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Evaluation of Norwegian Assistance to Worldview International Foundation

and its Affiliates in Sri Lanka, Thailand
and Bangladesh

by Asiakompetanse

A report submitted to the Royal Norwegian Ministry of Foreign Affairs

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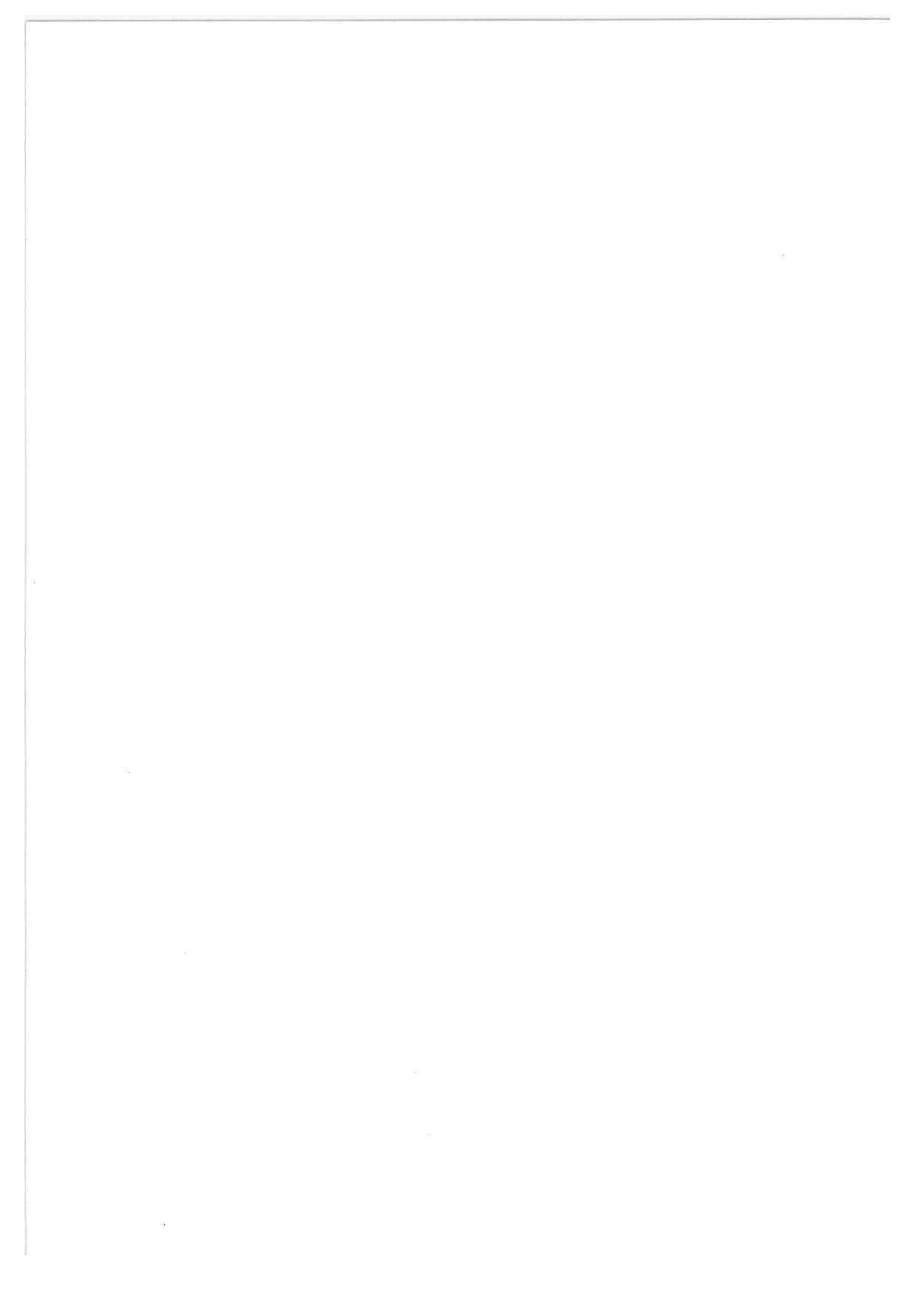


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Abbreviations and Acronyms

ADB	Asian Development Bank
ASTRO	Regional Asian Satellite
Betacam SP	A format of television production equipment
BBC	British Broadcasting Corporation
BNPP	Blindness Nutrition Prevention Programme (later the CBNPP)
CBNPP	Comprehensive Blindness Nutrition Prevention Programme
CIDA	Canadian International Development Agency
CBO	Community based Organisation
CCCTV	Chinese state television channel
CNN	An international satellite television channel
DANIDA	Danish International Development Agency
FINNIDA	Finnish International Development Agency
GTC	Global Television Consortium
GTV	Global Television
IDRC	International Development Research Centre (Canada)
ILO	International Labour Organisation
IPS	Inter Press Service
MFA	Norwegian Ministry of Foreign Affairs
MTV	Music Television (an international satellite television channel)
NGO	Non governmental Organisation
NOK	Norwegian Kronor
NRK	Norwegian Broadcasting Cooperation
ONCB	Office of Narcotics Control Board
PC	Personal Computer terminal
Panlanka	An international Company in Colombo
SBS	Australian (alternative) television channel
SIDA	Swedish International Development Co-operation Agency
SRL TV Scan	A professional television ratings survey in Sri Lanka
SKY	An international satellite television channel
TNL	Sri Lankan TV channel
TVE	Television Trust for the Environment
TWF	Thai Worldview Foundation
UNDP	United Nations Development Programme
UNESCO	United Nations Educational Scientific & Cultural Organisation
UNICEF	United Nations Children's Fund
U-matic	A format of television production equipment (high band sometimes still accepted as broadcast quality – low band now generally unacceptable)
UR	Utbildningsradion (Swedish Television channel)
USD	United States Dollars
Super VHS/ High 8	Formats of production equipment which is of better quality than VHS and is sometimes accepted for broadcast
WETV	Global Access Television Network (Canadian based)
WIF	Worldview International Foundation
WGTV	Worldview Global Television Ltd.
WSL	Worldview Sri Lanka
YA*TV	Young Asia Television Ltd.

Executive Summary

- 1 This report contains the findings and recommendations of a team from the consulting firm *Asiakomptanse* contracted by the Norwegian Ministry of Foreign Affairs to undertake an evaluation of Worldview International Foundation (WIF) and its affiliates in Sri Lanka, Thailand and Bangladesh. In its draft form, this report was presented to WIF, the MFA and NORAD. Whilst their comments and suggestions have been taken into consideration in this final report, the findings and recommendations are entirely the views of the evaluation team.
- 2 WIF is a non-profit, non governmental organisation, registered in Colombo and has its headquarters there. It has branch offices in 8 countries – some organised as country chapters of WIF and others as national NGOs. Worldview Global Television Ltd (WGTV) and its «trademark» – Young Asia Television (YA*TV) – is a commercially orientated enterprise which has been established through WIF initiatives; and in which WIF has a 51 % of the shares.
- 3 This report, in accordance with the terms of reference, covers Sri Lanka, Bangladesh and Thailand only. It focuses on those areas of WIF operations which have received Norwegian funding; and with particular regard to the current and most recent agreements in the period 1993 – 1997. The terms of reference exclude two more recent WIF projects, namely: Panlanka – an internet Company in Colombo; and Worldview Rights – a Norwegian based human rights organisation.
- 4 Since it was established in 1980, WIF has received allocations from the Norwegian development assistance budget. In the period 1993 – 1996, these contributions have amounted to some NOK 38 million (42 mill. inclusive of Worldview Rights) – which has constituted between 31 % and 55 % of total budgets these years. From the start, WIF accounts have been audited annually by a firm of reputable auditors.
- 5 WIF operations cover a wide range of projects: from integrated rural development, health, nutrition and education projects like the Comprehensive Blindness Nutrition Prevention Programme in Bangladesh; to television production, broadcasting and distribution activities like the YA*TV initiative. WIF projects train people from the developing world to use and produce different kinds of media. The common approach which this spectrum of projects involves is fundamental to WIF's philosophy – to use communication to improve the quality of life of the disadvantaged, through the promotion of sustainable development – an approach which has become to be known as *development communications*.
- 6 WIF's projects both embody and extend *development communications* approaches. Their concentration in television production and broadcasting challenges traditional development approaches. It targets present and future decision makers as well as the poor and disadvantaged. Through participatory communication, the WIF approach attempts to give the disadvantaged an opportunity to participate in development processes and articulate their own problems from their own viewpoints.
- 7 The team suggests that YA*TV may now be characterised as the «flagship» of WIF efforts in development communications. In a surprisingly short period YA*TV has been able to establish itself with a skilled staff and appropriate technology. It has built up a production capacity for programmes on sustainable development issues which are of a relatively high quality. However the team points out that currently, WIF and YA*TV produced TV programmes reach a fairly low proportion of the population in developing countries. The YA*TV initiative must still be considered as experimental and certainly, major challenges are to be faced before WIF can ascertain that their approach is cost effective and making its intended impact. Furthermore, as YA*TV strives to compete commercially, they must attempt to maximise grassroots participation in the communication processes. The quantity and quality of its *developmental* message must not be compromised by its commercial orientation. Finally, the *Asian values*, which they also purport to promote, must incorporate: human

rights, democracy, good governance and free media.

- 8 Whilst WIF projects incorporate print and electronic media the team would express some concern that the current concentration on television may to some extent overshadow the need for multi-media approaches – and especially radio – which has proved itself as far more cost effective medium than television.
- 9 Television, being more or less strictly controlled by governments in the countries in question, the report describes the difficult balancing act which YA*TV has to perform in covering sensitive issues like human rights, certain environmental problems etc. If only by degree, this differs from the situation in many other NGO activities. The team has found the YA*TV/WIF to be pragmatic without surrendering their basic humanitarian principles.
- 10 Connected with YA*TV is the ongoing project *Competence Building in Communications for Environmentally Sustainable Development* financed by NORAD with NOK 10 million. This training program has undergone substantial changes from the original plan presented to NORAD for reasons the team finds *sensible and practical*. The changes have, however, undoubtedly had budgetary implications which don't seem to come out clearly in reports and accounts. The team has similar problems with two other projects *RAS 620 Radio network link between Laos and Thailand for sharing information on drug prevention and sustainable development* and *GLO 670 678 Communication training for democracy and sustainable development*.
- 11 The local chapters visited by the team present a varied picture. Worldview Sri Lanka (WSL), the oldest national chapter of WIF, has throughout the years undertaken a long and broad series of projects in areas like: community development, women in development, health, environment, training in media and communication, and productions of video and other media products mainly financed by the Norwegian Embassy from its NGO allocation. WSL is a well run organisation with many interesting projects. The team is of the impression, however, that WSL could get a clearer focus in its operations and should consolidate to areas and approaches in which they have proven to have their comparative advantage.
- 12 Thai Worldview Foundation (TWF) has since its inception in 1986, in close co-operation with the Office of Narcotics Control Board (ONCB) of the Thai Government, primarily worked to improve the situation of the hilltribes in the region of Thailand better known as the *Golden Triangle*. A series of projects related to crop replacement, drug & HIV/AIDS prevention, environment conservation and community development activities have been implemented. Of the seven Norwegian funded projects to WIF since 1993, Thailand has been targeted by four. The team recommends that: highland and tribal development projects should continue to be a key area for WIF/TWF in the years to come.
- 13 WSL and TWF have like the WIF headquarters an efficient and dedicated staff. Mainly due to management problems Worldview Bangladesh has hardly functioned the last few years. After the team's visit WIF's Secretary General has taken some drastic steps to improve the situation. It should be mentioned that the praiseworthy Nutrition and Blindness Prevention Program is run separately with its own administration and does not suffer from the weaknesses of Worldview Bangladesh. There is no Norwegian Government funding involved in Bangladesh.
- 14 WIF and its affiliates have generated a certain amount of income from, i.a.: programme sales, commissioned productions as well as provision of services. Whilst income generation has been strongly encouraged by WIF for all of its affiliates, and potential remains for increased income generation in the future, the bulk of their income still stems from donors. The question of the organisation's *sustainability* is therefore in the foreseeable future largely dependent upon donors' willingness to support WIF. The team compliments the Secretary General for his ability to mobilise support, but raises the question of what will happen when he is no longer there.
- 15 Chapter 10 presents a substantial list of the team's conclusions and recommendations. The team has found that WIF is an innovative, well localised southern based organisation, working in a dynamic and important field of development. The work performed is generally useful, relevant and of good

quality. WIF can document a long list of implemented projects and outputs, but in quite a few cases not the quantity announced in the project documents to the donors. The discrepancies found have in many cases budgetary implications, not all of which are adequately explained in narrative and financial reports submitted to Norway. Consequently, in connection with future funding, donors should critically assess the realism of targets presented and insist on more to the point financial and narrative reporting. The main recommendations are as follows:

The team recommends that MFA and NORAD:

- consolidate their funding policy by transferring budget line Chap. 0164.74 and all future funding responsibilities to NORAD.
- limit future consideration of WIF project applications to the countries applicable under the regional

allocation for Asia. The exception here should be WIF projects in Thailand in so far as these are targeted towards the hilltribes and their habitat as well as programs to train development workers and local NGOs in communication support for hilltribe and highland development in Thailand, Laos, Cambodia and Vietnam.

- consider some earmarked core funding for competence building and support of the administrative functions of WIF.

The team recommends that WIF:

- Pays considerably more attention to how realistic the targets presented to the donors are.
- Continues present efforts to strengthen the administrative and reporting performance.
- Consolidates their operations geographically and thematically – in regions and project areas in which they have established expertise and competence and have a decided comparative advantage.

1. Introduction

Background to the evaluation

In the Government Budget Proposal for 1997 (St. prp. nr. 1 1996–97) it is stated that *the Ministry will initiate an evaluation of the two organisations* i.e. Worldview International Foundation (WIF), and Inter Press Service (IPS) (Chapter 0164 item 74).

In November/December 1996 the Ministry of Foreign Affairs (MFA) investigated various international competence for an evaluation team. Mr Nils Vogt was hired to carry out the preparatory phase in a mission to WIF headquarters in Sri Lanka, in order to refine the terms of reference. On the basis of the tenders received, the MFA put together an evaluation team and appointed one of the tenders – Asiakompetanse – to subcontract the various team members comprising:

Mr Nils Vogt, team leader
Øyvind Jaer
Leo Kenny
Ellen Beate Dyvi

For a short presentation of the team members, see appendix 1.

Scope and focus of evaluation

The terms of reference for the evaluation is set out in *appendix 2*. It should be noted that the terms of reference exclude two more recent WIF projects, namely: Panlanka – an internet Company in Colombo; and Worldview Rights – a Norwegian based human rights organisation.

It should also be underlined that while WIF receives funding from a great number of donors and has projects in many countries, it is the Norwegian assistance to WIF and its affiliates in Sri Lanka, Bangladesh and Thailand which is the focus of this evaluation report. Special attention is given to the WGTV/YA*TV and television related projects which have received the major part of the Norwegian funding in the period 1993–1996. All available documentation – inter alia: financial/narrative reporting, audited accounts etc. – was requested and has been examined. Let it be noted that this evaluation has not attempted to draw conclusions about WIF and WGTV's acquisition of assets, net current

assets and liabilities, share capital, yearly cumulative profit and loss, inventories, loans; and investments, WGTV LTD's purchase of foreign companies and equity in WGTV/YA*TV by the 4 major shareholders.

Finally, the evaluation focuses on the period of operations covered by the most recent agreements between WIF, the MFA and NORAD i.a. from 1993–1996/7.

Methodology

In order to collect the required data for this evaluation, meetings were held with a number of persons and institutions in Oslo and Stockholm. Fieldwork was performed in the three above mentioned countries. Archival studies were done in the Ministry of Foreign Affairs in Oslo as well as in NORAD and SIDA. Questionnaires were distributed to WIF's partners and staff, users of WIF's services and media products and participants in WIF's training programmes.

For a presentation of the responses to questionnaires, see appendix 10

All members of the team visited Sri Lanka between 27 April – 5 May 1997. Kenny and Dyvi focused mostly on YA*TV and the TV projects while Vogt and Jaer concentrated on WIF and Worldview Sri Lanka. Thereafter the team split: two members (Vogt, Kenny) went on to Bangladesh for a week and the other two (Jaer, Dyvi) spent the same period in Thailand.

For a complete overview of persons/institutions met in Oslo, Stockholm and during the fieldwork, see appendix 3

The task of coming to grips with such a geographically and thematically diverse organisation as WIF has been a difficult one. This necessitated a «rapid organisational appraisal» approach and in-depth analysis had to be limited to selective test cases. The team also attempted to maximise a participatory approach; information was collected through diverse and protracted discussions with the staff members of WIF and its affiliates; and draft findings were presented to WIF for their comments and explanations.

The team would like to express their gratitude to representatives of WIF and its affiliates who did their utmost to accommodate our (often, demanding) requests and made available or prepared comprehensive documenta-

tion – financial and narrative reporting, project applications, correspondence, income expenditure statements, audited accounts, invoices and remittances etc.

2. Presentation of WIF and its Affiliates

The philosophy of WIF

WIF describes itself as an independent, non-profit service organisation committed to bringing about improvement of the quality of peoples lives. Since its founding in 1980, Worldview activities have focused on participatory communication for democracy and sustainable development.

WIF's philosophy is based on recent theories on development communication in which the receiver-oriented and participatory approach has replaced the former sender-oriented communication models. This approach includes an awareness that participation of people at the grass root levels is necessary to ensure that development plans and decisions are made relevant and meaningful to the recipients. Development communications so conceived does not discard mass media, which, if utilised wisely, will build a bridge between the village and society at large and allow villagers to take part in the development process.

As stated by WIF, its overall objective is to use communication to improve the quality of life of the disadvantaged through the promotion of sustainable development and focusing on basic need issues.

WIF's 4 major Programme areas are:

- Grassroots projects which focus on basic needs.
- Communication training and NGO networking.
- Radio, Video and TV Programme Production
- Human Rights, Democracy Support and Conflict Resolution

Historical outline

The idea to start an international NGO in support of development communications emerged during the 70's in connection with the growing awareness of the significance of information on the development process and the widening information gap between North and South. With the first grant from the Royal Ministry of Foreign Affairs, Norway, Worldview International Foundation was established in Sri Lanka in November 1979.

Worldview emerged at a time when video was about to be introduced as a tool for development. As successful

training programmes were completed in Sri Lanka, Worldview expanded its activities to Nepal, Bangladesh and Maldives. During the first years, 5 video production units and 4 media centres were established.

From 1982 onwards, Worldview embarked upon basic needs issues in the countries of operation. Bangladesh proposed a project to reduce child blindness; Nepal proposed a campaign for child survival; Maldives proposed a campaign to upgrade the communication skills of their Atoll leaders; and Sri Lanka proposed (inter alia), communication training for its grass root health workers. The various projects were implemented in addition to on-going training and video/radio productions. Worldview also initiated the establishment of national Television in Nepal on a request by the Nepal Government and in co-operation with Radio Netherlands Training Centre.

From 1986 onwards, Worldview benefited financially from the Norwegian Youth Councils Telethon in 1985 and the Orchid Campaign which aimed at drug prevention activities in Norway and Thailand. A large project was implemented in co-operation with the Office of the Narcotics Control Board of Thailand.

From 1991 onwards the organisation gradually changed its structure from the media centre concept to a larger network organisation. The media centres were intended to be gradually transformed into national entities – local NGOs, with their own boards and administration. This transformation was meant to facilitate the sustainability of each individual unit.

Worldview's participation at the Earth Summit in Rio in 1992 resulted in a mandate from the NGO forum to establish a TV network which could be actively used for information and education on sustainable development issues. In 1993, on the initiative of WIF, attempts were made to launch a Global Television Network. This initiative began with the formation of a Global Television Consortium (GTC) between 6 international partner organisations. The GTC did not survive for various reasons, however WIF pursued its global television idea and in 1995, Young Asia Television (YA*TV) was launched. YA*TV is the «trademark» of Worldview Global Television Ltd., (WGTV), which was establish-

ed by WIF (also in 1995) to manage YA*TV as a financially viable project. Whilst YA*TV is currently pan-Asian oriented, it carries in embryonic form, the same global aspirations which were embodied in the original Global Television proposal.

Parallel to the establishment of YA*TV, an Internet company named Panlanka was established in co-operation with International Development Research Centre (IDRC), Canada. The idea behind this project was to maximise opportunities in using new communication technology for development and other institutions in support of sustainable development.

Earlier evaluations

In late 1983 a team consisting of Svein Egil Omdal, Dag Nissen and Aruna Roy undertook an evaluation of WIF. In their report dated January 1984, they raise the question of WIF's relationship with Governments and politicians. While praising WIF's considerable achievements in the field of video training and production, the 1984 team felt that *the nature of the decision making in the organisation could be improved*. The 1984 report also suggests that *WIF will have to adopt more precise budgeting procedures whereby there is a distinct division between income secured and income planned for*.

In 1988 Svein Egil Omdal was engaged to follow up the 1984 report. In his new report he states i.a. that *all 3 media centres visited by this mission, have developed into overall communication units working with a rich variety of media*.

In 1990 a team consisting of Dal Brodhead, Chitra Ranawake and Paul Read made an *Organisational Review* for SIDA. This report emphasised that it is less a detailed evaluation of WIF than a forecast of its future potential based upon a review of its track record. Nevertheless, from its 12 pages of recommendations, this team finds the following significant: *WIF's financial and senior management resources are presently stretched to the limit. In the near future, some measures to consolidate the stronger operations and rethink or phase out some the less promising or simply unfundable projects will be required*. As will be seen from the conclusions and recommendations of this report, consolidation and focus is also one of our key messages to WIF as well as the Norwegian donors.

Another central concern of previous evaluations was the fact that whilst WIF's development approach is firmly entrenched in development communications, there was little evidence that multi-media approaches had received as much emphasis as video. The team suggests that to a certain extent, this concern remains valid; and especially considering the central stage which YA*TV currently occupies. It is further suggested that despite the development of various radio initiatives in some countries, community radio is still a medium which remains under-exploited in many country activities. Commensurably WIF's print media activities remain significantly less developed than their electronic media efforts.

The Worldview group

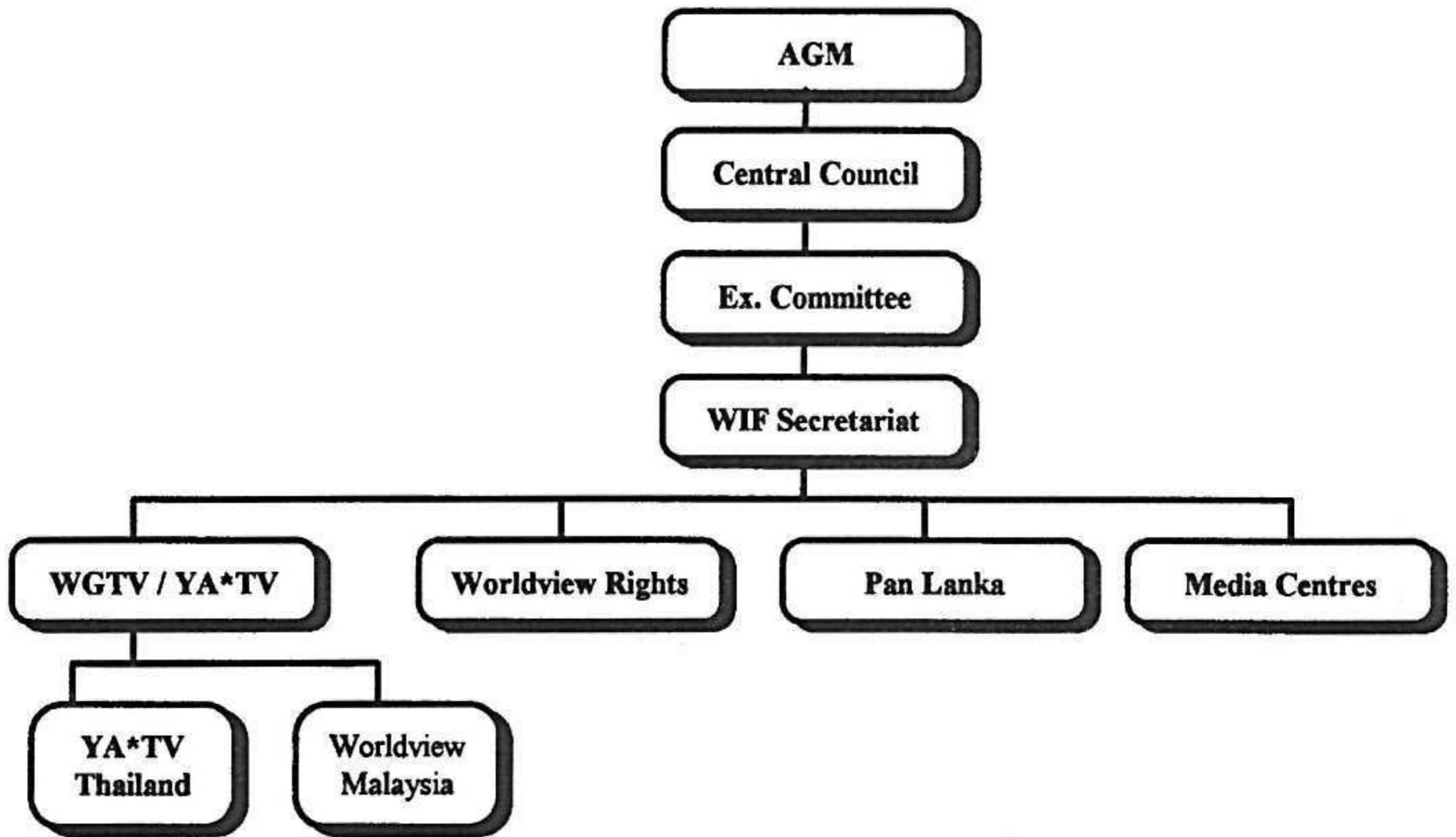
In its annual report for 1995-96, WIF reports country programme operations with media centres in 8 countries: Sri Lanka, Bangladesh, The Gambia, Syria, Botswana, Thailand, Nepal, Malaysia. The country offices/media centres are organised in different administrative formats, some as national units of WIF, others as national NGOs or both.

In addition to these NGO's, WIF has established (and is in the process of establishing) several limited companies, inter alia: the Pan Lanka. Networking Ltd.; WGTV Ltd. and its trademark YA*TV. Through these commercially orientated enterprises WIF is exploring a number of joint venture partnerships in the field of production, broadcasting, distribution and electronic information sharing.

WGTV Ltd. is a Limited Company with a Board of Directors and operational headquarters in Sri Lanka. WIF owns 51 % of WGTV shares. Initial share capital was provided by Worldview Sri Lanka and Worldview Norway; and private share capital from 3 investors. The Executive Director of YA*TV is the Secretary General of WIF. The Worldview media centres, whilst separate legal entities, collaborate with YA*TV in terms of production, distribution, broadcasting and training.

The Worldview group of NGOs and commercially orientated enterprises is supported by a Central Council and an Executive Committee consisting of a President, Vice President, the Secretary General and 300 elected members from 52 countries. Over 700 staff are engaged in Worldview programmes, almost all are local staff from the developing region.

The Worldview Group



3. Norwegian Funding

WIF has through the years received a considerable proportion of its total funding from the MFA and NORAD. The relative proportion of Norwegian funding to the total budget of WIF (figures provided by WIF) may be summarised as follows:

Relative Proportion of Norwegian Funding to WIF's Total Budget

1993	31 %	NOK 4.9 mill.
1994	35 %	NOK 8.6 mill.
1995	52 %	NOK 12.3 mill.
1996	55 %	NOK 12.2 mill.

Total Norwegian funding 1993-96	NOK 38.0 mill.
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Other important donors since 1993 are SIDA, MFA-Netherlands and various UN agencies.

For an overview and analysis of Norwegian funding since 1980, see appendix 4. For statements of total revenue since 1993, see appendix 5.

Norwegian funding to WIF was primarily channelled from MFA and NORAD (in Oslo) through WIF's international office in Colombo. Some funds were also channelled from the Norwegian embassies in Colombo and Gabarone to the WIF national chapters in these countries. This evaluation focuses on the funds channelled through WIF's International office in Colombo and WIF-Sri Lanka (WSL).

The following projects are treated in greater depth and context in the chapters which follow this one giving also the teams impressions and evaluations.

The Hilltribe projects

THA 606 – Development Communication and Sustainable Development – Thailand

The contract for this project was signed between NORAD and WIF 14. April 1993. The last disbursement was made 22. August 1996. NOK 3.9 mill. were disbursed during the 3 years of the project and the final report was submitted to NORAD 5. July 1996. The project was part and parcel of the Highland Development

Project implemented in co-operation with the Office of the Narcotics Control Board (ONCB) – Thailand. The goal of the project was to:

- improve the socio-economic conditions of the hill-tribes in Northern Thailand enabling them to sustain themselves without depending on narcotic crop cultivation.

The project document (1993) presents a broad range of activities in sectors like education, agriculture, health, community development and environmental protection. For more information on this project, see chapter 6.

RAS 620 – Radio network link between Laos and Thailand for sharing on information on drug prevention and sustainable development

The contract for this project, which is still ongoing, was signed between NORAD and WIF, 9 May 1994. The project beneficiaries are the tribal population of Northern Thailand and along the border of the Mae Khong river that marks the Laos Peoples Democratic Republic. The overall objective of the project is to:

- implement a Participatory Audio Communication Programme through a bottom-up radio broadcasting on drug control and sustainable development, and create an effective means of information sharing and increase awareness among the Hilltribe population.

The Laos component of the project was not approved by the Lao authorities and some activities have instead been developed in co-operation with Women's' union Cambodia. So far NOK 1.9 mill. have been disbursed under this project. For more information on this project, see chapter 6.

The NGO Training Project

GLO 0678 – Communication Training for Democracy and Sustainable Development

The contract for the first pilot phase of this project was signed between NORAD and WIF 13. October 1994 and NOK 1.85 mill. was disbursed shortly after. The report for the pilot phase was submitted to NORAD May 1996. An additional NOK 2 036 217 for a second phase of the project was disbursed September 1996. It is

too early to assess the utilisation of the most recent funding.

The objectives of the project is to:

- strengthen peoples' interest in democracy and sustainable development in 9 countries (Sri Lanka, Nepal, Thailand, Maldives, Kenya, Tanzania, South-Africa (on NORAD's request), Costa Rica, Brazil) through competence building and support of NGOs.

The targets for the pilot phase were to develop a training manual on communication for sustainable development; and implement 9 national workshops and 2 regional workshops in Asia and Southern Africa. The workshops were to be followed up by long term networking, newsletter and other activities. For more information on the NGO training project, see chapters 5 and 6.

WIF-Sri Lanka

WIF-Sri Lanka (WSL) has through the years received a considerable part of its funding from NORAD through the Norwegian Embassy in Colombo (NORAMB-Colombo). The Norwegian funds are used mostly to finance smaller projects of a *grassroots*, character in the field of environment, health and community development. Since 1993 the funding provided by NORAD-Colombo to WSL has amounted to USD 352 460 (NOK 2.467.220). For more information on WSL, see chapter 5.

The TV-projects

Norwegian support has been instrumental to YA*TV's evolution through 3 main areas of project support, namely:

- Support to the Global Television Project (1993 – 1996), NOK 8 mill. (fully disbursed)
- Support to YA*TV (Aug – Dec. 1995), NOK 7.8 mill. (fully disbursed)
- Support for Competence Building in Communication for Environmentally Sustainable Development (1996–1997), NOK 10 mill. (8 mill. disbursed)

Total Norwegian funds disbursed for the TV-projects so far are NOK 23.8 mill.

The Global Television Project (1993–1996)

The letter of agreement for this project was signed between the MFA and WIF for the period 1993–1996, on

16.02.1993. The last disbursement was made on 1st May 1996. The support was based on the WIF proposal dated 3 September 1992 and the document *A Proposal for an Alternative TV Network Based on Values Related to Sustainable Development*.

The objective of the project was to establish a global TV channel in co-operation with a consortium of 6 international partners. The project was divided into 3 phases; each with its own specific production and broadcasting targets; culminating in altogether a 24 hour global TV service. The production and distribution targets of the original project proposal were complex and underwent major structural changes during the project period due to the fact that the Consortium never quite got off the ground. Significantly, what was achieved through the partial meeting of training networking and production targets was the development of the YA*TV initiative.

As stipulated in the Agreement, the first disbursement of NOK 2 million was made in Feb. 1993. There followed 3 further disbursements of NOK 2 million on the 1st May, 1994, 1995 and 1996. For more information on this project, see chapter 4

RAS 627 – Support to Young Asia Television – YA*TV

The contract for this project was signed between NORAD and WIF on the 27.07.95. The support was intended to finance the project during the estimated period 1st August 1995 until December 31st 1995. The objective of the project was to:

- produce 2 months of information and education programmes on development and environment related topics – in order to launch YA*TV; and at the same time, gain experience for future production of programmes.

The project grant of NOK 7.8 million was made in a lump sum to WIF on the 27.07.1995. For more information on this project, see chapter 4.

RAS 012 – Competence Building in Communication for Environmentally Sustainable Development (Nepal, Thailand and Malaysia)

The contract for this on-going TV training project was signed 14. May 1996. The project is governed by a specific agreement between WIF and WGTV as well as between WIF and the 3 implementing countries. (The Panlanka component of the project is not a part of this evaluation).

The key objectives of this project are to:

- inform, educate and motivate people for action on environmental issues
- establish a network of reporters and informers on a permanent scale; and train and develop production capacity for 180 producers and reporters as well as

produce 72 videos and TV programmes on environmental issues in Nepal, Thailand and Malaysia.

The project grant is NOK 10 mill. So far NOK 8 mill. have been disbursed under this project. For more information on this project, see chapter 4.

Overview of Norwegian funding for projects treated in this report

MILLION NOK

Project	1993	1994	1995	1996	Total
NORAD funded:					
THA 606 – Hilltribes	1.8		1.3	0.72	0.08
		3.9			
RAS 620 – Hilltribes		1.0	0.9		1.9
GLO 678 – NGO training		1.85		2.04	3.89
WIF-Sri Lanka	1.19	0.32	0.31	0.65	2.47
RAS 627 YA*TV				7.8	7.8
RAS 012 Competence Building				8.0	8.0
MFA funded:					
Global Television	2.0	2.0	2.0	2.0	8.0
Funding 1993–1996					35.96 mill. NOK

In addition to these NOK 35.96 million, covering the projects outlined above and presented in this report, the following amounts have also been granted:

GLO 700 «Hva hendte siden» – A presentation of the development work of Olav Hodne 1995	0.96
Botswana via NORAD-Gabarone, 1993–96	0.96
Total funding to WIF (c.f. above)	38.00 mill. NOK*

* In addition to these NOK 38 mill., NOK 3.9 million was given from MFA-Political Department to Worldview Rights. This makes a total of NOK 41.9 mill. in Norwegian funding to the WIF group from 1993–96.

4. The Television Projects

What has become readily apparent in the course of this evaluation is that a significant proportion of Worldview operations efforts since 1992 (and indeed, the bulk of Norwegian funding) has culminated in the establishment of WGTV Ltd./YA*TV. This section examines how Norwegian support has been instrumental to the evolution of the YA*TV initiative through the earlier mentioned 3 main areas of project support, namely:

- Support to the Global Television Project (1993 – 1997)
- Support to YA*TV (Aug – Dec 1995)
- Support for Competence Building in Communication for Environmentally Sustainable Development (1996–1997).

YA*TV is less than 2 years old. Its raison d'être is communications for sustainable development, but it is a commercially orientated initiative. In this respect, it challenges traditional approaches to development communications. YA*TV must balance development needs with market forces. But it must be borne in mind that YA*TV's market concept is still an experiment and only partly developed.

Background

Young Asia Television (YA*TV) was launched in October 1995. It is the «trademark» of Worldview Global Television Ltd., (WGTV), which was registered in Colombo on 24 October, 1995 to manage YA*TV as a financially viable project.

The YA*TV concept evolved from WIF's attempts to launch a Global Television Network. In 1993, at the initiative of WIF, a Global Television Consortium was formed, consisting of: WIF, IPS, TVE, Instituto para America Latina, Press Foundation of Asia and Global Forum. The Global Television Consortium did not survive for various reasons. WIF however, continued to implement the Norwegian funds in support of the Global Television Project and in 1995 began to pursue an alternative strategy of establishing YA*TV. Whilst YA*TV is currently pan-Asian orientated, it carries in embryonic form, the same global aspirations which were embodied in the original Global Television Network proposal.

Organisational Structure of WGTV/YA*TV

WGTV Ltd is a Limited Company with a Board of Directors and operational headquarters in Sri Lanka. WIF owns 51 % of WGTV shares. Initial share capital was provided by Worldview Sri Lanka and Worldview Norway; and private share capital from 3 investors: Nina Kung Wang, 18 %; Count Roland de Kergorlay 15 %; and Jacques Bemberg, 10 %.

The Chairman of WGTV is the Secretary General of WIF and a member of the Executive Board of the principal shareholder – Worldview International Foundation Sri Lanka. The Worldview media centres collaborate with YA*TV in terms of production, distribution, broadcasting and training. The original 6 Global Television Consortium partners continue to collaborate with WGTV/YA*TV in production, distribution and broadcasting, but on an ad hoc basis. Various other forms of broadcasting and distribution collaboration with public service and private broadcasters are governed by specific agreements.

Funding

Norwegian project support 1993–1996 (MILLION NOK)

Project	1993	1994	1995	1996
YA*TV				7.8
Global Television	2.0	2.0	2.0	2.0
Competence Building .				10.0*

Total funding 1993–1997 **NOK 25.8 million**
(approx. USD 3,685,793)**

* 2 million NOK final disbursement to be made in 1997
** indicative rate 1USD=7NOK

Norwegian Funding Relative to Other Donor Funding

Donor funding (including Norwegian funding) between 1993–1996 has accounted for 42 % of total capital utilised in the 3 projects which has led to the establishment of YA*TV. Approximately 70 % of this donor funding has been provided by Norway.

WIF has managed to raise substantial funding from 19 other donors for the Global Television project between 1993–1996, including: bilateral and multilateral agencies as well as a number of other commercial initiatives – lotteries, concerts and campaigns. This has amounted to a total of some USD 1.5 million.

Details of the major donor contributions are contained in Annex 7.

Norwegian support to the YA*TV Project; and Competence Building Project during the period 1995–1997, constituted 100 % of donor input to those projects. Between 1993–1996, Norwegian support accounted for approximately 40 % of total funding for the Global Television Project.

Other WGTV/YA*TV Capital and Income 1995–1997

Total capital raised by WGTV/YA*TV between 1995 and 1997 is USD 7,079,969.

Details about these capital and income sources are contained in Annex 8.

A clearer picture emerges from the following observations:

- Approximately 58 % of the total available funds for the launching of WGTV/YA*TV between 1993–1996 has been in the form of share capital from 3 private investors and WIF (although this was not secured until 1995/96).
- Income from sales and distribution constituted approximately only 2.6 % of WGTV/YA*TV total income in 1995/96.
- The equity shareholders have agreed that WIF should have 51 % of the shares. Furthermore, WIF's participation in the project (expertise, collaboration, library materials) has been accepted by shareholders as a contribution in kind. The costs of producing and broadcasting the first 124 programmes has also been credited to WIF as equity – as have the training programmes implemented by WIF.

It may be instructive to emphasise 3 further points:

- It logically follows that Norwegian funding has contributed to WIF's equity in WGTV/YA*TV.
- WGTV/YA*TV's main source of capital is share capital from WIF and 3 private investors; and WIF should be given credit for their ability to mobilise private sector funding for a development initiative.

- Of all moneys utilised in the establishment of YA*TV between 1993 – 1996, Norwegian funding has been by far the largest source of **donor** funding. Norwegian funding has also been the largest **single source of capital** – significantly greater than any shareholder.

Context of Norwegian Support

A principle issue is the fact that Norwegian support for the Global Television Project between 1993 and 1995 was for a «development project» which led to the establishment of YA*TV. But WGTV Ltd/YA*TV became a commercial enterprise in 1995. The MFA and NORAD need to consider whether (post 1995) it is appropriate to continue to support a commercial enterprise with development funds in the ordinary way. In this regard, it should be remembered that MFA and NORAD, as a general principle, are stressing the need for NGO initiatives to become financially sustainable. Perhaps a «soft loan» basis may be more appropriate if and when a Norwegian partner becomes a shareholder.

Relevance of YA*TV

The YA*TV concept is to provide a global television channel for youth with programmes produced by youth about sustainable development issues – a concept which both extends and embodies WIF's development communications philosophy and is relevant in relation to Norwegian development goals.

YA*TV's (stated) target audience is youth – rural and urban, poor and affluent – in English and local languages. But the broadcasting and distribution part of the concept is only partly developed and thus YA*TV's *current* audience has not yet been accurately determined. It is thus too early to make qualitative judgements about the present relevance of YA*TV's audience in relation to Norwegian development goals and principles (the poverty focus).

YA*TV acknowledges that much more work needs to be done in terms of audience research and marketing strategies to reach the audience other commercial broadcasters are reaching. Reaching the poor and marginalised is, however, another question and not necessarily conducive to cost recovery. It is suggested that in future, this will be a major test for YA*TV.

The team can only speculate as to how relevant YA*TV

will remain to Norwegian development goals. YA*TV is clearly not an orthodox development approach. In order to assure the relevance of the YA*TV enterprise in the context of Norwegian development policy, possible future donors will need to monitor two main aspects of YA*TV's performance, namely:

in an effort to be commercially competitive, has YA*TV:

- maintained the development orientation of their programming?;
- attempted to broadcast in local languages and to rural and marginalised audiences?

Indicatively, the programming seen by the team is sufficiently development orientated to be regarded by the team as relevant to Norwegian development goals.

Furthermore, the team would endorse YA*TV's assertion that they can also be a relevant development orientated organisation by attempting to influence young urban-based English speaking audiences from which will be drawn future decision makers of Asia.

It is understandable that YA*TV, aiming to become a regional and even a global TV service, chose English as a lingua franca for their service. Nevertheless, if the use of English excludes a great majority of the people that the service is to serve, (which it does), then this warrants attention. WIF is well aware of this and YA*TV is in the process of implementing a plan for language versioning in various countries. Progress in this regard is worth close monitoring.

But language is only one aspect of YA*TV broadcast messages which has to be adapted for various countries. There are challenges and also some principle issues with regards to formulating suitable and culturally relevant programme formats which will determine the future relevance of YA*TV to its target groups.

The team feels that WIF/YA*TV is not quite facing this fact and that the YA*TV, as it is broadcast in Sri Lanka, cannot be directly exported to other Asian countries. WIF appear to be too ambitious in their expansion plans – wanting to do too much too soon. Making the programmes relevant to the local situation while maintaining global or regional appeal is still a major challenge for YA*TV in the Sri Lankan context, and will be a new challenge for every country in which YA*TV hopes to operate. It may be a wise recommendation – also made by the 1996 evaluation – to find out how the problem

can be tackled in the Sri Lankan context, before further expansion of the service.

Finally, in terms of Norwegian development goals, the evaluation team would raise questions about the relevance of YA*TV's stated aim of «promoting Asian values». Whilst in principle, the team would endorse the need to counter-balance the unquestionable effect of western media influence in the Third World, WIF has not really defined exactly what these «Asian values» are, or to whom they belong. If these values embody: human rights, democracy, good governance, media freedom, pluralism and independence etc., then they are certainly also very relevant to Norwegian development goals.

Goal Achievement and Utilisation of Funds

For an overview of Norwegian supported activities and outputs in the 3 relevant projects, please refer to Annex 9.

Support to the Global Television Project (1993 – 1996)

The goal of the project was to establish a global TV channel for transmission of alternative TV programmes based on the values related to sustainable development. The stated project aims were divided into 3 phases; each with their own specific targets. **Phase 1** aimed to produce a monthly 1 hour Global TV Magazine on sustainable development. The programmes were to be produced by the consortium members listed above. This phase also aimed at securing regular broadcasting schedules and distribution channels. **Phase 2** aimed to produce and broadcast in Europe, four hours of programmes per day on weekdays, and 3 hours on weekends. Using other satellite networks, the project aimed at linking various satellite systems to a global network. Co-operation with other consortium members aimed to create units to cover Latin America, North America, Africa, Asia and Europe. **Phase 3** aimed to create a 24 hour global TV service.

The production and distribution targets of the original project proposal were complex and underwent major structural changes during the project period. They were not met. Clearly however, the aims of the 3 phases were very ambitious – even with the full participation of the original consortium partners. Without such collaboration, original targets were unachievable for WIF.

The team concurs with the suggestion of some of the consortium partners that WIF tried to do too much, too quickly and at the same time, tried to be too inclusive with the Global TV Consortium.

However, at the end of the Global Television project period, the existence of YA*TV makes discussion of targets during the project period, rather academic. Production capacity, skills – and not to mention a substantial amount of YA*TV programme archives – are now being used for YA*TV production and broadcasting. These were developed during the life of the Global Television Project. Furthermore, YA*TV has new more focused and realistic targets with which they are presently coping.

Agreement and Budgetary Issues

If the Agreement between the MFA and WIF constituted an agreement for «project funding», then it was conspicuous by its brevity and vagueness. No agreed budget allocation was attached for the utilisation of Norwegian support.

*RAS 627 Support to YA*TV (Aug – Dec 1995)*

The project objectives were to produce 2 months of programmes in order to launch YA*TV; and at the same time, gain experience for future production of programmes. Such programmes were intended to reach a young Asian audience, a Norwegian audience through NRK, as well as being made available on video to NGOs and development institutions through the TVE network.

Whilst the production targets set for the project appeared to have been realistic, in its initial phase, YA*TV failed to meet them due to unforeseen problems which have been adequately explained in narrative reports. However YA*TV is currently meeting its targets for production and in all 7 programme areas has established a 2–3 month buffer of programmes for broadcast. Since October 1996, they have been producing and broadcasting 7 half hour programmes per week. Training courses at YA*TV by trainers from NRK, BBC, Nepal TV and WIF were carried out as scheduled.

Contractual and Budgetary Issues

Financial reporting indicates that the project had an excess of expenditure over income of some NOK 100,000. Expenditure was however, generally in accordance with the budget stipulations in the contract. The one major departure was remuneration for 2 NRK

producers for 6 months in Sri Lanka budgeted at NOK 445,657. In fact the project paid 4 NRK producers a total of NOK 169,903. The surplus funds were used for programme production. This was not adequately explained in narrative reporting.

RAS 012 Competence Building in Communication for Environmentally Sustainable Development (1996–1997)

The main purpose of this project is to provide training to develop a group of skilled grassroots TV reporters and producers in Nepal, Thailand, and Malaysia and to make programmes about environmental issues. The primary purpose of developing media centres in these countries appears now to be orientated towards making programmes for YA*TV. The duration of the project was planned to be one year, during which time it was proposed that Worldview would produce 72 programmes. These programmes are intended for broadcast through national and international networks as well as through YA*TV.

It was not possible to examine the project implementation in all countries and so the TWF experience has been used as a test case.

With regards to training, the targets for this project have so far been met in terms of the number of courses held and the number of trainees; as of June 97, more trainees have in fact been turned out than originally envisaged. However, the original project proposal was to provide six 8 week courses when in fact the courses have been of only two weeks duration. The practical reasons for a reduction in the course duration have been adequately explained in narrative reporting to NORAD. A two weeks course duration was a realistic solution, obviously cheaper and possibly more cost effective.. However, the change of duration also had budgetary implications as described below; and this has not been adequately reflected in narrative or financial reporting.

Production-wise, although the project is on line to meet its targets (41 programmes have been produced as a result of training so far), these programmes have not been of the 30 minutes duration as described in the original proposal. Again, whilst the change in TV programme duration appears to have been based on sound reasoning, this also has budgetary implications which were not adequately explained in financial or narrative reporting.

Budgetary Implications

With respect to the alteration of training targets, the team makes the following observations:

- In the revised project document of 30.03.96 attached to the original contract signed between WIF and NORAD on 14.05.96, 8 weeks training schedules are proposed. Based on the six *8 weeks training rounds* the amount applied for – and approved – covering the training component was USD 80,400.
- The mid-term report for this project was submitted to NORAD on 21.03.97. The narrative part reports from the three first training rounds of two weeks duration each. The invoiced cost on the training component was USD 34,195, i.a. nearly the same as one would expect for three full time training rounds of 8 weeks each.

Since *duration* of the training courses was the key to the monetary calculations made in the project document presented to the donors and thus underlying the funding received, the team felt that it was necessary to look further into the matter. The answer given by WIF to the questions raised by the team was that WIF had proposed to implement either 8 weeks *part time* courses or two weeks full time courses, which, with regards to number of training hours and utilisation of trainers time would amount to roughly the same. This, as seen by the team, is indeed a very liberal and «creative» way of reading the project document for the following reasons:

The word *part-time* is nowhere mentioned in the *original project document submitted to NORAD*, nor does it appear reasonable to infer such an arrangement from the project document and the approved budget itself.. The trainers' time utilised for the 6 rounds two weeks courses must have been significantly less than the two man years announced in the project document. But financial and narrative reporting does not reflect this fact.

With respect to the alteration in TV programme length, the team makes the following observations:

- In the original budget production costs are based on programme duration: (USD 300/minute x 30 minutes x 24 productions, for a total of USD 216,000).
- The reporting submitted to NORAD on 21.03.97 for the period June 1996 – Feb. 97, stated production costs for Thailand are USD 144,000 (which obviously refers to 13 programmes produced during the first 3 training courses which are presented in the narrative part of the report).
- The total duration of the Thailand programmes was

51 minutes which, according to WIF's own proposal in the original budget should correspond to a production cost of USD 15,300.

Since again *duration* of the video productions was the key to the monetary calculations in the approved budget, the team felt that it was necessary to obtain more information from WIF on how the USD 144 000 were utilised. The answer given by WIF to the team on 25.05.97 was as follows:

- USD 54,968 is explained as costs incurred in Thailand for training/production of programmes already delivered to YA*TV
- USD 89,032 is explained as transfers made to YA*TV primo October 1996 for follow-up training and for further production. They inform that the money will be used for Thai productions in the future.

The team concludes that the surplus funds were not used according to the contract and that they were incorrectly reported as having already been utilised in Thailand. Narrative and financial reporting do not explain how the surplus funds were utilised nor that funds have been transferred to YA*TV.

Disbursements

The budgeted amount for Thailand for 6 training rounds in the project document submitted to NORAD is USD 395 400. Inclusive of the last training round no. 6, TWF has received USD 94 033 (figures provided by TWF) in disbursements from WIF-Colombo under this project. In addition TWF has also received equipment at a value of USD 90 592. An additional USD 39 065 for training consultants and other expences have been paid by WIF-Colombo/charged to the project in WIF Colombo.

Quality of Outputs

*YA*TV Programmes*

YA*TV has developed seven concepts or programme areas, each of them is broadcast 30 minutes a week on the same week day. The programmes all have magazine characteristics, consisting of various programme segments linked together by one or two presenter(s):

- *YA Cafe* on Mondays (light magazine on modern Asian culture, food and music)
- *Young Outlook* on Tuesdays(news – background stories)
- *A View to tell* on Wednesdays (documentary dramas)

- *Space to let* on Thursdays (women's issues in a broad sense)
- *YA Tribe* on Fridays (culture, art and lifestyle)
- *Nature calls* on Saturdays and (environmental magazine)
- *I Zone* on Sundays (documentaries)

Programmes assessed by the evaluation team exhibited a professional, yet extremely vibrant format and style – which, as other feedback indicates, is appealing to youth. At the same time, a certain naiveté is retained, which, it is suggested, differentiates YA*TV from other mainstream competitors (albeit, other competitors do not share the same target group as YA*TV). Programme components are short and sharp and the mixture of information, music and entertainment appears to be central to the large audience established in such a short period.

As far as the team was able to observe the YA*TV programmes treat a comprehensive spectrum of relevant issues related to sustainable, people-centred development. Furthermore, most issues are treated broadly and from various angles. However it is suggested that a significant number of issues require more fundamentally investigative and balanced approaches if they are to be treated at all.

A general impression is that the various programme segments and overall packages seem to vary quite a lot in terms of having well defined objectives. The information is often being presented as »for your interest«, as opposed to an interactive or «problem posing» style. The information will definitely add to the audience's knowledge on the issues treated, but the lack of problem posing will make it hard for the audience to identify with, or find any direct usefulness of the information.

The programme packages also seem to have a significant amount of content produced outside Asia. This may be useful in the global context. But in the Asian context, it means that a substantial proportion of themes are not directly relevant, and not sufficiently put into context by the presenters, to the young Asian audience. It is suggested that this is indicative of YA*TV's current greater attention to making attractive programmes and not enough concentration on the quality of the message. But this must be seen in relation to the fact that the YA*TV is still very young and not yet fully developed. YA*TV has achieved much in a relatively

short time and the fact that they manage 30 minutes, technically good quality, daily broadcast, is unprecedented in this field.

*Training quality at YA*TV*

The YA*TV policy of hiring young local people and utilising local and international expertise to train them on-the-job, has developed a core of staff who produce a product – which in the view of the evaluation team – is technically competitive with anything CNN, SKY, etc., produces. A significant number of organisations contacted suggested that YA*TV and WIF programme quality and content was way ahead of local professional broadcasting standards in their country. The quality and relevance of production training at YA*TV and in the media centres may thus be described as being high.

However it is suggested that the technical quality of programmes is not matched by the journalistic quality. It is suggested that YA*TV considers having a permanent journalist/trainer-in-residence for a minimum of 6 months at a time. Such a trainers should preferably be from the region and should conduct on-the-job-training in basic investigative journalism skills. It is further suggested that YA*TV should attempt to provide (3 month) training-in-residence scholarships at YA*TV for producers and journalists from targeted media centres, in order to fully utilise the services of the trainer-in-residence.

Quality of outputs in Thailand from RAS 012 – Competence building

TWF has organised six scheduled training sessions in the period November 1996 – May 1997. The team met 10 of the Channel 11 trainees from the sixth and last group. These trainees felt that the training has given them better skills and an understanding of how to utilise the video and broadcast TV medium in reporting and story-telling. The trainees – like their employers – maintain that they have learned about planning and utilising time, human and technical resources and that what they have learned is useful in their daily work. Indicatively, this would suggest that the training has been relevant and useful. This conclusion is unanimously supported by responses from questionnaires. However one question remains: how can TWF and WIF continue to utilise the resources spent and the skills developed since the persons trained are fully employed and from geographically diverse regions? The plan, accord-

ing to TWF, was to gather the most skilful after the last training session in May 1997, to discuss and plan follow-up activities and further co-operation between the trainees and TWF on future productions.

The 24 short documentaries on environmental issues produced in the course of the training are of adequate to good broadcast quality. These have been, or are to be, broadcast on Channel 11 (with a potential audience of 1 million) as well as through YA*TV.

Collaboration and Competition

Governmental

YA*TV has put a lot of effort into the investigation and establishment of co-productions, programme exchange and broadcasting agreements with public service broadcasters. It is important that YA*TV is negotiating with countries like China (CCCTV). One may logically expect however, that YA*TV programmes on sensitive issues do not get an airing in China. We know that YA*TV on the other hand uses CCCTV material. The question is, does YA*TV facilitate a one way flow of information in this respect? Similar concerns may be expressed with regard to countries like Singapore and Malaysia. YA*TV has been very pragmatic in dealing with government broadcasters. It is suggested that as long as YA*TV does not compromise their values in order to achieve this collaboration, it is necessarily a good thing and crucial to YA*TV's global ambitions.

YA*TV has also collaborated extensively with government ministries and departments over the establishment of both production units as well as possible new educational television channels. Negotiations are well underway for new channels in Nepal and Sri Lanka.

Non-Governmental

Strong collaboration with NGOs has been integral and necessary to the development of the YA*TV concept. But it is apparent that this collaboration – as it contributes to the capacity building of other NGOs – is significantly less now than before the establishment of YA*TV. Collaboration with Worldview media centres appears now to be more based on media centres providing programmes for YA*TV, than capacity building. YA*TV appears to have less time to assist media centres as they become more consumed in meeting broadcasting and production schedules. YA*TV maintains a close working relationship with the original consortium

partners – especially TVE. But what has clearly not been realised is the sort of partnership collaboration between the original consortium partners as envisaged in the original Proposal for an Alternative Global TV Network.

In project proposals to Norwegian development authorities from WIF for support to YA*TV, it is suggested that the YA*TV has an agreement with the Norwegian Broadcasting Corporation (NRK) which involves extensive co-productions and exchange of programmes between NRK and YA*TV. This is somewhat misleading. YA*TV has a general intentional agreement with NRK on exchange of programmes. According to NRK the exchange of programmes has been very limited due to the fact that NRK presently does not have programmes or magazines where YA*TV productions fit in. So far NRK has broadcast a series of three programmes on Buddhism, produced by GTV. In addition NRK has co-produced two programmes with YA*TV. These productions were made with Sri Lankan and Nepalese teams respectively and were broadcast by NRK in 1996/97. YA*TV on the other hand has broadcast several programmes produced by the NRK on countries and people, nature and geography from a series called «Vi i Norden» (We, the people of the North) as well as a NRK produced series on China.

Competition

There is no other regional television channel with information and education in Asia, tailored for a young audience. The real competition for YA*TV lies with commercial satellite and terrestrial networks reaching the young Asian audience. But those channels have a totally different value base and content, than YA*TV. In the field of «alternative» networks, ones such as Paper Tiger TV, Deep Dish TV and Vision TV, also have a different target audience to YA*TV. Of the Asian initiatives: STAR TV sold out to corporate interests, which currently broadcasts exclusively feature movies; Discovery Channel is more concentrated in technology and science rather than development issues; and MTV and Cartoon Networks' area of concentration is self explanatory. The unexplained competition is perhaps more involved with the emerging cable networks like SNS. However, even these do not appear to be developing an orientation like the YA*TV concept.

It is misleading to talk of competition in terms of initiatives like TVE and WETV or IPS. Firstly, TVE and IPS

have different roles to YA*TV and there is certainly space and need for all. WETV on the other hand, whilst it has similar global ambitions to YA*TV, has a long way to go before it reaches the point at which YA*TV is. To some extent they all compete for donor funding – but this appears not to have been a problem. These other initiatives need YA*TV to succeed. If YA*TV does not succeed, their own efforts will clearly be adversely affected for some time to come. Then, while the News Corps and Time/ Warners continue making alliances, the development orientated YA*TVs and TVEs will continue to be bottom feeders – dependent upon donor funds for their existence.

Marketing, Broadcasting and Distribution

It is clear that the future of YA*TV rests with how effectively they can develop broadcasting and distribution agreements with local partners in various countries. Their progress thus far may be summarised as follows:

- regular broadcast schedule on TNL Sri Lanka 7 half hour programmes per week; and Dordarshan (India).
- Programme exchange with Nepal TV, Tele Liban (Lebanon) CCCTV (China), EdTV Malaysia.
- negotiations underway for agreements with: Arab countries, Korea, Cambodia, Vietnam, Philippines, Bangladesh, Pakistan, Indonesia; as well as Regional Asia through ASTRO Satellite.
- Negotiations underway with: SBS Australia; Channel 11 Thailand.
- YA*TV's exploration of joint ventures with local partners, notably in Thailand and Nepal, are extremely delicately poised. It is not possible at this juncture to ascertain whether or not these partnerships will materialise. The most advanced negotiations are in Nepal where there remains a distinct possibility that WIF and the Ministry of Education may establish a new educational TV channel on a joint venture basis.

Of the programmes produced during Norwegian support to the 3 projects described in this document, varied broadcasting and distribution appears to have ensued. For example, the programmes produced with Norwegian support for the Competence Building project have had exposure in Nepal, Thailand, Sri Lanka and Malaysia; as well as through YA*TV networks in India, Maldives, Lebanon and Cambodia. Programmes produced during the period of support to the Global Television Project on the other hand, have had limited exposure –

albeit they constitute an archive which will be used in future YA*TV programming.

Whilst many programmes have been made available to NGOs and other development agencies, it is suggested that the non-broadcast use of YA*TV programmes needs to be more strategically developed. TVE has the use of some YA*TV programming to distribute through their Video Resource Centres although this appears to be an ad hoc arrangement. The evaluation team found little evidence that Worldview Media Centres were making use of the programmes. Nor indeed, (in the case of Sri Lanka and Bangladesh), were media centres providing many programmes for broadcast.

Marketing

Marketing has been acknowledged by YA*TV as a weakness. But it is too early to make judgements – especially about their broadcasting and distribution success, after less than two years of operation. It will be incumbent upon the new YA*TV marketing director (to be hired in 1997) to develop international marketing strategies as a priority concern.

It is suggested that YA*TV will need to strategise more around cost recovery in future. They have yet to firmly institutionalise YA*TV in regular programming of the countries in which they broadcast. Furthermore, where YA*TV distributes their product for free, or on an exchange basis, television stations will be happy to accommodate them. However, it is not clear to what extent this distribution can be sustained when they charge competitive prices for their product. Currently, local sales are meagre and foreign sales negligible. Another factor which needs to be considered is that YA*TV has targeted a large number of educational TV networks and channels, which is not conducive to maximising cost recovery. The real challenge will be to breaking into the commercial channels and networks. It is not within the competence of the team to assess how realistic this is. WETV and TVE seem to think it can be achieved. Furthermore, YA*TV's Business Plan looks thorough and to be based on informed projections.

Planning and Monitoring

A comprehensive administrative and procedural manual has been developed by WIF outlining planning and monitoring modalities. YA*TV has established a Planning and Co-ordination Department which has, in col-

laboration with WIF, developed strategic systems for developing new concepts, co-ordinating productions as well as general M&E activities. This work is ensuing in both training and programme production activities. In terms of management, systems have been established through a «master monitoring chart» although it is not yet clear how effective this system will prove to be.

Project documents for WGTV/YA*TV related projects have generally been of a high calibre. Although production and distribution targets have been unrealistic in many instances, it is not suggested that this is a weakness in YA*TV planning. Nor is it an aspect which feasibility studies could address. Donors must provide a certain amount of leeway if they are supporting television production and broadcasting. Business plans have been thoroughly researched and YA*TV should be credited as having been both innovative and thorough in this respect.

However, there are some aspects of planning which deserve attention: The narrative for the YA*TV Business Plan which has gone through several revisions, is still badly presented and too theoretical in nature.

Another area of concern is that WIF maintains that training needs assessments are generally carried out by in-country resource teams in consultation with the project co-ordinator and WIF International. This appears not to have been sufficiently the case in the Competence Building Project where limited consultation appears to have ensued between WIF and the media centres in the planning and designing of the original project documents submitted to NORAD.

Ratings, Feedback and Impact Assessment

Chapter 8 of this report deals with the difficulties of assessing the impact of WIF/YA*TV programming. Needless to say, in the case of YA*TV, since they are still determining their audience, and since broadcasting and distribution is still in its infancy, measuring the impact of their programmes may be premature. This is a future challenge for YA*TV which they have not yet addressed strategically enough in the view of the team. However, ratings and feedback are a first step in this direction.

The team can thus only comment on indicative feedback. However an evaluation of YA*TV was carried out in June 1996 by the Journalism Unit at the Uni-

versity of Colombo. This was when YA*TV was very new, having broadcast 30 weekly 60 minutes packages. Nevertheless interviews were held with 375 respondents randomly selected among YA*TV's main target group. Indicative findings were i.a. that: 45 % of the respondents had watched the YA*TV service; 41 % had not watched because they did not know about YA*TV; and only 1 % had not watched because they disliked the programmes.

The evaluation also refers to one Target Audience Rating – SRL TV Scan in Sri Lanka – which indicates that a slight majority of the YA*TV audience is rural. TV Scan also suggests that YA*TV has an audience which size is comparable to most other programmes targeted at an English speaking audience. Whilst this is encouraging, it is not clear how reliable these ratings are. More significantly, they only pertain to Sri Lanka.

Now, almost one year later, when YA*TV is broadcasting 30 minutes every day, one should reckon that the service is better known to the target audience. Recent independent ratings also suggest that YA*TV is watched by up to 10 % of the population, which must be considered a high rating for a young service, broadcasting in English, in a multi channel situation, where the English speaking audience has a large choice of programmes.

Without having assessed the programme output of the other TV channels in countries visited, the team understands that the YA*TV messages represent a valuable alternative to the mainstream TV output in the countries in which they are broadcast. The team was presented to a selection of audience feedback, letters and e-mails from various countries, received by YA*TV which supports this assumption. It is also supported by much of the feedback from the questionnaires.

The overriding conclusion by the team is however, that currently, monitoring and feedback are approached by YA*TV in an ad hoc way; and that very little in the way of monitoring has taken place outside of Sri Lanka. YA*TV recognises this as well as the fact that a more strategic way of monitoring and measuring impact will be an essential ingredient to the future development of their marketing strategies.

Reporting, Transparency and Accountability

Financial reporting to Norway on the TV Projects has varied from adequate to inadequate. Financial statements to Norway often present substantial sums under a single heading. One example is the 1993 financial report for Global Television Network, which presented:

Production of TV Programmes NOK 1,857,955.

Such statements are similarly not elaborated upon in WIF's reconciled financial statements. Following up test cases, the evaluation team were satisfied that in most cases, more comprehensive accounts did exist and at a desk-study level, they were satisfied with the transparency and accountability. However in another test case outlined above (*RAS 012 Competence Building in Communication for Environmentally Sustainable Development (1996–1997)*), after protracted follow-up, the team finds financial reporting unsatisfactory. Although quite possibly the Norwegian MFA and NORAD has not asked for more comprehensive financial reporting, it is strongly suggested that a more comprehensive breakdown of expenditure is necessary in future. The yearly accounts have been regularly audited by a reputable auditor (Amarasekera & co. – representing Price Waterhouse in Sri Lanka).

Narrative reporting for the 3 relevant projects has been as variable as financial reporting. Perhaps reporting on *Support to YA*TV* is an exception to this. But considering the concerns about financial reporting for the *Competence Building Project* as outlined above, it follows that narrative reporting has also been inadequate. Furthermore, narrative reporting does not always adequately identify exactly what Norwegian funding has been used for. In the Global Television project, it is very difficult to differentiate between Norwegian funded activities and those funded by the 19 other donors. Whilst financial reporting does in some cases indicate specific costs for various activities, this is not always explained in the narrative text.

One aspect of the narrative reporting over the 4 years of the Global Television Project is especially inadequate: reports should have described in more detail, the metamorphosis of the Global Television Network concept into the Global Television Consortium, and into the YA*TV concept. The agreement of 1993 leaves quite some leeway in the utilisation of funding – *according to progress made in the project*. However it is suggested that the failure of the consortium idea was something more than *progress made in the programme implemen-*

tation. It is difficult to suggest that at the end of the project period, the outcome (although impressive), resembled the original proposal, upon which the original agreement was signed even though the terms of the agreement were loosely followed i.e. programmes on sustainable development issues were produced. The major departures from the original Global Television Consortium proposal were three-fold:

- whilst WGTV retains collaboration with the original partners, YA*TV is clearly a Worldview «go-it-alone» initiative;
- YA*TV is at present regional rather than global.
- most importantly, the targets set for the project were ambitious even with the full participation of the consortium partners. Without them, they were unrealistic.

It is furthermore suggested that the description of Norwegian support for the Global Television Project as «project support» is rather misleading since funding was used for production of programmes, training as well as co-ordination expenses. WIF describes this support as «soft core funding». In the same project, details of M&E procedures, distribution and broadcasting of impact of programmes, and relevance of the content, have been treated rather vaguely.

Choice Of Technology/Cost Effectiveness

WIF has achieved much in their use of video in development and they should be commended for extending the boundaries of approaches to development communications. But film and television is capital intensive. An observation by the team in media centres visited, is that (with the exception of TWF), multi-media approaches – and particular radio and print – are much less developed than film and video. This is a substantive issue considering the universally acknowledged cost effectiveness of (especially) community radio in development processes. It is also suggested that as YA*TV becomes the focus of WIF's operations, radio and print may receive even less attention than they are currently. WIF will need to make sure that their future approach does not become exclusively television based – if they are to remain cost-effective. Possible future Norwegian funding could encourage this. It should be noted that in the report from the WIF programme committee meeting held on 29.03.97. the promotion of community radio is particularly mentioned.

But for YA*TV, the bottom line is that the chosen technology facilitates a professional and quality product which can compete commercially. The team suggests (and WIF endorses) that this bottom line applies to the range of Worldview media centres. With limited capital and high ambitions, YA*TV and the media centres appear to have learned to make very careful choices.

However, the quality and range of technology in the 10 Worldview media centres should not be compared to YA*TV's because it is not intended for the same purposes. Furthermore, the difference in equipment standards between the various media centres visited is significant. Of note is that the media centres which benefited from new production equipment under the *Competence Building Project*, have substantially better equipment than those centres visited which were not a part of the project. Nevertheless, WIF suggests that the equipment and technology in the media centres is adequate for the purposes they currently serve in each country. This may change as they are required to provide better technical quality programmes for YA*TV broadcasting.

YA*TV is a product of Worldview operations and initially, they were placed in an invidious position. They needed to produce broadcast quality bearing in mind that at a grass roots level, the technology would be substantially more than required. Worldview initially chose low band U-matic which was the lowest acceptable broadcast technology for the region. In terms of grass roots productions, significantly cheaper Super VHS, High 8 (which entered the market in the late 80s) or simple VHS may have been sufficient. In some African countries, they did choose VHS – but for rural communication. However in the early 80s, for broadcast quality, U-matic was the minimum choice they could make. Indeed, they possibly under-chose since low band U-matic does not provide an acceptable standard for most international broadcasters. To get programmes accepted by broadcasters outside of the region, colour grading and transfer to one inch tape was necessary. Eventually they were forced to upgrade to high band U-matic as regional broadcasters' dictated. Viewed from this angle, perhaps their initial choice was somewhat short-sighted.

It is apparent that YA*TV learned from this. Whilst they have chosen Betacam SP technology, (apart from the Fast Electronics hard disc and Avid editors), it is the cheapest industrial version and not real broadcast tech-

nology. But it is acceptable to all broadcasters in the region and produces a quality which is very difficult to differentiate from professional broadcast equipment. In the recent Competence Building Project, Worldview began to use the latest versions of small digital TV cameras. They have been found to be very appropriate for training purposes and a cost effective choice.

Worldview managed to obtain 50 % price reductions in purchases of low band U-matic equipment which made such a choice comparable to a choice of VHS. This was cost effective and an apparently appropriate choice. In the purchase of the industrial version of Betacam SP technology, similar discounts of 40 % were obtained and they further economised by not taking up warranty agreements, which in some cases are 25 % of the total costs. Instead, they created a 2 man maintenance department, which apart from being a long-term solution, provides (limited) service for a range of Worldview operations. The high tech Fast Electronics hard disc editor was also obtained for a 50 % cost reduction – without which, the costs would have been prohibitive. Similarly, the upgrade to the newest version of Avid hard disc editor was achieved at a 60 % discount. The graphic animation unit started with ordinary PCs which was the lowest cost alternative available. Their output has been of extremely impressive quality and must be considered as cost effective. The YA*TV studio was constructed for an incredibly low cost of USD 10,000 – its limitations being offset by the use of digital technology (virtual reality) which is another apparent appropriate and cost effective choice.

In summary, YA*TV has benefited from Worldview media centres' experiences in choice of technology. It is the view of the evaluation team that they have made cost effective and appropriate choices based upon the need to get maximum utilisation out of their resources. It is furthermore suggested that considering YA*TV's ambitions and probable future global operations, they will need to upgrade their Betacam SP technology. However this does not suggest that they have made an inappropriate choice for the present. The need for upgrading will most probably coincide to a large extent with the life of the current equipment.

Future And Sustainability

It is apparent that the culmination of the development philosophies of the network of Worldview operations are embodied in the YA*TV concept. The network's

operations will be a necessary part of the development of the YA*TV concept. The Worldview media centres will feed YA*TV with future programmes; and WIF will help mobilise resources which are required for the current functioning (and the future globalisation) of the YA*TV concept.

In spite of the inextricable relationships between YA*TV and other Worldview arms, YA*TV must be seen as an entity in terms of its role. It has a different function to other arms. Its purpose is to produce and broadcast professional programming which is commercially competitive. Other WIF arms, whilst sharing the same *raison d'Être* as YA*TV are more orientated towards mobilising resources in support of the practical implementation of communications for sustainable development.

WIF envisaged in 1996 that YA*TV would be self sufficient within 3 years. It is very difficult to judge whether or not this can be achieved. It will certainly not be achieved through income generation from sales and distribution. Income from sales and distribution constituted approximately only 2.6 % of WGTV/YA*TV total income in 1995/96. It is suggested that YA*TV will need to strategise more around cost recovery in future. However Approximately 58 % of total available capital for the launching of WGTV/YA*TV between 1993–1996 has been in the form of share capital. There is no reason why this could not be significantly bolstered in the future. Other significant variables also exist. The success of YA*TV attempts to establish joint venture partnerships; as well as other broadcasting and distribu-

tion agreements, could significantly (and quickly) alter the capital status of YA*TV.

But currently YA*TV appears still some way from being self sustaining and they will require substantial donor input in order to achieve their income generating potential. Donor funding between 1993–1996 has accounted for 42 % of total income utilised in the 3 projects which has led to the establishment of YA*TV. But perhaps what is most important to recognise is that YA*TV is a rare development initiative which has a real possibility to break away from donor dependency.

Clearly evident is the fact that the Secretary General of WIF, has been the architect and main generating force of WGTV/YA*TV – as he has been for the range of WIF operations. This has not only been crucial to the development YA*TV, but also (and perhaps more crucially), to the mobilisation of funding for the globalisation of the concept. It is not clear whether YA*TV structures have the capacity to sustain the current momentum without the leadership of the Secretary General.

It is apparent that the future of Worldview media centres will depend upon to which extent they themselves can generate their own income, secure funding, and mobilise resources to support their activities. If we accept the suggestion above, that YA*TV is the culmination of the Worldview philosophy, then it would appear that any WIF support for Worldview media centres will be very dependent upon how essential they remain to YA*TV's global role.

5. Worldview Sri Lanka

Worldview Sri Lanka (WSL) started in 1980 as the first national chapter of WIF. WSL is in several ways closely linked and reporting to WIF, but has its own advisory board and is to a large extent independent from WIF with regards to funding and programme development.

The stated aim of WSL is:

- to disseminate information, provide education, promote communication, and impart training through multi-media processes in order to empower people, and mobilise skills to strengthen their efforts towards sustainable development.

WSL has a staff of 29, a training centre with the usual facilities found in such institutions, and a media centre. The media centre has adequate equipment to produce videos for use in projects and campaigns. This equipment allows them to produce a limited amount of broadcast quality programming. (More information on the technical equipment of the media centres, has been given in chapter 4).

WSL has throughout the years undertaken a long and broad series of projects in areas like: agriculture, community development, women in development/gender, health, environment, strengthening and supporting local NGOs and CBOs, peace and conflict resolution, training in media and communication, and productions of video and other media products. More than 500 development orientated videos have so far been produced and shared with GOs, NGOs, schools and others. Dozens of the productions have been shown on the national TV broadcaster Rupavahini and ITN as well as (some) by foreign channels. More than 100 TV/video production personnel have so far been trained. 400 radio programmes on development related topics have been broadcast. Let it be noted that the team finds educational radio programmes to be very important in this respect, technically reaching almost all Sri Lankans and even a large number of its migrant workers in a cost efficient way.

Norwegian funded projects

WSL has through the years received a considerable part of its funding from NORWAY through the Norwegian Embassy in Colombo (NORAMB-Colombo) or through

the international projects of WIF. The relative proportion of Norwegian funding to the total budget of WSL varies from 27.5 % in 1994 (= NOK 520 000), 49.9 % in 1995 (= NOK 725 000), 39.6 % in 1996 (= NOK 470 000) and 34 % up to May this year (= NOK 340 000). Other important donors during the past years have been (i.a): SIDA, Sri Lanka Canada Development Fund; UNIFEM, UNICEF and Migrant Services Centre.

NORAD has informed WSL that it expects the organisation as well as other local NGOs supported by them to increase their own income generation. Income from other sources like campaigns, media productions and training as well as donations from the private sector etc. are still small, though WSL is definitely trying. It should be noted that *local funding* generally means funds from local embassies. The team would like to add that one way of assisting in this regard could be to consider carefully WSL's approach to various Embassies to offer to document their countries development co-operation with Sri Lanka on video. In the Norwegian case one could expect a useful and interesting video picturing the development co-operation between our two countries seen through the eyes of a Southern based NGO.

Environment Educational Calendar

Since 1991, WSL has produced its Environment Educational Calendar funded by NORAMB-Colombo (1996 = NOK 275 000). As in the previous years, the 1996 issue were also brought out in Sinhala, Tamil and English, the main theme being *Bio-Diversity* – discussing 12 varied topics related to animal and plant life, projecting one topic per month. 3000 copies were printed out of which 2500 were distributed to secondary schools in 17 districts of Sri Lanka. A teachers' manual explaining the use of the calendar and handbook with supplementary information were provided in the package. The remaining 500 calendars were shared with public and private sector organisations. The outputs produced by the project are well according to plan.

It is hard to find teaching material, and particularly material on environment in the schools of the rural areas of Sri Lanka. The innovative calendar project has un-

doubtedly been successful. It has, and with moderate means, had a positive impact in providing environmental education to a large number of secondary school students as well as others.

HIV/Aids education for Three Wheeler Drivers (TWD)

The project idea builds on the WHO recommendation that workers in the transport sector should be particularly targeted for HIV/aids education. The target group in this case is broader as it is hoped that the driver will impart his knowledge to the patrons of night life who often use the TWDs as their means of transportation.

The key operational activity is to organise 100 seminars per year for around 25–30 Colombo based TWD per round. The seminar consists of the screening of the 58 minutes long WSL-NORAD produced teledrama *My dear Priyanka* (in Sinhala) on HIV/Aids; followed by a discussion lead by a WSL facilitator on the many issues raised in the teledrama. Symposium participants receive an information kit comprising several handouts on HIV/AIDS and STDs and two sets of message stickers for display in the front and back of their three wheelers. During 1996, 3020 TWDs were exposed to this multi faceted line of information on HIV/AIDS through the holding of 100 seminars; meaning that the targets set were met 100 %.

The TWD is, in the view of the evaluation team, another innovative project implemented by WSL with NORAMB-Colombo funding since 1995 (1996 = NOK 160 000). The video which has also been telecast on the national TV channel is a good point of departure as it engages the participants and seems suitable for the discussion that follows. The approach seems very appropriate and the target group well thought out. An impact assessment to see whether the understanding imparted leads to a change in behaviour and whether the information received is shared with the passengers, will hopefully be produced in due course.

Economic Empowerment of Women

This project is implemented in 3 villages in the mid-country tea growing area in the Kalutara district some two hours drive south of Colombo. The objectives of the project are to strengthen the socio-economic status of 150 (Phase 1) selected women from poor smallholder families, by introducing a Revolving Loan fund and

training in local level planning and organisation for small scale tea cultivation. Technical assistance is provided through the extension officer of the Tea Small Holdings Authority of Sri Lanka – the co-operating partner of WSL in this project.

The project has been funded by NORAD-Colombo since 1995 (1996=NOK 150 000). By the end of 1996, all 150 women beneficiaries selected from families had done their planting of tea in the respective plots of land belonging to their families. This is as targeted and as such a commendable achievement. Whether the overall objectives will be realised is, however, too early to say, but the prospects seem promising.

Training workshops on Participatory Communication for Sustainable Development

This is the NGO training project funded by NORAD-Oslo through WIF's International office for activities in 1995–96 (disbursed from WIF to WSL under phase 1 of this project is NOK 79 000). WSL selected 20 NGOs to participate in this training at the WSL training centre which was carried out in 3 stages of 5 days each by 24 resource persons on the major topics in the Manual developed for the project. The 20 NGOs were organised into a network (*Sansadaya*) in order to promote mutual benefits and follow up. Among other things, a newsletter was produced containing reports on the activities carried out by the 20 NGOs.

In comparison with the targets set in the project document submitted by WIF to NORAD-Oslo, WSL has performed well. The duration of the training program set to last for one month has, however, been only partly accomplished (60 %).

WSL has another project in the area of supporting, training and strengthening of local midsize NGOs funded by the Sri Lanka Canada Development Fund (SLCDF). This project started up in 1994 and has now in its third phase, catered for nearly 200 NGOs/CBOs particularly in the field of media and participatory communication. According to SLCDF the project has been assessed twice – both with positive conclusions. 7 videos produced by WSL were reviewed by SLCDF for use in the project. They received good ratings and were found to be useful and well adapted to the local situation. SLCDF felt, however, that there was room for improvements in connection with their gender sensitivity in this project.

The evaluation team regards the local NGO/CBO supporting, strengthening and training projects as very appropriate for an organisation like WSL. This is a niche in which WSL can fully embark upon its stated objectives and long accumulated experiences in giving communication and media support to community based development work.

Video productions

NORAMB-Colombo has funded the productions of many videos as well as a 16 part TV Quiz series on Environment for Rupavahini. The quality seems to be fairly good. There is, however, growing competition in the Sri Lankan market in the field of video productions. The non subsidised private sector is becoming more competitive also in the field of educational videos. This leads to the conclusion of the team that WSL should consolidate to develop its comparative advantages.

Relevance of Work

In most of its projects WSL co-operates closely with relevant Government agencies (Ministry of Health, Ministry of Environment, National Institute of Education etc.) and must thus be said to work within the framework of national development policy. The projects are also in harmony with the objectives of the Norwegian development co-operation with Sri Lanka stressing economic and social development, environment, peace and conflict resolution and women.

It should be noted, however, that WSL does not look upon itself as having an *advocacy* role. Its low key policy in this respect has enabled it to operate under changing Governments in the rather intense political atmosphere of Sri Lanka.

WSL should be careful to maintain its profile as a body specialising in the use of, and training in, communication – both through print and electronic media. We shall revert to this issue below.

Administration

WSL has from the very beginning, availed itself of the services of an external auditor. Its accounts are furthermore included in the accounts of WIF there undergoing audit by a reputable firm of chartered accountants. The team has looked into the yearly reports of WIF which appear to be of good standard.

The donors met by the team (NORAMB-Colombo and SLCDF) are satisfied with the reports and reporting routines observed by WSL. It is also the conclusion of the team that the reports submitted by WSL are of a high standard in all respects.

Future and Sustainability

It is suggested that WSL should not operate directly as an implementing agency at the front stage grass root level. A more relevant and appropriate approach in the context of WIF's own guidelines, is for WSL to work as a facilitating agency who, through the use of media and training, enables others – NGOs, GOs, CBOs etc. – to improve their development work for and with the *grass-roots*. There is sometimes a temptation as well as a *donor-driven* reason to go somewhat *deeper* into activities than comparative advantage of WSL would warrant. A case in point is the project *Economic Empowerment of Women* (see above) in which WSL is the implementing agency in what the team regards as a standard community development project.

Staff development

WSL is a well managed organisation. The question posed by the team and others is what will happen when the present leader withdraws. The immediate impression is that too many threads are kept in the hands of the present leader. This is a fairly common characteristic of organisations flavoured by an entrepreneurial spirit as is WIF and its associates in general. It is even more common in an Asiatic context in which hierarchical relations are common. This state of affairs may leave WSL in a vulnerable position. One way to reconcile the challenge is to strengthen the 2nd and 3rd layer of the organisation through competence building and delegation of authority. Another solution that might have some impact could be to strengthen the role of the board and develop a membership organisation.

Income generation

Competition for donor funds will probably increase. WSL should continue to work for increased income generation from local fund raising from the private sector, as well as increased income from marketing of services and products, lotteries and campaigns.

6. Thai Worldview Foundation (TWF)

With support from the Norwegian Youth Council and the Orchid campaign for drug prevention activities in Norway and Thailand, WIF started in 1986 its national chapter in Thailand (WIF-Thailand). From 1987 onwards, WIF-Thailand worked in close co-operation with the Office of the Narcotics Control Board (ONCB) of the Royal Thai Government with a responsibility to plan and implement the communication components of the Highland Development project. The key objective of this project was:

- to reduce opium production and improving the quality of life of the hill tribe communities through integrated rural development efforts.

In 1992, WIF Thailand became the «Thai Worldview Foundation (TWF), a local NGO and an independent legal body in Thailand. The total number of TWF staff is 27. TWF has a training centre with the usual facilities found in such institutions, and a media centre. The media centre has recently received upgraded equipment which is adequate to produce videos of broadcast quality (More information on the technical equipment of the media centres, has been given in chapter 4).

In addition to TWF there is a WIF South East Asia Regional office and training centre linked to WIF and TWF. The status of this unit is, as far as the team has been able to understand, uncertain at the moment.

During the past 10 years, a series of projects in the area of crop replacement, drug & HIV/AIDS prevention, environment conservation and community development activities have been implemented by WIF/TWF in close co-operation with the ONCB. Various communication activities have been utilised by TWF in conducting its activities. In co-operation with three local radio stations in Chiang Mai and Chiang Rai provinces, educational and development related programmes have been transmitted regularly to a large number of hilltribe people in 6 tribal languages. More than 1,000 development personnel have been trained in media and development communication approaches. 3,500 hilltribe volunteers and leaders were trained by WIF's field mobile teams. TWF has also produced public relation videos and TV programmes for various aspects of development activities.

Relevance of Work

The arrangements up to 1996 incorporating all WIF's work in Thailand within one comprehensive WIF/Thai Government (ONCB) agreement is unique. The WIF/TWF priorities have been established with a clear relationship to the governments national objectives. This co-operation has so far guaranteed a very high degree of relevance of the work performed by WIF/TWF in relation to Thai national priorities.

Seen from the perspective of the priorities of Norwegian development co-operation, the picture is not that clear. Thailand belongs to the NICs – the new industrialised countries – and is not among the priority countries selected for Norwegian development co-operation. But as the key target group are hilltribes and we are in the midst of the UN decade for indigenous and tribal people for whom Norway has taken a keen interest, the degree of relevance is substantially strengthened. The possibility of transferring the competence and experience gained in the highlands of Thailand to Government and development agencies in Laos, Vietnam and Cambodia is interesting.

Though the agreement with the ONCB defined WIF/TWF's role as *providing communication support to the Highland Development Project*, the TWF project portfolio shows that TWF fairly quickly became a front stage implementing agency working closely and directly with the target groups. This approach does not lead to any competitive problems today as so many CD oriented organisations have phased out from Northern Thailand. However, TWF should be careful to keep its own profile as a body specialising in providing support and training in the field of development communications – a point noted also in connection with WSL above.

Quality of Work

The team visited the ONCB offices in Chiang Mai and in Bangkok. Their general opinion was that ONCB is very satisfied with the co-operation with WIF/TWF, and that WIF came at an opportune time to support their activities for highland people as the ONCB had no previous experience with media and communication strategies directed towards the hilltribes. ONCB indi-

cated that WIF/TWF has contributed much in providing useful training in media and communication. They have provided valuable support in the development of media products, especially in radio which they regarded as most useful. ONCB suggested that they wanted to train personnel from the countries in Indochina and that they needed support from WIF/TWF in this endeavour.

The team visited the Tribal Research Centre of the Chiang Mai University. WIF/TWF was said to be careful in selecting the appropriate form and content of messages. The director of the Centre advised WIF/TWF to continue to focus their work towards the hilltribes and specialise in this direction where they had their experience and comparative advantage. This would be useful for the hill people and the needs are still great.

The quality of the outputs from Competence Building in Communication for Environmentally Sustainable Development (RAS 012), has been dealt with in chapter 4

Quality of TWF Media Products

In the period 1992–97 TWF produced 59 TV and video programmes (The 24 programmes produced under RAS 012 Competence building are not included in this figure). 50 of these are documentaries and instructional/educational videos (10–25 minutes) on «general highland development issues», distributed through highland development projects to an average audience of 5.000. In addition, TWF has produced two music videos on drug abuse which have been broadcast nationally on Channel 5, 7, 9 and 11 (potential audience of 5 mill.).

Programme managers and chief technicians at Channel 11 maintain that the TWF productions generally hold adequate broadcast standard, both technically and in terms of content and journalistic quality. It should be added in this context, that TWF is trusted to train both the technical staff and reporters and announcers at Channel 11.

Resource people on environmental, educational and other issues in government agencies, the Chiang Mai University and NGOs maintain, as a general statement, that the TWF messages are relevant and of adequate to good quality.

Radio and Audio Productions

TWF has according to the information given, produced

a total of 4.986 radio and audio productions during the period 1992–1997, out of which a significant figure have been broadcast. The target groups for 70 % of the TWF radio and audio productions are the hill tribes and the highland farmers in Northern Thailand.

Radio Thailand, TWF's main co-operation partner on the radio side, maintained that TWF has contributed significantly to improve the quality and enlarge the quantity of their services directed towards the hill tribes in Northern Thailand, and also on more general hill tribe and highland issues directed towards a broader Thai audience. Radio Thailand informs that TWF has the capacity – which is absent within Radio Thailand – to go out and report extensively from the highland people and getting them involved in the production of radio broadcast. TWF has, furthermore, facilitated direct contact between Radio Thailand and their highland audience who now increasingly reports to Radio Thailand on their own initiative.

Goal Achievement and Utilisation of Funds

Revenues

TWF has through the years received a considerable part of its funding from NORAD through WIF's International office in Colombo. The relative proportion of Norwegian funding (or better WIF-Colombo funding though the absolute majority of these flows have their origin in Norway) to the total budget of TWF may be summarised as follows:

1994	98 %	NOK 1.50 mill.
1995	61 %	NOK 1.35 mill.
1996	47 %	NOK 1.15 mill.

Another important donor the last years is the UNDCP who provided NOK 800 000 in 1995 and NOK 1. mill in 1996 for the Integrated Drug Prevention Project (IDAP) – the new core project for TWF since 1996. Local sources of income and donations have been on the increase since TWF was established as an independent body and reached the amount of NOK 250 000 1996. In order to grasp the size of the Thai Worldview – ONCB Highland Development project one should also include the value of ONCB contributions in kind (office premises lease, salaries etc.) amounting to an average value of NOK 1.3 mill. per year for the last 3 years.

The NORAD funded projects channelled through WIF-

Colombo for implementation by TWF in Thailand, have been broadly presented in chapter 3. Here follows a presentation of the specific findings from Thailand with regards to goal achievement, budgetary issues and disbursement of funds from WIF International office to TWF.

Development Communication for Sustainable Development (THA-606)

The project document presents a broad range of activities in sectors like education, agriculture, health, community development and environmental protection. Targets set are in many cases related to stipulations of audience figures which are high (200 000 people to be reached) and in any case very difficult to ascertain empirically. Of the more *workable* figures, test cases through conversations with TWF personnel revealed noteworthy discrepancies between targets set and targets met.

On questioning why the discrepancies were not reported (the quarterly progress reports from TWF to WIF as well as final report submitted to NORAD 5. July 1996 indicate that all targets set have been 100 % met), it was answered that this was the easiest way in a situation with limited manpower and high work load and with the desire to proceed with the «real work».

Budgetary issues

THA 606 was, according to the TWF, handled more or less as a kind of core funding to the Highland Development Project. This state of affairs, along with the comprehensiveness of the project with regards to activities, make it difficult for the team in the short time available to comment more on the cost-effectiveness of the project than the following.

As stipulated in the contract, NOK 3.9 mill. were disbursed from NORAD to WIF-Colombo throughout the project period. The amount that was further disbursed to WIF-Thailand/TWF inclusive of the value of equipment, according to WIF figures, was NOK 3.134.908 (USD 447 844, 1 USD stipulated to NOK 7 for the relevant period). The remaining balance NOK 765 000 are expenses charged to the project in WIF International office and properly accounted for.

For table on disbursements, see appendix 6a and b.

Radio network link between Laos and Thailand for sharing on information on drug prevention and sustainable development (RAS 620)

Implementation of this project started in Thailand during 1994. The Laos component of the project has not materialised. Most of the tangible outputs as well as the major part of the budgeted expenses of this project like production and broadcasting of radio programmes, forming of radio listeners club etc. were, however, meant to materialise in Thailand. In the project document and budget submitted to and approved by NORAD, the establishment and operation of 40 radio listeners clubs – the operational nucleuses of project activities on the village level – were particularly highlighted as the key target set for the project.

The reports covering this project are not clear with regards to the goal achievements of radio listeners clubs. It is, however, beyond doubt that the goal achievement is substantially less than the targets set.

Budgetary issues

Though it is not clear to which extent this negative discrepancy in goal achievement have financial implications, the team observes that the direct expenses charged on the budgetary item *Radio listeners clubs* in the financial report submitted to NORAD 11.11.95, exceed the approved budget (c.f. Appendix 1 to contract dated 9.5.94) with a small amount.

So far NOK 1.9 mill. have been disbursed under this project from NORAD to WIF-Colombo. The onward direct remittances from WIF-Colombo to TWF and WIF-Laos are (appendix 6a) around NOK 750 000. NOK 434 000 are, according to the figures given by WIF in appendix 6a, *Direct Payments for various services* paid from WIF-Colombo and NOK 162 000 *Contingencies & Co-ordn.* charged to the project at the International office. NOK 550 000 are not yet used as the project is still running.

Participatory Communication for Democracy and Sustainable Development (GLO 678)

This NGO training project phase 1, was implemented in Thailand during 1995–96. The targets set in the project document which should cover all the proposed 9 participating countries were:

- production of the training manual to be used in the workshops

- training of 20 participants in 9 national workshops of one month's duration each
- holding of 2 regional workshops for 24 participants, also of 1 month's duration each

The team would like to note that it finds this kind of workshops based on 30 days duration to be unrealistic, something which is borne out in the goal achievements commented upon below.

The goal achievements are as follows:

The manual has been produced. It is interesting reading and should be most useful. National workshops were implemented in 7 countries (Sri Lanka, Nepal, Thailand, Kenya, Botswana, Tanzania, South Africa. The non-implementation of the remaining two was reported to NORAD and accepted by them). Regional workshops were held in Thailand and Sri Lanka. The number of participants exceeded the original stipulations. Thus, while there can be no doubt about positive achievements under this project (see also the chapter on WIF-Sri Lanka) and the project idea is also a good one as seen by the team, the main question to be raised is simply the *duration* of workshops and its financial implications.

Test cases revealed that the *duration* of the workshops were substantially less than the 30 days announced in the project document submitted to NORAD. The duration of the national workshop in Sri Lanka was 15 days and in Thailand 4 days. The regional workshop that took place in Thailand lasted for 3 days, the one in Sri Lanka for 5 days. Reports from other participating countries seem to bear out that the test cases reveal a common pattern.

Budgetary issues

As many (and also most of the larger) items in the approved budget on which the grant was given were calculated on the basis of the *duration* of the workshops, the question posed by the team is to what extent the deviations should have been reported and accounted for. In spite of the discrepancies noted above with regards to duration, the expenses charged under this project account as per the financial report dated 11.05.96, exceeds the budget, though with a minimal amount.

The disbursements from NORAD to WIF-Colombo were NOK 1.85. mill. for the 1st. phase of this project. The direct disbursements to national and regional workshops as per WIF figures (appendix 6b) are NOK

740 000 (USD = 7). The remaining balance of NOK 1.11 mill. is, according to WIF figures in appendix 6b, expenses paid by WIF-Colombo on the training manual, co-ordination and other items in connection with the implementation and follow up of the national and regional workshops. The team is drawn to question the fairly high costs which are paid/charged to the project by WIF-Colombo as compared to direct disbursements to national and regional workshops. This again is linked to the question of duration and financial implications above.

Competence Building in Communication for Environmentally Sustainable Development (RAS 012)

The most recent NORAD funded project to be implemented by TWF is the Thai Chapter of the competence building programme. TWF has organised six scheduled training sessions in the period November 1996 – May 1997. The sixth and last group was in the process of being trained during the period when the evaluation team visited Chiang Mai, in May 1997. This project has been dealt with in chapter 4 on the TV-projects.

Why were targets set not met

One general explanation for the discrepancy found between targets set and targets met were as stated by TWF Managing Director that it was often difficult to identify the exact outputs of specific projects simply because the funds received were experienced as core funding to the Highland Development Project in general. This is a general problem with earmarked funds pooled into large projects/programmes which have several donors.

In connection with the Radio Link project (RAS 620) the reasons for not being able to implement the project in Laos was that the project was not approved by the Lao Government. While it is undoubtedly a fact that it is a cumbersome degree of political control in Laos, it was pointed out that one could probably have been more successful by integrating the Laotian side more carefully from the very beginning of project planning. The team want to stress that these are hindsight's reflections and should be seen as such. As the project developed it became a radio link *from* Thailand with too much Thai imprint, something which is definitely a sensitive affair for the Lao Government.

With regards to the discrepancy between targets set and targets met of radio listeners clubs, a partial explanation noted from the progress reports was that radio signals were weak and effected broadcast quality and thus receivers motivation.

The team finds the idea behind the NGO training project to be a good one and particularly the training aspects. The team is , however, somewhat in doubt to which extent the networking part of the project is very applicable to Thailand as there already are so many networks and flows of information in Thai civil society.

Finally, the team felt that the original output figures as stipulated in WIF's project documents submitted to the donors were too ambitious and probably not realistic. The project proposals as they appear in these documents were not sufficiently adapted to the local conditions in Thailand, the capacity of TWF etc.

Administration

TWF has from the very beginning availed itself of the services of an external auditor. Its accounts are furthermore included in the accounts of WIF there undergoing audit by a reputable firm of chartered accountants.

The reporting procedures as well as the quality of the reports in TWF do not hold the same standard as the team observed with regards to WIF-Sri Lanka (WSL). The weakness in English among Thai people as compared to Sri Lankans may to some extent explain this variation in performance.

Future and Sustainability

The agreement with ONCB gave the work of TWF up to 1996 a clear cut and well thought out focus towards the hilltribes and the highlands. This chapter is now to some extent history with the closing of the 2nd. phase of the agreement. The agreements for the 3rd. phase is (as of May 1997) soon to be signed according to the parties. Future cooperation will, according to the agreement yet to be signed, focus on TV productions for a national audience in the field of *Drug prevention through TV*. The geographical and cultural scope will be nation-wide and not any longer restricted to the hilltribes and highlands.

What seems clear to the team is that this single focusing on TV productions in the draft agreement is a well

programmed attempt to reorient WIF-Thai operations in compatibility with the building up of YA*TV in Colombo. The thematic focus on drug prevention is certainly very relevant as it is a follow up of the Thai national Master Plan for Drug Abuse Control for the period 1997-2001. What also appears to the team is that this agreement will be beneficial to the ONCB as WIF will have to raise the required funds for the project estimated at USD 716.000.

The agreement will, hopefully, be signed between ONCB and WIF and the role of TWF in this project is unclear. TWF is sceptical towards the YA*TV reorientation of operations. They fear the responsibilities involved as the YA*TV build up will require capital investments from Thai investors for at least 51 % of the financial requirements. They are in doubt as to the cultural appropriateness of Ya*TV programmes produced in Colombo. The outcome is that TWF has chosen to proceed in a more independent way from WIF. However, the managing director explained that TWF will continue to work according to the basic philosophy of WIF and on a job to job basis. And the media centre in Chiang Mai will be utilised for TV productions for YA*TV and the Drug prevention project as per the agreement signed in March this year between WIF and TWF giving WIF 70 % and TWF 30 % rights of utilisation of the equipment newly delivered under the Competence building project.

Whatever is the case, TWF is also in a period of transition away from highland development activities with the hilltribes as their key target group towards drug prevention and environmental activities having a national scope. Important direct (not through WIF) donors in the years to come are UNDCP in connection with the IDAP project, DANCED in connection with the project Green Media and the ONCB who has recently got Government funding to contract NGOs as implementing agencies. WIF will also continue to be a source of funding as for example in the forthcoming 2nd. Phase of the NGO training project.

Where to go?

Since the operations started in 1987 TWF's main target group has been the highlanders in Northern Thailand. TWF has through the use of media, and through the involvement of the target group in the use of media, contributed to the creation of awareness and motivation to act and improve on social conditions, health, agricul-

ture and environment. The operations have been carried out in co-operation with well chosen and relevant media institutions, government agencies and NGOs. TWF has a unique platform for continued operations to the benefit of the highland people and thereby also to the benefit of the larger society in which these people interplay.

One current TWF project which the evaluation team looked into during a field trip to the Omkoi district, is the IDAP project – a drug prevention/detoxification (opium and other drugs) project among the hill tribes based on community based detoxification therapies with the support of family and village care – funded by UNDCP and in co-operation with the health authorities, the ONCB and the local governor's office. According to the information received, the results seem promising. Members of successful villages under this project are now involved in the work of informing and motivating other villages. This includes travelling around to tell their story, making audio cassettes to be played in other villages and to be broadcast on Radio Thailand. TWF also supports with capital investments like micro-phones, tape recorders, radios, amplifiers and loud speakers.

Given the Norwegian concern for the UN decade for indigenous and tribal peoples, the team will recommend that future funding to WIF or TWF operations in Thailand should still be eligible for projects targeting the hilltribes and the highlands. It is furthermore recom-

mended that WIF/TWF may be used/may be funded for training and competence building projects of personnel from Government and development agencies in Laos, Cambodia and Vietnam (and when/if the times comes also Myanmar) in connection with communication and media support for hilltribe and highland development projects, not least in the field of drug prevention and crop replacement. There is a serious interest in the ONCB to transfer the competence and experience gained in Thailand and train personnel from the neighbouring countries with the support of WIF/TWF. There is an interest in the neighbouring countries to use them.

Staff development

The immediate impression is also here in TWF as in the WSL that the 2nd and 3rd layer of the organisation is not strong enough and that too many threads are kept in the hands of the present leader. Competence building and strengthening of the 2nd and 3rd layer of the organisation inclusive of more delegation of authority are recommended actions in this regard.

Income generation

TWF has increasingly managed to generate local funds (i.e. funds not channelled through WIF) the last years. This is promising. More income generation through fund raising from the private sector, increased income from sales of services and products, lotteries and campaigns, could be within reach through more systematic marketing.

7. Worldview Operations in Bangladesh

The WIF presence in Bangladesh was established in 1981 when they began providing technical assistance in the production of educational video and radio productions for the school broadcasting programme, (later the Bangladesh Institute of Higher Education (BIDE)). In its first years WIF hired and trained Bangladesh nationals – both in Norway and Sri Lanka – as technical staff but relied upon expatriates to direct the media centre and its projects. Five years after its inception in 1986, the centre became entirely staffed by Bangladesh nationals. By 1990, Worldview Bangladesh had the largest country programme of all Worldview centres – and perhaps, the most fully operational one.

Neither the Norwegian MFA, nor NORAD has directly funded Worldview Bangladesh or any of their projects. One project – the Comprehensive Nutrition and Blindness Prevention Programme (CNBPP) – has received Norwegian funding through the Stromme Memorial Foundation of Norway but this ceased in 1992. Nevertheless, Worldview Bangladesh is an integral part of WIF operations and has been considered in accordance with the Terms of Reference for this evaluation.

The period 1992/93 was a turning point for WIF in Bangladesh. The Bangladesh chapter was registered as a local NGO whereas the largest on-going project – remained under the auspices of WIF reporting to headquarters in Sri Lanka. This was not simply a delineation of responsibility within Worldview. In fact the CNBPP became a separate entity with its own office and director as well as responsibilities for its own fund raising. It is thus more appropriate from 1992 onwards, to treat these Worldview operations in Bangladesh, as separate entities.

Comprehensive Nutrition and Blindness Programme(CNBPP)

In 1984 WIF initiated an educational outreach blindness prevention project in a district in North West Bangladesh, a district with high risk of blindness due to nutritional deficiency. In 1993 components dealing with iron deficiency disorders and worm infestation were added and the project became the CNBPP.

The project has been enlarged to cover new districts with a total population of nearly 8.8 million. It has also come to include the provision of seed and seedlings for demonstrative homestead gardening, making available iodised salt and iron tablets. Credit for Small scale irrigation has also been provided.

The objectives of the CBNP were to: eliminate Vitamin A deficiency and blindness among the target population; reduce Iron deficiency anaemia among children pregnant and lactating mothers; eliminate Iodine deficiency disorders of the population with biochemical Iodine deficiency; reduce protein energy malnutrition among children under 5; and reduce low birth weight incidence.

The CNBPP/BNPP has been evaluated every 3 years since its inception in 1984. The latest evaluation made by Dr Ted Greiner of Uppsala date 11 Feb. 1995 states:

«the WIF approach must be one of the most externally evaluated in the country. This has left little doubt that on an unusually large scale, WIF has improved the production and consumption of healthy foods among children in extremely poor households – a rare and valuable achievement.»

Several other evaluations by independent experts have generally concluded that the CNBPP has been very cost effective and has had significant and measurable impact on the target population. The CNBPP has also incorporated into the Bangladesh government's National Plan of Action.

Worldview Bangladesh Media Centre

The Worldview Bangladesh media centre was established in 1981 and until 1995 it was the institutional focal point of WIF's work in Bangladesh. WIF appears to have made a very valuable contribution in Bangladesh during this period in the field of production training for NGOs and governmental departments; and the production of programmes for government, NGOs as well as UN agencies and other international organisations. This work was carried out in conjunction with two projects:

- the Development Support Communications Project (DSCP);
- the Communications Training and Materials Development Project (CTMDP)

During this period they built up their technical and production capacity and made over 300 programmes on sustainable development issues – 80 % of it, broadcast quality. By the early 90s, they were generating most of their own income through commissioned work for government, NGOs, UN agencies and other organisations.

On departure of the media centre director in 1995, the media centre gradually lost all of its trained production and support staff. Its output since that time has been negligible. Furthermore, a number of new independent production houses have sprung up in the interim; and many NGOs have established their own media units.

The Director has recently returned and is faced with the task of revitalising the media centre. He will need to hire and train new production staff and rekindle the trust in NGOs, government departments and UN and other organisations, if the media centre is to regain its former place in the market.

The Worldview Bangladesh office appears to have been involved in few substantive projects *since 1995*. Under the Worldview Bangladesh Chairman, its main orientation would now appear to be towards educational development rather than communications in its plans to establish an Institute for Early Childhood Education.

Relevance of Work

The CNBPP which started out as an educational project making effective use of WIF's expertise in development communications, has developed into a more regular integrated rural development programme. This is not to suggest that the CNBPP's success is not largely attributable to very effective communication activities. However, it is suggested that these communication components would be expected to be found in any development project. Furthermore, it would appear that there are a wealth of NGOs in Bangladesh who possess more relevant expertise to implement a nutritional blindness project. The strength of WIF (pre 1995) was its development communications capacity which were embodied in its media centre activities and which i.a. resulted in two films on A vitamin deficiency screened in villages and cinemas. However, since 1992 the media centre

appears to have had little or no involvement in the CNBPP.

From 1992 onwards, the CNBPP began to develop its own communication components which centred around: Interpersonal Communication; Traditional Communication; and Modern Media. Of all the communication approaches employed in the CNBPP, WIF's main expertise clearly lies in the modern media approach – particularly in participatory inter-active video. And yet no participatory inter-active video has ensued, since the media centre and not the project has the necessary equipment. Indeed, in the 14 years of implementation (1984–1997), only two television programmes have been produced in direct support of the BNPP/CBNPP. Only one of these was produced by the media centre. The other was produced by another commercial production house.

Worldview Bangladesh Media Centre

Between 1992–1995 the media centre consolidated its reputation as one of WIF's most successful media centres and producers of quality development orientated television. However the relevance and role of the media centre since 1995 has been somewhat in doubt.

A new orientation for the media centre from 1997 onwards will be as a feeder production unit for YA*TV. To these ends, it is envisaged that a YA*TV production unit will be set up – either within or beside the media centre. Their target is to supply YA*TV with 10 programme (components) per month, by the end of 1997. It is suggested that considering their current production capacity is almost negligible, acting as a feeder unit for YA*TV will leave little time or resources for NGO training, support for other WIF programmes and nor indeed for the sort of production upon which their initial reputation was built. In terms of local production and development communication support for NGOs/training etc., the media centre appears to have no firm plans or strategies.

Technical Assessment

Between 1981 and 1995, the media centre acquired a substantial production capacity, both in terms of equipment * and expertise. However the equipment has, for all intents and purposes, not been strategically or effectively utilised since 1995. It has been previously upgraded as the need arose. Low band U-matic during the early 1980 provided broadcast quality programmes.

This was upgraded to High band U-matic as broadcasters required better quality in the late 80s and early 90s. Shortly before 1995, they upgraded to the industrial version of Betacam SP which still provides quite adequate broadcast quality. *

In terms of the potential future role for the media centre, if the equipment is to perform a similar function (in-country) as it did between in the early 1990's, then it is quite adequate. However, their lighting, sound and editing equipment remains basic and this will need to be upgraded if they are to provide the sort of quality which YA*TV requires in future. Their vision mixing equipment is also basic but adequate for local production. Since YA*TV will edit and package all material received from media centres, post production facilities should not be a priority.

Quality of Media Products

The range of programmes are great both in terms of the development issues addressed and the formats – docu-drama, documentary, spots, training videos etc. The quality varies but is generally of a high standard. Editing needs to be tightened but camerawork is of a good standard. Headers and footers are quite basic, nevertheless almost all of the programming seen by the evaluation team is of broadcast quality in terms of image. Sound needs to be developed.

The main area of weakness is script and like most other Worldview operations, the standards of investigative journalism must be constantly upgraded. What is impressive is the strong grassroots involvement in most programmes, local language use and the practicality of the programming.

Significantly, although the media centre has been able to produce quality programmes pre- 1995, it is suggested that very little of the vast array of programming is suited in terms of format and style, to YA*TV programming.

Future and Sustainability

The future of the media centre is indeterminate. It will

* It is not clear whether (and/or) how much Norwegian funding has been used in the purchase of equipment for the media centre. Non targeted funding from the Stromme Memorial Foundation may have been used since Worldview Bangladesh always took a 4 % administration fee from all funding sources. Some of this was used to buy equipment for the media centre. An estimate by the media centre is around USD 20,000.

depend upon how effectively the director can rebuild its capacity and reputation. It would appear that commissioned work from YA*TV will be its priority and this will help in the rebuilding process.

Under the Worldview Bangladesh Chairman (whose background and expertise is in education), the orientation of Worldview Bangladesh would now appear to be towards educational development rather than communications. The evaluation team suggests that WIF's possible involvement in the establishment of an Institute for Early Childhood Education, is highly questionable.

In terms of the on-going CNBPP, in spite of its obvious success, has currently at its disposal only USD 77,000. Albeit, the Project Director is confident of securing funding for the continuation of the project, it would appear that the management problems between 1993 and 1997 may have jeopardised its ability to raise further funding from donors. Country-frame donor funding is doubly difficult to secure since the project is under the auspices of WIF which is not a local NGO.

As a general conclusion based on observations of Worldview operations in Bangladesh, the evaluation team feels that a NORAD assessment of 1994 in their rejection of a proposal for funding of Worldview Bangladesh (REF: 94/00110- /RKV), remains valid. Among other things, NORAD points out:

«... (we feel) ... an organisation like Worldview would have a far greater impact by focusing on (their) main areas of expertise, that of development communications, by exploring the possibilities of entering into partnerships with other institutions more experienced in integrated rural development.»

However it is suggested that there may have been some confusion about the status of the CNBPP associated with NORAD's comments in 1994. The evaluation team suggests that whilst the above comments may be pertinent to the operations of Worldview Bangladesh in general, they are less pertinent to the CNBPP – which is a WIF project responsible to WIF Sri Lanka and not Worldview Bangladesh.

Finally, it is suggested that the media centre in Bangladesh remains a potentially important initiative for Bangladesh. It has a good track record of quality development orientated production; it is well equipped; and it has a young director who is a capable producer.

8. Impact

It is generally recognised that measuring impact of project/programs in development work is difficult, i.a. because to identify effects in socio-cultural systems is indeed difficult and because the effects noticed will often be influenced by factors outside of the control of the implementors and the target group. In WIF, working principally with communication with the intention of changing attitudes and mobilise resources, measuring impact is particularly difficult. In its largest project YA*TV, WIF can, and should increasingly and more in detail query who their viewers are, their preferences etc., but it is hardly possible to get empirical evidence on how the programs may have changed attitudes and led to action.

In other WIF projects such empirical evidence is somewhat easier to obtain. The blindness prevention programme in Bangladesh is a case in point. It seems undeniable that it has reduced the frequency of blindness cases and increased the knowledge of their cause in the target population. The three wheeler drivers in Colombo, having followed the HIV/AIDS course run by WIF, Sri Lanka, have no doubt learned about this epidemic, and may even have shared some of this knowledge with their passengers. To what extent this may

have changed their sexual practices remains, however, uncertain.

While realising the difficulties, WIF is working consistently to improve methods to measure the impact of its activities. The team regards this as a highly commendable effort and are eagerly looking forward to see the results of this endeavour. However, even though *impact* is what matters in development assistance, it should be recalled that impact analysis, as stated above, is a very difficult and uncertain exercise and that it, just because of this uncertainty, *may* conceal more than it discloses. Impact analysis should also be performed with the support of outside specialists who, we must assume, will have a more disinterested and objective perspective. Thus the team suggests regular monitoring of the specified outputs defined in project documents to donors and quarterly reporting of the progress in this field. Impact analysis should be done with outside assistance at the midterm and closing phase of the project cycle.

Impact, as it pertains to YA*TV needs to be seen in a different context and has been discussed in Chapter 4 under the heading *Ratings, Monitoring and Impact Assessment*.

9. The Question of Sustainability

Advocacy as a Balancing Act

WIF's mission is: *to give voice to peoples' concerns and provide appropriate communication channels. We believe in a free flow of information expressed democratically across social, economic, political, national and international boundaries.* (WIF's Administrative Handbook p.1.)

As indicated in Section 1 of this document, the 1984 evaluation report, while admitting that *all international organisations working in these countries must have some sort of agreement and liaison with the government*, raised a question about WIF's policy in this regard. *By electing politicians and high level government officers to the organisations decision making bodies might «the voice of WIF in the international dialogue (be reduced) to that of a government agency.* The report recommended that WIF put some distance between itself and the political authorities.

The question of an international organisation's relationship to governments is indeed an important one. This is particularly so when the organisation is focused on communication, even to the extent of using what is supposed to be the most powerful mass medium, TV, to spread its message. It is, however, not a question that has a simple answer. While informing people about the effects of vitamin A deficiency, may meet with no objections from many governments, a program on environment may do so. Similarly, indicating that the peoples' misery and poverty is due to their government's incapacity, greed and brutality, is very likely to lead to harsh reactions. To be able to continue its operations – to be politically sustainable if one may put it that way – WIF must to some extent be pragmatic in this connection, being what might be described as a *no advocacy organisation*. As for YA*TV, it is presented as a TV channel *which can create interest without being provocative to accepted values in the region.*

The team is not in a position to make a judgement as to whether WIF has been too *weak* or too *strong* in presenting their messages. This is a balancing act, and a problem that must at all times be present in the minds of the leaders. As for the 1984 evaluation report's statement that *WIF's link with politicians may prove to be detrimental to WIF's interest in the long run in that a change of power could put WIF in a highly uncomfort-*

able position, the team can only take notice that this does not seem to have happened so far in spite of several changes of governments in the area since 1984.

The very sensitive issue of human rights and democracy is dealt with by Worldview Rights, a fairly new Norwegian based organisation. The evaluation of this organisation is not within the team's TOR. The team can only take note that WIF and Worldview Rights are closely connected, the latter's secretary reporting directly to the (WIF) Secretary General, who also appoints the Board of Worldview Rights. Considering the *no advocacy/non provocative* policy of WIF, one might speculate upon the long time effects of the connection and the two organisations' common denomination – *Worldview*.

Leadership and Organisation

Clearly evident is the fact that the Secretary General of WIF, has been the architect and main generating force for the range of WIF operations since its inception. This has been crucial not only to the mobilisation of funding, but to the very functioning of most operations. Any organisation with a dynamic and creative leader may be in for a difficult period when that leader is no longer there. What will happen to WIF when that time comes, is difficult to foresee. It is not clear whether YA*TV structures or the individual Worldview media centres have the capacity to sustain the current momentum without the leadership of the Secretary General.

An executive Board consisting of members from different parts of the world, cannot be expected to follow the activities of the organisation very closely. Convening meetings is difficult and expensive. It is difficult for the Board to realise its full mandate potential. These facts further illustrate the role of the Secretary General and, on the other hand, the vulnerability of the organisation if too much is centred around his talents. WIF will need to think in terms of a greater and more strategic devolution of power.

As will be seen from earlier chapters, the role of leadership in WIF is to some extent also replicated in national chapters, something which may place also these national chapters in a similar situation. One way to face

the challenge is, as earlier stated, to strengthen the 2nd and 3rd layer of the organisations through competence building and delegation of authority. Another obvious approach is to look more closely into the role of the board.

According to the *Administrative Handbook* of WIF, national chapters which are registered as national NGOs, shall have a local executive board, in which the Country Director is an *ex officio* member. The Country Director is appointed by the board *in concurrence with WIF international office*. The system obviously attempts to guarantee that the national chapters follow the policy and guidelines of WIF, but as seen in Bangladesh, this is not always an easy task.

The Question of Financial Self-reliance

The question of YA*TV's sustainability and potential future self reliance has been discussed in Chapter 4 under the heading *The Future and Sustainability*.

National chapters

It is the declared policy of WIF that the national chapters shall work towards being able to finance their own activities. Competition for donor funds available locally is on the increase. The national chapters will thus have to continue to work for increased cost recovery through marketing of services and products, lotteries and campaigns, fund raising and support from the private sector. If we accept the suggestion in Chapter 4 that YA*TV is the culmination of the Worldview philosophy, then it

would appear that any WIF support for Worldview media centres will be very dependent upon how essential they remain to YA*TV's global role.

Budget Chap. 0164.74. Who shall handle it?

In the first lines of this report we referred to Chap. 0164.74 of the Government budget, from which WIF has been partly financed. This is not the only way funds from the Norwegian development budget have been channelled to WIF. Larger sums have been allocated from funds administered by NORAD, whereas chapter 0164.74 money is administered by the Ministry of Foreign Affairs. In the view of the team, this is not a rational arrangement, but one which makes procedures and follow up unnecessarily complicated. The team recommends that the responsibility for the allocation and control of the funds under this chapter is transferred to NORAD.

The Question of Core Funding

Donors are generally reluctant to provide NGO's with «core funding», i.e. funds to be used for the running of the organisation as such, as opposed to project/program funding focused upon a specific task to be performed. NGOs often complain that this reduces their efficiency and capability to plan, run and monitor their projects. They can feel tempted to use money from specific targeted projects for other areas of operations. WIF has probably not been totally able to resist this temptation.

10. Conclusions and Recommendations

Relevance of Work

As a general statement, the team would describe WIF's philosophy, goals and work which was evaluated, as relevant to the policies and strategies of Norwegian development co-operation; and the national priorities in the countries in which the team has visited.

Relevance in Relationship to the Objectives of Norwegian Development Co-operation

The YA*TV concept of an alternative TV service, involving and targeting youth and current and future decision-makers, is not just innovative, but unprecedented. It challenges not just traditional notions of development communications, but questions traditional approaches to development as well. It attempts to harness the mass media to change attitudes and values and attempts to build a bridge between *the village* and *the global village*. WIF's success in raising private and corporate sector capital, and its attempts to compete commercially, makes it a rare development initiative. Training, networking, production and broadcasting activities has led to the establishment of a core of concerned professionals capable of using media in support of sustainable development. However, as the team has pointed out, YA*TV is still an experiment. Norwegian development goals do leave room for innovation. But if the YA*TV concept is to remain relevant to Norwegian development goals, then:

- as YA*TV strives to compete commercially, they must not lose touch with grassroots, and must attempt to maximise grassroots participation in the communication processes.
- the quantity and quality of its *developmental* message must not be compromised by its commercial orientation.
- YA*TV must make progress with regards to broadcasting in local languages and to rural and marginalised audiences?
- the *Asian values*, which they purport to promote, must incorporate: human rights, democracy, good governance and free media.
- YA*TV must prove itself as a cost effective approach to development without eroding WIF's multi-media approaches.
- YA*TV must continue to contribute to the training, support and otherwise strengthening of other NGOs,

CBOs and GOs in the field of communications for sustainable development.

The projects undertaken in Sri Lanka and Bangladesh are in accordance with the objectives of the Norwegian development co-operation, through (i.a.): economic and social development, environmental awareness, poverty alleviation, the strengthening of recipient capacity and participation through training and supporting of NGOs etc., targeting the rural poor, women and other marginalised groups. The Environment Educational Calendar produced by Worldview Sri Lanka (WSL) and the HIV/Aids education for Three Wheeler Drivers are innovative and interesting projects.

The picture is not that clear with regards to Thailand since this is a country belonging to the NICs – the newly industrialised countries – and thus not among the priority countries targeted by Norwegian development co-operation. But as the key target group are hilltribes and we are in the midst of the UN decade for indigenous and tribal people for whom Norway has taken a keen interest, relevance is substantially strengthened. The media and communication support to drug prevention and crop replacement as well as hill tribe development in general, is innovative and gives evidence of sensitivity to local conditions.

Relevance in relationship to national priorities

In many areas of its operations, WIF and its affiliates co-operate closely with Government agencies and thus work within the framework of the national development policies. This is to a great extent the case in Sri Lanka and in Bangladesh. It is indeed the case in Thailand where the arrangements up to 1996 in incorporating all WIF's work within one comprehensive WIF/Thai Government (ONCB) agreement is unique.

Relevance in relationship to WIF's own principles and guidelines

The work performed by WIF and its observed affiliates is relevant in relation to WIF's own principles and goals. However, the team raises questions about to what extent the tendency to operate as a front stage implementing agency is fully in line with their role as a

facilitating agency. It is not clear to what extent this erodes their previous successes in providing media and communication *support to* development activities.

Quality of Work

The technical standard of media products produced by individual media centres varies from centre to centre – bearing in mind that not all programmes are intended for broadcast. Nevertheless, the team has been generally impressed with their overall technical quality. YA*TV programmes are of a uniformly high technical quality. It is suggested however, that journalistic standards will need to be improved to match the good technical standards achieved so far. As YA*TV pursues its global aims, more appropriate language versioning will need to ensue and so will more attention need to be paid to making programmes culturally relevant to various countries – as well as constituent target groups within those countries.

WIF has unquestionably contributed to the development of media skills – both in terms of production as well as journalistically – in countries in which they are operative. In some countries, this contribution has extended to the development of competence not just at an NGO level, but at a national broadcasting level as well.

Individual trainees and also their employees met by the team endorse the relevance, quality and practicality of training initiatives.

WIF has given valuable communication and media support in various areas of development work directed, among others, towards poor villagers and tribals.

Are the Means Appropriate and Cost-effective?

It is the conclusion of the team that WIF has made pragmatic, cost effective and appropriate choices of technology for YA*TV and in the media centres visited. Worldview operations have always had to consider the need for acceptable broadcast quality; bearing in mind that at a grass roots level, the technology may be substantially more than required. Whilst the difference in equipment standards between the various media centres visited is significant, it is suggested that in the media centres visited, it is adequate for the purposes they currently serve in each country.

Multi media approaches

WIF has been and continues to be, an innovative development organisation pushing the frontiers of development communications – geographically and thematically. WIF has achieved much in their use of video in development. But film and television is capital intensive. WIF will need to make sure that their future approach does not become exclusively television based – if they are to remain cost-effective. Possible future Norwegian funding could encourage this. It should be noted that in the report from the WIF programme committee meeting held on 29.03.97, the promotion of community radio is particularly mentioned.

The question of localisation

It is the conclusion by the team that WIF is satisfactorily *localised*, meaning by this term that WIF is a southern based organisation staffed and managed in day to day operations by local personnel (except the Panlanka project) and undertaking extensive south to south interactions and networking.

Co-operation and networking

The team is impressed by the demonstrated networking and fund-raising capabilities of the organisation and its abilities to get support from professionals, artists, VIPs and politicians.

Finance

The team commends the protracted efforts (most demonstrably by WGTV/YA*TV) to establish a commercially orientated base in order to achieve sustainability. However, commercial competitiveness must under no circumstances compromise WIF's mandate and approaches to development which are embodied in participatory communications for sustainable development.

Consolidation and Focus

It is the conclusion of the team that WIF has been too ambitious in quite a few areas of its operations. In many cases, the targets set in project documents submitted to donors, are unrealistic. There seems to be a tendency in the organisation to over-extend themselves in new areas of operations – geographically, thematically and indeed in relation to implementing capacity. This approach has, in a significant number of cases, led to WIF's involvement in projects which, in the view of the team, do not

necessarily utilise to the fullest, their main area of competence and expertise in development communications. Furthermore, in many of these areas – notably, education, integrated rural development and health related projects – other suitably equipped and specialised NGOs exist and are competing for the same funding and scarce resources as WIF. This is not an effective way to capitalise on the comparative advantage of Southern-based development organisations.

Let it be mentioned under this heading that the team commends WIF for its pragmatism in phasing out its operations in Maldives and Kenya when these no longer proved to be sustainable and promising.

The team recommends that WIF:

- a) consolidates their operations geographically and thematically – in regions and project areas in which they have established expertise and competence and have a decided comparative advantage.
- b) retreats from front stage implementation in the field to fully focus on the strengthening, training and support of local NGOs, CBOs GOs and other implementing bodies. WIF is thus advised to revitalise its old slogan – *to provide media and communication (products and training) in support of development* – and not to compete with others in areas where they have less comparative advantage. A retreat from front stage implementation does not in any way have to mean a retreat from the field. WIF should utilise its fieldworkers to provide on the job training and being a facilitating agency for the implementing bodies in the field.

Goal Achievement

It is the conclusion of the team that the discrepancies between the targets set in project documents submitted to the donor, and the targets met, are disquieting in too many cases. The discrepancies between the two have had financial implications since the estimated output figures – particularly with regards to duration/length of training/workshops and media products as TV-programmes, form the basis for the calculations made in the budgets submitted to and approved by the donor.

Why were targets set not met

Substantial changes in project implementation – not least with regards to the quantity of outputs – seems to be symptomatic in a significant number of projects pre-

sented in this report. The team is not suggesting that this is *necessarily* a critical point. It may for example partly reflect WIF's pragmatic attitude which enables them to change course mid-stream when situations warrant new directions. It may also reflect the fact that WIF is in a learning curve and exploring new frontiers when it comes to production, broadcasting and distribution. A certain amount of leeway must be afforded innovators.

However, the team still suggests that the reasons for the discrepancies between targets set and met are primarily because many targets have been too ambitious – and consequently, unrealistic. As part and parcel of this issue, it is also questioned to what extent project proposals submitted to the donors are sufficiently tuned to local conditions and implementing capacity.

The team recommends that WIF:

- a) pays more attention to how realistic the targets presented to the donors are.
- b) strategises more around project appraisal missions and involves country chapters more profoundly in the designing of project proposals which are relevant to them *before* they are submitted to the donor.

MFA and NORAD:

- c) insist on more to the point financial and narrative reporting with direct references to targets set and corresponding figures calculated in the approved budgets.
- d) The team has been impressed by some of the internal assessments made by NORAD of WIF project proposals. Since, however, NORAD is the suggested responsible agency for possible future support, they will need to remain even more diligent in their assessment of future project proposals from WIF. This may for example require more visits to WIF country offices in which projects are proposed to be implemented.

Administration and Reporting

It is the conclusion of the team that the administrative performance of WIF offices has been variable – from good, to inadequate. The quality and comprehensiveness of financial and narrative reporting varies from project to project as well as national chapter to national chapter.

There are still quite a few reminders in the archives of NORAD with regards to the timeliness of financial and narrative reporting from WIF. However, WIF is aware of the issue and working on it. The team feel confident that this is an area in progress.

There are reasons to question the accuracy and adequacy of some reports. Major deviations in project progress have in some cases not been adequately reported. The team suggests that financial reporting to Norway in several cases is inadequate. Reconciled yearly financial statements often present substantial expenditure with little or no supporting documentation.

With regards to WIF-Sri Lanka, the picture is different. The donors met by the team (for example Norwegian Embassy in Colombo) are satisfied with the reports and reporting routines observed by WIF-Sri Lanka. It is also the conclusion of the team that the project documents and reports submitted by WSL holds a high standard in all respects.

The reporting procedures as well as the quality of the reports in TWF do not hold the same standard as the team observed with regards to WSL.

Procedures for personnel recruitment as established in the administrative handbook, do not appear to have always been followed.

The team recommends that WIF:

- a) continues present efforts to strengthen the administrative and managerial performance of the organisation and its national chapters
- b) continues to develop monitoring and reporting systems. Be short and to the point in the regular quarterly reporting procedures by stressing target outputs set – target outputs met. Impact analysis should preferably be done midterm and at the end of the project cycle with the participation of outside specialists
- c) revises and strengthens personnel recruitment procedures in accordance with the established administrative handbook procedures for recruitment of personnel.

Future and Sustainability

Leadership and organisation

It is the conclusion by the team that the role of the leaders in WIF and in some of its national chapters, in spite of the obvious creativity and ability of the leaders, is too pronounced. This leaves an organisation vulnerable to a leadership vacuum in the event of the leader's departure.

The role of the Executive Board of WIF has for understandable reasons not been as significant as could be expected from the mandate given in WIF's articles of association. Nor does it appear that the Board meets frequently enough.

The organisational hierarchies of national chapters and their media centres; as well as their relationships to WIF are somewhat unclear in the three chapters visited.

The media centres

Clearly YA*TV needs media centres in other countries. The Competence building project has worked hard to establish production capacity in Thailand, Malaysia and Nepal. However, the team can only speculate on the future of the media centres. Given the importance which WIF ascribes to the YA*TV initiative, it may be logical to conclude that the various media centres will receive future WIF support as long as they can provide suitable programme material for YA*TV. The media centres visited are, however, under no illusion that WIF is going to subsidize their existence. They realise that they must find their own funding and define their own role and relevance in their respective country, irrespective of how much of their programming will be commissioned or used by YA*TV.

Financial self reliance

Income generation and cost recovery (especially with respect to the commercial broadcasting endeavours of YA*TV) is in a crucial stage of development and many significant challenges lay ahead.

Fund-raising capacity of national chapters seems to vary from country to country. Fund-raising for international projects as well as international networking, is too heavily dependent upon the Secretary General.

Media services and media products in national chapters appear *now* to be geared too much towards facilitating

YA*TV related training and supplying such products and services for YA*TV.

WIF and the national chapters appear not to have placed the same emphasis on multi-media approaches to development, as much as television.

The team recommends that WIF:

- a) endeavours to develop a more active role for the Boards.
- b) strengthens the second and third tiers of its organisational capacity and procedures for delegation.
- c) continues to develop the WIF family into an alliance of independent legal bodies in which national chapters operate as local NGOs with their own independent boards.
- d) As a priority, continues to develop its marketing potential.
- e) Make all efforts to balance need to be commercially competitive with their development orientation and role as an NGO.
- f) strengthen the fund-raising capacity of national chapters. WIF also needs to develop a broader responsibility and competence for international fund-raising and international networking.
- g) further strategises around sales of media services and media products in national chapters – over and above, supplying such products and services for YA*TV.
- h) Make a concerted effort to develop further and to utilise more multi-media approaches to development projects – and especially in relation to community radio.

Form and Content of Future Funding

WIF, more than other organisations with which the team is familiar, is characterised by a duality of qualities. WIF is, as stated at various junctures in this report, assessed by the team as an innovative organisation working in a dynamic and important field of development. The work performed is in most cases useful and relevant. The quality of the outputs are in the main of adequate to good quality. Quantity-wise, WIF can document a long list of implemented projects and outputs, but as we have seen in this report, in too many cases not the quantity they announce in the project documents submitted to the donors. The discrepancies found have financial implications and they are often not adequately explained in narrative or financial reporting.

Consequently, in connection with future funding, donors should critically assess the realism of targets presented and insist on more to the point financial and narrative reporting (c.f. the recommendations given above under «Goal achievements»). In this connection the team questions whether it might have been too easy for WIF to obtain Norwegian funding, something which is not healthy in the long run.

In the context of this preamble and also the «Consolidation and focus» paragraph above, the team will recommend that MFA and NORAD:

- a) consolidate their funding policy by transferring budget line Chap. 0164.74 and all future funding responsibilities to NORAD.
- b) limits future consideration of WIF project applications to the countries applicable under the regional allocation for Asia. The exception here should be support to WIF projects in Thailand in so far as these are targeted towards the hilltribes and their habitat as well as programs to train development workers and local NGOs in communication support for hilltribe and highland development in Thailand, Laos, Cambodia and Vietnam.
- c) consider some earmarked core funding for competence building of WIF itself (i.a. WIF and its observed affiliates), *for example* staff training, strengthening of marketing, monitoring, managerial and administrative functions etc.

The TV-projects

Norwegian funding has been a prime mover in the establishment of the YA*TV concept. This funding has allowed WGTV/YA*TV to build up a technical competence and capacity to produce relevant and quality programmes on sustainable development. Albeit, the hard work remains – establishing commercially competitive and regular broadcasting schedules at a global level – WIF is to be commended for their achievements thus far.

However, YA*TV is still some way from being self sustaining and they will require substantial donor input in order to achieve their income generating potential. But it is also a rare initiative which has a real possibility to break away from donor dependency.

NORAD and the MFA must decide whether continued support in the form which it has previously been grant-

ed is appropriate for an initiative which has become largely a commercial enterprise. Considering the delicately poised negotiations between local partners in many countries and YA*TV, such funding may more aptly be termed «risk capital» than donor support. It is thus difficult to suggest that «core support» is appropriate.

As an alternative, the team recommends targeted support in the form of technical assistance and production grants:

- a) **Technical assistance.** YA*TV and Worldview media centres could be assisted with journalist training as mentioned earlier in this report. This would entail:
 - funding for a series of 6–12 month journalist trainers-in-residence at YA*TV.
 - funding for a number of 3 month training scholarships for journalists from selected Worldview media centres, to train on-the-job at YA*TV.
- b) **Production Grants.** In this area, the capacity which YA*TV has built up could be used by NORAD to support the production of programmes on sustainable development issues for countries targeted in Norwegian development co-operation. Production grants must be carefully followed up to make sure that the message is secured and intact in the context of growing competition.

The NGO training projects:

Supporting and strengthening NGOs, CBOs and GOs in the field of media and communication are relevant in the context of the goals and principles of Norwegian Development Co-operation and WIF's own guidelines. The work done so far appears to be useful. The team considers this to be a promising project area. The team recommends that:

- c) Funding can be considered to some selected countries as per the priority country recommendations of the team.

Country chapters

Worldview Sri Lanka

WSL is a well run organisation with many relevant projects. Project performance is commendable and the quality of media products fairly good. Competition is, however, increasing also in the field of media and communications for development. The team recommends that WSL should:

- a) get a clearer focus in its operations and that they should consolidate their operations to areas and approaches in which they have proven to have their comparative advantage. This would prepare them for increased competition.
- b) further initiate competence building of own organisation in order to strengthen the 2nd and 3rd layer and develop further procedures for delegation of authority.

Thai Worldview Foundation

WIF operations in Thailand are in the process of being made compatible with the YA*TV enterprise and to embark upon a national TV campaign for drug prevention. It is assumed that they will succeed in this operation. TWF has an uncertain role in this larger project. Whatever is the case, TWF is also in a period of transition away from the hilltribes as their key target group towards drug prevention and environmental activities with a national scope. Given the comparative advantage of TWF in the field of communication and media support to highland and tribal development projects, the team recommends that:

- c) highland and tribal development projects should continue to be a key area for TWF in the years to come.
- d) the Norwegian donors consider future funding to WIF/TWF operations in Thailand to projects strictly targeting hilltribes and highland issues. Promising areas could be:
 - communication and media support to drug prevention activities among the hill tribes.
 - Competence building, training and other kinds of communication and media support for projects targeting hilltribes in Laos, Cambodia and Vietnam. 10 years of WIF/TWF operations in this area in Thailand together with the ONCB have proven that the organisation has valuable experience and competence which can be productively shared with the neighbouring countries.

Bangladesh

The evaluation team strongly recommends that:

- e) any consideration of Norwegian funding for projects associated with **Worldview Bangladesh** should be based on a thorough re-assessment of the situation in the context of what has been pointed out in the Bangladesh chapter. It is understood, however, that after the team left Bangladesh, the

Secretary General has requested Worldview Bangladesh «to hand over the equipment and other facilities at the media centre, including the Bank

Accounts, with immediate effect.» (to the representative of WIF) The team commends this action as a deed of necessity.

Appendix 1

Short Presentation of the Team Members

Nils Vogt, cand.jur. Trained in the Foreign Service, stationed in Washington D.C., Brussels and Teheran. Worked also in the Norwegian Export Council, The Federation of Industries and the Petroleum Directorate. Joined NORAD as ass. director general in 1980, later director general, resident representative in Maputo and human rights adviser. Retires 1992.

Øyvind Jaer, dr. philos (Phd) in social anthropology. Worked as University lecturer at the University of Oslo and as a researcher. Served as resident representative of Norwegian NGOs in the Maldives and in Cambodia and has also worked for the Ministry of Foreign Affairs, Norway, on the Asia desk. Presently running *Asiakompetanse*, an advisory Consultancy which offers professional services to governmental institutions, trade and industry and NGOs working to promote economic and social development in the countries of South- and Southeast Asia.

Leo Kenny is a communications consultant who has worked in the film and television industry. He has 10

years experience in communications development both with state and independent media. This experience includes: project planning, feasibility studies, journalist training, media monitoring, evaluations and development of media strategies in support of sustainable development with i.a. UNESCO, UNICEF, WHO, EU, SIDA, NORAD, DANIDA, and AusAID. He holds an MA in International Relations and Diplomacy, a Post Grad Dip. in Film and Television and a Bachelors degree in Education. He is currently director of LK Communications, a consultancy firm specialising in cultural and communications development.

Ellen Beate Dyvi is cand.polit with degree from the Department of Media and Communications, University of Oslo. She has worked for the evaluation division in the Norwegian Ministry of Foreign Affairs (1993/94) and has also participated in previous evaluations of mass media related development co-operation projects. At present she is employed as Information Adviser in the Norwegian Trade Council.

Appendix 2

TERMS OF REFERENCE FOR THE EVALUATION OF WORLDVIEW INTERNATIONAL FOUNDATION

1. INTRODUCTION

Worldview International Foundation (WIF) has from its inception in 1979 received a considerable financial contribution from Norwegian development assistance funds through both the Ministry of Foreign Affairs(MFA) and the Norwegian Agency for International Development(NORAD). Assistance has been given partly as core funding through a framework agreement (support to establishing and running the organisation) and partly directly to various development projects. The framework agreement has expired and as a basis for an assessment of future support, the Ministry has decided to carry out an evaluation of WIF.

2. GOAL OF THE EVALUATION

The evaluation shall identify and assess the relevance, results, goal achievement and sustainability of Norwegian assistance through WIF, and with this as a basis, assess the general effectiveness and efficiency of the organisation. Recommendations with regard to the form and content of possible future support shall be made.

WIF's system for financial management and reporting shall be reviewed.

3. SCOPE OF THE EVALUATION

The team shall review and assess the activities of WIF in Sri Lanka, Bangladesh and Thailand with particular emphasis on activities/projects supported through the Norwegian development assistance budget. This will also include activities implemented by units/organisations with organisational links to WIF. E.g. Worldview Sri Lanka, Worldview Bangladesh, Worldview Thailand, Global Television Ltd. and Young Asia Television.

3.1 The team shall 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 and later in applications to Norway for financial support.

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.

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 personell, 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 organisational structure in relation to actual work or plans in order to promote WIF's goals in the best way.

3.8 Assess the potential for sustainability and need for future financial assistance to WIF. Discuss the need for further studies or evaluations.

3.9 Evaluate any other matter which the team finds relevant.

4. CONCLUSIONS

4.1 The evaluation team shall present conclusions with regard to:

- the relevance of policies, principles and goals of WIF and its correlation with practice;
- the use of resources and the functioning of the organisation, management and staff ;
- the results and impact, relevance, effectiveness and sustainability of project activities in relation to target groups.
- recommendations for future work, organisation and funding.

5. EVALUATION PLAN

5.1 The evaluation shall be implemented during April and first half of May 1997 by a team with relevant organisation-, information- and development expertise.

The evaluation can be divided into the following components:

- interviews with relevant staff in WIF at central and local level;
- archival studies
- interviews with WIF partners, clients and target groups (user study?)
- assessment of "products", projects etc

5.2 The final report shall be presented to the Ministry of Foreign Affairs before 10. June. 1997

ebg/18.03.96

Appendix 3

People and Institutions met by the Team

In Oslo

- Mr. Arne Fjørtoft, Secretary General.
- Mr. Halvard Kuløy, chairman Burma and Nepal association.
- Mr. Asbjørn Eidhammer, Multilateral Department, MFA
- Mr. Andreas Danevad, Multilateral Department, MFA
- Mr. Erik Berg, Bilateral Department, MFA
- Mr. Dag Nissen, Bilateral Department, MFA
- Ms. Jorunn Kapstad, Norwegian Church Aid
- Mr. Terje Vigtel, NORAD
- Mr. Arnfinn Sørensen
- Mr. Bjørn Johannesen, NORAD
- Ms. Reidun Roald, NORAD
- Mr. Arild Skåra, NORAD
- Mr. Halle Jørn Hansen, Norwegian Peoples Aid.

In Stockholm

- Hon. Margot Wallstöm, Minister of Health and Social Affairs (Former Chairman WIF Sweden)
- Mr. Peter Erichs, Sida, Media Advisor Dept. for Democracy and Social Development(DES0)
- Ms. Anita Theorell, Sida, Head Media and Culture DES0

In Sri Lanka

- Norwegian Embassy, Colombo. Collective meeting with 6 representatives from the embassy and chaired by the Ambassador. Special meetings with:
 - Mr. DeMel, advisor
 - Mr. Lilasena, advisor
- Mr. Arne Fjørtoft, Secretary General, WIF.
- Mr. Nawas M. Faleel, Asst. Secretary General, WIF.
- Mr. Nimal Martinus, Director, International Programmes, WIF.
- Mr. Lal Hewapathirana, Country Director, World-view Sri Lanka
- Mr. Leel Gunasekera, Special Counsellor, Human Resource Development Council.
- Mr. A.J. Gunawardana, Prof. of English, University of Sri Jayawardenapura, Nugegoda.

- Mr. N. J. Gunawardene, Regional Co-ordinator, Television Trust for the Environment (TVE)
- Mrs. Srinidevi de Silva, National Institute of Education, Education for Conflict Resolution.
- Mr. Hilmy Ahmed, Director, YA*TV, Colombo
- Ms Sharmini Boyle, Chief Producer, YA*TV, Colombo
- Mr Asbjorn Taraldsen, (NRK) Producer Trainer at YA*TV
- Mr. Sverre Chrisophersen, Senior Producer, YA*TV
- Discussions were held with the majority of production staff at YA*TV Colombo
- Mr. Arve Ofstad, Res. Rep., UNDP.
- Mr. Mohan Samaranayake, Information officer, UNDP.
- Mr. Tissa Wijetunga, Deputy Dir. Sri Lanka Canada Development Fund.

In Thailand

- Mr. Pongtada Suriya, Director, TWF.
- Mr. Asbjørn Tharaldsen, Norwegian Broadcasting Cooperation, p.t. trainer TWF.
- Mr. Bunpote Piumdee, Director ONCB Northern office
- Mr. Pithaya Jinawat, Projects Director, Thai-German Highland Development Programme.
- Mr. Prasert Chaipigusit, Director, and 4 other representatives from Tribal Research Institute, University of Chiang Mai.
- Mr. Abhiwat, Deputy Director, Northern Environment Office, Chiang Mai
- Mr. L. Hoisangwarn, Chief Technician, Channel 11, Chiang Mai
- Mr. Sunan La-Ong-Sri, Kasetsart University Radio Station
- Mr. Suwan Thongbor, Director Channel 11, Lampang – Omkoi District Governor
- Ms. Yaranee, Radio Thailand, Chiang Mai, Hilltribe Service
- Ms. Yoawapun, Radio Thailand, Chiang Mai, Hilltribe Service
- Mr. Sovasit Sangprasert, Deputy Sec. General, ONCB – Bangkok.

- Mr. Sorajak Kasemsuvan, Academic, Media – Bangkok.
- Ms. Victoria Koh, UNDCP – Bangkok
- Mr. Colin White, Project Manager Highland Peoples Programme, UNDP – Bangkok.

In Bangladesh

- Mr. Hans Fredrik Lehne, ambassador, NORAMB Dhaka
- Ms. Maren Brennesvik, frst secretary, NORAMB Dhaka.
- Mr. Lyunda Kiess, Country Director, Helen Keeler International.
- Mr. Steve Hollingworth, Ass. Country Director, CARE.
- Mr. M. Sirajul Islam, Director CNBPP, WIF
- Mr. Nazrul Islam, Executive Director, Worldview Bangladesh
- Dr K.M. Sirajul Islam, Chairman Worldview Bangladesh
- Mr S. Khan, Admin/Programme Officer, Worldview Bangladesh
- Dr George Fuchs, Centre for Health and Population Research (ICDDRDB), Dhaka
- Dr. D. Habate, Director, ICDDRDB, Dhaka
- Dr. I Zaman, External Relations, ICDDRDB, Dhaka
- Mr. N. Islam Khan, Executive Director, Bangladesh Centre for Development Journalism and Communication

People and institutions who provided input:

Interviews and Questionnaires

- Mr. Robert Lamb, Director, Television Trust For the Environment (TVE) London
- Ms Jenny Richards, External Relations, TVE London
- Mr Roberto de Savio, Director, Inter Press Service (IPS) Rome
- Dr. David Nostbakken, Director, WETV, Canada

- Mr. Methaesile Leepile, CEO, Media Institute of Southern Africa (MISA), Namibia
- Mr. M.B. Adikaram, Chairman, Nation Builders Assoc. Sri Lanka
- Mr. Lucas, Communications Officer, Botswana Christian Council, Botswana
- Ms. G. Mosinyi, Communications Officer, Forum on Sustainable Agriculture, Botswana
- Mr N. Tebela, Exec. Sec. Mmegi Publishing Trust, Botswana
- L. Nyabally, Dir. Population Affairs, National Population Commission, Gambia
- Mr. M.S. Jeng, UNFPA, Gambia
- Mr. H. Njai, Population IEC Project, Office of the President, Gambia
- Mr. B. Darijo, Save the Children, Gambia
- M.F. Marikkar, Programme Director, FORUT
- Mr K. Amarasuriya, Exec. Dir., Alcohol and Drug Information Centre, Colombo
- W. Abeydeera, Programme Dir., Sri Lanka Canada Development Fund, Colombo
- Mr. S. Wickramasinghe, Managing Dir., Telshan Network Pvt. Ltd. India
- Ms. T. Thajik Wimalaratne, Media Manager, Mel Ads Ltd., Sri Lanka
- Mr. M. David, Sri Lanka Broadcasting Corp/University of Colombo
- Mr. I.M. Gunawardena, Chairman, Foundation for Education, Research and Training, Colombo
- Mr. H.M. Gunasekara, Friedrich Ebert Stiftung, Sri Lanka
- Mr B.K. Funanda, Dir. Programmes, IUCN, Sri Lanka
- Dr. S. Karmaker, Dir., Institute of Public Health, Bangladesh
- Dr. R. Karim, Director Institute of Nutrition, University Dhaka
- Mr. S. Mashini, Network Co-ordinator, Worldview Botswana
- Mr. B Jaabang, Technical Producer, WIF Gambia

Appendix 4

Funds received by WIF and Worldview Rights 1980 – 1996

Figures provided by WIF

YEAR	NORAD		Ministry of Foreign Affairs		Ministry of Dev't Cooperation		NORAD		Total
	NKR	US\$	NKR	US\$	NKR	US\$	Sri Lanka US\$	Botswana US\$	
1980		16,500		165,000					181,500
1981				82,500					82,500
1982			800,000	130,918					130,918
1983			2,795,000	365,061					365,061
1984					2,864,764	341,857			341,857
1985					3,000,000	322,807			322,807
1986					3,000,000	393,185			393,185
1987					3,000,000	425,532			425,532
1988					3,591,766	562,092			562,092
1989					3,500,000	540,123			540,123
1990			321,750	51,178	3,514,000	548,959		76,869	677,006
			150,000	25,862					25,862
									-
1991	56,540	8,522	237,790	35,651	4,500,000	674,663	82,463	105,995	907,294
1992			70,000	10,687	3,500,000	540,958	92,217	119,192	763,054
1993	1,800,000	267,062	2,000,000	284,900	400,000	55,478	94,916		702,356
	47,100	6,587					75,388		81,975
1994	1,300,000	176,152	2,000,000	267,023			45,674		488,849
	1,000,000	139,665	2,000,000	279,330					418,995
	1,850,000	273,668	170,250	24,926					298,594
									-
1995	900,000	144,476	2,000,000	312,012			44,685	20,686	521,859
	720,000	112,324	250,000	39,683					152,007
	7,800,000	1,274,510							1,274,510
	956,175	153,233							153,233
									-
1996	8,000,000	1,215,805	1,300,000	197,568			91,797	117,128	1,622,298
	2,036,477	316,305	350,000	53,599					369,904
	80,000	12,487	650,000	99,846					112,333
			650,000	101,563					101,563
			900,000	140,625					140,625
			359,784	55,182					55,182
			2,000,000	305,910					305,910
									-

Appendix 4 B

Figures provided by WIF

**ANALYSIS OF GRANTS AND PROJECT FUNDS
RECEIVED FROM 1980 - 1996**

Year	Total Income US\$	Contribution by the Norwegian Govt. %	Others %
1980	372,873	48	52
1981	553,331	15	85
1982	670,206	19	81
1983	621,989	58	42
1984	1,169,963	29	71
1985	1,088,428	29	71
1986	2,640,361	15	85
1987	2,554,092	17	83
1988	2,524,917	22	78
1989	2,444,799	22	78
1990	2,594,189	27	73
1991	2,813,400	32	68
1992	3,435,615	22	78
1993	2,529,814	31	69
1994	3,468,156	35	65
1995	4,013,443	52	48
1996	3,777,589	55 72 *	45 28

* - inclusive Worldview Rights

Appendix 5 A

Statement of Revenue 1993

GRANTS AND PROJECT FUNDS

Ministry of Foreign Affairs – Norway	340,378	
Ministry of Fisheries – Norway	55,479	
Ministry of Foreign Affairs – Netherlands	48,636	
Norwegian Agency for International Development	443,953	
Swedish International Development Agency	463,817	
Canadian International Development Agency	8,439	
United Nations Educational Scientific and Cultural Organisation	39,986	
United Nations development Programme	12,500	
United Nations Fund for Population Activities	30,000	
United Nations Development Fund for Women	25,733	
United Nations Children's Fund	8,201	
Stromme Memorial Foundation	57,162	
NOVIB – Netherlands	167,432	
STATOIL	4,219	
International Planned Parenthood Federation	6,539	
TRAD – Sweden	62,390	
Afro – Asian Rural Reconstruction Organisation	5,000	
The International Center for Agricultural Research in the Dry Areas	3,500	
International Labour Organisation	<u>30,831</u>	1,819,195

INCOME FROM WORLDVIEW FUND RAISING ACTIVITIES

Orchid Campaign	27,366	
Stavanger Lottery	90,780	
Stavanger Concert	16,822	
Oslo Concert	11,625	
Recycled Paper Project	18,057	
WIF School Service	30,944	
Worldview Sweden	29,344	
Others	<u>116,503</u>	341,44

INCOME FROM PRODUCTIONS, SERVICES, AND OTHERS SUPPORTED BY INTERNATIONAL AND NATIONAL AGENCIES

Sri Lanka	61,863	
Nepal	64,755	
Bangladesh	98,570	
Maldives	35,471	
Thailand	30,845	
Syria	1,280	
Botswana	22,241	
The Gambia	10,913	
Kenya	38,082	
Head Office	<u>5,158</u>	<u>369,17</u>
		<u><u>2,529,81</u></u>

Appendix 5 B

Statement of Revenue 1994

GRANTS AND PROJECT FUNDS

Ministry of Foreign Affairs - Norway	571,279	
Ministry of Foreign Affairs - Netherlands	186,709	
Finnish International Development Agency	9,117	
Norwegian Agency for International Development	635,159	
Swedish International Development Agency	875,982	
United Nations Children's Fund	39,006	
United Nations Capital Development Fund	12,036	
United Nations Development Fund for Women	62,358	
United Nations Educational Scientific and Cultural Organisation	14,985	
International Centre for Ocean Development	36,830	
International Labour Organisation	21,684	
The International Center for Agricultural Research in the Dry Areas	7,654	
Asian Development Bank	32,777	
Commonwealth Foundation	4,317	
Stromme Memorial Foundation	55,135	
Sri Lanka - Canada Development Fund	28,321	
Afro - Asian Rural Reconstruction Organisation	15,000	
Thai Red Cross Society	50,378	
Trimboli Foundation	11,090	
Worldview Molde	6,820	2,676,637

INCOME FROM WORLDVIEW FUND RAISING ACTIVITIES

Art for Freedom	202,150	
Burma Komiteen	6,098	
Christmas Concert	7,358	
Furuholmen Art	4,706	
Handmade Recycle Paper Project	10,328	
Lillehammer Olympic Committee	20,814	
Lillehammer Concert	48,137	
Orchid Campaign	23,218	
Oslo Concert	3,937	
Stavanger Lottery	105,309	
Others	17,974	450,029

INCOME FROM PRODUCTIONS, SERVICES, AND OTHERS

SUPPORTED BY INTERNATIONAL AND NATIONAL AGENCIES

Bangladesh	75,873	
Botswana	51,288	
International Office	8,807	
Kenya	36,160	
Maldives	20,735	
Nepal	22,455	
Sri Lanka	12,820	
Secretary General's Office	9,656	
Thailand	56,466	
The Gambia	17,220	241,400

Appendix 5 C

Statement of Revenue 1995

GRANTS AND PROJECT FUNDS

Ministry of Foreign Affairs - Norway	351,695	
Ministry of Foreign Affairs - Netherlands	239,122	
Ministry of Foreign Affairs - Finland	11,308	
Norwegian Agency for International Development	1,749,914	
Swedish International Development Agency	512,723	
United Nations Childrens Fund	5,890	
United Nations Development Fund for Women	27,303	
United Nations Development Programme	18,260	
International Labour Organisation	11,441	
Stromme Memorial Foundation	47,826	
Sri Lanka - Canada Development Fund	22,154	
Thai Red Cross Society	41,015	
Ministry of Agriculture - Bangladesh	38,291	
CARE	17,448	
International Organisation of Good Templers / NTO	7,002	
Food & Agriculture Organisation of the United Nations	17,500	
International Fund for Agricultural Development	2,000	
Canada Fund	10,253	
Human Rights Fund (Botswana)	23,150	
United Nations Population Fund	30,836	
United Nations Centre for Human Settlements	12,500	
International Development Research Centre	12,603	
Organisation of Petroleum Exporting Countries	20,000	
Statoil	15,949	3,246,183

INCOME FROM WORLDVIEW FUND RAISING ACTIVITIES

Art for Freedom	166,392	
Orchid Campaign	25,128	
Oslo Concert	20,866	
Stavanger Lottery	81,420	
Others	86,167	379,973

INCOME FROM PRODUCTIONS, SERVICES, AND OTHERS

SUPPORTED BY INTERNATIONAL AND NATIONAL AGENCIES

Bangladesh	128,626	
Botswana	47,842	
International Office	55,897	
Kenya	14,081	
Maldives	21,454	
Nepal	36,509	
Sri Lanka	1,710	
Secretary General's Office	11,227	
Thailand	17,580	
The Gambia	6,275	
Laos	1,200	
Syria	398	
Stavanger Office	44,488	387,287
		<u>4,013,443</u>

Appendix 5 D

Statement of Revenue 1996

GRANTS AND PROJECT FUNDS

Ministry of Foreign Affairs - Norway	964,690	
Ministry of Agriculture - Bangladesh	46,855	
Norwegian Agency for International Development	1,753,522	
Swedish International Development Agency	277,638	
United Nations Fund for Population Activities	13,028	
United Nations Development Programme	4,012	
United Nations Children's Fund	5,487	
International Fund for Agricultural Development	2,000	
International Development Research Centre	33,127	
Institute of Public Health and Nutrition	23,399	
World Health Organisation	3,617	
Food & Agricultural Organisation	7,391	
Arab Centre for Study in Arid land & Dry zone	4,000	3,138,766

INCOME FROM WORLDVIEW FUND RAISING ACTIVITIES

Olof Palmes International	14,498	
Human Rights House	30,395	
Stage-way	29,342	
Stavanger Kommune	13,074	
Stavanger Lottery	33,498	
Statoil	7,680	
Mosvold Farsmund	12,875	
Nobel Institute	6,902	
Symphony	5,778	
Orkide Campaign	10,609	164,651

INCOME FROM PRODUCTIONS, SERVICES AND OTHERS SUPPORTED BY INTERNATIONAL AND NATIONAL AGENCIES

Sri Lanka	47,645	
Nepal	36,346	
Bangladesh	136,648	
Thailand	11,967	
Botswana	77,767	
The Gambia	12,772	
Kenya	46,262	
International Office	9,829	
Stavanger Office	18,697	
Worldview Rights	76,239	474,172
		<u>3,777,589</u>

Appendix 6 A

Disbursement Figures provided by WIF

(Expressed in US Dollars)

THA 606 - Development Communication and Sustainable Development- Thailand

Year	Direct Remit. to Thailand	Equipment	Direct Payments for various services	Monitoring	Total
1993	161,058	28,510	25,306	15,000	229,874
1994	130,000	8,885	21,907	16,449	177,241
1995	111,000	8,391	23,610	19,556	162,557
					569,672

RAS 620 Radio Network Link between Laos and Thailand for sharing of Information on Drug Abuse Prevention and Sustainable Development

Year	Direct Remit. to Thailand		Direct Payments for various services	Contingencies & Co-ordn.	Total
THAILAND					
1994	20,000		9,944	6,200	36,144
1995	30,000		15,804	6,556	52,360
1996	29,264		15,119	6,543	50,926
					139,430
LAOS					
1995	28,072		21,074	3,926	53,072

RAS 012-Competence Building in Communication on Environmentally Sustainable Development (Sri Lanka, Nepal, Thailand and Malaysia)

1996	Direct Remittance	Equipment	Payments to Training Consultants & Others	Services render. by YA * TV	Total
Thailand	54,968	82,092	39,065	89,032	265,157
Nepal	56,000	94,072	47,840	82,000	279,912
Malaysia	14,000	80,317	47,215	17,000	158,532
Sri Lanka	171,156				171,156
Monitoring					25,000
Coordination					89,975
					989,732

COMMUNICATION TRAINING FOR DEMOCRACY AND SUSTAINABLE DEVELOPMENT

PROJECT # GLO 0678

Ref No. : 94/2070-PRIV/JOB

Budget for the Year : 01.02.95 to 31.01.96

Actual for the Period : 01.02.95 to 30.04.96

FINANCIAL REPORT (Expressed in US Dollars)

	Income	Budget	Actual	1995								1996					Total			
												Regional Workshops								
				Sri Lanka	Nepal	Thailand	Kenya	I/office	Bots.	Tanz.	S. Africa	Sri Lanka	Thailand	I/office						
A	Received from NORAD NKS 1,850,000		273,668																	
	Development and production of training manual																			
	Composition of content. Editor 4 months 4,000 per month	16,000	16,000						16,000											
	Consultant 2 months 4,000 per month	8,000	8,000						8,000											
	Travel & per diem	6,000	6,992						6,992											
	2,000 copies print including graphics and illustrations	15,000	10,256						2,256											
		45,000	41,248																	
B	Training Coordinator's salary	36,000	36,000						17,450											
	Travel & per diem	7,000	6,605																	
C	9 National workshops 180 participants																			
	Instructor's salary	22,500	22,000	2,172	783	1,228	2,270	4,776	2,028	1,767	976									
	Participants' transport	9,000	9,090	748	2,385	839	914		622	582	3,000									
	Food for participants	5,400	8,280	508	540	2,224	216	216	1,539	1,971	1,282									
D	Training materials / use of equipment	27,000	30,830	883	5,515	2,188	7,812	5,570	169	1,023	1,267									
E	Hire of classroom	7,200	4,200		1,406				318	372	2,104									
F	Local Transport	9,000	12,050		3,785						15									
		123,100	129,055																	
G	Regional workshop instructors	8,000	8,120																	
	Travel & per diem	11,000	5,062																	
H	Food for participants	7,200	6,488																	
I	Training material / equipment	6,000	8,989																	
J	Hire of classroom	2,000	5,280																	
K	Scholarships	15,000	15,500																	
		49,200	49,439																	
L	Newsletter	7,000	4,120																	
M	Network Coordinator	12,000	12,000																	
	Total	236,300	235,862																	
	5% Contingency	11,815	13,095	126	2,252	1,021	850	3,232	321	1,585	20	131								
	10% Administration & Coordination	24,811	24,896	4,721	1,782							854								
		375,926	377,853	11,150	10,440	11,000	11,846	68,407	0,007	0,300	10,664	14,919	7,361	99,668	273,853					

Annex 7

Other Major Funding Sources for the Global Television Project/YA*TV 1993–1996

1995–1996 (USD)

	1993	1994	1995	1996
Netherlands MFA	216 068	186 709	239 122	–
Sida	150 000	150 000	–	–
UNDP	12 500	–	–	–
Finida	–	9 111	11 308	–
DANIDA	–	–	–	–
ADB	–	32 777	–	–
UNICEF	8 200	–	–	–
CIDA	8 300	–	–	–
UNESCO	39 986	–	–	–
UNFPA	30 000	–	–	–
ILO	30 800	–	–	–
Stavanger Lottery	90 000	–	81 420	–
Art for Freedom	–	76 239	–	–
Oslo Concert	11 625	–	–	20 866
AARRO	–	20 000	–	–
Lillehammer Concert	–	48 137	–	–
Lillehammer Olympic	–	20 814	–	–
OPEC Fund	–	–	–	–
Ochid Campaign	–	–	–	25 128
Total funding from other donors (1993–1996)				USD 1,519,110

Annex 8

Other Capital and Income Sources for WGTV/YA*TV 1995/96 (USD)

WIF (<i>share capital</i>)	3.373 million**
Private Investors (<i>share capital</i>)	
Wang	1.44 million
de Kergolay	1.2 million
Bemberg	800,000
Foreign Sales	198,311
Local Sales (TNL)	68,658
<hr/>	
Total other capital	USD 7,079,969

** As explained in Chapter 4, this capital includes promoters shares:

- The equity shareholders have agreed that WIF should have 51% of the shares, even if the full amount has not been paid up to date (as of 8/6/97). Shareholders have agreed to give WIF time to settle its dues.
- WIF's **participation** in the project (expertise, collaboration, library materials) has been valued at USD 1.4 million. This amount has been accepted by shareholders as a contribution in kind.
- The costs of producing and broadcasting the first 124 programmes (USD 1.2 million) has also been credited to WIF as equity.
- The training programmes implemented by WIF has also been credited to WIF as part of its equity in WGTV Ltd.

Norwegian Funded Activities and Outputs for the Television Projects 1993–1996

Activities (Training, Capacity-building and Co-ordination)

Support to YA*TV (Aug – Dec 1995)

1995/96 Training courses at YA*TV by trainers from: NRK, BBC, Nepal TV and WIF.

Support to the Global Television Project (1993 – 1996)

1996 6 months training on environmental reporting for 2 reporters each from: Nepal, Philippines and Bangladesh.

Script development and programme preparation for TV thriller and Nobel laureates.

1995 Training and equipment support for Botswana media centre.

Contacts with international producers and broadcasters to secure co-production, broadcasting and distribution agreements.

1994 Training seminars/workshops and co-ordination.

1993 Co-ordination/consortium meetings and workshops

Competence Building in Communication for Environmentally Sustainable Development (1996–1997)

1996 9 training programmes in Malaysia, Nepal and Thailand (3 in each country).

106 production staff trained in Malaysia, Thailand and Nepal.

Purchase of equipment for media centres in Nepal, Malaysia and Thailand.

Television Programme Production

Support to YA*TV (Aug – Dec 1995)

1995/96 62 one hour information/entertainment and 62 education/entertainment programmes produced.

Support to the Global Television Project (1993 – 1996)

1996 25 half hour programmes on environment. 3 Co-productions with NRK.

1995 6 programmes on a range of development issues and 2 co-productions with NRK.

1994 6 programmes on a range of development issues.

1993 production of 2 test programmes.

10 programmes on various development issues

Competence Building in Communication for Environmentally Sustainable Development (1996–1997).

1996 41 programmes produced as a result of training exercises.

Appendix 10

Responses to Questionnaires

Part I of this annex presents a summary of responses from information requested in questionnaires to Non Worldview Organisations. All questionnaires were distributed through the Worldview offices according to the requests outlined in Part II. Responses on questionnaires to Worldview Centres were by nature «self evaluative» and as one would expect, quite self-praising. Most of this input has been covered in the main document and other annexes.

The number of responses was encouraging 24(so far) and from a good geographical spread of operations including:

- Sri Lanka
- Botswana
- India
- Thailand
- Gambia
- Bangladesh.

The range of responses was also encouraging and included:

- Worldview offices
- broadcasting companies
- advertising agencies
- foundations for educational research
- UN agencies
- universities
- International development NGOs
- other NGOs and CBOs
- development Funds
- information centres
- government ministries

Part II of this annex presents the actual requests for information.

Part I Summary of Responses from Non-Worldview Organisations

Section A General comments/WIF activities

Responses on the sort of collaboration between organisations and WIF indicate that a substantial number and range of collaborative efforts have ensued between the organisations who responded and WIF, in the fields of: training, film and video production; networking, consultancy and advisory services, advocacy training, internships, programme sponsorships and advertising, commercials production, radio jingles, music production, broadcasting, distribution of programmes, equipment loans, information exchange, workshops and seminars and other general support services.

In response to the questions on whether the organisations considered WIF's aims and objectives realistic most organisations considered WIF's aims and objectives realistic and needs responsive. The question also asked if it was felt that WIF has involved and targeted grassroots groups sufficiently. A few organisations felt that some of WIF's programmes needed to be broadened to reflect the reality of the multifaceted problems at a grassroots level. Others felt that that WIF should train more facilitators at a grass roots level. Some organisations suggested that WIF did not target youth enough. Perhaps the most significant comment shared by several organisations was that YA*TV does not target the grass roots enough. Some organisations also suggested that WIF needed to work with Community media more, and especially community radio.

On the questions of the extent to which WIF has facilitated other organisations' development, national and regional NGO networking and facilitated better North/South communication, some organisations suggested that WIF needs to work more on facilitating North

South Communication. Others suggested that this was the major strength of WIF. Responses unanimously endorse WIF's role in facilitating South/South NGO networking as well as helping in the building of local media capacity.

In response to the question: to what extent have WIF activities and outputs promoted (*to some extent/significantly/not at all*):

- media freedom, pluralism and independence
- human/minority rights, democracy and good governance
- health issues including HIV/AIDS, drug abuse
- environmental issues
- population issues
- poverty issues
- youth problems
- gender equality

an overwhelming majority suggested «significantly» in most areas. This may be taken as being generally indicative of the fact that WIF collaboration has been with organisations which were active in the targeted areas. Puzzling were the responses (although only a few) which suggested that WIF's outputs had *not at all promoted*: environmental issues, media freedom, pluralism and independence, human rights, democracy and good governance.

Responses on the quality and relevance of training activities, courses, workshops etc. contained some organisations' suggestions that the duration and follow-up of these initiatives was inadequate. Most organisations endorsed the quality and usefulness of these activities.

Section B WIF/YA*TV products: Films, videos, slide programmes, radio programmes etc.

Responses to questions about interactive content in WIF/YA*TV products which called for, or resulted in audience response, feedback or involvement, revealed that many organisations felt this was a weakness – especially with YA*TV. The major limitation suggested was that English restricted the sort of interaction which could ensue at a grassroots level. The broadcasters however suggested that local language versions should not replace English – they should be an alternative. They feel that the local language version have a potentially larger audience but the English audience is established and is more affluent; and that is where their advertising revenues are. Telshan India suggested that YA*TV had a rating of between 8 and 12 % which was extremely high for English programmes in India.

Some organisations suggested that that YA*TV gave little opportunity for people (and especially youth) to express their opinions and voice their own aspirations. Significantly however, the 2 broadcasters suggested that YA*TV was the only source for youth expression in their country

Organisations unanimously suggested that WIF and YA*TV programmes were generally perceived as being independent of governments (even though in some

countries, all media was state owned); and that YA*TV programming had no identifiable orientation towards any political, cultural, religious or philosophical persuasion

Responses to questions on WIF/YA*TV programming in terms of technical quality and content varied between excellent and satisfactory. No responses suggested that content or quality was unsatisfactory. Indeed, a significant number of organisations suggested that YA*TV and WIF programme quality and content was way ahead of local *professional* broadcasting standards in their country. Some organisations thought that entertainment content was too high.

The questions which solicited information on how much WIF/YA*TV programmes and products were used indicated that WIF is a major resource centre for many organisations. All organisations which responded had used numerous programmes. Broadcasters like Telshan India had used 226. Broadcasters also suggested that they had received significant audience response from YA*TV programmes. Numerous other organisations suggested that they used WIF products extensively as resource based materials for training, workshops etc.

Part II Actual Information Requested

Please distribute the following to all WIF offices and YA*TV (Bangladesh, Sri Lanka, Thailand) to be visited by the team

Much of the following information will be discussed and followed up by the evaluation team when they visit your office. The following will provide guidelines for the sort of information we require. Some of the information may only be available from the Sri Lankan or Norwegian Office. If this is the case, please indicate.

Please provide:

- A comprehensive account of all Norwegian (NORAD/MFA) funding utilised by your office covered by the most recent agreement; and a brief summary of NORAD/MFA funds utilised since 1979
- A list of activities carried out by your office which were covered by the most recent agreement with NORAD/MFA; and a brief summary of all country activities since the inception of WIF activities in your country.
- Audited accounts and Yearly Income/Expenditure Statements since the signing of the most recent agreement.
- A comprehensive list of other donor funds raised by your office An overview of the development of the degree of financial self sufficiency since the inception of activities in your country
- Annual performance reports since the signing of the last agreement.
- Information on any major deviations from plans as outlined in applications to NORAD/MFA, in terms expenditure or areas of activities
- A brief but exact description of equipment and infrastructure – including production and post production equipment; as well as office and other equipment.
- Details of distribution and broadcasting of WIF/ YA*TV programming
- An account of future plans and funding implications

Please distribute this cover letter and questionnaire to a representative selection of users, partners and participants on training courses of WIF-Sri Lanka, WIF-Bangladesh, WIF-Thailand.

Suggested distribution list.

Ministries of Information/Education, Bangladesh/Sri Lanka and Thailand
Press Foundation of Asia
NGOs which have worked with WIF and/or WIF Products
National and other Broadcasters which have broadcast WIF material
Participants on training courses
Whoever else you deem appropriate

TO: Nils Vogt
FROM: Evaluation Team Leader
Fax: ++47 62 82 72 22
E-mail: jaer@vinger.east.no
DATE: 20 April 1997

Subject: **Worldview International Foundation (WIF) and YA*TV**

Dear

WIF has from its inception in 1979, received financial assistance from Norwegian development assistance funds through both the Norwegian Ministry of Foreign Affairs (MFA) and the Norwegian Agency for International Development (NORAD).

The current agreements have now expired. The MFA and NORAD are currently reviewing their support in an effort to assess its impact and effect; consider possible future support; as well as to map out a future strategy for support to this sector.

We understand that in Your individual capacity, and/or through your organisation's activities, You are in a position to provide valuable information for the evaluation process. We would be most appreciative of Your **confidential** input.

Please be guided by the following questions but do not feel obliged to respond to every question. The questionnaire is designed to solicit input from a range of sources, including WIF/YA*TV themselves, users of WIF products; participants on training courses as well as government ministries. Feel free to provide your comments on a separate paper using the questions as a guide.

Please return your answers to this questionnaire to the fax or email mentioned above; or alternatively, to your WIF country office AS soon as possible – but no later than may 11, 1997.

In appreciation,

CONFIDENTIAL

Name: _____

Organisation _____

Position: _____

Contact address, tel, fax, email: _____

Section A General comments /WIF activities

1. What kind of co-operation or contact have you/your organisation had with WIF/YA*TV in the last 3 years? Please list the activities and dates.
2. For Your reference, we have included a summary of the aims and objectives of WIF at the end of this document. Do You think that these aims and objectives are realistic and being addressed?
3. How has WIF/YA*TV contributed to the work, aims and objectives of your organisation or your individual professional development?
4. Has WIF contributed to national and regional NGO networking?
5. Has WIF/YA*TV facilitated better North/South communication?
6. Do you think that WIF/YA*TV has involved and targeted grassroots groups sufficiently?
7. To what extent have WIF activities and outputs promoted:

	To some extent	Significantly	Not at all
media freedom, pluralism and independence	_____		
human/minority rights, democracy and good governance	_____		
health issues including HIV/AIDS, drug abuse	_____		
environmental issues	_____		
population issues	_____		
poverty issues	_____		
youth problems	_____		
gender equality	_____		
8. Can You comment on the quality of training activities, courses, workshops etc. Please consider issues like; the relevance of the activities to the needs within the sector; the usefulness/impact of the activities; the calibre of the training personnel; the organisation of the activities; the selection of target groups; the follow-up to the activities.
9. According to Your perception and experience, are there identifiable priority needs and issues which WIF/YA*TV could address but is not doing so?

Section B WIF/YA*TV Products: Films, videos, slide programmes, radio programmes etc.

- 1 How many WIF/YA*TV products have you used in the last 3 years?
- 2 How did you **use** WIF/YA*TV products – training, seminars, education, resource?
- 3 Has there been any **interactive content** in WIF/YA*TV products which called for, or resulted in audience response, feedback or involvement – or other follow-up activities?
- 4 Do you think that WIF/YA*TV programming gives people (and especially youth) a voice to express their own aspirations?
- 5 How have WIF/YA*TV products targeted and/or involved **grassroots rural and urban groups**?
- 6 Do you feel that WIF/TV programming is orientated towards **any identifiable political, cultural, religious or philosophical persuasion**?
- 7 How **independent of governments** do you feel WIF/YA*TV are, judging from their programme content?
- 8 How would you assess WIF/YA*TV programming in terms of **technical quality** – sound, camera work, lighting, effects, captions etc.
- 9 How would you assess WIF/YA*TV programming in terms of **content** and with regards to its relevance to national development needs and priorities
- 10 How successfully do you think WIF/YA*TV **identifies problems and suggests solutions**?
- 11 How would you assess WIF/YA*TV programming in terms of **language**: style and appropriateness
- 12 How **accessible** is WIF/YA*TV programming. Was it provided in an appropriate **technical format**?
- 13 Has WIF/YA*TV provided **support to film producers and broadcasters** in your country and region?
- 14 How do WIF/YA*TV programmes **compare** with other programming available from (for example) TVE, WETV, PANOS, or agencies such as UN organisations, United States Information Centre, British Council etc.

If your organisation has broadcast WIF programming:

- 15 How many WIF/YA*TV programmes have you broadcast in the last three years?
- 16 Were they broadcast in prime time?
- 17 Were the programmes targeted specifically at a particular audience?
- 18 Any indication of audience ratings/advertising revenues?
- 19 Appropriateness of technical format/ broadcast quality
- 20 Accessibility/procurement/reliability
- 21 Has there been any interactive content in WIF/YA*TV programming which called for, or resulted in audience response, feedback or involvement

Questionnaire and cover letter for all programme staff in worldview Sri Lanka/Bangladesh/Thailand, YA*TV

TO

FROM Nils Vogt
Evaluation Team Leader
Fax: ++47 62 82 72 22
E-mail: jaer@vinger.east.no

DATE: 20 April 1997

Subject: **Worldview International Foundation (WIF) and YA*TV**

Dear

WIF has from its inception in 1979, received financial assistance from Norwegian development assistance funds through both the Norwegian Ministry of Foreign Affairs (MFA) and the Norwegian Agency for International Development (NORAD).

The current agreements have now expired. The MFA and NORAD are currently reviewing their support in an effort to assess its impact and effect; consider possible future support; as well as to map out a future strategy for support to this sector.

We understand that in Your individual capacity, and/or through your organisation's activities, You are in a position to provide valuable information for the evaluation process. We would be most appreciative of Your **confidential** input.

Please be guided by the following questions but do not feel obliged to respond to every question. The questionnaire is designed to solicit input from a range of sources, including WIF/YA*TV themselves, users of WIF products; participants on training courses as well as government ministries. Feel free to provide your comments on a separate paper using the questions as a guide.

Please return your answers to this questionnaire to the fax or email mentioned above; or alternatively, to your WIF country office as soon as possible – but no later than may 11, 1997.

In appreciation,

Best regards

CONFIDENTIAL

Name: _____

Organisation _____

Position: _____

Contact address, tel, fax, email: _____

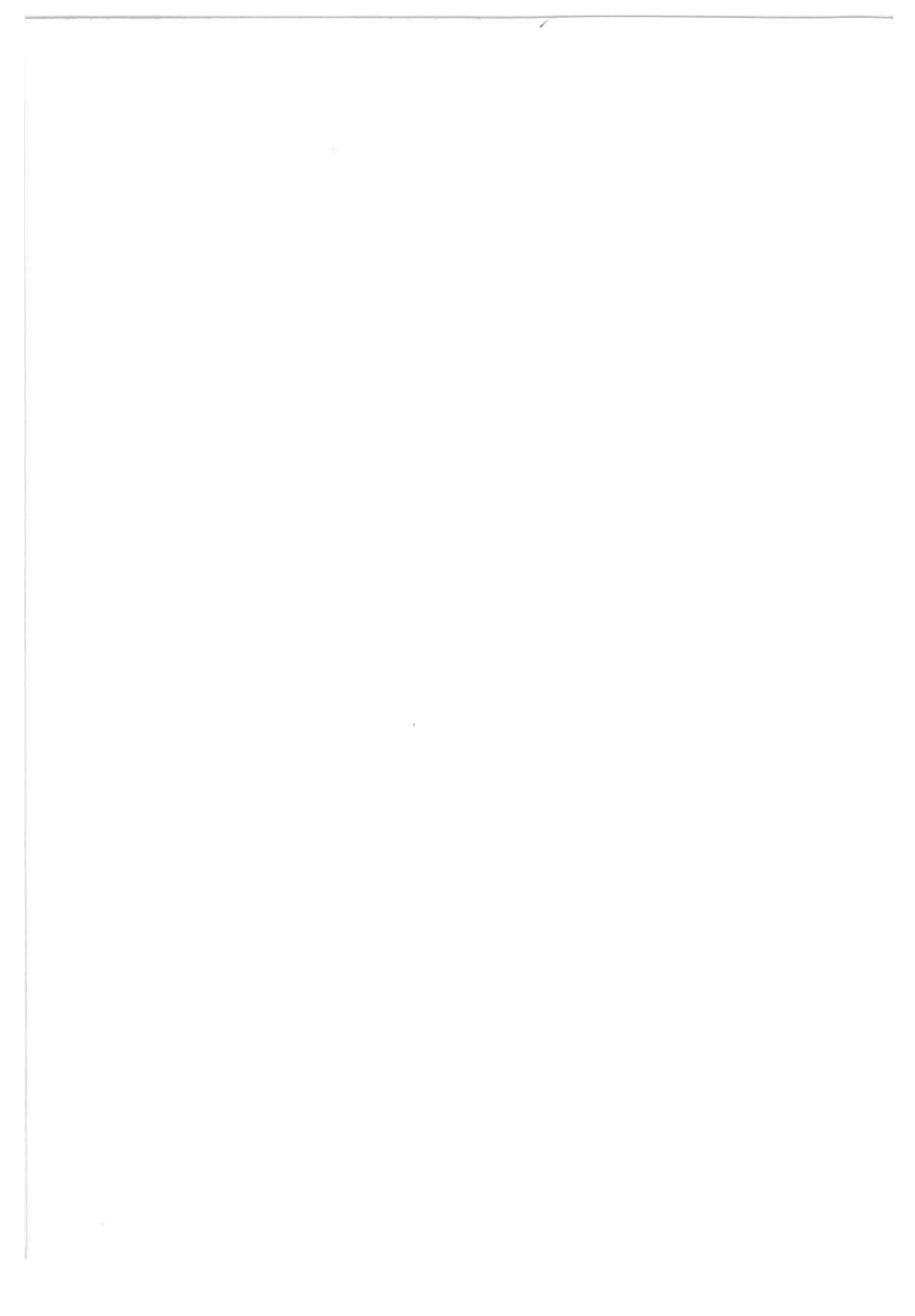
Please answer on a separate piece of paper

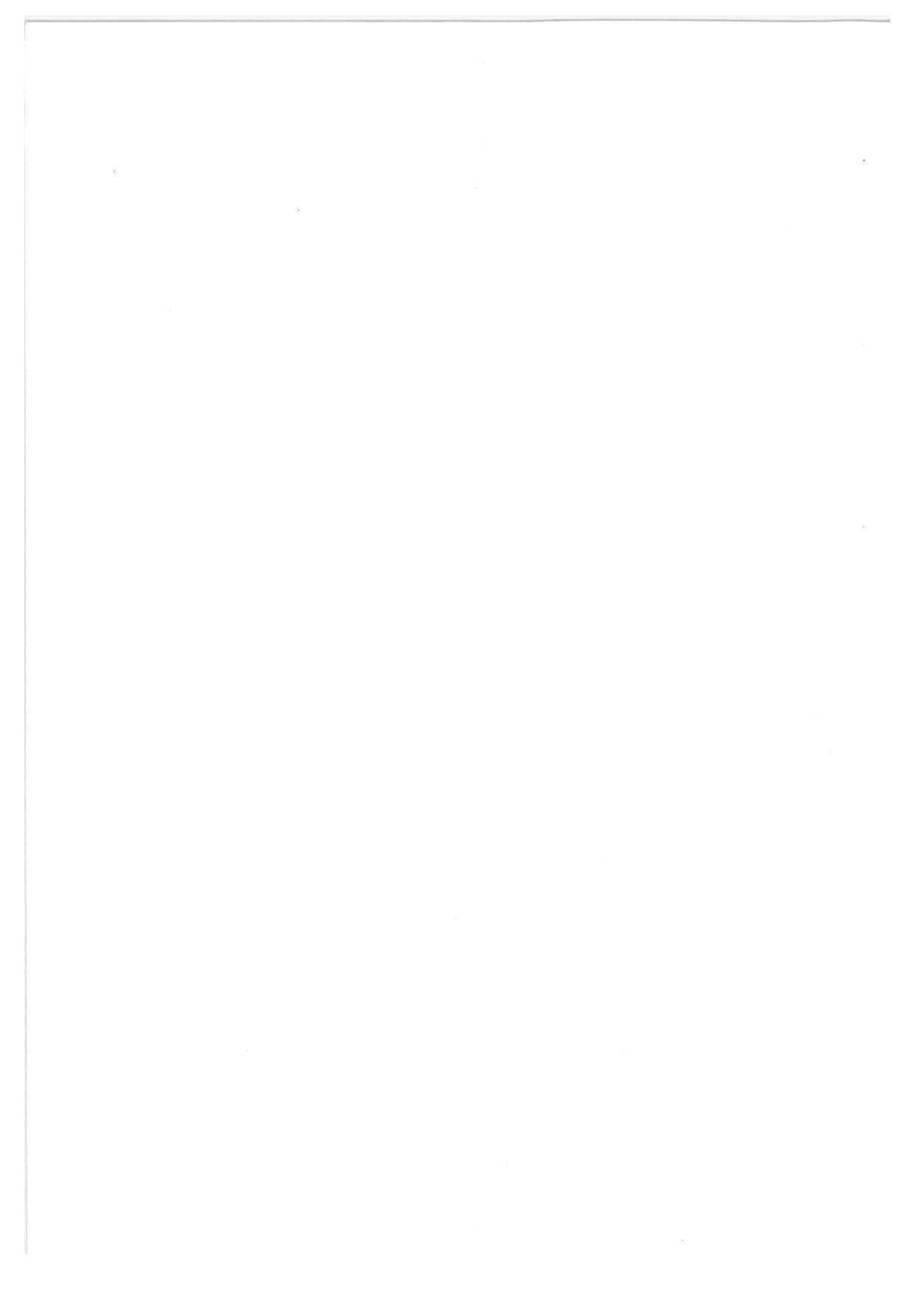
1. How would you describe the achievements of your organisation in relation to your goals, production targets and inputs?
2. How relevant do you consider your outputs and other activities in relation to national and regional needs, policies, strategies and priorities in information and development
3. How have WIF/YA*TV products targeted and/or involved grassroots rural and urban groups?
4. What have been the major constraints in implementing your stated aims and objectives?
5. Please describe the age, nature and appropriateness of your production equipment, materials and other technical infrastructure.
6. What are your priority needs in terms of equipment?
7. Please describe your production capacity in terms of personnel, expertise and resources.
8. Please describe the nature of training activities which you have conducted or in which you have been engaged?
9. To what extent do you feel as a national unit that you have freedom to identify needs and priorities, formulate strategies and implement projects?
10. Please give a brief account of your unilateral fund-raising efforts.
11. To what extent has your office encouraged local participation and networking?
12. To what extent have WIF activities and outputs promoted:

To some extent Significantly Not at all

media freedom, pluralism and independence	_____
human/minority rights, democracy and good governance	_____
health issues including HIV/AIDS, drug abuse	_____
environmental issues	_____
population issues	_____
poverty issues	_____
youth problems	_____
gender equality	_____

13. Please provide details on what monitoring and evaluation procedures you have.





EVALUATION REPORTS

- 1.87 The Water Supply Programme in Western Province, Zambia
2.87 Sosio-kulturelle forhold i bistanden
3.87 Summary Findings of 23 Evaluation Reports
4.87 NORAD's Provisions for Investment Support
5.87 Multilateral bistand gjennom FN-systemet
6.87 Promoting Imports from Developing Countries
- 1.88 UNIFEM - United Nations Development Fund for Women
2.88 The Norwegian Multi-Bilateral Programme under UNFPA
3.88 Rural Roads Maintenance, Mbeya and Tanga Regions, Tanzania
4.88 Import Support, Tanzania
5.88 Nordic Technical Assistance Personnel to Eastern Africa
6.88 Good Aid for Women?
7.88 Soil Science Fellowship Course in Norway
- 1.89 Parallel Financing and Mixed Credits
2.89 The Women's Grant. Desk Study Review
3.89 The Norwegian Volunteer Service
4.89 Fisheries Research Vessel - "Dr. Fridtjof Nansen"
5.89 Institute of Development Management, Tanzania
6.89 DUHs forskningsprogrammer
7.89 Rural Water Supply, Zimbabwe
8.89 Commodity Import Programme, Zimbabwe
9.89 Dairy Sector Support, Zimbabwe
- 1.90 Mini-Hydropower Plants, Lesotho
2.90 Operation and Maintenance in Development Assistance
3.90 Telecommunications in SADCC Countries
4.90 Energy support in SADCC Countries
5.90 International Research and Training Institute for Advancement of Women (INSTRAW)
6.90 Socio-cultural Conditions in Development Assistance
7.90 Non-Project Financial Assistance to Mozambique
- 1.91 Hjelp til selvhjelp og levedyktig utvikling
2.91 Diploma Courses at the Norwegian Institute of Technology
3.91 The Women's Grant in Bilateral Assistance
4.91 Hambantota Integrated Rural Development Programme, Sri Lanka
5.91 The Special Grant for Environment and Development
- 1.92 NGOs as partners in health care, Zambia
2.92 The Sahel-Sudan-Ethiopia Programme
3.92 De private organisasjonene som kanal for norsk bistand, Fase I
- 1.93 Internal learning from evaluation and reviews
2.93 Macroeconomic impacts of import support to Tanzania
3.93 Garantiordning for investeringer i og eksport til utviklingsland
4.93 Capacity-Building in Development Cooperation Towards integration and recipient responsibility
- 1.94 Evaluation of World Food Programme
2.94 Evaluation of the Norwegian Junior Expert Programme with UN Organisations
- 1.95 Technical Cooperation in Transition
2.95 Evaluering av FN-sambandet i Norge
3.95 NGOs as a channel in development aid
3A.95 Rapport fra presentasjonsmøte av "Evalueringen av de frivillige organisasjoner"
4.95 Rural Development and Local Government in Tanzania
5.95 Integration of Environmental Concerns into Norwegian Bilateral Development Assistance: Policies and Performance
- 1.96 NORAD's Support of the Remote Area Development Programme (RADP) in Botswana
2.96 Norwegian Development Aid Experiences. A Review of Evaluation Studies 1986-92
3.96 The Norwegian People's Aid Mine Clearance Project in Cambodia
4.96 Democratic Global Civil Governance Report of the 1995 Benchmark Survey of NGOs
5.96 Evaluation of the Yearbook Human Rights in Developing Countries
- 1.97 Evaluation of Norwegian Assistance to Prevent and Control HIV/AIDS
2.97 «Kultursjokk og korrektiv» - Evaluering av UD/NORADs studiereiser for lærere
3.97 Evaluation of decentralisation and development
4.97 Evaluation of Norwegian Assistance to Peace, Reconciliation and Rehabilitation in Mozambique
5.97 Aid to Basic Education in Africa - Opportunities and Constraints
6.97 Norwegian Church Aid's Humanitarian and Peace-making Work in Mali
7.97 Aid as a tool for promotion of human rights and democracy: What can Norway do?
8.97 Evaluation of the Nordic Africa Institute, Uppsala
9.07 Evaluation of Norwegian Assistance to Worldview International Foundation

