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Give Quality

Management And Evaluation

A Better Chance

Sites

Contents

Win Win Web

Criteria of a Good Internet Presentation

*By Georg Angermeier**

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Imagine the Internet as a big, fast-growing city. There are construction sites, impressing bank buildings, all kinds of shops, governmental buildings, universities, brothels, churches – in short, just about everything thinkable. The Internet is a reflection of real life.

In the same way as a city consists of different kinds of buildings which are constructed by their owners for special purposes, the "Internet" consists of computers with stored data and programmes, which are installed and maintained by their respective owners to suit their purposes.

To ask: "What is a good web site" is like asking: "What is a good building? What is a good city?" The answer is: "It depends!"

Firstly it depends on the intentions of the owners of the web site. Basically there are five kinds of web sites:

• corporate web sites to present the company (or institution) and attract customers

• commercial web sites to sell products online (including non-material goods)

• web sites financed by advertisements (in fact those sites sell ad-impressions)

• non-profit web sites to disseminate information and ideas

• private web sites just for personal reasons

Secondly it depends on what is being searched for:

• information (e.g. flight arrival times, recent economic news, scientific papers etc.)

• entertainment (e.g. online-games, jokes, online-movies etc.)

• communication with other members of the Internet society (e.g. chat-rooms)

• products (e.g. mp3-files, books, tickets, software etc.)

This rough characterisation of web sites and users' interests is already an indication that there are no general applicable criteria for good or bad web sites. However, there are some simple concepts and indicators which help to create a good web site or assess its quality.

From 'Killer-Applications' to 'Win-Win-Web Sites'

The construction of a web site usually starts with an enthusiastic idea. The owner wants to convey some important message to society, present his company to the whole world or sell something to people all over the world. The authors of such web sites often try to develop so called "killer-applications", meaning some functions or features that are so great that everything else becomes unimportant in comparison. It usually turns out that no one needs this offer, never mind paying for it.

Sooner or later the manager of the web site begins to consider why a visitor should make use of this particular site. What advantage can be offered to customers, so that they will spend more time at the web site and return frequently? At last the concept of a "Win-Win-Web Site" may grow: Both the visitors to, and the owners of, the web site should gain advantages from the site in the world wide web.

Vendor's Perspective

Even if he doesn't sell anything for money, the owner of a web site trades its contents for the visitors' attention. So when designing or redesigning a web site the vendor's perspective should be taken into account:

What are the Needs of the Customers?

In the same manner in which the vendor's perspective is considered, the visitors of the web site should be conceived as customers. They are demanding and they are not fair. Customers don't waste time, they want precise advantages, they want to have exactly what they need and nothing else.

So, the questions to be answered when developing the concept of a web site are:

• Who shall be addressed – who are the potential customers of the web site?

• What do these people wish to have? What do they need?

• How do they satisfy those needs now?

• Why do they need this online? What would be the online-advantage?

A Short Guideline for Good Web Concepts

A concept of the web site should be developed with the customers' voice in mind. The following steps are a rough guide, and not sufficient to manage a web project entirely, but focus attention on the most important issues.

1. Visualise the vision! A symbol can be chosen of how the web site should be. It could be a tree, growing slowly from a small seed to a tree with many branches and twigs. Is it an apple tree or an oak tree? Other symbols could be a city, a machine, an enchanted garden or a space ship — there are no limits to the fantasy. This symbol will accompany the process of constructing, maintaining and improving the web site. It need not be visible to the customers, but serves as a model for the concepts.

2. Develop a Business Plan: Who will pay for the web site and its maintenance? Is there a budget for public relations, for marketing or customer relationship management? How can the web site help to reduce costs? Can goods, information, or space for advertisements be sold?

3. Build up a concise and comprehensive break-down-structure of all elements. Elements can occur at multiple positions, if the context demands. Navigation and sitemap are developed from the break-down-structure.

4. Define the Quality Measures. Basically there are two main quality areas: Content and Service. Always keep in mind how the topicality of the web site will be maintained. Requests from visitors must be answered within 24 hours. Deliveries must be within the guaranteed time. If the proposed quality of the element can't be guaranteed, it should be postponed to a later date.

5. KISS: Keep It Small and Simple! Start with a pure text version of the web site that encompasses all required functions. (Remember CNN reduced its web site to pure text on Sept. 11, 2002, to meet the urgent information need of the world.) In the next step define certain page types (e.g. 'list of headlines with hyperlinks to full-text', 'short text with small image', etc.) with an exactly specified lay-out. Stick to these page types rigorously. Concentrate efforts on being really good in the specific area.

6. Chose Benchmarks: Use the Internet as much as possible. Assess other web sites including the web sites of competitors as well as the web sites of other industries. Select some of them as benchmarks for own development.

7. Go back to the customer's perspective: Examine the concept from the customer's perspective, the next paragraphs give some hints on how to do this.

Customer's Perspective

How can it be determined if a web site is good and helpful or just another "me-too"-site? First impressions are often misleading: impressive graphical effects or animations, boasting announcements or an overwhelming amount of promising details give the impression that the web site fulfils all requirements. But on close inspection only disappointing nonsense appears.

On the other hand, a web site may start with a boring text listing of hyperlinks, but when surfing from one page to the next a wealth of information appears from the depths of the site.

So the most important advice when assessing web sites is: Look behind the facade, never trust the first impression!

When entering a building — be it a shopping mall or an administrative building — one doesn't want to search every room in order to buy a book or obtain a passport. In the same way good web sites don't play hide-and-seek with their visitors.

To guide its visitors a high-quality web site offers:

• a permanent available system navigation with buttons for "home", "sitemap", "search", "contact" and "help"

• a concise navigation, which is located permanently at one (and only one) part of the screen (mostly left or top)
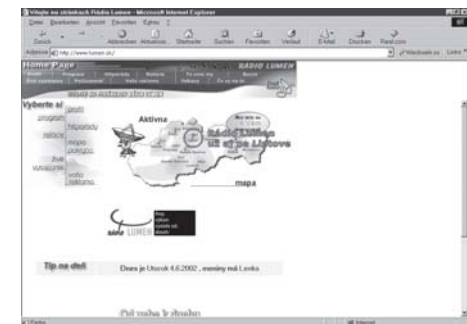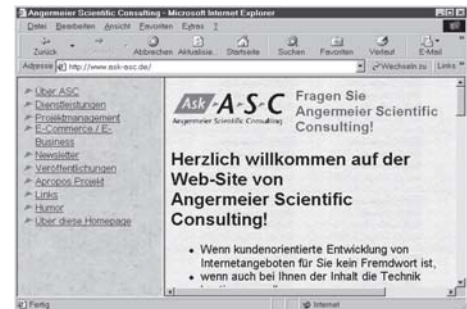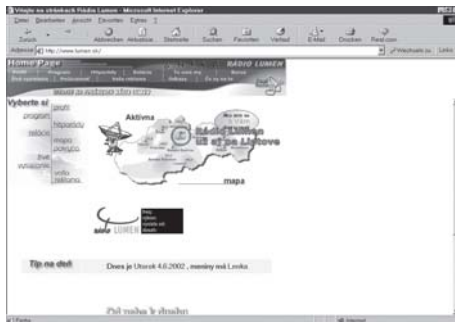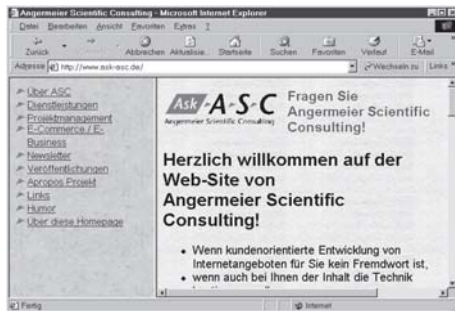
- an indicator line, which shows the present position within the web site (a simple text line like: "Home >> News >> Archive >> 1999" is absolutely sufficient)

- uniform layout for the same kind of pages (e.g. size of headlines, width of columns, integration of pictures)

- sufficiently large letters, clear contrasts, unambiguous formats for hyperlinks, clear lay-out and structure of text elements.

A good web site does not confuse visitors by:

- demanding to install a different Internet-browser or a new plug-in

- blocking the client's computer by loading an endless flash intro

- popping up further browser windows by itself

- using blinking text

- using a wallpaper behind text information

- showing the http-error 404: File not found

In short: location is always clear within a good web site and what the page should convey can be immediately conceived.

Identification

Besides guiding the visitor through its domain a web site should clearly show who the "landlord" or "landlady" is, i.e. the name and address of the company or person who runs the web site should be available as well as information about the objectives of the web site.

Information sites

The main reason for the use of the world-wide-web is still the search for information. More and more specialised information sites offer their services, promising to gather all important information concerning a specific subject like health, insurance, software etc.

To distinguish between good and bad information web sites the following items, in addition to the above criteria, should be checked:

- Authors, editors and sources of the content must be cited.

- If there is news, it should be recent compared to the topicality of the subject (If news is without a date it is usually not recent!). An archive should be available.

- Information sites should offer an e-mail-newsletter, which at least cites headlines and abstracts of new information published at the web site.

- There should be multiple ways of research like a navigation according to subjects, full text search, key word or author indices.

- The web site should provide the possibility to print the content of the recent page without navigation elements.

- Files in portable document format (PDF) or postscript format (PS, EPS) should be available to download interesting articles.

- Hyperlinks between complementing information units should make up a network of related information.

Commercial Sites and Information Pay Sites

Quality is never free of charge. Either the owner of the site pays for site maintenance, e.g. because he/she is interested in selling goods (material goods like books, immaterial goods like software or even spiritual goods like religion) or the user of the site has to pay to obtain recent and good information.

There is no reason to shrink back from so called "pay sites" just because the information is obtained via Internet instead of on printed paper. However a few criteria should be taken into account before buying information online:

- Check whether the company has a true and valid "real" address. The easiest way to do this is to order the account for online access by real mail, not by e-mail.

- Read the terms and conditions very carefully. Is there a "money-back-guarantee" for dissatisfied customers? Can the contract be ended every month?

- Commercial web sites should always provide e-mail support free of charge. The guaranteed response time should not exceed 24 hours.

• Try to use another form of payment besides credit card (bank transfer e.g.). If credit card payment is the only possibility check whether the company is reliable and if the transfer of the credit card number is encoded (SSL e.g.).

• There are certain quality seals which guarantee security and confidential treatment of data.
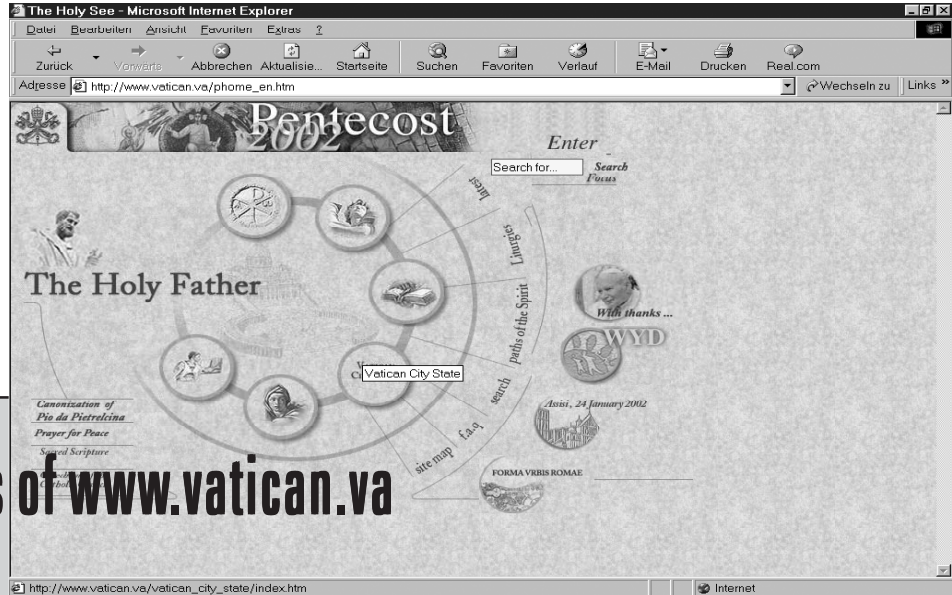
EXAMPLE: Pros and Cons of www.vatican.va

Now let's make a quick assessment of www.vatican.va!

Cons:

• Fatal: Use of rotated type at the main navigation page. The designer may have had fun imagining millions of people turning their heads in front of the screen

• Dark brown text on a light brown wallpaper makes reading very difficult

• Mix of navigations and buttons: you never know where the arrow will lead to

• The navigation works satisfyingly only with MS Internet Explorer, Netscape 4.7, Netscape 6.2 and Opera don't work without problems

• There is no indication for hyperlinks, it's a kind of trial-and-error-navigation

• The information units are distributed all over the web site

Pros:

• www.vatican.va tries really hard to be an international web site with six different languages (Oops, why isn't there a Latin version?)

• If the search function is used properly, access is gained to a tremendous amount of publications

• The site-map is straightforward and in alphabetical order

Generally speaking, the web site www.vatican.va is a very typical example of the numerous "good content — bad front-end" web sites.

In general such web sites emerge from a first simple and straight-forward collection of information units. Some day the chief executive officer (CEO) wants to see the print outs of the web site. He/she is shocked as the corporate design of the company is ignored. In consequence an agency is taken under contract to "improve" the web site. The result is a set of facade-pages, which look good as printed drafts but are catastrophic if they are to be used as an interface between visitors and vendor.

This "chief-design-problem" is the most serious problem in developing customer-oriented web sites and compromises must be accepted. But it is worth fighting for the customers' interests. The CEO will look at the web site only once, the customers every day.

S U M M A R Y   R É S U M É   R E S U M E N

¿Cuál es una buena página web? "Eso depende", dice el autor del artículo y consultor para la gestión de proyectos y calidad de páginas web.
Aunque no hay criterios generales sí existen ciertos conceptos e indicadores simples para crear una buena página web o determinar sus cualidades. El artículo presenta pautas de buenos conceptos no

sólo desde el punto de vista del "vendedor" sino también del "cliente".
El análisis de www.vatican.va sirve de ejemplo para tal evaluación.

E F

Qu'est un bon site web? "Cela dépend" dit l'auteur de cet article, consultant en gestion de site web.

Bien qu'il n'y ait pas de critères généraux, il existe quelques repères et indications simples pour créer un bon site web et en déterminer les qualités. L'article présente une liste d'indicateurs pour de bons concepts du point de vue des "vendeurs" et d'importantes suggestions du point de vue des "clients". Les analyses de www.vatican.va servent d'exemple pour une telle évaluation.

Fortunately Unable to Escape

Evaluation and Monitoring at *Kuangchi Program Service*

By Jerry Martinson*

In its 44 years of radio and TV production, Kuangchi Program Services, Taipei, has made use of several monitoring and evaluation methods to maintain and improve the quality of its programmes. Its vice president describes those which have proved most effective for them in helping to attract their target audience.

PROFILE KUANGCHI

Kuangchi Program Service, founded by the Jesuits in 1958, is a television production centre that focuses on producing human values programming for Chinese audiences in Taiwan and Mainland China. KPS produces cultural, educational, and religious TV and video series as well as documentaries for international distribution. It is also well known for training Catholic communicators throughout Asia. KPS is run by a board of four lay professionals and five Jesuits. They have a staff of 43. KPS covers its running expenses and most productions through the sale of its programs. For TV studio construction, equipment purchase, and major infrastructure renewal, KPS relies on funding from international Church sources.

Program evaluation is a term that arouses feelings of uneasiness and defensiveness in the hearts of television, film, and video producers. No producer likes to feel that his/her productions are not widely watched and appreciated. Producers in church media organisations can be dismissive of evaluation and monitoring, blaming the lack of attention to their programming on the disproportionate attention given to the more alluring and less demanding media of popular culture. Organisations with a good track record can deceive themselves into thinking that experience has taught them what the audience does and does not like, and that scientific evaluation is superfluous. And virtually all independent production companies are budget conscious and reluctant to spend money on expensive research instruments and audience surveys.

Kuangchi Program Service (*KPS*), is a Church-run media organisation that has been producing radio and television programs, films, videos, documentaries and audio-visuals for Taiwanese, Chinese, and international audiences for 44 years. *KPS* is subject to all of the above temptations and tendencies to avoid program evaluation and monitoring. Fortunately, it is usually unable to escape!

Using a variety of methods

Because *KPS* depends on a positive audience response to its programs for survival, it must engage in a variety of methods to assess this response. This article describes briefly some of the methods that *KPS* has found effective. Because of the variety of its programming — some for mass media, some for specific group use — *KPS* uses a variety of monitoring techniques.

The most critical and inescapable of all these methods is the professional TV audience ratings survey. Taiwan has several independent companies that provide these ratings daily. Recently, *KPS* was contracted by Taiwan's most popular children's cable channel to produce a daily educational TV series for pre-school children for a three month period. *KPS* was told by the station and the main sponsor that the series must teach two or three simple English words during each half-hour program and still be entertaining enough to lure the children (and their parents) away from the popular cartoons shown on several other channels at that time of day. *KPS* was also told that if the audience ratings fell below a certain percentage for five consecutive days, the series would be discontinued. The producers studied the ratings every day. Whenever ratings fell, decisive measures were taken to try to retrieve the audience. *KPS* managed to keep the series well above the minimum required by the TV station and was awarded a three-month extension of the program series.

Pre-production research

One of the clearest reasons for the success of that TV series was the preliminary research done by *KPS*. Many church media producers avoid pre-production research because they feel they cannot afford this luxury. Professional research would be too expensive; amateur research would be ineffective. That is not always the case.

One of the most effective research methods is the focus group. When *KPS* completed the pilot

43 staff members work for KPS in the production of educational and religious programmes for children and adults. On the left is the KPS building in the city of Taipei and the entrance area.

episode of its children's series, the videotape was shown to a focus group of pre-school children. This was done at a local kindergarten. The *KPS* staff brought a non-professional video camera. After allowing the children to inspect and become accustomed to the video camera, to demystify this intrusion in their classroom, the children viewed the program and their reactions were carefully videotaped. They were free to watch the program, react as they wished, or choose other activities. The taped reactions were then shown to the program writers and directors. It was obvious which parts of the program needed to be dropped, changed, or improved on, and which portions succeeded in communicating with the target audience. When the series was broadcast, *KPS* was virtually sure that it would have a sizeable audience.

There are different kinds of audience ratings surveys. Some simply estimate the number of viewers while others provide an audience profile. Both provide valuable but limited information for evaluating programs. They only tell us who is watching, but not how the program is affecting the audience. This latter aspect should be especially important for Church media producers.

Open a dialogue with your audience

To remedy the limitations of statistical surveys, many broadcasters now use an Internet web site to receive more direct and descriptive feedback from the audience. Although this method, too, has its limitations, it can often provide important information and insights into how a program is or is not *valued* by audience members.

In the *KPS* children's series described above, the web site was an excellent blackboard of daily comment and opinion. It caused the replacement of one of the main actors and a change in program structure. It helped us monitor the amount of educational content that the audience was able to absorb from a daily series. It instructed the writers, producers and actors about just what the parents wanted or did not want their children to see and learn from the series, what they considered healthy and unhealthy, positive and negative, useful and useless, fun and boring. While web sites are not available to or used by all members of a television audience, nevertheless they do make it possible to engage in a dialogue with part of the audience. This is a major breakthrough in mass media, which

has always been predominantly one-way communication.

Who could help knowing your audience?

In order to understand more about audience behaviour, KPS also employed the services of sociology students. Since KPS produces a great number of children's television programming, we were most interested in finding out how our programs were being received in comparison with other children's programs. We also wanted to find out more about the viewing habits of children in Taiwan. The *Department of Sociology* of a local University agreed to design and conduct an appropriate survey, making use of their own sociology students. KPS was pleased to learn from the survey that its children's programming rated very highly, in some cases highest, compared to other children's programming. However, KPS also learned that children's programming in general was not as popular with Taiwanese children as it was previously supposed. The survey revealed that

children were most interested in the drama serials (soap operas) watched and discussed daily by their parents. These findings influenced later KPS production of both children's and adult programming.

This professional audience survey was conducted at very little expense to KPS. KPS simply allocated office space and access to relevant materials to the students conducting the survey.

KPS still lacks a regular, systematic and comprehensive system of monitoring and evaluation, especially for its religious audio-visual productions. Questionnaires and letter surveys are used from time to time, but it is difficult to get complete and accurate data in this way. Still, the information gathered from these methods always proves useful.

KPS is developing a web site which is advertised on its daily English conversation program broadcast in mainland China over the Phoenix satellite TV channel. The web site now provides supplementary educational material (e.g. program texts and video clips), and will soon offer links to other recommended sites. The web site will also provide a bulletin board soliciting comments and feedback from the audience. A chat room is envisaged as yet another means of understanding and dialoguing with the audience. This web site was designed and is being maintained and developed with the help of university professors supported by both government and private funds.

All methods of program monitoring and evaluation have their advantages and their shortcomings. KPS has discovered that constant experimentation with inexpensive and creative methods of research and evaluation are a helpful and necessary means of maintaining and improving program quality.

*Fr. Jerry Martinson is an American Jesuit priest who has worked in Taiwan for 35 years. 28 of these years have been spent at Kuangchi Program Service (KPS) in Taipei. He was formerly a director of KPS and is currently vice president.

SUMMARY RÉSUMÉ RESUMEN

Aunque siempre existe la tentación de evitar evaluaciones y controles regulares de programación, el mejor argumento en contra son las experiencias positivas de investigaciones que realmente ayudan a lograr las finalidades y objetivos del propio trabajo de producción. En los 44 años desde su fundación *Kuangchi Program Service* (Taipei) aprendió mucho de los sondeos televisivos profesionales de audiencia para llegar a un perfil claro de la audiencia y sus preferencias o de la resonancia directa del tablón electrónico de anuncios instalado para los diferentes programas. También usan regularmente las investigaciones preliminares para desarrollar formatos que puedan atraer a sus grupos destinatarios, en particular para sus programas de niños. El vicedirector de KPS describe algunos métodos que se mostraron muy efectivos. Aunque es muy difícil obtener todos los datos, las informaciones recibidas por medio de métodos de investigación creativos y no caros se mostraron sumamente útiles para mejorar la calidad de los programas de KPS.

En 44 ans d'existence, *Kuangchi Program Service* (Taipei) a appris beaucoup des études d'auditoire. Ces recherches lui ont donné une meilleure connaissance de son public et de ses attentes : que ce soit par les recherches professionnelles ou par les réactions directes enregistrées sur les pages dédiées à chaque programme sur son site Internet. KPS recourt aussi régulièrement à des tests préalables pour développer de nouveaux formats qui puissent attirer des publics spécifiques, notamment pour les programmes destinés aux enfants. Le vice directeur de KPS présente ici quelques-unes de ces méthodes qui ont prouvé leur efficacité. Bien qu'il soit difficile de recueillir toutes les données souhaitables, ces informations récoltées par des méthodes de recherches peu coûteuses et innovantes se sont révélées très utiles pour améliorer la qualité des programmes de KPS.

Controlling Success
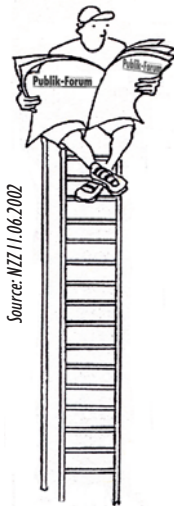
Quality management at *Publik-Forum*

By Thomas Seiterich-Kreuzkamp*

Starting with a circulation of 2,000 copies *Publik-Forum* has almost 38,000 subscribers at present. CAMECO asked one of the editors to give some insight into this success story with emphasis on the special methods of quality management undertaken at the German Christian bimonthly.

Source: NZZ 11.06.2002

Publik-Forum is an anti-capitalist enterprise in a capitalistic environment. Profits made by the magazine are, according to the statutes, put into its expansion. *Publik-Forum* belongs to the *Leser-initiative Publik e.V.* (Readers Initiative registered society), a freely accessible association of readers, whose goal is "free communication in the church and in society". Journalistic freedom and independence is guaranteed by the editorial statutes and by editors who are not authorised to issue directives. *Publik-Forum*, which evolved 1972 from an initiative of reform- and left-wing Catholics, supported in the beginning by Jesuit and Dominican students in Frankfurt and Walberberg, pays — after decades of hard self-exploitation — its employees salaries according to union rates. This is quite rare in this market segment of self-administration and alternative media in Germany and also in other countries of Europe.

Publik-Forum has, over the past years, asserted itself on the German media market with a gradual increase in circulation of the "Magazine for critical Christians" — so the subtitle — which is independent of bishops and banks, and publishing houses close to the church.

The enterprise with self-administration boasts a staff of 30 employees, many of which are part-time. They range from distribution specialists, colleagues responsible for the layout, to the seven editors. Four females and three males work in the editing department. Three are Protestants, three are Catholics and one doesn't belong to any denomination. This denominational mix is quite unique in Christian publishing in Europe. Unusual is also the complete financial independence from any Church.

Belonging to a "third denomination"

However, *Publik-Forum* is very dependent on its readers. There are around 37,500 subscribers in Germany. Five percent of subscribers live in the so-called Third World, in particular in Brazil. Several hundred live in Austria, in the German-speaking parts of Switzerland, Belgium and South Tyrol.

Around one quarter of the regular readers are Protestants, many of whom live in the former East German provinces, and played a substantial role in the non-violent revolution to overthrow the GDR regime in 1989. This heterogeneity is very unusual as publications are quite mono-confessional and serve a more or less homogenous readership. Publik-Forum worked with a journalistic specificness for many years, eventually with success, to break out of the Catholic "ghetto".

As Konrad Raiser, General Secretary of the *World Council of Churches in Geneva*, put it: the readers of *Publik-Forum* "belong to that third denomination" for which central conceptions like Justice, Peace, the Protection of Creation are of great importance.

Readers financing freedom

The crucial factor is freedom and editorial independence. This freedom creates the distance, the positive distinction to those other publications which are usually financially dependent on the official churches, religious orders or other church institutions. The freedom to stay the course and create each new issue every two weeks is a challenging journalistic task.

Publik-Forum's readers pay for this freedom with their subscription. And in return they can count on the fact that *Publik-Forum* — unlike most church

Publik-Forum   *Zeitung kritischer Christen*

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Spielt Gott mit den Galaxien Golf?

KIRCH, BERLUSCONI, MURDOCH
Freie Meinung: Nur für
Milliardäre?
     SEITE 8

GESPRÄCH MIT RITA SÜSSMUTH
Ich glaube, das Kämpfen
hat sich gelohnt
     SEITE 36
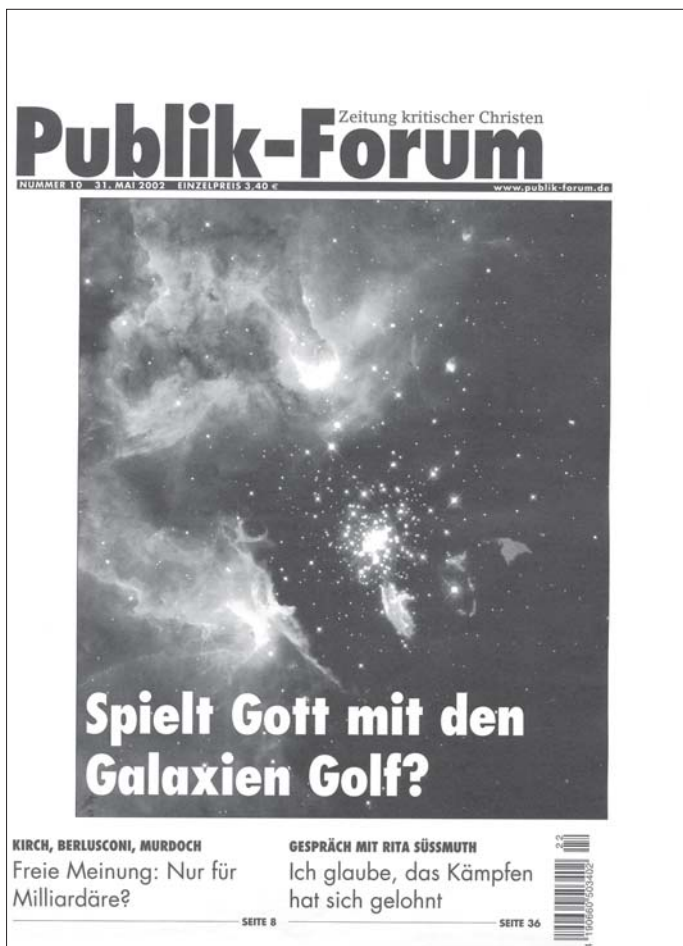
publications — does not practice any journalistic favouritism. Nor journalism which is fixated on the official churches. No compromises with the pope, regional bishops, or other official church powers. No church mumbo-jumbo. We have only our readers in mind when it comes to our choice of themes, presentation and language.

An unusual quality of the German — of all German speaking churches — is that she, in comparison to the rest of the world, is financially secure. She is supported by various forms of church tax. The church in Germany is the second largest employee after the state. There are around a half a million church employees as well as — at a guess — about 100,000 teachers for religious education. Germany has around 28,000 Protestant and Catholic parishes.

Publik-Forum is read by reform-minded multipliers, These financially secure, "professional Christians"

make up a readership with a strong buying power.

Transparency

Publik-Forum has an annual turnover of between three and four million Euro. Details of the economic situation including income and expenditure, bank balance and — most importantly — details of new subscribers and of subscription cancellations are on the notice board for all the staff to see. There are no financial secrets, no secret inflow, no secret outstanding debts. Around three quarters of the income is from subscription proceeds, the rest comes from own publishing work, books and advertising. The largest expenditure is — as is the case at most magazines — the staff wages and salaries.

The structure of income shows clearly the dependence on subscribers. If my colleagues and I didn't, say for two or three years, consider our readers needs when producing *Publik-Forum* this would cause a huge increase in subscription cancellations. We would be digging our own graves.

Many elements safeguard the editorial, journalistic quality of *Publik-Forum*:

• The editors have — on the invitation of readers, and organised by local readers, and often in collaboration with Protestant or Catholic educational establishments, parishes or any kind of independent One World initiatives — meetings with readers all over Germany. One current central topic about politics, theology, church politics or a theme of ecumenical nature is usually dealt with — but then the open criticism on the magazine starts. We take our readers assessments seriously and discuss the matter further in editorial meetings.

• *Publik-Forum* is not a magazine where every journalist has his own "inherited" pages which he or she could fill up with articles and photos. Each contribution is scrutinised in discussions with colleagues in the editorial conferences. These fortnightly meetings last a whole day, with a tension-easing and when needed mood-lightening lunch. Each meeting starts with detailed criticism of the latest issue. Then the different points are discussed and the pick of the bunch is taken: First the general line and then detailed aspects such as size, placement and "either or", as there are — although pre-selection is rigorous — always too many good articles and themes to comment on.

The secret lies in the selection. Jointly, we magazine creators put together a menu for our readers. All kinds of aspects must be considered e.g.: Protestant as well as Catholic specialist terms have to be avoided. Articles must be written so that our readers — who as the statistics show are around 40 years old, bringing up children, and very engaged both career- and otherwise — will be able to read our magazine at bedtime — or in the "smallest room" of the house, a favoured place of many busy people. Articles should be short and fascinating. We have sections with reports, commentaries, news, editorials, reviews, as well as first-person narratives. Current themes come from continuous discussions with colleagues, journalistic collaborators, our readers and the public.

This tightly woven communications network keeps *Publik-Forum* on course and ensures to a great

extent that the quality is kept high. Our *Redline* production system — like at many quality papers — puts the articles to be published through a series of steps. At *Publik-Forum* there are ten steps. Everything, except column texts has to be edited by a colleague. Furthermore, there are two proof readings. The layout people also give critical advice and suggestions.

The front page with illustrations is created through formal interdepartmental discussions. Although the editorial department is in the majority, the decision is based on agreement. In our experience, the best results are obtained in this manner.

Readers win readers

The weaknesses: *Publik-Forum* does not have the backing of capital investors. There is no one to finance a professional analysis of the readers or indeed the magazine or a re-launch in a high cost area. *Publik-Forum* cannot pay for the expensive advisors which Church publications sometimes have.

Publik-Forum has only a modest advertising budget. We can't afford to squander thousands of Euros on expensive advertising campaigns without measurable results. We cannot spend any money which has not been earned by us. Therefore *Publik-Forum's* advertising concept is readers win readers. This has many forms. For example at the meetings with readers, at church congresses or in an advertisement in our *Publik-Forum*, we ask subscribers to provide us with the addresses of prospective readers who then receive invitations to subscribe with sample issues, etc.

From time to time we also advertise in magazines — more or less similar to *Publik-Forum* — e.g. the eco-press to gain more addresses. However, experience has shown that the German Catholic bishops, and their Church, have undertaken a lot to prevent advertisements for *Publik-Forum* in their publications. There is a strong resistance in the Catholic Church to *Publik-Forum.* In contrast a certain amount of liking is evident from the Protestant bishops. *Publik-Forum*, which is in the media world like "David against Goliath", has many active sympathisers. The bishops' media experts had forecast a quick death for *Publik-Forum* which started with only 2,000 subscribers, compared to 37,000 today, and no money for advertising campaigns. They were mistaken. The same paradox applies for the makers of *Publik-Forum* as for many journalists all over the world in their risky work "you haven't got a chance, so use it".

> *Dr. Thomas Seiterich-Kreuzkamp, theologian, historian, sociologist, is an editor at *Publik-Forum*. He is involved in the *Frankfurt basic community* since 1978.

SUMMARY RÉSUMÉ RESUMEN

La evolución de *Publik-Forum* es una historia exitosa. Mientras comenzó en 1972 con sólo 2.000 suscritores, actualmente esta cifra asciende a 37.500 en Alemania y el extranjero. El artículo de Thomas Seiterich-Kreuzkamp, uno de los redactores de la "Revista para Cristianos Críticos" — como se llama el subtítulo — describe la orientación básica de la revista, el ritmo y las condiciones de trabajo, y los métodos de gestión de calidad y marketing bajo las circunstancias específicas de esta pubicación independiente.

E F

L'histoire de *Publik-Forum* est une réelle « successstory ». Créé en 1972 à 2000 exemplaires, ce « Journal pour les Chrétiens Critiques », comme le qualifie son sous-titre, compte aujourd'hui 37.500 abonnés en Allemagne et à l'étranger. Thomas Seiterich-Kreuzkamp, un de ses rédacteurs, présente dans cet article les orientations fondamentales du magazine, les méthodes et conditions de travail ainsi que de la gestion de la qualité et du marketing de cette publication chrétienne indépendante.
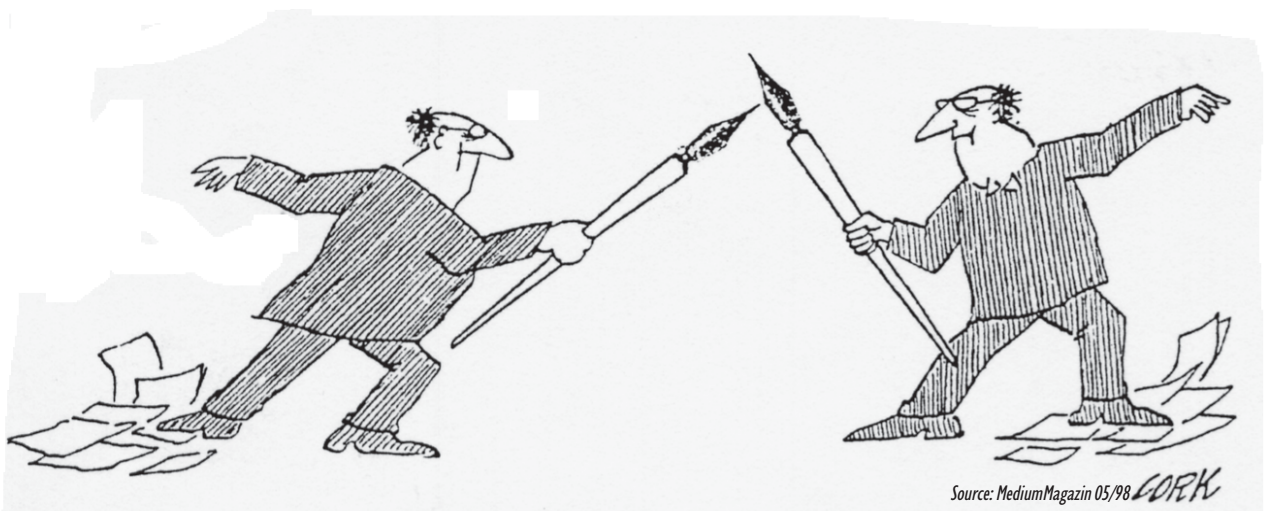
Source: MediumMagazin 05/98 CORK

Al servicio de la identidad de los pueblos

Editorial *Abya Yala*

Por José E. Juncosa*

¿Cómo pueden las editoriales de libros especializados mejorarse y crecer? Los tirajes normalmente son muy limitados, la distribución sigue siendo un obstáculo mayor, y no hay formas simples de establecer un contacto directo entre la editorial y el cliente. El gerente de Ediciones Abya Yala resume en este artículo los factores centrales que han convertido una modesta iniciativa cultural en la casa editorial más importante de ciencias sociales en Ecuador.

PERFIL ABYA YALA

Ediciones Abya Yala es la editorial ecuatoriana más importante en el campo de las ciencias sociales. La Editorial forma parte de un Centro Cultural que trata de rescatar y revalorizar las culturas indígenas de la Amazonía Ecuatoriana. En 1975 un misionero salesiano y un grupo de jóvenes empezaron a recolectar datos sobre la tradición cultural del pueblo Shuar en la Amazonía Ecuatoriana. Así nació una serie de libros llamado "Mundo Shuar". Ampliando paulatinamente el enfoque hacia la realidad de los pueblos indígenas en todo el continente, Ediciones Abya Yala se convirtió en una casa editorial que hoy en día cubre todos los rubros de las ciencias sociales. Abya Yala (que significa "tierra en plena madurez") es el término con que los Cuna (Panamá) denominan al continente americano en su totalidad. Basta consultar el ámplio catálogo en http://www.abyayala.org para poder apreciar la gran variedad de temas que se extiende desde el "Diccionario de Ecología" y la "Planificación estratégica y operativa" hasta la "Historia de la Iglesia Católica en el Ecuador".

La industria editorial es particularmente importante para Latinoamérica porque el libro es una herramienta que alimenta, testimonia y orienta la historia a la vez que crea las condiciones para desarrollar la riqueza cultural y lingüística de los pueblos. Por ello, muchas experiencias culturales, políticas y de desarrollo se han vinculado o dado origen a diversas iniciativas editoriales con las características propias de lo que hoy denominamos 'editoriales independientes'. La inmensa mayoría ha nacido al amparo y al servicio de proyectos muy locales y de base (sin fines de lucro, educativas, académicas, de desarrollo, políticas...) y entre sus rasgos más sobresalientes constan: independencia con respecto a las grandes corporaciones de los medios de comunicación y al entorno gubernamental (y por lo tanto mayor libertad para canalizar nuevas visiones y propuestas); vinculación con movimientos sociales de diverso signo (pueblos indios y negros, movimientos feministas, ecologistas, foros de derechos humanos y desarrollo sustentable, organismos no gubernamentales, etc.) y producción sustentada en la diversidad temática para públicos muy específicos antes que en los grandes volúmenes. Por ello, no publican *best sellers* ni libros de difusión masiva, se encuentran al margen de los grandes mercados de derechos de autor y están generalmente ausentes en las grandes ferias internacionales del libro. No obstante, son capaces de hacer llegar los libros allí donde las grandes editoriales les resulta imposible al mismo tiempo que contribuyen a enriquecer considerablemente la oferta editorial del continente.

Desde el punto de vista de las debilidades, todas comparten la misma dificultad en torno a dos aspectos claves: poca o nula capacidad de inversión y muy escaso acceso a los grandes mercados. A pesar de que algunas han desaparecido, otras no solo han resistido el paso del tiempo sino que han crecido al convertirse en las más importantes editoriales de ciencias sociales en sus respectivos países.

A la diversidad regional y temática

Ediciones Abya Yala ('tierra en plena madurez', en idioma del pueblo Cuna de Panamá), una editorial latinoamericana radicada en Quito (Ecuador), puede ser considerada una de las mayores productoras de ciencias sociales en Latinoamérica y su largo y creciente recorrido (desde 1975) entraña reflexiones y aprendizajes muy significativos. En sus inicios, creció como proyecto amazónico local para sistematizar y difundir trabajos de estudiantes shuar sobre su propia cultura. Aquella iniciativa no solo reforzó notablemente la educación bilingüe intercultural y la estandarización del idioma shuar, sino que produjo una cantidad increíble de materiales y estudios que favorecieron la construcción de una opinión favorable y abierta hacia las demandas indígenas. A partir de los años '80, se fortaleció y expandió considerablemente gracias a la fuerza vinculante del Quinto Centenario y al empuje de los movimientos sociales, del ecologismo y el feminismo.

Hoy, su catálogo alcanza 1.390 títulos que incluyen más de 4.500 artículos con sus respectivos autores.

ABYA YALA publicaciones

Al mismo tiempo, concentra el 80% de los títulos sobre ciencias sociales del Ecuador. El alcance de la diversidad institucional, cultural, regional, geográfica y temática de su producción es increíble al punto que es posible encontrar referencias sobre casi todos los pueblos indí-genas del continente y de sus respectivas lenguas y culturas e identificar más de 300 contrapartes y eventos a partir de los cuales ha generado la producción.

El paradigma de la diversidad se refleja en los temas y discusiones que marcan la pauta de los debates contemporáneos: medio ambiente, desarrollo sustentable, descentralización y gestión local, metodologías participativas, sin que falten textos sobre estética, postmodernidad, semiología y medios de comunicación social.

Orientaciones

Son muy pocas las intuiciones y certezas que presiden las prácticas cotidianas de Abya Yala y han hecho posible su permanencia y crecimiento. Luego de casi veinte años de acompañar a la editorial, me permito detallarlas a continuación :

• No es bueno que una editorial trabaje sola. (Énfasis en las relaciones). Con el tiempo, la editorial ha construido una muy vasta red de relaciones con experiencias comunitarias, organizaciones indígenas y de base, movimientos sociales, organismos no gubernamentales, centros académicos, autores, editoras de ciencias sociales y foros sobre los más diversos temas que alimentan el catálogo. Esta red conforma el patrimonio intangible más importante de la editorial ya que no solo provee de títulos y temas, también genera el público lector y construye un circuito a través del cual la comunidad construye la propuesta, la valida y recibe como un producto editorial. De hecho, el volumen de distribución a través de la red de instancias sociales e institu-cionales es igual o mayor al producto de las ventas a través de librerías. Por depender de otros, el plan editorial es 'abierto' y la editorial no cuenta con un consejo editorial permanente y formal sino que lo conforma de manera distinta cada vez al acudir a miembros de la red para evaluar cada propuesta.

• Partidarios, no partisanos. Este principio preside las relaciones — solidarias, ricas e intensas — con amplios sectores de la sociedad (partidos políticos, movimientos y organizaciones sindicales e indígenas, entre otros). A partir de sus prioridades, la editorial se abre a todas las propuestas y considera con amplitud la mayor cantidad de perspectivas posibles para constituirse no en el filtro, sino en un foro de discusión y debate. La militancia institucional o las relaciones vinculantes entorpecerían, indudablemente, el tránsito y la difusión de muchas propuestas. Esta norma de oro ha permitido trabajar con y para las más diversas instituciones (incluidas las gubernamentales y no gubernamentales) en un marco de igualdad, respeto e independencia y lejos de entorpecerla ha redoblado su eficacia.

• Mirar más allá de la obra. (Actitud abierta y flexible). Para encaminar los proyectos y aceptar una obra es fundamental evaluar no solo el aspecto científico y literario; es necesario también considerar su vinculación con la comunidad y la sociedad como condición determinante de la calidad del producto. Por ello, los criterios de calidad tienen un carácter inclusivo y no excluyente. Es verdad que el resultado es un catálogo heterogéneo, que sacrifica algo de su coherencia, pero es innegable también la vinculación de las obras con los intereses vivos y actuales de grupos muy concretos e identificados.

• Todo es posible. (Apertura a las nuevas tecnologías). Las nuevas tecnologías, lejos de amenazar el libro, facilitan su producción y expanden sus fronteras hacia nuevos formatos. Abya Yala es, por lo menos, la primera editorial andina que ha plegado por completo a un modelo productivo digital denominado 'bajo demanda'. Al mismo tiempo que es capaz de un enorme potencial de oferta rápida y puntual permite construir un stock virtual que se actualiza según los pedidos reales. Si bien el sistema plantea nudos críticos difíciles de resolver, es la solución perfecta de la siempre difícil relación entre producción y ventas. Es capaz de publicar, por ejemplo, 12 ó 15 títulos nuevos y reimprimir entre 20 o 30 títulos agotados en el lapso de un mes, en tirajes sucesivos muy pequeños (200 o 300 ejemplares por vez), de tal manera que 'todo es posible', para cada propuesta se plantea
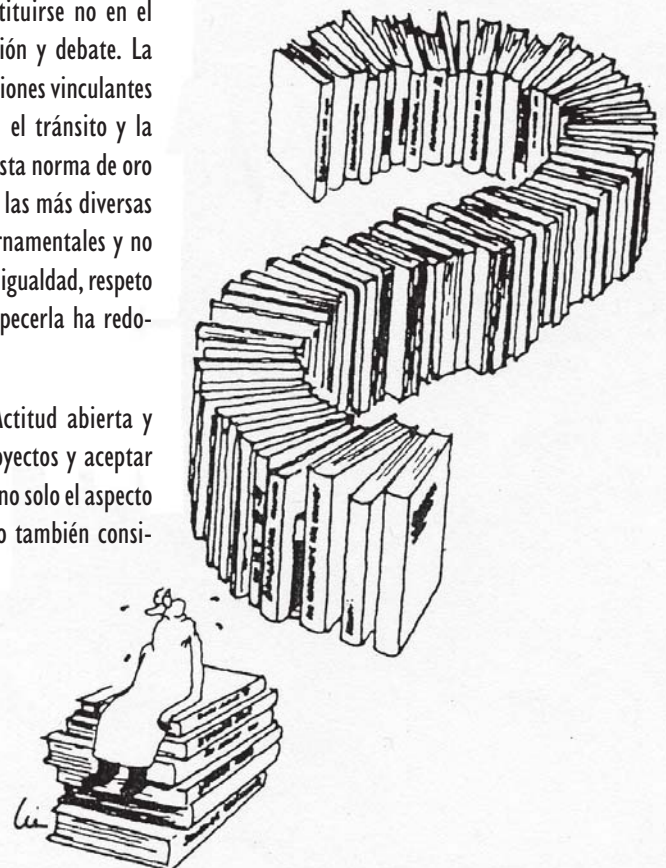
una solución diversa y ninguna debe marginarse por razones financieras. La editorial posee su propia página web que difunde el contenido de cada obra y la pone a disposición de usuarios finales (www.abyayala.org). El desafío en un futuro próximo, es editar libros digitales en la red.

• Compartir es multiplicar. Entre los mecanismos operativos cabe destacar el de la edición conjunta (coedición) y simultánea que permite compartir costos y tirajes, canjear títulos, intercambiar y co-financiar traducciones con otras editoriales del continente. Así, es posible disminuir los costos finales, optimizar la distribución y favorecer la producción local de un producto imposible de adquirir si tuviera que pagar fletes, costos de aduana y bodegaje.

Trabajar en equipo y con un amplio rango de instituciones son la única oportunidad de sobrevivencia para las editoriales independientes. En un contexto donde el flujo de las relaciones entre instituciones que producen y difunden información no cuentan con el aval y el apoyo de otros tiempos, la autosuficiencia y la soledad pueden provocar no solo la muerte de las iniciativas culturales; también favorecerán la invisibilidad de los procesos sociales alternativos.

Tras casi treinta años de un continuado camino, Ediciones *Abya Yala* atesora y testimonia los debates latinoamericanos más apasionados y candentes del último cuarto del Siglo XX, relacionados con los movimientos sociales. En la perspectiva actual, y en un contexto de deterioro de la calidad educativa en todos sus niveles, busca incidir de manera más efectiva en el público universitario para incursionar en un nuevo y más amplio escenario de difusión y documentación de la diversidad. El objetivo final es contribuir a la construcción de una sociedad verdaderamente intercultural y equitativa.

José E. Juncosa es antropólogo y gerente de Abya Yala

Source: FES RLG Manual

S U M M A R Y   R É S U M É   R E S U M E N

Ediciones Abya Yala (soil in full maturity in the language of the *Cuna* in Panama), a publishing house in Quito (Ecuador), can be considered one of the most important publishers of social sciences in Latin America. It started up in 1975 as a local Amazonian project to systematise and spread the works of indigenous students about their own culture. In this article the manager summarises the main reasons why *Abya Yala* has been able to grow continuously. He emphasises not only the importance of establishing and maintaining a relationship of equity and respect with a wide variety of authors and social groups, but also a certain flexibility regarding the editorial profile in agreement with the necessities of the counterparts. In addition, he underlines that the new *Printing on Demand* technology is an important step towards the adaptation of the stock to the real orders.

Les *Ediciones Abya Yala* (ce qui signifie « la terre en pleine maturité » dans la langue des populations Cuna du Panama), basées à Quito (Equateur) peuvent être considérées comme une des plus importantes maisons d'édition en Sciences Sociales en Amérique Latine. Créées en 1975 comme un projet local pour systématiser et diffuser le travail des étudiants indigènes sur leur propre culture. Dans cet article, le directeur synthétise les principales raisons du succès grandissant des *Ediciones Abya Yala*. Il insiste non seulement sur l'importance d'entretenir et de développer des relations d'équité et de respect des auteurs et des groupes sociaux, mais aussi de garder une souplesse dans la ligne éditoriale en fonction des besoins des partenaires. De plus il souligne que les nouvelles technologies d'« impression sur demande » sont un pas fondamental pour adapter les stocks à la demande.

Audience Research

An Essential Component in Broadcasting

By Graham Mytton*

*Dr. Graham Mytton was in charge of audience research at the BBC World Service from 1982 until 1998. He now trains people in audience and market research with special emphasis on research in developing countries.

A broadcasting station which wants to attract listeners must know their profile, their interests, their behaviour. However, often non-commercial radio stations are at a loss about how to get this type of information. Based on his long experiences with the *BBC World Service*, Graham Mytton gives some very concrete indications on how audience research could be done and at the same time demonstrates that – surprisingly enough – in this respect, international short-wave broadcasting and community radio have a lot in common.

Research – Vital for Broadcasters

Anybody in business needs to know how they are performing. They need regular, reliable and relevant information on their customers. Who are they? Will they be there tomorrow? What do they like and dislike, and will this change? What attracts them to a product or service? Why do they choose one product instead of another?

In today's world when tastes and behaviour can change very rapidly, businesses need to keep themselves up-to-date about their customers, both actual and potential. Companies that fail to have a very good system of market intelligence can very soon go out of business.

Doing this in broadcasting is not at all easy. Broadcasters and the listeners and viewers have a rather unusual relationship. When a broadcast reaches someone, no physical transaction takes place. No money changes hands. No physical object is either collected or handed over. A transmitted programme can be heard or viewed by one person or one million. Nothing happens that actually tells you for sure how many "customers" there were.

It makes broadcasting unlike most other businesses. If you are selling soft drinks, you can tell very quickly how you are doing. You can count the sales you have made. That is as easy for the humblest soft drink vendor as it is for the mighty Coca-Cola.

Bottles, cans and litres are easy to count. Moreover, money is paid for goods like soft drinks and you can easily add up the money taken.

Broadcasting is unusual even in the field of communications. Telephone traffic is easily measured. Newspaper sales can be added and comparisons made between the sales of different titles. A great deal of day-to-day interaction in communications of all kinds is easily measured. Today with the Internet, one can be almost overwhelmed with the wealth of data on web access and use that can be readily accessed. Millions of transactions and movements are made every day and data can be produced relatively easily.

Such detail and accuracy is much less easy to obtain in radio or TV broadcasting. From the early days of radio, various methods were devised to get around this problem. Audience research was developed using the market research techniques of face-to-face or telephone interviews, as well as two specialised methodologies - personal diaries and electronic meters. This audience research tradition has developed using samples of populations chosen to represent the entire adult (or with children added) population of the country or area of interest.

These techniques and methods have become well developed and sophisticated. But they are mainly used to measure audiences for domestic radio and TV in national, regional and local markets. Most broadcasters in industrialised developed countries have up-to-date and timely data on their audiences. They know their popular programmes. They know how many listeners they have, what kinds of people they are and much else besides. These data are also used as the currency for buying and selling advertising time and space. And they are, of course, an essential part of the broadcasting business to aid scheduling and programme making decisions.

But what about non-commercial broadcasting? What about international broadcasting on shortwave or by other means? And can we get reliable data on small scale local community radio and television that is increasingly becoming a significant feature in broadcasting? Are the same

research techniques available and appropriate? Can we know, with the same level of detail, who is listening to what and when and how often? Can we know what attracts listeners or viewers and how they make their choices? To some extent we can and we do, although we will probably never have the level or depth of knowledge that domestic broadcasters are accustomed to and enjoy.

What Existing Research Tells Us

I have been involved in audience research for international radio broadcasting for the past twenty years. To obtain reliable data on audiences for these broadcasts, many of the same techniques are used as for domestic audience research. In my former department at the *World Service of the British Broadcasting Corporation (BBC)* we commissioned surveys in countries in all parts of the world. From these we were able to say what kinds of people the listeners were, what they liked, when they listened, what kinds of radio sets they used, and what reception was like. But we were never able to say how many people listened to a particular programme. From successive research projects and surveys we were often able to say how listener behaviour changed over time. The same work continues today.

From many surveys in many countries over the past few years we know quite a lot about general listening patterns and behaviour as far as international broadcasting is concerned. We know that audiences can be quite large under certain circumstances. For example, audiences to international radio broadcasts usually increase during periods of conflict, tension and instability. They are also boosted where the local media are under government control and where news and other information are censored.

Audiences for international radio stations, mainly broadcasting on shortwave have been high in, for example, Nigeria during the 1990s, Afghanistan during the civil war, Somalia since the collapse of central government a decade ago, Greece during the colonels' dictatorship in the 1960s, some

communist countries before democratisation, and a few other examples. Audiences tend to be small in industrialised developed countries like the USA and much of Europe today, where shortwave has not been used for domestic broadcasting, like South Africa or Malaysia, or where radio listening itself has fallen to a lower level, like China or India.

We know that listening to international radio is something that people do when there is something lacking on the domestic radio stations available to them. But when conditions change, and especially when there is liberalisation of the media, audiences to international services may fall.

One obvious precondition for listening to international radio services on shortwave is access to shortwave bands on at least one radio set in the home. How much access to shortwave do people have in different countries?

We actually have very good data on this for many countries. In summary we can say that in general it is high where shortwave is a domestic means of radio transmission, and low where shortwave is not used domestically. Where people have a radio set in Africa, for example, in most cases that set will have shortwave bands on it. The same is true in many but not all Asian countries. Most sets have shortwave capacity in Bangladesh and India but that is not the case in Vietnam or Malaysia. Access to shortwave is very variable in the countries of the Former Soviet Union and Latin America. It is

high in Ukraine and Peru but low in Kazakhstan and Mexico.

But what of the increasing broadcasting activity that goes on through local small-scale community stations? They can and should consult the agency or agencies that may carry out regular audience measurement for other radio stations in the respective markets. They need to ensure that their stations are included in the radio audience measurement systems. To discover what research is being done, the best thing to do is to consult one of the local advertising agencies. What data do they get on radio audiences and from what source or sources?

A word of explanation is needed here. In many countries, audiences for radio (as well as for other media like TV and the press) are regularly measured by commercial market research agencies. The data produced are mainly designed so that advertisers and advertising agencies have some idea of who is reached by the different radio stations in a market so that their campaigns can be targeted most appropriately and so that they have some idea of what their advertising campaigns achieve in terms of numbers of people reached. This is all explained in my *Handbook on Radio and Television Audience Research* (see the book list at the end of this Mediaforum).

But in many cases you will find that commercial radio audience measurement does not focus with

Source: Radio Actions No. 12/97

sufficient accuracy or detail on small radio markets or community audiences. You may well be left to your own resources. What can you do yourself?

There is nothing new about this particular problem of small radio stations not getting much useful data from existing radio audience measurement systems. You can carry out your own research and it does not have to cost a lot of money. Methods of carrying out such research are explained in my book. But there is an even better resource available to you and at no cost! For many years, Dennis List, who formerly worked for the Australian Broadcasting Corporation's audience research department, made a speciality of developing effective and practical research tools for small stations. A lot of useful and practical guidance is given on his web site which I strongly recommend to anyone in any radio station who is interested in carrying out their own audience research. Go to http://www.audiencedialogue.org/ and find many concrete tools and case studies.

Niche Broadcasting

What audiences can small scale broadcasters, whether international ones on shortwave or local community stations, expect to reach? As far as shortwave broadcasters are concerned, the numbers are scattered and small. This does not necessarily mean that they achieve little or nothing. A broadcaster may reach an audiences of less than 0.1% of a population in a country or area. This means that less than one in every thousand people is a listener. This does not necessarily mean an insignificant achievement. Reaching relatively small numbers of people proportionate to populations is becoming increasingly common in broadcasting as the number of broadcasters increases. Niche broadcasting where broadcasters seek to reach small, specially targeted audiences with special needs and requirements, is a major feature of contemporary radio especially community radio, but increasingly of television also.

International shortwave broadcasters, and here I include the religious as well as the national, are niche broadcasters. Usually they are not aiming to reach mass audiences, but people with specific needs, interests and tastes. Just let us suppose that a shortwave international broadcaster reaches listeners in many countries but that in none of these is the audience achieved large enough to measure by the usual general population surveys. If the average reach was, for example, one person in ten thousand, that would be 0.01%. On a global scale that is a lot of people - about 350,000 of them. The problem is that we can never afford the scale and number of surveys that would be necessary to prove it.

Many community stations, including those established with a religious purpose or by a religious foundation can also realistically expect to reach only relatively small audiences. For them, local research projects focusing on the communities that they seek to serve are the answer to the need for knowledge about audiences. For them there are readily available research solutions. The target audience is local and easy to reach using the normal methods of market research, and especially the methods outlined on Dennis List's web site.

But what of shortwave broadcasters whose audiences are by their very nature, scattered across several countries, and often in areas where research is difficult? Many broadcasters working in this situation think that the situation so far as research is concerned is hopeless. But I do not believe that this is so.

We can learn a lot about the users of shortwave and listeners to international shortwave radio programmes, who are usually going to be few in number and widely scattered and dispersed. What can we do to understand and know these audiences better?

There is growing interest in niche communication and therefore also in niche research. It is no longer unusual to seek to research small and scattered communities of customers or service users. International shortwave broadcasting is no longer so unusual in its relationship to audience and ways of finding out more about them.

As "normal" radio station environments become more and more fragmented, their audiences become increasingly difficult to measure. Sometimes this is because their audiences are also scattered and small, just like shortwave audiences tend to be. Are there ways of researching them that does not rely on the existing standard surveys of general populations? I am convinced that there are. I am sure that we can develop and use practical and effective ways of evaluating the impact of and the audience to international broadcasts and other broadcasts where audiences are likely to be scattered and relatively small. Some of the following suggestions are relevant for international shortwave or satellite broadcasting. Some are also valid for local community stations.

Mail Research

All broadcasters receive mail. This can be used to generate addresses on a database that can be used over time to learn about those who write, track changes in what they like and listen to, learn about who they are and invite regular feedback.

The drawbacks are that no quantitative assessment of impact can be made from this group. Letter writers are a self-selected sample and may not be representative of the audience as a whole. Those who write are different from those who listen.

However, we know from research that responses from listeners can give an accurate picture of reception conditions. They can also tell us

Source: Radio Actions No. 12/97

something valuable about an important section of the audience - the committed and keen listeners. What is more, the people who respond to you by writing may be precisely the kinds of people you wish to reach. The very fact that they respond means that they may be what you want to achieve - an interchange or relationship with users, customers, or however you want that relationship to be. In other words, mail surveys, so often frowned on as unrepresentative, may now come into their own. Turn the criticism on its head! The letter writers are the ones you may actually most want to reach! So any sample of them is by definition a good one!

Let us take an example from advertising to show what I mean. One may advertise in a newspaper, magazine or radio for a product or service. Let us suppose that you are advertising a forthcoming concert. To measure the effectiveness of the advertising campaign you do not need to know how many people saw or heard any of the advertisements. You need to know only what the response was. How many customers did you get as a result of the adverts? That is all that really matters and the answer is readily ascertained. The same principle can also apply in broadcasting, even if we are not selling anything.

Most shortwave broadcasters, and indeed many local not for profit community stations, are in the business of getting a message or several messages across. One way of assessing impact is to measure the response. Effective communication can be designed to elicit response as part of the promotional strategy. Research can be used to capture a lot of useful data about those who respond. If you have a new series of programmes which seek to elicit a response from listeners, that response is a good and appropriate performance measure. And by analysing the respondents' demographics you will be able to say something about the relative impact among people of different backgrounds, sexes, ages etc.

On-Air Surveys

If you want some more general information about those listening and you wish to stimulate response for research purposes, you can actually ask questions over the air. These can be very good value in terms of the information gleaned. The on-air appeal can attract people to write who normally would not. You can explain the value of, and importance attached to, feedback. Specific questions can be asked. The *BBC World Service's Can You Hear Me?* exercise in 1987 was of great value in identifying the use of the *BBC's* many transmitters at different times and places. Announcements were made at various times of the day and week, and in every language service and to all parts of the world. Listeners were asked simple questions. They were to give their name and address, say where they were listening at that moment, to give the date and time and to say what frequency they were using at that moment. It gave the BBC an immensely valuable snapshot of transmitter use. It could have been used more for other purposes. It could also have been used to build up a database of useful contacts, but wasn't.

A similar exercise was successfully conducted a few years ago for the Philippines-based Christian broadcaster *FEBC* by their Burmese programme department. Research inside Burma was then impossible and it is not very easy even now. *FEBC* wanted to know what kinds of listeners it had in Burma. Were they mostly Christian? Were they mostly young people? What proportion were female? What kinds of issues and problems were uppermost in their minds? They asked these questions on the air and received many thousands of responses, which helped them to know their audience a little better. Research showed that a majority was indeed young and only a minority was Christian.

I am convinced that more on-air research like these two valuable projects could yield valuable dividends of data for other international broadcasters.

Surveys Among Target Populations

Instead of the usually rather expensive general surveys of whole adult populations, surveys can be specially targeted to those people who the stations wish to reach. If the station or service wishes mainly to reach, for example, school teachers, or priests, or catechists, there may be ways of obtaining address lists of such people. If the station can define the kinds of people they most want to reach, it is possible that a special sample to find such people may be obtainable and used in a specially designed and relatively inexpensive survey.

Internet Research

This is a growing area for research and one from which shortwave broadcasters may learn. The medium (the Internet) is still very limited in its reach and caution should be exercised when considering its usefulness as a medium through

which actually to carry out research into anything other than the medium itself. However, a good deal of Internet-based research (as against research into Internet use) is very like the on-air surveys mentioned earlier. Users are asked to respond. As these methods are developed by the fastest growing area in the market research business, there may be lessons to learn for shortwave broadcasting research.

Research Through Existing Surveys

Lastly it should not be forgotten that much useful research continues to be done among general populations by or for the major international broadcasters. The *BBC*, the *IBB* (*International Broadcasting Bureau*, the US government agency responsible for all publicly funded international broadcasting from the United States), *RFI (Radio France Internationale)*, *Deutsche Welle* and other major broadcasters commission many surveys each year. These can serve two functions for the smaller broadcasters, including religious broadcasters. They can provide data on shortwave access, shortwave

use, and many other relevant data. They can also be used to measure audiences to stations, although the results for many may be disappointing. Nonetheless, having a general picture of the amount that shortwave is used can be a guide to the strength of the medium.

Research can also provide essential data on the state of individual radio and TV market places. For example, if you want to broadcast in language A to country B, what is the best way to do this? Is shortwave the most suitable means by which to reach the speakers of that language? What is the situation in the local domestic radio scene? Is it possible to broadcast locally? Increasingly and in most parts of the world, previous blanket restrictions on private or non-governmental broadcasting have been or are being lifted. Many of the major international broadcasters like the *BBC, VOA (Voice of America), RFI* and *Deutsche Welle* are now to be heard on local FM and AM frequencies in cities as diverse as Ulan Bator, Amman, Dar es Salaam and Lagos.

SUMMARY RÉSUMÉ RESUMEN

Connaître son public n'est pas chose aisée pour un radio diffuseur. C'est pourtant essentiel. Graham Mytton, responsable pendant seize années de l'étude d'auditoire au *Service Monde de la BBC*, présente une vue d'ensemble des diverses manières d'obtenir une idée plus claire du profil, des comportements et des intérêts de son audience : par le recours à des informations disponibles et par la conduite de ses propres recherches. Il mentionne plusieurs méthodes, peu coûteuses, qui peuvent être facilement utilisées aussi par les petites radios communautaires. Tant les radios internationales en ondes courtes que les radios communautaires ont une « niche radiophonique », s'adressant à des publics cibles très spécifiques et souvent étroits. C'est pourquoi il est possible pour ces radios de mesurer l'impact de leur programmation par des outils conviviaux et légers.

Conocer a su auditorio no es una tarea fácil para radiodifusores, pero esencial. Graham Mytton, responsable de estudios de audiencia del *Servicio Mundial de la BBC* por 16 años, presenta una vista panorámica sobre diversas maneras posibles de obtener una idea más clara del perfil, del comportamiento y los intereses de la audiencia por utilizar datos ya disponibles y realizar estudios propios. Indica varios métodos que no son caros y fáciles de usar también por parte de pequeñas estaciones comunitarias. Tanto las radios internacionales en OC como las radios comunitarias tienen una „niche radiofónica", se dirigen a un grupo destinatario específico y frecuentemente limitado. Por tal motivo estas radios pueden relacionarse con su público con herramientas fáciles y de esta manera medir el impacto de su programación.

Source: Radio Actions No. 12/97

Feed-back from the Audience

Radio LUMEN's Basis for Programme Decisions

By Vladimir Slovak

PROFILE LUMEN

Radio LUMEN was established in 1992, after the dual broadcasting system was introduced by law. The transmission started on April 7, 1993. At that time Radio LUMEN was the smallest Slovak station, broadcasting just four hours daily for the town of Bánska Bystrica, which has around 90,000 inhabitants. A 24 hour programme was gradually established. Meanwhile the total number of transmitters is twelve which allows around 35% of the Slovak citizens a high quality reception.

The Slovak Catholic church, which supports Radio LUMEN, stated that no other Catholic station shall be set up. The bishop of Bánska Bystrica, who gave general approval for the station's operation, has made evangelisation the main focus. Radio LUMEN's goal is to approach all those who do not attend church. The main target group are middle-aged people with secondary education. Radio LUMEN is currently financed through advertising, church contributions and private donations.   *VS*

Radio LUMEN in Bánska Bystrica, Slovakia, uses the results of regular audience surveys as a basis for programme decisions. We asked the director for details of the surveys and the latest results, as well as the steps the radio station takes as a consequence.
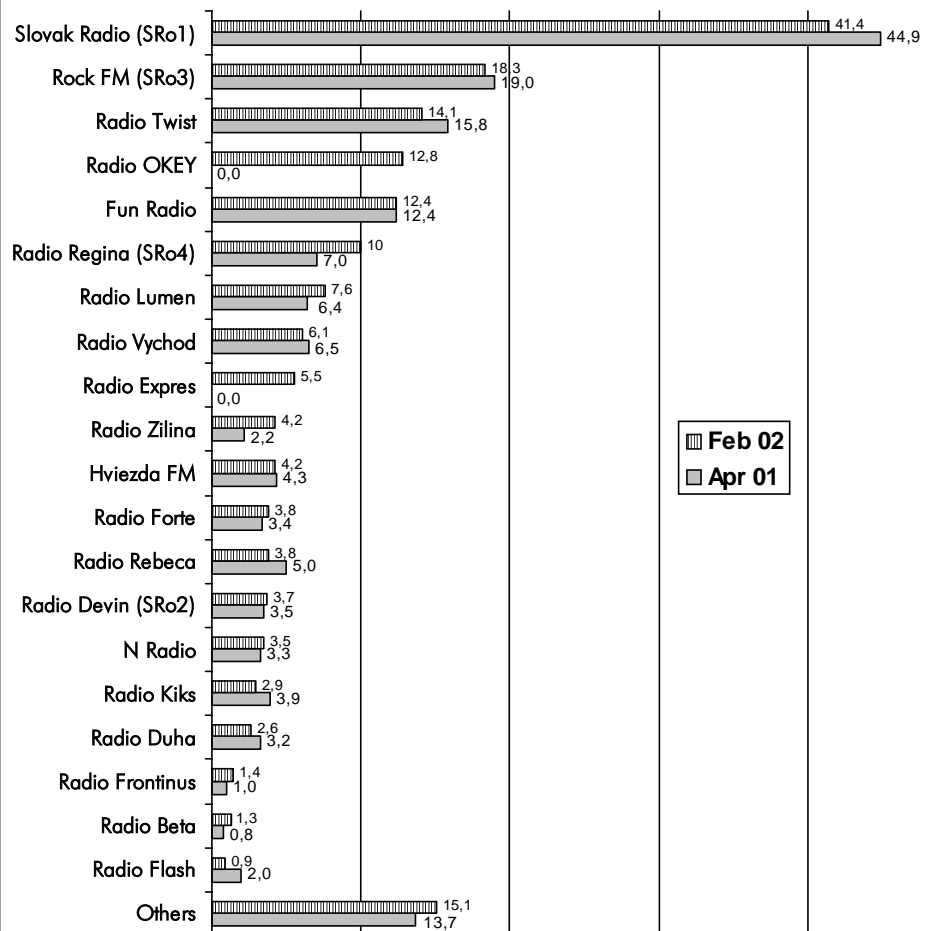
Radio LUMEN follows the directions of Church documents, especially *Communio et Progressio (CeP)*, in its broadcast. In its first chapter the document states: "While He was on earth Christ revealed Himself as Perfect Communicator" (*CeP 11*). Firstly Jesus "utterly identified Himself with those who where to receive His communication" (*CeP 11*). In the words of today's media, he wanted to know his target group so much that he made himself part of it. Obviously not just the mere fact of incarnation is dealt with here. All particular situations from Jesus' life, especially his activities in public, confirm this.

We can also see how Jesus was getting to know and adapting to his listeners' level in situations which strongly remind us of the present day group surveys. We can often see the different ways of Jesus' speech, adjusted to the target group of people, who feel approached by him (see Mt 10, Mk 4:10-12, or Mt 17:1-13).

Instruction reminds us, that also the means of communication "are for mankind", but their use can be performed in this way just by those, who "really do know and love their fellow man"(*CeP*

Table 1
Which radio stations have you listened to yesterday or today? (Percentage)

Station	Feb 02	Apr 01
Slovak Radio (SRo1)	41,4	44,9
Rock FM (SRo3)	18,3	19,0
Radio Twist	14,1	15,8
Radio OKEY	12,8	0,0
Fun Radio	12,4	12,4
Radio Regina (SRo4)	10	7,0
Radio Lumen	7,6	6,4
Radio Vychod	6,1	6,5
Radio Expres	5,5	0,0
Radio Zilina	4,2	2,2
Hviezda FM	4,2	4,3
Radio Forte	3,8	3,4
Radio Rebeca	3,8	5,0
Radio Devin (SRo2)	3,7	3,5
N Radio	3,5	3,3
Radio Kiks	2,9	3,9
Radio Duha	2,6	3,2
Radio Frontinus	1,4	1,0
Radio Beta	1,3	0,8
Radio Flash	0,9	2,0
Others	15,1	13,7

72). Hence the more the media producers try to know the recipients and respect their way of thinking, the more they want to enter their souls, the more they will be able not only to use these means according to their goal, but also follow the "Master of Communication".

Latest findings of research

As a radio station, *LUMEN* can use two kinds of sources to get to know and understand its audience. On the one hand through telephone, mail or the e-mail responses of listeners, on the other hand from the (representative) research of the audience and the population in general. *Radio LUMEN* carefully observes all of these sources of information, and prepares the programme to reach the widest audience range and to spread evangelisation. In this article the latest audience survey from February 2002 is presented together with its influence on *Radio LUMEN's* goals.

The *Institute for Public Opinion*, which is part of the *Bureau of Statistics* of the Slovak Republic, received five questions from *Radio LUMEN*, which were then given to a group of 1,258 respondents. Some of the facts can be compared as the same organisation also did the research a year ago.

1. Which radio station did you listen to today or yesterday?

The first table shows that *Radio LUMEN* is positioned right behind the largest stations, i.e. those which reach 50 and more percent of the population with a good signal. These so-called

regular listeners total about 325,000. Deducting the number of respondents who could not listen to *Radio LUMEN*, the approximate percentage of the audience "in our area" of transmission was 9,3 %. However, where *Radio LUMEN's* signal is received, listeners rarely have a choice of more than ten radio stations, so the percentage of our audience is, unfortunately, quite low. However, considering the huge popularity of the first channel of the public radio station (SRo I), the number of listeners is quite satisfying.
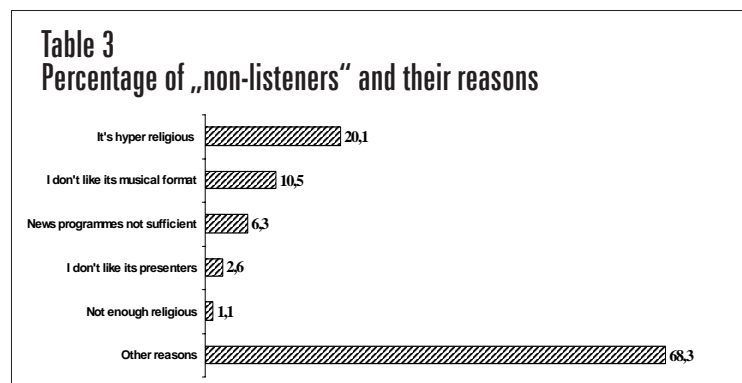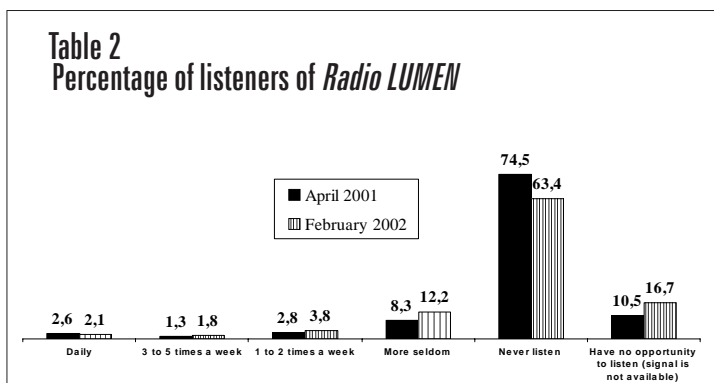
2. How often do you listen to *Radio LUMEN*?

Here all listeners, around 851,000, were taken into consideration. Of these, 90,000 listen to *Radio LU-MEN* daily, 80,000 every second day, 161,000 at least once a week, and 520,000 rarely (see table 2). When comparing the number of daily and frequent listeners with those who listen less often, an interesting shift, disappointing for *Radio LU-MEN,* may be noticed. In the course of the previous year the number of listeners who tuned in once a week or less has increased at the expense of the regular ones. This increase must be directly connected to two facts shown later in the survey — the audience of particular programmes, and the higher percentage of younger listeners. In the first case we can see that the audience of the charts shows has increased, and other special music programmes achieved a relatively high listener level. So people mostly hear *Radio LUMEN* for one or two particular programmes. It also reflects the imbalance of the attractiveness of the different

Technical range
of Radio LUMEN

broadcasts. From another perspective, listeners between the ages of 16 - 30 channel hop a lot and it is good that *Radio LUMEN* is at least sometimes a target of these young people.

3. Why don't you listen to *Radio LUMEN*

To deepen the survey and to understand the situation better, those who answered, "I never listen to *Radio LUMEN*", were asked why they didn't listen. The results are shown in table 3. The first five answers corresponded to the reaction of the previous listeners' response: It is hyper-religious (20,1 %), dislike of musical format (10,5 %), insufficient news programmes (6,3 %), weak presenters (2,6 %), not religious enough (1,1 %). It is interesting to note how the criticism expressed in letters differs or even contradicts the survey. In writing, listeners most often criticise the scarceness of clearly religious programmes, followed by music and the performance of presenters. Here it is never stated that the station is too religious. Answers to the respective question in the survey make clear on the one side the prejudices against the label "Christian" in general; on the other hand they show our responsibility to present *Radio LUMEN* in a so-called secular back-ground. The information

Table 2
Percentage of listeners of *Radio LUMEN*

■ April 2001
▥ February 2002

	Daily	3 to 5 times a week	1 to 2 times a week	More seldom	Never listen	Have no opportunity to listen (signal is not available)
April 2001	2,6	1,3	2,8	8,3	74,5	10,5
February 2002	2,1	1,8	3,8	12,2	63,4	16,7

Table 3
Percentage of „non-listeners" and their reasons

	Percentage
It's hyper religious	20,1
I don't like its musical format	10,5
News programmes not sufficient	6,3
I don't like its presenters	2,6
Not enough religious	1,1
Other reasons	68,3

gathered here can be used in discussions with the owners and Church represen-tatives who often reproach us for "lack of religious content", as well as in correspondence with the listeners, who have extreme religious demands.

4. Favourite programmes

The fourth question dealt with the attractiveness of particular programmes (see table 4) and shows the Holy Mass in the top position (35,4 %), followed by Evening Talk Shows (18,7 %), a daily service broadcast (16,7 %) and *Radio Vatican* (15,9 %). Additional information from the survey shows that the Holy Mass is listened to by mainly elderly women, with primary or secondary education. The data made obvious that we have to continue announcing the song numbers (in the songbooks) before the Mass, as these elderly ladies like to sing the songs from the Unified Catholic Song-book. The celebrants must have a resonant voice to be heard clearly. Homilies should be simple and easy to understand.

The evening discussion programmes, in second position, are also mostly listened to by women. The time chosen for these broadcasts is intentionally after the first evening film, when many go back to

the kitchen to do housework. However, the age groups are completely different here. These programmes have very few listeners under 25 and almost none over the age of 65. The percentage of other age groups is relatively equal.

This is *Radio LUMEN's* main target group for evangelisation. In the evening the audience is able to listen to spiritual information, during the day people are concentrating on their work or taking care of the children. The listeners are also educated differently, most of them have a university degree, and only a few have just primary education. This tells us to focus on more demanding topics.

The music charts, which are in the third position, are broadcast from Mondays to Thursdays at 4 p.m.. These are listened to more by men. The age group is just the opposite to the one of the Holy Mass. Most of the listeners are aged between 16 and 24 and those over 40 represent a very small number.

The programme department started a discussion, which will be solved by the Programme Board (representatives of the supporting dioceses), about whether we should move our meditations for teenagers from 3.15 p.m. to this time (4 p.m.). However, the education survey shows us that this group consists mostly of young people with a lower education, so if this is decided upon, difficult and complicated themes should not be broadcast.

Surprisingly enough, the last positions of the popularity chart are occupied by the programmes recommended by the Marketing Department (*Sport Club*, *One Hour of Your Style*, *Auto-Moto Club*). Their broadcasting time is the "bestseller" for customers with various advertising and promotion compe-titions, for interviews and placement of advertise-ments. This could be due to the fact that previous surveys dealt with similar blocks or programmes, broadcasted throughout the week, while these are broadcast only once a week. On the other hand, it reflects a deep contrast between the thinking of the listeners and that of the advertisers.

It is worthwhile considering whether these kinds of programmes should be broadcast more regularly (in order to increase the financial income from the sale of promotion time), or to increase the popularity of these broadcasts by more frequent jingles during other programmes or whether the Marketing Department should convince the promotion agencies to place their products at a different time.

Religion and audience

Although only 35,7 % of all Slovak citizens are so called "practising Christians", i.e. regular attendants of church services, they make up twice as many of *Radio LUMEN's* regular listeners – 72.8 % (see tables 5 and 6). They make up less - 59 % of the whole *Radio LUMEN* audience. 33 % of the audience are non-practising and 8 % are non-Christians.

This is how the survey also clearly showed that *Radio LUMEN* has not achieved its main target to reach the people who are not, or are no longer, practising the Christian faith. The following reasons summarise the shortcomings:

1. Programme quality varies during the day

a) Religious and "secular" themes are too diffe-rent in style

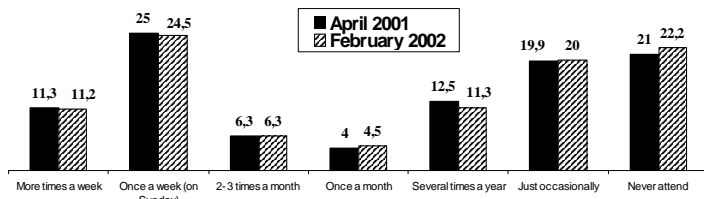b) Not all programmes are prepared by professionals

c) Some presenters are too weak

Table No. 4
Favourite programmes of Radio LUMEN:

(Percentage of all listeners of the station)	Apr 01	Febr 02
Holy Mass	38,1	35,4
Evening Talk Shows at 21,15	19,3	18,7
Music Charts at 16,00	10,8	16,7
Daily Programmes (Tip-top)	11,4	15,9
Radio Vatican News at 21,00 or at 5,00	10,8	15,9
Morning Programmes	25.0	14,6
News at 17,30	11,9	14,2
Voice of America News at 22,30	6,8	7,3
Special Music Programmes at 20,15 hod.	–	6,9
Inquiry Programme "What Do You Think" at 14,00	8,5	4,1
Sport Club	–	3,3
One Hour of Your Style	–	1,6
Auto - Moto Club	–	1,6
I listen to all programmes of Radio LUMEN	9,1	11,0

Table 5

Church Services Attendance (percentage of whole

	More times a week	Once a week (on Sunday)	2-3 times a month	Once a month	Several times a year	Just occasionally	Never attend
April 2001	11,3	25	6,3	4	12,5	19,9	21
February 2002	11,2	24,5	6,3	4,5	11,3	20	22,2

Table 6

Percentage of Radio Lumen's Audience (today or yesterday) in the Light of Church Service Attendance

They listened to Radio Lumen today or yesterday:

Several times a week	Once a week (on Sunday)	2 - 3 times a month	Once a month	Several times a year	Just occasionally	Never attend
31,5	41,3	6,5	2,2	8,7	6,5	3,3

They Attend Church Services:

d) No stable sound profile

e) Selection of music

2. Breaking the originally designed dramaturgy

3. Inadequate promotion of areas outside the church

The following measures were agreed upon in the General Meeting in March 2002 for the coming year:

• Elimination of the weaknesses mentioned above
• Speeding up of the process of covering the West of Slovakia with a signal
• Controlling of all programmes (to increase continuation and avoid repetition)

• Raising more funds for the company's operation
• Improvement of *Radio LUMEN's* position in the list of the most listened to Slovak private radio stations
• Reaching rank six among the stations most listened to
• Reaching a 10 % audience in the area covered by *Radio LUMEN*'s signal
• Increasing the percentage of non-practising Christians in the number of regular listeners to 33 % Of course, the accomplishment of these tasks and their practical implementation will be subject to

discussions and working plans. In general, the survey results give a more objective feed-back of *Radio LUMEN's* work, although the real aim — to turn the hearts of people — is difficult to measure.

The station's management consider this not only as a professional goal, but also as an accomplishment of the requirements of the Church communication in the footsteps of Christ — a perfect announcer.

Source: Wie sag ich's? gep Buch 1994

S U M M A R Y   R É S U M É   R E S U M E N

E F

El director de *Radio LUMEN*, una estación de radio católica en Bánska Bystrica, Eslovaquia, describe en su artículo cómo los resultados de sondeos de audiencia regulares sirven de base para tomar decisiones de programación. Los datos muestran las debilidades y fuerzas percibidas y dan informaciones sobre las razones de los radioyentes de no sintonizar *Radio LUMEN*. Los resultados de los sondeos de audiencia representativos frecuentemente están en contraposición al contenido de las cartas de los radioyentes. Además, el sacerdote Vladimir Slovak presenta los aspectos teológicos de su política de programación, siguiendo las huellas de Jesús, el gran comunicador, quien siempre tenía conciencia de la gran variedad de su auditorio.

Le directeur de *Radio LUMEN*, une radio catholique de Bánska Bystrica en Slovaquie, décrit dans cet article la manière dont la station utilise les résultats de recherche permanente d'audience pour orienter sa programmation. Les données recueillies indiquent clairement les faiblesses et les forces de la station et fournissent des informations sur les raisons pour lesquelles des auditeurs n'écoutent pas *Radio LUMEN*. Les résultats de l'étude sont assez souvent en contradiction avec le courrier des auditeurs. De plus, Vladimir Slovak, qui est lui-même un prêtre, propose également quelques fondations théologiques de sa politique de programmation, suivant les traces de Jésus, le grand communicateur, qui était toujours conscient des différents auditoires auxquels il s'adressait.

Evaluation for Action

Learning from *Radios Populares*

*By Victor van Oeyen**

* Victor van Oeyen is coordinator of the ERBOL-ALER research department.

During the last six years the *Latin American Association for Radio Education (ALER)* carried out two major surveys on *radios populares*: an *external evaluation* about the strengths and weaknesses of *ALER's* strategies and lines of action (1996/97) and a *diagnosis* - which emerged as a collective concern within the grassroots radio movement - about the validity and impact of the member radio stations (2000/2001). We asked the author, one of the two co-ordinators of the second study, to compare the different purposes, methodologies and results, and to reflect on the effects of both on the development of the grassroots radio movement.

PROFILE ALER

The *Latin American Association for Radio Education (ALER)*, based in Quito-Ecuador, was founded in 1972 by 18 *radios populares* and production centres in 10 Latin American countries. Today it groups 98 major alternative radio stations and institutions together in 18 countries and is the most important network of non-profit radio stations on the continent. Via the satellite system *ALRED* the association transmits different continental and national radio programmes. In thirty years of existence *ALER* has accumulated profound experience in professional training as well as in audience research and evaluation.

Evaluation .... to what end?

Evaluation has always been a need within the logic of international cooperation, and in recent years it has become an increasingly necessary resource for *radios populares*.
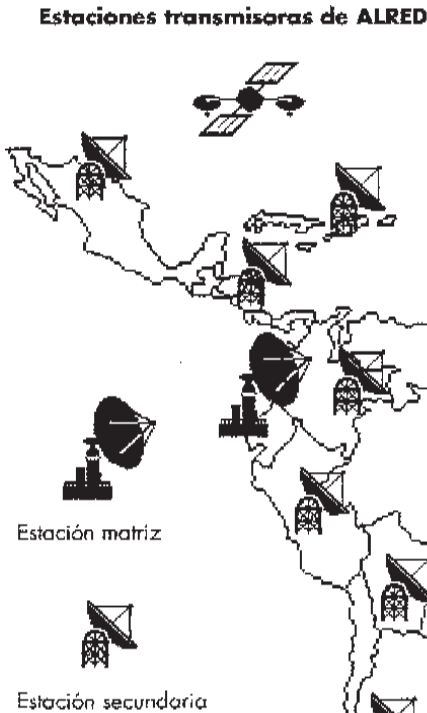
When we speak of evaluation, the expectations of the various participants in the institutional process of popular communication have different nuances. The *agencies of cooperation (ACs)*, which support *radios populares* in Latin America from the north, have a natural obligation to ensure the "good" use of the funds they manage on behalf of governments, churches or other sources. From the viewpoint of *radios populares*, however, the primary objective of the evaluation is not to "control", but to expand and improve the work. In the past few years, some *ACs* have been seeking greater dialogue and have been proposing evaluations in terms of "advising" or "consultancies", in an effort to make the evaluations more useful to those who manage the projects.

However, despite the best intentions of many agencies to create horizontal bonds with their counterparts in the south, in practice it is the *AC* that ultimately makes the decisions about the project in the south, not the other way around.

This fact, which in itself is neither good nor bad, is definitive for the relation between the two parties. In the "southern" practices and perceptions of evaluation, the idea of evaluation as "control" frequently stands out. This has led to a certain "erosion" of the concept of evaluation. Many people involved with radio stations do not believe in evaluations because they see them as attempts by *ACs* to try to control their work, as a test, or at best, as an annual routine that is of little help (Mata, 1990, p. 5).

From the viewpoint of *radios populares* and the standpoint of communication, in order to address the challenges proposed by the huge changes in the socio-economic and cultural situation, instinctive and empirical notions are no longer sufficient for managing a popular or community radio station in such a way that it has real incidence in local, national or regional problems.

Despite this need, however, only 30% of *radios populares* in Latin America currently have systematic mechanisms for planning and evaluation. Fewer still have medium-range strategic plans. Most say they regret this gap and express a willingness to implement planning and evaluation systems, but they lack the necessary mechanisms, skills and habits (Geerts and Van Oeyen, pp. 120/121 a. 242).

Estaciones transmisoras de ALRED

Estación matriz

Estación secundaria

Evaluation and diagnosis

Without wanting to get into the slippery area of the hundreds of definitions of "evaluation" (see Artieda, 2001), we can say that, in general terms, almost all of them share the following elements:

• Evaluation is a form of applied social research. "The relationships between evaluation and research are very close, since both are based on the use of the arsenal of models, instruments and techniques that constitute the so-called research methodology for social sciences" (Franco, quoted in Artieda, p. 34). Contreras observes, in this context, the need to "move from the daily evaluations to the evaluative research" (Contreras, p. 28), which would imply compliance with the following principles: objectivity, reliability, validity, rigorous procedures and credibility.

• Evaluation is a step within a logic of institutional operations and presupposes other phases. The general process, called "planning", involves "setting out and organising activities, methods and resources to achieve a certain goal or objective",

(Contreras, p.58) and basically involves the following elements, carried out in a logical and cyclical order:

a) Diagnosis of the problem: statement of the current situation

b) Goals: what do we want to achieve?

c) Strategies: what path should we take to achieve these goals?

d) Working plan: activities, human resources, economical resources, timetable

e) Implementation: putting the working plan into operation

f) Evaluation: review of what has been done and what has been achieved

• Evaluation seeks to measure the efficiency and effectiveness of an intervention. Through evaluation, we can determine "certain aspects of a social practice to find out how it develops and to what extent it responds to the goals it has set" (Mata, p. 13). There are two major fields of evaluation: Efficacy or effectiveness: the consequences or changes produced as a result of the social intervention, in direct relation to the objective (Artieda, Carrera, p. 40). Efficiency: ways of carrying out activities with a rational use of human, economic, natural and temporal resources.

• The evaluation has an instrumental role in the practical sense. All authors emphasise that the evaluation should be an instrument to reorient practice and therefore "to evaluate does not only mean verifying whether or not what has been achieved coincides with what was planned. To evaluate also involves contributing to that what was planned to be achieved" (Medina, p. 9). This implies that the global philosophy and the evaluation (or *diagnosis*) methods and instruments should be characterised by logic that makes the application of its findings (conclusions and recommendations) as probable as possible.

In institutional practice, however, this "re-orienting" is frequently not clearly felt. Rather, the

evaluation is considered as a kind of control or examination. This is most likely directly related to how useful the evaluation study is in practical terms.

It could be said that its practical usefulness is comprised of two in-depth methodological characteristics: the degree to which it educates and the sense of action, both postulates of the participatory research, a theoretic current that is "a relative" of grassroots education and communication, with a strong presence in Latin America in the 1980s.

Participatory research and society

Participatory research places a great deal of emphasis on how useful it is in terms of subsequently contributing to action. If we assume that the survey should study reality in order to contribute alternatives that change the structures of domination, the researcher cannot remain in the role of "communications expert" but should become involved in the process of social change.

At a methodological level, the participatory research does not only involve a commitment on the part of the "evaluator" but also the active participation of the subjects of the analysis at every phase, from the thematic definition, to data collection to sharing the information. As a result, the process not only generates information and analysis but also becomes an educational experience that serves to determine the needs of the large sector of the marginalised and to create growing awareness about their resources and possibilities.

The *diagnosis*

The *diagnosis* is another mode of assessment for action. The primary difference between it and the evaluation is the absence of the "fulfilment of what was planned" element. It is "an investigation that describes and explains certain problems about reality in order to subsequently attempt to provide solutions" (Los pasos p. 65). The *diagnosis* allows us to "obtain an understanding of our reality and principally facilitates the planning pro-

Here, and on the following pages: impressions from member radios in Guatemala, Costa Rica, Brasil and the Andean Region

cess" (Barrezueta p. 27). The definition of objectives, strategies and working plan are based on the results of the *diagnosis*. Once implemented, the plan will later be evaluated.

ALER and the evaluation

Since its founding in 1972, the *Latin American Association of Radio Education* (*ALER*), has gone through different up-dating processes. "If one thing has characterised the practice of grassroots radios that are members of *ALER* it is their constant revision and transformation. The changing reality in which they exist and develop, modifications in the field of social and communicative theories, the technological and political transformations have marked their existence" (*ALER*, 1996).

To carry out a *diagnosis* of the reality of *radios populares* in Latin America or to evaluate an association like *ALER* involves several different institutional levels as work is carried out in local radios and in different national, regional and continental associations.

In *ALER's* recent institutional history two major studies about *radios populares* were carried out that confirm this willingness for "constant revision and transformation." These include an external *ALER* evaluation and a *diagnosis* about the reality of *radios populares*.

External *ALER* Evaluation 1996/1997

The initiative for the evaluation emerged in 1995 on the part of the Broederlijk Delen cooperation agency that had to justify the inclusion of *ALER* in its five-year plan to the Belgian government. The aim was to carry out a simple evaluation that would serve this purpose.

Given that the evaluation was required by the agency, the *ALER* Executive Secretary sought to take advantage of the opportunity to "look within" and invited other cooperation agencies to participate in the evaluation. It managed to attract the interest of *Misereor* (Germany) and *Bilance* (Netherlands, now *Cordaid*).

Description of the evaluation

The main objectives were to analyse *ALER's* strategies and lines of action, based on its strengths and weaknesses. In this manner, the evaluation sought to investigate *ALER's* main contribution in the communication field and reflect on future strategies.

Initially a "participatory evaluation" was proposed, but when the terms of reference began to be defined, it became clear that it would be very complicated to carry out a truly participatory process given the size of the region and the disperse nature of the affiliates. As a result, the issue of participation was

limited to the choice of the evaluators, while the entire methodology was discussed in the Executive Secretariat (ES) and with the Board of Directors, the Association's governing bodies. It was agreed that a four-person "evaluating team" would be established: two people selected by the agencies and two by *ALER*.

The methodology had the following principal characteristics:

• The ES team drafted the terms of reference of the evaluation which were then complemented in the board of directors' meeting. The three agencies met and made their proposals. The final terms of reference were presented to the evaluators.

• The elaboration of the methodology was the responsibility of the research team. The evaluators selected by *ALER* worked in constant consultation with the ES. The final decision was discussed in the *ALER* Secretariat prior to initiating the evaluation.

• In order to gather information, the investigation team split up into two pairs (one *ALER* evaluator and one from the agencies) and visited 22 affiliates in ten countries, of a total of 76 affiliates in 17 countries. The institutions were jointly selected with *ALER*, seeking the greatest possible representation. During each visit, the investigators worked with the institutional directors using a question guide.

• Parallel to this, a questionnaire was sent to all affiliates and 55 % responded.

• Interviews were held with 19 "key sources" who were also selected in conjunction with the ES.

• Pertinent institutional documentation in the ES was studied.

• Interviews were held with the ES and the board of directors.

• The final report was drafted after a team meeting and based on partial reports from the evaluators.

• The report was shared in a meeting between the evaluators, the secretariat and the board, where some conclusions were discussed and some adjustments made based on observations from *ALER.*

• The evaluators met in Germany with the agencies to present the report.

• The agencies sent critical observations.

• Three representatives from *ALER* and the agencies held a discussion meeting.

Main conclusions of the study

• It is confirmed that the affiliates feel they are a part of *ALER*, that they have a decisive influence in strategic definitions (assemblies, board) but there is a lack of co-responsibility. Evaluators recommend seeking greater co-responsibility based on concrete services.

• There is a need to specify or explore more deeply the type of radio that *ALER* currently seeks to impel.

• The evaluators recommend concentrating on the

creation or consolidation of national coordinating committees, rather than on the direct relationship to individual member radio stations.

• They emphasise the impact of training in *ALER's* history and indicate that in recent times contents tend to be more theoretical than practical and are aimed at more qualified personnel (heads of press, production), with a priority placed on news. They recommend not to concentrate training on these "professionals" as these "specialised" people may leave the stations and the efforts will have been in vain.

• Regarding *ALRED* (programme service via satellite), they emphasise the courage and the importance of projecting it, as otherwise the radios will seek other offers. They see the responsibility as "enormous" and that if it fails "the possibilities of grassroots communication itself will be affected..." Evaluators consider it to be viable both technically and in terms of economic investment. However, they do recommend taking spending control into account as it could potentially become unmanageable.

• In terms of economic sustainability they state that the expectations of the agencies and *ALER* regarding self-financing are not realistic. They recommend moderation and placing the issue within reach.

Results in terms of action

The initial attitude of the agencies was critical regarding the results of the evaluation. They expected a more critical position and were left with questions. However, after the final meeting in Brussels, all doubts were apparently clarified.

In institutional terms, the following "effects" of the evaluation were observed:

• In terms of support for the association:

– Funding for an additional three years from *Cordaid* (which had been pulling out)

– Funding within the *Broederlijk Delen* five-year plan

• The agencies were initially very critical of the "satellite project", however, when the evaluation confirmed that it was feasible and something that the affiliates wanted, they decided to support it.

• The evaluation provided the executive secretariat with key elements in terms of a global vision of the reality and the challenges.

• The study underlined that *ALER* should be "the" reference in grassroots communication in Latin America.

• It raised the question of how the bilingual stations could also profit from the satellite project. This resulted in the start of the Kiechwa Satellite Network in the Andean countries.

Source: Erbol Ecd 1995

• Based on the assumption that *ALER's* self-funding possibilities are dependent on the economic sustainability of the affiliates, a new marketing strategy was introduced (Latin American Marketing Network).

• It was decided that "legislation" would be a line of work.

• It took into account that "if the satellite project fails, grassroots communication will have failed". This lead to the institutional determination that the *ALRED* project "must not fail".

• Based on the observation that "the satellite project could serve only the strongest radios and further marginalise the poorest" the issue received special attention (funding was sought and obtained so that symbolically the poorest affiliate in *ALER*

could be connected to the satellite, the indigenous *Runacunapac* radio of Ecuador).

Impact of *radios populares 2000*

The validity and impact of the *RP 2000* study arose from a practical need. A lack of clarity about communications projects and the current collective inspirations of the Popular and Community Radio, generated institutional uncertainty within *ALER* that can be summarised in the following question: how can we, as a continental association of *radios populares*, be sure that the work we carry out makes sense for the radios and people in all countries, in order to help them improve their living situation?

This question became a concern for the entire so-called *Grassroots and Community Radio movement* in Latin America, at a local, national and continental level.

Significant changes in the social, economic and cultural reality of the world in general, and Latin American countries in particular, motivated a study about the role of radios regarding their social and political projection. The study sought to provide information for the movement about their operation and real impact so that they could spearhead pertinent reorientation processes.

Description of the research process

The study was more a *diagnosis* than an evaluation. The same general objective of the study (to systematise and analyse the current reality of the

grassroots radio movement in Latin America) demonstrated that the aim was not to discover to what extent the projects responded to objectives formulated in a planning system. The framework for the study was created based on general documentation that described the purpose of the *Grassroots and Community Radio* and its main strategies. *ALER's* theoretic framework served as a jumping off point for this exercise, that then lead to the definition of five problem fields in the area of efficacy and three problem fields in the area of efficiency.

Organisers decided that the study would concentrate on twelve countries, guaranteeing that the sample was representative in terms of the diverse *radios populares* on the continent. In order to select the experiences within the countries the following criteria were taken into account.

• The diversity of experiences: radio stations, production centres, national coordinators, networks and associations, research centres, social actors.

• The diversity of socio-geographic realities, types of property, size and audiences.

• The plurality of the experiences of *radios populares* in Latin America, including experiences that go beyond the *ALER* institutional environment.

• The sample was not to be limited to successful experiences, but was to include experiences that demonstrate the real problems that exist in *radios populares*.

In total the following were consulted: 74 radio stations, 21 radio associations or networks, 19 communication centres, 54 experts and investigators.

In all institutions a series of interviews were carried out with the staff and in the majority of radios and networks with social actors from the area, region or country. For this purpose, a total of 26 instruments were elaborated: written questionnaires with and without the presence of the evaluator, individual and collective interview guides and group dynamics.

ELAI, the Latin American research team, carried out the process. The team consisted of seven evaluators, all members of *radios populares* and it operated, under the coordination of the *ERBOL-ALER Research Department*, as a nucleus group during the entire process. Its participation was key in the following phases:

• Definition of the global methodological framework (first meeting)

• Elaboration of instruments (electronic consultations)

• Collection of information (preparation, field work, national reports)

• Analysis of results (second meeting)

• Correction of drafts of the Final Report, edited by two members of the team

• Continental discussion of the results.

POPULAR RADIO

Source: ALER
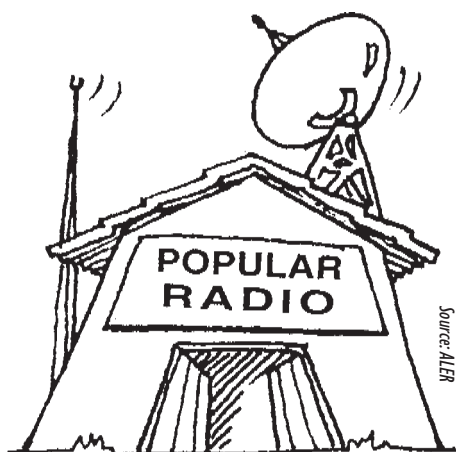
During the field work, in each country a national researcher joined the process, who was also a member of the *radios populares* movement. His or her work consisted in helping to select the sample, preparing the field work and actively participating in that work. During the fieldwork, the two evaluators worked as a team, enabling the combination of both a national and an outside perspective.

The initial results of the study were published in a report that served as a working document for the International Conference "Validity and Impact of *radios populares* 2000, Reality and Perspectives". This event took place May 28 – 30, 2001 in the city of Quito with the active participation of 115 people, representing 75 radio stations, production centres and coordinating teams throughout Latin America. Moreover, more than 20 international and non-government organisations also attended the event.

The conference dedicated three days to presenting the results of the study, the analysis and interpretation of the systematised data and the search for common strategies to strengthen the *radios populares* movement. The research team accompanied the reflection work during the seminar.

The XI General *ALER* Assembly was held immediately after the conference. There, more in-depth work was carried out regarding the conclusions. Working lines were established, based on the study and the following debate.

Main conclusions of the study

In general, radio stations have difficulties adapting their projects to new realities and responding to their challenges which implies in terms of reorientation.

One group of radio stations continues to give the same responses despite the fact that the questions raised by reality have changed. These radios do not carry out new readings of the profound changes that are taking place and continue with the same project that was implemented ten years ago. They are swiftly losing both their audiences and their impact.

Another group has renewed their reading of reality and has managed to reconstruct clear and coherent projects or have begun to do so in recent years. These are radios that have good contact with their public, with social actors and a strong impact in their reality.

The largest group is at a crossroads, which is to say it is aware of the changes that are taking place and the need to reorient their strategies but to date, they have not been able to create a new concept that responds to this need. They lack instruments, models, inspiration and the leadership to carry out the necessary changes. This problem is even more relevant among the "old" established stations that have trouble renewing their strategies. Failing to adapt to new realities, many projects have lost or are losing their validity.

The study identified factors that help to explain this crisis, both in the area of efficacy (social sustainability or political-communication project) as in the area of efficiency (institutional and economic sustainability).

Results in terms of action

The series of conclusions and recommendations, both in terms of the seminary and the assembly, in major lines, confirmed and validated the diagnosis carried out by the study. "The discussion focused especially on the 'proyecto político-comunicacional' (political-communicational project), i.e. the need to discuss and redefine the role of the stations to strengthen civil society, to seek transparency of political decisions ('fiscalización') and to enforce development processes". (Dietz, p. 7) This socialisation and debate of the study led to the awareness all over the continent that the *radios populares* are in a crisis.

In the first joint meeting between *ALER* and AMARC, February 23-25, 2002 it was determined that both institutions would begin to review the "integral management of *radios populares* in the political, communicational, economic and institutional aspects".

During the event, both institutions emphasised the importance of the study for the generation of critical knowledge and the necessary political will to reach this new joint path.

Lessons learned

Not all aspects of the reviewed studies can be compared. The first was an evaluation and the second was a *diagnosis*.

The 1996 evaluation arose due to concern on the part of funding agencies. *ALER* took advantage of this in order to investigate its strengths and weaknesses. The evaluation met these objectives, which is to say it met the requirements of the funding agencies with a positive result for the Association and provided an external look at *ALER's* institutionality, which resulted in the implementation or correction of some of the institutional logic.

Cooperation (ACs) according to an article from the same magazine which states:

"This research is of particular importance for any radio practitioner in the developing world as well as for the partners in the north, as

• it is a study which emerged from inside the radio movement and which they themselves organised;

• it gives a representative insight into the current situation of the *radios populares*;

• it is a very detailed study;

• it is the first overview of its kind". (Dietz, 2001)

It would be interesting to evaluate whether the second study managed to satisfy the *ACs* in terms of "control" in order to reach conclusions about the evaluation practice in general.

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The *2000 Diagnosis* emerged as a collective concern within the Grassroots Radio movement and sought to provide the movement with information about its current validity and impact in order to facilitate its re-definition, an objective that is still in process, but which has been "broadly" shared.

The first study, which was limited from the outset regarding its participatory level, did not manage (or seek) to stimulate reflection within the association about its policies and communication strategies. The second study did achieve this collective reflection in the sense of an educational process, which was also one of its initial objectives. The different methodologies, the level of participation in defining the terms of reference, gathering the information and publicising it, demonstrate its different intentions. The second study was apparently useful for *Agencies of*

SUMMARY RÉSUMÉ RESUMEN

Ces six dernières années, *l'Association Latino-Américaine pour l'Education par la Radio* (*ALER*) a réalisé deux recherches d'envergure: d'une part en 1996/97, une *évaluation externe* sur les forces et faiblesses des stratégies et du programme d'action d'*ALER.* D'autre part en 2000/2001 un *diagnostic* de l'impact des stations de radio membres de l'association. L'auteur, qui était l'un des deux coordinateurs de la seconde étude, compare les objectifs, les méthodes et les résultats des deux recherches. L'évaluation de 1996 entraîna la mise en place ou l'amélioration de procédures institutionnelles, quant au diagnostic de 2000, qui était l'aboutissement d'une demande des radios elles-mêmes, ce fut l'occasion d'une réflexion commune et d'un processus de formation collective.

E F

Durante los últimos seis años, la *Asociación Latinoamericana de Educación Radiofónica* (ALER) realizó dos investigaciones principales sobre las radios populares en América Latina : por un lado una evaluación externa (en 1996/97) con respecto a las fuerzas y debilidades de las estrategias y las líneas de acción de ALER y por otro lado (en 2000/2001) un *diagnóstico* sobre el impacto de los miembros asociados. El autor, uno de los dos coordinadores del segundo estudio, compara los diferentes objetivos, las metodologías y resultados de las dos experiencias. Los dos estudios cumplieron sus objetivos principales. La evaluación de 1996 llevó a la implementación o corrección de algunos aspectos de la lógica institucional, mientras el diagnóstico de 2000 llevó a un amplio proceso de reflexión.

Boussole de la radio

L'étude d'auditoire pratiquée par
Radio Fréquence Espoir

par Camille Sawadogo *

* Camille Sawadogo est le directeur du CEDICOM de Nouna-Dédougou au Burkina Faso.

PROFIL CEDICOM

Le Centre Diocésain de Communication (*CEDICOM*) est au service des populations des diocèses de Dédougou et de Nouna. Créé en 1990, le *CEDICOM* est devenu aujourd'hui une plate-forme communicationnelle incontournable dans la région de la Boucle du Mouhoun. Sa mission est de sensibiliser, former et informer les communautés surtout rurales en vue d'un meilleur développement matériel et moral. Au regard de ces objectifs, le *CEDICOM* mène des activités audiovisuelles multiples : la radio créée en 1995, la production vidéo et l'animation dans les villages.

En septembre 2000 a débuté une évaluation de la radio des diocèses de Nouna et Dédougou, dans l'ouest du Burkina Faso, *Radio Fréquence Espoir*. Il s'agissait d'une évaluation participative pour laquelle l'équipe de la radio a bénéficié d'une formation à l'étude d'auditoire. Nous avons demandé au directeur de la radio de nous décrire comment cette évaluation a ouvert de nouvelles perspectives pour la station.

Un navire sans boussole, telle était la situation de *Radio Fréquence Espoir,* la radio du centre diocésain de communication — *CEDICOM* - de Nouna-Dédougou au Burkina Faso, jusqu'en septembre 2000. A cette date, a débuté une évaluation de radio à la demande de *Misereor*, un des principaux partenaires du centre. Au regard de l'appui apporté au projet depuis 10 ans, ce partenaire souhaitait s'assurer de l'impact de notre radio, partant du bien-fondé de son appui.

Le personnel formé à la *M.A.R.P.*

Les termes de référence prévoyaient une évaluation participative. Aussi la première étape en fut une formation à la Méthode Active de Recherche Participative (*MARP*). Sous la conduite experte de Martin Faye, directeur *d'Intermédia Consultants Afrique*, 8 agents du *CEDICOM* se sont initiés à la maîtrise des outils et techniques de l'étude d'auditoire en vue de mener les enquêtes dans les villages.

L'étude concernait 9 villages situés entre 45 et 70 kilomètres de la ville de Dédougou. La plupart de ces localités ne recevaient plus la radio depuis quelque temps. En effet, l'évaluation intervenait à une période critique : une panne grave affectait l'émetteur principal, réduisant de moitié la zone de couverture (50 km au lieu de 100). Ce facteur aurait pu compromettre considérablement les résultats de l'évaluation. Pourtant, il a énormément joué en faveur d'une meilleure appréciation de l'impact de la radio. À Daboura, village situé à 85

kilomètres de Dédougou, où les émissions n'étaient plus reçues depuis 6 mois, malgré le sentiment de déception, la population a répondu massivement à l'appel. Mais le message était clair et unanime : il faut au plus vite rétablir la zone de couverture. Ce qui fut fait entre-temps.

En question par les auditeurs

À l'instar de toute autre radio, *Fréquence Espoir* disposait d'une grille de programme révisée une fois par an. Alors que la radio se félicitait de la pertinence de son programme, l'étude d'auditoire en révélera les défaillances. Établi sans référence à aucun calendrier saisonnier ou quotidien, la grille s'adaptait peu aux réalités du milieu. Il fallait donc la remodeler à la couleur du public. Les émissions féminines ne sont plus programmées à 18 h puisque c'est le moment où les femmes de Mobgwêntenga comme celles de Tchériba s'activent à apprêter le repas du soir. Les thèmes suivent désormais les préoccupations saisonnières.

Dans un pays à majorité agropastorale où la nature n'offre annuellement qu'une seule saison pluvieuse, à la période des pluies certaines familles élisent domicile dans leurs plantations, ne mettant le pied au village que les jours de marché (une fois la semaine). Les heures d'écoute radiophonique se limitent à la tombée du jour. Le soir venu, l'on se paye une petite détente à côté de son récepteur, l'oreille attentive aux informations régionales ainsi qu'aux bons conseils. Les émissions destinées aux paysans sont alors programmées la nuit. Les thèmes

tournent autour du sarclage des champs ainsi que des maladies comme le paludisme, les diarrhées dont l'eau des pluies favorise le développement. Le tout est bien sûr arrosé d'une bonne dose de variété musicale. Au mois d'août, Maami de Sanaba tout comme Victor de Daboura répandent l'engrais dans leurs champs et s'activent à éliminer les parasites du coton. C'est donc le moment propice pour lancer les émissions concernant l'utilisation des engrais et des pesticides. La saison des pluies, c'est aussi la période de la soudure. Il faut alors renseigner régulièrement la population sur la fluctuation des coûts des céréales.

Le calendrier saisonnier rythme la radio

La saison sèche, par contre, est la période de l'inactivité. Impossible de faire pousser la moindre plante. En guise d'occupation, les paysans s'adonnent aux loisirs : fêtes, mariages, funérailles, marchés, voyages. Le taux d'écoute radiophonique grimpe en flèche. Les récoltes sont terminées et les gens brûlent d'une grande envie de s'éclater. Il convient alors de multiplier les heures du concert des auditeurs et de l'émission « salut les amis ». Il ne faut surtout pas omettre d'annoncer quotidiennement les différents marchés du jour et de programmer beaucoup d'animations et d'émissions populaires dans les villages. Mais aux côtés du bonheur, rôde le malheur. La saison transporte avec elle l'harmattan, les maladies épidémiques, ainsi que la pénurie d'eau. Les auditeurs attendent, certes, que la radio les « ambiance » selon leurs propres termes, mais ils espèrent aussi recevoir des informations et une sensibilisation pour éviter les épidémies de méningite et de rougeole ainsi que les différentes pathologies liées à la saison. Autant d'acquis reçus à la faveur de l'évaluation sans laquelle le *CEDICOM* n'aurait jamais pris en compte toutes ces réalités du terrain.

La *MARP* : *Méthode Active de Recherche Participative*

L'évaluation par la méthode active de recherche participative (*MARP* ; en anglais : Participatory Rural Appraisal ou *PRA*) est une tentative de compromis entre de brèves visites non structurées aux communautés de base et des enquêtes par questionnaires très onéreuses et très longues à analyser. L'évaluation participative s'appuie sur des méthodes simples, rapides, peu coûteuses et rentables, parmi lesquelles :

• Les *entrevues semi-structurées*, avec utilisation de listes souples de contrôle au lieu de questionnaires.

• Les *échelles temporelles*, chronologies écrites ou visuelles des tendances et événements importants.

• Les *transects*, pour collecter des informations sur les différentes zones de ressources naturelles et les types de terrains exploités autour d'une communauté.

• La *cartographie participative*, par laquelle les paysans dessinent des cartes montrant la variabilité de l'environnement, les mouvements saisonniers, les territoires traditionnels, etc.

• Les *calendriers des saisons*, montrant par exemple la disponibilité des groupes de la population durant la journée et selon les périodes de l'année.

• Le *classement ou la cotation par matrice*. Ex.: des espèces animales selon les attributs ou la production qui leur confère le plus de valeur.

Appliquées aux études d'auditoire des radios rurales, la *MARP* a l'avantage d'être simple et peu coûteuse. Conduites régulièrement, ces études d'auditoire offrent des informations très pertinentes quant aux habitudes d'écoute du public, sur sa réception et ses attentes par rapport à la programmation.

Martin Faye, Intermédia Consultants, Dakar

L'équipe de Radio Fréquence Espoir pratique les méthodes actives de recherche participative dans les villages de la boucle du Mouhoun, dans l'ouest du Burkina Faso.

À l'écoute des auditeurs

L'étude d'auditoire a contribué à améliorer les rapports entre la radio et ses auditeurs. La technique des focus groupes s'est révélée efficace pour délier les langues et crever des abcès. Lorsque l'équipe des enquêteurs arrivait à Tchériba, village à majorité dafing, l'accueil était plutôt tiède. Les habitants couvaient depuis longtemps une rancune à l'égard de la radio. Ils lui reprochaient l'absence d'émissions en langue dafing. Les villageois ne pouvaient pas comprendre que toutes les ethnies parlent à la radio sauf la leur. Pourtant, à la radio, on croyait bien satisfaire la communauté dafing par le dioula, une langue dérivée du dafing.

Dans les focus groupes le problème sera soulevé à la grande surprise des agents du *CEDICOM*. Même scénario à Zaba. Là, le conflit était plus marqué. Outre les questions de langue, sommeillait un autre conflit : tout est parti d'un concert regroupant l'ensemble des chorales du diocèse et diffusé en direct sur les antennes. Le hasard a voulu qu'au moment précis où la chorale de Zaba montait sur scène, une coupure de courant intervienne à la radio. La prestation de la chorale n 'a donc pas été diffusée. C'en était trop. Pour le village, la preuve était établie : la radio du *CEDICOM* ne voulait pas des Dafings en général et de Zaba en particulier. Furieux les habitants du village ont pris leurs distances vis-à-vis de la radio.

Tous ces conflits auraient pu durer longtemps et prendre des tournures dramatiques si l'opportunité de l'évaluation n'avait pas conduit la radio à rencontrer et écouter les auditeurs.

L'étude d'auditoire se présente comme une voix sûre qui maintient en confiance la radio et son auditoire. Pascal Pagbelem de Ouarkoye a certainement raison lorsqu'il déclare : « Depuis le passage de l'équipe du *CEDICOM*, mon sentiment d'appartenance à la radio s'est considérablement renforcé ». Et les auditeurs de Sanaba de renchérir : « Notre souhait, c'est que vous soyez proches de nous, de nos préoccupations et de notre vie quotidienne ». Il est certain que la radio du

CEDICOM ne répondra pleinement à ces attentes que dans la mesure où elle instaure un contrôle permanent de ses performances.

C'est d'ailleurs l'objectif que visait *Misereor* lorsqu'il a proposé une évaluation participative accompagnée de formation. L'étude d'auditoire est devenue un gouvernail indispensable à la navigation du *CEDICOM*. Au début de la campagne 2001-2002, deux semaines ont été consacrées exclusivement à la programmation avec pour références le rapport de l'évaluation et les recommandations des évaluateurs.

Le plan comptable, au service de la gestion

Autre outil acquis à la faveur de l'évaluation : le plan comptable. Autrefois, la situation des comptes du *CEDICOM* accusait une faiblesse notoire. Aucun outil valable ne permettait un contrôle et un suivi efficace. « Une navigation sans boussole » dira Michel Philippart, Project Research au *CAMECO*. Il lui a fallu 3 jours de travail acharné en collaboration avec le directeur de la radio pour élaborer un plan comptable adapté aux besoins du *CEDICOM*. La clarté et la précision de cet instrument le rendent utilisable à toute structure de communication. Désormais, le *CEDICOM* dispose d'un instrument fiable lui permettant d'assurer un suivi permanent de sa situation comptable et de ses résultats. À chaque fin de mois, le chargé des comptes tire un bilan qu'il présente au directeur. Celui-ci peut ainsi optimiser la qualité de sa gestion par le suivi quotidien de la comptabilité. En fin d'année, le bilan annuel devient un jeu d'enfant.

Ces outils et techniques s'intègrent progressivement dans le système de management du *CEDICOM*. Reste à les renforcer par l'application et par des formations complémentaires. Le *CEDICOM* a déjà instauré à cet effet une évaluation annuelle. Au début de cette année, celle-ci a porté sur les stratégies de communication relatives à la sensibilisation contre les feux de brousse. La synthèse de cette évaluation a permis d'initier un programme plus adapté à la lutte contre les feux de brousse en partenariat avec le Projet feu. Un

agent a reçu au cours de l'année une formation approfondie. Il consolide ainsi les capacités de l'équipe chargée de l'évaluation permanente.
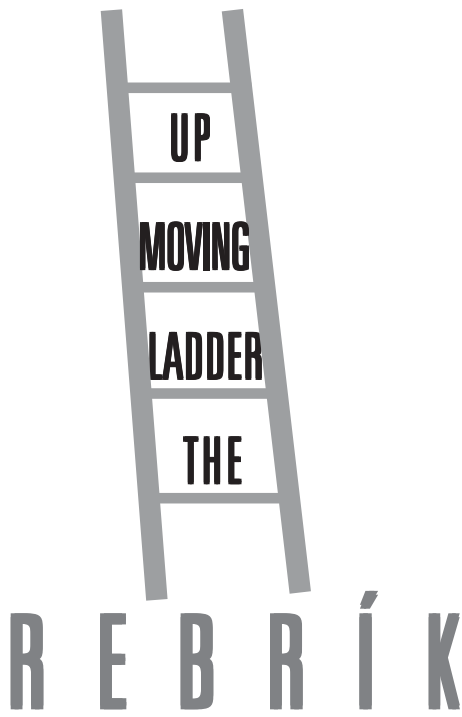
Le *CEDICOM* a désormais conscience qu'aucune institution de communication ne peut fonctionner sans évaluation permanente. Comme la machine a besoin d'une révision régulière, les structures de communication ont, elles aussi, besoin d'évaluation périodique afin d'optimiser leurs capacités.

SUMMARY RÉSUMÉ RESUMEN

An evaluation of *Radio Fréquence Espoir*, the diocesan FM station of the Nouna and Dédougou dioceses in Burkina Faso started in September 2000. It was decided to conduct this exercise as a participatory process. To reach this goal the first stage was a training of the radio team in qualitative methods of audience research. The director of the station reports here how this participatory evaluation resulted in many changes in the work of the radio station. Now, thanks to the regular use of participatory rural appraisal methods applied to audience research, the radio listens to its public. The programming is defined according to the listeners' daily life and seasonal calendars.

En septiembre de 2000 empezó una evaluación de *Radio Fréquence Espoir*, la estación FM de las diócesis Nouna y Dédougou en Burkina Faso. Se trató de una evaluación participativa que empezó con una formación y capacitación de los beneficiarios. El director de la estación informa aquí sobre la gran influencia de esta evaluación participativa en el trabajo de la estación de radio. Debido a la utilización regular de los métodos participativos de los sondeos de audiencia, la radio ahora escucha a su público. Las temporadas y el ritmo diario de los radioyentes determinan la programación.

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R E B R Í K

Courage to Self-Assessment

By Martina Grochálova

There are some rare occasions where CAMECO is asked, not by a funding organisation but by the media people themselves, to assist them in the process of evaluation of their performance. We asked two of these partners to describe their experiences with such a supported self-evaluation. They are general examples of how a few days off from "business as usual" and the collaboration with an external facilitator could enhance the first steps towards a new quality management.

"The child is twelve years old now — it is time to help him to grow up and change" I told myself, after one year of working for the Catholic children's magazine, REBRÍK (the Ladder).

By chance I received information about CAMECO's work. I decided to contact the person in charge of the Eastern European countries, and ask her to assist us in improving the quality of our magazine. We exchanged some e-mails and agreed on a 3-day workshop for a common analysis of the current problems and the development of new prospects.

I was not really optimistic at the beginning of our meeting as I couldn't believe that it would be possible to globally analyse a complex project like ours. However, very soon we were shown that such a task was feasible and even necessary.

The workshop started by listing all the problem areas of our work. To give just a few examples: We had only one full-time position for the production of 20 pages fortnightly; there was no real concept for marketing and previous measures were single and fragmented; the decision making structures were complicated, time consuming and therefore not very efficient; there was (and is) a lack of financing and the organisation of the work flow could be considered quite inefficient. After identifying a kind of top ten from this long list the second and most demanding part of the workshop followed: the detailed analysis of each problem area. Together we brainstormed on the

positive and negative aspects. Our facilitator not only offered us a highly professional and objective point of view (together with adequate methods to get visual results very soon), but her insisting questions helped us get straight to the root of the problems.

Having identified what was going wrong or at least what was not perfect, we looked for concrete solutions applicable to our specific situation and "realities". We very much appreciated suggestions and remarks which showed us new ways of thinking while respecting the environment in which we work.

It was after the workshop that we had to face the real challenge, the implementation of outlined changes. We had a meeting with the leader of our children's association (who is also the editor of the magazine), developed an operational plan for the next six months and set the priorities. We defined our overall goal: to raise the number of subscriptions through the improvement of the quality (content and design) of the magazine. As a result of the discussions, we hired one more person to be responsible for the administrative activities and marketing. A long- and short-term marketing plan was also developed.

We immediately started with a marketing action among our own members of *eRko* (Christian Children Movement) and made closer contact with other Christian media. In the long run our concept is to concentrate on a fundraising strategy and initiate contact with different sponsors. Besides this, the number of private subscribers should be increased as the majority of magazines are currently being distributed through institutional subscriptions, to e.g. school teachers, youth group leaders and parish priests. The distribution of *Rebrík* will now be organised through a private firm. However, our magazine will be in control of the addresses and with it keeps the possibility of staying "in control" of our readers.

A new graphic designer has already been found and also another printing press which offers better quality for a lower price. A new editorial board

PROFILE REBRÍK

The Catholic children's magazine Rebrík (The Ladder) has been published by eRko, *the* Christian Children Communities Movement *in Bratislava (Slovak Republic), for the last twelve years.*

Rebrík, *which targets children between the ages of seven and eleven years, has currently a circulation of 10,000 copies. The distribution system is organised through parishes, schools and mail to private subscribers.*

was established with expert members from different fields — psychologists, teachers, parents, priests and journalists.

Today — roughly three months after the workshop on new conceptions took place — we are outlining the new strategy of the magazine for the next school year and the process of change continues. I am not sure if I was aware of the many changes which we would be required to undertake when I first got in touch with CAMECO. Growing up is always a painful process and we will have to wait for the results of our efforts. But I am quite optimistic that with CAMECO's assistance a seed has been planted in fertile soil, the fruit of which will be an attractive children's magazine, able even to survive in the era of Internet and television.

SUMMARY RÉSUMÉ RESUMEN

Hubieron pocas ocasiones en las que CAMECO no fue consultado por parte de agencias de ayuda, sino por los responsables de proyectos de comunicación en cuanto a la evaluación y el mejoramiento de su trabajo. Martina Grochálova, redactora-jefe de la revista católica para niños *Rebrík*, publicada en Eslovaquia, es una de ellos. En su artículo describe los métodos de esta evaluación participativa, los resultados de los análisis, el desarrollo de nuevos conceptos y el proceso de su realización.

E F

Ce n'est qu'en de rares occasions que le CAMECO n'est pas consulté par les agences d'aide, mais par les responsables de projets eux-mêmes pour une aide à l'évaluation et l'amélioration de leur performance. Martina Grochálova, rédactrice en chef de la revue catholique pour enfants *Rebrík* publiée en Slovakie est une de ces personnes. Dans son article, elle décrit les méthodes de cette auto-évaluation, les résultats des analyses, le développement de nouveaux concepts et le processus de réalisation.

Pogled Makes a Difference

New Concepts for Croatia's Youth Magazine

By Nevenka Gašparović*

*Nevenka Gasparovic is one of the founders and the editor-in-chief of POGLED

> *POGLED* — the Croatian Catholic youth magazine - provides *Mediaforum* with the second report describing the changes that have taken place as a result of a self-evaluation supported by an outside facilitator.

This is the story of the youth magazine *POGLED* and a group of young people who wanted to make a difference… How and why it started, in which social circumstances, what the problems were, the solutions, and the new challenges to face…

Social background

Croatian society has gone through lot of changes since 1991: With independence came the destruction caused by the war with Yugoslavia. At the same time society was transforming from communism to democracy and from controlled economy to capitalism. Social problems are growing and juridical and political institutions are still not functioning properly. All this causes a general pessimism in Croatian society. The European Union has many demands on Croatia as a new candidate. There are many issues to consider and many steps to take to get closer to European reality.

In 50 years of communism Croats (and in particular Catholics) were persecuted and Croatians developed a kind of passivity. People learned not to expose themselves as active members of society. Even now most Croatians don't understand what civil society means. And, of course, it is not common for Catholics in Croatia to organise themselves outside of sacral places and church structures.

To change peoples minds is almost a "mission impossible". The hope of our society lies in young people who still have enough strength, faith, and ideals - young professionals with a vision for a better future.

Our beginnings

POGLED started as a bulletin of *POMAK - pokret mladih katolika* (Movement of Catholic Youth) -

founded in 1990 by a group of young people (mainly students and working youth) who wanted to contribute and be actively involved in the re-building of society. It was important to give the Catholic youth a voice, a chance to write about their problems and interests and discuss burning issues.

Profile of the magazine

POGLED is a monthly magazine for young, Croatian people, and the only one of its kind. In a young style, the journal discusses current issues while stimulating the youth to become involved in church and social affairs. Readers should recognise themselves as active participants rather than passive observers of society.

Each issue of *POGLED* offers an expert article on current issues in society from a Christian point of view, news from student life, a spiritual meditation, interviews with VIPs from social, cultural and church life, reports of youth activities from Croatia and abroad, sport, fashion, movies, humour, music, etc. We wish to encourage young people to be aware of a larger context, to develop communication, unity and solidarity with young people from other countries — within and outside of Europe. There

are still too many borders in peoples' minds, prejudices, and ignorance. Young people can make a difference.

Facing the problems

Enthusiasm is what it takes to get things started, but is not enough to keep things alive. To start a project like this means to take on responsibilities. It demands, besides enthusiasm and good will, many sleepless nights, hard work and self-sacrifice

It was also difficult to get into direct contact with the readers with this system.

Light at the end of the tunnel

After having sent applications for financial aid to some funding agencies, an offer was received from *CAMECO* to organise a workshop to discuss the project and find the best way for its development and success. The main question was: How could *POGLED* raise its income to a level that would allow

(all work was done on a voluntary basis). The *POGLED* team are encouraged by a clear vision of the goals aimed for. However, in addition to the above, financial sources also have to be available — to start and develop the project up to the point where it pays for itself. The local Church gave support only in a moral sense. After years of struggle the editors were overworked and demoralised. Offers of help were often received but would have meant giving up *POGLED's* independence, and with this the freedom to be "objective".

The distribution system, organised mainly through parishes, was and still is insufficient. Most of the priests hesitate to take on additional expenses. Some order the magazine but forget to pay for it.

the production of a quality magazine on a self-reliant basis? A project plan and budget were outlined in the workshop.It was concluded by the small working group that the necessary improvements for *POGLED* were: a more attractive design, better quality of articles, articles more related to the everyday life of the target group, a better service for the readers, more freelance writers etc. It also became clear that an effective office administration and management (sales and public relations) were necessary for survival beyond the enthusiastic beginnings.

After careful consideration of the next concrete steps, of how they should be taken, and in what period of time, it was concluded that the support of some professionals (journalists, marketing

experts, designer) would be required. A clear image had to be identified, obvious to collaborators and readers. Readers' interests had to be taken into consideration, and permanent and standardised methods of feedback had to be developed.

The "core" target readership was defined as young students and working youth, age 18-25. It was agreed that subscriptions should be increased through direct mail order. Additionally it is foreseen to recruit private distributors, who will receive a small percentage of the selling price and who could also be used for marketing purposes (e.g. to sell tickets for special events like concerts or other festivals, or with free copies for readers who introduce new subscribers etc.).

POGLED today

Was the project financially supported by a funding organisation? Of course, otherwise this article would not have been written. Both the financial and advisory support was a great encouragement and a real help. It was the beginning of a new era in POGLED's life. But what has been happening since?

After financial support was secured work began on logistical support for the project. An adequate office was found and the necessary technical equipment for the graphical design and printing preparation of the magazine, as well as administrative purposes was purchased. The creation of the "new" POGLED entailed a new design, new co-workers (co-workers in the magazine, mainly students, now receive financial rewards for their efforts), new columns, more pages, better quality of paper, marketing campaigns, etc.

The "new" POGLED was received well by other media (as representatives of the youth magazine, we were guests at some television and radio talk-shows). We received many compliments (from professional colleagues) and generally a very good feedback from the wider public. The magazine's web presentation should soon be in the Internet, it shall be a means of receiving immediate feedback from readers.

The enthusiasm, effort, and hard work of many people was invested in the "new" POGLED, in addition to financial investments. This is a good example of how faith, enthusiasm, hard work, and people who care can make a difference. We are convinced that we are on the right road and will very soon be able to survive by own means.

SUMMARY RÉSUMÉ RESUMEN

Nevenka Gasparovic, redactora-jefe, describe la historia de POGLED, una revista católica mensual de Croacia para lectores entre 18 y 25 años de edad. A pesar de haber comenzado con entusiasmo poco después de la guerra e independencia, en el décimo año de su existencia POGLED se vió ante una crisis grave. El artículo describe cómo el análisis de problemas existentes y el desarrollo de nuevos conceptos — facilitados por CAMECO — despertaron la inspiración y energía para implementar cambios que realizaron con fondos extranjeros. El proceso actual comprende casi todos los campos de producción, desde la redacción, el contenido, el diseño gráfico, hasta el marketing, la distribución y contactos con lectores.

POGLED est un magazine mensuel catholique croate. Il s'adresse à un public entre 18 et 25 ans. Nevenka Gasparovic, sa rédactrice en chef, raconte ici l'histoire de cette revue. Après des débuts enthousiastes qui ont suivi l'indépendance et la guerre de 1991, POGLED a été confronté à une grave crise durant sa 10ème année d'existence. L'article décrit comment une analyse des problèmes et le développement d'un nouveau plan stratégique - effectués avec la collaboration du CAMECO - a insufflé un dynamisme renouvelé et a provoqué divers changements qui ont pu être réalisés grâce à une assistance financière extérieure. Les transformations en cours concernent à peu près tous les secteurs de la production du magazine : du comité de rédaction à la vision éditoriale en passant par la mise en page, le marketing, la distribution et les relations avec les lecteurs.

Mission and/ or Money?

The *Tygodnik Powszechny* in Transition

By Adam Boniecki*

After the fall of the iron curtain one of the legends of free journalism, the Polish Catholic weekly *Tygodnik Powszechny* had to find its place anew in a pluralistic media landscape. The weekly has undergone a long period of self-assessment, supported by outside consultants. We asked the editor in chief to report so that readers can learn from the experiences. However, Adam Boniecki sent a far more comprehensive script showing the orientation, targets, and *Tygodnik's* struggle for survival since its beginning in 1945. We found the story so exciting that we didn't shorten the article to concentrate purely on the requested aspects.

PROFILE TYGODNIK

Founded in 1945, the Polish *Tygodnik Powszechny* (literally translated *General Weekly*) managed to survive as the only independent Catholic paper in the Eastern Bloc. However, it was closed twice, censured by the state, and the number of copies was restricted by the government. The year 1989 not only brought political freedom but also increasing competition for the famous weekly that reached a circulation of 100.000 in 1990, had to face a rapid decrease in readers for almost ten years until it could stabilise and slightly but steadily enhance the readership up to a level of almost 40.000. However, *Tygodnik* is still considered as one of the opinion leaders in Polish society. The enterprise is run by Catholic lay persons independently from the church authorities. It is financed mainly through the selling of the paper and advertisements.

Fortunately or unfortunately, *Tygodnik Powszechny* wasn't founded as the usual kind of newspaper, but as one with a message, if not to say a mission to proclaim. A paper like this doesn't have an easy life nowadays, especially if it wants to be independent. Is one allowed to earn money when fulfilling a mission – or, is absolute, nearly demonstrative disinterest in mundane business matters a condition for credibility?

When in the spring of 1945 – the second world war was not yet over – the Archbishop of Krakow, Adam Stefan Prince Sapieha, brought *Tygodnik Powszechny* to life, he wanted to create a support and orientation for Catholic intellectuals at this exact time and in this very country which had just got rid of the German occupying forces and was on the threshold to Russian dominance and communist tyranny.

Sapieha entrusted the new paper to several Catholic laypersons. The milieu, which developed in and around the editing department – because it was always a milieu (a *Tygodnik* circle), not a structure – was, in a certain sense, a continuation of the open Catholic groups, which had already been formed in the Second Polish Republic (1918-1939) and which even then wanted a renewal of Catholicism orientated on French mentors.

At the centre of this "*Tygodnik* circle" was Jerzy Turowicz (editor-in-chief for many years until his death in 1999), Stanislaw Stomma, Stefan Lwielawski, Jacek Wolniakowski and Zofia Starowieyska-Morstinowa, among others.

A look at the history

Which role does *Tygodnik* play today? Which "message" does it wish to announce? One has to look back at the history of the newspaper to answer these questions.

In the first phase of its existence, between 1945-1989, the fronts were relatively clear – at least in the relation of society toward the communist state. *Tygodnik* accepted the challenges of the period, began discussions about Marxism and about the conception of man and the ideology imposed by the communists. Right from the beginning *Tygodnik* also dedicated itself to quite sensitive topics of modern history, in particular the recently ended war. Primas Stefan Wyszynski and other bishops, who played the role of spiritual leaders after 1945, had the chance to speak out in *Tygodnik*.

This first attempt was quickly blocked with state censure. However, *Tygodnik* could continue to exist. Colleagues from another Catholic circle

experienced a much worse fate: the *Tygodnik Warszawski*, resuming the tradition of Christian Democracy before 1939 wanted – unlike *Tygodnik Powszechny* – to become politically involved as the newspaper for open political opposition against communism, an opposition still existing after 1945, but which was brutally destroyed as the communist system gathered strength. In 1948 the paper was closed and the editors arrested.

The consolidation of the power system of the *People's Republic of Poland* rested partly upon various (faction) parties and associations which were started and controlled by the communists, but which should present the appearance of a people's democracy to the west and to the general population. The *PAX Movement* started in this manner too: an organisation of Catholic regime supporters prepared to co-operate to build up "socialism" and striving to bring communist ideology and Christianity in harmony – or: to portray it in this light. *PAX* also began to establish publishing houses and its own newspapers.

Neither a dummy nor open opposition

Tygodnik Powszechny's intention wasn't to be a political dummy or open opposition but to mould the thinking of Polish intellectuals in the long-term, through formation and information and it became, over the years, nearly the only independent – and legal – newspaper between the river Elbe and the city of Vladivostok. At that time its task was to take a critical look at the communist system, especially in the area of culture – it was still possible here, even though *Tygodnik* was under state censorship until 1989.

Although the weekly *Tygodnik* was run by Catholic laypersons, it enjoyed the bishops' trust. The Polish Church recognised *Tygodnik* as – as it was then called – part of the church *status quo*. This was an important factor as every attack on an element of the church *status quo* meant, for the regime, conflict with the church. This was quite clearly expressed when the Archbishop of Krakow appointed an official "church advisor": a priest who worked as an editor (responsible for a section on faith) who also functioned as a kind of intermediary between the official church and the newspaper and ensured constant contact between both. However the bishops never intervened in the content of the newspaper.

Tygodnik was, as much as circumstances allowed in those days, independent of the communist state. After all this state had a monopoly in public communication: it determined the number of copies of every print medium, distributed (or didn't) the printing paper to the publishing houses (so that sometimes the allowed number of copies could not be printed; a kind of mild repression). And the state censure didn't just control every article and even every death notice but also tried to influence the content and character of the publications.

The price of existence

In this situation it became more and more difficult for the editorial staff – and it was often a highly topical subject – to draw the line at an acceptable compromise. Sometimes an article was published in *Tygodnik* which praised one or another aspect of the *People's Republic*, and it is read with amazement today. However, in those days – and I have been a member of this editing department since 1964 – it was considered to be a masterpiece in journalistic "diplomacy" as every word and emphasis was precisely weighed up. By using this clever style it was possible not to overstep the line and our readers understood the game being played by the editing department, and knew to read between the lines.

This was the price of existence. However, the editors of *Tygodnik* were in agreement that they didn't wish to survive at any price even in the most difficult of times. The powers that be were never allowed to dictate the content of the newspaper. As a consequence of this principle, the newspaper was closed in 1953 for several years. More exactly: the editors were driven out and the paper was given illegally to the *PAX* organisation. The reason: after Stalin's death it was demanded that *Tygodnik* should sing the praises of the dead dictator. Reprisals followed when the editors refused. It wasn't until the famous *thaw* in the autumn of 1956 that the unemployed Jerzy Turowicz got his newspaper back.

Over the following decades until 1989, the so-called liberal areas in the *People's Republic* were increasing so that *Tygodnik*, which was anything but a "normal newspaper ", became more like a kind of social institution – credible due to its non-communism.

Tygodnik never judged its authors and potential authors by denominational criteria although it was a Catholic paper. As a result, articles from many excellent public figures of Polish culture were published – from authors, intellectuals, scientists and journalists – who, because of their standpoint,

Source: Chasqui No. 64, 12/1998
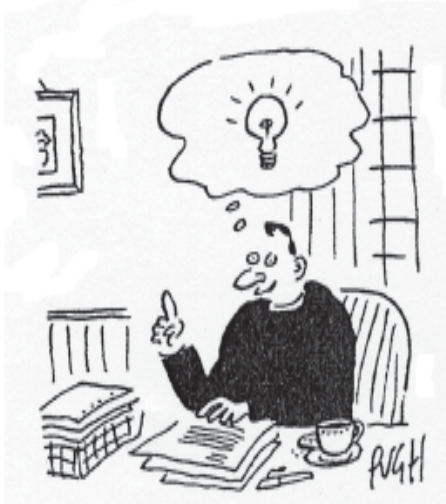
Source: The Tablet 12/2001

Source: The Tablet 5/2002

were prohibited in the state media and publishing houses and/or didn't wish to be published there. However, one criterion (THE criterion) that they were assessed by was the common values.

In the centre of Solidarnosc

In the year of open resistance1980-1981, as the mass freedom movement *Solidarnosc* emerged, *Tygodnik* found itself in the centre of events. Although the paper was not directly involved in the political fight, it was an important — spiritual and political — reference point for the opposition. Later in the eighties — after Jaruzelski nearly crushed Solidarnosc, it managed to continue in the underground as a kind of *parallel society* — *Tygodnik* nearly didn't (the paper was closed from December 1981 for a while, like most media, after

the declaration of "martial law") become the informal paper of this opposition. *Tygodnik* also protected the persecuted in the true sense of the word: some members of the opposition became employees of the newspaper, either in the editing department or in the publishing house. Others had their articles published in the paper under a pseudonym. The regime reacted with various "punishments" — however getting rid of a Catholic institute called *Tygodnik Powszechny* was already too tricky — and so the approved number of copies was so drastically reduced that readers had to pass on their copies to others.

Controversies with the official church

How was *Tygodnik* seen by the official church during these years? The bishops accepted and valued *Tygodnik* but not all the time and not for everything. One ongoing controversy was the discussion to instrumentalise the popular piousness of the public as a tool for the mass pastoral, as demanded by Primas Stefan Wyszynski. Wyszynski wanted — as an answer to state ideology — to gather the nation around the church in a message accessible for all: in his eyes the people's piousness and the associated Mariolatry were best suited to this purpose. However, the *Tygodnik* editing department — where intellectuals made a newspaper for intellectuals - didn't share this view. Another controversy was the church reform following the Second Vatican Council. The people from *Tygodnik* were fascinated by the Council and reported — in particular Jerzy Turowicz — from Rome and about the occurrences in Rome. In this way they contributed, like no other church institution in Poland did, to the fact that detailed information about the Council and its reception in the west reached Polish Christians at all. Polish bishops were not at all charmed by the magnitude and the character of these reports (including of course also crises in the church) or by the obvious fascination of these new church appearances. Primas Wyszynski appealed in letters to Turowicz for the newspaper to devote more attention to the uplifting works of the Polish

Church. The Primas was convinced that there should be no room for risky experiments or contestation in a church which had to fight for survival in a communist state. He put all his hopes on the popular piousness, on a people's church of "ordinary people". However, the fundamental trust that the bishops had in *Tygodnik* never really came into question through these controversies. The unity of the church was too high a value and had to be protected because of her precarious position. And the Bishops' Conference still protected the newspaper in conflicts with the regime as an indispensable element of the church *status quo* — even though the publisher was a company managed not by the Krakow Curia but by laypersons since 1956.

The Krakow Archbishops had always been a great support for the editing department, in particular Karol Wojtyla, who has sympathised with the paper since his youth. His first article was published in *Tygodnik* and the collaboration continued in later years; we can still be sure of the Pope's friendship.

In the new Poland

Then the year 1989 arrived and with it the transition — first the political and then the economic and civil-cultural turning point. Everything began to change in Poland. The country became free and people associated with *Tygodnik* began to work on the structures of a new Poland. This also meant taking part in politics and debates in order to take a clear position on the form of the new society. This lead to a polarisation among the readers. Some thought *Tygodnik* should not take part in the political (but this also means societal) controversies. Some, to which some bishops belonged, now viewed the newspaper as being "too liberal", "too semitophil" (e.g. right from the beginning *Tygodnik* took a clear position in the conflict about the monastery and also later on the "gravel area" in Auschwitz).

In the nineties there was a large, yes national — and emotional — debate about the new relation

between church and state and the position of religion and the church in public. *Tygodnik* was sometimes forced to criticise bishops, if e.g. they got involved in the election campaign of political parties. Perhaps as a consequence *Tygodnik* – of which the church had been so proud of up to 1989 and which had been sold in the Catholic communities – was now banished from church kiosks. Those bishops who sympathised with right wing parties even thought that *Tygodnik* was harmful for the church.

Tygodnik's economic position in the meanwhile free press market was also new. After 1989 many new Catholic papers appeared and various positions and opinions of the church could build up their own structures and institutions – the extremists could also be found among them, like e.g. xenophobic and anti-semitic station *Radio*

Maryja, which according to surveys has currently several million listeners.

The dark sides of plurality

The polarisation and pluralisation of opinions is understandable in a country which suddenly finds itself free. It is not surprising that traditionalistic, or even integralistic opinions had a much larger societal effect than the open Catholicism presented by *Tygodnik*. Similar developments and mechanisms can be found in other local churches.

A particularly sensitive problem is the anti-Semitism. Here two opposite poles can be observed among Polish Christians today. On the one side *Radio Maryja* and the daily newspaper *Nasz Dziennik* - both are run by a Redemptorist Father named Tadeusz Rydzyk, both are hostile to foreigners, collectivistic, nationalistic, and against

Poland's integration in the European Union (EU). On the other side *Tygodnik Powszechny* – based on Christian personalism, universal, open and for integration in the EU. This means that *Tygodnik* once again has a message to announce. Of course on condition that not only economic criteria are considered when producing a newspaper.

It may sound paradox or ironic, but during communism *Tygodnik Powszechny's* economic situation was relatively good – in the sense that the system of state (re)distribution of paper, circulation, etc. not only had a glasshouse effect, but also unwittingly created a kind of monopoly for *Tygodnik* as the only paper which did not lie, and this had the positive "economic" result that 100 percent of the copies printed were sold...

This situation came – happily – to an end in 1989. *Tygodnik* is now just one among many other Catholic papers. Only it is – unlike the others – not a church paper. The publishers are Catholic laypersons, responsible themselves for every word they print. Thus the paper can express views to difficult questions where church papers remain silent or are hardly able to voice an unofficial church opinion. Here *Tygodnik* can speak as the voice of Christians without challenging the authority of the whole church.

That *Tygodnik* is not a church paper rests also on the fact that it doesn't only report on topics about "church and faith". These topics do of course play an important – if not the most important – role.

However, they are presented in a way that people who do not identify 100 % with the official church can also find some information for their spiritual and intellectual needs. People with critical opinions of the church and her faith can express themselves in debates initiated by and then published in *Tygodnik*. The views of atheists are also published – not to tear them up later, but to promote a better understanding. Authors who offer texts to the newspaper are not appraised according to denominational criteria: the quality of their thinking and their competence is decisive.

Source: MediumMagazin 6/2002

Source: GEP Info 3/97
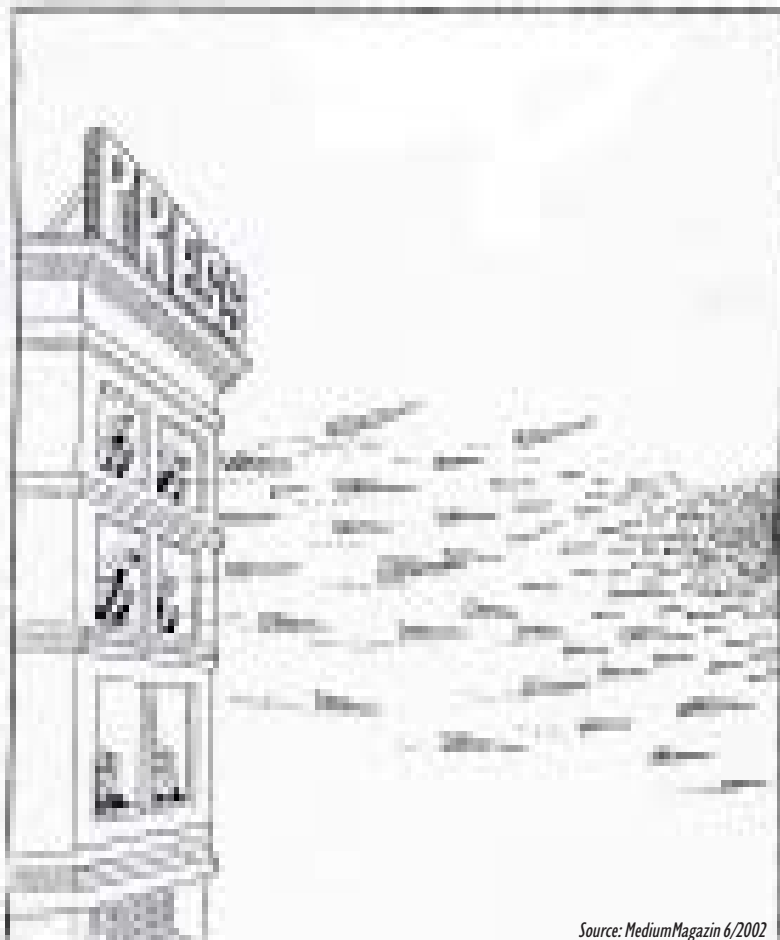
The new targets

Which targets did *Tygodnik* have in the last decade of transformation? Even if this wasn't laid down officially as a program, it is easy to sum up: *Tygodnik* wanted to support the creation of democracy, of a state under the rule of law and a liberal order (this is taken for granted today but it wasn't in 1989); to accompany the church in the search for her place in democracy; to support the reconciliation process with the neighbouring countries (this concerned — or concerns — the direct neighbours like Germans, Ukrainians and Russians, as well as Jews; a special role is played in the Polish- and Christian-Jewish dialog to support Poland's "long journey westward".

And what are the targets today in the year 2002? Why should this newspaper exist in the future? Why is it worthwhile modernising?

Besides the above mentioned *Tygodnik,* also wants to influence developments in the Polish Church. The paper wants to explain to readers — in particular to those who became adults after 1989 — why faith makes sense today and what this faith could mean (in short: the Ten Commandments today).

Tygodnik shall continue to be a bridge between the church and those intellectual circles distant to the official church, but who are looking for a dialog with her — and who support ecumenical dialog. If one thinks about it: *Tygodnik* was the only Catholic newspaper in Poland which led an unprejudiced debate about *Dominus Iesus*. *Tygodnik* also wants to work further on the reconciliation process with the neighbouring countries as new tasks have emerged arising from Poland's future membership in the *EU*.

Tygodnik wants not only to describe the changes which are taking place in Poland, but also explain them. The new societal challenges like euthanasia, biotechnology and mankind, etc. will have a special significance.

Tygodnik's commitment to culture continues to be of importance. Not culture only in the sense of literature or theatre. Still — as Prof. Ernst-Wolfgang Böckenförde once put it in a conversation with *Tygodnik* — democracy creates "only" the institutional setting which in practice has to be filled with concepts like political culture, the hierarchy of values in society etc. After all, the paper has its own niche in the Polish media: it is considered trustworthy and (also by many adversaries) as being very independent. The latter is at the same time also a great challenge.

Tygodnik Powszechny as a company

Tygodnik has also changed in the last ten years. Many older colleagues — including the founder Jerzy Turowicz and Professor Józef Tischner, the intellectual and political mentor of the circle — have passed away. New people have rejuvenated the editing department. Even the paper itself looks different now than it did ten years ago: it is more oriented to the reader with e.g. shorter texts, more photos, the pages have a different layout, more current issues etc. And although the number of copies printed is around 40,000 — an average of 25,000 — 30,000 are sold — *Tygodnik* is still regarded by the public as an opinion-leading

newspaper. Thus *Tygodnik* is among to the three most often quoted weeklies, beside the news magazines *Polityka* and *Wprost* which have an average circulation of between 180,000 — 200,000 copies.

The readership

Tygodnik's readers are the inhabitants of large cities like Warsaw, Krakow, Wroclaw or Gdansk (24 %), from cities with a population of over 100,000 (26 %), from small towns with up to 100,000 people (26 %) and from rural areas (24 %).

More than half — 53 % — have a high school education (14 % have a primary school education, 12 % have completed an apprenticeship). The newspaper reaches those who still read in this "age of pictures": the average *Tygodnik* consumer reads about five times as many books annually as the average Polish citizen. Their financial situation of most of them is "good" or "rather good".

The largest of the above mentioned groups are made up of both younger and older people. The "middle-aged" are under-represented. Nevertheless some surveys conclude that *Tygodnik* is seen by many young people as the "grand-parents' paper" or as a further fundamental Catholic publication. The latter observation can only be explained in that after the long-standing presence of loud aggressive media like *Radio Maryja* — which always emphasised the Catholic predicate ("*Radio Maryja*, the Catholic voice in your home", was one advertising campaign) — unfortunately many young people equate the word "Catholic" with the word "fundamentalistic".

Therefore some friendly advertising- and marketing managers advised us to leave the word Catholic completely out of *Tygodnik's* title. However, this advice was never taken seriously by the editorial board -— since it was *Tygodnik's* mission to show that such a Catholic newspaper is allowed to exist in the Catholic Church; a paper which constantly endeavoured to stay open-minded and address difficult themes.

Financing

At the same time *Tygodnik* has to be financially self-sustaining as – with the exception of some subsidies for special projects – it is not supported by either the church or the state. Today the financial situation is quite stable, although modest. In the period between 2000-2002 it was possible to stop a further drop in circulation and even an increase in circulation of 10 percent was reached.

Advertising and publicity – the main source of income on the press market – are fewer in number in *Tygodnik* than in other papers with a similar readership. The financial stability is sustained primarily through very low costs.

Thus the readership to date was sufficient to ensure the existence of the newspaper. However, to exist in the long term – and above all, to be attractive on a very competitive press market, as well as to be more attractive for advertisements – *Tygodnik* would have to raise the total net circulation to at least 40,000.

Modernisation

Thus the modernisation of the newspaper and of the company have been worked on for the past two years. The requirements of the reform are as follows:

As far as content is concerned, the work of the four existing departments ("church and faith"; "politics and society"; "culture"; "features") shall be improved through better co-ordination. This is so much more important, because the reader – receiving 16 pages every week (in some issues 20 pages) in A2 format – doesn't expect any clear division in sections ("domestic affairs", "foreign affairs", "economy", "Christ and the world", etc.) but wants a syncretistic view of things, where e.g. questions of faith are not separated from those about society (topics like "church and money", "euthanasia", "homosexual marriages", or "development in Central America after 1989", cannot be put in artificial compartments). In addition, we want to address more often topics like "science", "media", "world development" in that we depict them in a different manner as our competitors.

One question which is intensely discussed – in the editing department and in readers' letters – is the newspaper's format (A2 today). In principle we want to halve this format – but so that *Tygodnik's* "spirit" is not lost and the readers, who want to keep the A2 format are not put off.

Source: MediumMagazin 10/2001

At the same time as the size of the page is reduced the number of pages shall be increased and the quality of the printing paper shall be improved. In the new *Tygodnik*, with its new layout, most of the photos shall stay in black and white; colour printing shall be introduced for advertisements and for selected pictures (e.g. depiction of paintings). The new format and the increase in pages require a better organisation of the desk work (keyword "co-ordination", earlier preparation of the articles etc.)

In the last few months two test prints (01 and 02) were prepared in the new format. A few thousand copies of both were printed and sent to subscribers. The surveys which followed showed that both "new" formats were positively appraised. Companies who might buy advertising space in *Tygodnik* showed interest – this is important as the production costs of the new *Tygodnik* will be higher.

The introduction of the new format and layout would also have a further purpose: with a limited budget for marketing, this is an opportunity to promote *Tygodnik* – and to organise an "event" for the media (press, TV), with the purpose of showing young people how *Tygodnik* is today: not only that the newspaper is attractive, but that Catholic does not equate with *Radio Maryja*.

Project "New Start"

The project "new start" which has been worked out over the last two years in long discussions is therefore prepared. Nevertheless – this was agreed upon in the last few weeks – the crucial factor, the practical realisation of the project, has to be postponed. The reason is the recession in Poland, the consequences of which are being felt in the press and advertising market since the beginning of 2002: in the past few months most newspapers and magazines reported a drop in the number of copies sold at kiosks (sometimes as much as 10-20 %) and a decrease in advertisements.

Luckily, *Tygodnik* was exempted from this development. A small drop in the total net circulation (around five percent) was noticed at the beginning of this year for around two months, afterwards sales went up again to the previous level. In addition the number of advertisements increased in the previous year – a development against the current trend. *Tygodnik* could strengthen its position in the advertising market with advertisements from publishing houses for their books (after all readers of *Tygodnik* spend more on the newspaper than the average Pole does on books).
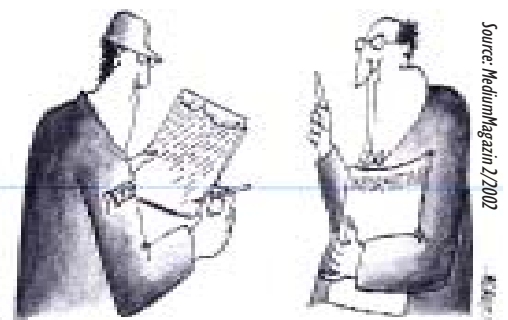
Source: MediumMagazin 2/2002

Nonetheless: If the project is now realised and the "new" *Tygodnik* is in fact seen as being more attractive than before, the current situation of the Polish press and advertising market makes every prognosis about how fast this would be seen in the rise of the future circulation even more uncertain and risky than before.

However, this is the key question, in view of the rising production costs. If new readers and advertisements are not gained quickly enough, the stable financial situation (even if it is modest) of today will be threatened.

Therefore, we will wait and see and use the coming time to promote our enterprise (*Tygodnik Powszechny G.m.b.H.*) and the product as "best" we can in its "old" form. The modernisation (the new start) is a long-term plan which will take several years. We will not let ourselves be scared off by the currently unfavourable economic situation in Poland.

S U M M A R Y   R É S U M É   R E S U M E N

E   F

Fundada en 1949, la revista semanal católica Tygodnik Powszechny se convirtió en una leyenda en la Polonia comunista como casi única revista independiente entre el río Elba y Vladivostok la cual también despempeñó un rol importante en el Movimiento de la Oposición Solidarnosc. Junto con la libertad, sin embargo, surgieron nuevas orientaciones, nuevas tareas y nuevos problemas económicos. El redactor jefe, Adam Boniecki, describe en su artículo no solamente la historia conmovedor del semanario sino se refiere también a los nuevos desafíos a que deben proponerse los redactores actuales después de un largo proceso de discusión y auto-evaluación.

Fondé en 1949, l'hebdomadaire catholique *Tygodnik Powszechny* devint une légende dans la Pologne communiste. Seule revue indépendante entre l'Elbe et Vladivostok, elle a également joué un rôle important dans le mouvement Solidarnosc. Cependant, avec la liberté surgissaient de nouvelles orientations, de nouvelles tâches et de nouveaux problèmes.
L'éditeur en chef, Adam Boniecki, décrit dans son article non seulement l'histoire excitante de la revue, mais il aborde aussi les nouveaux défis auxquels elle est confrontée: des réponses y ont été apportées par un long processus de discussion et d'auto-évaluation.

Source: MediumMagazin 11/2001

Father Adam Boniecki is Jerzy Turowicz's successor as editor-in-chief at Tygodnik Powszechny *since 1999.*

Check-Up For Training Centres

Framework for the Assessment of Further Journalism Training

By A. Sofie Jannusch, *Cameco*

Centres for further training of journalists have to be more flexible and dynamic than institutions for basic education in the field: general needs and/or shortcomings in the professional performance of journalists and changes in the media environment have to be recognised immediately and transferred to course profiles so that practitioners find them directly useful for their work. The following article provides a kind of framework of those factors which influence the success of further training in journalism and includes some principle guidelines about adequate procedures in the process of the development and implementation of the curriculum.

Levels of action

The scheme for the description for institutions for adult education[1] in general also provides a useful structure for the analysis of journalistic training centres, differentiating the levels of action, from the prevailing conditions to the most concrete learning or teaching situations. In reality all factors on all levels are interdependent, meaning they all influence each other and finally the successful organisation of a high quality training programme. However, for an analysis it is helpful to look to them first separately.

Institutional level

In the planning period the general orientation is usually formulated in a kind of mission statement, defining the tasks and goals of the training centre. It provides the general orientation for all involved actors. However, founders and/or owners and financiers are usually not the executive staff. The first questions arising from this structure are therefore:

• What is the normative orientation of the centre? Is it wide enough to react flexibly on the prerequisites of the changing media environment?

• Which actors (persons, institutions like local NGOs or bishops' conferences, funding organisations etc.) are involved in the decision-making processes and what is their status?

• Do all actors involved share the general orientation or do they have different intentions?

• Which strategies were established for the co-operation between the different actors? Are they efficient or too time-consuming to support the actual work of the centre? Are there too many actors involved thus blocking or delaying the necessary decisions?

• Are the owners supportive of the executive staff or just controlling it?

• What is the overall budget of the centre? How is the centre financed — only by course fees or through other (additional) sources? How are the basic operational expenses secured?

Personnel

Looking at the personnel of the centre, it could be assumed that qualified people have been recruited as executive director, course directors, secretary etc. However:

• Are the course directors equally competent in the areas of journalism and didactics/teaching?

• Do job-descriptions exist, or is it at least clear to each staff member what his/her specific competence and responsibility is?

• What about the team spirit? How are the organisational structures inside the centre? Do they guarantee transparent decision-taking processes?

• Is the staff motivated? Are the collaborators being paid well enough? Are there other factors leading to regular frustrations? Is the centre over- or under-staffed?

• Is there a system of clear feed-back from the top management to the staff where strengths and weaknesses can be discussed?
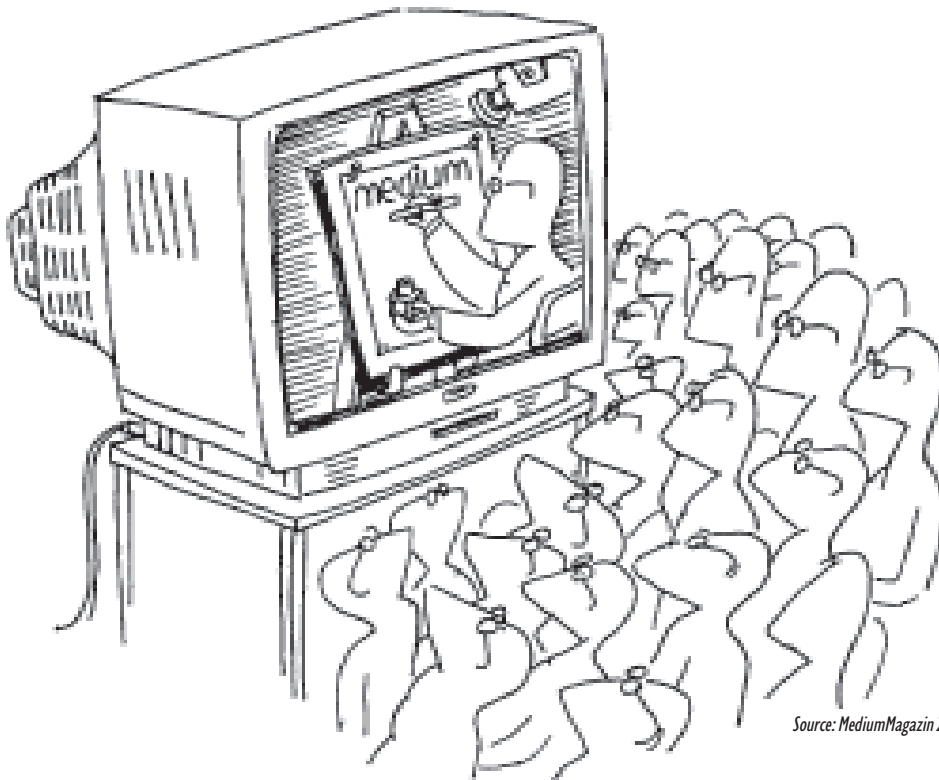
Source: MediumMagazin 2/96

• Are there possibilities for own further training of staff members?

Facilities

The question

• Are the facilities adequate for the purpose?

is the easiest to answer as they are visible.

Rooms should be equipped to enable modern and participative teaching methods. Participants and trainers should feel comfortable in the atmosphere of the house.

The influence of factors like accommodation, and lodging and food, on the courses should not be underestimated. If participants don't sleep well (because the hostel is in an extremely noisy area) or they don't like the food and feel hungry — they will sit in the seminar with very little motivation and experience every situation through this negative filter of uneasiness.

Over the last years the digitalisation of almost all areas of the production process, whether in radio, video/TV or press, has made it much less expensive to provide course participants with adequate equipment. Adequate in this respect means: It should be good enough to be used for serious production even if it is not the highest and most expensive standard.

Principles for curriculum development

The questions concerning the institutional level form the outer bounds of the framework of factors under consideration for the assessment. On the next level the principles guiding the development of the curriculum have to be examined.

In the area of further training it is not enough to develop a specific course profile and to assume that the same courses could be repeated similarly for the next couple of years. The development of curricula has to be a flexible and dynamic process leading to constant changes of the whole programme as well as single courses. There are a few principles to be considered in this process of curriculum development (and accordingly also in its assessment):

Adaptation to media environment

Each single course and the whole programme has to take the environment of the target group into consideration: factors influencing the working conditions and the actual job performance such as culture, economic and political conditions and — most important — the media themselves. The course directors, the permanent staff of a training centre has to be in close contact with the media scene, with any new developments, general weaknesses and/or needs, the working conditions of journalists, the technical facilities available for the media personnel and even the newest trends and findings of communication research. This is easier to do for a national or even a local centre and it gets more difficult if a centre is working on a regional, continental or even international level. However, the staff of the training centre should have the opportunity for formal and informal contacts and trips to different regions to get a first-hand experience of those different backgrounds. The collection of this data is usually also the basis for the development of certain course profiles.

Adaptation to specific participants

The adaptation to the situation of every single participant refers to the actual job, the position, the educational background, the level of responsibilities, the specific duties and the kind of media they come from etc. Such information could be obtained from questionnaires sent to participants. Besides written information the centre could also ask for some examples of their work (articles, radio or TV broadcasts etc.) to get a first impression about the professional work of the future participants.

Guest lecturer principle

Centres for further training usually have only a nucleus of permanent staff responsible for planning and organisation while guest lecturers and trainers are recruited for the different training sessions. This principle involves a wide range of advantages: Every topic or practical training is conducted by specialists who are currently on the job and their knowledge should be up-to-date; it saves money since these people don't have to be paid for the whole

year; there is no need to hire and fire, since a lecturer with whom one is unsatisfied can easily be substituted by another person if the same topic has to be dealt with again.

Course modules

It should be taken into consideration that the participants already fulfil their duties in their job, and should have a concrete idea about their training needs and their expectations from the course. A closed, inflexible curriculum, does not seem appropriate under these circumstances. Instead it could be structured as a *module system* in which each *module* could have different focus points and be used flexibly. Such a system simplifies the restructuring and further development of existing course profiles. Single modules can be easily swapped within the conceived course. No single course under the same heading has to be identical to another. All single modules (e.g. management, production, writing, ethical topics, etc.) could be expanded to complete, self-contained courses, or as a smaller part of more lengthy courses.

To develop such a module system, a "complete" structure should first be outlined containing all specific topics contributing to journalistic competence. A similar raster, from the University of Munster, Germany, has been translated to give an example.[2] Originally it referred to the contents of basic training of journalists. However, all topics could be dealt with on higher levels of specialisation.

This scheme shall not be discussed in detail here. However, it should show

the different aspects which are a part of journalistic competence. Courses may consist of one or more of these modules/ topics from different fields of competence. Ideally it is a mixture of knowledge and skills which are directly work related combined with reflective discussions. If any one topic is treated as a module of the complete scheme, every concrete course schedule can be easily adapted. The question of how intensively or to which length different topics are handled depends on the special course profile and could also be handled flexibly.

To make this abstract scheme a little more concrete, let's simulate the planning of a course entitled: *Reporting on Environmental Protection.* Let's assume that our target group are collaborators of local radio stations and alternative newspapers. Here the *subject related competence* could consist of information and knowledge about environmental issues, such as sewerage systems, refuse disposal, water pollution etc. There might also be tensions between some private firms, polluting or exploiting nature and the government and the environ-

Source: Adult Education and Development No. 43 1994

mentalists, fighting them. Lecturers with background information about these actors could also belong to this category of competence.

The majority of journalists may also need some practical training, to improve their journalistic skills (for example: editing, interview training etc.), but mainly to learn how complicated topics could be dealt with in radio or newspapers, so that readers and listeners can understand them and are attracted enough to be attentive. Modules relevant to *communicative competence* have to be added. It might be interesting to learn something more about the effects of such media reporting or even campaigns. Such a lecture would be a module from the field of media related competence. Finally, *social orientation* may be discussed: What are the purposes of such a commitment to environment protection? Which actors will try to influence and instrumentalise the media for own purposes? What possibilities are there to withstand all attempts to put pressure on our paper or radio station? How could every journalist secure his/her autonomy in relation to all parties (publisher, private enterprises, political parties, government, NGO's) trying to influence them?
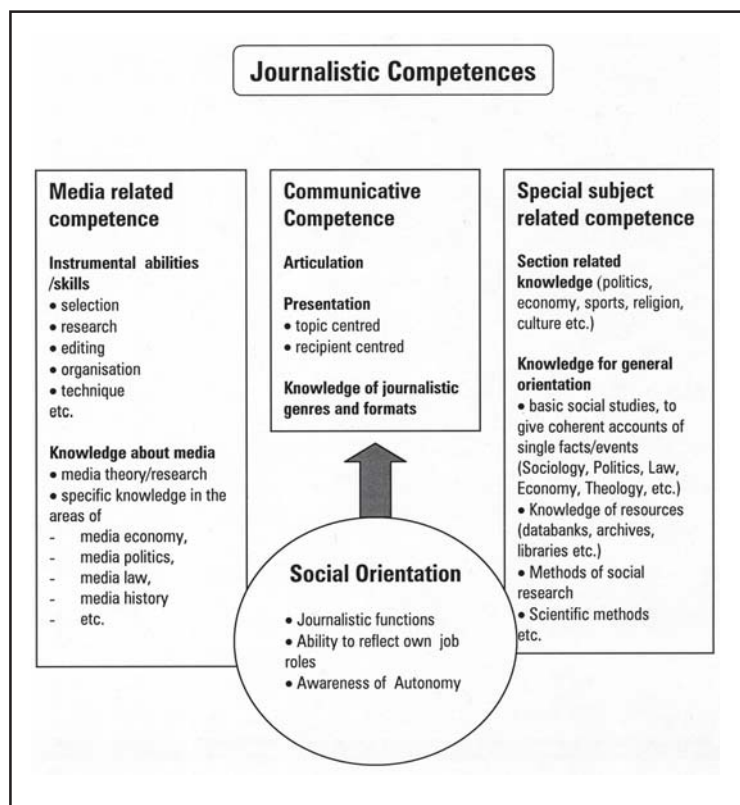
Methods

It is obvious that methods will be preferred where participants play an active role. Lessons chalk and talk are not adequate for adult participants expecting new information, new skills and a room for reflection on and about their regular work, no matter, whether they already had formal training in the field or have learned the profession on the job. Participatory methods guarantee that their "knowledge" about own needs is really considered by trainers and lecturers.

Course concepts and single courses

The development of a specific course concept is usually a result of the knowledge of the training needs of the respective media environment — as referred to in the previous chapter — and a kind of (normative) set of principles or quality standards the training centre wants to see achieved. However, the assumed needs should be agreed upon by the "customers". If they don't feel those needs, they won't apply. The number of applications is therefore an indicator for the "quality" of the concept. It should be added that such a concept should be evaluated with every single course and changes should constantly be possible. New course profiles will be added with the years, and others discarded. It should also be kept in mind that the same course name does not necessarily imply an identical course.

Advertising a course

In the advertisement for a specific course, a very concrete picture of the contents, the targets and the participants profile should be given. In addition, the costs for participants (or available scholarships), the trainers/lecturers and the facilities of the centre should be described.

The application forms (prepared by the centre)

Source: Das Medienbuch RV 98

should provide the training centre with a convincing picture of the applicant's educational and professional background, his present working responsibilities, and the reasons why he or she applies for that specific training. "Because my bishop wants me to go" is not considered reason enough!

These two areas of mutual information are the first steps in obtaining a relatively homogeneous group of participants, i.e. journalists with similar skills and knowledge in similar positions to make sure that not one part of the group is bored while the other part feels overtaxed.

Preparation

After selection the participants could be asked for more specific information and be requested to send some articles or productions as examples of their current work. Now the concrete course could be planned in accordance with the afore mentioned principles.

Envisaged trainers and lecturers should be informed about who is coming, the participants' background, extent of working experience, present responsibilities etc. On the basis of this information trainer and lecturers are able to adapt their own presentations to the concrete group of participants.

Evaluation

In particular in the "test phase" of a new course concept or new guest lecturers and trainers, a member of the permanent staff should attend the course most of the time and be in constant contact with participants. If the participants have to be residents of the centre, a special programme should be organised for evenings and weekends. As already stated: Happy participants are the higher motivated ones and the hours after the lessons do contribute a lot to this happiness.

An evaluation of the whole course by the participants provides indispensable information about the adequacy of the course programme and the quality of lecturers and trainers. For short-term courses, final evaluations are a sufficient tool. It should made very clear by the training centre, that such an evaluation is not for the purpose of placing blame but to improve the quality of future courses. Instead of an anonymous questionnaire, it is
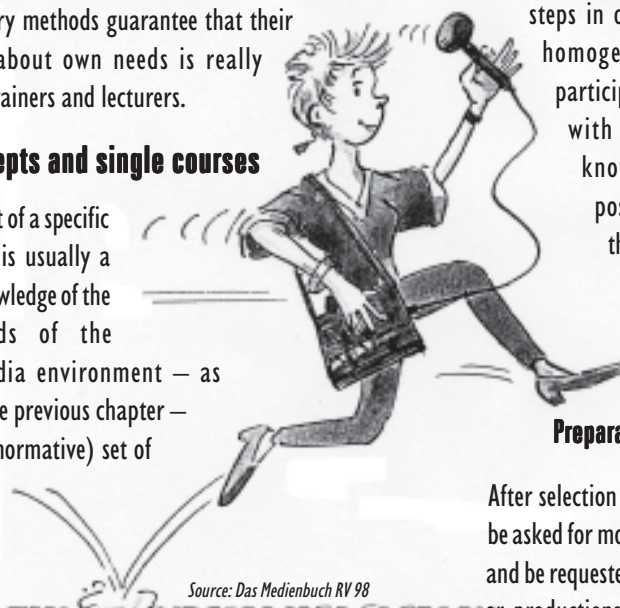
Table 1:

Table 2:

preferable to choose a method where results are visualised for everyone and any open questions arising from it could be discussed and deepened afterwards. A brief but efficient way is to write the questions on large charts where participants can indicate their rankings with a sticker (for example a big dot).

Here an example is given from a final evaluation of a *News and Current Affairs Course* at the *Training Centre of the Voice of Germany* (*Deutsche Welle*)[3]. Starting with the question: *How do you rate the course in general?* it then goes to more detailed aspects (see tables 1 to 4) such as working conditions, study material and hand-outs, exchange of experience etc. up to each lecture or training unit. The scale used here was a system of between three plus and three minus. However, every scale with a commonly shared meaning that could be transferred into a "countable" entity is adequate.

The so-called open question with *Recommendations for Future Courses* was answered by writing each point on a small paper card. Of course, there is no limit — except for the patience of participants — to the number of questions that could be added, like: which topics should be added? Which were superfluous? etc.

In this example there was no difference made between the topic and the performance.
For new lecturers and trainers or a completely new course profile it would be necessary to differentiate between these aspects to get a clear plan for future courses.

Follow-up

Every centre should find its own ways of staying in contact with former participants. These journalists are good resource persons who keep the centre informed about the media scene. Information about their further career also gives a feed-back

Source: Das Medienbuch RV 98

Table 3:

	+++	+ +	+	o	-	=	≡
Facts about Germany	1	3	2	3	1	-	1
Media in Germany		2	3	4	1		
Trip to Hamburg, Berlin	3	4	2	2			
News values …		3	4	2	1		2
Organisation …		2	3	3		1	1
Interview-techniques	6	3		1		1	
Documentation …		1	2	4	1	1	2
DW-transcription S	4	1	3	1	1		
Audience Research	1	1	6	3			
Management seminar	6	2	2	1			
Sports reports		3	4	2	2		
Trip to BMZ		3	4	3		1	

Table 4:

about the (real or recognised) quality of the training centre. However, it is time-consuming and serious work to keep such networks alive and the centre — as the reference point — has to do the main work. Some ways of "formalised" contact could be a regular information letter about the centres development, publications on certain current affairs and follow-up courses for former participants on a more specialised level or organisational responsibility.

A dynamic life cycle

The life cycle of a training centre — from the first idea until the follow up — is enhanced more by flexibility and dynamism than by continuity. Adaptations towards all changing influencing factors is the key prerequisite.

An assessment of a journalistic training centre must take not only the organisational factors and certain course concepts into account, but also the underlying methods and processes leading to a concrete course. In the short-run it is certainly the final evaluations of courses that indicates success. In the longer run, it is all other levels of action, from which at least plausibility for success is taken.

1 In Germany already mentioned in: Flechsig, Karl/Haller, Hans Dieter: Einführung in didaktisches Handeln. Stuttgart 1975, Siebert, Horst: Erwachsenenpädagogische Didaktik. In: Enzyklopädie Erziehungswissenschaften. Hrsg. v. Dieter Lenzen. Bd. 11: Erwachsenenbildung. Hrsg. v. Enno Schmitz und Hans Tietgens. Stuttgart 1983. p. 171-184.

2 in: Weischenberg, Siegfried: Das "Prinzip Echternach". In: Weischenberg, Siegfried (Hrsg.): Journalismus & Kompetenz. Qualifizierung und Rekrutierung für Medienberufe. Opladen: Westdt. Verlag 1990, p. 11-42; the scheme, which was first outlined by a working group of the university of Munster in Germany has been translated by the author.

3 first published in Jannusch, Andrea Sofie: Journalistentraining als Entwicklungshilfe. 25 Jahre Kommunikatorforschung im Deutsche Welle Ausbildungszentrum. Köln (DWAZ Publications 3) 1990.

S U M M A R Y   R É S U M É   R E S U M E N

F E

Cet article évoque les différents aspects qui doivent être pris en considération dans l'évaluation des centres pour la formation permanente des journalistes. Les principes directeurs du processus de développement du curriculum sont analysés en détail en tant que facteurs clé pour une adaptation des besoins de chaque participant et de l'environnement médiatique de sa région d'origine.

El artículo presenta los diferentes aspectos a considerar en la evaluación de centros para el perfeccionamiento de periodistas. Los principios en el proceso de desarrollo de los planes de enseñanza son discutidos ampliamente como factores claves para la adaptación a las necesidades de cada participante y al contexto mediático en que trabaja.

Source: Bertelsmann Briefe 140/1998

Assessing the Voices of South Africa

By Sydney Duval*

Source: New People 5/1999

In addition to his various other responsibilities, Sydney Duval also worked for many years in the assessment of the alternative press in South Africa. *CAMECO* asked him to describe his experiences as an evaluator to hear the other side of the story.

In 1986, after 26 years with the mainstream English-language press, I sat across the desk of Archbishop Stephen Naidoo of Cape Town and asked him what he wanted me to do.

He said: "Anything and everything".

In the 16 years that followed, first with Archbishop Naidoo until his sudden death in mid-1989, and then with Archbishop Lawrence Henry, "anything and everything" proved to be just that: from support for a variety of development and pastoral projects and programmes to drafting letters, newsletters, quinquennial reports, pastoral letters and funding proposals, documenting protest marches, broadcasting on Radio Vatican, serving on several boards, and keeping three mission schools going.

The buzz and intensity of newspapers, which had opposed apartheid with varying degrees of vigour and depicted the world in varying shades of "kwali-pop", gave way to a less robust world shaped by the notions of apostolate, ministry and service. The equipment on my desk consisted of an Imperial typewriter of 1960s vintage which filled the cubicle I sat in with a slow metallic clatter that took a lot of getting used to after many years of electronic writing and editing in fairly generous accommodation. It was like tap dancing in jackboots. The situation improved when Swiss Catholic Lenten Fund provided some Desk Top Publishing equipment.

Assessing a diversity of projects and proposals, within and outside the church community, was an important part of my work at the chancery. I approached media projects with unease because they usually meant trouble with reactions ranging from co-operative dialogue and constructive interaction to sullen mutters, obstructionism and the hostility one would heap on a suspected assassin. Like journalism, print media assessments were no place for hothouse plants.

Saamstaan was a feisty community giveaway in the 1980s and 1990s — its aim to get people to "stand together" in spite of intimidation and arrests. In 1993, with democratic elections due in April 1994, Saamstaan was expected to play an active role in voter education. But it was in trouble and in debt and *Cebemo*, its principal donor, was concerned about its capacity to become self-sufficient. My involvement began with a warm welcome which soon dropped a few degrees to ambivalence and ended on a frosty note of resentment. Funding was wanted, but not the questions and tough recommendations.

Because of the variables and dynamics involved, newspaper production and publishing is a complex business. The complexity can be compounded when a project involves a volatile mix of intricate local politics, robust journalism, ambition, dubious agendas, inadequate skills, resources and organisation, and an irreverent, angry spirit. Sometimes a project may survive on sheer conviction and courage, the solidarity of the donor, and fragments of ingenuity which endear the journalists to readers and assessors. There are occasions when the traditions of establishment journalism seem out of place in situations of struggle and injustice.

My thoughts on media work and critiques had been shaped by a diversity of activities going back to the 1960s and several consultations on Catholic print media. A central issue for me was the countless number of voiceless communities throughout South Africa. Who would speak for them to articulate their aspirations and grievances?

Assignments took me to townships and slums, to urban and rural communities; connected me to *IMBISA (Inter-Regional Meeting of Bishops of*

Southern Africa) and *AMECEA (Association of Member Episcopal Conferences in Eastern Africa)*; took me to the Mozambique border, Lesotho, Namibia, Zimbabwe and Kenya. If the Dominican sister who fetched me at Nairobi airport on August 5, 1996 had succeeded with her arrangements, my assignment there to help evaluate Catholic print media would have taken me to Arusha in Tanzania and Buenos Aires in Argentina. After she had driven me around Nairobi for three hours she discovered that she had the wrong man in her car. The poor priest she should have collected was still waiting at the airport.

There is no fixed formula or prescriptive canons for assessing projects and proposals, but there are guidelines and compass points. Sometimes it is the rational West on one hand and the compelling emotional claims of the developing world on the other. It could mean tempering expectations on both sides. It could mean recommending a venture in spite of the risk involved. It could mean balancing the authenticity of local need with the resources and requirements of the funding partners in Europe who in turn are subject to shifts in priorities and restraints at national and international level. Buzzwords appeared, disappeared and sometimes re-appeared: Self-help, development,

empowerment, marginalised, gender issues, human rights, self-sufficiency, conflict resolution, networking, sustainable development, local contribution, stakeholders and role players. Sewing machines, small-scale poultry production and print media are out. Organisational development, capacity building, mechanisms, business plan and measurable impact are in.

Over the years I came to understand a critique as an opportunity to explore the strengths, weaknesses, and character of a project. Not to control or manipulate it, but rather to recognise those elements that would support critical findings and recommendations, even to the point of closure. And intuition and common sense could preface the simple question: What is the overall picture? Do they know what they are doing? It was in the equator town of Nanyuki, in Kenya, that an Italian missionary lived out a simple truth about journalism — that crude equipment is no hindrance to a journalist putting words and pictures together to become a communicable message for the parish.

The visit to Nanyuki, with Francis Muroki and Alphonse Nkusi, was part of an evaluation of Catholic print media in Kenya recommended by Michel Philippart of *CAMECO*. Among its principal

aims was to advise on a supportive collaboration using the skills and resources of missionary publishers and printers to strengthen the church's ailing national publication *Mwananchi*. At the end of the three-week process, we produced a comprehensive report with a number of practical recommendations based on the expressed readiness of the expert and versatile *Comboni* and *Consolata* missionaries to support a co-operative relationship.

I wrote this comment on a proposed workshop on collaboration: "To begin a process of collaboration will require thorough discernment of the implications. Before anything can be done it is important to discover and establish common values. It is the values that influence vision and direction". I could have added: "There must be a spirit to build round".

I am not quite sure how the situation ended up, but a collaborative effort, known as the *Catholic Information Service for Africa* (*CISA*), was formed in February 2001. It is based in Nairobi, and involves *AOSK Justice and Peace (Association of Sisterhoods of Kenya)*, *Comboni*, *Consolata*, *Maryknoll*, and *Mill Hill* missionaries, *Jesuits*, and *Missionaries of Africa*. The e-mail address is given
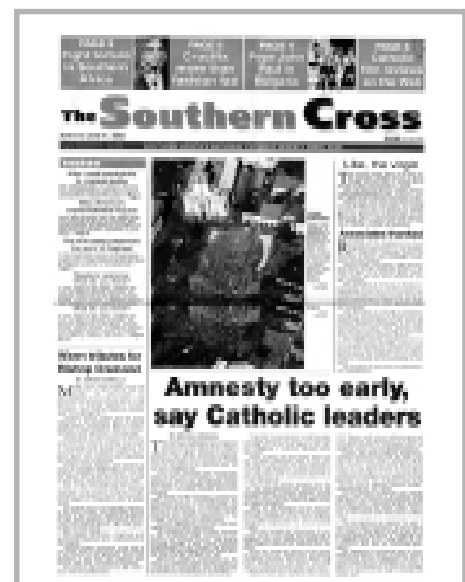
as cisa@wananchi.com. What good news this is.

Trefoil quarterly magazine, which is published in Johannesburg, is an example of effective interaction between internal and external agents. Founded in 1934 by the *Catholic Women's League* it had become a staid, parochial mouthpiece of conservative white sentiment in the 1980s.

I met Else Strivens, who was soon to become editor, at a consultation on *Trefoil* in 1988. Other consultations followed, with Ms Strivens now the driving force behind a change in vision and policy that would result in a remarkable change in fortunes. Circulation is up from 2,800 to 6,000 with 56 pages per copy. The readership of laity, clergy and religious now includes the colours black and brown. Revenue from advertising is R 30,000 an issue. Articles range from reflection on serious issues affecting society and theological and philosophical analysis, to book reviews, material for children and humour. It has become a forum for dialogue, a source of encouragement to readers and others to become writers and contributors. And it is pleasing to look at.

How did this happen? How did a young Durban woman with a background in science and statistics, and limited journalism through part-time work on a university convocation magazine and parish quarterly, emerge as an editor of note in a niche market?

The answer lies in her willingness to begin from scratch, to learn writing, editing and publishing skills through hands-on experience, mentors and consultation; to ask questions; to explore networking and out-sourcing; to master the details of budgets and finances; to seek solidarity through regular sessions with *Worldwide*, the highly respected *Comboni* publication. Above all, there is unending hard work in striving for an ideal, to be a voice that challenges and urges readers to grow.

In the early 1990s, the bishops' conference asked me to evaluate its national weekly publication, The *Southern Cross*, and to recommend restructuring and modernisation. The thrust of my critique was to note the heavy dependency on agency material and corresponding lack of original, self-generated material, the dull headlines, unattractive layout, and the need to attract new readers without alienating existing ones.

The bishops accepted the report, but there was one problem they did not know how to deal with — I had recommended a new editor and the incumbent was the late Cardinal Owen McCann, then in his 80s. I sat across his desk one afternoon, moved aside his hoard of old papers so that I could see him, and said: "Your Eminence, we all have to retire and it is better to go one day sooner than to be pushed one day too late."

"Do you really think so?" he said.

"Yes", I replied.

"Yes, you are probably right," he said, and he resigned a little later, clearing the way for renewal and AppleMacs.

In August 1986 I began working with *UmAFRIKA*, the old Zulu weekly published by the *Mariannhill* missionaries whom I visited since my childhood in nearby Durban. The paper had lost its way and was in decline. Circulation had fallen from 17,000 to 5,500, morale was low, equipment, resources and training were inadequate, and the paper relied heavily on material translated from Durban newspapers.

I saw my role in the light of some primary objectives: To improve morale and working conditions, introduce basic journalistic practices, modernise the equipment, develop independent and alternative sources of information, re-position the
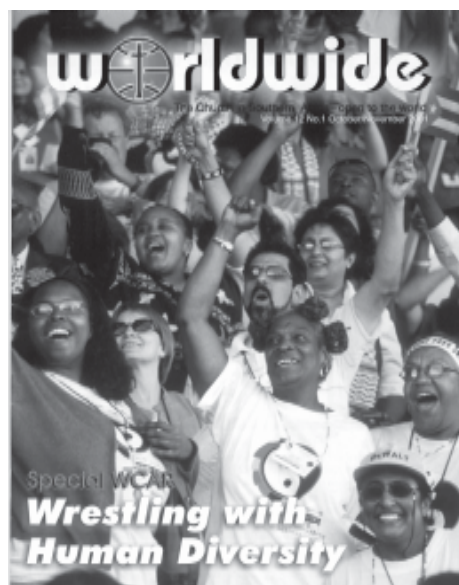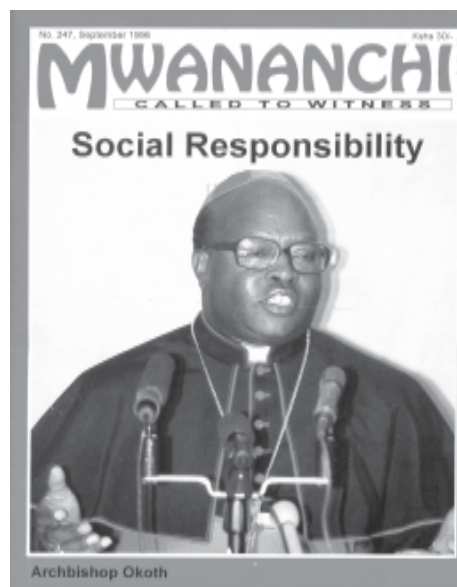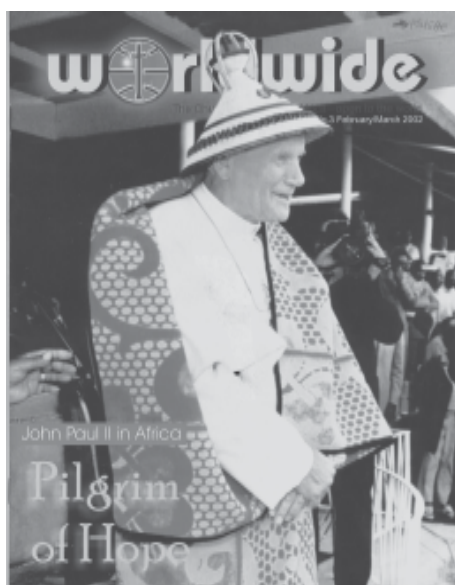
paper to engage in struggle issues, apply print media as an integral part of community upliftment, and connect to a network of resource organisations such as *Diakonia*, *the Contemporary Cultural Studies Unit* at Natal University, Natal T*echnikon* journalism department, and *Valley Trust.*

Under the editorship of Cyril Madlala, at the height of the liberation struggle in the late 1980s and early 1990s, *UmAFRIKA* reached some 70,000 a week and was singled out for its courageous and reliable reporting of the upheavals in KwaZulu/ Natal.

Leaders across the political and social spectrum were reading *UmAFRIKA*. Cyril did this with the support of a valiant staff, a sympathetic Editorial Board and funding from *Missio* and *Misereor* for Desk Top Publishing equipment, training and pages on women's issues.

After the 1994 election, and a few years after Cyril had joined the mainstream press, we faced many problems in publishing a mission-based newspaper with a social dimension while market conditions were changing and the print media was losing ground as television, radio and the information highway invaded offices and homes, bringing the global village with it. Sales began to fall at a worrying rate, but *Mariannhill* was committed to struggle on in spite of great difficulties and disappointments.

The return of Cyril Madlala in late 2001 stopped the decline and began a period of new momentum and direction. He, too, believes that *UmAFRIKA* has a powerful message for its readers: To stand for the truth — *elamaqinsa*; to share the old Mariannhill ideal of "better fields, better homes, better hearts".

* Sydney Duval is currently adviser to *Mariannhill Mission Institute* on *UmAFRIKA.* He contributed to the final draft of the bishops' 1972 Pastoral Letter, *Call to Conscience;* was a specialist writer on *The Rand Daily Mail* and *The Star,* former Chairman of Council of the *Southern African Society of Journalists* (SASJ). In 1971 he founded the *SASJ Pringle Press Award* for outstanding services to journalism and in defence of the freedom of the press, was a judge in various newspaper awards, broadcaster on Vatican Radio, member of the former *SACBC (Southern African Catholic Bishops' Conference) Commission for Social Communications* and personal assistant to Archbishop Lawrence Henry and late Archbishop Stephen Naidoo.

SUMMARY RÉSUMÉ RESUMEN

"Tout ou rien" était la description de travail que Sydney Duval recevait de son nouvel employeur, l'archevêque Stephen Naidoo de Cape Town. Parmi les différentes responsabilités se trouvait l'évaluation de la presse alternative liée à l'Eglise en Afrique du Sud pendant l'apartheid et après. L'auteur décrit, avec un profond sens de l'humour, ses expériences personnelles comme évaluateur aussi bien que les faiblesses typiques des publications et les facteurs de succès.

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"Todo y nada" fue la caracterización del empleo que recibió Sydney Duval de su nuevo patrón, el arzobispo Stephen Naidoo de Cape Town. Una de sus diferentes responsabilidades fue la evaluación de la prensa alternativa vinculada a la Iglesia en el África del Sur durante la apartheid y después. El autor describe con un buen sentido de humor sus experiencias personales como evaluador y las debilidades típicas de las publicaciones y los factores de éxito.

Source: New People 8/9/1999

Explaining The Terms

Definitions of Self-evaluation and External Evaluation

*By Dr. Hermann Dolzer**

PROFILE MISEREOR

Founded in 1958 as the agency of the Catholic Church in Germany for development coope-ration with the so-called Third World. It is under the direction and responsibility of the German Catholic Bishops' Conference. *Misereor* supports development projects in compliance with the principle of "help towards self-help", regardless of ethnicity, gender, creed or nationality. *Misereor* also promotes the rights of the poor in the so-called Third World through activities in Germany and Europe.

MISEREOR is one of the few funding organisations with its own *Department for Evaluation and Quality Management.* We asked Dr. Hermann Dolzer, one of the collaborators, to explain the technical jargon used by experts and to put the practical experiences described in the various articles (back) into a theoretical framework.

Evaluations: a matter of course

Today, evaluations in the field of international development co-operation are a matter of course and standard procedure. This also applies to the overseas development promotion work done by German Church-based aid agencies. To both the funding agencies and their overseas partner organisations, evaluations are a welcome instrument to facilitate the steering of their activities: the local partner organisations use it as a management tool within their own long-term planning, and the funding agencies to find out what impact their support has had, and thus to ascertain the results of their work.

The term *evaluation* is usually understood to denote a systematic, participatory analysis and assessment of projects or programmes involving a sound comparison of actual achievements with original targets in the sense of project or programme monitoring, but also as going beyond that to include a consideration or reconsideration of the long-term orientation of the work done as well as of the sustainability of the results achieved. As far as results are concerned, not only the desired ones need to be assessed, but also the undesired ones, the side-effects, so to speak.

What seems essential for those working in the field and bearing responsibility for the actual co-operation is to know how important it is to be aware of the multiplicity of motives, interests and aims which are mostly at the origin of an evaluation, and to make others aware of these, too.

Purposes

Evaluations are used in practice to serve the following purposes:

• to collect and assess information as projects and programmes are appraised or prepared; to examine and select appropriate approaches responding to actual needs, as well as suitable working methods and tools (this type of evaluation is called *feasibility study* or *ex-ante evaluation*);

• to be able to provide ongoing development measures with continuous appropriate advisory support, efficient facilitation and backstopping;

• to establish funding policy priorities, with strong involvement of the local partner organisations;

• to facilitate decision-making as to whether any further projects or programme phases should be implemented or not;

• to deepen and consolidate the funding agencies' own knowledge and expertise and thus strengthen their development education, fundraising, public relations and advocacy work in the North.

Monitoring / Controlling

Monitoring and *controlling* should be understood as concepts to be clearly distinguished from evaluation.

The term *monitoring* denotes a continuing observation function that uses systematic collection of relevant and selected data over a period of time to provide management and the main stakeholders of a programme/project with indications of the extent of progress made and of actual achievement of objectives. *Controlling* goes beyond monitoring to include more thorough analysis and interpretation of data.

Major types of evaluation

In both the theory and practice of evaluation, we may come across a variety of terms denoting dif-ferent kinds of evaluation: evaluations may be *partner-led* or *donor-led*, they may be *joint* or

Source: Echo Du Cota 12/2001

participatory evaluations, *internal* or *self-evaluations*, *assisted*, *accompanied*, *independent* or *external evaluations*. Evaluations may differ as to who initiates them, who takes responsibility, and who is involved in their implementation. It is important to be aware of the relationship between the subject and the object of an evaluation, i.e. those carrying out the evaluation and the things they are supposed to evaluate.

Major actors

What we are primarily interested in here, in particular in view of the fact that evaluations are steering instruments, is who is the subject, the doers of an evaluation. Before we consider the terms *self-evaluation* and *external evaluation* in more detail, let us consider who the major players or actors are. There are:

• the target groups, the people and communities at the grassroots, who have often organised themselves formally or informally, e.g. into People's Organisations (POs); in the specific field of the media we may talk about listeners, viewers, readers and users;

• local NGOs, with professional or semi-professional personnel, having a facilitating or catalyst

function in the framework of the project or programme (sometimes called Non-Governmental Development Organisations – NGDOs); for example, a local radio station;

• members of the staff of funding agencies;

• the evaluators, independent professionals who do not belong to any of the above-mentioned groups.

These are the four major groups of players whose decisions and actions will define and shape the various possible types of evaluations.

Self-evaluation

Self-evaluation means that the evaluated and evaluators are the same. External experts may have a facilitating function, e.g. a methodological one (such as in the *accompanied self-evaluation*), but they remain external, 'on the margin'. If we are dealing with the self-evaluation of a larger team, an institution, or one in a project or programme, a number of distinct roles and supportive functions have to be established to keep the evaluation going.

As far as contents are concerned, a self-evaluation will usually cover means, results, goals/objectives and impact, always depending on the actual situation and needs, but it will thus — at least potentially — have the same scope as an external evaluation.

There are, however, two essential differences between the two: a self-evaluation can be designed as a continuous process, while an external evaluation has to be planned as a one-off event; and in an external evaluation, critical questions are asked from outside, while in the self-evaluation the questioning about the development process and responsibilities etc. comes from inside.

External evaluation

What is essential with the external evaluation is that it is expected to provide a critical view from outside. Both self-evaluation and external evaluation use the same methodologies and tools as are usually employed in interviews, participating observation, case studies, analysis of documents, and group discussions. However, and this is the special appeal and beauty of evaluations on the whole, even the external evaluation cannot be successfully conducted without some form of co-operation of those undergoing it. The partners therefore often expressly emphasise that the evaluation is their common concern (cf. the term *joint evaluation*), which goes well together with the idea of learning jointly and from each other.
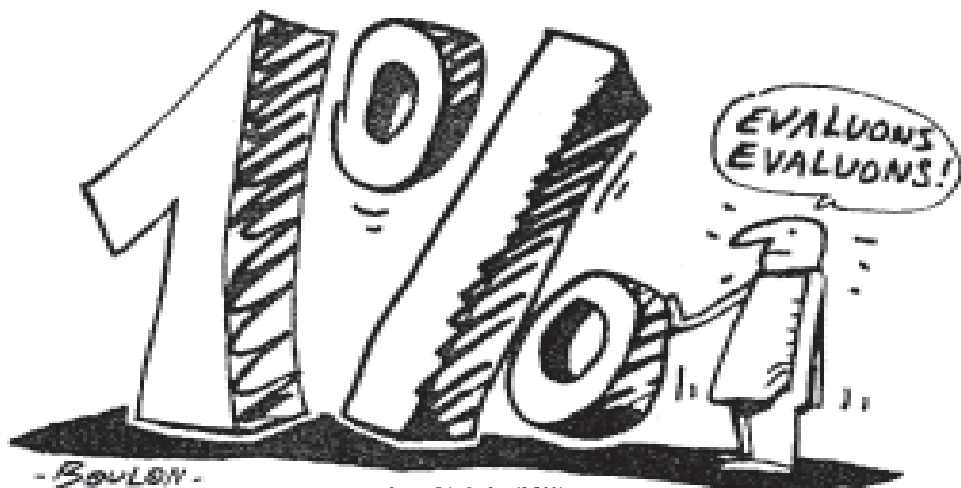
Perspectives

The two forms of evaluations are clearly related to each other, they are complementary.

Self-evaluations, which are often assisted from outside, are evaluative processes and as such expressions of a 'culture of evaluation', i.e. an

Source: Echo Du Cota 12/2001

Source: Echo Du Cota I2/2001

attitude of openness, of continuous self-questioning and self-assessment; they are thus essential to the self-conception and self-confidence of our overseas partners and deserve to be supported by the funding agencies. This is the way things are perceived by many NGOs, and for the same reasons self-evaluations are of particular importance to Church-based agencies.

At the same time, the above-mentioned joint external evaluations provide very welcome moments of dialogue, and they will be the richer and more fruitful the more broadly and self-confidently self-evaluations have become part and parcel of development work.

> *Dr. Hermann Dolzer is collaborator at MISEREOR's Department for Evaluation and Quality Management.*

SUMMARY RÉSUMÉ RESUMEN

El artículo define los términos respecto a auto-evaluaciones y evaluaciones externas mientras da las definiciones principales del procedimiento, de los objetivos, los actores y las perspectivas. Dr. Hermann Dolzer, colaborador del *Departamento de Evaluaciones y Gestión de Calidad* de *MISEREOR,* proporciona un margen por estructurar los ejemplos prácticos de la edición especial del *MEDIAFORUM 3/4 2002.*

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Le présent article esquisse une définition de l'auto-évaluation et de l'évaluation externe, en spécifiant les procédures, objectifs, intervenants et perspectives de l'une et de l'autre. L'auteur, le Dr. Hermann Dolzer, est un collaborateur du *Département Evaluation et Gestion de la Qualité* chez *MISEREOR*. Il propose ici un cadre qui en fait met en perspective les exemples pratiques décrits dans ce numéro spécial de *MEDIAFORUM 3//4 2002.*

BOOKS—LIVRES—LIBROS

For Further Study ...
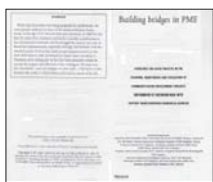
Building bridges in PME: guidelines for good practice in the planning, monitoring and evaluation of community-based development projects implemented by southern NGOs with support from European ecumenical agencies. Zeist: ICCO, 1999, 98 p.

This is a joint publication of 14 ecumenical Southern and Northern NGO's which focuses on key characteristics of PME and on "guidelines for good practice". A case study from Bangladesh shows how PME can be implemented in practice, and there is a helpful glossary of key terms. This easy-to-read introduction is also available in French, Portuguese and Spanish and can be downloaded at http://www.icco.nl.
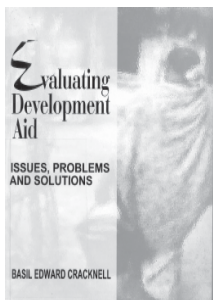
Cracknell, Basil Edward: Evaluating development aid: issues, problems and solutions. London: Sage, 2000, 386 p.

The first half of this book reviews the basic issues of evaluating aid - objectives, methodology, the difference between monitoring and evaluation, feedback and evaluation as a vital component of project cycle management. The need to focus on outcomes rather than on outputs is highlighted. In the second part the author shifts the focus from the role of the donor to the role of the recipient and discusses stakeholder analysis, problems particular to research and development and international cooperation as well as the participatory approach

and "fourth generation evaluation" (involvement of the stakeholders at every stage of the evaluation process and involvement of the evaluator in the common learning process).
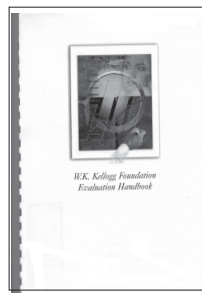
Evaluation handbook. Battle Creek (Missouri, USA): Kellogg Foundation, 1998, 109 p.

This handbook is based on the Kellog Foundation Program Evaluation Manual. It's a very practical "how to" book reflecting the long experience of the Foundation's Evaluation Unit. Written in an easy language, it offers the reader clear action steps to be taken: the planning phase (identifying stakeholders, developing evaluation questions, budgeting, selecting an evaluator), the implementation (determining data-collection methods, collecting data, analysing and interpreting data) and the utilisation phase (communicating findings and utilising the process and results). Highly recommended as a general introduction into evaluation! The handbook can be downloaded free of charge at: http://www.wkkf.org (go there to "knowledge-base" or to "publications").

Neu, Daniel: Évaluer: Apprécier la qualité pour faciliter la décision. Six notes pour contribuer à l'efficacité des évaluations. Document de travail n° 21. Paris: Groupe de recherche et d'échanges technologiques (GRET), 2001, 91 p.

L'évaluation considérée comme un outil irremplaçable pour améliorer la qualité des actions devient une pratique courante dans les milieux du développement. Mais elle reste un exercice délicat, et génère souvent plus de frustrations que de progrès. Comment en accroître l'efficacité ? En s'adressant à la fois aux commanditaires d'évalua-

tions, aux évaluateurs et aux évalués, pour qu'ils se comprennent mieux, malgré les enjeux qui parfois les opposent, pour qu'ils partagent le langage et les méthodes de l'évaluation, et surtout pour qu'ils s'approprient plus complètement cet outil. Ils doivent l'utiliser « sur mesure » en fonction des spécificités de l'action évaluée, à l'opposé d'un exercice académique reproduit indépendamment de son contexte. Mais le sur mesure n'exclut pas certaines règles.

Evaluierung in der kirchlichen Entwicklungsarbeit: ein Arbeitsbuch für Partnerorganisationen und Hilfswerke. Aachen: Misereor, 1992, 116 p. (Misereor-Dialog / 10)

Dieses Buch verdeutlicht, dass die kirchliche Entwicklungsarbeit stärker als die staatliche Zusammenarbeit die Stärkung der Eigenverantwortlichkeit der Partner in den Vordergrund ihrer Evaluierungsarbeit stellt und sich weniger an den herkömmlichen Methoden der Kosten-Nutzen-Analyse orientiert. Nach einer Einführung in das Evaluierungsverständnis kirchlicher Entwicklungsarbeit und die Konzepte der Evaluierung bietet diese gemeinsam von evangelischer (*AGKED*) und katholischer (*Misereor*) Seite entwickelte Publikation eine praxisorientierte Einleitung in Vorbereitung, Durchführung und Auswertung von Evaluierungen.
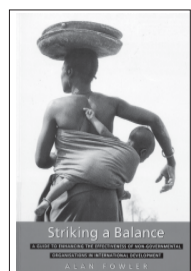
Fowler, Alan: Striking a balance: a guide to enhancing the effectiveness of nongovernmental organisations in international development. London: Earthscan, 1997, 298 p.

The book describes the objectives of sustainable people-centred development and the processes required to achieve it. It focuses on the five factors which according to the author determine effectiveness: suitable organisational design;

competent leadership and human resources; appropriate external relationships; mobilisation of high quality finance; and the measurement of performance coupled with „learning for leverage". In each area the book explains the capacities needed and how they can be assessed and improved. The advantage of this publication is that it offers the overall context in which assessment and evaluation form an important part. It is less of a practical guide than a substantial collection of insights and ideas to improve NGO performance.
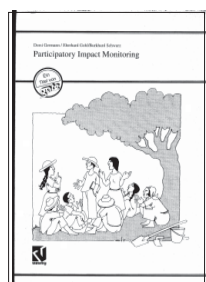
Germann, Dorsi; Gohl, Eberhard; Schwarz, Burkhard: Participatory impact monitoring. Braunschweig: Vieweg; GTZ, 1996, 4 booklets

Participatory Impact Monitoring is a concept for guiding self-help projects in development co-operation. The actors involved carry out the monitoring themselves. Because PIM assumes that these actors are autonomous, it has several strands or "strings" - the monitoring systems of the self-help groups and the organisations are separate. The strings are periodically compared: the actors reflect on their observations and assessments, adapt their planning accordingly and deepen their dialogue with one another.
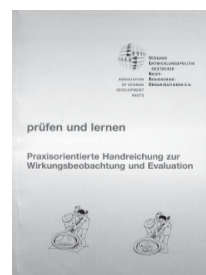
Gohl, Eberhard: Prüfen und lernen: praxisorientierte Handreichung zur Wirkungsbeobachtung und Evaluation. Bonn: Verband Entwicklungspolitik Deutscher Nichtregierungsorganisationen (VENRO), 2000, 105 p.

Dieses Arbeitsheft ist eine ausgezeichnete Einführung für alle, die sich erstmals mit Evaluierung im Entwicklungsbereich beschäftigen. In klar abgegrenzten Schritten beschreibt die Broschüre die Voraussetzungen für eine Erfolgskontrolle von Pro-

jekten, die Planung und die Durchführung von Evaluationen. Schaubilder fassen die zentralen Aspekte der einzelnen Kapitel zusammen.
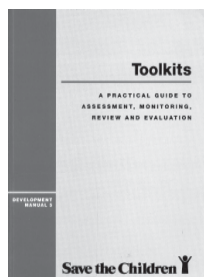
Gosling, Louisa; Edwards, Mike: Toolkits: a practical guide to assessment, monitoring, review and evaluation: Save the Children, 1995, 254 p. (Save the Children Development Manual / 5)

A highly practical guide for development workers which aims to help them evaluate and monitor their work in a systematic way. It covers the whole process of assessment, monitoring, review and evaluation of development programmes.
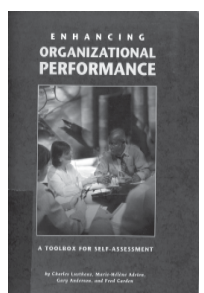
Lusthaus, Charles; Adrien, Marie-Helene; Anderson, Gary; Carden, Fred: Enhancing organisa-tional performance: a toolbox for self-assessment. Ottawa: International Development Research Centre (IDRC), 1999, 128 p.

The tools and tips of this handbook go beyond measuring the impact of programmes, products and services by integrating techniques of formative assessment, in which the assessment team helps the organisation become more effective in meeting its goals. The model is flexible and adaptable to any type or size of organisation. This book will be of use to any organisation that is initiating a process of self-assessment, internal change, or strategic planning. It will particularly appeal to academics and professionals involved in organisational development and evaluation.

Marsden, David; Oakley, Peter; Pratt, Brian: Measuring the process: guidelines for evaluating social development. INTRAC, 1994, 178 p.

This book is an attempt to set up guidelines for evaluating social development processes. Intended
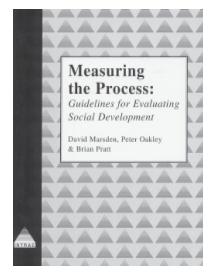
as a practical guide for undertaking the evaluation of social development projects, this book combines a theoretical overview of the concepts involved, and insights into evaluation planning and implementation. Three substantial case studies from Colombia, India and Zimbabwe are provided.
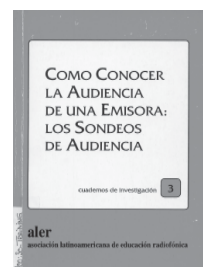
Mata, María Cristina: Como conocer la audiencia de una emisora: los sondeos de audiencia. Quito: Asociación Latinoamericana de Educación Radiofónica (ALER), 1994, 87 p. (Cuadernos de Investigación / 3)

Este cuaderno es una sencilla introducción a las técnicas básicas necesarias para realizar sondeos de audiencia. Los temas centrales son de un lado la selección de la muestra y de otro lado el diseño del cuestionario.

Mytton Graham: Handbook on radio and television audience research. London et al.: BBC World Service Training Trust; UNESCO; UNICEF, 2nd ed. 1999, 191 p.

Graham Mytton, from 1982 to 1998 head of audience research for the *BBC World Service*, has accumulated a lot of experience in the developing world. This handbook is not only the result of his fieldwork, but also of his activities as trainer and consultant. It is a substantially revised and updated version of an earlier book published in 1993 by UNESCO and UNICEF. The manual gives detailed insight in audience measurement or quantitative research, especially in sampling and designing the questionnaire. But qualitative research, data analysis and the follow-up ("how

research is used... understanding audiences... strategic research") are handled as well. The author successfully combines the discussion of methods and scientific background with concrete examples in developing countries. Why is it important to train the interviewers? How to avoid mistakes by translating the questionnaires into indigenous languages? How to organise focus groups? How to interpret ratings? This handbook, indeed, is a mine of knowledge and experience. It's a must for anybody who needs to know more about his audience and to reflect on his own research practice. But Mytton reminds us: "Research by itself neither achieves nor improves anything. It is the intelligent use of data from research, combined with other relevant information and the creativity of the programme makers that have impact" (p.148). This book could be ordered directly at the author for 30 Euros including postage. An identical version in French is also available - *Manuel de recherche sur l'audience a la radio et la télévision* at 60 Euros including postage and packing. Contact through gmytton@gn.apc.org.
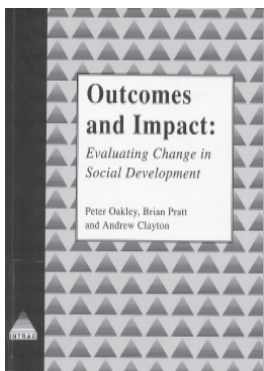
Oakley, Peter; Pratt, Brian; Clayton, Andrew: Outcomes and impact: evaluating change in social development. Oxford: International Non-governmental organisation (INTRAC), 1998, 177 p. (INTRAC NGO Management and Policy /6)

Building on the experience of many different agencies, this book provides a comprehensive discussion of the difficulties, dilemmas and opportunities of understanding the outcomes of social development programmes and projects. The book shows that while there are no easy solutions to evaluating impact, a range of methods and approaches can be employed to provide an adequate understanding of social change. Case

studies are presented of how NGOs have succeeded in evaluating these complex social processes within the constraints imposed by resources, staff skills, existing monitoring and requirements and external pressures. The book illustrates genuine, innovative attempts to bring the rhetoric of evaluating impact into the reality of ongoing development programmes.

Roche, Chris: Impact assessment for development agencies: learning to value change. Oxford: Oxfam, 1999, 160 p.

This book considers the process of impact assessment and shows how and why it needs to be integrated into all stages of development programmes from planning to evaluation. The book opens with a theoretical overview of the subject, then discusses the design of impact-assessment processes and considers the range of tools and methods available, in development, in emergencies, and in advocacy work. Finally it explores how different organisations have attempted to institutionalise impact-assessment processes and the challenges they have faced. In-depth case studies by partner organisations and staff of Oxfam, GB and Novib, NL show a variety of approaches - qualitative, quantitative, and participatory - in situations ranging from large-scale integrated development programmes to projects involving only one community. These include impact studies undertaken in rural areas in Bangladesh, the evaluation of a post-conflict rehabilitation programme in El Salvador, a long-term study of effectiveness of environmental projects in Zimbabwe, and a retrospective review of a neighbourhood project in the United Kingdom.

Rossi, Peter H.; Freeman, Howard E.; Lipsey, Mark W.: Evaluation: a systematic approach. 6th edition. Thousand Oaks et al.: Sage, 1999, x, 500 p.

"Evaluation: a systematic approach" is written for the specialist being the most complete and
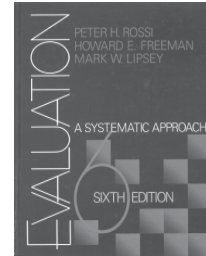
detailed work on general evaluation research. Since its first edition (1979) it has been continuously revised, and in the 6th edition there is more focus on evaluation diagnostic procedures.
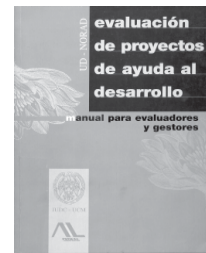
Samset, Knut: Evaluación de proyectos de ayuda al desarrollo: manual para evaluadores y gestores. Madrid: Instituto Universitario de Desarrollo y Cooperación (IUDC-UCM); Fundación Centro Español de Estudios de América Latina (CEDEAL), 1997, 140 p.

Esta guía es una primera introducción a la temática de evaluación de proyectos de desarrollo. Presenta los diferentes componentes a considerar, explica los pasos a seguir y discute los métodos de recogida de datos. No obstante, a pesar de llamarse "manual" le falta a este libro proporcionar insumos concretos que sean directamente aplicables.
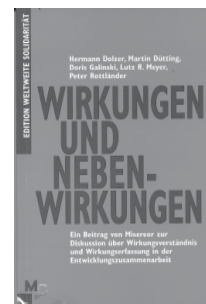
Dolzer, Hermann et al.: Wirkungen und Nebenwirkungen. Aachen: Misereor, 1998, 178 p.

Dieses Buch erweitert den Ansatz von Evaluierungen auf die Beobachtung und Einschätzung von Wirkungen sowie (erwünschten oder unbeabsichtigten) Nebenwirkungen von Entwicklungsvorhaben. Nach einer Einführung zum Begriff Wirkungen werden die Konzepte der Wirkungsbeobachtung in der staatlichen Entwicklungszusammenarbeit und bei NROs vorgestellt, um dann aus der Praxis der Wirkungsbeobachtung bei Misereor und der sich daraus ergebenden Konsequenzen für die Projektbegleitung zu berichten. Ein Buch, das viele interessante Einsichten bietet – insbesondere in die Arbeit eines kirchlichen Hilfswerkes.

INTERNET RESOURCES

http://www.mande.co.uk/news.htm

Monitoring and Evaluation News (MandE News) is an Internet based news service focusing on developments and innovations in monitoring and evaluation methods that are relevant to development projects and programmes with social development objectives. Consequently, current news, coming events and new documents as well as books dealing with aspects in the field of monitoring and evaluation are provided on this site. In addition, relevant links to evaluation centres and related web sites are available. MandE News is funded by six different British NGOs.

http://www.ids.ac.uk/eldis/HOT/evaluate.htm

The Electronic Development and Environment Information System (Eldis) is a general gateway to online information on developmental aspects in countries of the South. The coverage of information includes social, economic, political and environmental issues. On Eldis' Participatory Monitoring and Evaluation page, a selection on theoretical concepts and practical methods, tools and "how-to do" manuals about participatory monitoring and evaluation are given as online documents, organisations' web sites, databases, library catalogues, bibliographies, research project information and so forth. Although there is no directory of evaluation reports covering all organisations and agencies, the Eldis' Evaluation Reports page comes close to such an useful sample. Eldis is funded by two Scandinavian organisations.

http://gsociology.icaap.org/methods/

Free (academical) resources for methods in evaluation and social research are provided on a web site supported by the International Consortium for the Advancement of Academic Publication. The claimed focus is on "how-to-do" do evaluation research in connection with the methods used e.g. surveys, focus groups, sampling, interviews etc. Most of the links shown are to resources that can be read over the web.

http://www.comminit.com
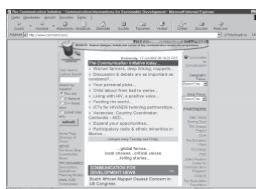
The Communication Initiative, is a common initiative of the BBC World Service, Panos, USAID, European Union, CIDA, John Hopkins Center for Communication Programs and the WHO to foster development-relevant communication experiences. On the Communication Initiatives web site a database of development communication consultants and search options for descriptions of evaluation results are given.

http://www.benton.org/Practice/Toolkit/evaluation.html

To assess the effectiveness of communication activities, practical advice and guidance can be found on the USA based Benton Foundations web site. Useful information on the evaluation of communication activities is e.g. provided through "case study" articles about the evaluation on email newsletters and TV programmes. Additionally, resources on the latest trends on evaluation projects can be found. Inspiration is generated by stories about experiences of non-profit organisations that have already completed an evaluation.

http://www.audiencedialogue.org
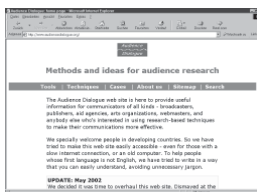
The consultancy Audience Dialogue - based in Adelaide, Australia, and formed by Dennis List - has developed a rather unique mix of interactive and participative methods including new techniques for qualitative research and project evaluation. With a specialisation on audience research this site targets e.g. broadcasters, publishers and webmasters. The web site provides a variety of useful advice and practical tools (e.g. statistical/qualitative software, a glossary of research terms, books on audience research ...) or techniques (e.g. how are audiences measured ...) available for communication research, evaluation and project planning.

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