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PROGRAMME IMPLEMENTATION

JIU report on the Asia-Pacific Institute for
Broadcasting Development

Note by the secretariat

The Administrator wishes to draw the attention of the Council to the attached report which includes recommendations concerning UNDP.

REPORT ON
THE ASIA-PACIFIC INSTITUTE FOR BROADCASTING DEVELOPMENT

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Geneva
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P r e f a c e

1. This report examines the results and the prospectives of the Asia-Pacific Institute for Broadcasting Development (AIBD) with the main purpose of assessing its potential role in the context of TCDC. It takes particularly into account the actual involvement of the participating countries in the organization and management of the Institute.

2. The study also tries to assess the relevance and the effectiveness of the support provided to AIBD by the United Nations development system. In so doing it anticipates that there will be a positive response to UNDP Governing Council recommendation^{1/} to the international community to define the nature, requirements and dimensions of regional training and consultancy facilities to better assist developing countries in maximizing the values of their own capabilities through co-operation networks and concerted regional or sub-regional efforts.

3. As an important regional institution, AIBD has been included in the series of assessment reports the JIU has undertaken in regard to regional training and research centres established or assisted by United Nations organizations. AIBD's field of action is of great interest to many international agencies providing technical co-operation and using techniques of mass communication for accelerating social and economic development. New forms of interaction and collaboration between the various available sources of assistance are worth exploring in the region for the better utilization of the expertise and experience of AIBD to minimize costs and increase effectiveness.

4. The Inspector visited the Institute's headquarters in October 1979, after discussing general problems of the regional training centres with some officials of UNESCO and ESCAP, the UNDP Regional Representative in Bangkok and one of the members of AIBD Mid-Project Review Mission. In Kuala Lumpur he also had a profitable exchange of ideas with the UNDP Resident Representative, the authorities and members of the Institute staff and some of the trainees. He wishes to express his appreciation for the co-operation which he received and which made this report possible.

^{1/} Decision adopted in its 24th Session (Doc. E/6013, pp. 137/43).

I. PURPOSE, ORGANIZATION AND FUNDING

A. Origin, location and legal status

5. The UNESCO "Meeting of Broadcasting Training Experts" (Kuala Lumpur, 1968) proposed the establishment of a broadcasting training service to respond to the Asian-Pacific manpower requirements and to contribute to the orientation and development of broadcasting activities within the region.
 6. This proposal was based on previous estimates stressing the needs for broadcasting training. The most important were the recommendations of the "Asian Broadcasting Conference" of 1958, later endorsed by the Asian Broadcasting Union (ABU); the conclusions of the 1966 "Meeting on Radio and TV in the Service of Development", also sponsored by UNESCO; and particularly the "Survey of Broadcasting Training Needs" undertaken by UNESCO in 1967. This survey covered 15 Asian countries and showed that, of an estimated 35,000 broadcasters, 20,000 were in need of training or re-training over a five-year period and ten per cent of them were potential candidates for training at regional level.
 7. Mainly as a result of this survey and the preparatory work accomplished by the UNESCO regional adviser appointed in 1970 with UNDP financing, a limited regional training programme was started in Kuala Lumpur in 1972, co-ordinated by UNESCO, with the assistance of UNDP and the co-operation of the Government of Malaysia through the Institute Penyiaran Tun Abdul Razak (IPTAR), a well equipped and modern national broadcasting training service.
 8. This initial regional programme provided the starting point for the activities of the Asia-Pacific Institute for Broadcasting Development (AIBD). Following the approval of a Project Document, the Institute came into being as UNDP regional project RAS/75/010/F/01/13 on 1 July 1975, with an expected duration of six years. The inter-governmental Agreement of August 1977, accepted by eleven participating countries by the end of 1978^{2/}, officially established AIBD as an autonomous permanent regional institution. Article 16 of the Agreement states that this legal instrument enters into force upon ratification or acceptance by five signatory governments including the Government of Malaysia (AIBD host country).
 9. The Agreement ratified the location of AIBD's headquarters at Kuala Lumpur, anticipating that the Government of Malaysia would provide the Institute with accomodation, physical and technical facilities as well as supporting staff.
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- ^{2/} Afghanistan, Bangladesh, Fiji, Indonesia, Malaysia, Pakistan, Papua New Guinea, Philippines, Republic of Korea, Sri Lanka and Socialist Republic of Vietnam.
- India, Iran, New Zealand and Thailand are also participating as signatories of UNDP Project Document.

10. At present these two legal instruments, the Agreement and the Project Document, appear to be complementary for all practical purposes. However, after completion of the UNDP project in July 1981, if there is a continuation of UNDP assistance it is expected that the new Project Document will be fully consistent with the provisions of the inter-governmental Agreement and taking particularly into consideration the legal status (Articles 6/8), of the Institute as a juridical personality and organization of the participating governments.

11. Membership of AIBD is open sine die to all members and associated member countries of the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP).

B. Objectives: The "development notion" component

12. The UNDP Project Document initially stated that the long-range objective of AIBD is to contribute to the development and orientation of broadcasting systems and broadcasting practitioners towards national development goals within the Asia-Pacific region.

13. In their Agreement of 1977 the participating governments also acknowledged the fact that radio and television broadcasting is a most effective channel for mass communication and has an important contribution to make in the process of social and economic development "transmitting information, increasing and enriching educative opportunities and motivating social change".

14. The development notion included in AIBD's name is then of basic importance in ~~stressing~~ its ultimate aim as a development-oriented training centre^{3/}. The objectives set forth in Article 3 of the Agreement are equally consistent with this fundamental purpose of broadcasting for development, which can be achieved only through better levels of communication to facilitate and make more effective the undertaking of relevant educational programmes^{4/}.

15. To this end, the objectives of the Institute are:

- (a) To assist the countries to improve the professional quality and the capability of their broadcasting systems, through systematic training and research programmes consistent with their national development goals;

3/ Whether the fellows attending the courses come from private or government operated Asian Broadcasting organizations is immaterial to this purpose, in the view of the Inspector, as long as their candidacy is officially proposed by an ESCAP member country.

4/ This is a fact already proved through many instructional projects completed in the last ten years by several UN Specialized Agencies and by other successful national and international efforts, including satellite TV experiments, in such important fields as health, adult education and functional literacy, agricultural productivity, family planning and housing.

- (b) To orient the work of broadcasting organizations and practitioners in member countries towards educational and development goals;
- (c) To evolve methods, techniques and material resources which will allow them to operate more effectively to these ends; and
- (d) To create a network of collaborating institutions in the field of broadcasting development, training and research.

16. Modern technical means for broadcasting are nowadays available for simultaneous reception by the entire population of a country at a very low per capita cost; but in many areas of the developing world there still exists an unsatisfied basic need for applied skills and specially trained personnel required to reach the people with comprehensive and effective messages. "Broadcasters are accused of being urban and elite oriented, of using incomprehensible language and of lacking both a feeling for the problems and aspirations of a vast majority of the people and a proper perspective of development goals".

17. This may be true in many instances, as pointed out; but it has also been proved that there is a noticeable lack of training opportunities in regard to this "new dimension" of the broadcasters' role, notwithstanding the rapidly increasing requirements of adequate expertise to handle broadcasting development tasks, and the fact that in this field the needs of the developing world are becoming more specific as well as complex.

18. Some useful training facilities are already available in the Asia-Pacific region, such as the courses offered by universities and institutes at the national level, as well as the training, information and research services provided regionally by AIBD and the Asian Mass Communication, Research and Information Centre (AMIC); but these facilities are still insufficient to properly meet the needs for qualified personnel and innovative ideas for the effective use of radio and TV technology to promote development. This is also true of basic training courses on communication. Increasing requirements are also noticeable in regard to research and advisory services adapted to the needs of the region, and to the preparation and interchange of materials and experience in development matters.

5/ Keune, Reinhard and Sinha, P.R.R., Broadcast Training for the Third World, in "Training for Broadcasting in Asia" (Singapore, 1977), Asian Mass communication Research and Information Centre.

6/ Ibidem, passim.

7/ e.g. in Australia, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Nepal, Pakistan, Papua New Guinea, Philippines, Sri Lanka, Thailand.

19. The Inspector is pleased to note that after a few years of preparatory work AIBD is now ready to respond effectively to its primary objective, particularly in training, and to assist the developing countries of the region in strengthening their national centres devoted to the study of broadcasting for development purposes.

C. Sources of financing

20. At present, in accordance with the provisions of the UNDP Project Document, AIBD has four sources of support: (1) Host Government in-kind contribution; (2) Participating governments contributions; (3) Bilateral contributions from donor countries and aid agencies, and (4) UNDP contribution.

21. The inter-governmental Agreement established an "AIBD Fund" (Article 9) into which all monies and contributions received by the Institute should be deposited, and identified the same sources of resources as the Project Document, including the in-kind contribution of the Government of Malaysia (Article 11).

22. For the period 1975-1981, the resources of AIBD were estimated in US\$ as follows:

Host Government (in-kind)	835.485
Participating governments	1.121.167
Bilateral contributions	1.722.500
UNDP contribution	522.281
Total	<u>4.201.433</u>

23. The Project budget-summary below illustrates the allocation of these resources according to their origin, in US\$:

Item	Host Country	Participating countries		Donors	UNDP	Total
		Cash	Kind			
<u>Project personnel</u>						
International			364.800	630.000	380.638	1.375.438
Local			257.913			257.913
<u>Training</u>						
Regional				780.000	109.772	889.772
Sub-regional				130.000		130.000
In-country				55.000		55.000
<u>Equipment</u>				117.000	23.000	140.000
<u>Miscellaneous</u>	835.485	287.500	210.954	10.500	8.871	1.353.310
Grand total	835.485	287.500	833.667	1.722.500	522.281	4.201.433

the amount in column 1 represents the in-kind contribution of the host Government. The cash contribution of Malaysia is included in column 2.

24. The Project Document, anticipating the expenditures to be met annually by participating governments' contributions, made the following calculations for the years 1977-82, in US\$:

<u>1977</u>	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>
18.526	112.290	188.670	222.438	274.818	302.252

25. However, according to the estimates of the Mid-Project Review Report, the actual revenue from this source, for the last three years was US\$:

<u>1977</u>	<u>1978</u>	<u>1979</u>
36.087	98.337	98.337

26. The amounts received during the period indicated above do not include the contributions of the governments for in-country training courses, but only their contributions to AIBD headquarters' activities.

27. Contributions from member and associated member countries are shown below, in US\$, for the year 1978:

Afghanistan	500
Australia (to provide expertise)	54.000
Bangladesh	3.000
Fiji	500
India	31.250
Indonesia	4.000
Iran	10.000
Korea	7.500
Malaysia (in cash)	26.087
New Zealand (to provide expertise)	50.000
Pakistan	3.000
Papua New Guinea	3.000
Philippines	3.000
Sri Lanka	4.000
Solomon Islands	1.500
Thailand	1.500
Vietnam	1.000
Total	<u>203.837</u>

28. It has been established that to pay their subscription the member countries may decide the number of "units" they wish to contribute, the minimum being one unit annually. The value of each unit was fixed at US\$ 500 for the purpose of the present project-budget calculations, but as provided by Article 9 of the Agreement, the Governing Council may determine from time to time the value of the unit.

8/ Up to September, not including one additional pledge of US\$ 500 plus the eventual contributions of two more countries which announced their decision to become members of AIBD.

29. The contributions of member governments to in-country courses, during the years 1972-74 and 1976, are shown in the following table:

<u>Years</u>	<u>Countries</u>	<u>Contribution in US\$</u>
1972	Fiji	6.540
	Indonesia	6.799
	Nepal	5.688
	Samoa	4.160
	Sri Lanka	4.237
1973	Afghanistan	4.654
	Cook Islands	5.229
	Fiji	2.738
	Tonga	5.487
	Samoa	4.160
1974	Bangladesh	5.548
	Solomon Islands	6.434
	Fiji	3.984
	Nepal	11.376
	Papua New Guinea	6.434
	Vietnam	5.290
1976	Korea	4.800
	Malaysia	3.193

30. Bilateral aid appears to be the main source of financing for AIBD's activities since its inception in 1972. This seems to be so considering the amounts and the nature of the support received from this source, in spite of the voluntary character and irregularity of bilateral funds, with contributions varying from year to year in number, content and duration. This assistance from developed countries, foundations and multilateral aid agencies, other than United Nations organizations, is still a basic feature of AIBD's budget and represents more than 40 per cent of its total resources. The approval of the UNDP Project Document (1975) and the acceptance of the inter-governmental Agreement (1977) did not change this pattern nor the relative importance and character of this source, a feature which is making the Institute heavily dependent on the support of outside sponsors.

31. The governments, organizations and foundations of Australia, Belgium, Canada, Japan, New Zealand, the United Kingdom and the Federal Republic of Germany are providing the Institute with expertise, fellowships, general support for regional and sub-regional courses and even the financing of long term staff positions.

32. UNDP financing (around 12 per cent of total resources) was intended as seed money for the initial maintenance of the project, providing only for a core of regional experts to facilitate the organization and support the establishment of AIBD. After 1982 this institutional support is scheduled to phase out, although it could perhaps be converted into support of programme activities, as recommended by the Mid Project Review mission, or into provision for the technical backstopping of ITU and UNESCO.

33. The Inspector shares the view expressed in the Mid Project Review Report concerning the value of the AIBD contribution in shaping broadcasting services of the region "into tools for economic and social development", and agrees with the mission that the support and assistance of UN organizations should continue for at least a period of three years after the completion of the current project.

34. At the same it would be helpful to strengthen the efforts of the UN organizations, and ESCAP in particular, in assisting the Institute's negotiations to increase the quantum of the contributions of its member and associate member countries.

35. It should be noted in this regard that only one half of the countries of the region using AIBD services are contributing to its budget, and that some of the participating countries are only paying a nominal share of the total cost of the Institute. As the Governing Council already pointed out, it is important that all ESCAP member countries become supporting members of AIBD and it is necessary to encourage their contributions to make the Institute self sufficient and independent. As of now, the Institute's budget is mainly funded from bilateral aid (40%) and host Government support (25%).

36. The Mid Project evaluation mission rightly indicated that "the shortfall between estimated and actual revenue" from the contributions of the participating governments is "a serious matter", and there is no doubt that some new financial scheme should be worked out on more realistic and adequate foundations.

37. For that purpose, in addition to a substantial increase of the annual contributions of the participating countries - which seems to be in this case an essential precondition - the Inspector thinks it is advisable to continue to explore other possible sources of financing and particularly those which could derive from the Institute's own capabilities, such as the provision of advisory services on a contractual basis. Such services seem to be a promising possibility in a field where for example a well organized system of purchase and maintenance of radio and TV equipment (including satellite services) could represent substantial savings and much better results for the countries of the region.

38. The payment of course fees might also be established, at least in the case of fellowships from non-participating member countries or from private and commercially operated broadcasting organizations, and the increase of the contributions in local currencies should be explored further to finance in-country activities and facilitate decentralization of AIBD work.

39. New legitimate sources of programme support could likewise alleviate the financial constraints of the Institute and encourage a fuller use of its present capability. Its collaboration with the UN Specialized Agencies which are undertaking development activities in the region, such as FAO, UNESCO, UNEP, UNFPA, UNICEF and WHO, could be expanded so as to utilize AIBD services and its network organization in the broadcasting field.

D. Administration

40. As an autonomous regional organization AIBD has its own authorities, which are the Governing Council and a Director of the Institute who reports to the Council.

41. The Governing Council is composed of eleven voting members: a permanent representative of the host Government and ten representatives of the participating countries elected by the Institute's member governments.

42. The non-voting permanent members of the Council are representatives from: (a) the Asian-Pacific Broadcasting Union (ABU); (b) UNDP; (c) UNESCO; (d) ITU; and (e) the Director of the Institute who also acts as Secretary of the Council.

43. Although there is a provision in Article 7 of the inter-governmental Agreement to invite other co-operating organizations to the meetings of the Governing Council, the Inspector feels it would be to the advantage of AIBD operation if a representative of ESCAP attends these sessions on a more permanent basis.

44. The Governing Council appoints the Director and provides policy decisions and guidance regarding the operation and management of the Institute. It also approves the budget, the work programme and the Institute's administrative and staff regulations, and makes appointments to all professional posts.

45. The Director of AIBD is responsible for the execution of the decisions and directives of the Council and for the general supervision and management of the Institute. He makes appointments to all posts in the non-professional cadre of the Institute.

E. Staffing

46. Under present provisions of the Project Document AIBD activities are planned so that bilateral/multilateral staff inputs are treated as an integral part of the Institute's staff structure.

47. The basic/minimum input for the duration of the project was estimated as follows:

	m/m
Educational broadcasting	24
Materials production	36
Rural radio production	24
Broadcasting engineering	24
Communications research	24
Group training (AIBD)	8 m/m per annum
Group training (Sub-regional)	4 m/m per annum
Group training (in-country)	4 m/m per annum

48. The table below summarizes the professional posts actually budgeted in the project for the five years 1977-81:

	m/m	%
1. UNDP contribution*	66	13
2. Aid agencies/Donor countries contributions	208	41,5
3. Governments counterpart	228	45,5
Total	502	100

* Including the Project Manager/Director position.

49. The manning table at present is composed of the following positions:

<u>Professional</u>	<u>Administrative</u>
1 Director	1 Financial Controller/Associated Training Co-ordinator
1 Deputy Director	2 Clerical Officers
5 Training Officers	1 Secretary/Stenographer
<u>Technical</u>	4 Clerical Assistants/Typists
1 Graphic Artist	1 Receptionist
1 Sound Technician	1 Assistant Storekeeper
1 Librarian	2 Drivers
1 IBM Operator	2 Office boys
1 Cameraman/Platemaker	

50. According to the amounts budgeted for the whole project period (1975-81), the cost of the staff of the Institute appears to be only 40 per cent of its total financial resources, but in fact the investment in professional, technical and administrative personnel is much higher if one computes those provided by IPTAR as contribution of the host country.

51. In any case regional staff resources are adequate for AIBD to undertake its basic training activities and effectively meet the needs of the region, perhaps with the sole exception of some engineering training matters as well as research and field work in specialized fields (family planning, health, agricultural productivity), which could be covered by AIBD, as at present, in association with international and bilateral co-operative efforts.

F. Institutional and working relationships

52. Regional and local co-operative relationships are an important feature of AIBD's organization and operation. The Institute has a fundamental role to play as a focal point in order to fully achieve its long-range purpose.

53. Its clearing-house, co-ordinating and technical assistance functions are, in this regard, just starting to serve the Asia-Pacific Broadcasting Union and its member countries as a centre for regional collaboration in staff and programme development, including inter-change

and sharing of experiences and materials. The Inspector is however confident that on the basis of the preparatory work already accomplished, the Institute will soon overcome its present limitations and strengthen its institutional vigor as a leading regional force in the field of broadcasting for development.

54. To that end, and in addition to its valuable training activities, AIBD should systematically increase its efforts to analyze, produce and transfer information and innovative ideas adapted to the needs of its clientele, and take initiative for the promotion and active use of adequate technology for development within the region.

55. The Inspector is pleased to note that in fulfilling this basic role AIBD is now in a favourable position to benefit from important institutional relationships provided as a natural linkage to its establishment, or originating from its field activities.

56. The most useful working relationships are those between AIBD and the following organizations: the Asia-Pacific Broadcasting Union (ABU), a permanent member of the Institute's Governing Council and one of the original sponsors of the Institute; the Asian Mass Communication Research and Information Centre (AMIC), an active organization jointly sponsored by the Government of Singapore and the Friedrich Ebert Stiftung Foundation, with which AIBD has established links for regular co-operation and inter-change; the Institut Penyiaran Tun Abdul Razak, which provides AIBD with conference rooms, studios and technical and staff facilities, including one of its training officers on a full time basis; and the national broadcasting and communication training institutes and programmes of ESCAP member countries.

57. Also significant in this regard are the relationships established with AIBD Alumni association organized in some participating countries, and with the following international and regional organizations: Asian Centre for Development Administration; International Development Research Centre; International Audio-Visual Resource Service; International Planned Parenthood Federation; Centre for production and Training for Adult Education Television; International Institute of Communication; Development Communication Support Service; Asian Centre of Educational Innovation for Development; South East Asia Ministers of Education Organization; Regional Centre for Educational Innovation and Technology; Press Foundation of Asia; and the East-West Communication Institute.

58. Working relationships with United Nations Specialized Agencies, as already mentioned, proved to be very effective in facilitating and strengthening the role of AIBD in many fields of basic importance for the development of the region. The linkage with these organizations and other multilateral agencies could still benefit from closer co-ordination with ESCAP. Along the lines laid down by the Buenos Aires

2/ ABU Study Group on training discussed the activities of AIBD in its October 1978 meeting, and recommended several courses of action for the Institute to fully meet the needs of the region.

Plan of Action, AIBD could also play a significant role at the inter-regional level through the establishing of working relationships and technical interchange with similar centres in developing countries, such as the recently organized Arab Broadcasting and Television Training Centre (ABTTC) in Damascus (Syrian Arab Republic).

II. PROGRAMME

G. Scope

59. The geographical coverage of the Institute includes all Asian countries which are members of ESCAP.

60. Since 1972 AIBD has served 39 different countries, and trained almost 1500 specialists. The following incomplete enumeration of places outside Malaysia (the host country), where the Institute provided in-country training, gives an idea of the extent of the scope in terms of distances covered, population served and work accomplished in the field: Afghanistan, Bangladesh, Cook Islands, Fiji, Indonesia, Korea, Nepal, Papua New Guinea, Philippines, Samoa, Sri Lanka, Solomon Islands, Thailand, Tonga and Vietnam. In addition to these courses AIBD also participated in seminars and field activities in other countries of the region.

61. The scope of the Institute is equally impressive both from the point of view of the subject-matter coverage and the nature of the different kinds of activities it is supposed to perform in accomplishing its functions.

62. Its training, besides seeking to overcome the methodological and curricular problems of training trainers, has to deal with quite diverse themes such as colour TV engineering, programmes for young children, rural development broadcasting, small gauge video equipment, development education, TV news exchange and population communication.

63. The other programme activities of the Institute encompasses a wide range of studies, services and technical work including research in prototype programme production and experimentation; the design and test of curricula and audio-visual training aids for educational broadcasting and other development uses of radio and TV; information and transfer; and advisory services to its member countries.

64. In the view of the Inspector this scope is too broad in relation to present limited resources of AIBD. In the future AIBD should perhaps concentrate its efforts in fundamental areas concerning its focal point role, such as training trainers, information transfer and producing innovative ideas for adapting broadcasting materials and technology to educational development. To that end it could strengthen its network operation and work out new co-operation agreements with appropriate existing institutions.

H. Activities and impact

65. The impact of AIBD in meeting the broadcasting development requirements of the region is still difficult to assess at this early stage. The Institute has already performed many valuable training services, but its other functions (research, consultancy, etc.) are just beginning to take shape and become operative.

66. UNDP/UNESCO Mid-Term Project Review Mission (September 1979), although assuming that the facilities available are in general adequate for the Institute's work, and recognizing that AIBD's "training is well designed, effectively delivered and meeting the needs of the region", also points out some shortfalls in regard to research and concerning production of materials and transfer of information.

67. Annexes I and II of this report show the wide range of the Institute's training activities, including 1979 regional courses on: Specialized applications; Management; Educational media planning and production; and Radio and TV production. To this enumeration should be added a course on colour TV engineering, also organized in the Institute's headquarters, in October 1979, for 32 participants.

68. Complete information concerning AIBD courses for 1979 is included in Annex III. All training activities (regional, sub-regional, and in-country courses) were planned to be offered on the basis of short-term courses, the longest being of three months duration. For this reason and because of the quality of the training provided, it is the impression of the Inspector that these activities will continue to be effective, useful and well received in the countries of the region.

69. Fellowships, provided mostly by donor agencies and bilateral aid, are equivalent to 25 per cent of the total budget for the Institute in the period 1975-81 (US\$ 965.000 bilateral and US\$ 109.772 UNDP).

70. The possibility of using regional and country IPFs to finance AIBD fellowships seems worth exploring, taking particularly into consideration the origin of present financial inputs used and the shortfall in the contribution of the participating countries in this regard.

71. The Inspector is pleased to note that AIBD authorities are aware of the need to maintain the best standards in the selection of participants to its regional courses, in order to keep the professional training at an advanced level and to aim at excellence. However, concerning language qualifications, it seems pertinent to take into account the recommendations offered by the ABU Study Group in regard to in-country courses and the use of local languages to facilitate the training of greater number of participants.

72. The established training priorities of the Institute's programme are actually well met; but for AIBD to effectively contribute to strengthening the national capacities of its member countries for "broadcasting in the service of development", it still seems necessary, in the view of the Inspector, to more fully achieve all its other objectives. Additional efforts are therefore required in this regard in order to increase the capability of AIBD to fulfill its future role as a centre of excellence as envisaged in the UNDP Project Document and by the inter-governmental Agreement (as stated in the Preamble and in Articles 3 and 4).

73. Regional co-operative efforts to increase the numbers of qualified personnel and professional trained manpower to handle software inputs in broadcasting for development will continue to

be of great importance to many of the participating countries. However, in the future stages of the Institute's programme it might also contribute to the overall impact of AIBD in the region to increase its other related activities, most of which are not necessarily a by-product of training but an inherent component of the Institute's functions.

74. Article 4 of the Agreement clearly stated that besides the organization of training and study courses to develop the professional capability of broadcasting personnel, the Institute shall: "(a) produce curricula, materials and methodologies; (b) undertake research on broadcasting problems related to social and economic development; (c) produce prototype and model programmes directed to education and development goals; (d) organize the collection, analysis and dissemination of information on related topics, and (e) provide advisory and consultancy services".

75. As noted above, AIBD has a long way to go in executing all these activities. Nevertheless, it should be recognized that with its present available resources, even if it decides to concentrate its regional training efforts on the training of trainers, the Institute could not deal adequately with all the functions with which it is entrusted.

76. The Inspector recognizes the value of the training services performed as a result of the present project activities and organizations, and thinks that the work accomplished is highly commendable. However, in setting up new stages of AIBD development, after the completion of the UNDP project, it would be advisable for all the interested parties to hold a broad discussion concerning the scope and priorities of activity and the availability of adequate resources within the region.

77. The UNDP/UNESCO Mid-project evaluation review of September 1979 could help to re-examine the AIBD operation, but more is needed to properly assist the participating governments in deciding about priorities, re-programming and new methods and means to strengthening the Institute and set it on a sound and independent basis.

I. Follow-up

78. Although an implied activity in furtherance of the Institute's ultimate purpose, follow-up is an important function which should be organized and carried out by AIBD on a continuous and expanded basis.

79. Follow-up can be viewed as a management tool to systematic assessment and consolidation of the results of the Institute's efforts, particularly in the field (trainees, interchange linkages, co-operation schemes), in order to back up and strengthen the impact which is being achieved within the region.

80. The follow-up nature and requirements of AIBD operation are quite complex. The process of backstopping and permanent critical appraisal could not be limited, for instance, to mere contacts with the Institute's graduates, but should encompass all the other aspects of AIBD's mission.

81. The Inspector is pleased to note that the Institute is beginning to initiate a general follow-up of its programme as a whole. However, with the exception of a few manifestations concerning the promotion of alumni associations, the publication of the journal "Asia Calling" and some manuals and evaluations of training needs, little seems to have been achieved in the way of establishing permanent and fruitful contacts and interaction with professionals and other institutions working in the field of broadcasting for development.

82. This is not to imply that AIBD has been totally ineffective in this regard. On the contrary, it has successfully consolidated its institutional base and has trained a substantial number of professionals who are at present making a valuable contribution to the development of the region.

83. In this respect the Institute may wish in the future, in closer co-operation with ABU, AMIC, ESCAP, UNESCO, ITU and other Specialized Agencies, to expand and consolidate its role as a regional catalyst by multiplying the benefits of its professional training. This can be achieved through further decentralization of its activities in order to better promote national and local self-sustained development efforts, as well as through continual surveys on training needs, and alumni information exchange services designed as feedbacks into programmes.

84. The steps already taken in this direction are encouraging, and the Inspector thinks that even with its present resources and facilities AIBD could easily intensify its follow-up function.

85. Some of the techniques which have been already applied and which could be reinforced for this purpose include organized interchange of experiences and information to systematically share knowledge with colleagues and encourage self-learning by means of the established network of institutional relationships, periodical literature and the series of communication's bibliography, glossaries and abstracts, as well as the series of training and technical manuals, an updated directory of human resources (as a referral service for training, research and consultancy demands), etc.

J. ITU/UNESCO backstopping and UNDP future assistance

86. UNESCO contributed substantially to the setting up and development of AIBD programme. It is fair to note in this regard that the continuous contribution of UNESCO, out of its own Regular Programme, financing a course every year, providing a range of consultants and even utilizing the Institute's services in many regional assignments, is already the most solid support of AIBD.

87. UNESCO was instrumental in generating the original impulses and providing basic ideas for the establishment of the Institute, with which it has been connected ever since as the executing agency. Its permanent counsel and support played a strong influential role in shaping and invigorating the regional training functions of AIBD.

88. In the future this role should perhaps shift its emphasis to strengthening field activities as well - especially at country level - and to encourage research, follow-up and other project operations. An increased co-operation from ITU and other international and regional organizations is also expected.

89. Increased co-operation and co-ordination with all national and international efforts are essential in this regard, since the implementation of the full range of the Institute's programme requires the active participation of all those organizations, which in one way or another are also expected to assist in fostering the self-reliant development of the participating countries of the region. ESCAP support and co-ordinating role would seem particularly relevant to the Institute's regional inter-disciplinary approach.

90. UNDP assistance to AIBD could be expanded in the future, if so requested by the governments, mainly as programme support, to help new concrete activities which may be requested for serving the region's needs in respect of broadcasting applications for social and economic development.

91. Self-reliance is of course, in the first place, a prime concern of the countries themselves, which as in the case of AIBD decided to pursue a common objective through a co-operative regional effort. However, the participation of the UN co-operation network, and its auxiliary mission in this regard, could now be wider than mere technical assistance to a training centre and include promotion of the transfer of technological innovations among the countries concerned, and the provision of facilities to co-ordinate efforts through collaboration, joint programmes and integrated or unified approaches in order to accelerate - on a sound basis - the processes of achieving national and collective self-reliance.

92. This is now a complex and continuous effort, and no longer a one way flow or unilinear process of transfer and co-operation which could be terminated at an arbitrary date.

93. The participation of the UN development system in a project such as AIBD may take different forms in the future, e.g., once UNDP existing institutional support phases out; but in the view of the Inspector technical co-operation could not be in this case totally and automatically stopped, at least at the present stage of the Institute's activities and organization.

94. In this respect, besides the interest and the eventual commitments of UN Specialized Agencies which could be requested to continue and even to expand their technical backstopping to the Institute, the Inspector believes that AIBD could be also utilized by the UN development system by taking advantage of its accumulated expertise and experience to increase the benefits of other assisted projects within or outside the region.

95. The Inspector was pleased to note in this regard that through this kind of interaction and collaboration some preliminary results were already brought about using AIBD inputs, but thinks that its

capability could be further utilized to the advantage of field operations of many of the UN Specialized Agencies and of the Institute itself, thus greatly increasing its effectiveness.

K. TCDC potential. AIBD collaboration network

96. As just mentioned, the possibilities which are open to AIBD collaboration schemes with international, regional and national institutions are worth exploring, the Institute's outputs being a valuable resource already available to complement and enhance technical co-operation in such an important and promising field as broadcasting for development.

97. Similarly, AIBD is already in a position to effectively play its role as a regional focal point in the framework of the Agreement (1977), and within the context of the recently approved recommendations of the UN Conference on Technical Co-operation among Developing Countries (1978). Established as a regional Asia-Pacific permanent multipurpose centre, for training, research, advisory services and the production of technology and materials useful for the educational and development goals of broadcasting organizations, AIBD is in fact expected to lead a network of collaborating institutions within the region.

98. This objective (Article 3 of the inter-governmental Agreement) is of fundamental importance for the credibility of the Institute, and was included among its functions as part of the strategy for strengthening its impact in the field. In this regard AIBD is serving the Asia-Pacific Broadcasting Union (ABU) and its member organizations, as well as relevant substantive organizations such as the South East Asia Ministers' of Education (SEAMEO), as a focus for regional collaboration and interchange. With this intent, Article 12 of the Agreement also authorizes the Institute to conclude suitable co-operation arrangements with any other national or international organization which can participate with or contribute to its work.

99. Although still to a limited extent because of its financial constraints, AIBD has undertaken fundamental steps towards setting up and operating a network of institutional relationships to facilitate collaboration and interaction, to pool experiences and results, and even to provide regional leadership. Its catalytic role in a multi-lateral channel for technical co-operation could be of great significance in this regard.

100. It still must improve its organization and modus operandi to play this role fully. It must bear in mind the inter-dependence of the various aspects and manifestations of the process of development, and the need of a unified approach to accelerate the introduction of adequate methods for the use of mass communication techniques and materials for development objectives. However, the Inspector acknowledges the initial success of the Institute in this regard.

101. The network chart which has been laid out as the Institute's relationship plan (Annex IV) shows the potential of AIBD as a centre capable of providing momentum to TCDC operations in its field of competence. The Inspector believes that UN organizations, and ESCAP in particular, could greatly facilitate this important role of the Institute along the lines laid down by the Buenos Aires Plan of Action.

102. By definition TCDC should be conducted jointly by the countries concerned. From the point of view of the Institute's role in this process of collaboration it should also be realized that TCDC is neither an end in itself nor a substitute for other sources of technical co-operation which the participating countries may consider appropriate to support the objectives set forth in the inter-governmental Agreement establishing AIBD.

103. The value of TCDC from this point of view lies in its potential as an effective form of co-operation in which the participating countries and organizations could use the capability of the Institute to organize and/or strengthen regional and sub-regional links of mutual help in areas of common interest, with or without the assistance of bilateral or multilateral agencies.

104. AIBD network could be instrumental in providing the institutional foundation and impulses to achieve increasing results from these joint efforts. It could also serve to stimulate new resources and support for the Institute's objectives.

III. SUMMARY OF FINDINGS AND RECOMMENDATIONS

105. AIBD is well established from a legal point of view. As a permanent regional organization it is already in a position to manage its operation with autonomy. If there is a continuation of the assistance of UN organizations, the new Project Document should be fully consistent with the provisions of the inter-governmental Agreement now in force (paras. 9-10).

106. The notion of "development" which figures in AIBD's name provides fundamental guidance for defining the goals to be achieved. Whether the immediate recipients or users of the Institute's services are private or government-operated organizations is immaterial as long as the participating member countries can utilize these services to increase the capacity of their broadcasting systems to accelerate social and economic development (paras. 14-16).

107. Most of the countries of the region could still take greater advantage of AIBD services. Existing facilities and techniques at local level are insufficient in many cases or not entirely adequate to meet the complexities and increasing requirements of broadcasting for development. This is a specialized field of technical knowledge which could become more useful and less costly if evolved through co-operative efforts designed to produce and transfer innovative ideas, up-to-date information and materials and to contribute to national and collective self-reliance (paras. 6, 17-18).

108. After a few years of preparatory work and experience AIBD has now the capacity to respond effectively to its responsibilities, particularly in regard to training. For the rest, and to better contribute to the needs of its member countries, the Institute should strengthen its role as a regional focal point, mainly by means of co-operation arrangements, as provided in Article 12 of the Agreement (paras. 15, 19, 97-98).

109. The setting-up and the operation of AIBD's network, to promote and facilitate regional and sub-regional interaction and mutual help, is of basic importance. If adequately used this multilateral channel of technical co-operation could greatly strengthen the impact of AIBD's work. At the inter-regional level AIBD could also play a very useful role of technical co-operation within the context of TCDC (paras. 58 and 101 and 96-99).

110. The TCDC potential of the institute is quite significant. It could become a valuable instrument to facilitate technical collaboration among the participating countries. However, AIBD should further improve the operation of its network to play this role fully (paras. 52-57, 97, 100-104).

111. To enhance the effectiveness of the Institute in this regard continued backstopping by the UN development system, i.e. UNESCO with the co-operation of ITU, seems advisable. The participation of ESCAP in particular should be intensified (paras. 43, 58, 83-84, 89, 91-94 and 101).

112. The scope of AIBD is too broad in relation to its limited resources. In the future the Institute should perhaps concentrate on fundamental areas related to its regional TCDC role (paras. 61-64, 96-97 and 101).

113. Its training services are valuable and widely accepted in the region. However, additional efforts are needed to achieve its other objectives as well, which are at present as important as training for the purpose of strengthening national capabilities (paras. 15, 65-68, 72-75).

114. An overall programme revision seems now in order for planning the new stages of the Institute's operation, and to re-examine its scope and priorities (paras. 76-77).

115. Follow-up and decentralization should also be taken into consideration to better ensure the effectiveness of the Institute's overall regional operation (paras. 78-85).

116. To strengthen AIBD's institutional basis, most urgent consideration should be devoted to securing sound and permanent sources of financing. Bilateral assistance and donations are at present a very significant feature of AIBD's budget and represent more than 40 per cent of its total resources. On the other hand, only one half of the countries using the Institute's services are actually contributing to its maintenance (paras. 22-27, 30, 35-37).

117. An increase of the contributions of the participating countries is an essential pre-condition for the viability of AIBD as an independent service; but other possible sources of permanent financing might be worth exploring, such as those which could originate from the Institute's own outputs. The utilization of the Institute's services in other projects assisted by UN organizations could also contribute to alleviating its financial constraints (paras. 37-38, 94-95).

ANNEX II

Distribution of participants by countries and specialities

Countries/Areas	Educational Media Production and Planning	Radio and TV Production including Design	Training and Management	Engineering and Technical Operations	Film Operations & Production	Specialised Applications	Total
Afghanistan	9	2	13	2	2	9	37
Australia			5	1		1	7
Bangladesh	9	9	18	1	4	24	65
Brunei	1	1	2	2			6
Burma	4		2			4	10
China, People's Rep. of				3			3
Cook Islands	1	1		2		1	5
Fiji	1	2	12	11		17	43
Gilbert Islands* (Kiribati)	1	1	2	2		3	9
Hong Kong			2			1	3
India	7	9	22	4	2	34	78
Indonesia	32	17	22	26	5	69	171
Iran	2	5	5	11		3	26
Japan			2	2		1	5
Kampuchea, Rep. of	1	1	2			7	11
Korea, Rep. of	7	6	16	6	1	13	49
Lao People's Dem. Rep. of	2	2		1		7	12
Malaysia	27	33	55	21	10	99	245
Maldives	1						1
Nepal	10	1	10	2	4	13	40
New Hebrides	1	3	4	1		8	17
New Zealand			1	1		2	4
Niue Islands				1			1
Pakistan	9	5	14	2		16	46
Papua New Guinea	4	3	24		3	12	46
Philippines	10	16	18	3	5	29	81
Singapore	9	21	20	5	5	10	70
Solomon Islands ⁺			3	1		2	6
Sri Lanka	10	3	16	1		27	57
Thailand	13	21	19	5	2	34	94
Tonga	3	2	6	1		5	17
T.T.P.I.	1	2	6	2		8	19
Turkey	1			4	1		6
Tuvalu*	1	1	3			2	7
Vietnam, Rep. of	3	1	6	3	1	12	26
Western Samoa	3	16	10	4		22	55
Others			6	8		12	26
Total Number of Participants	183	184	346	139	45	507	1,404

* Formerly known as Gilbert and Ellice Islands. Tuvalu (formerly Ellice Islands) participants were included in this until 1976.

+ Solomon Islands were formerly known as British Solomon Islands.

ASIA-PACIFIC INSTITUTE FOR BROADCASTING DEVELOPMENT

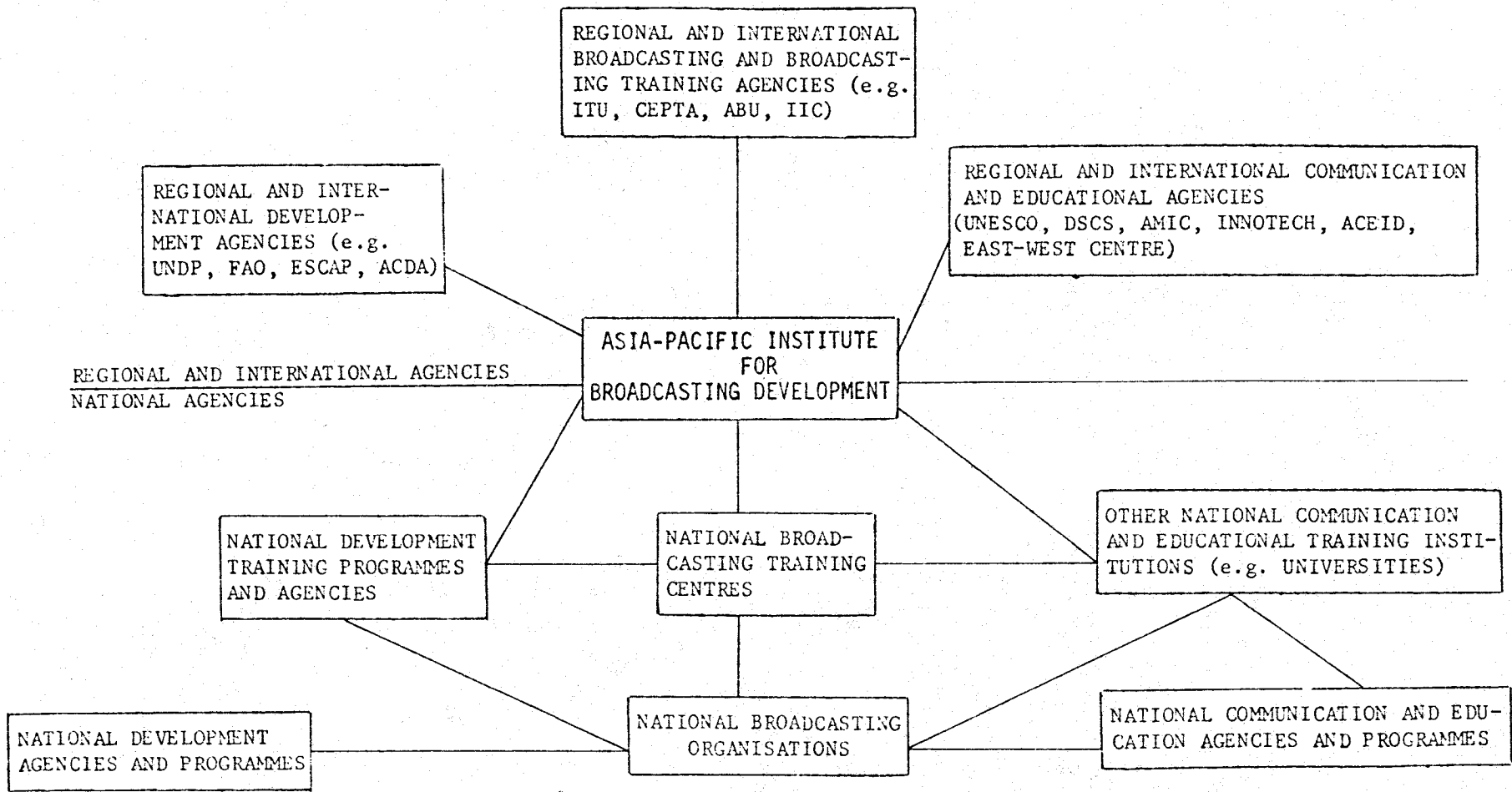
PROPOSED COURSE SCHEDULE FOR 1979

No.	Course Title	Dates	Duration	Place
<u>REGIONAL</u>				
1.	Designing of curricula for Application of Broadcasting for Non-Formal Education	3 Jan - 13 Jan	2 weeks	Kuala Lumpur
2.	Broadcasting and the Law	8 Jan - 19 Jan	2 weeks	Kuala Lumpur
3.	Rural and Community Development Broadcasting (I)	7 May - 1 Jun	4 weeks	Kuala Lumpur
4.	Training Techniques for Trainers	14 May - 8 Jun	4 weeks	Kuala Lumpur
5.	Training Seminar	11 Jun - 19 Jun	1 week	Kuala Lumpur
6.	Television News Exchange	11 Jun - 6 Jul	4 weeks	Kuala Lumpur
7.	Population Communication (Radio)	11 Jun - 6 Jul	4 weeks	Kuala Lumpur
8.	Development Journalism - Seminar	25 Jun - 6 Jul	2 weeks	Kuala Lumpur
9.	Dissemination of Population Information through Radio	4 Jul - 6 Jul	3 days	Kuala Lumpur
10.	Educational Media Planning and Production (Radio)	9 Jul - 3 Aug	4 weeks	Kuala Lumpur
11.	Audience Research and Programme Evaluation	16 Jul - 10 Aug	4 weeks	Kuala Lumpur
12.	Rural and Community Development Broadcasting (II)	30 Jul - 24 Aug	4 weeks	Kuala Lumpur
13.	Television Production	20 Aug - 21 Sep	5 weeks	Kuala Lumpur
14.	Rural and Community Development Broadcasting Management Seminar	10 Sep - 26 Sep	3 weeks	Kuala Lumpur
15.	Television/Radio Programmes for Young Children and Parents	24 Sep - 18 Oct	4 weeks	Kuala Lumpur
16.	Unesco Expert Meeting for Research on Dynamics of Nation Building with special reference to Communication	24 Sep - 28 Sep	1 week	Kuala Lumpur
17.	Television Engineering	5 Oct - 15 Dec	12 weeks	Kuala Lumpur
18.	Population Communication (Television)	29 Oct - 30 Nov	5 weeks	Kuala Lumpur
19.	Educational Media Planning and Production (Television)	26 Nov - 21 Dec	4 weeks	Kuala Lumpur
20.	Television News Exchange	17 Dec - 12 Jan	4 weeks	Kuala Lumpur

No.	Course Title	Dates	Duration	Place
<u>SUB-REGIONAL</u>				
1.	Consumer Education Through Broadcasting for ASEAN Countries	2 Jan - 26 Jan	4 weeks	Kuala Lumpur
2.	Audience Research and Programme Evaluation for Pacific Islands	19 Feb - 9 Mar	3 weeks	Suva, Fiji
3.	Training Methodology for Developmental Broadcasters	9 Jul - 3 Aug	4 weeks	Port Moresby, PNG
* 4.	Population Communication for Pacific Islands	17 Sep - 5 Oct	3 weeks	Suva, Fiji
5.	News and Current Affairs for Pacific Islands	15 Oct - 26 Oct	2 weeks	Suva, Fiji
6.	Production and Presentation of Development Programmes for Pacific Islands	5 Nov - 23 Nov	3 weeks	Apia, Western Samoa
7.	Follow-up Seminar on Consumer Education	5 Nov - 8 Nov	1 week	Kuala Lumpur
<u>IN-COUNTRY</u>				
1.	Rural Development Broadcasting	12 Feb - 2 Mar	3 weeks	Manila
2.	Educational Scripting for Fiji	9 Apr - 20 Apr	2 weeks	Suva, Fiji
3.	Population and Development for Bangladesh	14 May - 25 May	2 weeks	Dacca
4.	Broadcasting for Non-Formal Education for Indonesia	18 Jun - 30 Jun	2 weeks	Jakarta
5.	Broadcasting for Non-Formal Education for the Philippines	20 Aug - 7 Sep	3 weeks	Manila
* 6.	Small Gauge Video Workshop	27 Aug - 15 Sep	3 weeks	Colombo
7.	Educational Scripting for Pakistan	1 Oct - 19 Oct	3 weeks	Islamabad
8.	Broadcasting for Non-Formal Education for Bangladesh	1 Oct - 19 Oct	3 weeks	Dacca
9.	Population Communication for Indonesia	8 Oct - 19 Oct	2 weeks	Jakarta
10.	Television Production Course	T B A	3 weeks	Kabul
11.	Educational Scripting for Sri Lanka	29 Oct - 16 Nov	3 weeks	Colombo

4 September 1979

* Postponed. New dates are yet to be determined.



THE AIBD NETWORK