

Micro Macro End-of-Project Evaluation

Final Report



August 2004



Acronyms

CECADESU	<i>Centro de Educación y Capacitación para el Desarrollo Sustentable</i> Centre for Education and Training for Sustainable Development
CEU	Commission of the European Union
CICEANA	<i>Centro de Información y Comunicación Ambiental de Norte América</i> Environmental Information and Communications Centre for North America
FUNDES	<i>Fundación para el Desarrollo Sostenible en América Latina</i> Foundation for Sustainable Development in Latin America
GEF	Global Environmental Facility
ITDG	International Technology Development Group
IUCN	International Union for the Conservation of Nature
LAC	Latin American and the Caribbean
LFA	Logical Framework Analysis
MTPE	Mid Term Performance Evaluation
NGO	Non Governmental Organisation
PCR	Project Completion Report
PSC	Project Steering Committee
SME	Small and Medium Entrepreneurs
TVE	Television Trust for the Environment
UMG	Universalía Management Group
UNDP	United Nation Development Programme
UNEP	United Nations Environment Programme
VRC	Video Resource Centre

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1. Introduction

The following report has been prepared by Universal Management Group (UMG), a firm specialized in project monitoring and performance appraisals, as part of an overall agreement with Television Trust for the Environment (TVE) to assist in monitoring and evaluating the implementation of Micro Macro, a regional communications project. The project aims to raise awareness on environmental issues and provide information on sustainable development initiatives in Latin America and the Caribbean (LAC).

The report's findings are based on document review and interviews with all project actors--donors, the executing agency and project partners--carried out between May and June 2004. Consultations were carried out in person with the project focal points in Latin America, TVE, and the representatives from the UNDP/GEF Regional Coordination Unit and the UNDP Mexico Country Office. Interviews with the other network partners were conducted by telephone from Montreal, Canada. The report builds on the findings of the Mid Term Performance Evaluation (MTPE), submitted in February 2003, and on the comments received from various stakeholders. A draft report was submitted in July 2004 and the comments provided by UNDP/GEF and TVE have been integrated into the final report.

1.1 Nature of the Assignment and Terms of Reference

The overall objective of the evaluation has been to look at what the project set out to achieve as formulated in the approved project documents, with a particular emphasis on its logical frameworks; whether it achieved it and if not, what were the constraints/problems; whether it met the needs of all project stakeholders; and what lessons there are to be learned for future collaborative projects involving a network of organizations in the region, TVE and international funding agencies.

The evaluation has looked at the project's relevance in terms of its rationale as well as its design. It also reviews implementation issues, including project management, financial planning, cost-effectiveness and efficiency. The evaluation provides an assessment of the success in obtaining television exposure, based on distribution figures provided by the network partners. Finally, the evaluation provides comments on the sustainability of the project, and makes recommendations to improve its strategy. Detailed Terms of Reference are provided in Appendix I.

1.2 Methodology and Activities Undertaken

In order to carry out this evaluation, agreement was reached with TVE and UNDP/GEF to interview the agencies (focal points) responsible for production of programmes, support materials and a project website, as well as donors and the implementing agency. In addition, the team reviewed existing documentation made available by TVE and the funding agencies. Interview protocols for all stakeholders were developed and used during the in person or telephone interviews, or by electronic mail. The list of persons interviewed is provided in Appendix II and interview protocols in Appendix III.

The consultants made field visits to TV Cultura in Sao Paulo, Brazil, responsible for coordinating production; CICEANA in Mexico, responsible for educational and training materials, and feeding into the website; and Arte Vision in Venezuela, responsible for all language-versioning and website design and publication. The consultants also visited TVE headquarters in London, England to interview present TVE management. Telephone interviews were conducted with all the TVE/Video Resource Centre (VRC) network partners who participated in the project.

During the visit to Mexico, the consultants were able to interview the officials at the UNDP/GEF Regional Coordination Unit for Latin America and the Caribbean and the UNDP Mexico Country Office, which is responsible for supervising the project.

1.3 Limitations

In preparing this End-of-Project evaluation consultants have encountered a number of limitations, some of which are inherent in the project design and others are the result of situations emerging during project implementation.

1.3.1 Measuring Impact

The evaluation of the impact of media projects is highly complex and requires establishing a comprehensive baseline of the level of awareness of target audiences in order to determine if this awareness has increased as a result of exposure to messages produced and disseminated. Furthermore, determining increased motivation, interest and participation is also practically impossible without using proxy indicators over time.

Impact measurement requires undertaking repeat baseline studies with similar groups, which are extremely costly and difficult to carry out, especially in a large number of countries as in the case of Micro Macro. This evaluation has not been able to draw on baseline awareness data. Even if such data were available, it would not be possible to arrive at any conclusions because of the heterogeneity of the target audiences, different languages, and vastness of the territories covered. References to baseline data in the project documents is a misnomer, as what was produced was a directory or inventory of broadcasting and other media outlets in LAC and not data on the level of awareness of environmental information in a given country.

1.3.2 Determining Audience Share

Although there are a number of instruments to measure the percentage of viewers of a given program these are mainly used for determining advertising tariffs in highly competitive broadcasting markets. This evaluation has not been able to determine the percentage of viewers who tuned in to watch given programs of the series. This information is not available and obtaining it would represent additional costs. Furthermore, these measurements are usually carried out during prime time and with respect to competing programs for which knowledge of the audience share is of high economic value.

1.3.3 Establishing Audience Perceptions and Appreciation

Establishing the perception and appreciation of programs on the part of intended audiences in a one way delivery system is only possible through the use of indirect or proxy indicators such as phone-ins, exchanges of emails or request for additional information. Another method proven to be effective is the use of focus group discussions where intended audiences view programmes and later respond to purposely-prepared questionnaires. In the case of Micro Macro, partner organizations have organized a number of screenings, but these screenings did not include the use of evaluation tools.

1.3.4 Presenting Consolidated Information and Distribution Statistics

Although project management designed a standard form for presenting distribution statistics, the information available to the consultants was outdated. The lack of a Project Completion Report made the preparation of a consolidated summary of distribution and/or use of the programs difficult. Notwithstanding, an effort has been made to present this information based on interviews and existing reports, in order to substantiate the findings on project outputs and outcomes.

As noted above, the evaluation team had some difficulty in gaining timely access to project information and documents. In part, this was due to changes in project management during the closing stage of the project, which generated some knowledge and information gaps in the project. The evaluation team developed summary tables on distribution and other issues and then circulated these to stakeholders to validate the information.

1.4 Structure of the Report

The report contains:

- An **introductory section** which provides a summary of the terms of reference, the methodology and activities undertaken and a number of limitations for conducting this evaluation
- A **background section** that briefly describes the status of project implementation at start-up and the results and findings of the Mid Term Evaluation.
- A **findings section**, which reflects the summary of conclusions based on the interviews conducted. The findings are presented in groupings reflecting: (i) effectiveness; (ii) relevance; (iii) efficiency and; (iv) sustainability.
- A **conclusions and recommendations section** based on the overall findings of the evaluation, and identifying a set of lessons learned from the project.

2. Background

TVE received two grants to strengthen environmental information and raise the motivation, interest and participation in sustainable development initiatives of Latin American small and medium size entrepreneurs (SME). Project purpose, objectives and expected results and activities have been described in two Logical Frameworks (or log frames), which serve as the basis for the preparation of monitoring and evaluation plans and for establishing performance and impact indicators. The two log frames are included in Appendices VI and VII.

2.1 Initial Assessment

In May 2002, UMG undertook an initial review of progress made in implementation and made suggestions on how to move forward in fulfilling contract obligations in monitoring and evaluation. A review of the baseline information was also conducted and recommendations made for improvements.

Concerning monitoring and evaluation, project management had contracted the production of a directory of television, radio and press organizations in LAC. The directory, known as a baseline survey, had been produced in electronic format and would be distributed accordingly. The consultants recommended at the time that:

- 1) The directory of broadcasting and media outlets (erroneously called baseline survey) should be completed so that it would include audience shares of television/radio stations together with other relevant information;
- 2) An organizational assessment of project partners should be carried out by using self-assessment techniques or by outside evaluators.
- 3) The Mid Term Evaluation should be carried out before the broadcasting of the programs, mainly aimed at project performance measurement.
- 4) The final evaluation should be carried out one year after the first broadcast and concentrate on measuring impact of the programs both on television and on small and medium size enterprise (SME) operators through workshop questionnaires.

The consultants took note of the difficulties TVE and its partners would have to navigate in a complicated world of broadcasting. The reality is that programmes on issues such as sustainable development are not prime time subjects. In the developing world, TVE's initial strategy was to leave it to its VRC partners to negotiate rights – this could include a 'buy in' or a free gift or the VRC finding a local sponsor such as had been the practice for example in Colombia and Mexico. At the initial review, the consultants presented a menu of options, which were being tested at the time of writing the report. These included:

- **Distribution by terrestrial systems on a country-by-country basis.** This would require negotiations with individual broadcasters private or public in each country. Finding appropriate slots would be difficult unless programs are placed in the few environmental, cultural and economic slots such as those already existing in Brazil, Colombia and Peru. Impact monitoring could be achieved by relying on data from audience rating agencies.
- **Distribution by satellite to terrestrial systems.** This approach would need purchasing time on regional satellites and agreeing with terrestrial broadcasters for establishing slots. This alternative could be explored both with private and public broadcasters. Audience rating agencies could monitor impact.
- **Distribution by national cable systems.** This alternative mirrors the previous alternatives for terrestrial systems. It would be possible to negotiate slots with local cable operators on a country-by-country basis or satellite delivery. Impact measurement is more difficult as some rating agencies don't include cable distribution.
- **Distribution by satellite to cable operators by international/regional broadcasters.** This could be achieved by negotiating an agreement with international/regional broadcasters such as Discovery or Spanish Television International.
- **Non-broadcast distribution.** The project could consider this alternative as a supplementary activity to television distribution. TVE partners in each country should play a leading role in carrying this out. Impact monitoring could be determined using focus group discussions or questionnaires.

2.2 Mid Term Evaluation

The Mid Term Evaluation provided insights on the performance of the agencies in the initial stages of the project, mainly in terms of the production process. The evaluation concluded that TVE had selected the right organizations to be responsible for commissioning the production of the programs, versioning and adaptation, and material development. However, a number of those interviewed noted that the process should have been more transparent and that a tendering process could have been put in place. Concerning the selection of stories for the production of the series' programs, it was found that this had presented some challenges due to the participatory nature of the selection exercise and the decision-making structure. It was recognized that TVE had played an important role in ensuring country and regional balance among the stories selected. The production process had suffered delays due to difficulties experienced in securing matching funds for the project, selection of the stories, and TV Cultura internal management issues.

In the analysis of effectiveness, the study found that the project had achieved its main outputs despite experiencing delays in implementation. Regarding efficiency, the project's financial resources had been sufficient to produce project outputs. In terms of the project's sustainability it was concluded that the establishment of a regional network was a sound way to raise awareness of LAC small and medium entrepreneurs on environmental issues and that this network was realistic and sustainable to the extent that there was external funding. The main obstacles for ensuring the sustainability of the project related to the possibilities for network members to secure distribution for its products and to obtain resources in the region.

At Mid Term, the distribution of the project's TV series had not yet started, although a dissemination strategy to ensure broad distribution of the TV program series was being proposed. It was determined that there was a very limited amount of resources dedicated to support the series' distribution efforts and that the way these resources were being disbursed could hinder the dissemination process. The report underlined the need for more emphasis to be given to the distribution strategy, given the importance of reaching out to young LAC entrepreneurs.

A summary of the Mid Term Evaluation findings is provided in Appendix IV.

2.2.1 Recommendations at Mid Term

The Mid Term Evaluation made a number of recommendations, which can be summarized as follows:

In the area of process management, it was recommended that TVE should continue to exercise its "policing" role in ensuring regional and country balance as well as equity in the project. It should not hesitate to take a more proactive stand on certain occasions to speed up and facilitate the decision-making process within the network as well as on the general workflow.

In terms of project effectiveness, the report recommended putting more emphasis on the outreach to young LAC entrepreneurs, providing more resources to support the series' distribution--especially for the bigger countries with larger audiences--and closely monitoring and supporting the distribution efforts of network members to maximize impact.

Regarding efficiency it was recommended that: (i) VRCs should report more frequently and steadily to TVE and TV Cultura on project's progress and related matters; (ii) TV Cultura should report more frequently to VRCs and TVE, as per contract and; (iii) TVE should report to donors in a more timely fashion, as per contract, especially to the CEU.

The Mid Term Evaluation also addressed sustainability issues, which are being dealt with in this report in terms of lessons learned and recommendations for the future.

3. Findings

3.1 Effectiveness

The project’s effectiveness refers to the extent to which the project has achieved its purpose or overall objectives. These objectives, as stated in the UNDP/GEF and CEU log frames, are summarized in Exhibit 3.1. Since it is beyond the scope and possibilities of this evaluation to measure actual increases in awareness or changes in behaviour of the target groups (see the section on Limitations above), the report assesses:

- Results achievement (the extent to which Micro Macro achieved its outputs)
- Success in reaching target audiences

Whenever possible, the evaluation team also comments on the factors that may limit or enhance the contribution of the outputs to the achievement of higher order objectives.

Exhibit 3.1 Overview of Project Log Frames

	UNDP/GEF	CEU
Purpose / Overall Objective	Increase public awareness of global environmental issue and international environmental agreements (MEAs) Improve motivation, interest and participation of general public and Latin American and Caribbean owners of SMEs in global environment issues, and in replicating environmentally sustainable initiatives.	To raise the motivation, interest and participation in Sustainable Development initiatives of Latin American entrepreneurs
Outcomes / Specific Objectives	Increased regular flow of information through electronic media on global environmental issues, GEF financed projects and environmentally sound business practices. Increased capacity and information resources of national environmental Non Governmental Organizations(NGOs) to engage in global environmental education and support to GEF outreach and communication activity.	To expose 50% of young entrepreneurs in Latin America to information on sustainable development initiatives on television, video, and the internet.

Source: UNDP/GEF and CEU Project Documents

3.1.1 Results Achievement

Producing programmes that would gain a degree of acceptability in such a large and diverse region as LAC is in itself a formidable task. To do this as part of a collaborative effort that brings together diverse organizations (NGOs, producers, and a broadcaster) and three languages is even a greater challenge. It is in this context that the achievement of Micro Macro’s results must be assessed.

Finding 1: The television programmes, which were the project’s flagship deliverable, were achieved by using a collaborative production process, involving network members across LAC. Programmes are of high quality albeit with some minor technical problems.

The project successfully completed 16 half hour new programmes as part of the Local Initiatives for Global Change Series. TV Cultura produced the majority of the clips —in collaboration with local VRCs in some cases. A complete listing of the programmes, clips, and their producers is provided in Exhibit 3.2. There were five network partners involved in the production of certain stories. A descriptive list of partner organizations is provided in Appendix V.

TV Cultura was responsible for the post-production process, with TVE having the ultimate decision-making authority in final editing of the programmes. Arte Vision in Venezuela did the versioning and adaptation of the existing TVE-produced programmes in Spanish and English. TV Cultura did the Portuguese versioning.

Exhibit 3.2 Producer Organizations for the Local Initiative for Global Changes Series

PROGRAM TITLE	CLIP TITLE	GEOGRAPHICAL COVERAGE	PRODUCER ORGANIZATION
Nature entrepreneurs	From hunters to guardians	Brazil	TV CULTURA
	A miracle called Mazunte	Mexico	TV CULTURA
	Conserving the mountain	Chile	CODEFF
Multiplying the waters	A dream come true	Mexico	TV CULTURA
	Harvesting in the clouds	Brazil	TV CULTURA
	Water purifying gardens	Uruguay	ECOVIVIR
The regeneration of soils	The resurrection of the land	Bolivia	TV CULTURA
	Guardians of the soil	Brazil	TV CULTURA
	A garden of dreams	Uruguay	ECOVIVIR
An urgent reconciliation	Learning to love the land	Brazil	TV CULTURA
	Reconciliation with nature	Perú	GUARANGO
	Writing the story of nature	Guatemala	TV CULTURA
Recycling lives	Experts at work	Brazil	TV CULTURA
	The recyclers of mentalities	Colombia	CITURNA
	Throwing the enemy out of the house	Dominican Republic	n/a
The Sun God: energy of the past and the future	Cooking with solar energy	Costa Rica	TV CULTURA
	Bagasse: The energy fiber	Brazil	TV CULTURA
	The food dehydrator	Surinam	ALPHAMAX
A revolution! Alternative sources of energy: a resounding success	The sun of bonanza	Barbados	ALPHAMAX
	Producing without contaminating	Chile	CODEFF
	Winds of change	Uruguay	ECOVIVIR
Living with the resources of the sea	The tree that cleanses the water	Colombia	CITURNA
	From exploiters to protectors of oysters	Brazil	TV CULTURA
	Two variations on the same theme: successful production and conservation	St. Lucia	ALPHAMAX
Live Nature: a source of production and progress	The little dream house	Colombia	CITURNA
	The lifesaving plant	Costa Rica	BRAZIL
	Guyana's green gold	Guyana	ALPHAMAX

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PROGRAM TITLE	CLIP TITLE	GEOGRAPHICAL COVERAGE	PRODUCER ORGANIZATION
The soil: where life flourishes	Sowing life	Colombia	CITURNA
	Salvaging Inca wisdom	Peru	GUARANGO
	Working miracles: protected areas	Brazil	TV CULTURA
Eco-enterprises: the sustenance of the planet's economic future	Eco-efficiency a change in mentality	Mexico	TV CULTURA
	Maya eco-entrepreneurs	Guatemala	TV CULTURA
	Enterprising artisans	Peru	GUARANGO
A clean atmosphere for all	Goodbye, dusty roads	Chile	CODEFF
	The sun: a source of transformation	Dominican Republic	n/a
	Fumigating without polluting	Uruguay	ECOVIVIR
Panorama Micro Macro: Organic agriculture, the new hope		Mexico, Bolivia, Brazil	TV CULTURA
Panorama Micro Macro: Water, the gold of the 21 st century		Brazil, Uruguay, Peru, Dominican Republic	TV CULTURA, ECOVIVIR, GUARANGO, n/a
Panorama Micro Macro: Raising consciousness of climatic change		Brazil, Mexico, Chile	TV CULTURA, CODEFF
Panorama Micro Macro: Biodiversity		Argentina, Central America	n/a

Source: Micro Macro Web page

In addition, the project completed the versioning/adaptation of 65 videos from TVE's collection. The complete listing is provided in Exhibit 3.3 below. These programs were selected from a vast TVE library by network partners and were grouped under the following main headings: (a) sustainable agriculture, (b) changing currents, (c) water, (d) climate change, (e) biodiversity and (e) others. Prominent among the other programmes selected, is a series of videos that illustrates the lives of children born in 1992, the year of the Earth Summit.

Exhibit 3.3 Versioning and Adaptation Programme

SUSTAINABLE AGRICULTURE		CHANGING CURRENTS
Out of the forest	Pure Gene-eous	Plumbing the rights - Bolivia - Part 1
A fish too far	St. Lucia Island at risk	Plumbing the rights - Bolivia - Part 2
If trees could talk	Summit to sea	Pumping pressure
Mongolia: A steppe ahead	Angle on hunger	Tunnel vision
Toxic Trail I	Where families and mountains meets	Dam Dam Dam - Big dams
Toxic Trail II	Pay now, pay later	Water on the brain
Radioactive and Reeling	Fair trade fair profit	Land of the rising water
Fate of the dammed	Out of the woods	Not a dirty word
Power to the people	Fuel for Thought	Tell tale signs
Waste to Wages	The perfect famine	Boiling point
Net profits		
Water		Climate Change
Nature be dammed		Emission impossible
Hope and the Nile		No doubt at all
River of memory		Baked Alaska
Water in your tank		Ransom for the forest
Bandits and backhanders		
Drinking the sky		
To dam or not to dam		
BIODIVERSITY		OTHERS
Not all at sea		I Wish
Rescue		The Boxer
Path of the Jaguar		Sick to Death
Rich Pickings		Green Gongs
Pandas in love		Growing up I Part 1and 2
Grizzlies – Government and the Greens		Growing up II
Turtles of Oman (Turtle power)		Growing up III - Rio 2000
Aliens from Planet Earth		Growing up IV. Children of Rio Part 1
High tech harvest		Growing up IV. Children of Rio Part 2
Banking on the gene		Smile please
Pocket Wilderness		Doing the right thing

Source: Micro Macro Web page

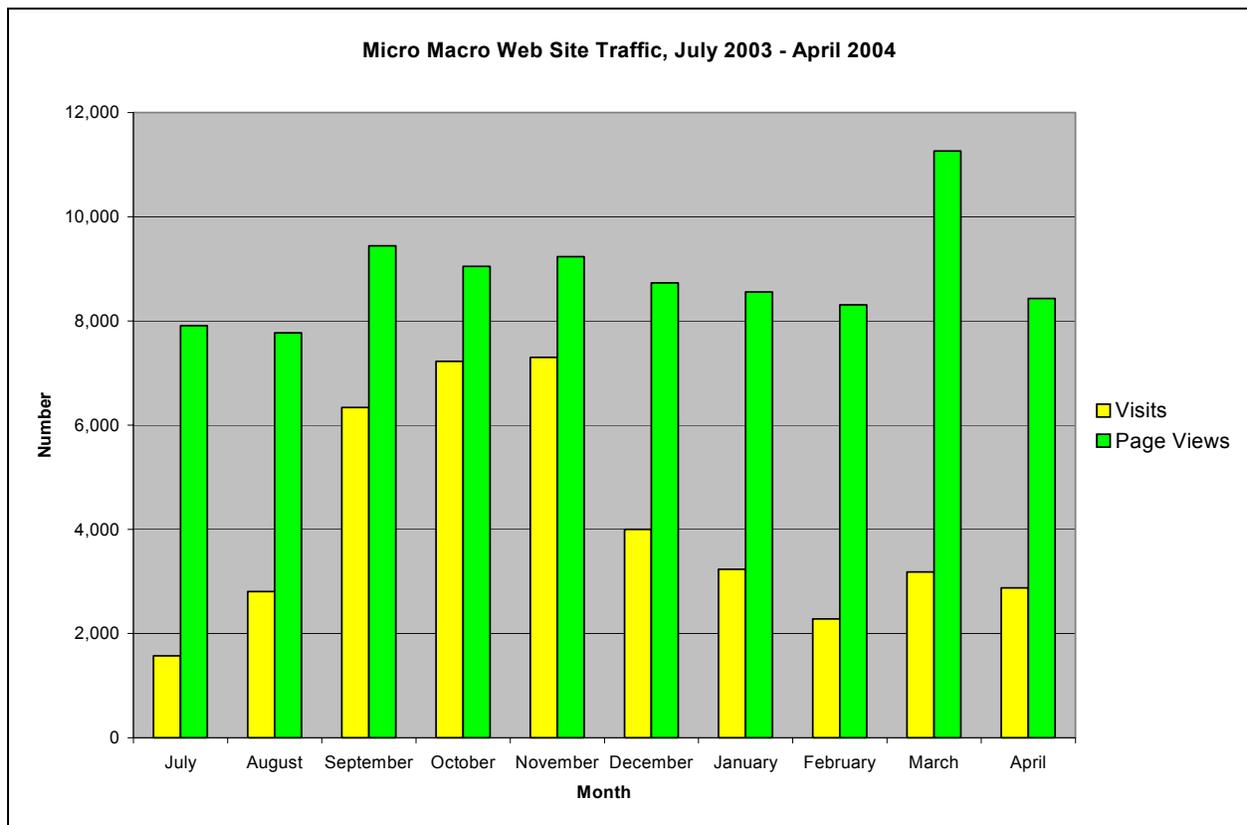
Finding 2: The Micro Macro web site has been on line for one year. Greater promotion of the site and more strategic use of the Help Desk could enhance its contribution to project objectives.

The project web site www.micromacro.tv was launched in July 2003. The site’s primary sections are: Series Review, Do It, Contact Us, Local Initiatives, Know More, and Archives.

Arte Vision designed and managed the site, and is still providing site maintenance, supported by an Internet Service Provider in the United States. CICEANA in Mexico coordinated the web content development. TV Cultura provided the web-ready clips. VRCs in the network provided research and other inputs for site.

Web statistics illustrate the use of the site. During the first 10 months following the launch, the site received a total of 40,810 visits and 88, 681 page views. An overview of the monthly traffic to the site is provided in Exhibit 3.4.

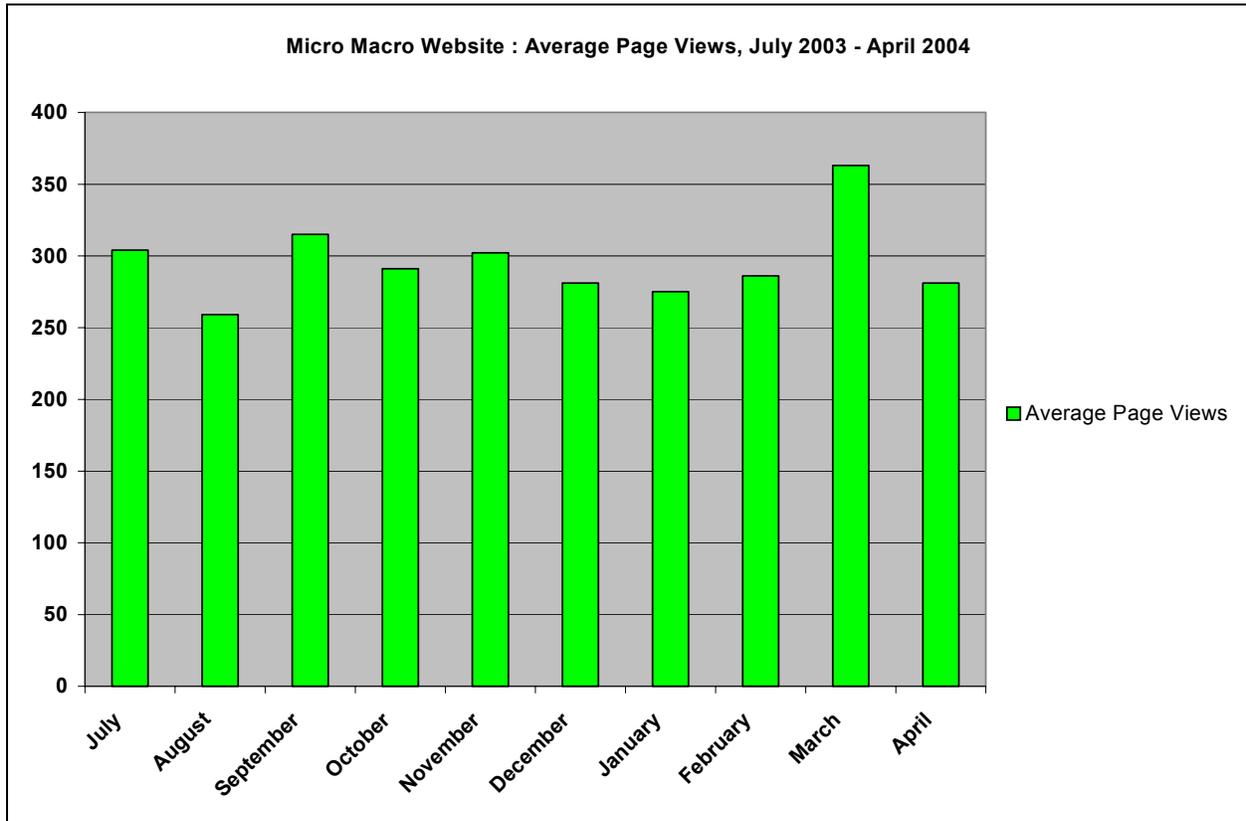
Exhibit 3.4 Micro Macro Web Site Traffic



Source: Hidalgo, Rafael. Web page usage, personal correspondence, June 2004

After an initial spurt of growth culminating in 7,302 visits in November 2003, by April, the number of visits had tapered off to 2,876. Nonetheless, the average number of page views has remained steady over time (See Exhibit 3.5).

Exhibit 3.5 Average Page Views for Micro Macro Website



Source: Hidalgo, Rafael. Web page usage, personal correspondence, June 2004

Usefulness of the site

The Terms of Reference asked the evaluation team to specifically comment on the usefulness of the Micro Macro web site. In the absence of a user survey or other formal feedback mechanism, it is difficult to comment on how useful it is to the target audiences. Instead, the team assessed two areas that affect the potential for greater use:

- Technical operation (do the features work)
- Site promotion (is word about the site getting out to web audiences)

The team’s review of the site identified a few technical “glitches,” such as video clips that were not operational, links to email addresses that did not work, inactive links to the project partners web sites, and incomplete information on credits, for example, in one of the programs. Considering the complexity and size of the site, the technical difficulties are relatively small, and can be easily resolved in future maintenance. Nonetheless, these technical difficulties may limit usefulness of the site.

Another factor possibly affecting its use and contribution to the project’s objectives is the limited promotion of the Micro Macro site on the Internet. The results of Google’s feature “link:siteURL”, for example, which searches for all the pages that point to the Micro Macro URL, show that the 28 links to Micro Macro come from TVE and some of TVE’s partners that include links to the site. In other words, according to this search engine, no organizations outside of the network include a specific link to Micro Macro in their “recommended” or “useful links” page.

A regular search on Google for “Micro Macro” reveals references to the site in specific documents (for example in the Newsletter of the International Union for Conservation of Nature (IUCN’s) Office for Mesoamerica) from a broader range of actors, including government agencies, United Nations agencies, and the media. Most of the mentions, however, are still drawn from the VRCs’ materials and web sites.

Although these searches were conducted only on one search engine, they suggest that the project may have missed opportunities for greater outreach to target audiences through the web site. The donors, for example, could have been drawn in to promote Micro Macro – the GEF has two potentially relevant sections of its web site – one on project stories and one with video clips—yet neither one contains links to Micro Macro. Sites that are specialized in small and medium-sized enterprises – such as Fundación para el desarrollo sostenible en América Latina (FUNDES) and its www.mypyme.org-- could also have helped to promote the initiatives among entrepreneurs.

Assessment of the Help Desk

The web site provides access to a Help Desk, which redirects queries to appropriate information sources. The Help Desk mechanism is the primary feedback mechanism for Micro Macro. It is the consultant’s understanding that in the videos themselves, there are often no references to the people or organizations that can be contacted for additional information. But, it may be assumed that all the programmes refer the viewer to the web site. Thus, the web site is the main clearinghouse for people who want to know more or who want to replicate a project in their community.

The Desk receives requests for information in the three project languages, but it only provides answers in English and Spanish. This service has operated since June 2003 and has responded to 174 requests for information as of May 2004. Most requests for information have originated in Brazil followed by Venezuela, Mexico, Bolivia and Guatemala. The types of requests have been grouped in terms of a) general information; b) specific information on a given program and c) information or purchasing programs and or the series as a whole.

The following tables (Exhibits 3.6 – 3.7) illustrate the source and type of queries received by the Help Desk. The total number of queries in the ten-month period (174) is too small to be representative of the interest generated by the programmes. However, this small number stands out, especially if you compare it with the considerable response generated by a similar initiative that was implemented in connection with the world-wide broadcast of the TVE Hands On programmes. (The particular features of this initiative are noted below.)

The fact that programmes are being screened on a country-by country basis accounts for the large number of queries from Brazil where TV Cultura has considerable coverage. It is possible that the small number of queries from other countries is due to the fact that the programmes are being broadcasted through cable systems.

The evaluators have not been able to establish if the requests for purchase of the series (24 requests) have been followed up and if these requests resulted in a purchase. Similarly it has not been possible to ascertain if those requests for specific information related to a given programme have resulted in the provision of the information or uptake of the technologies depicted.

Exhibit 3.6 Queries to Help Desk

COUNTRY	QUERIES		TYPE OF INFORMATION
	NUMBER	PERCENTAGE	
Argentina	6	3.4	General (1) Specific (3) Purchase (2)
Barbados	1	0.6	Purchase (1)
Brazil	72	42.3	General (29) Specific (36) Purchase (7)
Bolivia	20	11.4	General (8) Specific (10) Purchase (2)
Colombia	1	0.6	General (1)
Chile	1	0.6	General (1)
Ecuador	1	0.6	Purchase (1)
Guatemala	10	5.7	General (3) Specific (5) Purchase (2)
Mexico	19	10.9	General (4) Specific (11) Purchase (4)
Peru	3	1.7	General (1) Specific (2)
Puerto Rico	2	1.1	General (1) Specific (1)
Uruguay	3	1.7	General (1) Purchase (2)
Venezuela	24	13.7	General (4) Specific 17 Purchase (2)
Unknown	9	5.1	General (1) Specific (6) Purchase (1)
TOTAL	174		

Source: Hidalgo, Rafael Web page usage, personal communication, June 2004

The evaluators had difficulties in determining the exact title of the programmes for which specific information was being requested or the titles being purchased. Available reports only provide a general description of the content of the programme and not its exact title. Although the sample is too small to allow for any meaningful conclusions, it shows that a programme made in Mexico generated the highest number of purchase requests in the same country.

Exhibit 3.7 Purchasing Information Requests

TITLE	NUMBER	COUNTRY
All	14	Brazil (7), Mexico (1) Venezuela (1) Argentina (2) Guatemala (1) Barbados (1) Unknown (1)
A Miracle Called Mazunte	4	Mexico (4)
Out of the Forest	2	Bolivia (1) Ecuador (1)
Growing Up	1	Venezuela (1)
Water, the gold of the 21 century	1	Uruguay (1)
Untitled	1	Brazil (1)
Water Purifying Gardens	1	Uruguay (1)

Source: Hidalgo, Rafael Web page usage, personal communication, June 2004

The Help Desk of the Hands On series, managed by the Intermediate Technology Development Group (ITDG), provided important information concerning the originating countries, the type of organization and the nature of the requests. The evaluation of Hands On used the number of requests as a proxy indicator for determining interest on given titles. In the case of Micro Macro, the fact that the programmes are being broadcasted piece meal on a country-by country basis does not allow the evaluators to make any significant conclusions. The evaluation of Hands On benefited from the fact that the programmes were simultaneously transmitted world wide through BBC World, albeit through cable systems in most countries. This mechanism was particularly suited to establishing if entrepreneurs were interested in replicating technologies being depicted in the programmes.

Two titles have received the highest number of specific queries: A Dream Come True and The Food Dehydrator. These are followed by Cooking with Solar Energy and Water Purifying Gardens.

Exhibit 3.8 Number of Queries by Program Title

PROGRAM TITLE	NUMBER OF QUERIES
A Dream Come True	10
The Food Dehydrator	10
Cooking with Solar Energy	9
Water Purifying Gardens	7
The Life Saving Plant	3
Bagasse: The energy fibre	2

Source: Hidalgo, Rafael, personal communication June 2004

Finding 3: The back-up educational materials were produced and provided to VRCs, but the quantities were limited. They included a combination of promotional and technical material.

Partners interviewed did not provide substantial comments on the materials produced. The original intention was for partners to duplicate these materials. The evaluators have not been able to ascertain if this has been achieved or the quality and quantity of the duplicated materials. The links and contacts provided in the support material manual repeat TVE contacts and other partners. However, specific information on the developers of products and technical specifications were not provided for many examples.

Exhibit 3.9 Back-up, Promotional, Educational and Technical Materials Produced

MATERIAL	QUANTITY DISTRIBUTED TO EACH VRC
Folders	35
Flyers	35
Educational book	10
Poster	100
Leaflet	35
CD cover	35
CD with all the materials	10

Source: CICEANA Report, 2004

Finding 4: Although the project design had capacity building as one of its primary outcomes, in practice, the project's contribution to the capacity building of network partners was limited to the provision of information resources and distribution grants received.

The UNDP/GEF project document and LFA specify that one of the project's intended outcomes was to increase the capacity of national environmental NGOs to engage in global environmental education, support GEF's outreach and communication activity, and increase the availability of information resources. The latter was to be achieved through the production of Spanish and Portuguese adaptations of new and existing video materials, back-up educational and technical materials on the initiatives provided to target groups, and provision of catalytic capacity building grants to LAC NGOs.

The availability of environmental education materials in the region has increased. All VRCs have received the video and educational materials, as noted under Finding 3 of this report, thus increasing the information resources available to each organization at the national level.

However, the specific capacity building grants mentioned above were to fund activities from the following menu:

- Creation of a media resource center;
- Training in video production, marketing and negotiation, communications program design, monitoring and evaluation, website development;
- Short-term professional placements;
- Distribution of environmental media materials between environmental NGOs in LAC; and
- Other institutional needs approved by the Project Steering Committee (PSC).

With the exception of limited funds provided for launchings, respondents indicated that no other activities aimed at strengthening the capacities of network partners were undertaken. Many respondents stated that they had acquired knowledge in negotiating with television broadcasters. However, they suggested that training be provided in the area of distribution, negotiations for broadcasting, use of excerpts and licensing in the future. Although the capacity building effort was limited, the co-production process itself could be seen as a capacity building exercise, especially when the local VRC did not have production experience.

3.1.2 Success in Reaching Target Audiences

Finding 5: Despite the limited resources available for distribution, Micro-Macro programmes have been successfully broadcasted for general audiences in most participating countries.

The first versioned program was broadcast in Venezuela in March 2003 while TV Cultura broadcast the new programs in Brazil in June 2003. Nearly 50 percent of stations currently broadcasting the programs are cable operators; others are small systems with limited coverage. By the end June 2004, there had been no broadcasting in Colombia, Paraguay and Peru. Broadcasting had been completed in Bolivia and the programs were being re-packaged and re-broadcast in Brazil.

Exhibit 3.10 Broadcast coverage per country and type of station

COUNTRY	CHANNEL NAME	SIGNAL TRANSMISSION	CATEGORY	COVERAGE	INITIAL BROADCAST DATE	END BROADCAST DATE
Argentina	Red de Intercables	Cable	Private - Commercial	National	November 2003	Continuing
	Cable Magazin	Cable	Private - Educational	Regional	July 2003	December 2003
	Canal 7	Open	Public	National	July 2004	Continuing
Barbados	CBC Barbados	Open		Regional	March 2004	Continuing
Bolivia	Red Catolica de TV	Open and Cable	Private - Educational	Regional	June 2003	December 2003
	TV Boliviana Canal 7	Open	Public	National	November 2003	May 2004
	CEFREC-CAIB Canal 11	Open	Private - indigenous	Local	August 2003	Continuing
Brazil	TV Cultura	Open	Public - Educational	National	June 2003	Continuing
Chile	ARTV Cable Metropolis	Cable	Private - Cultural		March 2004	Continuing
	NOVASUR	Cable	Public - Educational	Regional		Continuing
Colombia	Planned for August 2004					
Dominican Republic	Canal 25	Cable	Private	National	December 2003	Continuing
	Santo Domingo TV	Cable	Private	National	December 2003	Continuing
	Frecuencias Dominicana	Cable	Private	National	December 2003	Continuing
	Canal 69 UHF	Open	Private - Commercial	Local	December 2003	Continuing
Guatemala	Canal 27	UHF	Private	National	May 2003	Continuing
	Canal Electronica DX	Cable	Private	Local	May 2003	Continuing
	Cable video Panajachel	Cable	Private	Local	May 2003	Continuing
	Canal 2 COMTECH, Antigua	Cable	Private	Local	May 2003	Continuing
	Electrónica Galaxia 5	Cable	Private	Local	May 2003	Continuing
	Cable Star	Cable	Private	Regional	May 2003	Continuing
	Canal 33 Univ. Sn. Carlos	Cable	Private	Local	May 2003	Continuing
	Canal 14 de Xela	Cable	Private	Local	May 2003	Continuing

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COUNTRY	CHANNEL NAME	SIGNAL TRANSMISSION	CATEGORY	COVERAGE	INITIAL BROADCAST DATE	END BROADCAST DATE
Ecuador	Televisión Esmeraldeña	Open	Private	Regional	April 2004	Continuing
	Televisora del Norte	Open	Private	Regional	April 2004	Continuing
	UV Television	Open	Private	Regional	April 2004	Continuing
	Manavisión	Open	Private	Regional	April 2004	Continuing
	Asomavisión	Open	Private	Regional	April 2004	Continuing
	Ambavisión	Open	Private	Regional	April 2004	Continuing
	TELERAMA	Open	Private	National	March 2004	Continuing
Mexico	ILCE-EDUSAT Canal 15	Satellite	Public - Educational	Local	January 2004	Continuing
	TELEVISA – Canal 9	Open	Private	National	March 2004	Continuing
Nicaragua	Canal 27	Open	Private	Local	August 2003	Continuing
	Canal 33	Open	Private	Local	August 2003	Continuing
Paraguay	Planned for July 2004					
Peru	Planned for July 2004					
Uruguay	TeVe Ciudad	Cable	Municipal	Local	October 2003	Continuing
	TVEO	Open	Public	National	March 2004	Continuing
Venezuela	Vale TV	Open	Private - Cultural	Regional	November 2003	Continuing
	La Simón	Open	Private - Educational	Regional	November 2003	Continuing

Source: Based on information provided by TVE and network partners up to the end of June 2004.

Information concerning the titles of Winds of Change series of programs that have been broadcasted is not available. The following Exhibit provides information on the broadcast date but does not include the titles of programmes.

Exhibit 3.11 Broadcasting of TVE Library and Winds of Change Series

COUNTRY	CHANNEL NAME	SIGNAL TRANSMISSION	CATEGORY	COVERAGE	INITIAL BROADCAST DATE	END BROADCAST DATE
Argentina	Red de Intercables	Cable	Private - Commercial	National	November 2003	Continuing
	Cable Magazin	Cable	Private - Educational	Regional	July 2003	December 2003
	Canal 7	Open	Public	National	July 2004	Continuing
Barbados	CBC Barbados	Open		Regional	March 2004	Continuing
Bolivia	Red Catolica de TV	Open and Cable	Private - Educational	Regional	June 2003	December 2003
	TV Boliviana Canal 7	Open	Public	National	November 2003	May 2004

Micro MACRO End-of-Project Evaluation

COUNTRY	CHANNEL NAME	SIGNAL TRANSMISSION	CATEGORY	COVERAGE	INITIAL BROADCAST DATE	END BROADCAST DATE
	CEFREC-CAIB Canal 11	Open	Private - indigenous	Local	August 2003	Continuing
Brazil	TV Cultura	Open	Public - Educational	National	November 2003	April 2004
Chile	ARTV Cable Metropolis	Cable	Private - Cultural		April 2003	June 2003
	NOVASUR	Cable	Public - Educational	Regional		
Colombia	Señal Colombia	Open	Public	National	March 2003	April 2003
	Audiovisuales	Open	Public	National	March 2003	May 2003
Dominican Republic	Canal 25	Cable	Private	National	December 2003	Continuing
	Santo Domingo TV	Cable	Private	National	December 2003	Continuing
	Frecuencias Dominicana	Cable	Private	National	December 2003	Continuing
	Canal 69 UHF	Open	Private - Commercial	Local	December 2003	Continuing
Guatemala	Intercentro	Cable	Private	Local	April 2003	Continuing
	Canal 2 COMTECH, Antigua	Cable	Private	Local	April 2003	Continuing
Ecuador	Televisión Esmeraldeña	Open	Private	Regional	April 2004	Continuing
	Televisora del Norte	Open	Private	Regional	April 2004	Continuing
	UV Television	Open	Private	Regional	April 2004	Continuing
	Manavision	Open	Private	Regional	April 2004	Continuing
	Asomavisión	Open	Private	Regional	April 2004	Continuing
	Ambavisión	Open	Private	Regional	April 2004	Continuing
	TELERAMA	Open	Private	National	March 2004	Continuing
Mexico	ILCE-EDUSAT Canal 15	Satellite	Public - Educational	Local	April 2004	
Nicaragua	Canal 27	Open	Private	Local	August 2003	Continuing
	Canal 33	Open	Private	Local	August 2003	Continuing
Paraguay	Planned for July 2004					
Peru	Planned for July 2004					
Uruguay	TeVe Ciudad	Cable	Municipal	Local	April 2003	May 2003
Venezuela	Vale TV	Open	Private - Cultural	Regional	November 2003	Continuing
	La Simón	Open	Private - Educational	Regional	November 2003	Continuing

Source: Partner interviews and Hidalgo, Rafael report, November 2003

Finding 6: Access and exposure to programs by specific audiences, specially small and medium-size entrepreneurs have been limited, since emphasis has been placed on securing wide television exposure.

The distribution strategies implemented to date have focused on gaining exposure through television broadcast.

Most partner organizations have organized additional activities such as special screenings mainly to universities, environmental NGOs, and government agencies. In Barbados, the programs have been screened to private sector companies and private agencies. In Colombia they have been shown to the Colombian Entrepreneurial Council for Sustainable Development while in Guatemala, Chambers of Commerce have participated in special screenings. These alternatives to television broadcast are designed for different audiences, depending on how Micro Macro fits in to the VRC's institutional strategy. Thus, for example, in Venezuela, these workshops will target community groups and will be organized by Arte Vision and a coalition of organizations that have united to develop common strategies in the fight against poverty. In Nicaragua, Luciernaga has organized video discussion groups with high school students on biodiversity issues and Lidema in Bolivia organized a workshop on environment and public health.

No specific activities or showings were planned or implemented in order to reach SMEs as suggested in the UNDP/GEF project document. Some entrepreneurs were included as part of programme launches, but no special screenings or focus group discussions were organized to determine the suitability of the programs and the appreciation that this specific target group has of the programs produced. Evaluators have taken note that during early stages of project implementation, contacts were established with several foundations in the region dealing with issues related to SME, but no information has been provided on follow up actions and or results thereof.

Finding 7: Distribution approaches and strategies were designed in mid-course. The strategy devised did not include targets and timelines.

Although broadcasting of the programs was considered the main outcome of the project, distribution issues and a final strategy was not agreed upon until June 2003. Evaluation consultants had suggested a number of alternatives, as reflected in the Mid Term Evaluation, and one of those alternatives was finally chosen. The decision to let partners negotiate distribution agreements in each country conspired against having a continent-wide simulcast, which would have helped in obtaining audience responses through the web page as a proxy indicator.

3.2 Relevance

The following section addresses relevance issues. It looks at the rationale for the project, whether the original design of Micro Macro was relevant at the time of formulation, and if it continues to be sound in terms of targeting the real needs and problems of project beneficiaries.

3.2.1 Project Rationale and Design

Finding 8: The rationale for the project still remains valid. Environmental problems in the area remain critical and the level of media interest in environmental issues has declined.

Funding agencies have indicated that interest in the environment has waned since the Rio Summit and that more sustained communication efforts would be needed. Furthermore, priorities attached to economic growth, liberalization of the economy and privatization of State enterprises pose environmental risks. Rapid economic changes in LAC are putting pressure on natural resources and there are numerous conflicts between resources users. The decision to establish a common market in the Americas calls for additional concerns in terms of securing environmental safeguards.

Finding 9: Given that the project had two funding sources, a comprehensive project design is not available. Design documents vary depending on the funding source.

Considerable time elapsed between the signing of the initial contract with the CEU and subsequently the UNDP/GEF, with the latter requesting additional objectives, geographical coverage and target audiences. The existence of two separate contracts/project documents makes it difficult to evaluate project performance, as there is no consolidated project design document. Notwithstanding, an effort has been made to group outputs and objectives and to provide comments on these.

3.2.2 Relevance to Stakeholders

Finding 10: The project continues to be relevant to donor agencies because limited public awareness conspires against national level commitment to and ownership of donor projects.

Multilateral donors continue to make considerable investments in the implementation of environmental projects and programs in the LAC region. The results of such projects, however, are seldom made public. For the GEF, general awareness and understanding of the global environmental context in which it operates is central in reaching the objectives of increasing country ownership of projects and initiatives.

Finding 11: The project remains relevant for network partners. For smaller partners, participating in the project has provided them with the opportunity to fully engage television broadcasters in their countries and has boosted their standings in the national context as they were seen as being part of a regional initiative with a European partner.

The existing TVE network is composed of a highly diverse set of institutions ranging from a full-fledged television broadcaster such as TV Cultura in Brazil, to autonomous university-based organizations such as Arte Vision in Venezuela, and a solid environmental educational organization such as CICEANA in Mexico, who have all gained credibility in their own right. These organizations indicate that there are benefits to being involved in a regional network (such as sharing professional skills) and to maintaining a relationship with TVE (as a client and a resource). These organizations express interest in engaging in future collaborative projects with members of the network and TVE in particular.

Other partners, located in smaller countries, that have until now had very little exposure in dealing with production and distribution of series of environmental programs have benefited from the project. The fact that a much larger organization with recognized international prestige, such as TVE, supports their efforts at the national level greatly contributes to their standing in a national context.

3.3 Efficiency

For the purposes of this study, the evaluation of efficiency looks at Micro Macro's management, monitoring, evaluation and reporting system, and certain aspects of its financial system. In addition, the project's implementation process is assessed in greater detail

3.3.1 Project Management

Finding 12: Significant changes in the management of TVE occurred during the life of the project, which caused some instability.

The project's first Director left prior to full development of the distribution strategy, which was considered key in measuring results. There were also changes in TVE's senior management before the project's completion date. Some of the institutional memory has been lost and would need to be recovered for preparation of the project's final report as mandated by the contracts with donors.

3.3.2 Implementation and Governance

Finding 13: Implementation of the full project was delayed pending TVE's identification of a co-financier of the project in an amount equivalent to the amount provided by the CEU.

An initial contract with the CEU was signed on 31 December 1999 while the UNDP/GEF contract was signed on 26 November 2001. Nearly two years elapsed between contracts. The requirement by the CEU to find co-financing for the same amount as the CEU grant placed a burden on TVE to look for a donor with similar interest willing to commit a considerable amount of funding.

Finding 14: Implementation delays caused the project to be extended beyond the termination dates that were foreseen in the project documents/contracts.

An extension of the contract with the CEU was signed on 9 March 2003. In July 2003, UNDP/GEF informed TVE that the project had been extended until February 2004 in order to allow for further efforts in distribution and to make the project closing date coincide with that of the CEU. Although delays in production occurred, the most significant delays occurred with respect to approval of the distribution strategy.

Finding 15: Composition of the Project Steering Committee had to be reviewed to include wider participation of network partners

The PSC was originally composed of representatives of TVE and the executing agencies TV Cultura, CICEANA and Arte Vision. Network partners later insisted on expanding membership in the PSC and a decision was taken to include representation of two other network partners on a rotation basis. Although the UNDP/GEF project document required that a representative of the SME be included this did not materialize.

The PSC was to provide overall guidance to the project, but for some stakeholders, the changes in composition and the lack of clear responsibilities, limited its role. For example, during the network’s meetings, there was no special role of the PSC – TVE played the organizing and facilitating role. The PSC was very useful, however, in making decisions in between the network’s face-to-face meetings.

Finding 16: Lacking a project completion report it has been difficult to ascertain evolution in achieving time frames as originally envisaged.

Evaluation consultants have been able to compile a timeline for project implementation based on existing information in order to analyze the time required to complete certain activities. A quick review of the dates provided in the summary contained in Exhibit 3.1.2 shows that production took 18 months to complete, the support materials required 11 months of preparation, and the creation of the web site took 10 months. The highly participatory nature of the project and relationships between outputs may explain these timelines. Numerous PSC meetings took place, sometimes connected to regional VRC meetings. The number of PSC meetings may be explained by the decision of TVE to make the process highly participatory.

Exhibit 3.12 Project Milestones

ITEM	ORIGINAL CONTRACT DATE	AMMENDMENTS
UE – TVE contract	December 31, 1999	March 10, 2003
UNDP/GEF – TVE contract	November 11, 2001	August 19, 2003
PRODUCTION		
Item	Contract Date	Delivery Date
Production of 16x30 documentary programmes	January 24, 2002	June, 2003
Back-up educational and technical materials	November 25, 2002	September, 2003
Website creation	November 25, 2002	August, 2003
Versioning of TVE Library and “Winds of Change” series	March 12, 2002	N/A
Versioning of 16x30” programmes	August 27, 2003	N/A
Anglo Caribbean English adaptation of 60x30” programmes	October 01, 2003	N/A
DISTRIBUTION		
Broadcast of “Local Initiatives for Global Challenges” – TV Cultura		June 2003
Broadcast of “TVE Library and “Winds of Change” series starting date - Artevision		March 2003

PROJECT STEERING COMITEE / REGIONAL WORKSHOPS MEETINGS		
I Meeting - Caracas	July, 2001	
II Meeting - Sao Paulo	December, 2001	
III Meeting – Sao Paulo	April, 2002	
IV Meeting – La Paz	December, 2002	
V Meeting - Barbados	May, 2003	
VI Meeting Mexico	July, 2003	
VII Meeting - Paraguay	January 2004	

3.3.3 Monitoring and Evaluation

Finding 17: Although monitoring and evaluation planning was explicit in the project’s design, the responsibilities for this function were assigned to a number of actors. Monitoring and Evaluation has been one of the weaknesses of the Micro Macro project.

The weaknesses identified in monitoring and evaluation include: i) the arrangements for monitoring and evaluation; ii) the availability and use of baseline, monitoring, and reporting information; and iii) the reporting process. Each of these issues is discussed below.

Arrangements for monitoring and evaluation

In the project document, there are several different sections that address monitoring and evaluation and assign responsibilities for these functions. This was to be a key component of the project. The responsibilities at the design stage were distributed among a number of stakeholders: an environmental communications consultant, a Technical Inquiries Team, Project Management, PSC, VRCs, and UNDP/GEF. In addition, three of the partner organizations – CICEANA, Arte Vision, and Citurna—were to provide specific inputs to the design of indicators and appropriate monitoring and evaluation methodologies. At the outset of the project, these were ambitious and complex arrangements for monitoring and evaluation.

During implementation, the nature of the activities and the responsibilities changed. The timing and rationale for these changes is not evident from the documentation and interviews conducted by the evaluation team. In the end, the project’s management assumed responsibilities for monitoring and evaluation and there was very little participation by the network members in the monitoring and evaluation of the project. Their primary role was to provide distribution reports and respond to other discrete requests for information.

Evaluation consultants have been involved in three stages of the project: during an initial assessment of project start-up, at mid term, and during this final evaluation.

Availability and use of information for monitoring and evaluation

Micro Macro produced a directory of television, radio and press organizations in LAC, which in the project document and LFA is referred to as a baseline study. As noted in the mid-term evaluation, this product does not provide the baseline information that would be needed for impact evaluation. The shortcoming of this deliverable, as it was conceived, was also noted in the consultant's assessment during project start up.

The Micro Macro project did commission the mid-term and final evaluations required in the project document and the UNDP/GEF contract. However, the evaluators note little evidence of the use of evaluation findings or follow-up on the recommendations produced by the mid-term evaluation of the project. Network partners did not receive a copy of the report and were not aware of the results of the mid-term evaluation.

Reporting process

Reporting requirements were established in the project document. Quarterly reports by each of the VRCs would inform on media broadcasts of the series, non-broadcast use of the materials and feedback from the nationally organized workshops. A reporting format was designed and agreed upon by the PSC meeting in Barbados in mid 2003 and in fact VRC's began submitting these reports by July/August 2003, soon after the broadcasting began.

A progress report on Micro Macro distribution, prepared by the Project Coordinator, was circulated among partners in November 2003. This was the only evidence of a consolidated written report on progress submitted to the partner organizations. The lack of a comprehensive report was underlined by a number of network partners prior to the last network regional meeting in Asuncion, Paraguay in January 2004.

In accordance with the United Nations Development Program (UNDP) monitoring procedures noted in the project document, tripartite reviews were to be held every 6 months with the participation of project counterparts and partners.¹ These would be supplemented by six monthly reports submitted by the project management to UNDP/GEF. The project was to close with a Project Final Report to be considered at the final tri-partite review meeting.

In practice, the evaluators were informed of one formal tripartite review meeting held in Mexico in June 2003, where the extension of the project until February 2004 was discussed. The earlier tripartite reviews were replaced by UNDP/GEF participation in PSC meetings in Brazil (December 2001) and in Barbados (May 2003).² TVE submitted a Project Implementation Report to UNDP/GEF for the period of January 1, 2002 to June 30, 2003. In addition, they provided short progress reports each quarter. UNDP/GEF contacted TVE project staff periodically by email or by telephone, to receive updates on progress.

In the mid-term review, the evaluators raised concerns about the timeliness of reporting from VRCs to TVE and from TVE to the donors. The weakness in reporting is still evident at the end of the project. Evaluation consultants have had to piece together much of the essential information from multiple sources, mainly emails and correspondence. The reports submitted by TVE to the donors have not been available (with the exception of the Project Implementation Report noted above).

¹ UNDP/GEF has noted that this is an error in the project document and that the policy requires annual tripartite reviews.

² UNDP/GE has indicated that tripartite reviews can be replaced by other types of meetings where the project counterparts meet to discuss the project's progress.

At the time of the evaluation, TVE had yet to submit a Project Final Report/Project Completion Report to the donors and the final tripartite review has not been held.³

The weaknesses in information management and reporting may be due, in part, to the complexity of the project. As mentioned earlier, corresponding and reporting in three different languages put a heavy burden on project management. The departure of all project management staff at project termination compounded the problem.

3.3.4 Project Resources

Finding 18: Implementation of regional projects using several sub contractors and multilingual dimensions represent high project personnel and logistical costs

Total recurrent costs have been estimated at approximately USD 670 000 equivalent to 30 percent of the total project costs. These costs appear to be high in relation to the investment costs however; they are not inordinate considering the complexity of the project.

The following exhibit has been compiled using the information provided by TVE prior to a final audit. The table has been prepared distinguishing what are investment and recurrent cost and grouping information from both donors so as to be able to provide a consolidated estimate of expenditures by activities or components.

Exhibit 3.13 Budgets and Expenditures (USD)*

ITEM	GEF GRANT		CEU GRANT		TOTAL		%
	BUDGET	EXPENDITURE	BUDGET	EXPENDITURE	BUDGET	EXPENDITURE	
Investments	772,150	767,533	386,105	411,486	1,158,255	1,179,019	53
Production of 12x30' TV films	365,391	365,390	0	0	365,391	365,390	
Production of 4x30' Global Editions	120,381	120,381	0	0	120,381	120,381	
Selecting and adaptation of 60 existing films	0	0	239,803	271,775	239,803	271,775	
Series packaging and distribution	56,001	56,000	0	0	56,001	56,000	
Website creation and maintenance	101,752	101,752	0	0	101,752	101,752	
Backup material for TV new series, existing films and website	0	0	146,302	139,711	146,302	139,711	
Support national environmental communications (Sub grants)	128,625	124,010	0	0	128,625	124,010	
Workshops / meetings	32,859	32,621	167,482	167,411	200,341	200,032	9

³ According to UNDP/GEF, the Project Final Report, which will be reviewed at the final tripartite review meeting, is to be submitted after the completion of all the activities, including the final evaluation.

Recurrent costs	130,578	131,006	595,764	540,798	726,342	671,804	30
Personnel costs	130,578	131,006	505,651	468,156	636,229	599,162	
Operational costs	0	0	90,113	72,642	90,113	72,642	
Evaluation and auditing⁴	0	7,161	48,800	22,672	48,800	29,833	1
TVE administration costs	26,035	26,035	131,797	68,542	157,832	94,577	4
UNDP Project Execution Support Costs⁵	36,440	33,705	0	0	36,440	33,705	2
TOTAL	998,062	998,062	1,329,948	1,210,909	2,328,010	2,208,970	100

1 Euro = 1.22 USD Source: TVE

Finding 19: The payment system established between TVE and partners caused some difficulties during implementation, especially during the production process.

As noted in the Mid Term Evaluation, some producers encountered difficulties in receiving payments for their production work. The devaluation of the Brazilian currency affected disbursements. For future projects, there needs to be a closer link between production and payment schedules and project management must be willing to make payments before the production process begins. Payments made by TVE for contracted work were generally made on time following schedules agreed upon contractually.

Finding 20: Partner organizations made additional contributions over and above the amounts provided to them both in-kind and in cash, yet these are not reflected in project accounts.

Most of the partner organizations made contributions in-kind, which have not been recorded. Some of the network partners have duplicated printed materials and produced additional publicity materials including T-shirts and other promotional items. Others have produced introductions to programs with local channels presenting the series. In Bolivia, local partners have produced three new programs.

Although TVE has not prepared a comprehensive summary of additional resources leveraged, some partner organizations have estimated their contributions. CICEANA in Mexico has estimated that their staff time used in participating in this project amounted to nearly USD 80 000 over a period of three years. The UNDP/GEF Project Implementation Report prepared in June 2003 provides a summary of resources leveraged.

Exhibit 3.14 Leveraged Resources

ORGANIZATION	AMOUNT
TV Cultura	USD183, 468
ARTEVISION	USD 19,089

Source: UNDP/GEF PIR 2003

⁴ UNDP/GEF indicates that these funds will be destined to DVD distribution instead of audit/evaluation.

⁵ UNDP/GEF provided budget figure of US\$29,940 and expenditure figure of US\$28,605. For consistency, we have used only the figures provided by TVE.

3.4 Sustainability

Sustainability refers to whether the flow of benefits to the beneficiaries, and to the society generally, is likely to continue or not, and why.

Finding 21: Concerning financial sustainability, the experiences with distribution to date indicate that programs produced are difficult to sell in the context of the highly commercial nature of television broadcasting in Latin America making a self-sustaining strategy impossible.

All broadcasts have been free of charge. The most accessible channels have been cable systems and State owned or cultural channels. The possibility that the programmes would generate additional resources through their sale to broadcasting organizations in the region has proven not to be viable. Donors and project proponents of these types of programming should realize that the income generating potential of such projects is very limited and the provision of public information as a public good should continue to be subsidized.

Finding 22: Availability of an extensive collection of environmental programs ensures that network partners can further pursue environmental educational activities in their countries

Most VRCs have strategies for disseminating Micro Macro programmes that will continue over the next year. They indicate that having acquired the rights to a considerable library of environmental programs allowed them to plan further activities beyond the life of the project. The Micro Macro undertaking has had multiplier effects. At present, the Regional Office for Latin America and the Caribbean of the United Nations Environment Program (UNEP) jointly with CICEANA are launching a Latin American and Caribbean Environmental Video Libraries Network that would include more than 250 titles or programs and a comprehensive data base, made available through the CICEANA web page.

Finding 23: The sustainability of the network depends on its own strengths, the motivation of its members and the decisions to be taken by TVE.

The existence of the VRC network is subject to distribution contracts between TVE and its network of VRCs. These contracts have a duration of two years. Four network partners did not attend the last regional meeting due to differences of opinion in several areas. It will be up to the network to iron out differences in order to maintain it functioning. TVE, on its part, is planning a new regional strategy that has not yet been agreed upon or discussed with existing or other potential partners.

4. Conclusions and Recommendations

4.1 Conclusions

The project was an innovative regional/international project, without precedent in LAC. Neither GEF nor the CEU had funded a media programme of such a magnitude aimed at building wider public awareness of environmental issues in the region. Funding agencies have pointed out that media interest regarding the environment is waning and that the experience gained should help international donors in assessing the merits of these programs and in considering future funding for similar initiatives. TVE was able to engage some of its member in production thus introducing an innovative feature in its strategy for LAC however, this is probably not sustainable as the relationship between TVE and its existing VRC network is mainly dependent on distribution contracts rather than production initiatives.

The project was a highly complex undertaking. It involved Hispanic, Lusophone and Anglo Caribbean countries and a cross section of NGOs, television broadcasters and independent producers that could have presented enormous implementation difficulties.

The Mid-Term and End-of-Project Evaluations have underlined difficulties encountered. These include among others: (i) **logistical issues** related to the fact that there were three agencies in three different countries, in addition to TVE located in the United Kingdom, and that work was conducted in three different languages, thus making communications and exchanges more difficult; (ii) **institutional issues** related to the use of a heterogeneous network that for the first time was involved in producing and distributing a series of programs; by its nature the project was bound to create institutional rivalries, (iii) **fiscal issues** related to the devaluation of the Brazilian currency affecting payment to be made by the producing organization TV Cultura; (iv) **management issues** with reference to changes occurring during the life of the project, lack of fluid communications and reporting, lack of monitoring and evaluation and (v) **financial issues** mainly in terms of the limited funds provided for distribution purposes.

All project outputs and deliverables have been produced albeit with some delays. The project produced 16 original programs, 65 versions of existing programs, support materials and a web page. Programs produced have been judged of good quality however, a quality assessment undertaken by an external evaluator has pointed out that there are technical problems in a number of films mainly related to sound quality.

Programs have gained acceptance with cable operators and State-owned and/ or non-commercial channels however, expectations in terms of the revenue generation potential of the series have not materialized while targeting special audience has been difficult although the project design documents identify small and media size entrepreneurs as a special audience these have not been exposed to the programs in a comprehensive manner.

Measuring impact and audience share has not been possible because the programs were distributed on a country- by- country basis the use of a proxy indicator such as request for information through the web site has been limited. As programs were distributed mainly through cable and government-owned channels audience share measurements generally carried out for commercial programming has not been determined.

Evaluating outcomes and impact presents additional difficulties at this time. In addition to the difficulties mentioned above programs are still being broadcasted and some countries still needed to secure television distribution. Problems encountered in compiling distribution statistics have been compounded by the lack of a Project Completion Report and a comprehensive summary of use made of the programs. Similarly the fact that there are two different Log frames and that there are no explicit linkages between outputs-outcome-impact and budgets as well as clear targets and indicators makes the use of conventional evaluation tools difficult.

Although implementation of the project can be judged satisfactory there are many lessons learned, which should be taken into account.

The following lessons emerge from this evaluation:

- Need to secure co financing or parallel funding contemporaneously to the initial funding request.
- Need to assess the capacity and institutional capabilities of proposed partners, members of ad hoc networks.
- Need to institutionalize the ad hoc networks, setting them up with some form of legal recognition and by laws

- Need for partners to make contributions towards the funding of projects so as to instill some form of ownership
- Need to address a distribution strategy at the outset and if possible include broadcasters as main partners
- Need to consider limiting the number of languages used in production and in managing the project
- Need to consider the special characteristics and conditions of given regions as with the English speaking Caribbean
- Need to consider basing project management in one of the countries of the region and limiting the number of subcontractors
- Need to make production and distribution awards competitive
- Need to define monitoring and impact indicators at the outset by incorporating them in the log frames
- Need to institute clear reporting and information sharing mechanisms
- Need to involve special target groups, if selected in the complete implementation process and evaluation

4.2 Overall Rating of Project Performance

In accordance with the UNDP/GEF and CEU guidelines for final evaluations, the evaluation team has rated the project on seven performance criteria:

- 1) Outcomes/ Achievement of objectives (Effectiveness, i.e. the extent to which the project's environmental and development objectives were achieved);
- 2) Implementation Approach/cost effectiveness (Efficiency, whether the same results could have been achieved at lower costs, or whether there might have been different, more appropriate ways of achieving the same results);
- 3) Stakeholder Participation/Public Involvement;
- 4) Sustainability (Whether the flow of benefits to the beneficiaries, and to the society generally, is likely to continue or not, and why);
- 5) Monitoring and Evaluation,
- 6) Impact (The wider outcomes for a larger group of persons or for society as a whole, the success and failures in achieving the overall objectives, and the main reasons why) and
- 7) Relevance (Whether the design of the project was originally, and still is, sound as regards targeting the real needs and problems of the right beneficiaries)

The ratings are: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Unsatisfactory, and N/A.

The results of assessment of the Micro Macro project are summarized in Exhibit 4.1.

Exhibit 4.1 Project Performance Rating

CRITERIA	RATING	JUSTIFICATION
Outcomes/Achievement of Objectives	Satisfactory	All programmes and materials were produced and distribution is underway
Implementation Approach/cost effectiveness	Satisfactory	Although administrative costs appear high they are the result of the complex nature of the project
Stakeholder Participation/Public Involvement	Marginally satisfactory	The specific SME audience has marginally been reached
Sustainability	Satisfactory	The majority of VRCs indicate that the Micro-Macro programmes will continue to be broadcasted on TV and used in other forums to reach the broader public, and more specific target groups, including SMEs. There is evidence of use of the programmes in the first semester of 2004, after project completion.
Monitoring and Evaluation	Marginally satisfactory	The directory produced was inadequate as baseline information. There was no clear monitoring plan, Responsibilities for monitoring were not clarified in practice (although specified in the project document). Continuous monitoring is now the responsibility of VRCs
Impact	N/A	The data to assess impact is not available at this time. Specific methodologies would be required to generate this type of data.
Relevance	Satisfactory	Environmental issues in LAC continue to be relevant and programmes of this type should continue to receive donor attention.

4.3 Recommendations

Recommendations provided herein have been grouped in terms of those recommendations that would require actions by donors, TVE and network partners in the immediate future and those recommendations emerging from lessons learned which could be of value in the vent similar projects are formulated.

4.3.1 Short-term Recommendations

Donors

Recommendation 1 – Project closure

Both donors should complete the project closure process. For UNDP/GEF this means participating in a final tri-partite review meeting in order to consider and provide comments on the project's Project Final or Completion Report (PCR) and final financial report. For the CEU this consists of reviewing the PCR including a breakdown of total expenditure and an audit report in accordance with clause 14.3 of the contract between the CEU and TVE.

Recommendation 2 – Continuous monitoring

Although the project would be considered closed it would be advisable for the donors to continue monitoring project results for at least until December 2004. A number of countries still have not transmitted the series but are expected to do so in what rest of this present year.

TVE

Recommendation 3 – Project final reporting

TVE should finalize the preparation of the comprehensive PCR as per contractual obligations and submit the audited statements as required.

Recommendation 4 – Continuous monitoring and reporting

Although the project maybe considered legally closed under the contractual obligations with UNDP/GEF and the CEU the main distribution program is still ongoing as well as the Help Desk providing responses to request for information on the programs being distributed. Compiling distribution statistics until end 2004 is considered vital to ascertain the full value of the project. TVE should keep donors informed of all future developments, which contribute to a wider circulation of the programs, and development of additional distribution mechanisms.

Recommendation 5 – Continuation of the Help Desk

Bearing in mind that distribution efforts continue on the part of network partners and that the series of programmes will be broadcasted in the remaining of 2004 it would be necessary to maintain the Help Desk properly staffed. Information on request for information should continue to be forwarded to the appropriate sources of information and records kept of the email traffic. The consolidated information on the origin of messages and the nature or type of information request should continue to be kept and disseminated to all partners and donors. It would be useful to provide additional information related to who is requesting information i.e. universities, entrepreneurs, governments, individuals and others

Recommendation 6 – Viability of the existing network and future strategy

A number of partners did not attend the last meeting of the regional network held in Asuncion, Paraguay in January 2004 and it is not clear to the consultants if these members from Colombia, Nicaragua, Peru and Venezuela consider themselves part of the TVE VRC network. It is the consultant's understanding that TVE is in the process of reviewing its outreach strategy through signing of VRC contracts with institutions in the developing world. Regardless of the outcome of the TVE strategy review, clarification should be sought concerning distribution agreements for the series with the network partners.

Network Partners

Recommendation 7 – Network consolidation

After the last regional meeting it would appear necessary for all national partners to assess their participation in the existing network and consider the new strategy being developed by TVE for its outreach presence. Prior to the Asuncion regional meeting many network partners were considering formalizing the network and putting it into a more secure footing including drafting internal bylaws and other network management issues. Partners and TVE should determine the feasibility of convening a new regional meeting to iron out differences among members and come to an agreement with respect to the workings of such a network

Recommendation 8 – Continued distribution efforts and reporting

Partners should continue pursuing diligently the distribution efforts initiated during the life of the project with the intention of achieving maximum coverage and exposure. Timely and accurate reporting of television broadcasting and other distribution efforts should continue and information should be shared and disseminated widely especially with the donor community.

4.3.2 Recommendations Based on Lessons Learned

In future proposals for projects of a similar nature it would be appropriate to:

Recommendation 9 – Involve partner organizations in design and ownership

Project proponents should involve potential partners in preparation of the design documents and make them available to all participating network members as well as all monitoring and evaluation documents.

Recommendation 10 – Establish distribution strategies at the outset

Project proponents should include from the outset a clear distribution strategy and target indicators should be provided in the Log frames. Consideration should be given to the allocation of additional funds for national partner organizations so as to allow them to contribute towards broadcasting of programs. Furthermore necessary training in distribution negotiations, drafting of rights and licenses should be provided to network partners.

Recommendation 11 – Recognize that the type of programs to be produced does not have income generating potential

Project proponents and funding agencies should realize that the possibility of making sales or profit from the programs produced is very limited based on the public good nature of these projects.

Recommendation 12 – Understand that very specific target audiences require special treatment

Special distribution mechanisms should be established to ensure that specific target audiences are reached, as cable and open signal television cannot discriminate the viewing audience. Probably the most appropriate solution would be to include holding of several workshops where these target audiences can comment on the effectiveness of the programs and their messages

Appendix I Terms of Reference

I. Introduction

The Television Trust for the Environment (TVE) has been the recipient of two grants from the Commission of the European Union (CEU) and the Global Environmental Facility (GEF) for the production and dissemination of a series of television programs and associated materials on environmental issues in Latin America.

The project intends to increase public awareness of global environmental issues and international environmental agreements (MEAs). It seeks to improve motivation, interest and participation of the general public and Latin American and Caribbean small and medium size entrepreneurs (SMEs) in global environmental issues and in the replication of environmentally sustainable initiatives. This will be achieved through a targeted information and awareness raising strategy harnessing the pan-regional media infrastructure.

The primary target group is the broadcaster public and private sector audience in Latin America, with a secondary target group of small and medium sized enterprise owners and educational multipliers.

II Objectives

The overall objective of the evaluation will be to look at what the project set out to achieve as formulated in the approved project document, with a particular emphasis on its logical framework (see Annex I); whether it achieved it and if not, what were the constraints/problems; whether it met the needs of the all project stakeholders; and what lessons there are to be learned for future collaborative projects involving a network of organizations in the region and TVE.

The evaluation will specifically look at:

- Relevance - rationale and design of the project, and lessons for future projects;
- Implementation, and any problems arising in the course of this;
- Management of the project, including its financial planning, cost-effectiveness/ efficiency and the monitoring and evaluation scheme, and lessons for the future on this;
- Sustainability of the project, and recommendations to improve its strategy on this;
- Success in obtaining television exposure, including distribution figures and viewer statistics provided by the network partners;
- Usefulness/impact of back-up educational printed materials
- Usefulness and effectiveness of Micro Macro website.

In accordance with the UNDP/GEF and EC guidelines for final evaluations, the document will include ratings on the following criteria:

- (a) Outcomes/ Achievement of objectives (Effectiveness, i.e. the extent to which the project's environmental and development objectives were achieved);
- (b) Implementation Approach/cost effectiveness (Efficiency, whether the same results could have been achieved at lower costs, or whether there might have been different, more appropriate ways of achieving the same results);
- (c) Stakeholder Participation/Public Involvement;

(d) Sustainability (Whether the flow of benefits to the beneficiaries, and to the society generally, is likely to continue or not, and why);

(e) Monitoring and Evaluation,

(f) Impact (The wider outcomes for a larger group of persons or for society as a whole, the success and failures in achieving the overall objectives, and the main reasons why) and

(g) Relevance (Whether the design of the project was originally, and still is, sound as regards targeting the real needs and problems of the right beneficiaries)

The ratings will be: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Unsatisfactory, and N/A.

III Scope of Work

The consultants will make at least three field visits in order to meet with each of the focal points responsible for specific outputs in the project – TV Cultura in Brazil, responsible for co-coordinating production; CICEANA in Mexico, responsible for educational and training materials, and feeding into the website; and ARTE VISION Venezuela, responsible for all language-versioning and website design and publication. The consultants will also arrange to visit London to interview key personnel involved. TVE will actively support the evaluation team in the coordination of these visits.

The consultants will review all materials from regional workshops organised as part of the project, as well as profiles and distribution reports from each of the video resource centre (VRC) network partners. These should be provided by TVE. They will arrange to interview by telephone, if not in person, all the VRC network partners who participated in the project, as well as TVE staff and officials of the CEU and UNDP/GEF. TVE will assist the consultants in providing contact information and appropriate introductions to all stakeholders.

Appendix II List of Persons Interviewed

1- Funding Agencies

UNDP Mexico Country Office	Masami Hayashi	Program Officer
UNDP/GEF Regional Coordination Unit for Latin America and the Caribbean	Leif Pedersen	Portfolio Manager

2- Main Executing Agency

TVE London	Robert Lamb	Former TVE Director
TVE London	Adrian Cowell	TVE Trustee
TVE London	Jenny Richards	TVE Deputy Director
TVE London	Cheryll Campbell	TVE Director

3- Executing Agencies

CICEANA, Mexico	Margie Simon de Ortiz	Director
	Hazett Cervantes	Director Information Centre
TV CULTURA, Brazil	Teresa Otondo	Director International Relations
	Carlos Nascimbeni	Production Manager
	Claudia Ortiz	Series Producer
	Rosely Biaggi	
ARTEVISION, Venezuela	Alberto Medina	Executive Director
	Rafael Hidalgo	Former Director

4- Local Producers

CITURNA, Colombia	Adelaida Trujillo	Director
CODEFF, Chile	<i>Gilberto Ortiz</i>	Communications Officer
ECOVIVIR, Uruguay	Rubén Oyarzabal	Programme Distribution Officer
GUARANGO, Peru	Rafael Cabellos	Director
LUCIERNAGA, Nicaragua	Joaquin Zuñiga	Project Director

5- Video Resource Centres

Alphamax Foundation, Guyana & Suriname	Sean Taylor	Director
Instituto Multimedia DERHUMALC, Argentina	Julio Santucho	Director
CEPA, Dominican Republic	Angela Rodriguez	
LIDEMA, Bolivia	Edwin Alvarado	Training, Communications and Information Coordinator
IMAGCOM, Ecuador	Lourdes Paez	General Manager
Fundacion del Bosque Tropical, Guatemala	Vida Amor de Paz	Director
Altervida, Paraguay	Edgar Duarte	Rural Sustainable Development Programme Director

Appendix III Interview Protocols

A. DONORS

- Based on your decision to use the audiovisual media to convey environmental awareness information do you still believe this is the most appropriate medium?
- Were you involved in the decision regarding content and if so do the subjects chosen reflect your initial intentions?
- What were our expectations concerning the final outreach of these products
- Did the reported results meet these expectations?
- Did the reporting mechanisms established function adequately
- What are your expectations for the final evaluation?

B. LEAD AGENCY (TVE)

- How would you rate the cooperation agreement between your agency and the funding partners?
- What problems did you encounter in carrying out this project in terms of content decisions and use of resources
- How would you rate the relationship between you and the implementing or executing agencies in charge of production, versioning and preparation of support materials?
- What problems did you encountered in implementing the project from an institutional perspective

C. NETWORK PARTNERS

Introducción/Ubicación

- Cuál fue su participación en el proyecto?.
 - actividades desarrolladas?
 - productos alcanzados
 - financiamiento específico?

Diseño

- Considera usted que las actividades desarrolladas y los productos elaborados relevantes y adecuados para alcanzar los objetivos del proyecto?

Logro de metas

- Alcanzó su organización los objetivos/resultados propuestos (por ejemplo: Número de programas creados/adaptados, emisiones, transmisiones, talleres, producción de material educativo, etc.)?. Si no, por qué?

Implementación y gestión

- En el ámbito de la gestión/administración del proyecto, cuáles cree usted que fueron los elementos más saltantes?
 - asignación de recursos
 - comunicación y coordinación entre las partes (TVE, ejecutoras, otras VRC)
 - reportes
 - autoridad vs delegación y autonomía
 - etc.
- Cómo evalúa usted los arreglos internos/distribución entre las distintas instituciones para la elaboración de tareas?
 - producción de videos
 - producción de materiales educativos
 - creación Web page
 - adaptación de materiales
 - etc.

Distribución del material

- Cómo ha sido su estrategia de distribución de los productos?
 - mecanismos / acuerdos comerciales? (ventas/donaciones/ auspicios)
 - coordinaciones con otros fuera de la red
 - dificultades
 - apoyo (Micromacro/TVE/fondos extras)
- Logros de la distribución:
 - número de videos emitidos
 - tiempos de emisión/ horarios
 - por cuanto tiempo?: contratos por meses/años?
 - tienen algún tipo de medición de audiencia?
- En su estrategia de distribución, cómo consideró usted la importancia de llegar a los SME's?
 - considera usted que de alguna manera se ha alcanzado a generar su interés?
 - rol de los grupos multiplicadores claves.
- Cómo se desarrollaron los talleres/exhibiciones?
 - publico asistente
 - frecuencia
 - respuestas generadas??

Construcción de capacidades locales

- En qué medida su organización se ha beneficiado/enriquecido con la participación en MicroMacro?
 - acceso a fondos especiales para el fortalecimiento?
 - qué actividades desarrollaron?
 - qué capacidades se fortalecieron?
 - center of environmental media resources?

Sostenibilidad y lecciones aprendidas

- Cómo espera continuar con estas actividades?
 - qué factores apoyarían la continuidad?
 - qué factores dificultarían ésta?
- En su opinión, cuáles fueron las principales fortalezas y debilidades del proyecto? Si tuviera que hacer el proyecto otra vez, qué cambiaría? qué dejaría igual?
- Ha habido algún objetivo/resultado no planteado inicialmente como consecuencia del proyecto?
- Cómo evalúa usted la formación/consolidación de una alianza regional de productores?
 - con qué objetivo? Para qué?
 - quiénes?
 - Cómo le ha servido a su organización participar en la red?
 - factible?

Impacto

- Cuál es su opinión sobre la utilidad de los materiales producidos?
 - es posible recibir algún tipo de documentación sobre el uso de los mismos (cartas, periódicos, ratings, etc.)
- Existe una demanda para los productos? Está esta demanda en expansión?
 - quiénes la demandan

Comentarios finales

- Tiene comentarios sobre algún aspecto que no hemos abordado en la entrevista?

Appendix IV Findings at Mid-term

The Commissioning Process

Respondents provided mixed reactions with regards to the commissioning of micro Macro's programs and materials to the project's executing agencies. For some respondents, the commissioning process should have been more transparent while others felt that TVE selected the right organizations in the context.

The selection of stories for the TV programs

The selection of stories for the production of the series' programs presented some challenges due to the participatory nature of the selection exercise and the decision-making structure. While respondents felt that the selection process could have been improved, TVE's role in ensuring country and regional balance among the stories selected was appreciated.

The production process

The production process suffered a few delays due to difficulties experienced in securing matching funds for the project, delays in the selection of the stories and because of TV Cultura internal management issues.

The distribution process

- Though the distribution of the project's TV series has not yet started, the network of VRC representatives has agreed on a dissemination strategy to ensure broad distribution of the TV program series, the main output of micro Macro.
- The limited amount of money dedicated to support the series' distribution efforts and the way it is being disbursed could hinder the dissemination process. Furthermore, more emphasis should be made in the distribution strategy regarding the importance of reaching out to young LAC entrepreneurs.

Communication and related issues

Though respondents viewed communication related issues as one of the project's important weaknesses, they stressed networking as one of its core strengths.

TVE's leadership in managing the process

While network members felt that TVE could have exerted more authority, most were generally pleased with TVE's leadership and the way it has so far coordinated the network and managed the project.

Project Effectiveness

- At mid-term, the project has achieved its main outputs despite experiencing delays in project implementation.
- Local producers did not see the contractual obligation to include a dozen of GEF's projects into the program series as a constraint.
- Networking opportunities revealed to be a very important non-intended result of the project.

Project's Efficiency

- A majority of respondents felt that the project's financial resources were sufficient to produce project outputs.
- Despite emphasizing the need to manage what little resources there were cost-efficiently, respondents provided few other tangible comments on the matter.
- While monitoring of project activities and financial aspect has occurred at different levels among the project stakeholders, there were several indications that reporting was not timely.
- Broadcaster acceptance of the program is viewed as the main risk of the project.

Project's Purpose and Sustainability

- Network members believe that the establishment of a regional network is a sound way to raise awareness of LAC small and medium entrepreneurs on environmental issues.
- A regional network in charge of the production and distribution of environmental TV programs and materials is realistic and sustainable to the extent that there is external funding.
- The main obstacles for ensuring the sustainability of the project relate to the internal possibility of the network members to secure distribution for its products and to obtain resources in the region.

Appendix V Description of Network Partner Organizations

ARGENTINA – INSTITUTO MULTIMEDIA DERHUMALC (THE DERHUMALC MULTIMEDIA INSTITUTE)

The DerHumALC project – Human Rights in Latin America and the Caribbean – aims to create a sphere for the production, gathering, circulation and distribution of audiovisual and multimedia material relating to human rights, the environment and development. This initiative arose from the need to consolidate the organizational structure of the DerHumALC International Festival of 1997. As a result, the DerHumALC Multimedia Institute [Instituto Multimedia DerHumALC (IMD)] was created in March 1999, with headquarters in Buenos Aires, Argentina, with the aim of being a centre for research, teaching and dissemination of problems relative to human development through the proper use of audiovisual and multimedia resources that new technologies offer us.

After a series of international initiatives that allowed the consolidation of a broad network of relations in Europe and America, on November 1, 2000, the IMD joined the Latin American network of Audiovisual Resource Centres that recognizes the Television Trust for the Environment as a founding member and whose most important result so far is the micro MACRO series.

In April 2003, an agreement was signed between the University of Ferrara, Italy, and the National Technological University of Argentina to set up a University Training Centre with an integrated multimedia and distance learning approach in Buenos Aires, with headquarters at the IMD.

In August 2003, at the Locarno Film Festival, IMD participated as a founding member in the creation of the Network of Human Rights Film Festivals that brings together more than 14 Film Festivals on Human Rights from Europe, America, and Asia, from Buenos to New York, Amsterdam, Prague, Moscow, and Seoul.

BOLIVIA – LIGA DE DEFENSA DEL MEDIO AMBIENTE – LIDEMA – (THE ENVIRONMENTAL DEFENCE LEAGUE)

LIDEMA is a non-profit nongovernmental organization founded in 1985 with the mission of improving environmental management to promote sustainable development within civil society by harnessing the diversity and talents of its member institutions.

LIDEMA was founded by the Bolivian Association for the Defence of Nature, the Interdisciplinary Centre for Community Studies, the Research Centre for Greater Potential Use of the Land, the Ecology Institute, and the Bolivian Ecology Society. It now has 30 member institutions, which allows it to carry out work on a national scale.

LIDEMA's work is organized in three main programmes: the Programme of Environmental Management for Sustainable Development draws up environmental policies and norms and strengthens inter-institutional coordination of environmental management for sustainable development. It also draws up the instruments used to plan, follow up, and evaluate environmental management action. The Promotion Programme aims to generate greater knowledge and information on the environment and sustainable development, stimulate dialogue and concerted positions on these topics, and make the general public more aware of the importance of environmental management.

The Human Resources Training Programme aims to carry out specialized training of its member institutions and different sectors of Bolivian society in sustainable development, to improve the capacity and skills of Bolivian professionals in the areas of environmental management and sustainable development, and carries out teacher training programmes on these topics with the help and participation of member institutions.

BOLIVIA – PRODUCCIONES NICOBIS (NICOBIS PRODUCTIONS)

NICOBIS Productions is a communication centre specializing in films, videos, CDs, and books, strengthening communication processes by generating, developing, and supporting cultural and educational initiatives aimed at the general population, especially children and youths at both the national and international level. Founded in February 1981, NICOBIS aims to produce high-quality audiovisual and printed material; to offer the general public material on Bolivia; to contribute to the appreciation of Bolivia's different cultures; to strengthen identity focusing on gender, generation, and ethnicity; to contribute to knowledge about biological diversity in Bolivia and the world; to promote training about protected areas and the conservation and sustainable use of natural resources; to disseminate and promote educational and cultural material for different segments of the public on the main environmental, human rights, and cultural topics.

The organization's three departments – Project Development; Video, CD, and Film Production, and the Editorial Department – produce children's books, posters, educational material, design and illustrations, cultural events, training workshops, advisory activities, and publicity campaigns.

NICOBIS has received more than 20 national and international awards for its outstanding productions.

BRAZIL – TV Cultura

The TV Cultura channel is one of the projects of the Father Anchieta Foundation – The Pauline Centre for Educational Radio and Television. This Foundation was set up by the government of Sao Paulo State in 1967 and is now a private body enjoying intellectual, political, and administrative autonomy.

According to the guidelines set by its founders, the channel is not driven by commercial interests and its mission is to contribute to social change by focusing on the topics of childhood, youth, education, culture, and social development. To this end, its programming is built on four basic pillars: education, viewed as a complement to schooling and seeking to broaden the horizons of both children and adults with special emphasis on an integral formation of the human being; culture, aimed at building national identity and promoting and spreading Brazilian and international cultural and artistic values, especially those usually overlooked by the commercial market of art and culture; information that is independent, pluralistic, and pedagogic; and entertainment, seeking at one and the same time to entertain and to substitute market dynamics with stimuli leading to reflection.

TV Cultura's main interest is to consolidate a world audience gearing its products to the specific needs and expectations of each segment: adults, children, adolescents, employees, entrepreneurs, intellectuals, and so on. With roughly 18 hours of programming each day, TV Cultura has become an important option for Brazilian viewers. Its production of television programmes for children is widely acknowledged.

CHILE – The Comité de Defensa de la Flora y Fauna (CODEFF)

The National Committee for the Defence of Flora and Fauna, CODEFF, Friends of the Earth, Chile, which was founded in 1968, is a non-governmental national organization that aims to preserve nature and the environment as well as to promote sustainable development. CODEFF is Chile's oldest organization dedicated to the conservation of nature. It has 4,000 affiliates distributed among five branches in the country. CODEFF has about 30 professionals, researchers, and technicians working in different areas: the Research and Development Area carrying out activities of research, monitoring, and promotion for the protection and management of natural areas under the programmes of Biodiversity, Forests, Environmental Education, and Training. The Members and Citizens' Action Area promotes and creates spaces to encourage participation in tasks relating to conservation and environmental defence. The Units of Communications, Legal Affairs, Documentation, Administration, and Finance, lend support to the activities we have outlined.

Among its accomplishments is the securing of legal protection for the Alerce in 1974, a tree that was elevated to the category of Natural Monument; and in 1975 it succeeded in getting the government of Chile to ratify the Convention on the Traffic of Endangered Species, CITES. Recently, in 2003, the Alumysa Project of the Canadian company, Noranda, was forced to close under public pressure since it would have adversely affected the aims of a local development project, the Aysén Life Reserve. CODEFF has won several awards including the FAO Award for Biodiversity conservation (1993); the "Protection of Dry Lands" Award granted by the UNDP in 1999; the National AWARD FOR THE environment, granted by CONAMA in 2000.

COLOMBIA – Citurna Ltd.

Established in 1986, Citurna Productions has specialized in educational documentaries and programmes over the past five years in television for schools with the support of new technologies. Associated with reputable international co-producers and Colombian producers, this VRC is an acknowledged specialist in topics relating to culture, the environment, and politics in Colombia and Latin America, always dealt with from an independent viewpoint.

Its productions have been commissioned by European television networks such as the BBC in London, Channel 4 in England, FR3 of France, Spanish Television, Canal Plus of Spain, WDR and ZDF in Germany, and Denmark TV and Radio and have won awards at prestigious festivals, including Havana, Bilbao, Valladolid, INPUT, Banff, Monte Carlo, and EMMY International. Its films have been shown in networks of international prestige, both land and cable, in Australia, Spain, Finland, Israel, Mexico, Japan, and the Iberian-American Association for Educational Television (ATEI).

Since 1992, Citurna has been developing educational projects for television networks as well as national and international bodies with the support of leading institutions such as WWF and the Television Trust for the Environment. Since 1995, one of its priorities has been to form and train a creative team to produce high quality television programmes for children. Since 1998 the organization has been linked to international entities specializing in the use of the media to prevent and solve conflicts because it is convinced that this is a contribution it is obliged to make towards peace in the country and that it is a production approach that must be encouraged in the region.

Citurna is part of the advisory group of the Rockefeller Foundation and the Communication for Social Change network; since its inception it has developed – and now implements in coordination with The Communication Initiative – its instrument of dissemination and strategic thinking for Latin America, The Communication Initiative, with more than 12 thousand people in its network.

DOMINICAN REPUBLIC – CENTRO DE COMUNICACION Y PRODUCCION AUDIOVISUAL, CEPA, (AUDIOVISUAL COMMUNICATION AND PRODUCTION CENTRE), CENTRO BONO (BONO CENTRE)

CEPA was born in 1978 to contribute, through audiovisual productions, to the growth and integral development of individuals, people's organizations and grassroots church communities, as well as to the development of impoverished communities and society in general. To attain this objective CEPA uses communication as a tool for human promotion and that of people's groups, be they urban or rural.

Through participatory communication, CEPA strives to stimulate democratic dialogue using videos and integrating audiovisual resources (especially videos and television) into processes of popular education, evangelization, community self-management, and cultural identity.

CEPA is dedicated to consultation, research, the production and distribution of audiovisual material such as films, videos, photos, audio, publications or programmes of new computerized technologies. In order to promote and improve communication in poorer sectors, CEPA looks for opportunities to educate them in communication with other groups of Dominican society and other parts of the world.

CEPA also promotes courses, talks, and festivals to improve the education of less privileged sectors in the area of communication.

ECUADOR – IMAGEN Y COMUNICACION – IMAGCOM (IMAGE AND COMMUNICATION)

IMAGCOM is an agency dedicated to social marketing and communication for development, convinced of the potential of the mass media to influence and contribute to human development and improve the population's living conditions. It specializes in reproductive health, the environment, and education.

Founded in 1993, it carries out concrete activities in the development of communication strategies; multimedia production: films, television, videos, printed material, radio, and internet; the distribution of educational audiovisual material on science and technology, as well as managing publicity campaigns on social topics.

IMAGCOM received the Technical Quality Award for its television series "Vía Libre" at the Iberian-American Television Festival held in Madrid in 2001 and participated with the same series at the World Encounter "Passage to a Safe Adolescence," upon the invitation of London University as a Model Project and presented at Oxford University in March 2002.

"Vía Libre" was transmitted to all of Spanish and Portuguese America through the HISPASAT satellite between October and December 2001. It is now being shown in Russia under the auspices of the FOCUS Foundation with the collaboration of MTV Russia.

GUATEMALA – FUNDACION DEL BOSQUE TROPICAL (FBT) [TROPICAL FOREST FOUNDATION]

The Tropical Forest Foundation was created in 1994 and its mission is to preserve tropical forests by fomenting sustainable development.

To attain this objective, it disseminates information aimed at awakening awareness, sensitivity, and public solidarity regarding crucial topics in environmental conservation and it encourages and supports reforestation activities at the level of the community, civil society, and government.

Among the projects it is now carrying out are El Bosquetón, support for the Laguna Brava or Yolnajib Conservation Project, as well as support for El Mirador Basin archaeological project.

The main projects already executed are “The Rainforest World Event” press conference, the “El Bosquetón” seminar-workshop, a series of press conferences on “El Bosquetón”, and mass media programmes on urban and rural reforestation.

With respect to environmental education, FBT is now participating in the microMACRO project, Green Planet Television, the environmental video library, and the Environmental Communications Centre. Worthy of special mention in this area are several projects carried out as television and radio series, high level seminars on the environment, a course for children on the production of environmental videos, the Ecological Video Concert, and the Rainforest Internet Café.

SURINAME AND GUYANA – The AlphaMax Foundation

The AlphaMax Foundation was founded in 1998 in Paramaribo, Suriname, and is a registered non-profit foundation in the Republic of Suriname. Across the spectrum of its programmes and activities, the Foundation is dedicated to recapturing, formulating and providing foundational education, utilizing state of the art technology that is available, for a happier, plural, harmonious society. These values are being pursued and reflected in the following initiatives: The AlphaMax Academy. The Academy is a private International English School for children and youths. The Academy’s programme focuses on the cultivation of solid classical, foundational learning skills within the wider context of plural, multicultural, developing societies. There is an AlphaMax Academy located in Paramaribo, Suriname, and also one in New Amsterdam, Guyana. The Guianas Youth Environmental Education Awareness Project: This initiative, which was sponsored by WWF in its first two years, aims to lift the awareness and impact the eco-behaviour of youths at primary and secondary schools in Suriname and Guyana. The Foundation is also the Suriname, Guyana and French Guyana Video Resource Centre for Television Trust for the Environment (TVE). It acts also as the microMACRO Project Regional Coordinator for the Caribbean.

This tri-lingual multimedia project includes television production, versioning, website, written and back-up materials. The Foundation has done close collaborative work with EcoSystem 2000 in the formulation in English of “Eternal Spring: Living with Enough in a World of Abundance,” a book released in March 2002. It is also involved in “EcoQuest” Television Series, an environmental community awareness programme for television viewers in Suriname and Guyana. Finally, it has co-sponsored “Towards Formulating A Theology of a Developing Nation,” an inter-cultural and inter-religious retreat-dialogue project which brings together clerics from various religious and spiritual faith communities to contemplate pragmatic ways to build a plural, harmonious, sustainable developing society.

MEXICO – CICEANA, CENTRO DE INFORMACION Y COMUNICACION AMBIENTAL DE NORTEAMERICA (CENTRE FOR INFORMATION AND ENVIRONMENTAL COMMUNICATION OF NORTH AMERICA)

The Centre for Information and Environmental Communication of North America, CICEANA, is a non-profit association whose mission is to promote environmental culture for sustainable development and to stimulate individual and collective initiatives to solve and prevent environmental problems.

CICEANA is based in the Coyoacán Nurseries (Viveros de Coyoacán) that cover 38 hectares set in a privileged location of singular beauty in Mexico City. CICEANA has developed environmental education programmes that take advantage of its privileged setting.

To fulfil its mission, CICEANA develops information, communication, and environmental education strategies to inform, to generate a process of analysis, decision-making and proposal of solutions in order to foment cultural changes that give rise to new and better practices among the different actors in society and strives to generate this process among individuals and common-interest groups.

CICEANA takes part in the transformation of society. It collaborates with governmental, civilian and academic organizations, with national and international institutions, with the private and public sector, and with students in pursuing common goals. It is committed to society providing alternatives and promoting sustainable development.

NICARAGUA – FUNDACION LUCIERNAGA

The Luciernaga Foundation is an institution dedicated to strengthen development experiences and processes, using Audiovisual Communication for Development, a collection of different ways of making development processes more participatory and more inclusive for the communities concerned.

Audiovisual aids are the best option for our projects because of their great capacity to motivate people to participate in the transmissal and sharing of knowledge.

With this aim, Luciernaga produces institutional and training videos and it uses its video-library with a catalogue offering more than 1.300 productions, all aimed to reach those who work in the fields of education, communication and development.

PARAGUAY – ALTERVIDA

The Centre for Studies and Training for Eco-development, ALTERVIDA, is a civilian organization committed to sustainable development that generates technical and political proposals and is widely recognized for the quality of its work. Its mission is to develop knowledge, proposals, and environmental, solidary, and equitable actions for a sustainable Paraguay.

It was founded in 1985 and operates in different regions of Paraguay with sustainable development projects through which it seeks to stimulate in the population greater participation, a deeper sense of responsibility and commitment towards the management of their environment and, thus, the management of the quality of their life.

ALTERVIDA works in the area of sustainable agriculture (agro-ecology) sustainable consumption and fair trade, citizen participation, strengthening civil society, public policies, democracy and local power, biodiversity (conservation, management and planning, restitution, preservation and sustainable use), municipal finance, territorial ordinances, sustainable tourism, environmental cleansing (potable water, the treatment of effluents and solid waste), gender equity, communication, improving municipal government, education, and decentralization.

ALTERVIDA has work agreements with 10 municipalities in the country and cooperates directly and indirectly with more than 20. It also cooperates with at least 5 state governments and works with several State Secretariats. It also has links with diverse cooperatives in the country, numerous urban and rural grassroots organizations, the Secretariat for Women's Affairs, and the Secretariat for Youth Affairs.

ALTERVIDA also maintains excellent relations with Paraguay's non-governmental organizations, an invaluable capital of alliances.

Each programme has different activities developed according to their sustainability. Its work programmes are Environmental Management, Agro-ecology, the Rural Programme for Sustainable Development, and the Gender and Environment Programme.

PERU – GUARANGO

The Guarango Cinema and Video Association is a non-profit organization dedicated to producing and distributing independent audiovisual programmes on development, human rights, and ecology since 1994. Guarango divides its areas of work into two branches: the Administrative and Services Area in charge of managing and offering services to others to attend to the projects of the second branch; and the Projects Area. The latter area is now developing 4 projects: the “Sitting on a Bench of Gold” series focuses on cases of gold mining which almost always spells devastation for local populations; the documentary entitled “Choropampa, the Price of Gold” is the first chapter of this series and the project includes workshops and other activities. This documentary has won three international awards: the OCIC (SIGNIS) Award for cinematographic postproduction in Latin America and the Caribbean at the 2002 Mar del Plata Festival, held in Argentina; the Jan Vrijman Foundation, 2002 Selection, at the IDFA Festival; and the Rudolf Vrba Award of the One World Festival 2003. The second project, now being carried out, deals with environmental impact on mass media. “Ecological Reporters” is seeking funds to bring information on ecological crimes or encouraging environmental developments to the mass media. What has been done in this direction so far has had no external financing though its impact has been highly significant.

One of the areas to be developed within the framework of encouraging topics and environmental news is the use and dissemination of the Micro MACRO series that includes 4 documentaries produced by Guarango Cinema and Video Association. Guarango also produces fictional short films and independent documentaries.

URUGUAY – ECOVIVIR

The Ecovivir Production Cooperative aims to produce and disseminate material that foment sustainable development, particularly audiovisual material, television programmes, didactic manuals, CD Roms and other similar material. Ecovivir also dubs its own productions and others from different sources into other languages and works with educational authorities to promote the best use of audiovisual material in the classroom. It was created by Hilary Sandison Productions and Francisco Blanco in March 2002.

Ecovivir has participated in the micro MACRO series with three stories set in Uruguay and two in Argentina and has produced two programmes for Earth Report (broadcast by BBC World): “Patagonia: Peace, Naturally” and “Wealth and Wilderness.” In 2002 Ecovivir produced a short film aimed at the children’s audience called “The Three Rs” (on recycling garbage) and is now working on the production of “The Ozone Layer” which has been commissioned by the Office of the Director of the Environment, Uruguay. This production includes the drawing up of a school manual.

VENEZUELA – ARTEVISION

The Foundation for the Development of Audiovisual Art of the Simon Bolivar University, ARTEVISION-USB, was created in 1988 to contribute to the education of the people of Venezuela through the production of audiovisual and multimedia programmes dealing with technical, artistic, scientific, and cultural matters.

Since its creation, the Foundation has produced a large number of educational, didactic, and entertainment programmes for both national and international organizations. Its productions have covered diverse areas such as art, science and technology, nature and the environment, geography, history, folklore and music among others. ARTEVISION's productions have won important national awards such as "The V of Gold," in 1989; the "Monsignor Pellin Award," in 1990; "The Muse of Gold," in 1990; the "Viat Grand Award," in 1994 and also in 1995; "The Guayanese Toucan," in 2002, as well as international awards at the "Manuel Trujillo Durán Festival," in 1995; the Edinburgh Festival in 1996, and the "RAL Programme 1998."

Since 2002, ARTEVISION has been leading the regular broadcasts of the Simon Bolivar University's television channel, La Simón TV (channel 29, Caracas) geared towards distance education. This channel will open access to training to a large number of people, offering the opportunity to acquire knowledge and specific skills in subjects like information science, administration, languages and marketing, among others. The programmes will be designed to offer users the skills they need to convert a good idea into profitable activity by promoting innovation and an enterprising spirit in the society. In prime time, "edutainment" will be presented, a concept combining education and entertainment.

ARTEVISION is now producing a didactic series for the teaching of music that will be used by the 5,000 students of the National System of Juvenile and Children's Orchestras.

At the same time, the Foundation also dubbed 81 television programmes on topics relating to sustainable development and the environment belonging to the microMACRO project which involves the participation of associates located in 14 Latin American countries and the British organization, "Television Trust for the Environment," based in London.

Appendix VI GEF Project Log Frame

NARRATIVE SUMMARY	OBJECTIVITY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS
Project objectives			
<ul style="list-style-type: none"> • Increase public awareness of global environmental issues and international environmental agreements (MEAs) • Improve motivation, interest and participation of general public and Latin American & Caribbean owners of SMEs in global environmental issues, and in replicating environmentally sustainable initiatives. 	<ul style="list-style-type: none"> • Public debate in GEF recipient countries on global environmental issues, MIAs and GEF projects via: <ul style="list-style-type: none"> – television – internet – radio – print – other non-media fora (public screenings, parliamentary debates, workgroup discussion, classroom debate) • Greater proportion of national level financial contributions to GEF projects • Feedback / Requests from general public and SME sector and educational multipliers for additional information on replicable GEF related initiatives and global environmental issues promoted on television via: <ul style="list-style-type: none"> – telephone, fax, email • Traffic to the project website 	<ul style="list-style-type: none"> • Quarterly country level reporting data from project partners • Reports from GEF Focal Points and UNDP Country Offices • 6 monthly reports from TVE • Mid Term and Final Review and Evaluation by project consultant 	
Outcome1			
<p>Increased regular flow of information through electronic media on global environmental issues, GEF financed projects and environmentally sound business practices.</p>	<ul style="list-style-type: none"> • Measurable increase in broadcast media coverage of global environmental issues, MEAs and GEF financed projects in the region • Evidence of knock-on coverage in other media • Weekly national television broadcasts, regular promotional screening events 	<ul style="list-style-type: none"> • Quarterly country level reporting data from project partners • Reports from GEF Focal Points and UNDP Country Offices • 6 monthly reports from TVE • Mid Term and Final Review and Evaluation by project consultant 	

NARRATIVE SUMMARY	OBJECTIVITY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS
Outcome 2			
Increased capacity and information resources of national environmental NGOs to engage in global environmental education and support to GEF outreach and Communication activity	<ul style="list-style-type: none"> • Establishment of global environmental media resource Centres • Establishment of/or strengthened working relations between project partners and the following: <ul style="list-style-type: none"> – GEF Focal Points – UNDP country offices – national TV broadcasters – print/radio and other media institutions 	<ul style="list-style-type: none"> • Quarterly country level reporting data from project partners • Reports from GEF Focal Points and UNDP Country Offices • 6 monthly reports from TVE • Mid Term and Final Review and Evaluation by project consultant 	The wider institutional capacity of the project partner organisations remains robust during and beyond the project period.
Outputs under Outcome 1:			
1.1 Baseline data available on current environmental information level in 12 countries in the region and current levels of follow –up by entrepreneurs	Written directory commissioned, undertaken and completed	TVE and project documentation	Television broadcaster, media agencies, government and SME agencies release information for the directory
1.2 Target groups exposed to updated television programmes on three thematic areas (water/sanitation; climate change/clean energy; biodiversity/agriculture) Featuring 36 replicable initiatives and global environmental issues	<ul style="list-style-type: none"> • Production of 12 x 30'programmes each featuring 3 initiatives • Production of 4 x 30 global environmental editions • National and non-broadcast screenings occurring within 3 months of completion of the series 	<ul style="list-style-type: none"> • Quarterly country level reporting data from project partners • Reports from GEF Focal Points and UNDP Country Offices • 6 monthly reports from TVE • Mid Term and Final Review and Evaluation by project consultant 	Television broadcasters agree to dedicate airtime to the broadcast of the series
1.3 Key multiplier groups are exposed to the materials	Organization of up to 40 workshops/screenings for educators, communicators and broadcasters in the region to familiarize multipliers with the project materials	<ul style="list-style-type: none"> • Quarterly country level reporting data from project partners • Reports from GEF Focal Points and UNDP Country Offices • 6 monthly reports from TVE • Mid Term and Final Review and Evaluation by project consultant 	National project partners have adequate networks at their disposal to achieve exposure of the materials to the most effective multipliers at the national level.

NARRATIVE SUMMARY	OBJECTIVITY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS
1.4 Target groups provided on a weekly basis on national television with information on sustainable development initiatives and global environmental issues	Weekly television slots in the project countries operating within three months of delivery of the television series	<ul style="list-style-type: none"> • Quarterly country level reporting data from project partners • Reports from GEF Focal Points and UNDP Country Offices • 6 monthly reports from TVE • Mid Term and Final Review and Evaluation by project consultant 	TV broadcasters agree to dedicate weekly airtime to the programming created through the project.
Outputs under Outcome 2:			
2.1 Catalytic Capacity building Grants are administered to Latin America & Caribbean environmental NGOs to strengthen global environmental education and GEF outreach a communications indicatives	<ul style="list-style-type: none"> • Up to 20 contracts signed between TVE and Project partners to support partner activity from the following menu: <ul style="list-style-type: none"> – creating global environmental media resource centres – training in video production; marketing and negotiation; communications program design, monitoring and evaluation; website development. – short –term professional placements – distribution of environmental media materials between Latin America environmental NGOs – other institutional needs approved by the project steering committee. 	<ul style="list-style-type: none"> • Quarterly country level reporting data from project partners • Reports from GEF Focal Points and UNDP Country Offices • 6 monthly reports from TVE • Mid Term and Final Review and Evaluation by project consultant 	Project partners are able to leverage the catalytic support offered by the projects and integrate them into their activities.
2.2 Target group supplied with Spanish and Portuguese adaptations of existing environmental audio-visual materials on the 3 thematic areas	<ul style="list-style-type: none"> • 60 films translated and adapted into Spanish and Portuguese 	<ul style="list-style-type: none"> • Quarterly country level reporting data from project partners • Reports from GEF Focal Points and UNDP Country Offices • 6 monthly reports from TVE • Mid Term and Final Review and Evaluation by project consultant 	The broadcast and non-broadcast rights to the use of these films are secured by TVE for Latin America and the Caribbean

NARRATIVE SUMMARY	OBJECTIVITY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS
<p>2.3 Target groups provided with back up educational and technical materials on the initiatives</p>	<ul style="list-style-type: none"> • Printed materials, CDROM and project website are produced 	<ul style="list-style-type: none"> • Quarterly country level reporting data from project partners • Reports from GEF Focal Points and UNDP Country Offices • 6 monthly reports from TVE • Mid Term and Final Review and Evaluation by project consultant 	<p>Additional useful technical information is forthcoming from the originators of the initiatives</p>

Appendix VII CEU Project Log Frame

	INTERVENTION LOGIC	OBJECTIVELY MEASURABLE AND VERIFIABLE INDICATORS	SOURCE OF VERIFICATIONS'	IMPORTANT ASSUMPTIONS
Overall Objective	To raise the motivation, interest and participation in Sustainable Development initiatives of Latin American entrepreneurs.	An increase in the replication of sustainable development initiatives between Latin American countries and between Latin America and abroad.	Filmed and written reports from 11 national level NGO partners of TYE and its multiplier agent partners (Broadcasters, NGO, government, business) in each of the project countries.	Economic, political and environmental conditions for the replication of sustainable development projects exist in the 111 countries.
Specific Objective	To expose 50% young entrepreneurs in Latin America to information on sustainable development initiatives on television, video and the internet.	50% increase in enquiries from the target group for follow-up information following national television broadcasts and local screenings.	Project quarterly reports from 11 project partners	The cooperation of key national broadcasters and multiplier partner organizations is secured.
Expected results	1. Baseline data available on current level of sustainable enterprise information available through television, video and internet media, and current level of follow-up by entrepreneurs	Written study commissioned, undertaken and delivered by Month 3.	TYE and its 11 project partners	Television broadcasters, media agencies, government and non Government agencies release information for the survey:
	2. Target groups in 11 countries exposed to updated television and video material on Water, Energy conservation and Biodiversity issues promoting a minimum of 36 initiatives	<ul style="list-style-type: none"> • 4 x 30' programmes each featuring 12 initiatives per produced by month 12 of each year for three years • National Broadcast and local non-broadcast screenings occurring within 3 months of completion of series 	<ul style="list-style-type: none"> • TYE and 11 national project partners • 6 monthly project reports • 11 national project partners and local broadcasters • Mid term and final evaluations 	Television broadcasters agree to dedicate airtime for the broadcast of the series

	INTERVENTION LOGIC	OBJECTIVELY MEASURABLE AND VERIFIABLE INDICATORS	SOURCE OF VERIFICATIONS ¹	IMPORTANT ASSUMPTIONS
Expected results (cont'd)	3. Target groups provided with back- up educational material and Technical Information on the 36 initiatives in print and on Internet.	Printed materials, CD Rom and website for each series completed by months 24, 36	<ul style="list-style-type: none"> • TVE and 11 project partners • 6 monthly project reports • Mid term and final evaluations 	Additional information is forthcoming from representatives/originators of initiatives
	4. Target group supplied with Spanish adaptations of 60 existing international films Covering water, energy conservation and biodiversity issues.	<ul style="list-style-type: none"> • 20 films per annum translated and adapted by months 12,24, 36 • 20 sets of back-up material available in print and online by months 12,24,36 	<ul style="list-style-type: none"> • TVE and 11 project partners • 6 monthly project reports • Mid term and final evaluations 	The broadcast and non-broadcast rights to the most relevant films are secured by TVE for Latin America.
	5. Target groups provided on a weekly basis on national television with information relevant to sustainable development	Weekly television slots operating on national television in 11 countries from month 4.	<ul style="list-style-type: none"> • 11 project partners • Six monthly project reports 	TV broadcasters agree to dedicate weekly airtime to sustainable development issues.
	6. Capacity and information resources of 11 national level NGOs strengthened.	Increased ability of 11 national level NGOs to reach their target audiences through TV broadcasts and community screenings.	<ul style="list-style-type: none"> • 11 project partners • Mid term and final evaluations 	Project partners are able to leverage the catalytic support offered by the project and integrate it across their operations.
Activities	7. Baseline study of current level of sustainable enterprise information available through television, video and Internet media, and current level of follow-up by entrepreneurs	Inputs: See Section 5.1 Human resources and 5.2. Material resources of the terms of reference.	Costs: <ul style="list-style-type: none"> • Total costs: 2.161.220 EURO • EC: 1.090.122 EURO • Co-financing: 1.071.098 EURO • See Annex B Budget for details. 	
	8. Production of 12 x 30' series on water, energy conservation and biodiversity issues			

	INTERVENTION LOGIC	OBJECTIVELY MEASURABLE AND VERIFIABLE INDICATORS	SOURCE OF VERIFICATIONS ¹	IMPORTANT ASSUMPTIONS
Activities (cont'd)	9. Creation of back-up educational and technical materials on the series			
	10. Creation of website and CD Rom			
	11. Organization of workshops for educators, communicators and broadcasters in the use and promotion of these materials			
	12. Selection and adaptation of 60 existing films on water, energy conservation and biodiversity issues for target group			
	13. Creation of back-up educational and technical materials for these programmes			
	14. Creation of a virtual and printed catalogue			
	15. Creation of a weekly television programmes on sustainable development issues on national television			
	16. Support to NGO partner capacity and information resource development			