A number of these early productions have reached their target audience only to a very limited degree and often without the proper introduction, follow-up or evaluation.

Mr. Eivind Dingstad, resident representative of NORAD explains that NORAD commissioned some work from WIF, including a newspaper clipping service, editing of a NORAD newsletter and some video productions. The clipping service proved to be not very useful and was terminated some months

ago. The person in charge of the print division of WIF, who edited the newsletter, left WIF in 1983 and it has been difficult to find a replacement.

NORAD is not satisfied with the video productions, but blames that partly on themselves for not being specific enough on what was to be the target groups for the programs.

"But the lack of professional journalistic experience in WIF is a great problem, and the main reason why we feel that the services they can offer are not good enough", Mr. Dingstad states.

But NORAD and all the other agencies and NGOs we met in Sri Lanka agree that the technical quality of the WIF productions has improved considerably, and that WIF today can compete with any other professional video production organisation or commercial companies. This improvement stems largely from the fact that a number of highly professional expatriate experts have been brought in to train the talented students that stayed on as WIF apprentices or staff.

The evaluation team watched a large number of the productions made by the centre in Colombo, from the very first upto the latest, and our impression is the same: Technically WIF has reached a fairly advanced level. Some of the camera work is still too static, the sound is not always good enough, scripts can still be improved, but generally we feel it is fair to say that what we have seen of recent productions is impressive, taken into consideration that the organisation is only four years old and that none of the staff, except for the expatriate technical consultant and cameraman, had any previous experience with video. The number of productions completed are also quite impressive, 77 video programs in less than four years. But a breakdown of this figure reveals that only 19 of the productions are aimed at a rural audience, and among these are a number of the early productions which have not been used to any extent due to lack of quality.

26 of the productions have been made for an international audience, including news items and fund raising programs. 10 programs are meant for policymakers within government or NGOs. Out of the 77 productions at least 51 have been commissioned, an additional 13 are coverages and interviews (example: Coverage of Norwegian ambassador's visit to Sri Lanka, not commissioned by the embassy or by NORAD).

Six of the programs and maybe the most popular of them all, was sponsored by the Bank of Ceylon. This is a series of children's programs based on the ancient Jataka-tales, a group of tales from the buddhist tradition often carrying a moral message. These programs, made with children and professional actors, have been very well received, both in Sri Lanka and in other countries (some of the tales have been shown also on Norwegian television).

A further analysis of the list of video productions reveals that 35 per cent (27 productions) have been made for various Norwegian institutions and organisations with Redd Barna as the most important partner.

Equipment

The centre in Colombo is better equipped than the other centres, having a U-matic highband unit in addition to two lowband units. Both the centres in Dhaka and Nepal emphasised that WIF should concentrate on highband system to enhance picture quality further and the two smaller centres also felt that the lack of back-up equipment was a drawback. If the sophisticated equipment breaks down, it will have to be sent to Colombo for repairs.

Some of the staff in Colombo indicated that the lack of trained producers was a problem. The local staff have acquired technical skills, but still lack sufficient training on the software side, e.i. journalistic education related to video production.

Journalistic Freedom

It is clear, however, that the journalistic freedom of any producer working with WIF will be limited as a result of the close links with the government. Sri Lanka is a highly politicized country with a number of very sensitive areas. Script-writers or producers who want to touch upon these areas will have to take into consideration that the script has to be approved by the Secretary of the Ministry of Plan Implementation. The result is either a strong self-censorship or a possible conflict with government officials that are also leading members of WIF. It is our opinion that the dual role as government liaison and member of the executive council hurts the image of WIF as an independent media-organisation. We are aware of the working conditions of media in all the three countries visited, but we still feel that WIF has chosen to link itself closer to the governments involved than necessary.

Video Training

The first batch of trainees in video, 14 in number began their six month course in January 1980. The program initially scheduled for 6 months was prolonged to August 1980. Seven out of the 14 trainees came from government departments including Rupavahini, the government TV unit and three came from the Government Film Unit. The other two government trainees came from two different development boards. The first batch of trainees included one trainee from Bangladesh.

The second batch of trainees, 15 in number, came from different countries including India, Indonesia, Maldives and Nepal.

The training unit of the Media Centre in Sri Lanka has played an important role in establishing the credibility as well as identifying the future workers in WIF. Four from the first batch and two from the second are now working with WIF.

If the quality of the trainees is an indication of the training programs, the WIF training programs were adequate. Trainees though appreciative of their training have pointed out some shortcomings in their training programs.

It was generally felt that the training was good as it facilitated access to training equipment and gave operational experience, and confidence in production. But, the continual shift in expatriate trainers was difficult to take, as with each change adjustments had to be made. The first training program had two trainers in the 1st and 3rd months, with no trainer in the last two months. It was also felt by some that there was not enough critical viewing of videos made either in the south, or the north on themes related to the training. Sanath Dharmaratne felt that minimum skill requirements must be specified before selection of trainees. Language facility should also be a criterion for selection. This referred to ease in English as the expatriate trainers had to be understood. He also stated that after a two week general training there should be skill identification and trainees channelled into those areas where they could do well. Some may have multiple skills, while others may be good at only one, but really excell in that.

Keerthi S Perera and Lionel Jayaweera of the Sala Cine, a governmental video institute, stated that their training was adequate, though it could have done with some more emphasis in studio production. Balasubramaniam of Rupavahini was confident that his training in video was good and that he did not feel handicapped when faced with those who were trained abroad.

The trainees who got absorbed into WIF Sri Lanka are accepted as being capable and efficient. It is accepted by many that the two editors are among the best in Sri Lanka. Though training programs could be planned better, the quality of the trainees, their commitment to their work and their competence is to be commended.

But not enough emphasis seems to have been given to the understanding of video as a means of social change, its limitations and the necessity for deciding on the optimum intervention points and the nature of support communication.

The government of Sri Lanka is planning to start its own Training Institute affiliated to Rupavahini. The Chairman of the Rupavahini Corporation saw WIF as a useful organisation for running short term training programs as well as using WIF till such time as the Rupavahini Training Centre comes into operation. The training Institute will be able to absorb a maximum of 30 trainees per training program. WIF will still have a role to play. He saw WIF's future also in the realm of training TV, Radio and Newspaper journalists.

The Director/Chairman of ITN, however, felt that with the setting up of a government training institute, the role of WIF in training would be reduced.

WIF would do well to evaluate their role in training in Sri Lanka on video as well as other communication media. This will be necessary to plan for diversification if the demand from government should fall. In training young trainees from the non-governmental structure the WIF media centres will have to ask themselves whether it will be worth training in video, to increase the number of employed alone, no matter what use the video may be put to. If training in hardware alone is justified, this is a particularly alarming thought as even Sala Cine, the Video Wing of the Ministry of Plan Implementation is shooting films of weddings to increase its income and to be self-reliant.

Rural Communication Training

Rural Communication Training Program in Sri Lanka are organised by the Coordinator, Rural Communications WIF. The training programs are generally held for a day, when

the coordinator visits the place of training and conducts the program. The training is for rural youth, leaders and students as well as Presidents and Secretaries of Rural Development Societies and other key personnel. This training is to help develop programs at the village level. It began with a three day workshop with the Sri Lanka Foundation. The trainees who came to this workshop (32) then held one day programs in their respective villages to which the coordinator went. The communication support necessary was taken along, which sometimes included video.

These "regular requests" came from the Ministry of Health, Development Councils and the National Youth Service. "In all 1433 persons were exposed to 29 Rural Communication Training Programs during the year under review" (1982): WIF Colombo, Rural Communication Program - 1982 signed Lal Hewapathirana, January 29, 1983.

The training programs are ambitious, as they seek to cover many areas of communication technology in a day. For example, the training program in Badulla, held on the 21st of August 1982, attended by 53 males and 15 females lasted from 9 a.m. to 4 p.m. The topics covered included: (i) Communication in rural development, (ii) inter-personal and group communication techniques, and (iii) development of rural programs, and group work - discussion and development on Rural Programs. (Please see Appendix four Example of rural communications training program, held by WIF, Colombo)

Given the fact that communication is a process, which needs analysis and understanding, and not a skill that can be transferred in a day, the training programs can be seen only as preliminary exposure to the need for taking communication support seriously in development. They also serve as an easy entry point to acquaint the participants with new

technologies and its uses. Training involves much more detailed planning and interaction for a longer duration on a limited learning area.

Since WIF Sri Lanka is looking at Rural Communication seriously, it needs to ask itself why these training programs are being held, for whom and why. If the purpose of the training is to transfer communication techniques, WIF needs to look into the question of development and communication more seriously.

Finances

The accounts for 1982 show a total expenditure of \$ 171.537 for the Colombo Media Centre. Income from production and services was \$ 94.443.

For 1983 the approved budget was \$ 320.476. Budgeted income was \$ 80.000. However, at the Annual General Meeting the overall budget for income from productions and services was reduced by \$ 30.000 before it was approved by the meeting. The size of the reductions relevant to each media centre is not given in any documentation seen by the team.

The team was given a figure of \$ 73.112 for expenses for the first nine months of 1983. On an annual basis, this comes to approximately \$ 100.000. Income from productions was \$ 27.000 for the first nine months. It was estimated that income for October-December would be \$ 15.000, i.e. a total of \$ 42.000 for the whole year.

In 1982, income from productions and services covered approximately 55 per cent of the Centre's expenditure. This ratio is estimated to be 42 per cent in 1983, i.e. a significant reduction in the Centre's ability to recover its own costs.

BANGLADESH

Introduction

The media centre in Dhaka was established in 1981 after an agreement between WIF and the Ministry of Education was signed on October 30. This agreement establishes WIF as a training and production unit under the ministry's office on distant education. The equipment that WIF needs is brought into the country under the condition that it will be on loan from WIF to the Ministry. By this set up, the ministry has total control over the activities of WIF, whereas WIF is allowed to import the equipment free of duty.

Electronic communication is nothing new to Bangladesh. TV was introduced in 1965, while Bangladesh still was a part of Pakistan, and at the present, there are two channels, even if the second channel only transmit for a few hours a day. Programs are approximately 50 per cent local and 50 per cent imported, mostly series, soap-operas and cartoons from USA. Due to lack of infrastructure and socio-economic reasons TV still is an urban phenomena in a population of around 90 millions, where 80 per cent are illiterates.

Productions

The Bangladesh Media Centre has a very distinct profile compared to the other centres. Even if Worldview International has almost exclusively concentrated on video, the media centre in Dhaka has chosen 16 mm film as the most appropriate media.

"We have not been involved in video on a grassroot level at all. The equipment available for village screening is highly limited, roads are either non-existent or very bad and the climate does the sophisticated equipment no good. We might as well use film", the Director of the Centre, John Riber, states. His background is in film and the two major productions he has been responsible for so far, has

been highly successful, at least measured by the size of the audience, but also from an economical point of view.

WIF Dhaka first made one 16 mm film, in the format of the popular Bangladesh feature films. This film "Bhor Holo, Dor Kolo" (It is dawn, open the door), is concerned with the theme of mass literacy and functional education. The film was very well received, was blown up to 35 mm and has been shown at cinema theatres all over the country. It has also been screened twice on national television in less than a year. US-AID then approached WIF and asked whether they would be interested in making a sequel to the film, this time with family planning as the major theme. This second film was completed in early 1983 and is now being shown with "Bhor Holo, Dor Kolo" by mobile units constantly travelling the country. An estimated 4-5 million people have seen the films so far, TV audience not included.

The income from the second film was large enough to cover the total overhead costs for the Dhaka centre in 1983. A third film, dealing with nutrition, and linked to the blindness prevention campaign (see above) is currently under planning.

Another initiative special to the Dhaka centre is an extensive survey of existing public health films in Bangladesh. From more than a hundred films available, WIF selected 27 that were transferred to video-cassettes for easy referral. In addition, a booklet describing the films and giving the addresses where they may be obtained, is under production.

It is the opinion of the evaluation team that both the initiatives mentioned above are interesting alternatives to WIF's mainstream activity and could be developed further also by other media centres. This is also in accordance with decisions made by the annual general meetings of WIF, that all kinds of media should be utilised, not only video.

At the Dhaka centre, both the Director and the government liaison, Dr. Sarajul Islam, complain that the communication between the media centres and with the office in Oslo leaves much to be desired. A system with monthly reports functioned only for a short while, and according to Riber, Dhaka is the only centre who has continued to distribute such reports.

Dhaka also started its own newsletter because they felt underrepresented in the main newsletter, published in Colombo. The lack of communication has no doubt been disadvantageous for the centre, but it is our impression that Dhaka has managed very well on their own. Besides the films, the centre has produced more than 50 video programs during the two years it has existed. The standard varies, but there has been a gradual and promising increase in quality. Riber's experience as a cameraman is reflected in the fact that the camerawork generally is better than the sound.

At the present, there are three local employees at the media centre, all of whom have been trained by WIF to an acceptable standard. John Riber leaves at the end of January 1984, and no new Director has been appointed.

A special Director for the blindness prevention campaign has been appointed.

Like Colombo, the Media Centre in Dhaka has made a large number of promotional productions for NGOs and UN agencies, but according to Riber they have been somewhat reluctant to get too much involved in this kind of work. There is obviously a great demand for a professional video production unit among the large number of organisations involved in development work in Bangladesh. But according to Riber, the Dhaka centre has felt that it would blur the declared objectives of WIF if they spent most of their time and capacity on making promotional and fund raising material, even if it may be tempting from a strictly financial point of view.

Training

WIF Bangladesh has had only one video training program. This program was conducted in Oct.-Nov. 1982. The trainees were mostly staff from the Education Ministry. The training program concentrated on school broadcasting, and production capabilities were developed for using equipment already available with the department. The emphasis was not so much on hardware as on why the program? The trainees also included women from the Women's Research Institute: "Women for Women". The Women for Women group has been filming pictures with their equipment to support their own research activities, while WIF has provided editing and other facilities. One of the trainees has been absorbed into WIF. The training in video has been discontinued since the first training program.

The reason for the small number of training programs in Bangladesh is partly due to the fact that the staff had no time, as the production demands were too heavy.

The trainees from the ministry continue to make education videos and use WIF for editing and other facilities.

Finances

The accounts for 1982 show a total expenditure of \$ 75.516 for the Bangladesh Media Centre. Income from production and services was \$ 11.674.

For 1983, the approved budget was \$ 71.860. Budgeted income was \$ 30.000. However, at the Annual General Meeting the overall budget for income from production and services was reduced by \$ 30.000 before it was approved by the meeting. The size of the reductions relevant to each media centre is not given in any documentation seen by the team.

The team was given a figure of close to \$ 80.000 for estimated expenditure for 1983. Income from productions was estimated to be around \$ 55.000, i.e. considerably higher than estimated at the beginning of the year.

NEPAL

Introduction

The media centre in Kathmandu, Nepal was established in October 1981 after an agreement between Worldview International Foundation and His Majesty's government had been signed.

Nepal is a landlocked country with a topography that makes media distribution next to impossible. The country has two semi-official newspapers, the Ghorkapatra in Nepali and its sister-paper Rising Nepal in English, and a large number of privately owned very small newspapers and periodicals.

One shortwave radiostation is in the process of being replaced by two mediumwave transmitters, supplied by the Japanese government. There are approximately 350,000 radio receivers in the country, the bulk of which is located in the Kathmandu Valley.

The official illiteracy figure is approximately 77 per cent, but some estimates put the literacy rate as low as 8-9 per cent. Among the rural population there is also a large visual illiteracy, stemming from the fact that these people have never been exposed to pictures. One survey revealed that people in the rural areas have considerable problems with understanding even simple drawings or reading pictures in a sequel as a continuous story.

Nepal belongs to the least developed countries in the world and most of the facilities in the fields of health and

education are concentrated in the Kathmandu Valley.

For the last two years there have been some plans of introducing TV in Nepal, both Japanese and French interests have approached the Nepalese government with proposals to supply hardware.

It is in the light of these plans that the role of WIF in Nepal must be seen. WIF has promised the Ministry of Communication to assist in the field of training, to supply software and also as consultants on the hardware side.

In the agreement between the Ministry of Communication and WIF, paragraph 4 reads:

"WIFN (WIF-Nepal) shall provide free of cost the following services to the Ministry of Communication of His Majesty's Government of Nepal and to other agencies with the prior approval of the Ministry of Communication:

- a) Training of Media workers.
- b) Consultancy on communication issues.
- c) Production of audio and video tapes on developmental, educational, cultural and informational matters.
- d) Seminars and workshops on communication problems and issues.
- e) Research and evaluation of media program."

Paragraph seven in the agreement states that the Ministry of Communication may depute one officer to work with WIFN. This officer has to approve WIF projects and also authorise all shooting outside WIF headquarters. The freedom that WIF has to work on projects which is not in accordance with government policies or which may be detrimental to the interests of some politicians in the ministries or in the Palace, which is the real power centre in Nepal, is very limited indeed. As one prominent media representative in Nepal put it: "If anything is produced that the government objects to, it will not be screened. This is not a very free society."

For the time being, WIFN employs four full time staff: 1 office manager, 1 editor, 1 cameraman and 1 soundman. In addition, there is the government liaison and two full time expatriate consultants - one from Sri Lanka and one from Norway - on short term contracts.

The centre has enough equipment (low band U-matic) for two production units, plus a 1 1/4 inch VHS camera and recorder, but the limited number of staff make it impossible to work with more than one unit at the time. Some of the equipment, both the U-matic and the VHS has repeatedly been used by the government liaison to make programs for the Palace. Out of a total of 12 productions in 1983, 7 was made for the government, covering events like the summit of the non-aligned movement in New Delhi, the visits of the Presidents of France and Pakistan to Nepal and the regional meeting of the WHO.

None of these programs can even with the best of will, be seen as a fulfillment of the stated objectives of WIF and must be regarded as a service rendered to smoothen the cooperation between WIF and the government.

Of the five productions left in 1983, four have been commissioned as promotional productions for Integrated Development Systems, IFAD, Redd Barna and ILO. Only one production was initiated and financed by WIF. With regard to the quality, it is obvious that the work of Halvor Næss, a distinguished Norwegian cameraman, has done a lot to enhance this side of the productions. Some of the films, shot under his supervision, hold a highly professional level. It is also quite clear that the national WIF-trained staff is learning fast and probably already is capable of producing programs of a sufficient standard for a future TV network, and also to be distributed abroad.

It is, however, obvious that the kind of all-round training they have been given, creates some gaps in know-how that has to be filled by bringing in short time consultants

like Mr. Næss. Similar assignments with regard to light and sound, and probably also editing will be important to ensure a steady growth in quality.

As it seems that the decision to introduce TV in Nepal is irreversible, WIF may have an important role to play in the years to come, both as a professional training institute and as a supplier of software. This creates a problem, however, as the agreement with the government states that these services shall be rendered free of charge. To finance this work WIF will therefore have to rely heavily on foreign donors or take upon themselves a large number of promotional work for NGOs and UN agencies. This will severely limit WIF's chances of meeting their own objectives as an organisation established to communicate with the rural population and to meet the needs of the least privileged. One needs no gifts of prophecy to see that TV in Nepal in decades to come will be restricted to the elite in the Kathmandu Valley.

Training

The Media Centre in Kathmandu, Nepal has conducted one training program from February 1982, with 13 trainees. This was a basic course in video training. The trainees came from government as well as from outside. The government trainees have gone back to their parent departments and are not yet involved in video production. The trainees who have been absorbed into WIF continue to work with video, and have become skilled at their jobs.

One of the trainees met, Gopal Chitrakar, pointed out that there was a post training vacuum. The training though good, was elementary. There was need for specialised training in specific skills. Training in WIF Nepal also needs to diversify from TV to other areas such as radio and print media.

The expatriate trainers were seen as necessary for training in video in Nepal. The Sri Lankans from WIF Colombo, were also evaluated as being capable and good trainers. The curriculum should perhaps be planned better, so as to avoid unnecessary change of trainers within one training program.

WIF Nepal will have to consider diversifying its training strategy, particularly as TV and extensive use of video still lies at least a year or two away. There is scope for developing communication media that may be effective in far flung and remote areas in the hills of Nepal. The logistics of travelling in Nepal, the state of the roads etc. should be taken into consideration by WIF in planning decentralised and locally manageable communication technology.

Finances

The accounts for 1982 show a total expenditure of \$ 100.862 for the Nepal Media Centre. Income from production and services was \$ 16.492.

For 1983, the approved budget was \$ 110.657. Budgeted income was \$ 40.000. However, at the Annual General Meeting, the overall budget for income from productions and services was reduced by \$ 30.000 before it was approved by the meeting. The size of the reduction relevant to each media centre is not given in any documentation seen by the team.

The team was given an approximate figure of \$ 38.000 for expenditure in 1983. In addition come expenses accounted for at the Colombo Head Office for expatriate staff, and possibly also for equipment brought in during 1983. Income from productions and services is estimated at close to \$ 40.000.

There will be a considerable increase in the ratio of income versus expenses from 1982 to 1983.

THE MALDIVES

After two years of planning and 16 months after the agreement with the Maldivian Government was signed, WIF established its fourth media centre in Male, the capital of the Maldives in November 1983. In the meantime, several people from Maldivian broadcasting had been trained at WIF media centres in Colombo and Dhaka.

The Centre functions under the Department of Information and Broadcasting, thus following the pattern from the other media centres as to its links with government.

We are not in a position to judge the wisdom of establishing a media centre in a country with a total population of 150,000 spread out on approximately 200 islands, but a number of people involved in development projects in the region have raised questions on whether WIF should rather concentrate its resources in countries where the need for skilled media workers and high technology equipment is more pressing than in the Maldives.

One expatriate expert, Terje Indstøy from Norway, is at present Director of the Male Media Centre.

MEXICO

The 1983 Annual General Meeting of WIF, acting upon a proposal by Mr András Biro, a member of the Executive Council, decided to establish a media centre in Latin-America.

Mr. Biro was appointed by the AGM to establish this centre. According to the minutes of the executive council meeting in London, September 11, 1983, Mr. Biro started his work in April and the centre is for the time being active in conducting a survey in eight Latin American countries on development communications. WIF has made an agreement with the Third World University in Mexico City, allowing them

to set up an office at the university's premises.

The evaluation team has received no further information as to the scope of the survey, whether WIF plans to establish production units in Latin America or whether a thorough investigation into the needs for such services in Latin America compared to other parts of the third world has been performed and consequently, we feel unable to make any recommendations with regard to this part of WIF's work.

CHAPTER 7: ORGANISATIONAL STRUCTURE

Worldview is an international organisation limited to 300 members spread over Asia, Europe, Africa, North America and Latin America. There is an annual general meeting of the members, chaired by the President of Worldview. This meeting elects the office bearers and frames general policy. From time to time it constitutes special committees.

The Executive Council, consisting of 25 members, is scheduled to meet three to four times a year.

At present there are two standing committees constituted by the AGM: the Committee on Programs and the Committee on Management, Finance and Organisation. These committees have been constituted to "work towards the realisation of the objectives of WIF." The committees were to meet at least once a year.

(Please see Appendix 5 for details of Worldview Structure)

The Media Centres, five in number, work under the control of the Colombo Office which co-ordinates the work of the media centres and looks after international accounts control and audit, and the Oslo Office, which looks after International Planning and Coordination.

There are also projects receiving Media Centre support located at Calcutta, Jakarta, Batu, Sao Tome & Principe and Islamabad.

Financial powers are vested in the Secretary General. The minutes of the Annual General Meeting, January 31, February 1 and 2, 1983, reads:

Minute 19(f) "As a result of the new assignments of duties, the Secretary General will be in total financial control of the entire WIF finances and funds. Each Director of the Media Centre will be responsible for the financial operations

of his centre but in Mr. Faleel's case, in keeping with his designation, he will be responsible for all accounting operations, i.e. he will be the Director of the Colombo Media Centre and responsible for all accounting operations."

In other words, allocation of money is done from Oslo, while the accounting and auditing is done from Colombo. The Director, Media Centre Colombo, is unable to say how much money may have been received or spent from Oslo, without consulting the Secretary General. The Worldview had an estimated total income of \$ 700.000 in 1983. There is no record of the Media Centres drawing up their budgetary provisions, based on their demands.

The Media Centres work upon losely planned programs, which are either discussed at the Annual General Meeting or get the consent of the Secretary General. The levels of decision making are not outlined clearly. This facilitates a fair degree of informality in the working of the Media Centres. But, the fact that the Secretary General can reverse, support or change decisions made by the Media Centre Directors make them consult with him before taking decisions even on issues on which decisions could be taken at their own level.

The Media Centre in Sri Lanka, in an effort to decentralise, has had an advisory committee constituted by the Secretary General to act as consultants to the Media Centre Director. The Advisory Committee is not involved with decision making. Commenting on the Media Centres, Mr. Weerasooria, Secretary, Ministry of Plan Implementation and Member, Executive Council, says: "Arne Fjørtoft has taken much of the decision making out of Sri Lanka. He must work here and the decision making must be done here." He was also of the opinion that the structure at the level of the Media Centre could do with "formalisation in decision making, minutes of meetings must be recorded

better and follow up ensured."

While it is true that the Media Centres could not have grown at the pace they did, if there had been more definite assignment of roles within WIF, the size and spread of WIF at the present moment, may make it necessary to define roles and levels of decision making so that Directors of Media Centres know what programs are to be implemented and how to organise their staff and capacities better.

The Media Centres have a fair degree of actual autonomy, in their functioning and in their choice of locally decided programs. But there is a number of decisions that are made about the Media Centre where the Director is not involved. While this may be necessary, given the international nature of the organisation, the process and limits of decision making need to be worked out systematically.

This leads us to the nature of involvement between Media Centres and between Media Centre and the International Office. While Colombo and Kathmandu have had a fair degree of access to funds and attention, Dhaka, in spite of its quantum of work has received less attention of the International Office. They have had to raise money for running the office including the payment of salaries, from productions, leaving them little time to organise training programs, or get involved with production of communication materials.

The relationship between Media Centres has been in the nature of exchange of trainers and production staff. This seems to have worked out well. The communication between the Media Centres, however, could be strengthened by more regular meetings and exchange of ideas relating to implementation of programs. Directors of Media Centres could meet 2-3 times a year to discuss common issues.

In the Executive Council, the issue of the International Office has often been discussed. Several members have suggested that the Secretary General should stay in Colombo, and that if he cannot, a Deputy Secretary General may be appointed who would be from the south and live and work from Colombo. The operational needs of the Media Centres, in the structure as it is today, requires easy access to the Secretary General.

WIF could of course consider decentralisation and the national control of the Media Centres as an alternative, in which case access to the Secretary General may not be that important.

Media Centres have had access to relatively less funds than the International programs. This has partly been because of the expense on travel and other requirements that have to be met for international gatherings. WIF may like to rationalise their budget expenditure to see if more funds can be allocated to the Media Centres. This would relate to WIF's priorities in terms of development involvement and needs, and whether the south-south dialogue has to be activated some more.

At present all policy decisions are taken by the Executive Council and by the AGM. The Executive Council has members from more than 15 countries. They have met 12 times in the last 4 years in groups of an average of 6-7 members. Matters often do not get discussed in detail because of shortage of time. WIF may like to consider handing over of some aspects of the decision making to national bodies so that matters may be discussed in detail and conclusions arrived at. The Advisory Group in Sri Lanka is a good beginning. But to be effective they need to be able to influence policy.

WIF has excellent staff at the Media Centres, people who are motivated and competent. WIF has been able to attract young people and to keep some of them. Their role in the Media Centre could be increased to include deliberation on policy issues relating to communication strategies and methods. In Colombo, the Director has an informal consultation system, which could be made a regular feature.

CHAPTER 8 : FINANCES

Introduction

WIF has its Head Office in Sri Lanka and maintains its accounting records in Sri Lanka rupees. For the purpose of incorporating the activities of the other media centres and of the international activities, WIF has adopted U.S. dollars as the transition currency. All figures in the following text are in U.S. dollars.

The auditors of WIF are Amerasekera Karunaratne & Co., Chartered Accountants in Sri Lanka. The evaluation team has studied the reports of the auditors to the members of WIF for the years 1981 and 1982, as well as the financial statements from auditors for 1981 and 1982. The team finds the statements relatively simple and easy to understand and believes them to be of great value to the members of WIF when making decision on financial matters.

Budgetary procedures

There are no fixed rules for how the budget should be prepared and presented to the Board of Governors i.e. all the members of WIF, at the Annual General Meeting (AGM). As can be seen from the minutes of the Executive Council Meetings (ECM) and the AGM, concern has from time to time been voiced on this matter. It remains to be seen whether the establishment of a Committee on Management, Finance and Organisation, as approved by the AGM in 1983, will lead to improvements in WIFs budgeting. In 1982 and 1983, there were large discrepancies between the annual budgets and the realised income for the same period.

Budget - Accounts 1981

At the AGM in January 1981 the Secretary General was

given the power to act within the framework and the funds available to implement the program. The cost of implementing the three year program approved by the AGM was estimated at approximately one million dollars a year.

The accounts show that contributions in 1981 amounted to \$ 545.000 and that expenditure was \$ 308.000. Advances against productions amounted to \$ 27.000. Reservations for special projects and commitments for 1982 were \$ 112.000 and a fixed deposit (building fund) was \$ 55.000.

In conclusion one can say that the financial situation at the end of 1981 was satisfactory.

Budget - Accounts 1982

At an ECM on August 12, 1981, it was decided that the papers for the meetings in January 1982 should be sent from the Head Office in Colombo not later than November 10, 1981. It was further decided that accounts per calendar year should be on a format normally adopted by international organisations, with proper explanation to the members of the economic situation and the trend in WIF's economic activities.

At the ECM on January 9, 1982, two days before the AGM, the budget for 1982 was discussed. It was decided that the budget and other relevant documentation for the next AGM should be sent to the members for their evaluation in time, before the AGM. The accounts should be made available to the participants on arrival in Colombo or not later than two days before the meeting. The ECM passed the budget in its original form.

Comments:

The decision taken at the ECM on August 12, 1981 was not followed-up. The accounts for 1981 and the report

from the auditors are dated January 11, the day of the AGM. The budget proposal for 1982 was obviously not sent to the members before the meeting. The Secretary General's report, and the report on WIF activities: January-December 1981 are dated January 7.

At the AGM on January 11, the members adopted the plans and budget. The budget is not included in the minutes from the AGM. The budget for 1982 and the plans for 1983 and 1984 were attached to the revised three year programme and the following figures given:

	<u>1982</u>	<u>1983</u>	<u>1984</u>
Media centres	\$ 1.085.000	1.272.000	1.600.000
International operations	\$ 735.000	858.000	1.080.000
	<u>\$ 1.820.000</u>	<u>2.130.000</u>	<u>2.680.000</u>

In the text it is said that the budget is based on the decision taken by the AGM in January 1981 for a modest expansion of the organisation.

Comments:

The accounts for 1982 show a total revenue of \$670.000 out of which \$ 547.000 comes from contributions and \$ 123.000 from productions and services. Expenditure was \$ 780.000 and purchase of fixed assets amounted to \$ 126.000. The activities of 1982 thus depleted the funds available at the beginning of the year for special projects and the building funds. At the end of 1982, the working capital of WIF was \$ 25.000.

The AGM in January 1982 adopted the decision taken by the ECM on January 9 to reactivate the Finance Committee to deal with accounts, budget and financial support for WIF. The Committee will examine the accounts for 1982 and present a report to the Executive Council before the

AGM. At the following ECM on March 11, 1982, the President suggested the appointment of 4 members to constitute the Finance Committee. It was decided to appoint the President, the Secretary General and two others identified by the President.

Comments:

In the minutes from the ECM on the 29 and 30 of January 1983, there is no mention of a Finance Committee having examined the accounts for 1982. The ECM approved the Reports and Accounts for 1982.

At the ECM on January 9, 1982, it was decided to include 15 per cent to the overhead costs of WIF operations which will be set aside as a Reserve Fund of WIF.

Comments:

There is no mention of any Reserve Fund in the accounts for 1982. It is therefore most unlikely that the decision has been followed up.

Budget - Accounts 1983

There is no evidence that the budget for 1983 was sent to the members in due time before the meeting. At the ECM on the 29 and 30 of January 1983, it was decided that the Executive Council should be divided into two standing committees, namely, (a) A Program Committee and (b) A Management and Finance Committee. The background to this proposal was the memorandum dated August 13, 1982, from three members of the Executive Council to all Council members. The AGM adopted this proposal with the slight change that the management and finance committee also should look into organisational matters. The AGM adjourned for a day to allow the two committees to work. The Management, Finance and Organisation Committee approved

the accounts for 1982 and was satisfied with the budget for 1983. The budget was adopted by the AGM with the recommendation to the Executive Council to allocate more funds for rural communication. The Executive Council in their meeting on the following day adopted a revised budget as follows:

Expenses: Media Centres	\$ 804.150
International Operations	\$ 273.900
South-south network	\$ 121.950
New projects	\$ 200.000
	<hr/>
	\$1.400.000
Income : Contributions from governments and voluntary agencies	\$ 1.130.000
UN agencies and int.org.	\$ 150.000
Income, productions and services	\$ 120.000
	<hr/>
	\$ 1.400.000

Comments:

At a meeting in Oslo in the beginning of December 1983, the Secretary General estimated the income for 1983 in the range of \$ 700.000. It is worth noting that more than half of this amount is being contributed by the Norwegian Ministry of Foreign Affairs. Approximately \$ 180.000 has been transferred as a regular contribution. At the request of WIF-Norway, the Ministry has granted and transferred another \$ 200.000 for a training program. This amount will cover the costs of five expatriate instructors for a year. As most of the instructors started their

work late in 1983, a substantial amount will have to be carried over to 1984. The financial situation for each of the media centres has been commented upon under Chapter six.

Budget 1984

The AGM for 1984 will take place in Kathmandu 9-11 of March. The accounts for 1983 are expected to be ready by mid-January. WIF should therefore be able to present in time a budget proposal for 1984 that takes into account the performance in the previous year. On the other hand, it is rather late to approve a budget two and a half months after the financial year has started. If WIF is not going to lose its credibility with the donors for its lack of ability to budget, and thereby consequently plan properly, a real effort is needed to rectify matters at the forthcoming annual general meeting.

The Directors of the Media Centres are not properly informed about the financial situation of WIF. None of the Directors of the Media Centres in Sri Lanka, Bangladesh and Nepal had by mid-December prepared a budget proposal for 1984.

Accounting

The auditors seem to have taken a keen interest in the work of WIF. They are now preparing a manual for accounting principles that is expected to be ready by the end of 1983. The team recommends that they also assist WIF in reviewing the principles of cost accounting. As the media centres to a large extent will have to be regarded as production units, it is of importance that they have a clear idea of real unit costs for the various services they render.

In so far as any of the contributions to WIF are earmarked for specific activities, this should be clearly

stated in the accounts. Furthermore, income from national or international organisations for services rendered either by the Colombo Head Office or by any of the other international offices/secretariats should be accounted for as income rather than contribution. A case in point is IFAD's payments for services rendered by WIF in 1982.

Salaries

On the outset WIF based the salaries for its expatriate staff on Norwegian salaries for comparable personnel. The salaries for its national staff seem to be somewhat more advantageous than comparable salaries for people working in the Government service. The team finds these two principles commendable.

At the ECM on 30 January 1983, it was decided that the expatriate salaries would be referred to the new Management Committee for consideration. It is not apparent that the Committee on Management, Finance and Organisation has looked into the matter.

WIF should try to avoid establishing different salary scales depending on the source of financing for the services it renders. In the case of WIF's cooperation with IFAD in the Rural Development Communication System for Small Farmers' Credit Project of the Agricultural Development Bank of Pakistan, the team has seen a budget in which WIF's consultants will be paid much higher salaries and consultant's fees than for their regular work for WIF.

Building

The plans for a building for WIF in Colombo has not yet materialised. Given the extreme precarious financial situation of WIF the team will strongly advice against investing funds in a building.

One donor gave funds to WIF earmarked for this building. At the outset, these funds were in a separate account. During 1982, these funds were spent for other activities. Consequently, there are no funds available within WIF for a building at the moment.

Conclusions

In order to bring clarity to the financial situation, the team recommends that WIF adopts a system of budgeting that clearly divides between income secured and income expected. Consequently, there should also be a division on the expenditure side between expenditure authorized and expenditure authorized depending on income not yet secured. By doing so WIF will avoid building up a level of activity that is higher than funds available.

Terms of reference for the evaluation of
Worldview International Foundation

1. Background

Worldview International Foundation (WIF) has from its inception received a large share of its financial contributions from Norwegian development assistance funds through the Norwegian Ministry of Foreign Affairs. In order to assess the impact of this assistance the Ministry has decided to carry out an evaluation of WIF. The findings from this evaluation will be of assistance to the Ministry in making recommendations for possible further grants from Norway.

It should also be considered that the findings will be of interest to WIF.

2. Participants - mode of work - time schedule

For the evaluation task the Ministry has appointed the following persons:

Mr. Sven Egil Omdal, team leader

Ms. Aruna Roy

Mr. Dag Nissen

The work will be carried out in December 1983 and shall include talks with official staff as well as with persons concerned with the Foundation at the media centres in Sri Lanka, Bangladesh and Nepal and if possible with officials from international organizations. Views and comments from other donors should also be solicited.

3. Tasks of the evaluation team

The evaluation team shall:

3.1 Review WIF's activity and achievements in relation to goals, production targets and inputs, as these are stated in programmes decided by the Annual General Meetings.

3.2 Determine whether plans are followed and budgets adhered to and suggest likely reasons for possible discrepancies.

3.3 Assess the role of WIF's media centres in relation to information policies and assess whether local participation is adequate. If possible particular attention should be given to the Health Education project in Nepal and the Blindness Preparation project in Bangladesh.

3.4 Consider the adequacy of institutional and administrative procedures, training of staff members, and the progress towards full assumption of responsibility by national units.

3.5 Discuss choice of technology of machinery, equipment and materials, as well as WIF's organizational model, in view of foreign exchange requirements, need for expatriate personnel, employment creation and maintenance.

3.6 Assess plans for continued operation of the media centres in light of the evaluation findings.

3.7 Indicate possible changes of the organizational structure in relation to actual work or plans in order to promote WIF's goals in the best way.

3.8 Assess the need for future financial assistance to WIF. Comment on the need for further studies or evaluations.

3.9 Evaluate any other matter which the team finds relevant.

4. Reporting

A joint report in the English language comprising all the findings and recommendations is to be submitted to the Ministry of Development Cooperation before 9th January, 1984.

Oslo, November 1983

For Norwegian Ministry of Foreign Affairs


for G. Ståvland
Director General

Work program and list of meetings and discussions

Initials stand for:

SEO Sven Egil Omdal
AR Aruna Roy
DN Dag Nissen

12 December (Monday)

a.m.- SEO and DN arrival Colombo
p.m.- AR arrival Colombo

13 December (Tuesday)

9.00 a.m. - Team discussion
11.00 a.m. - Screening at Lanka Oberoi of Video Film on
Utility Mapping, made by WIF for NORPLAN
14.00 p.m. - Meeting with WIF Colombo's Advisory Council
Present: Dr. F. Ranil Senanayake,
Dr. P. Medis
Dr. A. Goonawardena
Mr. Nawaz Faleel, Director

14 December (Wednesday)

10.00 a.m. - Visit to Independent Television Network and
talks with Mr. D.T.L. Guruje, General Manage
12.00 a.m. - Meeting with Mr. Wickrema Weerasooria,
Director, Ministry of Plan Implementation
14.00 p.m. - Screening of video productions

15 December (Thursday)

9.30 a.m. - Meeting with Redd Barna's (Norwegian Save
the Children) Director, Mr. Stan Burkey and
Ms. Anne Mari Livrød
11.00 a.m. - Meeting with ILO consultant, Mr. Fernando
and screening of video productions

- 2.00 p.m. - Meeting with NORAD Resident Representative Mr. Eivind Dingstad and NORAD Assistant Resident Representative, Mr. Reidar Dale.
- 4.30 p.m. - Meeting at WIF with Mr. Lal Hewapathirana, co-ordinator, rural communications.

16 December (Friday)

- 9.00 a.m. - Meeting with chairman of Rupevahini, Mr. M.J. Pereera (SEO and AR)
Meeting with trainees (SEO and AR)
- Discussions with Mr. Faleel on financial matters (DN)
- 1.00 p.m. - Discussions with Ms. Sarojini Abraham and Mr. M. Nizar of UNICEF (AR)
- Discussions with Mr. Willie Blake (SEO and DN)
- 3.00 p.m. - Screening of productions
- 7.00 p.m. - Buffet dinner at WIF premises with representatives from government agencies, private and international organizations, friends of WIF and staff

17 December (Saturday)

- a.m. - Departure for Bangkok

18 December (Sunday)

- 12.00 a.m. - Arrival in Dhaka
- 4.00 p.m. - Visit to WIF premises and discussions with Mr. John Riber, Director at WIF Media Centre Bangladesh and Mr. Bjørn Roar Bye, Director, Media Centres
- 7.30 p.m. - Dinner with WIF members, friends of WIF and staff

19 December (Monday)

- 9.00 a.m. - Screening of productions and discussions on WIFs activities in Bangladesh with Mr. Riber
- 11.00 a.m. - Visit to the National Institute of Education Media and Technology (NIEMT) and discussions with Dr. K.M. Sirajul Islam, Director

- 2.00 p.m. - Screening of productions
 6.30 p.m. - Screening of "Bhor Holo, Dor Kholo" in rural area outside Dhaka

20 December (Tuesday)

- 9.00 a.m. - Discussions with Mr. Riber
 - Discussions with Ms. Naeem Vargo, Newslette Editor
 11.00 a.m. - Discussions with auditors (DN)
 - Discussions with Mr. Bye on Blindness Prevention Project

21 December (Wednesday)

- a.m. - Departure for Cathmandu

22 December (Thursday)

- 9.00 a.m. - Visit to WIF premises and discussions with Mr. Bharat D. Koirala, Member of WIF Nepal Mr. Min B. Nepali and Ms. Bina Lamu.
 Screening of productions
 5.00 p.m. - Meeting with Mr. George McBean, UNICEF Communications Officer

23 December (Friday)

- 9.00 a.m. - Screening of productions
 1.00 p.m. - Meeting with Mr. Jeevan Lal Satyal, Acting Secretary, Ministry of Communicatio and Mr. Nagendra Sharma, Member, Communica tion Task Force
 3.00 p.m. - Meeting with Mr. T.B. Khatri, Acting Secretary, Prime Minister's Secretariat
 5.00 p.m. - Meeting with Hon'ble (Dr.) Prakash Chandra Lohani, Minister for Finance and Communications

24 December (Saturday)

- Individual work on report

25 December (Sunday)

- 11.30 a.m. - Inauguration ceremony at WIF premises for WIF/Redd Barna Health communications project
- 1.00 p.m. - Lunch with Mr. Bharat D. Koirala, Executive Chairman, The Gorkhapatra Corporation and colleagues
- 4.00 p.m. - Meeting with Mr. Halvor Næss, WIF consultant

26 December (Monday)

- 9.00 a.m. - Meeting with Mr. Chiran Thapa, Secretary to the King and with Mr. B. Basnayak, WIF co-ordinator
- 10.30 a.m. - Meeting with Mr. Arne Bjorøy, Regional Representative, Redd Barna
- p.m. - Departure for New Delhi

27 December (Tuesday)

- Work on report

28 December (Wednesday)

- Work on report

29 December (Thursday)

- Work on report
- 1.00 p.m. - Lunch with Mr. Chanchal Sarkar, Chairman, WIFs Programme Committee

30 December (Friday)

- Finalizing of report

List of productions1. Colombo

- A Better Life with Soya - made with UNICEF
 Water Makes the Difference, produced for IFAD
 A Healthy Life with Clean Water, produced with Redd Barna
 Malak Wage Pibidenna (Bloom Like a Flower), produced with
 Redd Barna
 Nutrition at Your Feet, produced with Redd Barna
 Sarvodaya, made with the Sarvodaya Movement
 In Our Own Hands, production with UNICEF
 Life Is In Our Hands, produced with Redd Barna
 Unity, produced with Redd Barna
 Munnakkara Fishing Village, produced for Mary's Friends
 A Helping Hand, produced for Redd Barna
 Home Garde, A Boon, produced with Redd Barna
 Tree of Life, made with the Food and Agricultural Organidatic
 Cattle Breeding Project, produced for the Mahaweli Authority
 of Sri Lanka
 Life in the Maldives, produced for Redd Barna
 Disabled ? Not really, produced with CIDA
 Cey-Nor Projects, produced for NGU
 A New Era Dawns, produced for NORAD
 Logos, produced to inform the public throughout the world
 about the ship which is a floating library
 Dream Of Kings, produced with the Mahaweli Authority of Sri I
 Lutheran World Service India, produced with the Lutheran Worl
 Service, Calcutta
 Save the Children U K in Sri Lanka, Editing
 Nature of News,
 War and Peace, a ballet
 Thun Mung Handiya, An un-precedented worship service
 Kirindi Oya, financed by IFAD
 Preethipura, financed by Redd Barna
 Participation, for the Ministry of Plan Implementation
 The Missing Link, produced for UNICEF
 Norwegian Red Cross, produced for Norwegian Red Cross
 On the Right Track, a programme on the re-conditioning of
 railway coaches in Sri Lanka
 Mahaweli Isura, produced for the Mahaweli Development Board
 Norwegian Aid, produced for NORAD

Sunshine Story at Cadjugama, produced for Austrian Save the Children Organization

Udawalayagama, produced for Norwegian Broadcasting Corporation

Friends in Deed, produced for UNDP

Water Scheme at Harispattuwa, assisted a team from Finnish Broadcasting Corporation

Male Sterilization, with the Family Planning Association of Sri Lanka

Yesterday, Today & Tomorrow, produced with Redd Barna

Soil to Silk, with Redd Barna

Worker to Farmer, with Redd Barna

Family Planning, with the Family Planning Association of Sri L.

Harvest Field Day, with the Fertiliser Secretariat of the Ministry of Plan Implementation

Five Minutes to Live, with the Heart Association of Sri Lanka

Prajashakti, produced with Konrad Adenauer Stiftung

A Helping Hand, produced with Redd Barna

Family Planning with Volunteers, Produced with the Family Planning Association of Sri L.

Unheard Voices, produced with UNICEF

Plant a Tree, produced with Redd Barna

Investment Opportunities in Sri Lanka, produced with the Sri Lanka Export Development Board

Tea Industry, produced for OPEC

Hare in the Moon, produced with the Bank of Ceylon

Miserly Millionaire (Illeesa Jathaka), produced with the Bank of Ceylon

Monkey and the Monster, produced with the Bank of Ceylon

Brave Little Bowman, produced with the Bank of Ceylon

Miraculous Mangoes, produces with CIDA

Seri Vaija Jathakaya, produced with the Bank of Ceylon

The Journey, produced in cooperation with the Marga Institute and the Sri Lanka Rupavahini Corporation

A Piece of String, produced with CIDA

Mahadenamutta, a Sinhala folk story enacted by puppets

The Use of Horoscopes, Computerization of Sri Lanka, Experts Who Stay at Home & Education in Sri Lanka, 4 documentary news briefs produced for American television

Thovil Ceremony, with an Australian University

Norplan, documentary on a topographical survey carried out by Norplan

Dr Heyerdahl's Visit to the Maldives

ESCO Festival, a 10 minute coverage
 ICVA Conference, coverage
 Reportage for the Norwegian Broadcasting Corporation
 Gifting of a wing to the Nuffield School for
 the Deaf and Blind, produced for an Oslo Bank
 Coverage of a Seminar on the Use of Video in Medical Education
 News coverage for the Family Planning Association of Sri Lanka
 Coverage of a training program conducted by the Sri Lanka
 Foundation Institute
 Coverages at President's House for Rupavahini
 Coverage of Norwegian Ambassador's visit to Sri Lanka, sept.
 Coverage of Dr Heyerdahl's visit to Sri Lanka and Maldives
 and his findings in the Maldives
 News Coverage of the Handing Over Ceremony of Sail and Power Boat
 under the US Aid Programme at the request of Cey-Nor
 Development Foundation
 Coverage of a NORAD sponsored Workshop on Rural Development
 Planning in Hambantota
 Reportages and coverages on Development related events for
 Rupavahini

2. Dhaka

Asiya Dai and Kobiraj
A Nature of Healing
Amra Dujon
Bamboo Tubewell
Bandarban Tribes (English, Adults)
Bandarban Tribes (English)
Bandarban Tribes (Bangla)
Bayda
Bangla New Year
Brain Operation
BRAC Water Decade
DRACE Water Decade
Bhor Holo, Dor Kholo, film
Children and Nutritional Blindness
Children's Park
Clay Production
Courage on Wheels
Desh Garar Pala (slide)
Flower Dissection
Footpath Workshop
Friendship City Rajshahi
Garo
Goude
Gall Bladder Operation
Idea of Set I
Idea of Set II
Jekhane Dekhabee Sai
Kabigan
Let Us Read
Lalbag Fort
Making Literacy Jigsaw (slide)
NGO Overview
Puppet
Rohima
Rubber
Rakhain
Sinking Tubewell
Santal Village
Science Fair
Shafia

Shamola
Story of Letters
Sarejaminee
Tool Making
Toad Dissection
Video Grammar
VERC Water Decade
What Are We Doing ?
Water Transport
Women in Jute
What Future For Jacob Ali ?

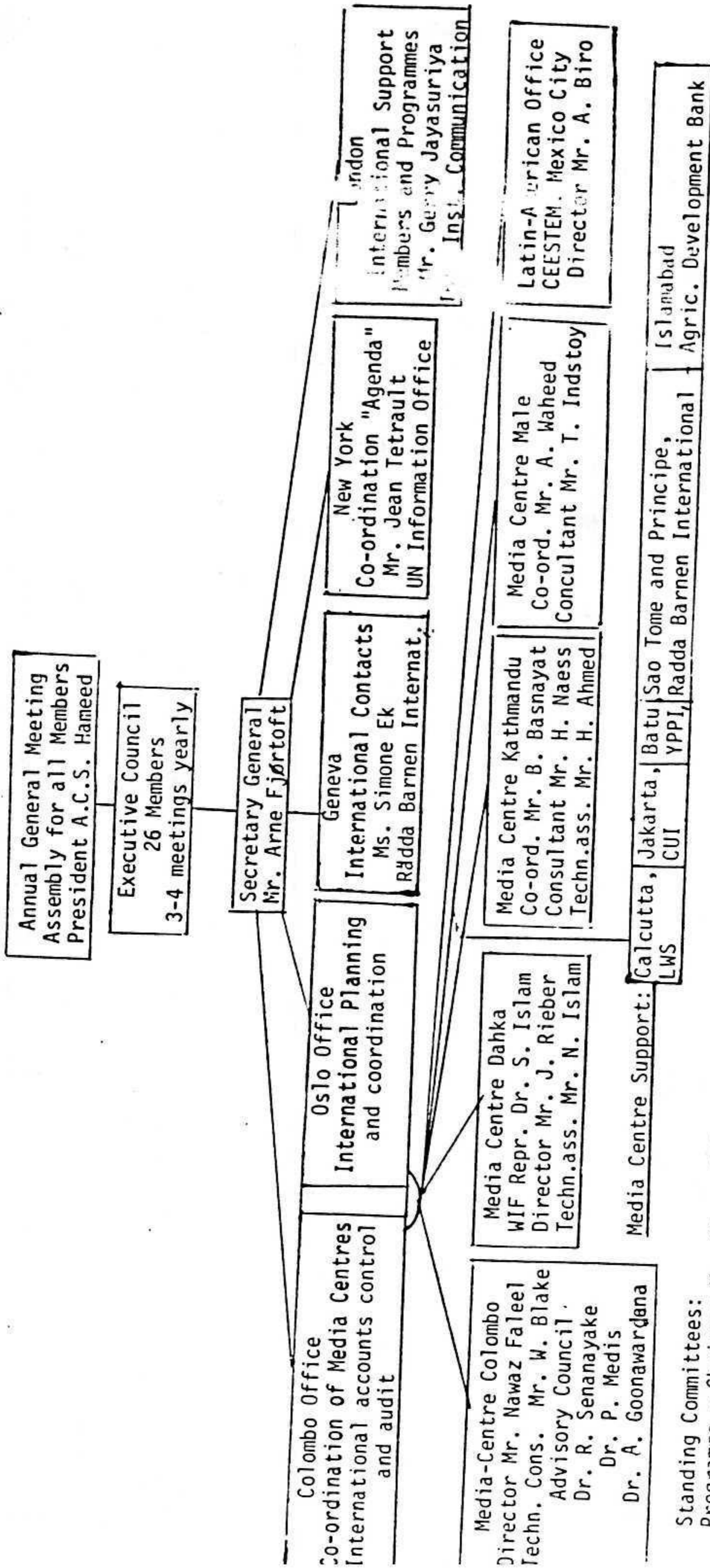
3. Kathmandu

Women in Gorkha, Produced for Integrated Development Systems
 Trade in a Landlocked Country, Produced for UNCTAD/ESCAP
 The Baring Land, Student production on forestry
 Shivas gift, student production on drinking water
 A Handcrafted Future, Produced for UNICEF
 The Point of Encounter, Produced for INF
 To Revive a Fallen Kingdom, Produced for Bakthaphur Development Project
 (Banned by BDP because of internal controversy)
 Suryamukhi, Produced for the Population Commission
 Dialogue, Produced for Integrated Development Systems
 Gorkha Women, Produced for Integrated Development Systems
 A Small Farmer in Tupche, Produced for IFAD
 Save The Children, Produced for Redd Barna
 Asian Youth Football Tournament, Produced for the Sports Council
 Education Day 2039, Produced for the National Educational Committee
 WHO, Regional Meeting, Produced for the Ministry of Health
 French president's visit to Nepal, Produced for the Ministry of Communication
 Pakistan president's visit, Produced for the Ministry of Communication
 The King's visit to USA, Produced for the Ministry of Communication

EXAMPLE OF RURAL COMMUNICATION TRAINING PROGRAM
HELD BY WIF, COLOMBO

- | | |
|--|--|
| 1. Name of the Organiser/
Organising body and
Address: | District Development Council
Kachcheri
Badulla |
| 2. Venue of the
programme: | Planters Club, Badulla |
| 3. Date and Time: | 21.08.1982 9.00 am - 4.00 pm |
| 4. No. of participants:
(with details, if any) | 68 (53 males and 15 females) |
| 5. Programme Content:
(in brief) | <p>a. Talks and discussions on</p> <ul style="list-style-type: none"> i. Communication in Rural Development ii. Interpersonal and Group Communication techniques iii. Development of Rural Programme <p>b. Group work</p> <p style="padding-left: 40px;">Discussion and Developme
of Rural programmes</p> |
| 6. General Remarks: | <p>This was one of the request programmes by District Development Councils. The participants were mainly from rural voluntary organizations in the district. Being leaders in their community they had acquired immense experience in community work. However lack of technical knowledge had caused little success in some of their community development activities. This programme had helped them to sort out some of the problem areas in communication within their own infrastructure</p> |

WORLDVIEW INTERNATIONAL FOUNDATION
 Non-profit Voluntary Organization
 limited to 300 individual members



Standing Committees:

Programme - Chairman Mr. Chancal Sarkar
 Management, Finance and Organization - Chairman Mr. Neville Jayaweera
 Consultant Development Journal Project - Dr. Majeed Tehranian
 Consultants Communication Project Agricultural Development Bank, Pakistan: Mr. N. Islam, Mr. S. Toselli, Mr. S. Christophersen
 Members Executive Council: Hon A.C.S. Hameed, Hon Ms. Elisabeth Kirkby, Ms. Margarita de Botero, Dr. Thor Heyerdahl,
 Dr. Ms. Attiya Inayatullah, Dr. Christopher Kolade, Dr. Yoshinori Maeda, Mr. William Hussey, Dr. Chiran Thapa, Dr. Sigurd Aske,
 Hon Abbas Ibrahim, Dr. Sirajul Islam, Ms. Simone Ek, Mr. Neville Jayaweera, Mr. Douglas Liyanage, Dr. Seri Nainggolan,
 Mr. A.C.A.M. Nuhuman, Mr. Chancal Sarkar, Ms. Marie Angeli Savane, Dr. Roberto Savio, Mr. Jean Tetrault, Mr. Tarzie Vittachi,
 Dr. Heelan Tiruchelvam, Dr. Wickrema Weerasooria, Mr. Arne Fjortoft.

Executive Council Meetings, list of venues and members present.

	Col. 16.11 79	N.Y. 14.3 80	Col. 29.5 80	Col. 5.1 81	Kandy 12.8 81	Col. 17.8 81	Col. 9.1 82	Rome 11.3 82	Lond 11.9 82	Col. 29- 30.1 83	Col. 2.2 83	Lond 11.9 83
A.C.S.Hameed	X	X	X	X			X	X		X	X	
A. Fjørtoft	X	X	X	X	X	X	X	X	X	X	X	X
N.Jayaweera	X			X	X		X		X	X		X
S. Aske	X	X						X		X	X	X
T. Vittachi		X	X	X					X			
K.N. Raj				X								
W. Troyer				X								
Ch. Sarkar				X	X	X	X	X		X	X	
W. Weerasooriya				X		X						
A. Inayatullah					X	X						X
S. Ek					X		X	X	X			
S. Amunugama					X							
A. Biro					X	X				X	X	X
A C A M Nuhuman						X	X		X	X	X	X
N. Thiruchelvam							X				X	
W. Hussey							X	X				
R. Savio							X	X				
S. Naingolan												X
<u>Observers:</u>												
Ed Kerner		X										
O. Nordstrand		X										
S. Opstad		X										
J. Tetrault						X	X				X	
L. Khan						X						X
H. Landelius									X			
<u>WIF staff:</u>												
N. Faleel					X	X						
P. Doucet					X	X	X					
B.R. Bye					X	X	X					

AGREEMENT BETWEEN THE GOVERNMENT OF THE
DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA
AND WORLDVIEW INTERNATIONAL FOUNDATION.

This agreement is made on the Twenty Sixth day of August 1981 between the Government of the Democratic Socialist Republic of Sri Lanka and Worldview International Foundation which has its Head Office at No. 10, Kinross Avenue, Colombo 4, Sri Lanka. The Worldview International Foundation is a secular non political, non profit organisation which has been set up especially with the aims and objectives of acquainting and informing people in the developing countries of the Third World on the concept of Development Communication.

WHEREAS,

The Government of Sri Lanka has a positive interest in developing a coordinated and systematic approach towards Development Communication in conformity with national objectives.

AND WHEREAS

Worldview International Foundation desires to assist the Government of Sri Lanka to gradually develop a modern and viable system of Development Communication in the Island by providing funds, material, resources and technical inputs and other assistance.

THEREFORE IT IS AGREED

The Ministry of Plan Implementation in consultation with such Ministries as are connected with the execution of the various projects will act as the liaison between the Government of Sri Lanka and Worldview International Foundation.

Worldview International Foundation will in consultation and cooperation with the Government of Sri Lanka through the Ministry of Plan Implementation either directly or in cooperation with local non profit organisations implement a programme to promote Development Communication in Sri Lanka.

1. CONDITIONS APPLYING TO SUPPORT OF ACTIVITIES.

- 1.1. Worldview International Foundation will provide funds in foreign exchange for implementation of the projects undertaken.
- 1.2. Worldview International Foundation will station a Resident Representative in Colombo to maintain contact with the Government and administer the projects undertaken by or on behalf of Worldview International Foundation.
- 1.3. Subject to the prior approval of the Government of Sri Lanka, Worldview International Foundation will, as and when required, engage and finance expatriate expertise for agreed projects.

Contd/... (2)

AGREEMENT BETWEEN THE GOVERNMENT OF THE
DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA
AND WORLDVIEW INTERNATIONAL FOUNDATION.

: 2 :

1.4. Financial reports covering the activities of
Worldview International Foundation in Sri Lanka
will be submitted annually to the Ministry of
Plan Implementation.

2. Obligations of the Government

2.1. During the period when the Agreement is in force,
the Government will provide residence permits
in respect of such expatriate personnel as are
appointed in terms of Clause 1.3 above, and their
dependents.

2.2. Subject to Clause 2.4 below.

The Government of Sri Lanka agrees to provide
duty free entry into the country for supplies,
equipment, vehicles, spare parts and other materials
being imported by Worldview-International Foundation
for use in its programme or in support of programmes
and activities being carried out in Sri Lanka.

2.3. Subject to Clause 2.4 below and subject to prior
approval of the Government.

Subject to prior approval of the Government this
allowance for duty free entry may also be accorded
to vehicles that may be required by the personnel of
the Worldview International Foundation who are
stationed in Sri Lanka, with provision that such
vehicles may not be sold in Sri Lanka except with
the prior permission of the Government of Sri Lanka,
but may be re-exported free of duty when the personnel
leave the country. The concession of duty free entry
of a personal vehicle will be at the discretion of the
Government and will not under any circumstances be
extended to more than one member of each expatriate
family.

2.4. All duty free goods including vehicles and all
equipment for use in the programme or in support of
programmes and activities being carried out in Sri Lanka
be consigned to Secretary, Ministry of Plan Implementation
who will take delivery of such goods and hand over to
the project.

3. Period of Agreement

3.1. This agreement will come into effect from the date of
signature aforesaid and shall continue in force from
year to year until terminated by either party.

Contd/... (3)

AGREEMENT BETWEEN THE GOVERNMENT OF THE
DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA
AND WORLDVIEW INTERNATIONAL FOUNDATION.

: 3 :

- 3.2. The present agreement may be modified, altered or amended by mutual agreement of the parties in writing at any time. Work on any specific project may be terminated by mutual agreement at any time in writing.
- 3.3. This agreement may be terminated at the end of any twelve month period commencing from the date this agreement comes into effect as aforesaid by either party giving one year's written notice to the other.
- 3.4. Upon termination of the agreement, all vehicles, equipment, materials and supplies listed on the property records thereof will be transferred to and become the property of the Government.

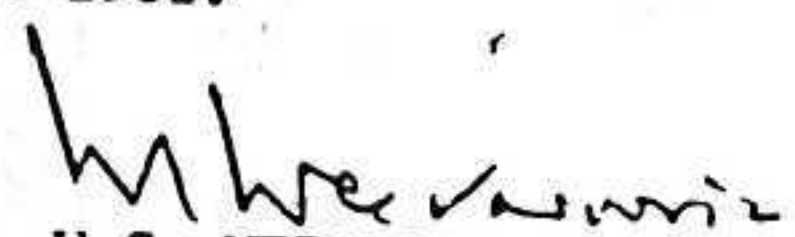
IN WITNESS WHEREOF, the parties have duly executed this Agreement.


Witness

(1) Rodrigo
(Mr. T. Rodrigo)

(2) Sumantharby
(Mrs. Q. Sumantharby)

Date - 26th day of August 1981.


DR. W.S. WEERASOORIA
Secretary
Ministry of Plan Implementation
For and on behalf of the Government of Sri Lanka.


BOORN ROAR BYE
Director - Media Centres
For and on behalf of
Secretary General
Worldview International Foundation.

A REVISED AGREEMENT BETWEEN WORLDVIEW INTERNATIONAL FOUNDATION AND THE MINISTRY OF EDUCATION, 'BANGLADESH' IN CONNECTION WITH THE DISTANCE LEARNING SYSTEM AND SCHOOL BROADCASTING PROGRAMME.

Further to the agreement signed on October 30, 1981

IT IS AGREED

that Worldview International Foundation in consultation with the Government of Bangladesh through its Ministry of Education, will implement a programme to promote Development Communication in Bangladesh.

1. CONDITIONS

- 1.1 Worldview International Foundation will station a Resident Representative in Dhaka to maintain contact with the Government and administer the projects undertaken by or on behalf of Worldview International Foundation.
- 1.2 Subject to the prior approval of the Government of Bangladesh, Worldview International Foundation will as and when required engage and finance expatriate personnel for agreed projects.
- 1.3 Worldview International Foundation will provide the following services to the Ministry of Education and to other agencies with the prior approval of the Ministry of Education.
 - a. Training of media workers in radio, television video, film and print.
 - b. Consultancy on communication issues.
 - c. Production of developmental, educational, cultural and informational films, audio and video cassettes and printed materials.
 - d. Seminars and workshops on communication problems and issues.
 - e. Research and evaluation of media programmes.
 - f. Informational campaigns through the media.
 - g. Exchange of educational, developmental, cultural and informational films and video cassettes and personnel between all WIF media centres in developing countries.

H. H. H.

1-12-82

Sy. M. B. J.
1.12.82

2. OBLIGATIONS OF THE GOVERNMENT

2.1 The equipment brought into the country under the previous agreement will continue to be on loan from Worldview International Foundation to the Ministry of Education for the Distance Learning System for as long as this agreement is valid. A list of the equipment is attached herewith.

In respect of any new additional equipment, the Ministry should take care of all import formalities such as customs clearance, etc. Worldview International Foundation will re-export the equipment within one month from the expiry date of this agreement.

2.2 During the period that this agreement is in force, the Government will provide visas in respect of such expatriate personnel as are appointed in terms of Clause 1.2 above and their dependants.

2.3 The Government will meet the local expenditure of Government media workers trained by Worldview International Foundation and will permit media workers from other developing countries to participate at the training programmes.

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2.4 The Director, School Broadcasting Programme a component of Bangladesh Distance Learning System will act as intermediary between Worldview International Foundation and the Ministry of Education.

3. PERIOD OF AGREEMENT

M.A.B.

3.1 This agreement will come into effect on the date of signature and shall continue ~~in~~ for one year.

3.2 The present agreement may be modified, altered or amended by mutual agreement of the parties in writing at any time. Work on any specific project may be terminated by mutual agreement at any time in writing.

3.3 This agreement may be terminated if both sides agree with a prior notice.

IN WITNESS WHEREOF

the parties have duly executed this agreement

Witness

Date

[Signature]
Chief Planning Cell, Ministry of Education
1-12-92
[Signature]
Director UNP Bangladesh

[Signature]
BJOHN ROAR BYI - Director,
Media Centre, Worldview
International Foundation
For and on behalf of
Secretary General.

[Signature]
A.K.M. HEDALETUL HAQ,
Addl. Secretary, Ministry
of Education, For and on
behalf of the Government of
Bangladesh.

AGREEMENT
BETWEEN
HIS MAJESTY'S GOVERNMENT OF NEPAL
AND
WORLD VIEW INTERNATIONAL FOUNDATION, COLOMBO

Being desirous of Co-operating in the field of communications through different activities concerning the wide use of communication methods, His Majesty's Government of Nepal and the World View International Foundation with its head office at Colombo, Sri Lanka.

Have agreed as follows:-

1. World View International Foundation (hereinafter referred to as WIF) shall establish in Kathmandu a media Centre known as World View International Foundation Nepal (hereinafter referred to as "WIFN") with a director appointed by WIF.
2. All the expenses of the WIFN except those relating to clauses 6 and 7 below shall be borne by WIF.
3. WIFN shall be allowed to engage the services of a maximum of five expatriate staffs with family members, if any.
4. WIFN shall provide free of cost the following services to the Ministry of Communication of His Majesty's Government of Nepal (hereinafter referred to as Ministry of Communication) and to other agencies with the prior approval of the Ministry of Communication.
 - a. Training of Media-Workers
 - b. Consultancy on Communication issues
 - c. Production of audio and video tapes on developmental, educational, cultural and informational matters.
 - d. Seminars and workshops on communication problems and issues
 - e. Research and evaluation of media programmes.
5.
 - a. In order to render the services described in paragraph 4 WIFN shall be allowed to import the necessary equipment duty free including Video equipments and cars for the official use. A list of such equipments and cars shall be submitted before their importation to the Ministry of Communication for its approval
 - b. Equipment bought and paid for by WIFN shall belong to WIFN unless otherwise agreed upon between the parties.
 - c. At the expiration of this agreement WIFN may re-export or

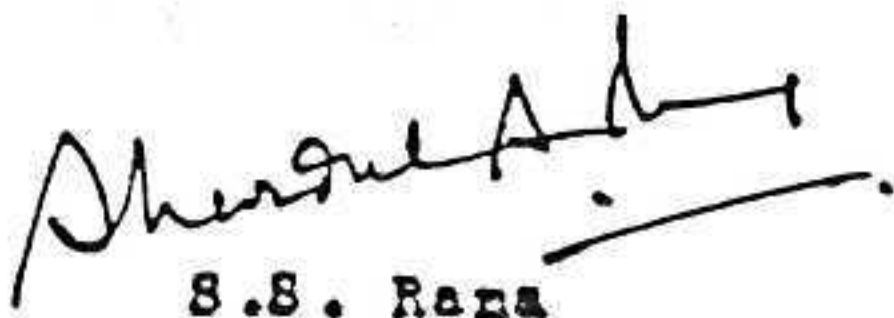
sale whatever equipment it acquires under this agreement. In case of sale, duty and taxes on such equipments shall be levied as applicable under existing Nepal law and the ministry of communication shall have priority for purchasing them.

6. The Ministry of Communication shall provide WIFM with a car and a driver for a period of one year.
7. The Ministry of Communication may depute one officer to work with WIFE.

This agreement shall be valid for a period of five years from the date of its signature and may be extended for further period with the mutual consent of the parties. It may be terminated by either parties by giving three months prior notice to the other.

Done in Kathmandu on 27 Oct, 1981 (11, Kartick 2038) in two originals in Nepal and English languages all the texts being equally authentic.

For and on behalf of
His Majesty's Government
of Nepal



S.S. Rana

Acting Secretary
Ministry of Communications

For and on behalf of
World View International
Foundation



Bjorn Roar Bye

Director
Media Centre

