



EVALUATION of IPS

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The evaluation was undertaken at the same time that IPS management itself was preparing its five-year plan. We presented some of our preliminary findings and recommendations to IPS management in Rome on 30 and 31 March. These were accepted and incorporated into the five-year plan.

Due to time constraints, the evaluators had the opportunity to meet only on two occasions in Rome during the course of the evaluation. Due to both time and budget constraints, it was not possible for the evaluators to visit any of the IPS Regional Centres, except Johannesburg.

Prof. Govin Reddy and Prof. Kees Izeboud conducted this independent “Evaluation of IPS” commissioned by the Dutch Cooperation Agency NOVIB Oxfam International with the financial support of the Dutch Ministry of Foreign Affairs and by the Norwegian Cooperation Agency (NORAD).

CONTENTS

1	EXECUTIVE SUMMARY	5
	Key Findings	
	Recommendations of this evaluation	
2	HISTORY AND STRUCTURE	7
3	BRIEF REVIEW OF RECENT EVALUATIONS	8
	The COWI Report	
	The MDF Report	
	Analyses by Prof Anthony Giffard	
	The Zimbabwe study	
4	CORE ACTIVITIES	12
5	IPS PRODUCTS	13
6	IPS COLUMNIST SERVICE	15
7	SERVING THE NGO'S	17
8	ALLIANCES & PARTNERSHIPS	18
9	TRADITIONAL NEWS AGENCY MODELS	19
10	THE NEW GLOBAL INFORMATION ENVIRONMENT	21
11	SURVEY OF IPS CLIENTS	23
	Respondents	
	Key findings	
	Chi-square tests	
	Summary of survey findings	
12	VIEWS OF IPS MANAGEMENT AND BOARD	38
13	MARKETING	40
14	AFRICA	41
15	REVAMPING THE EDITORIAL PRODUCT	43
	Difficulties in implementing the new policy	
	Coherence and coordination plan	
	Contribution of projects and programmes to editorial	

16	MANAGEMENT AND FINANCE	50
	Management and structure	
	Financial position – developments and systems	

End of the Evaluation

RESPONSES AND COMMENTS
NOVIB, NORAD, DGIS, Prof Reddy and IPS

ANNEXURE 1
Terms of Reference

ANNEXURE 2
Role of IPS International Association and its associated bodies

ANNEXURE 3
IPS Institutional Structure

ANNEXURE 4
Differentiating the 'IPS International Network' and the 'IPS Group'

ANNEXURE 5
List of people interviewed

Endnotes (Client Survey)

1 EXECUTIVE SUMMARY

Key Findings

1. With the global information flow dominated by fewer and fewer media giants, the increasing commercialisation of news, and the neglect of journalism truly serving the public interest, the need for an agency like IPS is greater than ever. IPS differs from other news agencies in that it covers issues not covered by them, and it provides a different news angle. IPS is gaining widespread international recognition as the news agency of civil society.
2. There is renewed optimism and confidence amongst IPS senior staff because of new appointments in the two most senior management positions of director-general and editor-in-chief.
3. However, although there is optimism about the two appointments, there is also concern amongst senior staff and board members that the IPS headquarters in Rome is under-staffed, in particular there is a need for assistants to the director-general and editor-in-chief.
4. IPS's core business, the daily news service, is by far the most familiar and most used. The *Terra Viva Conference Daily* is widely known. But other IPS products are less known and less used. This may be attributed to an inadequate marketing budget.
5. Although there is a high regional bias in the usage of its services, IPS does attempt to give a global view of local and regional issues. IPS is highly rated for its coverage of human rights and democracy, development, and international politics. However, while there is much interest in environment, international finance & trade, labour, gender & population, and education, coverage of these issues could be improved.
6. Though there has been a substantial reduction in budget and staff in recent years, IPS has managed to maintain an efficient service to its clients. However, there is still room for improvement in the timeliness of stories and in consistency regarding quality. In this regard, IPS has insufficient resources for high-quality training programmes.
7. The new editor-in-chief has mapped out a clear strategy that will address previous shortcomings in the service and considerably enhance the quality and delivery of IPS editorial products.
8. The Columnist Service is a unique and prestigious product that adds great value to the editorial output, but its growth potential is limited by budget constraints.
9. Africa remains the weak link in IPS's global operations due to a combination of factors. On the one hand, the African continent poses special problems for developing effective communication structures and a strong network of journalists. On the other, IPS has never shown a real resolve to address and

overcome the problems. This will change, as the new director-general and editor-in-chief are treating Africa as a top priority.

10. IPS has established close alliances and loose relationships with a number of NGOs, and has taken the initiative in establishing itself as the principal media player at the World Social Forum. However, this is an area in which there could be further expansion and consolidation depending on the investment to be made for these purposes. IPS is the main reference news agency for civil society and has the conditions to expand and consolidate new strategic agreements with NGOs for the development of joint communication and training projects. This may represent new funds for IPS to achieve its mission.
11. IPS has an uncomplicated management structure and its operations are well controlled, on a rather low cost level as well as being transparent. However, there appear to be communication problems between Management and the Board/Executive Committee, which could, in part, be attributed to the present situation with a new director-general still finding his feet and still operating out of Montevideo.

Recommendations

1. We live in a world in which profit growth has replaced public service as a principal mission of journalism. The need for alternative voices such as IPS in a world of cultural and information homogenization is greater than ever. It is therefore imperative that IPS is provided with funding, not only for survival, but also for its growth and expansion, thereby enabling it to fulfill its mandate.
2. Specifically, funding should be provided for the immediate appointment of assistants for the director-general and the editor-in-chief. Both have outlined relevant and achievable plans that will be difficult to realise without additional support.
3. The editorial plan proposed by the editor-in-chief should be fully supported by board and management and adequately funded to meet its objectives.
4. The marketing budget should be increased. Funds should be earmarked to:
 - a. Market those products that have clear potential for wider usage
 - b. Target Asia and Africa as the main areas of growth over the next five years.
5. More resources should be allocated to training. Good training programs would have immeasurable benefits for IPS products and efficiency, and also for the development of journalism in developing countries.
6. In the interests of greater professionalism, IPS management should develop a transparent system of quantitative and qualitative performance control.
7. To enable the organisation to operate with greater flexibility, the Director-General should be empowered to take, at his discretion, important and urgent

decisions without first having to always refer to the Board. To this end, appropriate guidelines should be developed.

8. If it is cost effective, IPS should consider allowing finances in the regions to be managed internally within each region. IFP should also look into using compatible financial systems to allow for easy consolidation of finances.

2 HISTORY AND STRUCTURE

Inter Press Service (IPS) was set up in 1964 as a non-profit international cooperative of journalists. Its founders were Roberto Savio, an Italian freelance journalist, and Pablo Piacentini, an Argentinean political scientist who was then a student in Rome. Savio served as director general of IPS until 1999. Piacentini served the organisation in various capacities and is currently editor of the columnist service.

In its early days, the primary objective of IPS was to fill the information gap between Europe and Latin America after the political turbulence following the Cuban revolution of 1959. The agency's network grew steadily and expanded to include Asia and Africa. The objectives broadened – to cover news from the third world, give a voice to the voiceless, promote information on development issues, and help create a better balance and flow of international news.

In 1994, in order to strengthen its non-profit identity, IPS changed its legal status to that of a 'public-benefit organisation for development cooperation'. It was open to journalists, professional communicators and bodies active in the fields of information and communication.

IPS is currently governed by a 15-member board representing all continents. The board is elected every three years by the General Assembly of the association's members. The headquarters are in Rome with regional offices in Montevideo, Bangkok, Johannesburg, New York and Bonn.

The top IPS management in Rome comprises the director-general, editor-in-chief, director of project and program development, and director of corporate affairs. Each regional centre is headed by a regional director.

Some 320 journalists, trainees and editors make up the IPS network of correspondents and regular freelance contributors.

3 BRIEF REVIEW OF RECENT EVALUATIONS

3.1 The COWI Report

During recent years, several independent evaluations of IPS's editorial work have been commissioned from external consultants. For the purpose of this evaluation the most relevant is the COWI Report of August 1997.

The Cowi Report was commissioned by the Norwegian Government to review the assistance offered to IPS under framework agreements since 1987, and to provide a basis for deciding the objectives, size, content and form of continued support, and the appropriateness of providing assistance through a framework agreement.

Because Norwegian assistance was used by IPS in Africa and Asia, the Report concentrates on these regions. It includes a review of the role and strategies of IPS in the changing global context. It also looks at the quality of IPS products and resourcing and management challenges as part of the wider perspective for reviewing Norwegian assistance.

Some of the key findings of the Cowi Report were:

Changes in international relations and technology have altered the context in which IPS operates. But these developments have only 'increased the need for news products which put events in perspective' and 'the need for IPS as a provider of contextualised, development-oriented news features, however, has not diminished'.

IPS policies and strategies to address the global context are in place, albeit in too general a form to form an adequate basis for planning and resource allocation. The contextualised news feature service remains the core activity, remains global in nature and outreach is growing, particularly using new technologies.

Short-term project activities are important to the overall financing of IPS but can distract from the core business. Technological changes have lessened the need for IPS support to Southern news agencies and others are better placed to meet the technological needs of NGOs.

IPS provides an alternative, contextualised Southern news product to media in Africa and Asia. Economic growth (Asia) and democratisation (Africa) provided opportunities for IPS in the growing independent media markets, and there is great potential amongst the NGO community too. Some ground has been lost in terms of presence in the printed state run media. The Sabanews partnership gives IPS important outreach through radio in Southern Africa.

The quality of the news features is judged to have improved, which suggests that the investment in training in Africa has been worthwhile, although no systematic monitoring of impact is available. Better overall planning and monitoring in Africa would help to provide indicators of achievement. The potential outreach through translations into vernacular languages in Asia has been tapped to a limited extent.

After governance problems from 1995 a transition phase is in progress following mediation, and the outlook for reconciliation is positive. Overall incomes halved from 1992 to 1996, although core incomes held up better. Reductions have been implemented above all at the Northern headquarters, without reduction of the core product.

General news market conditions mean that IPS will not be financially self-sustainable, although increased sales in Asia and Africa would be an indicator of achievement.

Whilst donors have been frustrated by a lack of transparency in the accounting of financial linkages between different IPS operations, IPS has been frustrated by donors' tendencies to earmark funds very precisely, rather than offering broader programme support. IPS should introduce a more transparent system, and donors should provide programme support.

Norway is one of the largest donors to IPS. Support for IPS is perfectly in line with the Norwegian South Policy, although Norway has no specific media development cooperation policy. The framework agreement has enabled IPS to benefit from long-term predictable support, but there has been insufficient dialogue and cooperation underpinning it.

Norway participates in the Core Donors Group. Enhanced coordination by donors is considered a prerequisite for coherent development of IPS.

IPS is engaged in a wide variety of activities and products worldwide. As a result of Norwegian support, and contributions from many other donors, the scope and outreach of these activities have increased significantly. In spite of financial constraints, the level of core output remains high.

The management and planning capacity in Asia and Africa needs to be strengthened, following the departure of both regional directors.

Production levels can be maintained with current resources, but any further resource reduction would jeopardise the consolidation of results achieved so far. No expansion is possible at current resourcing levels. Increased economic support is a prerequisite for better long-term planning, capacity building and development of ownership of IPS in Africa and Asia.

The Cowi study recommended that Norwegian core support to IPS should be maintained, and the annual amount increased. It recommended that this support should be provided as a five-year commitment with the following stipulations:

- Regional policies and plans should be developed in a 3-year rolling cycle
- IPS should dialogue with donors annually as these plans are developed
- The support should be targeted at news feature production in Africa and Asia and not further earmarked
- IPS should carry out comprehensive marketing surveys in Africa and Asia that are then reflected in eventual planning.

The report concluded by suggesting that Norway should prepare a media development strategy and actively promote more effective cooperation and coordination amongst IPS core donors.

3.2 The MDF Report

Dr Henk L van Loo of MDF Consultants in The Netherlands carried out a 'mid-term audit' of the editorial project on Human Rights, to assess the progress made in the first six months of work. His report was submitted to IPS and the EC in September 1999.

Dr Van Loo has wide experience in the field of development and education, and has carried out many consultations for NGOs and for the EC, including a major training programme on EDF funding for EC delegations.

IPS asked Dr Van Loo to investigate whether the interim report prepared by IPS represented an accurate and credible picture of the scope and achievements of the work. His audit assessed the accuracy of ten randomly chosen statements made in the report, describing the results achieved in various fields and regions.

Dr Van Loo's conclusion was: '... it may be concluded that the interim report of IPS not only gives a highly accurate representation of what has been achieved, but also that IPS has documented the facts on which their report is based, in a manner not leaving a chance for doubt'.

3.3 Analyses by Prof Anthony Giffard

IPS engaged Professor Anthony Giffard of the School of Communications, University of Washington, Seattle, to undertake an independent content and usage analysis of the news features produced by IPS in 1999, 2000, 2001 and 2002.

Professor Giffard analysed the geographical spread of reporting, the actors and sources used in the stories, the topics covered, and the printed and web usage of the material. His reports contained a wealth of information on the type of material which IPS generated. This was based on detailed quantitative mining of the database, using sophisticated technology and on his professional analysis of the results, assisted by a team of researchers from the School of Communications.

Professor Giffard's analysis of the actors and sources highlighted a number of interesting facts. In his 1999 study, 77.5% of the people quoted in IPS stories were nationals of developing countries. The highest single category of 'sphere of activity' for the people quoted was government at 37.2%. NGO sources came next at 33.1%, followed by citizens at 27% and UN officials at 2.7%. Giffard's report listed a sample of 74 of the wide range of local, national and international NGOs, which are mentioned in the features.

The 1999 analysis also went into some detail on the types of rights, which the IPS reporting covers. Around 59% of the features were mainly about civil and political rights, and 30.8% mainly about economic, social and cultural rights, with the remainder about all categories of rights.

The rights of particular groups were highlighted in many of the features including for example: 21.1% covering racial-ethnic minorities, 11.5% covering women, 10.2 % labour groups and 9.8% the rights of children.

Professor Giffard's team collected publication data or clippings from 26 countries on rights for a six-month period, gathering a total of 518 clippings. However, due to a very short deadline, this sample was very partial, and included only one African country (Zimbabwe). His clear conclusion was that the data understated the true volume of clips, even from the countries offering information. At the end of the project, IPS directly collected more than 1 500 clippings from all over the world.

Professor Giffard's data on the Internet usage of the reports was again partial, albeit illuminating. On one of the international IPS sites from which the information was available, during the period January to June 1999, human rights and democracy features were successfully requested 11 258 times. Giffard also demonstrated a clear upward trend in the demand for features on these subjects, indicating that the project's aim of increasing attention on these areas has been successful.

Evaluator's conclusion: These findings confirm IPS's unique editorial approach and its positioning as a complementary news agency to the trans-national agencies.

3.4 The Zimbabwe study

The most recent study 'Reporting a Year of Crises – IPS Covering Zimbabwe in 2000' was undertaken by Kristin Skare Orgeret and Helge Ronning of the Department of Media & Communication, University of Oslo.

This was a narrowly focused study commissioned by IPS. It arose out of a perceived conflict of interest in relation to professional coverage of events in Zimbabwe for the then regional director-general, Patricia Made, who is married to the Zimbabwe government's minister of lands and agriculture.

The study concluded that although IPS reports, during the period under review, were not overtly biased in favour of any of the political divisions in Zimbabwe, most of the reports lacked analysis and context and failed to provide an alternative view.

4 CORE ACTIVITIES

The core activity of IPS is its daily news agency.

IPS produces a daily World Service – an independent, international news and feature service specialising in reporting global processes and development issues. The World Service network presently covers over 120 countries.

The IPS World Service is produced in English and Spanish, with selected stories translated into French, German, Finnish, Norwegian, Dutch, Swedish, Japanese, Portuguese, Thai, Mandarin, Nepali, Hindi, Kiswahili, Tamil and Urdu. The daily output is currently around 112 000 words.

IPS also carries out projects for training, information exchange and the establishment of information networks. These contribute to the news service by:

- Supporting the costs of specific areas of coverage
- Providing training on specific issues, and an opportunity for new IPS journalists to improve their reporting skills
- Funding training for journalists from IPS media partners
- Reaching new markets and constituencies through multimedia products, to strengthen outreach
- Funding the development of the IPS reporting network
- Strengthening links with NGOs and building NGO capacity – through helping NGOs build their advocacy skills through media outreach, and encouraging journalists to make more use of NGO sources for background and analysis.

The World Service gives priority to the following issues:

- Human rights and democracy
- Environment, natural resources and energy
- Population
- Health and education
- Food and agriculture
- International finance and trade flows
- International politics and conflict resolution
- Culture (including information and communications issues)
- Science and technology

IPS seeks to integrate the voices and perspectives of women and other marginalised groups into all of these coverage themes. This is in line with its gender-responsive editorial policy, which gives priority to mainstreaming the voices and perspectives of women into its news agenda.

The content of IPS World Service is written and edited from the perspective of the developing world. The overwhelming majority of the contributing journalists and editors are from developing countries, including those reporting from Europe, North America and Japan.

5 IPS PRODUCTS

Daily World Service

The main IPS product is the daily World Service. Selections of stories from the World Service are then translated into other languages and are re-packaged in many different ways, for distribution to different target audiences and groups of users.

Most IPS delivery to end-users is via online media – dial-up technology or e-mail. Internet access is provided from a web server in Italy and from mirror sites in other countries. News can be accessed in different ways, by date, by type of content or by searching a database of IPS stories.

Terra Viva daily news selection

A selection of news of interest to the international community is delivered by e-mail in the form of The IPS Daily Journal published under the title *Terra Viva*. This is available electronically from the UNDP website.

Terra Viva European daily news selection

A specially selected edition of *Terra Viva* – called *Terra Viva Europe* – is compiled in Brussels and distributed daily by e-mail to a targeted audience. The proposal for a European edition of *Terra Viva* was encouraged by the ‘Eurostep’ platform of European NGOs. *Terra Viva Europe* aims to increase the flow of reporting from IPS on European Union development cooperation policies; to channel NGO comment and analyses on development cooperation issues; and to provide an up-to-date and informed brief for policy-makers and decision-makers.

Services through partnerships

IPS provides a number of services in partnership with other organisations. These include radio services in Africa and Latin America; the Portuguese language service produced in Brazil in cooperation with Envolverde; and the *Tierramerica* newspaper supplement produced by IPS in cooperation with UNDP and UNEP, and published by a number of leading Latin American newspapers

User groups and reach

The primary user groups of IPS material are media editors and NGOs worldwide. Other important users are policy-makers at the United Nations, specialised UN agencies, and European and North American development agencies.

IPS directly reaches 504 newspapers or magazines, with a combined circulation of 56 million copies and an estimated readership of 200 million people. IPS news is distributed indirectly to 2 000 additional print media, through news agency agreements. IPS news is provided to more than 800 radio stations with a combined potential audience of 15 million people. Visits to websites for IPS news, including thematic and language-specific websites, are estimated at 750 000 page views per month. This figure does not include individuals who access the IPS editorial services through the Association for Progressive Communications (APC), OneWorld and Third World Network websites, among many others.

More than 50 000 NGOs and individual users have access to the IPS wire service through electronic mail networks linked together through the Association for Progressive Communications (APC). These include GreenNet (UK), AlterNex (Brazil), Pegasus (Australia), Web (Canada), IGC networks – PeaceNet, EcoNet, HomeoNet and ConflictNet (USA), FredsNaetet (Sweden) and SANGONET (South Africa).

Through online databases or the Internet, thousands more users – media, public sector institutions, private sector users, NGOs and individuals – consult the daily news service of IPS. These are produced in English and Spanish, with selected stories translated into French, German, Finnish, Norwegian, Dutch, Swedish, Japanese, Portuguese, Thai, Mandarin, Nepali and Hindi.

Policymakers at the United Nations and European and North American development agencies receive selections through the IPS Daily Bulletin, delivered by e-mail or overnight fax.

IPS has a key role in the World Social Forum in the areas of media, information and communications. IPS, along with *Le Monde Diplomatique*, is the convenor of the high-level debates on communication at the World Social Forum.

Multi-media Programmes: IPS has developed multi-media programmes on themes like Gender, Rights and HIV/AIDS. With a core product of news features researched and written by the professional network of IPS journalists in every region of the world, these programmes can further encompass audio and Internet products, seminars with NGOs, training for journalists, networking with civil society and publications.

6 IPS COLUMNIST SERVICE

The IPS Columnist Service (ICS) was created in 1990 by its director, Pablo Piacentini, co-founder and a former chief editor of IPS. The ICS produces around twelve columns per month.

Like all divisions of IPS, ICS has suffered sharp budget cuts. In 1990, the ICS budget was approximately \$250 000 – for 2003 it is \$118 000. In 1990 Pablo Piacentini had an editorial assistant and a secretary. Today he has only a part-time secretary. Nearly all of the service's expenses are represented in the salaries of the ICS director and his secretary and the costs of translations.

Paradoxically, while the budget declined, ICS responded with increased production. Piacentini explained to the columnists that they would no longer be paid for their contributions. All of them (except one) accepted the situation because, they said, they agreed with the objectives of IPS.

The idea behind the creation of the IPS Columnist Service was to provide a journalistic product, other than the daily news, that was dedicated to the debates arising from the opinions of prominent individuals. This path has led to a prestigious journalistic service of high quality.

The list of authors who contribute to the service more or less regularly includes: Gro Harlem Brundtland, Rigoberta Menchú, Aung San Suu Kyi, Vandana Shiva, Mary Robinson, Mario Soares, Eduardo Galeano, Boutros-Ghali and Desmond Tutu. There have also been contributions from US politicians such as Bill Clinton, Bob Dole, George W. Bush, Al Gore and John McCain, published during their respective electoral campaigns.

Even when the writers are from the developed world, the issues they cover involve international relations (particularly with the developing world) economic cooperation, human rights, environment, minority populations and other topics in line with the IPS editorial policy.

ICS's impact was well illustrated by the coverage given in January 2003 to the simultaneous and opposing forums of the World Economic Forum (WEF) in Davos and the World Social Forum (WSF) in Porto Alegre.

The ICS used a pluralistic approach – publishing 20 columns by renowned individuals who were either in favour or against economic globalisation. Implicit in this was dialogue between both currents of opinion, which became explicit through visibility in some of the major communications media. On the day that the two Forums started, Italy's leading daily, *Corriere della Sera*, published on its front page a call for 'dialogue from a distance' between Davos and Porto Alegre. It dedicated an entire page to the WEF in which it highlighted an IPS column signed by WEF president and founder, Klaus Schwab. The facing page was dedicated to the WSF, featuring an IPS column by Brazilian sociologist Cândido Grzybowski, who was one of the WSF leaders and organisers.

That same day, another major Italian daily, *L'Unita*, published an IPS column by pro-global Euro-parliamentarian, Emma Bonino, beginning on the front page, and

following that with a response (that L'Unita itself had requested) from Vittorio Agnoletto, leader of Italy's anti-globalisation movement.

During the week of the two forums, IPS published its newspaper *Terra Viva* in Porto Alegre, featuring nearly all the ICS column series alongside IPS-style interviews and stories coming from Davos. This meant that the 100 000 participants in the WSF could read the opinions emerging from the WEF on global issues and on the forums themselves. Among these opinions were several invitations to move towards direct dialogue.

Compared to IPS as a whole, ICS has little impact in its publication sales. This is due to the non-existence of an agency sales department and to the unequal development of the network of correspondents. For example, ICS does not offer its services in several of the world's major markets, such as Britain and France, and has a minimal distribution apparatus in the United States. Although ICS conducted a successful pilot programme for distribution in Japan, it did not have the means to continue.

The result is that the bulk of ICS sales are made to a handful of medium-sized markets in the North and numerous markets in the South, with a relatively modest income. In 2001, ICS gross sales totalled \$47,000 – 42% of the ICS budget.

Evaluator's conclusion: It is clear that the ICS is a competitive product at the international level. With appropriate support, it has great potential for forward growth. Support would be necessary to elevate the quality of the service and to have an effective marketing network.

7 SERVING THE NGO'S

NGOs, the private sector, institutions and schools are active and growing IPS constituencies. They are a potential market of users who prefer to interact with a worldwide network. Thousands of packages of information are sent daily to a fast-growing list of users by the IPS mail server hosted at the Rome head office.

Through agreements with supersites and portals such as One World Online and Yahoo, the IPS Daily World Report has a reach that is difficult to measure accurately, but which can conservatively be counted in the hundred thousands. IPS stories are to be found on thousands of NGO sites and publications worldwide, as any Internet search engine will show.

To serve the needs of those using e-mail as a major source of information, IPS continues to make all of its reporting available through the electronic partners of the Association for Progressive Communication (APC) – IGC in the United States, Greenet in the UK, Alternex in Brazil, SangoNet in South Africa and others. These networks distribute IPS news to a total of 50 000 NGOs and individual activists.

In addition, some e-mail recipients worldwide have become regular individual subscribers by explicitly taking up one or more IPS products, although most of them do not pay. They comprise a wide variety of people, but most are NGO activists, international bureaucrats (mainly from the United Nations and the EU), as well as media and academics.

IPS's success in these market sectors is due to a strategy it adopted since 1997, which provides greater flexibility to all individual users and meets the challenges of a changing market in all regions of the world, while facing unprecedented financial constraints.

IPS cooperates with a very wide range of partners, both in its news-gathering and its distribution. While the news-gathering relies in part on the same range of sources as those of other media – including government, private sector and academic sources – IPS also seeks sources of information and analysis in sectors that represent civil society at large, especially minority and marginalised groups. These include NGOs with grassroots constituencies, trade unions, and women's organisations.

Evaluator's conclusion: It is quite evident that, in the light of its services to NGOs and others, IPS is well poised to achieve one of its key objectives, which is to become the reference point for civil society.

8 ALLIANCES & PARTNERSHIPS

Forming alliances and partnerships with like-minded organisations and civil society is an important objective for IPS. Alliances boost the capacity of IPS to disseminate content and develop products in the multimedia universe.

A top priority in this regard is forging and maintaining alliances with other communications media to create networks that can have a strong impact on public opinion. Already, IPS has established a number of such alliances with One World, Yahoo, APC and Third World Network.

It was encouraging to see IPS stamp its presence at the World Social Forum through the daily production of Terra Viva. IPS also used the WSF to join hands with *Le Monde Diplomatique* and launch Media Watch Global, an international organisation dedicated to the support of fairness and accuracy in the world of information. Coverage of the Iraqi war and the role of embedded journalists underlines the importance of an organisation like Media Watch Global.

IPS has for a long time maintained close working relationships with various UN agencies, which have also provided project funding over the years. More recently, it has sought to work closely with various organs of the European Union.

Evaluator's recommendation: IPS links with civil society and international organisations is impressive and it should endeavour to devote even greater energy to increasing alliances. This is one aspect of IPS work that could significantly increase impact without denting the budget or requiring additional funding.

9 TRADITIONAL NEWS AGENCY MODELS

News agencies can be classified into three models.

The commercial model

The first model is that of the commercial agencies, such as Associated Press (AP) and the now defunct United Press International. These agencies existed essentially for the North American market, the only market big enough to finance an international agency. In essence, AP is a national agency with an international structure, funded by North American capital. It spends more than 25% of its budget outside the country to cover its international market, and only 1% of its budget is billed in Third World countries. No other agency is able to adopt this model because there is no other country in the world with as powerful a market as the United States. Japan's international press agency is much more oriented towards domestic interests, due to specific cultural characteristics, which makes the extending of its service to countries outside its geographical zone difficult. The objective of AP's international structure is not to serve the markets of Southern countries, or engage in global issues considered 'unmarketable', but to serve its own internal market. However, this model has been weakened since the sale of UPI to Saudi Arabia and its transformation as an outlet for Arab news.

The 'flag-bearing' model

The second model is that of 'agencies with a flag'. The most distinct case is Agence France Press (AFP). Almost 45% of AFP's revenues come from the French State, through services purchased. A similar case is the Italian agency Agenzia Nazionale Stampa Associata (ANSA) whose costs are covered by the government, according to an agreement that allows embassies worldwide to receive its journalistic service. Similarly, the German agency Deutsche Press Agentur (DPA) is subsidised by the government for sending its service to embassies. The Spanish agency EF's budget is provided by Congress. All these agencies have an international presence thanks mainly to state funding.

The self-financing model

The third model is that of Reuters, the British-based news agency. Although the agency was initially funded by the Colonial and Foreign Office, Reuters became self-financing through its financial services. These services transformed the agency until it became a powerful multinational giant whose journalistic production represents no more than 5% of the total budget. The remaining 95% comes from financial services and stock market activities.

The IPS Model

The IPS model is unique, and can be considered to be a fourth model. IPS is an international association of journalists dedicated to progress and development in the Third World. It generates some 30% of its revenue from news sales and contracts while 70% of its income is derived from grants for programme and project funding. News agencies are, as a rule, unprofitable ventures.

Evaluator's conclusion:

For IPS, with its specialised focus, and with a substantial part of its operations in the South, the chances of profitability are remote. There is little doubt that, without donor

assistance, IPS would cease to exist. We believe it is imperative for that assistance to continue, given the importance of IPS in the new global information order.

10 THE NEW GLOBAL INFORMATION ENVIRONMENT

In recent years the international public space for information has been marked by an unprecedented concentration and globalisation process. Information, content, culture and communications industries have been structured at the dominant poles – in the industrialised countries, particularly in the United States. Globalisation has shaped the international media landscape into a single value system, which has homogenised mainstream news around the planet. Mainstream media have all become part of greater corporations through successive takeovers and fusions.

In the era of multinational capitalism, corporations need more and new products on the market at an ever-faster pace. Simultaneously, the process of concentration of media in fewer hands has gained speed. Not one major TV network in the USA, whether Fox or NBC, or CBS or Bloomberg, can nowadays claim to be truly independent from other commercial interests.

In Europe, the cases of Bertelsmann in Germany, and Silvio Berlusconi in Italy are well documented, with the latter now launching an attack on RAI, the Italian state-owned TV and radio concern. A similar situation is developing in Latin America, where a few tycoons, such as Gustavo Cisneros, from Venezuela (Telemundo) – recently in the headlines for his leading participation in the strikes aimed at overthrowing the Venezuelan government – control most of the continent's TV cable networks and Internet service providers.

In Africa the situation is different. State control of broadcast media is common, and there are very few independent broadcasters. Much of the content comes from abroad. Africa has skilled print journalists, but most of its populations are unable to access newspapers due to problems of distribution and illiteracy. Radio is the most popular medium, with some independent for-profit stations. Internet access and policy are at a critical stage but only a small minority of Africans has access.

News as a commodity

Controlled by giant entertainment-media conglomerates, news is no longer pure news. Reality and entertainment have merged. News has become a commodity, a product that is being sold to consumers. Like any other product geared towards a quick turnover, the news product has a limited lifespan and needs to be replaced at the highest possible speed with the latest event, the 'breaking news'. The traditional journalistic competitive search for speed and opportunity has become the paramount concern of media, which throws unprecedented quantities of information at the public, primarily through television, radio and now the Internet. The public as a collective is no longer viewed as having a public opinion or as citizens, but as consumers.

A shrinking commitment to both domestic and international news means that news organisations are missing opportunities to connect people and ideas globally at the very time technology has made such connections increasingly possible.

As a result of this shift the journalistic profession is gradually abandoning its intellectual integrity. Journalists are seldom thinking individuals, who gather information, ask relevant questions to different sources, put the information in context, compare data, check facts, ponder effects and consequences and provide historical memory.

Homogenising news and culture

The Murdoch Group (press, television, cable, movie, multimedia) is now present in 52 countries on four continents, with a galaxy of 800 partnerships. This network of alliances allows the control of numerous platforms around the globe and provides better access to the satellites, which are the main pivots of global influence. Paid television and planetary networks conduct a war without mercy to buy weak groups, like the German Kirch, so as to feed a world market with recycled standard programmes, mixing films, sports events, entertainment and news.

For these main actors of media globalisation the content becomes merchandise produced at low cost and sold at maximum profit. Their production heavily influences world and local opinion. They broadcast a world vision that homogenises culture. They monopolise all communication spaces, including those open for new electronic resources. They determine information hierarchies and the choice of events. The entire world media is shaped by their format. Their political, economic, cultural and religious influence is undeniable – as the Iraqi conflict shows. Freedom of the press is being endangered and in consequence the freedom of journalists as well.

Evaluator's conclusion: In the context of the new global information order, the value of alternative voices cannot be questioned. To understand the world it is increasingly necessary to have access to independent journalism written from a global point of view. This is exactly what IPS is trying to do. But with more resources it could do it more effectively.

11 SURVEY OF IPS CLIENTS

This survey was undertaken by Professor Larry Strelitz of the Department of Journalism and Media Studies at Rhodes University. The aim of the survey was to answer the following research question as stated in the Terms of Reference of this evaluation: ‘What are the views of the most important stakeholders of IPS (Board, core management, regional staff, academia, end users of IPS information, donors) about the role, niche, relevance of IPS and the quality of IPS products and services?’

As part of this process, IPS supplied a full list of people to be interviewed. We were informed by IPS that the list represented a cross-section of users of the service.ⁱ In order to draw up a suitable questionnaire the following were reviewed:

- The IPS website
- The ‘Giffard Studies’
- The 1997 COWI review
- Previous questionnaires distributed by IPS

Seventy-seven questionnaires then were distributed electronically via e-mail with a return deadline of one week after receipt. This was extended by a further 10 days with frequent reminders being sent during this period. Forty-three completed questionnaires were returned, including five from respondents who were not on the original list. Two respondents questioned why they had been sent questionnaires as they were not users or had little knowledge of IPS. This gave us a return rate of 56%.ⁱⁱ

Respondents

- Almost two-thirds (65%) of the respondents came from media organisations or institutions such as the United Nations, governments, and regional integration organisations.
- Of the 42% of respondents who belonged to a media organisation over half (55%) worked for newspaper organisations
- Over half (53%) of the respondents operated from North America and Europe.ⁱⁱⁱ
- Of the 9 North American respondents, 3 belonged to media organisations, 5 to institutions such as the United Nations, and 1 to a donor organisation. Of the 5 Asian respondents, 4 belonged to media organisations and 1 to a civil society organisation. Of the 14 European respondents, 5 belonged to media organisations, 2 to civil society organisations, 4 to institutions such as the United Nations, and 3 to donor organisations. The 2 African respondents both belonged to civil society organisations. Of the 9 Latin American respondents, 1 belonged to a media organisation, 1 to a civil society organisation, 1 to an institution such as the United Nations, and 1 to a donor organisation. There were no respondents from the Caribbean.
- The majority of the respondents (84%) read IPS news in English.
- Just under half of the respondents read IPS news in more than one language (47%).

Key findings

Familiarity and use (question 5) ^{iv}

- The IPS product that was most familiar (88%) and most used (63%) by respondents was the IPS News Service.
- The Terra Viva Conference Daily was the second most familiar service to respondents (56%). However, awareness of the service did not translate into use of the service (25%).
- Besides IPS News Service and the Terra Viva Conference Daily, awareness and use of other IPS services was uniformly low. ^v
- In all cases, awareness of IPS services was higher than the use of those services.
- There was a high regional bias in the usage of IPS services (see ‘Chi-Square Tests’ below), which is understandable if one considers that all regions privilege regional pieces. However, it should be borne in mind that while this is the case, IPS does attempt to give a global view of local and regional issues.

Regional coverage (question 6)

- The coverage of the ‘World/United Nations’ region was rated the most interesting by respondents (81%). This was followed by Latin America (67%) and North America and the Caribbean (63%).
- Overall, there was a uniformly high interest in all the regions covered by IPS.
- However, amongst media organisations, there tended to be a strong regional bias in that these organisations were primarily interested in news about their own regions (see ‘Chi-Square Tests’ below). Again, as noted above, while this may be the case, IPS does attempt to give a global view of local and regional issues.

Global themes (question 7)

- With regard to the ‘global themes’ covered by IPS, the responses indicate the following priorities of interests:
 - Development (88%)
 - Human Rights and Democracy (86%)
 - International Politics (81%)
 - Environment (72%)
 - International Finance and Trade (72%)
 - Gender and Population (72%)
 - Food and Agriculture (49%)
 - Labour (47%)
 - Education (44%)
 - Science and Technology (44%)
 - Health (41%)
 - Culture (40%)
- The above list indicates a sharp drop-off of interest between the top six global themes (79% on average) and the bottom six global themes (44% on average) as covered by IPS.

IPS performance in coverage of issues (question 8)

- Respondents rated the coverage of IPS of the following issues as ‘excellent’ or ‘good’:
 - Human Rights and Democracy (77%)
 - Development (77%)
 - International Politics (70%)
 - Environment (53%)
 - International Finance and Trade (53%)
 - Labour (51%)
 - Gender and Population (49%)
 - Education (47%)
 - Food and Agriculture (35%)
 - Health (33%)
 - Culture (23%)
 - Science and Technology (21%)

IPS performance in coverage of issues (question 8)

- With the exception of the coverage of Health (53%), Food and Agriculture (47%), Culture (47%), and Science and Technology (27%), there was a 60% or more ‘good’ or ‘excellent’ rating from media organisations for the coverage of the remaining issues.
- Civil Society organisations only gave a 60% or more ‘good’ or ‘excellent’ rating to the coverage of Human Rights and Democracy (89%) and International Politics (66%). Food and Agriculture received a ‘good’ or ‘excellent’ rating of 0% and Gender and Population 11%.

Amongst institutions such as the United Nations, Human Rights and Democracy (77%), Development (77%), Environment (77%), Gender and Population (69%), International Finance and Trade (77%), International Politics (69%), and Food and Agriculture (62%) all received a 60% or more ‘good’ or ‘excellent’ rating for coverage. Generally, these institutions and media organisations were more satisfied with coverage of different areas identified by IPS than were civil society organisations.

- There was a marked discrepancy between the ‘excellent/good’ rating for the top three issues covered by IPS (75% on average) and the remaining nine issues (41% on average).
- The above list shows a correlation between the respondents’ hierarchy of interests (question 6) and their rating of the coverage of these issues. Thus those issues that were most highly rated for coverage (Development, Human Rights and Democracy, International Politics) were also those of most interest to respondents.
- While there was high interest in Environmental issues (72%), only 53% of respondents felt coverage was ‘excellent/good’.
- While there was high interest in International Finance and Trade (72%), only 53% of respondents felt coverage was ‘excellent/good’.
- While there was high interest in Gender and Population (72%), only 49% of respondents felt coverage was ‘excellent/good’.
- With the exception of the coverage of Health (53%), Food and Agriculture (47%), Culture (47%), and Science and Technology (27%), there was a 60%

or more ‘good’ or ‘excellent’ rating from media organisations for the coverage of the remaining issues.

Evaluator’s conclusion: Given the correlation between the respondents’ hierarchy of interests (question 6) and their rating of the coverage of these issues, these results point to the need for IPS to improve their coverage of particular areas in order to promote interest in these issues. These would include all areas which were rated poorly for coverage, but especially those areas in which respondents indicated a high interest – environmental issues, international finance and trade, gender and population.

Accessing the service (question 9)

- The majority of respondents (60%) received or accessed the service daily.
- Almost twice the number of respondents received or accessed the service once a week (16%) compared to those who accessed it three times a week (9%).

Use of the service (question 10)

- Respondents mostly used IPS services for the following:
 - Publication/Media Distribution (42%)
 - Business (42%)
 - Personal (28%)
 - Education (5%)
 - Other (5%)

General rating of IPS (question 11)

- 84% of respondents rated the IPS service in general as ‘excellent/good’.

Number of stories received (question 12)

- 86% of respondents reported that they were ‘very satisfied/satisfied’ with the number of stories they receive about issues in which they are most interested.

Satisfaction with various aspects of stories (question 13)

- Respondents indicated satisfaction with the following aspects of stories received from IPS
 - Angle/Approach (84%)
 - Style (77%)
 - Length (70%)
 - Depth (67%)
 - Timeliness (63%)
 - Number of sources cited (51%)

Evaluator’s conclusion: IPS needs to engage its journalists on the number of sources cited in stories and the timeliness of their stories (in the 2000 Giffard Report and 1997 COWI Report similar points were raised).

Story categories (question 14)

- Respondents preferred the following story categories in order of preference:
 - News analysis (79%)
 - Commentary and/or Opinion (44%)
 - Straight news stories (42%)
 - Timeless features (37%)
- Respondents from media organisations preferred the following story categories in order of preference:
 - News analysis (73%)
 - Commentary and/or Opinion (53%)
 - Straight news stories (47%)
 - Timeless features (34%)
- Respondents from media organisations claimed that their readers preferred the following story categories in order of preference:
 - Straight news stories (53%)
 - News analysis (40%)
 - Timeless features (33%)
 - Commentary and/or Opinion (33%)

Evaluator's conclusion: There is a discrepancy between the story categories that the respondents from media organisations prefer and the story categories, which they claim that their readers prefer. In order to explain this perceived discrepancy, there would be a need to conduct interviews with the respondents. Is IPS aware of this discrepancy and does it focus its outputs to meet reader or preferences?

Reception of service (question 15)

- There was general satisfaction with the reception of the IPS service via e-mail or Internet.
- 85% of those who responded to the question were either 'very satisfied' or 'satisfied' with the way they received the service via e-mail.
- 88% of those who responded to the question were either 'very satisfied' or 'satisfied' with the way they received the service via the Internet.

Price paid for the service (question 16)

- There was general satisfaction with the price different organisations pay for the IPS service.
- 96% of those who responded to the question were satisfied with the price they pay for the service.

Evaluator's conclusion: Questions 15 and 16 point to a high level of satisfaction amongst respondents with the reception and pricing of services offered by IPS.

Achievement of goals set by IPS (question 17)

- There was general agreement amongst respondents that IPS is meeting its stated goals.
- Respondents placed the achievement of particular goals by the IPS in the following order:

- Focusing on issues of human rights, environment, sustainable development, international co-operation, global governance, global institutions (UN, Worldbank, WTO), particularly (but not exclusively) in relation to the developing nations (86%)
- Reporting about 'forgotten' regions and neglected issues (84%)
- Giving a voice and visibility to NGOs and civil society at large (81%)
- Explaining the structural causes and inter-linkages of globalisation processes: economic, cultural, technological, political etc. (67%)
- Showing the global impact on local realities (67%)
- Analysis of the context instead of describing isolated events (65%)
- Providing a platform of interaction between civil society, policy makers and the media (42%)

Evaluator's conclusion: While there is a high level of agreement amongst most respondents that IPS is achieving the goals it has set for itself, the organisation is, it would seem, meeting certain goals more adequately than others. The reasons for this need to be explored and if possible, the weak areas of achievement addressed.

The uniqueness of IPS (question 19)

- There was general agreement amongst respondents that what primarily makes IPS different from other news agencies is that it covers issues not covered by other agencies and that it provides a different news angle.
- Respondents listed, in order of importance, the following elements that make IPS different from other media or communication organisations (respondents could and did list more than one element):
 - Issues other agencies and communications organisations don't cover (88%)
 - A different news angle (72%)
 - Contextualised information (40%)
 - Information reaches me in real time (28%)
 - Format adapted to my needs (26%)

Evaluator's conclusion: There is a marked drop-off in the score achieved for the top two aspects of IPS coverage and the remaining three. Since 'contextualised information' is, according to IPS, a key aspect of what makes it unique, the low score received on this is cause for concern. The issue of the timeliness of IPS products has already been raised in other reports and is one that obviously needs to be addressed.

A number of respondents answered question 20: 'Please offer any views and observations about IPS that you feel have not been covered by the previous 19 questions.' Here are some responses:

- As a friend of IPS, I'm happy that an evaluation of the Agency's content is being carried out. I think that the quality has diminished lately, and naturally, I'm worried about that.
- IPS is a fundamental initiative for the emergence and evolution of the world civil society.
- We think that environment and development issues are insufficient. We would like them to be more frequent and numerous.
- OneWorld International has had close business and personal links with the IPS set up for many years now. We see ourselves as highly complementary organisations working along the same channels to

achieve similar goals. We are looking to work more closely in the future and in particular to address complementary financial models that would benefit both organisations.

- For us, IPS is a valuable service in that it has a strong reputation as a cornerstone of civil society media activity, and that we hope it strengthens that position through work such as the Porto Alegre news website and forging relationships with other media organisations.
- Would like to see IPS more visibly active in championing civil society, or social journalism.
- Just to clarify. We (APC) only receive the occasional news articles that are distributed and Terra Viva at events (which we love).
- We at APC would like to use/highlight/help disseminate more articles by IPS. However, you do not cover our field (Internet for social justice and development) very often. Admittedly we are a pretty specialist audience – though we are growing in numbers!
- As someone who worked for IPS and is now a client, I can say that there is nothing else out there that matches IPS in terms of a Southern perspective. But I feel IPS still isn't what it can be. Many of the stories on the daily wire are wasted because they are late, too timeless, contain vague writing, lack of pictures and infographics, wire-service style that is boring and sterile, and others that are obviously project-driven. But even the two or three stories every day that are relevant, interesting and sharply-focused make up for all that.
- I would prefer less energy devoted to covering world summits and producing very extensive information material around them – journals, web pages etc. This is also important, but I feel like I am drowning in information around the summits. It seems like some of the information IPS is producing – newspapers distributed to participants and so forth – could be catered for by the UN. I would rather see more resources used for the traditional role as a news agency, with a global/rights-based/development/environmental perspective.
- IPS does not report objectively and dispassionately on the activities and agendas of UN agencies and NGOs, which can skew its reports.
- I have been familiar with IPS since my days as an Ambassador representing Sri Lanka in Geneva in 1984-87. Its global network and coverage of issues from a refreshingly different perspective has been very illuminating. I wish there was more coverage on disarmament issues.
- My news website has been enriched by the access we have been given to IPS stories. We now have an international voice, and a literate and thoughtful one at that.
- I receive the IPS *Terra Viva* newsletter twice daily, in slightly different versions, and find both the reporting and the news analysis really of interest and a much-needed perspective on global and local issues.
- Needs ways to hone in on really interesting issues in detail. Needs subsidised service for students. But very informative and interesting info!
- Intros and headlines could be stronger, especially where there is a news hook buried deeper in a feature-type story.
- IPS needs to find a more viable niche. Many important issues of interest to developing countries are reported abysmally in the western

media. You need to strengthen the authority of your content with more pieces based on well-researched pieces by specialists who can present strong, fact-based arguments on the topic of the day, as is done by the best of the major western media. That way you can both strengthen developing country media and influence western journalists.

- I am not very familiar with the news agency operations of IPS. I know better the production and distribution of special topics. From this limited perspective, it is my sense that IPS does not have the global reach it should have to make it more relevant. Additionally, the coverage of these themes is good, but not systematic or comprehensive. There are gaps in the services. Tragically, at a time we need a service like IPS more than ever, the world does not seem ready to embrace it. People seem keener to get alternative viewpoints on their own, going to websites, rather than supporting an operation that, in addition to providing an alternative view, can also influence what is reported in the mainstream media.

Evaluator's conclusion: Given that not all respondents answered this open-ended question, it is difficult to draw any firm conclusions. IPS works with very different audiences, which may have very different objectives and needs from news organisations. However for the most part the responses were either positive or very positive with regard to the work being done by IPS.

Chi-square tests

The following chi-square tests were conducted in order to test for significant effects in the responses due to type of organisation (in this case, specifically media organisations) and regional location of IPS users.^{vi}

Familiarity and use (question 5)^{vii}

- The findings indicate that amongst media organisations the IPS News Service was the most familiar (93%) and the most used (87%). The use of the IPS News Service was uniformly high across all regions.
- While the *Terra Viva Conference Daily* was the second most familiar service to all respondents (56%), only 26% of media organisations claimed to be familiar with the service. The three other organisations had a much higher level of familiarity with the service. Use of the service was low amongst the respondents. However, as to be expected, there was a much higher familiarity of the *Terra Viva Conference Daily* amongst Latin American respondents (89%) compared to respondents from North America (56%), Asia (20%), Europe (57%) and Africa (0%). However, even though the Latin American respondents showed a high familiarity, overall there was only a 44% use amongst Latin American organisations of the service.
- Amongst media organisations there was a low familiarity (27%) and use of (13%) the *Terra Viva/IPS Daily Journal*. Interestingly, the highest familiarity was amongst the North American (33%) and European (43%) respondents with only 22% of Latin American respondents being familiar with the service. The highest use of the service was amongst North American respondents (22%) followed by Latin American (11%) and European (7%) respondents.

- Amongst media organisations there was only a 7% level of familiarity with the *Terra Viva/IPS New York Edition* and none (0%) of the media organisations which responded to the survey claimed to use the service.
- Amongst media organisations there was only a 13% level of familiarity with the *Terra Viva/IPS European Edition* and none (0%) of the media organisations which responded to the survey claimed to use the service.
- Amongst media organisations there was a 27% familiarity with the *Terra Viva/IPS Spanish Edition* and a 13% use of the service. Familiarity with the service obviously indicated a significant regional correlation ($p=0.00008$) as did use of the service ($p=0.02478$). Amongst Latin American respondents there was a 78% familiarity and a 44% use of the service. Only the North American respondents indicated any other familiarity (11%) and use of the service (11%).
- Amongst media organisations there was a 27% familiarity and a 20% use of *Tierramerica* (Latin America). As with the *Viva/IPS Spanish Edition*, there was a regional bias in the use of this service with the highest familiarity (33%) and use (22%) amongst Latin American respondents.
- There was generally a low familiarity (20%) and usage (7%) amongst media organisations of the *IPS Newsfile* (Asia-Pacific). Only the Asian respondents indicated any usage of the service (20%).
- No media organisation (0%) claimed to be familiar with the *Radio ‘Rip and Read’ Service* (Africa).
- Just 7% of media organisations claimed to be familiar with *Gender Products* while none (0%) claimed to use them.
- None (0%) of the media organisations claimed to be either familiar with, or use the *G-77 Journal*.
- Only 7% of the media organisations claimed to be familiar with the *Weekly Bulletins*, while none (0%) claimed to use the service.
- 60% of the media organisations claimed to be familiar with the *IPS Columnist Service* while 47% claimed to use it. Familiarity was highest amongst Asian respondents (80%) as was use (80%).
- Amongst civil society organisations, the highest familiarity was with the *IPS News Service* (100%), followed by the *Terra Viva Conference Daily* (56%), *Weekly Bulletins* (44%), *IPS columnist Service* (22%), the *Terra Viva/IPS Daily Journal* (22%), the *Terra Viva/IPS Spanish Edition* (11%), *Tierramerica* (Latin America) (11%), *Gender Products* (11%), *Radio ‘Rip and Read’* (Africa) (11%), *IPS Newsfile* (Asia-Pacific) (0%), *Terra Viva/IPS European Edition* (0%), *G-77 Journal* (0%), and *Terra Viva/IPS New York Edition* (0%).
- Amongst other institutions (including the United Nations), the highest familiarity was with the *Terra Viva Conference Daily* (77%), followed by the *IPS News Service* (69%), the *Terra Viva/IPS Daily Journal* (46%), *Terra Viva/IPS New York Edition* (46%), *IPS Columnist Service* (31%), *Terra Viva/IPS Spanish Edition* (23%), *G-77 Journal* (23%), *Tierramerica* (Latin America) (15%), *Gender Products* (15%), *Weekly Bulletins* (8%), *IPS Newsfile* (Asia-Pacific) (0%), *Radio ‘Rip and Read’ Service* (Africa) (0%), and *Terra Viva/IPS European Edition* (0%).
- There were regional differences regarding the familiarity with different IPS products, although the findings revealed no statistically significant correlations.

Evaluator's conclusion: There is an uneven awareness and use amongst media organisations of the various the IPS services. Services scoring low on familiarity and use are the Radio 'Rip and Read' Service (Africa), Gender Products, the G-77 Journal, the Weekly Bulletins, IPS Newsfile (Asia-Pacific), Tierramerica (Latin America), Viva/IPS Spanish Edition, Terra Viva/IPS European Edition, Terra Viva/IPS New York Edition, and Terra Viva/IPS Daily Journal, but naturally, these products are targeted at specific niches in each region.

Regional coverage (question 6)

- 73% of respondents from media organisations were interested in IPS coverage of the North America and Caribbean regions. Interestingly, respondents from Europe (71%) and Latin America (78%) were the most interested, with none (0%) of the African respondents showing any interest in this region.
- 73% of respondents from media organisations were interested in IPS coverage of Latin America. Latin American (100%) and European (79%) respondents indicated the highest interest. Respondents from Africa (0%) and Asia (20%) showed little interest. (p=0.00515)
- 60% of respondents from media organisations were interested in IPS coverage of Africa. The highest interest was shown by African (100%), European (86%), and North American (56%) respondents. Only 11% of Latin American respondents indicated interest in coverage of Africa. (p=0.00257)
- 73% of respondents from media organisations indicated an interest in IPS coverage of Asia/Pacific. Again there was a strong regional bias with 100% of Asian respondents indicating an interest, compared to 0% for Africa and 11% for Latin America. (P=0.00037) ^{viii}
- 67% of respondents from media organisations indicated an interest in IPS coverage of Europe and the Middle East. There was a uniformly high interest indicated by respondents from all regions with the highest indication from European (72%) respondents.
- 93% of respondents from media organisations indicated an interest in IPS coverage of World/United Nations. There was a uniformly high interest indicated by respondents from all regions with the highest indication from North American (100%) respondents.
- Respondents from Civil Society organisations indicated an interest in the following regions, in order of interest: Latin America (67%), Europe and Middle East (67%), World/United Nations (67%), Africa (67%), North America and Caribbean (62%), Asia Pacific (56%).
- Respondents from institutions such as the United Nations indicated an interest in the following regions, in order of interest: World/United Nations (85%), Latin America (69%), North America and Caribbean (61%), Asia/Pacific (46%), Africa (46%), and Europe and Middle East (38%).

While there is an acknowledged strong regional bias in the usage of IPS services, as is noted in Section B, IPS does attempt to give a global view of local and regional issues.

Global themes (question 7)

- Media respondents generally indicated a high interest in the different global themes regularly covered by IPS.

- Civil society organisations were most interested in Human Rights and Democracy (89%), Development (87%) and International Politics (78%) and least interested in Culture (15%) and Health (22%).
- Organisations such as the United Nations were most interested in Development (100%), Human Rights and Democracy (85%) and least interested in Culture (15%), Labour (23%), Science and Technology (31%), and Education (31%).
- There was some significant regional bias to this interest although the findings revealed no statistically significant correlations. ($p=0.58189$)

Evaluator's conclusion: If IPS wishes to focus its coverage for different regional users of the service, then the organisation would need to conduct a random sample survey (possibly stratified according to region) in order to gauge what regions are interested in what issues.

IPS performance in coverage of issues (question 8)

- With the exception of the coverage of Health (53%), Food and Agriculture (47%), Culture (47%), and Science and Technology (27%), there was a 60% or more 'good' or 'excellent' rating from media organisations for the coverage of the remaining issues.
- Civil Society organisations only gave a 60% or more 'good' or 'excellent' rating to the coverage of Human Rights and Democracy (89%) and International Politics (66%). Food and Agriculture received a 'good' or 'excellent' rating of 0% and Gender and Population 11%.
- Amongst institutions such as the United Nations, Human Rights and Democracy (77%), Development (77%), Environment (77%), Gender and Population (69%), International Finance and Trade (77%), International Politics (69%), and Food and Agriculture (62%) all received a 60% or more 'good' or 'excellent' rating for coverage. Generally, these institutions and media organisations were more satisfied with coverage of different areas identified by IPS than were civil society organisations.
- There was some regional bias to this interest although the findings revealed no statistically significant correlations. ($p=0.41737$).

Accessing the service (question 9)

- 80% of the media organisations access IPS on a daily basis.
- 33% of civil society organisations access IPS on a daily basis.
- 69% of other institutions access IPS on a daily basis.
- If we combine the categories 'daily' and 'three times per week' we find that the media access the IPS service most frequently, followed by institutions and then civil society.
- There were some regional differences regarding daily access across the different institutions, although the findings revealed no statistically significant correlations. ($p=0.69564$)

Use of the service (question 10)

- As would be expected, the media organisations primarily use IPS for Media/Publishing (87%), with 13% indicating that they use it for business.
- Civil society organisations primarily use IPS for personal use (44%) while other institutions use it primarily for business use (54%).

General rating of IPS (question 11)

- There was overall a high degree of satisfaction with the IPS service. 87% of respondents from media organisations rated the IPS service as 'good' or 'excellent'.
- 89% of respondents from civil society organisations rated the service as 'good' or 'excellent'.
- 92% of respondents from other institutions rated the service as 'good' or 'excellent'.
- There were some significant regional differences regarding satisfaction with the IPS service across the different organisations, although the findings revealed no statistically significant correlations. (p=0.33100)

Number of stories received (question 12)

- There was generally a high degree of satisfaction amongst all the organisations which received the IPS service concerning the number of stories they receive about the issues in which they are most interested.
- Media organisations indicated 100% satisfaction with the number of stories.
- 78% of civil society organisations indicated satisfaction with the number of stories.
- 77% of other institutions indicated satisfaction with the number of stories.
- There were some regional differences across the different organisations to these findings, although the findings revealed no statistically significant correlations. (p=0.61301)

Satisfaction with various aspects of stories (question 13)

- Media organisations were most satisfied with the Angle/Approach of stories they receive from IPS (93%), followed by Style (80%), Depth (73%), Length (67%), Timeliness (67%), and Number of Sources Cited (53%).
- Civil society organisations were most satisfied with the Angle/Approach (100%), followed by Style (89%), Timeliness (78%), Length (77%), Depth (66%), and Number of Sources Cited (55%).
- Other institutions were most satisfied with the Angle/Approach (85%), followed by Length (85%), Style (77%), Depth (69%), Timeliness (62%), and Number of Sources Cited (62%).
- Across the three organisations there was agreement that the most satisfactory aspect of IPS stories was the angle and approach of stories.
- There were some regional differences to these findings across the different organisations, although the findings revealed no statistically significant correlations.

Story categories (question 14)

- Media organisations preferred the following story categories in order of preference: News Analysis (73%), Commentary and/or Opinion (53%), Straight News Stories (47%), Timeless Features (33%).
- They felt that their readers preferred the following story categories in order of preference: Straight News Stories (53%), News Analysis (40%), Timeless Features (33%), Commentary and/or Opinion (33%).
- Civil society organisations preferred the following story categories in order of preference: News Analysis (66%), Timeless Features (56%), Straight News Stories (45%), and Commentary and Opinion (22%).
- Other institutions preferred the following story categories in order of preference: News Analysis (100%), Commentary and Opinion (54%), Straight News Stories (46%), and Timeless Features (38%).
- While there were differences in preference across the 3 organisations, they all preferred News Analysis to other genres of reporting.
- There were some regional differences across the organisations to these findings, although the findings revealed no statistically significant correlations.

Reception of service (question 15)

- There was general satisfaction with the reception of the IPS service via e-mail or Internet.
- 93% of media organisations were happy with the e-mail reception of the service and 93% were happy with the Internet reception of the service.
- 62% of civil society organisations were happy with the e-mail reception of the service and 100% were happy with the Internet reception of the service.
- 90% of other institutions were happy with the e-mail reception of the service and 100% were happy with the Internet reception of the service.
- 100% of the African respondents were unsatisfied with the e-mail service they receive while none of the African respondents (0%) claimed to receive the service via the Internet. Respondents from other regions generally rated the service they receive highly.
- 100% of the African respondents were unsatisfied with the e-mail service they receive, while none of the African respondents (0%) claimed to receive the service via the Internet. Respondents from other regions generally rated the service they receive highly.

Price paid for the service (question 16)

- There was general satisfaction with the price different organisations paid for the IPS service.
- 80% of the media organisations indicated that they were satisfied with the price they paid for the service.
- 84% of civil society organisations indicated that they were satisfied with the price they paid for the service.
- 100% of other institutions indicated that they were satisfied with the price they paid for the service.
- This view was held by different organisations across the different regions although 50% of the respondents from the African region claimed to be dissatisfied.

Achievement of goals set by IPS (question 17)

- Media organisations, civil society organisations and other institutions all agreed that IPS met its goals. Respondents from media organisations and other institutions gave similar ratings on the achievement of the various goals.
- Amongst media organisations these were listed in the following order: Giving a voice and visibility to NGOs and civil society at large (93%), focusing on issues of human rights (93%), reporting about ‘forgotten’ regions and neglected issues (87%), explaining structural causes (73%), showing the impact of global processes on local realities (67%), analysis of context (60%), providing a platform of interaction between civil society, policy makers and the media (53%).
- Amongst civil society institutions these were listed in the following order: focussing on issues of human rights (89%), reporting about ‘forgotten’ regions and neglected issues (89%), giving a voice and visibility to NGOs and civil society at large (78%), showing the impact of global processes on local realities (78%), explaining structural causes (77%), analysis of context (67%), and providing a platform of interaction between civil society, policy makers and the media (0%).
- Amongst other institutions these were listed in the following order: Giving a voice and visibility to NGOs and civil society at large (92%), focusing on issues of human rights (92%), reporting about “forgotten” regions and neglected issues (84%), explaining structural causes (77%), analysis of context (77%), showing the impact of global processes on local realities (69%), providing a platform of interaction between civil society, policy makers and the media (62%).
- There were some regional differences across the different organisations to these findings, although the findings revealed no statistically significant correlations.

The uniqueness of IPS (question 19)

- Media organisations, civil society institutions and other institutions agreed that what primarily made IPS different from other news agencies was that it covered issues not covered by these other agencies and that it provided a different news angle.
- Media organisations felt that what primarily made IPS different from other news agencies was that it covered issues not covered by these other agencies (93%) and that it provided a different news angle (80%). The provision of contextualised information did not seem to set IPS apart (27%).
- Civil society institutions felt that what primarily made IPS different from other news agencies was that it covered issues not covered by these other agencies (89%) and that it provided a different news angle (67%) and contextualised information (67%).
- Other institutions felt that what primarily made IPS different from other news agencies was that it covered issues not covered by these other agencies (85%) and that it provided a different news angle (77%). The provision of contextualised information did not seem to set it apart (38%).

- There were some regional differences across the different organisations to these findings, although the findings revealed no statistically significant correlations.

Summary of survey findings

1. There was overall a high degree of satisfaction with the IPS service. 87% of respondents from media organisations rated the IPS service as ‘good’ or ‘excellent’.
2. There was generally a high degree of satisfaction amongst all the organisations which receive the IPS service with the number of stories they received about the issues in which they are most interested.
3. Across the three kinds of organisations there was agreement that the most satisfactory aspect of IPS stories was the angle and approach of stories. While there were differences in preference across the three organisations, they did all prefer News Analysis to other genres of reporting.

Evaluator’s conclusion: IPS needs to re-examine its coverage of the poorly rated areas of coverage, especially those in which respondents indicated a high level of interest.

4. There was general satisfaction with the reception of the IPS service via e-mail or the Internet.
5. There was general satisfaction with the price different organisations pay for the IPS service.
6. Most respondents agreed that in general, IPS meets the goals it has set for itself.
7. Most respondents felt that what primarily makes IPS different from other news agencies is that it covers issues not covered by other agencies and that it provided a different news angle on stories.
8. Amongst the respondents, an awareness of IPS services was higher than the use of other services. (Possible reasons for this are discussed under ‘Survey Findings’ question 5).
9. The survey results point to different levels of interest shown in the global themes covered by IPS. They indicate a sharp drop-off of interest between the top six and bottom six global themes covered by IPS.

Evaluator’s conclusion: Given the correlation between the respondents’ hierarchy of interests (question 6) and their rating of the coverage of these issues, what these results point to is the need for IPS to improve its coverage of particular areas in order to promote interest in these issues on the part of subscribers. This includes all areas which were rated poorly in terms of coverage but especially those areas in which respondents indicated a high interest – environmental issues, international finance and trade, gender and population.

10. There was a high regional bias in the usage of IPS services (see the Chi-Square findings), which is understandable, given that all regions privilege regional pieces. However, it should be borne in mind that while this is the case, IPS does attempt to give a global view of local and regional issues.

12 VIEWS OF IPS MANAGEMENT AND BOARD

The evaluators had the opportunity to talk to a range of IPS managers and board members through personal meetings in Rome as well as telephonic discussions and e-mail exchanges.

Overall, there is a mood of optimism and confidence, due primarily to two factors:

1. The appointment of a new director-general, Mario Lubetkin, who rose through the ranks to the agency's top position. Mr Lubetkin knows and understands IPS perhaps better than anyone else in the agency. He is deeply conscious of remaining close to the editorial products, while pursuing other important functions expected of an executive head of an organisation. A second important senior appointment is the new editor-in-chief, Miren Gutierrez. She is an accomplished and experienced journalist who has won the respect of both peers and subordinates within weeks of assuming office. She impressed us with her vision (see Chapter 15) for improving IPS's editorial output. Until Ms Gutierrez's appointment, IPS had struggled for some years to find the right person to be editor-in-chief. This resulted in lack of effective leadership with obvious consequences. Most importantly, there is now a close working relationship between Director-General and the editor-in-chief, which we witnessed first-hand in Rome.
2. Internal optimism and confidence also emanate from the conviction that IPS has an even more important role to play today than previously. This is due to the changed international information order as outlined in Chapter 10.

However, together with renewed optimism and confidence is a sober and realistic realization that some things need to change, while others may require re-examination. Regional directors concurred that:

- Current training programmes are far from adequate in meeting needs, and IPS has to invest more in human resource development if it is to compete internationally.
- To attract competent staff, IPS has to project itself as financially stable and able to pay market-related salaries and fees.
- IPS should forge strategic alliances and devote more energy and resources to marketing its products.
- Although the editorial product is generally of a high standard, too many weak stories find their way onto the wire because of lack of performance measurements and IPS's tendency to tolerate journalists who are below par.

Most Board members agreed with the above sentiments. In addition, they expressed concern about the following:

- The staff at headquarters in Rome is far too small. Both the director-general and editor-in-chief required deputies or, at least, assistants. The editorial desk in Rome, referred to as The World Desk, is staffed by a single person!

- Ongoing financial insecurity persists due to the difficulty of obtaining donor funds because of declining aid budgets and ‘compassion fatigue’. This results in heavy reliance on projects.
- Asia and Africa lag behind Latin America, with virtually no penetration in mainstream US media.
- The Board is too big and meets too infrequently.

Clearly, IPS is in a Catch-22 situation. It operates on an extremely tight budget and has tried to keep rigid control on costs to maintain solvency. Because of this, the budget for marketing is hopelessly inadequate and its staff and journalists are generally paid below market-related salaries. The consequences are predictable.

Evaluator’s recommendations:

- *It is recommended that both the director-general and the editor-in-chief be provided with deputies or senior level assistants.*
- *It is also recommended that IPS review its salary structures and, as far as possible, makes them market-related and competitive.*

13 MARKETING

In most of our interviews, marketing was highlighted as a major IPS weakness. In its 2004-2007 Work Plan, IPS spells out its marketing strategy. The strategy is modest, but we are still not convinced that it is realisable in the face of budget constraints. It is a truism that marketing is the first casualty for any organisation faced with budget cuts or working within a limited budget – and IPS is no exception.

Particularly in areas like Africa and North America, despite two decades of IPS presence and impressive output, the impact is well below what it should be.

Once again, IPS is in a difficult situation. It relies heavily on donor funding, but donors are traditionally reluctant to fund marketing as a specific item. And it is difficult to wrap marketing into a project budget. This, in our view, is shortsighted and counter-productive, since the impact of projects is undermined and opportunities for revenue are lost as a result of the lack of marketing strategies.

Evaluator's recommendation: A significant increase in the marketing budget is recommended and we urge donor groups to consider funding marketing as an integral and crucial part of IPS operations.

14 AFRICA

Although IPS operates in several regions, this evaluation looks at Africa in some detail because (a) it poses a special problem for IPS and (b) one of the evaluators lives in South Africa and so was able to visit IPS's Africa headquarters in Johannesburg at no extra cost.

Ever since IPS established a presence in Africa some 20 years ago, its impact on the continent has been below expectation. While some blame may be apportioned to IPS itself, it must be acknowledged that Africa is a difficult continent to operate in for many reasons. Most other international news organisations have achieved limited success in Africa, and in the past decade there has been a sharp decline in the number of foreign correspondents based in Africa.

Typical problems that news organisations encounter in Africa include: poor communication facilities and links, paucity of qualified journalists, high illiteracy rates, depressed economies, limited and infrequent trans-national flights, low newspaper circulations, a high degree of state control of media, many countries with undemocratic political systems that restrict press freedom, and the devastation of HIV/Aids.

In addition to these problems, IPS in Africa has had problems of its own. Its African headquarters in Harare became a victim of Zimbabwe's decline into dictatorship and economic decay. In the three years preceding its move to Johannesburg at the beginning of 2003, IPS in Harare experienced frequent Internet/e-mail breakdowns that seriously affected its output.

Having said this, it must also be acknowledged that IPS could have done more to grow its presence in Africa. One board member characterised IPS's role in Africa as one of benign neglect – a description that would appear to be fairly accurate.

However, there is currently a new commitment on the part of IPS to re-examine its role in Africa and devote more attention and resources to the continent. Moving the African regional centre to Johannesburg will undoubtedly be beneficial, since South Africa is the most developed economy, with an excellent communication infrastructure and constitutional guarantees for press freedom.

In addition, there have been some positive developments in Africa in recent years, as more and more countries move towards multi-party systems with regular elections. The New Partnership for African Development (Nepad) is being taken seriously and augurs well for the future.

An indication of IPS's new commitment to Africa is the fact that three of the most senior managers in Rome (director-general, editor-in-chief and head of projects) are all planning to visit Johannesburg this year. Previously, senior IPS management rarely visited Harare.

According to the regional director and regional editor in Johannesburg, major obstacles to IPS growth in Africa are the low salary scale for correspondents and the low fees for stringers. Low salaries are cited as the main reason for long-standing vacancies for full-time correspondents in Johannesburg and Lagos as well as gaps in

the stringer network. Needless to say, this seriously affects the editorial product, both qualitatively and quantitatively.

Evaluator's conclusion: The 2004-2007 Plan outlines a number of projects and plans for Africa and it is good to see an emphasis on radio, which remains the most important medium of communication in Africa. IPS's plans for Africa are not over-ambitious and appear achievable. But priority must be given to building a solid and competent network of correspondents and stringers.

Evaluator's recommendation: It is recommended that IPS reviews its salary and fee structure for its African journalists, particularly in Johannesburg and Lagos.

15 REVAMPING THE EDITORIAL PRODUCT

When Miren Gutierrez was appointed IPS editor-in-chief in January 2003, she found a media organisation located in five different bureaus around the globe – Latin America, North America, Europe-Mediterranean region, Asia and Africa – with each accustomed to working independently, without the guidance of a central editor. Nevertheless the bureaus had a strong sense of what the IPS mission was, and a great degree of resilience and resourcefulness, in spite of being undermined by lack of resources and structural limitations. But this situation has also meant that coordination of global coverage (which should be IPS's forte) was organised collectively, and depended for its realisation on the goodwill of the regional editors.

In the midst of the economic crisis experienced in 1990s, IPS decided to cut down on full-time correspondents and fixed bureaus, and to depend more heavily on stringers, at the same time opting for quality (requesting features and analyses individually) instead of quantity (spot news).

This strategy made for greater financial viability, and it also had other benefits: it made the organisation more flexible within the regions, it allowed IPS to drop some financial and operational burdens. It also allowed IPS to continue to move towards fully implementing its goals, such as providing contextualised information and balancing coverage according to IPS thematic priorities – human rights, women, health, development, globalisation, and civil society. With the arrival of the new editor-in-chief the goals were clear, but the implementation process was far from complete. In fact, her appointment was part of the strategy.

IPS aims to communicate to the world the voice and viewpoint of the countries of the South, becoming the news agency of civil society, mainstreaming gender issues, and reporting on all events linked to development, globalisation and democratisation. IPS has committed itself to consolidating its achievements in the years ahead in the following key areas:

IPS will increase its presence in the 'mainstream' media through a comprehensive programme of improvement, and a targeted expansion of the news service, despite financial limitations. Visibility is fundamental to the agency's credibility. The opportunity is there for IPS. Many serious media share similar concerns about current global media trends, but can do little to break the 'real-time power' of the global media giants or the pressure of acquiescence to commercial or political interests. Nevertheless, during the 2003 World Social Forum, IPS reporting and sites were used, cited or linked by mainstream outlets like the BBC, the *Financial Times* and *Corriere della Sera* (Italy's biggest daily newspaper).

IPS will attempt to overcome the digital divide in developing countries, which currently presents an obstacle to IPS's mission. An Internet-based news agency cannot claim to be expanding communication among people it is striving to represent when those people do not have access to the Internet themselves. Thus, a wider effort is underway within IPS to become more proactive in feeding information to radio stations across Africa, Asia and Latin America, and to maintain and develop appropriate outreach tools.

IPS will reinforce its existing recognition among international organisations and civil society, becoming their reference point. The success of its coverage of the 2003 World Social Forum in Porto Alegre is a significant indication of what the agency can do in reporting upon the evolving and multi-dimensional nature of civil society and social movements. It has also shows how it can act as a key communication bridge between these activists and other sectors, as happened with its reporting on the 2003 World Economic Forum.

IPS will retain its independence. A major strength of IPS is that it does not belong to any government, state, or private company and does not depend on advertisements to survive. According to Gutierrez, editorial independence is the first consideration in reviewing grants or contracting projects, even if such an approach results in financial losses. She is adamant that the journalistic standards applied by IPS are, and will go on being, among the highest in the world because an IPS story is based on historical memory, facts, hard data, context and projections from a diversity of sources. In a world heading towards more unilateralism, more wars, and growing inequalities, people's right to reliable information will become more relevant than ever.

Difficulties in implementing the new policy

A fundamental point in the new strategy is increasing the quality, consistency and coherence of the editorial product through concrete measures. The editor-in-chief's first actions in this regard have been:

- Mapping out the human resources, as there were no updated centralised lists.
- Designing and implementing Guidelines for Editors.
- Coordinating the global coverage, to make sure it was balanced, there were no gaps or overlaps, and IPS's limited resources were spent on the type of stories that interest IPS.
- Taking direct care of joint ad hoc global coverages: such as the World Social Forum at Porto Alegre, the anti-war marches on February 15 and March 15, the Women's International Day and the coverage of Iraq crisis. For key strategic coverage, the editor-in-chief herself began editing, writing, and putting together combined stories, leading by example.
- Reviewing the Style Manual.

In doing so, some flaws became apparent.

- A certain degree of structural rigidity. An example is that since the restructuring of the mid-1990s, agency staff members have not been accustomed to working during weekends, as no spot news was covered. This has now changed, and IPS journalists are now responding well to ad hoc assignments such as the coverage of the anti-war marches in February and March 2003, or the *Terra Viva* daily at the World Social Forum in January 2003.
- The agency had adjusted to the absence of an editor in chef. The regional editors needed more time to work comfortably with the new editor-in-chief. Each region had been assigned a pattern of stories to guarantee balance, variety, and thematic importance. This had lead to a fixed flow of stories

related to human rights, environment or culture, for example, and a fixed budget to go with this. But in the face of international crises, this pattern had to change, with some regions reacting with more flexibility than others. The new editor-in-chief found that some excellent journalists were under-used, as their share of stories was fixed in advance, without a mechanism for prioritisation.

- The editor-in-chief has no deputy or assistant. This makes supervising the daily coverage very hard, as IPS is a global agency (with time-zone differences), and also because the editor-in-chief has to travel from time to time. The reason, bluntly put, is economic limitations.
- Although in general she encountered cooperation and willingness, not every proposal could be implemented immediately, because of economic constraints and a lack of IPS presence in some places, such as Tehran, Khartoum or Kinshasa. However, there are provisions in the 2003 budget to strengthen IPS's presence, especially in Africa.
- IPS realised during the 1990s that it could not possibly compete with the big news agencies in providing to-the-minute spot news, which, in fact, is not in line with its policy of providing contextualised information. But the agency had not fully reached the point where it could compete in consistently providing top-notch features and analysis.
- The level of talent and knowledge among the members of the network ranged from excellent to inexperienced.

With these limitations in mind, the editor-in-chief devised a plan to:

- Evaluate the performance of all members of the IPS network, from the editor-in-chief to the stringers, with the intention of linking results to remuneration, in the 2004 budget.
- Review the budget rigidities with the director-general and the financial managers of IPS.
- Visit the five regions in order to learn firsthand about their problems and strong points. During the first three months she visited Montevideo (Latin America's regional desk) and met with Europe's regional coordinator in Rome and the US team in New York. April was set aside for a longer visit to Africa's desks in Johannesburg and Nairobi.
- Implement a plan to increase coherence and coordination.
- Implement a plan to reinforce quality.

Coherence and coordination plan

The editor-in-chief sees her own and her team's main task as the direct supervision of the news service and the coordination of other IPS editorial products, including the projects and the columnist service, so that all IPS products are coherent with its mission.

The plan to implement coherence and coordination includes a number of components:

- *Coverage realm*: The service does not have the goal of providing up-to-the-minute events coverage, as is the style of traditional news agencies. However the agency will privilege timely, in-depth coverage of exceptional events

related to its mission, such as the civil society marches against war on February 15, 2003, or the World Social Forum.

- *Issues:* The news service will consist exclusively of materials that are of global interest. Hence IPS does not cover all issues, but will strive not to miss any that influence the course of international events in a significant way related to its mission.
- *Transparency and technology:* Technology can help IPS be more transparent and communicate, rather than just provide information. There is a plan to give access to its coverage and projects plans, provide the authors' e-mails together with the stories, create a mailbox to interact with readers, and keep on creating specialised mini-web sites, such as the one dedicated to the Iraq crisis. In summary, IPS will take advantage of the Internet and technology in order to facilitate interaction with readers.
- *Geography and news geography:* IPS will strive to reach people excluded or marginalised by the process of globalisation, notably in countries in Africa, Asia-Pacific and Latin America.
 - IPS has initiated a plan to reinforce its own human resources in places most affected by the lack of trained professionals, and has started with Africa.
 - IPS is strengthening the balance of its coverage with a geographic allocation of human and financial resources, and story production, that better reflects its identity.
 - The exclusion process will also be highlighted, explained and investigated in stories that look at the impacts of globalisation.
 - Positive experiences of reporting upon the efforts of cities, local governments and institutions to develop sustainably, will be multiplied.
 - IPS will increase its production of radio services in different languages across Africa, Asia and Latin.
- *Sources:* Through its news service, IPS provides stories from a variety of sources, providing all relevant sides of an event, with a unique editorial angle – that of civil society and of the South. An editorial perspective, however, does not mean bias. IPS does not discriminate against sources, but is committed to mainstreaming gender perspectives in its coverage. Likewise, civil society and 'grassroots' sources are essential to almost any IPS news story.
- *Genres:* The service is made up of news features and analysis, columns by experts and personalities, and interviews. It will increasingly include in-depth reports and investigations relevant to the IPS mission.
 - *Analysis:* This concept does not include pontificating, lecturing, propaganda or bias. Quite on the contrary, it places higher demands on journalists.
 - *Economic, financial and business coverage:* IPS will strengthen its economic, financial and business journalism as a tool to

explain global social processes, the impact on citizens, and on sustainable development.

- Columns and interviews: The columnist service is a perfect complement to the IPS news service and indeed will be considered part of it. They can seamlessly interact, as the experience with *Terra Viva* (the IPS Conference Coverage newspaper) or the Iraq crisis coverage, showed.
IPS will increase the list of qualified experts and public figures for the columnist service. It will build alliances with the leading institutions of civil society. The NGOs are important sources of information, and the personalities linked to civil society can actively collaborate with the columnist service with columns and interviews. IPS will include the columnist service together with the news service in its marketing plans, so they are not perceived as something separate.
 - Investigative reports: These are powerful tools in unearthing injustices, inequalities, and abuses, and provide hard data for concrete criticism and complaints.
 - In-depth reports: IPS will build upon the expertise gained in areas like reporting on HIV/AIDS from a gender and rights perspective, and work with the projects team to secure funding for such initiatives.
- *Quality*: IPS will strive to constantly increase the quality of the writing, and boost the appeal of its stories. Concrete steps:
 - In January 2003, a scheme (Guidelines for Editors) was initiated to better ensure that all IPS material has quality characteristics, beginning with the original drafts filed by the correspondents, thus sparing the editors from having to do additional research and verification, and allowing them to dedicate more time and energy to strengthening the IPS product with more and better stories and an array of viewpoints.
 - During 2003 and onwards, IPS will implement a Style Manual, based on an extensive internal discussion, which provides the tools to put IPS principles into practice.
 - A task force, made up of IPS editors, with some knowledgeable external participation, will be created to support the new editor-in-chief with weekly evaluations and feedback of the editorial product.
 - Timeliness: IPS will not seek to surpass the mainstream media in providing the absolute latest quote. The goal is to provide a unique perspective on the news as it develops, but in the manner of a news agency: same day.
 - Training: The EIC would like to have in Rome at least two IPS writers (correspondents or stringers) from each region every year in order to work with them. The projects director is working on ways to get extra funding for training.
 - The network of journalists and editors around the world is being strengthened with the following appointments:
 - New regional editors in Bangkok and Washington

- Full-time correspondents in Brussels, Nairobi, Lagos and Johannesburg
- Part-time stringers in Lima, Bogotá, Tehran, Niamey, Khartoum, Algiers, Tripoli, Kinshasa, Luanda, Addis Ababa, Rome

Contribution of projects and programmes to editorial

Projects are a key component of IPS. A certain number of stories in the news service, as well as other editorial products, are funded directly or indirectly through them.

Each project, beginning at the design phase, is reviewed by the editor-in-chief for the Projects team, and eventually accompanied by a specific editorial plan, to ensure clear compatibility between the project's contents and the agency's editorial needs. Should there be no compatibility, the project will not be pursued.

In the relationship between projects and the news agency, certain synergies are borne in mind when designing and planning priorities. Projects can make a very positive contribution to strengthening the core business of IPS. Concretely they can:

- Fund core reporting needs through enlightened funding that matches the editorial mission without strings attached.
- Afford an opportunity to deepen coverage of a subject that would otherwise be reported but perhaps not in so much depth. By judicious use of the presentation of these in-depth series of stories, projects can enhance rather than detract from the editorial service.
- Train journalists on key IPS subjects, and offer them opportunities to meet, travel, connect and share in ways that develop their professional capacities. Such face-to-face meetings strengthen the IPS network, and facilitate global teamwork.
- Strengthen the stringer network by widening training activities in regions where journalists may have less access to training and information from other sources.
- Strengthen the links with civil society, enabling IPS to better connect with them as sources for stories and to understand better how to reach their constituencies. Project partnerships enable IPS to stay in touch with its audience and with sources.
- Provide extra money to fund innovative ways to target new audiences through all kinds of packaging: translation into other languages, books, booklets, e-mail list compilation, mini-website funding, radio programmes.
- Provide seed funding for initiatives like a new photo service and radio, which later may become core.

Evaluator's Conclusion:

These may be ambitious plans, but most could be achievable within the current budget. Since the news service is IPS's core business, it would be advisable to allocate sufficient resources to enable the Editor-in-Chief to realise her objectives.

16 MANAGEMENT AND FINANCE

For the management and financial part of this evaluation, the evaluators had discussions with the members of the management team, with the administrator in Rome, and with the external auditor. We carried out a detailed analysis of the financial statements over the last five years, of the actual figures from the last two years, and of the budget for 2002 and 2003. We reviewed the bookkeeping and treasury (liquidity control) system. Detailed information about costs, revenues and quantitative output is available within IPS – much of it can be found in the 2004-2007 plan. We have chosen not to include all this type of information in this evaluation report.

Management and structure

1. The structure of IPS has been simplified and made more transparent with a great deal of energy during the last years (see Annexure 3). This process has not yet been finished and will be rounded off, depending on some juridical and fiscal aspects, in the next few years.
2. IPS is an organisation with a clear and well-formulated mission and strategy and has a settled short term and long term planning process.
3. IPS formulated policies and procedures for each of the various aspects of management. Included in the five year plan is a policy paper on personnel. For the financial aspect various procedures are in place.
4. The assignment of tasks at headquarters is clear and adequate, there is well-tuned cooperation between the members of the management team.
5. IPS has been through a strong decentralisation process. The number of people at headquarters has been reduced heavily. Focus is on the regions now. In our opinion this process went somewhat too far – capacities at headquarters are now a little thin.

Evaluator's recommendations: IPS should invest in more professional capacity and quality at headquarters especially in the fields of marketing and the support of the new editor-in-chief.

As evaluators we do not have sufficient benchmarking information to give a scientifically sound answer to the question of whether IPS is an efficient organisation. We do have the strong impression, based on our visit to headquarters, our talks with management, and our analysis of the budgets, that it is hard to imagine how IPS could perform at a lower than present cost level. As already indicated, we consider IPS to be a rather sober and austere organisation.

Evaluator's recommendations: IPS management, in consultation with its Board and Executive Committee, should develop a transparent system for quantitative and qualitative performance control. Such a system would fulfill an important role as an instrument for the ongoing professionalisation of IPS and in the organisation's communication with members and donors. (We note that IPS already has a set of performance measurements included in plans and reports, but the more qualitative aspects have to be further developed)

The relation between Board/Executive Committee and Management is very briefly referred to in Article 29 of the Articles of Association. In this article it is stated that

the director-general is 'responsible for the execution of the decisions of the Board of Directors'. In our opinion the interpretation of this wording could lead to a slow response in times where fast and adequate reactions from management are needed in reaction to rapid developments in the environment of IPS.

Evaluator's recommendations: IPS management, in consultation with the Executive Committee (without changing the articles of association!) should formulate guidelines on how to act and/or communicate in situations in which important actions that perhaps diverge from plan and budget have to be taken. Doing this can lead to more flexibility.

Financial position – developments and systems

Since the end of 1998 IPS has had equity of about US\$ 3 million. The balance sheet shows that an important part of equity has been invested in Land and Buildings. In view of the total of activities and personnel costs, the amount of equity is sufficient for the financial continuity of IPS. The amount of equity is somewhat bigger than the amount of personnel costs. (Note: as not all of the buildings in the balance sheet are valued at market value, IPS has a hidden reserve of an unknown amount.)

Since 1998 revenues and financial results showed the following pattern:
(xUS \$ 1 000)

	<u>2002</u> forecast	<u>2001</u>	<u>2000</u>	<u>1999</u>	<u>1998</u>
Total Revenues	4.623	4.584	4.717	5.151	4.869
Financial Result	324	49	-274	35	-237

Total revenues are stable over the years and have a small downwards tendency. Results are about zero, which is normal for a not-for-profit organisation.

The relative Expenditures for the different activities and parts of IPS are rather stable:

Headquarters	6 %
Institutional and Interregional	19 %
World desk and Columnist service	7 %
Africa	12 %
Asia Pacific	9 %
Europe	7 %
Latin America (core activity)	16 %
(implem.contracts)	16 %
North America and Caribbean	<u>8 %</u>
Total Expenditure	<u>100 %</u>

1. Personnel costs are a growing part of total costs, increasing from about 45% in 1998 to about 55% in 2002. This is caused in part by the fact that IPS was successful in lowering the costs of telecommunications during the past years.

2. IPS has a well established and well functioning budget system in which each year, per cost category is determined by which part of costs and revenues is structural and which part is not recurrent. This is essential for a good control. Each three months a new forecast for the year is made based on the comparison of the actual figures and budget figures of the past period. By acting this way IPS has an ongoing insight into the total outcome of the year and in the eventual necessity to take action. Budgets are embedded in a five-year planning process.
3. The control of liquidity within IPS is tight. Monthly funds are only transferred to the regions after headquarters has been informed about and agreed with the planned payments of the regions.
4. During the past years, bookkeeping of the transactions of the regions has been decentralised to the regions. This is considered by us to be a normal and logical outcome of the decentralisation process. In principle, bookkeeping should take place where transactions take place. In Rome the results of the various regions are consolidated by the central bookkeeping department by using EXACT software. This system performs well, although only one internal person has the know-how to operate this software.

Evaluator's recommendations: IPS should use the EXACT software in the regions as well, if the investment involved does not exceed an amount of US \$ 25 000. By doing this, consolidating of the figures becomes more efficient, regions and headquarters will speak the same language and, after training the regional administrators, IPS will have diminished the risk at headquarters of only one person knowing the details of the bookkeeping system.

5. Although we did not visit in person the different regions we have the strong impression that capacities and qualities of the financial function within IPS are adequate. In some regions, for cost reasons, the administrative function is fulfilled by external people. This sometimes causes delays in preparing the financial statements.

Evaluator's recommendations: IPS should investigate whether in the near future at reasonable cost in these regions a change from external to internal people is possible.

6. Each year the external auditor gives his fairness opinion on the financial statements of IPS. This auditor also has an advisory role to the management of IPS. We see no reasons at all to consider a change in the auditor or the auditing firm. The financial statements together with the notes and schedules give a transparent financial picture of IPS as a whole and of the expenditures of the various parts of IPS.

Evaluator's recommendations: IPS and the external auditor should in future add notes to the financial statements (1) explaining the yearly change in equity and (2) showing the amount of revaluation included in the valuation of Land & Buildings. These notes would make the financial statements even more transparent.

END

RESPONSES AND COMMENTS

NOVIB

COMMENTS ON THE IPS EVALUATION

1. In our view, the evaluation report gives a fair presentation of the state of affairs with regards to the IPS organisation, the IPS programs and products and the IPS achievements. The report touches on all the major issues, although it does not strictly follow the TOR. E,g : one of the questions of the TOR refers to the dilemma between "specialisation" (concentrating on the core business, the daily news service) or "diversificaton" (the whole range of IPS services and products) and what the optimal balance would be. This question has not been answered directly, but indirectly by stressing the importance of the editorial plan and the efforts to further improve the daily service

2. The evaluation also makes clear that IPS has achieved a lot with a very limited budget. In terms of outreach (website statistics, radio, Terra Viva, print media)and new innovative products, IPS is doing well, but indeed, it could do even better if it would have more resources.

We underwrite the notion that IPS is in a "Catch 22" position : it is hampered by a lack of stable and reliable resources (and a lot of time and energy is devoted to maintaining existing funding relationships and building new ones), which affects performance and visibility and leads to a continuing lack of resources. A sort of vicious circle.

On the other hand : the continuing dependence on a small group of donors who are facing their own constraints (see the present predicament of DGIS) is not the solution. The report does not provide new ideas in that respect.

3. It would have been good (but this is an omission in the TOR, and can not be blamed on the evaluators) , if the sample of IPS users would also have included a number of ex-users (those media that have stopped to use IPS material). This would have given a better picture of client satisfaction.

4. It is encouraging to see that IPS is described as a very transparent, accountable and "modest" organisation. The findings of the "financial management audit" are very positive.

5. We consider the evaluation as an important input for an ongoing discussion within Novib (and Oxfam International) about the relationship with IPS. Novib and the other Oxfams are discussing how we can better mutually benefit from this relationship.

NORAD

COMMENTS TO THE DRAFT IPS EVALUATION APRIL 2003

In a meeting in Oslo on May 26th the evaluation report was discussed between Director General Mario Lubetkin, Chair of the Executive Committee of the IPS board of Directors Halle Jørn Hanssen and Assistant Director of the Department of Civil Society and Private Sector Development in NORAD Kikkan Haugen.

One of the conclusions from the meeting was that the IPS five year plan may be a better point of departure for further donor discussion on the possible long-term support to IPS, rather than the evaluation report. This is not undermining the constructive inputs provided by the evaluation report produced for IPS by Prof. Govin Redy and Prof. Kees Izeboud, but realising that the evaluation report only to a limited degree provides the strategic choices needed to be made for future IPS operations.

NORADs specific comments to the report:

1. The evaluation report renders a fair presentation of the state of affairs with regards to the IPS programs, products and – to a certain degree - achievements. The report touches upon many major issues, although it does not strictly follow the terms of reference. One of the questions refers to the dilemma between “specialisation” (concentrating on the core business, the daily news service) or “diversification” (the whole range of IPS services and products) and what the optimal balance would be. This has been answered by stressing the importance of the editorial plan and the efforts to further improve the daily service. In order to improve performance and visibility IPS needs reliable resources. The question of how is still to be answered.

2. The organisational structure of IPS is touched upon, but there is no comment on the governing bodies which to us seem to be a bit overwhelming in numbers and with few active media people. If IPS is to present itself as a modern and professional media firm, it would be an advantage to re-establish the organisational structure with a lean board of professionals who may update guidelines and monitor performance.

3. We find it somewhat surprising how the evaluation report is based on a survey of IPS clients undertaken by professor Larry Strelitz of the Department of Journalism and Media Studies at Rhodes University. In this regard we share the comment in endnote 1, page 67. The survey is too limited and not designed for reliable analyses in the evaluation context. In particular the contact with African stakeholders – a key area for IPS priorities – was so limited that no conclusions should be based on this input.

4. Some of the recommendations in the draft evaluation report seem coloured of a wish that IPS is more needed than ever before. This depends, however, on to which degree IPS reaches out with products in demand. A major weakness of the evaluation report is the lack of data and analyses on how IPS has been able to adopt and change in a constantly developing media world.

Has the organisation been able to make the right strategic choices and deliver products and impact that are relevant in today's world?

5. The commercial side of a media business is not discussed in the report. NORAD has already encouraged a co-operation between PANOS and IPS and there might be other alternatives as well. IPS needs to make thorough analyses of co-operation possibilities and joint potential for the future. Continuing dependence on a small group of donors who are facing their own constraints is not the solution. IPS and the donors need to know who are the real users of IPS and why they still need IPS, and if not: Why did they turn away?

6. Development in communication technology and establishment of networks connected to web sites has accommodated users with a lot of gates to information and news. This is nothing new to IPS, and the challenges will have to be met accordingly. The report has some recommendations on increased donor funding and internal administrative support, but very little when it comes to strategic choices to meet future challenges. In our opinion, increased donor funding is never a solution to a problem, but only a supplement to positive and relevant actions. As such, the evaluation report has a very limited value in providing adequate input to the future of IPS.

DGIS

REACTION ON IPS-EVALUATION (DRAFT APRIL 2003)

General

The contents of the report as a whole gives the reader a feeling of 'deja-vu'. Documents, evaluations, proposals, all other comparable documents drawn up in the early '90's very often use the same arguments and justifications that can be found in the current report: uniqueness of IPS as a news-agency (chapter 9); no agency except AP is financially independent; difficult situation in Africa and its influence on the IPS-programme; remuneration-structures.

It is a pity that the evaluators did not compare their findings with those stated in earlier reports. The possibility to do so certainly must have come up given that fact that IPS has undergone evaluations before and the impact of its news-production assessed. The 'content'-research by Giffard is carried out since quite a few years already, while persons like Hamelink and Halle Hansen, given their long-time involvement with IPS, should have been able to make some statements in this respect.

It is remarkable that neither in the ToR nor in the report there is mentioning of the period the evaluation is covering. Evaluators' observations seem to stick very much to very recent history. Even the Iraq-war of April 2003 is mentioned.

Africa

Almost as a tradition, the situation in Africa is described as problematic. In itself this may be correct, but a few remarks seem to be justified:

- the situation in Africa has been difficult since many years. There was a lag in communication-possibilities; bad and inadequate intra-continental connections existed already in earlier years. One might have suspected that IPS would have looked for ways and means to overcome or reduce the effects of that situation. However the evaluation does not reveal any information in this sense.
- establishing the fact cited above, one may wonder why experience gained in other regions/continents has never given some kind of impetus to solve the problems cited.
- in general it could be stated that a free and pluriform press did show its tendency to persist. This was shown quite clearly at the Windhoek-conference in 1991 (or 1992). Also the number of African initiatives that reached DGIS, requesting support, was remarkable. It seems there still is quite a potential.
- 'Community-radio' did have its impact in Africa (often as a result of ongoing conflicts). This certainly is true for South Africa, but equally other parts of the continent should not be forgotten. One would have expected that IPS too would have been able to play its (shared) role in it.

IPS, its place in the media-world

In Chapter 10 the product 'news' is being described as an ever growing 'more-of-the-same' in the hands of a limited number of media-tycoons. The evaluators state that if one wants to really understand the world, the existence of an independent press(-agency) is absolutely necessary. There, evaluators state, is IPS' real challenge, but in order to be able to carry out this task, more financial means are essential.

This point of view is certainly not new to IPS and has been stressed by many of its supporters. Still one may wonder one or two things. The fact that IPS still has not been able to acquire a clear place, is that really a consequence of limited financial means in the past? Or could it be the result of an unclear profile of IPS that in turn makes that the IPS-sound is hardly recognized? Or, maybe, is it just simply the result of a poorly developed sense for marketing: what is the use of supplying products to organisations that do not (want to) pay for these services.

Management and staff

Chapter 12 focusses strongly on the future. However it is hardly based on analysis. Main conclusion is that everything will be better with a new editor-in-chief and because IPS will have a sharper profile in the near future. In order to be able to carry out these challenges the management needs assistance (personnel) and salary-improvement. If these measures are really going to be able to turn around the situation within IPS, one may wonder why they were not implemented in an earlier stage. However the evaluation does not reveal anything on this matter. The proposals made by the evaluators therefore contain hardly anything more than the wishes of the management.

Marketing

Evaluators ask donors to include IPS-marketing activities as an integral part of their financial support for IPS-activities. The evaluation doesn't make clear if donors maybe already did this, e.g. through core-funding. Nor is it clear what could be the reason for the recommendation. Was marketing really a sub-level performance, or did it just not work.? Is more money helping if the whole marketing-concept has to be changed?

Chapter 15

In this chapter one finds a more precise elaboration of the editor-in-chief's plans.

As such they look good. The evaluators support them without the slightest remark of possible criticism. It would have made sense if a number of the important issues raised were seen in the light of experiences gained in the (very recent) past. One of those was that proposed changes in the past hardly seemed to have any success. An analysis of former problems and the resulting pitfalls could have been very worthwhile for the current editor. One may hope that the new editor, because of the lacking of an institutional background, will not be forced to re-invent the wheel.

Management and finances.

Evaluators should have made clear if the expense on personnel, being 55% of the total budget, is comparable to what is being considered normal in other news-agencies.

The information on page 50 shows that more that 30% of the expenses are for Latin America. One would like to to know up to how much amounts the relative contribution of Latin America to the overall budget..

Recommendations

Financing IPS is not a problem as such. It is however not very interesting for donors if their contributions will be used continuously for covering recurrent costs. The costs for the assistants of the director general and the editor in chief should be covered out of the normal income. It is going to be a very problematic issue if an organisation depends completely on the size/volume of the contribution of donors.

Support for the plans of the editor-in-chief (that by the way should not be part of the evaluation but rather be a separate policy-document to be implemented in the near future) makes sense. However in this case also, there should be a clear indication what might be the expected income generated with the new approach.

Training is very important. For organisations like IPS this should actually be considered as 'recurrent costs'. In the ideal situation these should be part of the costing price that IPS should be asking consumers for its product.

PROF. GOVIN REDDY

RESPONSE TO DGIS REACTION TO IPS EVALUATION

General

The evaluation was done in an exceptionally tight time frame due to the urgency of the evaluation for the relevant funders. The evaluators pointed out at the outset that it would be impossible to do a thorough and comprehensive evaluation in six weeks. To cite a recent example: two Dutch organizations (CAF and the Union of Journalists) recently commissioned an evaluation of the Institute for the Advancement of Journalism in Johannesburg.

Like the IPS evaluation, the IAJ evaluation was undertaken by a South African and a Dutch person. The IAJ is a small institute with one-fifth of the budget of IPS and less than 20% of IPS's staff. Yet the evaluators were given three months to do their work. We had to finish ours in six weeks. Under the circumstances it is inevitable that there would be flaws and gaps in our evaluation that the DGIS response, in some respects, correctly identifies. We respond to each of the issues as follows:

Africa

- We do point out that IPS could have done more despite the problems and we attributed this failure to benign neglect.
- Experience gained in other areas do not necessarily assist in resolving the problems in Africa which, as most international Ngos and aid workers agree, are unique.
- Notwithstanding the Windhoek Declaration, the media in Africa is in a sorry state. True, there has been a growth in independent media but most struggle in the face of either political repression or economic crises.
- True, community radio has grown, and as the DGIS response says, mainly in South Africa. But South Africa is not the problem for IPS. But even in South Africa most community radio stations struggle to survive.
- It is important not to ignore IPS's new commitment to Africa. Since the evaluation, the editor-in-chief has already visited Johannesburg and Nairobi.

IPS, its place in the media world

- Having interviewed a range of people (including the two recommended by DGIS – Hamelink and Halle Hanssen) we were left in no doubt of the importance of IPS in the new world communications order dominated by large western corporations.
- The argument put forward by DGIS is unclear to us. Successful marketing and achieving a high profile are subject to effective marketing strategies that, in turn, are entirely reliant on sufficient funds.

Management and staff

- We acknowledge there could have been more analysis, which of course we would have done had we had twelve weeks instead of six.
- Having said this, we reiterate that more personnel and salary adjustments will go a long way in meeting IPS's objectives. The fact that they were not implemented earlier is simply a case of financial constraints.

Marketing

- We agree that we could have gone into this in greater depth had we had the time. But the fact remains that the marketing budget has been miniscule historically, thus precluding the devising and implementation of effective concepts and strategies.

Chapter 15

- We agree that an analysis of former problems and resulting pitfalls could have been worthwhile for the current editor. However, we assumed she herself had done this before preparing her plans for the future.
- In recent years IPS has experienced problems with finding an effective editor-in-chief. As a result IPS's editorial output qualitatively has been uneven. We were impressed with the new editor-in-chief's vision as well her plan of action to redress the situation. And we remain convinced that more resources will be crucial in realizing the objectives.

IPS

STATEMENT ON THE EVALUATION

IPS offers its sincere thanks to Professor Govin Reddy and Professor Kees Izeboud for undertaking this evaluation, and to NOVIB Oxfam International for commissioning it, with the financial support of the Dutch Ministry of Foreign Affairs and the Norwegian Cooperation Agency.

The positive outcome, overall, of the evaluation is indeed a positive signal for IPS, and reflects well on the continuing efforts of the agency to continue and grow in a new media and international context. Much of the analysis contained in the evaluation will be useful to IPS in formulating plans and seeking continued donor support.

It may be observed that the strongest areas of the evaluation itself, in terms of depth of analysis and recommendation, reflect the expertise of the evaluators, as a journalist / media manager and a management specialist respectively. Journalism is the core business of IPS, and sound management is a

necessity, so the firmly positive evaluation, in these fields, of IPS is particularly well-grounded and encouraging.

The bold re-statement of the niche and purpose of such a news agency, and the support for the current editorial plans and leadership are well taken. The recognition that IPS is currently operating with well-managed budgetary controls, transparently and at a low cost level is appreciated. In any news agency personnel costs (journalists and editors) are inevitably the main cost.

Likewise the results and comments that arose from the survey are overall, very positive, reflecting the value placed on the IPS service by clients and users. Aspects of the analysis and some comments are useful in terms of IPS positioning. However, IPS recognises, as others have done, that the survey cannot be considered statistically useful because of the small size and selection of respondents. Further, some of the conclusions are based on an incomplete understanding of the target group and nature of different IPS products, and are not useful or reliable as a result.

The survey is perhaps the aspect of the evaluation most weakened by the lack of time and resources lamented by the evaluators themselves. IPS regrets that this opportunity to undertake a more comprehensive and reliable survey could not be more fully exploited.

The evaluation does not address itself in detail to the new world of the Internet, nor do the evaluators assess or comment in detail on the many steps that IPS has taken to respond to this challenge and position itself accordingly, for example the rapid rise in page views for IPS web-sites. In this sense the picture of IPS is somewhat incomplete.

The uniqueness of the 'market' that IPS addresses is well understood by the evaluators, and the consequent need for donor support is well argued. However the steps that IPS might take in terms of actual sales and marketing are recognised at only a general level, without detailed recommendations or insights, again likely as a result of the resource limitations of the exercise and the fields of expertise of the selected evaluators.

In terms of Africa, the subject of a specific chapter, IPS notes that the evaluation took place less than a year after the departure of an African Director General resulting from very difficult circumstances that further led to the physical move of IPS from Zimbabwe, the historic regional base of IPS. This was a problematic situation that did not enable IPS to represent its achievements, and future plans, in Africa as well or as fully as would have been desirable.

In conclusion IPS welcomes this evaluation and above all the commitment of its donors, partners and expert friends to contribute to independent and informed critiques that can help the agency as it moves forward.

ANNEXURE 1

Terms of Reference of The IPS (Inter Press Service) External Evaluation

Background

IPS, the Inter Press Service, is a news agency that was founded in 1964 with the aim to foster the information flow between Latin America and the North. Later, IPS expanded its activities into Africa and Asia and became the news agency of the Third World (or the South), with a strong emphasis on South-South Co-operation, international development issues and the promotion of the New International Economic Order. IPS wanted to fill the niche that other news agencies neglected : providing news and analysis from a “Southern perspective” and giving a voice to marginalised countries, communities and individuals

After the Fall of the Berlin Wall and the victory of neo-liberal capitalism as the dominant political and economic model, IPS started to redefine its role and mandate : From a predominantly “Southern” news agency, IPS has begun to transform itself into a **global** information provider, reporting on the impact of the globalisation process on communities in the South and the North.

IPS tries to distinguish itself from other news agencies, by putting a **special emphasis** on :

- Explaining the structural causes and interlinkages of globalisation processes : economic, cultural, technological, political, etc
- Analysis of the context instead of describing isolated events
- showing the impact of global processes on local realities
- reporting about “forgotten” regions and neglected. issues
- giving a voice and visibility to NGO’s and civil society at large.
- Focusing on issues of human rights, environment, sustainable development, international co-operation, global governance, global institutions (UN, Worldbank, WTO), particularly (but not exclusively) in relation to the developing nations
- providing a platform of interaction between civil society, policy makers and the media

IPS has **three main target groups** for its media and information output :

- the international community of civil servants (EU, UN, international agencies)
- the international civil society
- the mass media, including the “mainstream media”, both print and radio

The “**core business**” of IPS is the **daily news service**: some 20 daily news items are produced in English and Spanish and selected items are translated into other languages such as Bahasa, Mandarin, Hindi, Swahili, Dutch, French, etc. The daily news is delivered to subscribers via satellite and internet. IPS has a network of more than 100 correspondents and stringers and covers 120 countries. Regional editorial centers are located in Bangkok (Asia), Montevideo (Latin America), Johannesburg (Africa), Bonn (Europe) and New York/Washington DC (North America and the Caribbean)). The Chief Editor is located in Rome.

A recent **survey** done by IPS shows that the IPS news service directly reaches some 500 newspapers and magazines with an estimated readership of 200 million people and about 2000 additional print media clients.

IPS information is also distributed to 800 radio stations with a combined potential audience of 150 million listeners, More than 30.000 NGOs have access to IPS news and IPS is present at major websites of OneWorld, APC, TWN and many others. The IPS news websites and the thematic and language specific websites received some 550.000 page reads per month in 2002.

The Washington School of Communication carries out a regular **content analysis of IPS news** to find out to what extent it differs from the mainstream news. The 2000 survey shows that IPS files a significant number of reports from the developing world (63%), that 68% of the sources quoted/actors mentioned are from the developing world, that 20% of the sources quoted are women, that a large number of NGOs are quoted, many of which would otherwise not receive attention. The survey concludes that IPS indeed “brings the news from a different perspective”.

IPS itself has carried out a recent survey among clients to gauge their **satisfaction** with the service. The number of respondents (38) was too small however to be able to draw firm conclusions.

Apart from the daily news service, IPS produces a number of other information outputs. To mention a few examples :

- IPS Columnist Service

This service provides columns written by well known statesmen and women, opinion makers, leading cultural personalities and international experts. The columns are bought by hundreds of media clients in the North and South (e.g. some of the major Dutch newspapers are clients of this service)

- Terra Viva - New York Edition

The IPS bureau at the UN in New York produces this **daily paper** (through E-mail or fax) with top stories for policy makers and decision takers at the UN and major development agencies in Europe and North America.

A few hundred subscribers receive the paper in New York, Geneva, Paris, Rome, Vienna and Nairobi.

- Terra Viva : European Edition

The IPS Brussels office publishes a daily paper for delegates of the EU Commission, the European parliament, EU missions, APC countries and a number of NGOs. Available free of charge by E-mail or on the website.

- Terra Viva : Conference Papers

IPS publishes independent newspapers at the occasion of major UN conferences and other international meetings, such as the World Food Summit, Copenhagen plus 5 and more recently, the World Social Forum. These papers are a reference point for delegates and other participants. In 2003, IPS will be present at the World Social

Forum in Porto Alegre and the World Economic Forum in Davos and cover both events simultaneously through a daily newspaper to be distributed in these two locations.

- **Tierra America**

A weekly newspaper “insert” in Spanish about environment and sustainable development, which is sold to a number of major Latin American newspapers. This is an initiative launched by UNEP, IPS and UNDP.

- **Saba News**

IPS Africa, in co-operation with the Southern African Broad Casting Association (SABA), produces two daily news bulletins for about 100 million radio listeners in Southern Africa. The daily service is made up of stories from IPS and SABA’s community of public service, community and commercial radio stations.

Special Media Projects

Apart from the regular news service and the above mentioned information outputs, IPS also undertakes a wide variety of other projects in the field of information and communication in the different regions. These projects are an expression of IPS’ desire to be a platform for exchange between the media, policy makers and the civil society at large. Projects are undertaken in the areas of gender, environment, HIV/AIDS, religion and culture and other issues. These projects also include training of journalists and often result in special publications, such as manuals, books, radioprograms, etc.

Income/Expenditure

Over the last 5 years, IPS has been operating on an income level of roughly 4-5 million US dollars, which is very modest compared to mainstream news agencies. Roughly 30% of income is raised through sales while the rest comes from core grants and special projects. IPS needs about 3 million USD as core money to be able to continue operating on a sustainable basis and carry out the core of its work.

Previous reviews

Apart from IPS’ own monitoring systems and indicators (number of clippings, number of subscribers, number of page views, number of stringers and countries covered) and the studies of Prof. Giffard (content analysis), there are no recent overall in-depth evaluation studies of IPS. In 1997, The Norwegian **COWI** consultancy team carried out a review of the NORAD support to IPS-Asia and IPS-Africa. This COWI report contains a lot of useful observations and recommendations and can be used as a “baseline” study (or point of reference) for the 2003 evaluation. Where possible, the 2003 evaluation should build on the COWI study. It is especially important to find out how focused and specific IPS’s marketing strategies are at the global and regional level. How do regional managers go about identifying new target groups, products, partners ? How do they measure performance and customer satisfaction? What are their fund raising strategies ?

One key-observation in the COWI report :

“ IPS is not likely to become economically self-reliant in the foreseeable future, if ever. This should not detract from the importance of continued efforts to increase sales of IPS products, which will remain key to reduce donor dependency and a major indicator of achievement,. It is important however, that the core donors recognize the economic environment in which IPS operates”

The **MDF** (Management for Development Foundation) has carried out a management analysis of IPS in 1998. It showed that much positive work had been done on transparency, financial management, improvement of other systems.

Main Rationale of the Evaluation

IPS is supported by a dedicated group of core donors, such as DGIS, Novib, DANIDA, NORAD, and the Italian Government. These core donors supply about 50% of total IPS income. The rest comes from own sales and from earmarked project funds. The core donors have been supporting IPS for a considerable number of years and feel that there is a need for a fresh and independent assessment of IPS' achievements and possible future directions. The external environment and the media sector continue to change rapidly and there is a need to reflect again on the possible directions and strategies of IPS. Questions are asked by the donors about the optimal balance between core activities (the news agency) and special products and projects (in other words : specialisation versus diversification) about the quality of IPS news, about the results of the (regional) marketing strategies, about the manner in which IPS monitors its performance in terms of client satisfaction, about the (financial) sustainability of IPS in the long run, etc.

At the same time, the donors realise that IPS can not be compared to mainstream news agencies in terms of resources. The playing field is not level....

There is also a very pragmatic side to this evaluation : DGIS (one of the major core donors) requires a new IPS long term proposal (2004-2008) to be submitted not later than 1 st of May 2003. If the evaluation would take place in February 2003, IPS would still have time to incorporate the findings in a new program proposal.

Ideally, the evaluation should also help IPS to sharpen its focus and to chart out the best possible course in the coming few years. In order to make the evaluation as helpful as possible the evaluators should take stock of what is already known about IPS products, services and clients, and should not look at IPS from a strictly commercial marketing point of view. The assumption should be that there is in principle a social need for the sort of news and information that IPS provides, but that the question is whether and how IPS best responds to this need.

Our idea is that the mission should first and foremost focus on the IPS products, services, client satisfaction and marketing strategies and less on the internal issues of governance and management. This is not because we think that governance and management are not important, but because we have found that many evaluations tend to be too inward looking. We would rather like to find out what the IPS information users and others in the media field think about the quality and relevance of IPS' work.

However, one can of course never separate the results of an organisation from the quality of its leadership, governance, staff management, M and E systems etc. and therefore, there is also need to assess the quality of IPS management, but as much as possible related to the manner in which IPS strives to reach its objectives.

Major Research Questions

1. What are the main external trends (or : opportunities and threats) in the environment in which IPS operates
2. What are the views of the most important stakeholders of IPS (Board, core management, regional staff, academia, end users of IPS information, donors) about the role, niche, relevance of IPS and the quality of IPS products and services
3. What strategies does IPS use to respond to the external changes in the (media) environment and to the information needs of its main clients : mass media (radio, print, web), civil society, UN staff, etc.
4. How does IPS try to balance its core business (the daily news service) with its other information outputs, and “special projects”.? Is this balance optimal in the view of the evaluators ? Should IPS specialise more, diversify more ?
5. What constraints does IPS face in implementing its strategies ? What are the main strenghts, resources, assets and areas of expertise of IPS ?
6. What are the possible options available to IPS to further realise its mission and sustain its work in the coming 5 years ?
7. How does IPS monitor and evaluate its own performance ? What is the relevance of the performance indicators used by IPS ? What methods does IPS use to find what clients think, need, want ?
8. What is the quality and the result of IPS’ marketing strategies, both globally and for the different IPS regions ?
9. What is the quality and the result of IPS’ fund raising strategies ?
10. How does IPS build its external relationships with like minded organisations, such as APC, Panos and One World ?

Methodology

We propose that the evaluation team uses the following methodologies :

- Critical review of existing surveys and statistics about products of IPS and the opinion of clients
- Critical review of the “Giffard studies”
- Revisiting the COWI 1997 review and the recommendations made in that report
- Revisiting the MDF (1998) report on IPS management.
- interviews (by mail or telephone) with key persons in the media/information sector outside IPS, such as academia, other agencies, other journalists with “Third World specialisation”, reps from other prominent information providers on development issues
- interviews (face to face and distance) with key persons inside or close to IPS : management team, Board of Trustees, Board of Directors, individual members of IPS, journalists and stringers, regional directors, major donors, academia (profs. Hamelink and Giffard)

- Visit to the Regional IPS office in Joburg
- Visit to the Rome office

The evaluators should realise that there is a lot of back ground material about IPS. They should not duplicate, but take full account of existing material and strive to take a fresh angle.

In our opinion, there is no need for extensive travelling to the IPS regions : this would only make the evaluation mission more costly and more lengthy. The IPS core team in Rome should be visited.

Profile of Evaluators

We have selected 2 evaluators, one with a strong background in management (from the Netherlands) and one with a strong background in media (from South Africa) . See their attached cv's for details.

Workplan

The workplan should consist of the following elements :

1. initial discussions between IPS management and the 2 evaluators in order to focus the evaluation as much as possible and to further discuss the methodology
2. study of the most important existing background material : list of material still to be annexed
3. design checklists/ questionnaires to be used for face to face interview/E-mail/telephone of IPS staff, management, Board, donors, users, subscribers, academia, likeminded organisations
4. draw up full list of persons to be interviewed or who should receive a questionnaires
5. send out questionnaires, process them on return
6. organise 4-5 day visit to Rome for both evaluators, in close consultation with IPS management.
7. For Prof. Reddy : organise 1-2 day visit to IPS Africa Office.
8. Write draft report to be discussed with Novib/DGIS/NORAD and IPS
9. Write final report.

Timing :

After consultation between the 2 evaluators and IPS, the team should decide on a flexible workprogram in the months of February and March, with the bulk of the work taking place in March. Some preparations could be done hopefully in February or early March. The visit to Rome should be planned well in advance.

Our estimation is that the total number of days needed by the team would be about 18, of which 7 days for travelling, 5 for report writing, 3 days background reading, 3 days for methodology discussions, design of questionnaires, etc. Detailed workplan could bedrawn up later, after agreeing on maximum number of work days.

ANNEXURE 2

Role of IPS International Association and its associated bodies

IPS is organised as an international, non-profit association, with some 100 members from over 60 different countries. The members are journalists and professional communicators. Bodies active in the fields of information and communication are also eligible for membership.

The constitutive bodies of the IPS Association are:

- (a) Ordinary General Meeting (OGM)
- (b) Board of Trustees
- (c) Board of Directors
- (d) Executive Committee
- (e) Appeals Committee
- (f) Audit Committee
- (g) Director-General

(a) The OGM is the highest authority of the Association. It is composed of all its members and meets at least once a year. It decides on the general programme and overall activities of the Association; elects all the bodies and committees of the Association; decides amendments to the statutes; fixes Annual membership dues; approves the balance sheet, and has the power to dissolve the Association. The majority of its members have to be citizens of Third World countries.

(b) The Board of Trustees is the policy-making body of the Association, and is responsible for supporting the organisation in the achievement of its goals. It approves strategic guidelines for the organisation, and monitors the implementation of all activities in pursuance of the objectives of the Association.

(c) The Board of Directors runs the Association between Annual General Meetings, in accordance with the guidelines of the latter; decides on inclusion of new members; and elects the chairman, vice-chairman and the director-general. The members of the Board are elected every three years by the OGM. The Board meets at least once a year for approving the balance sheet to be submitted to the OGM.

(d) The Executive Committee exercises the powers of the Board, between the meetings of the Board, in all matters which in the judgment of the Committee cannot be delayed until the next meeting of the Board. The Executive Committee reports to the full board at the next meeting of the Board regarding any action so taken.

(e) The Appeals Committee acts as amicable arbitrator to mediate in any dispute between members, or between members and the Association.

(f) The Audit Committee inspects the administration of the Association. It reports to the Board of Directors and to the OGM.

(g) The director-general is elected by the Board of Directors among its members. The director-general is responsible for the execution of the decisions of the Board of Directors. In this capacity, the director-general is granted the powers necessary for the ordinary management of the Association and when deemed necessary by the Board of Directors shall be granted powers of extraordinary management.

Membership is open to individuals and to corporate bodies. These must be non-governmental organisations that work in the same field as IPS, and share its objectives.

Each member of the Association has one vote. Members who are unable to attend the OGM can be represented by proxy, or vote by IPS wire, e-mail or fax.

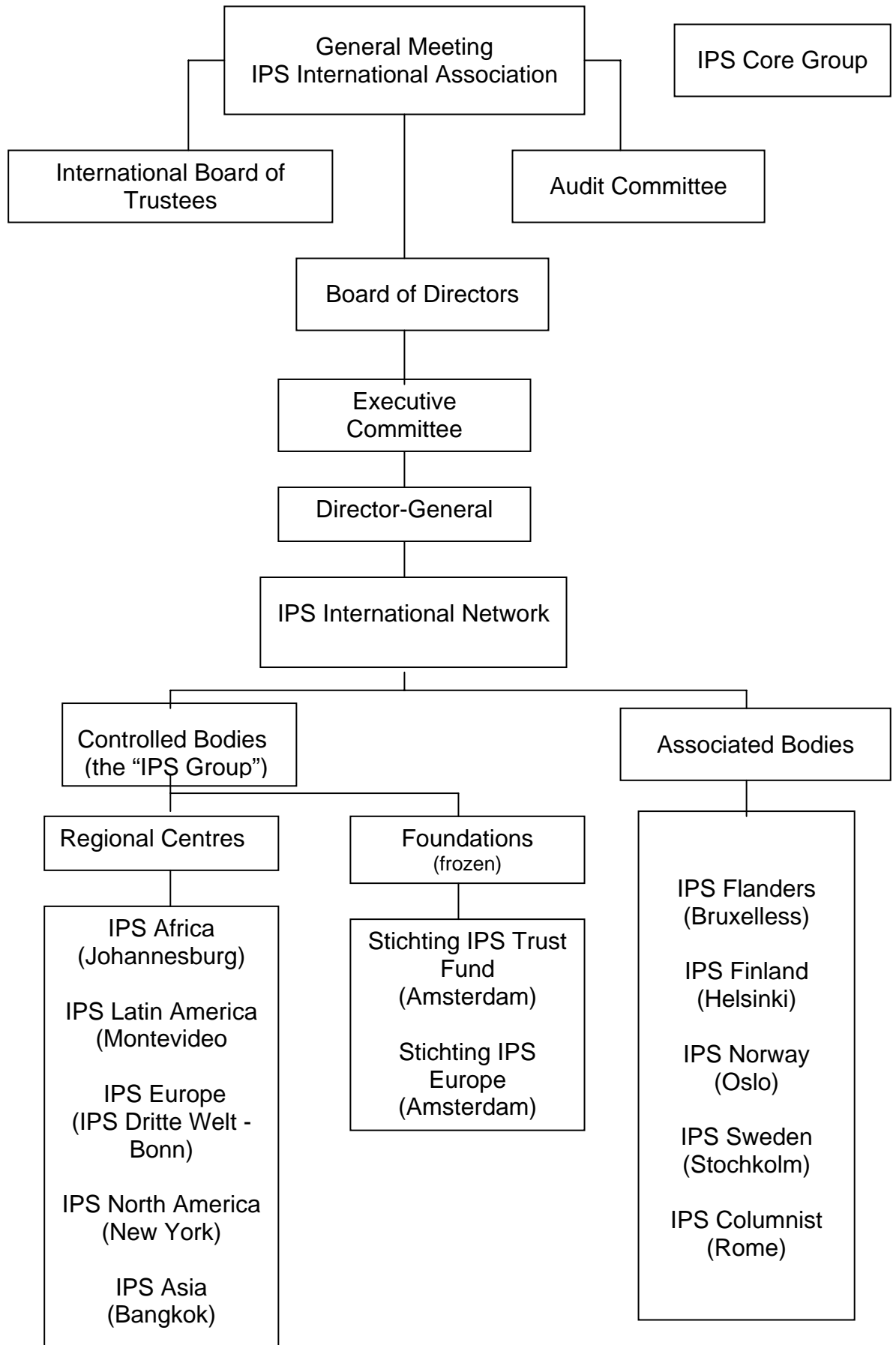
Members have the right to vote as soon as they have paid up the annual membership fee.

Under the provisions of Art.34 of the corporate byelaws, the income of the IPS International Association consists of:

- (a) Annual membership fees
- (b) Contributions from institutions
- (c) Private contributions
- (d) Income from activities
- (e) Movable assets or real estate if any.

ANNEXURE 3

IPS Institutional Structure



ANNEXURE 4

Differentiating the 'IPS International Network' and the 'IPS Group'

The term 'IPS International Network' is used in IPS to indicate all bodies which – irrespective of the existence of a legal relationship between them – operate in the world under the name 'IPS' and recognise the IPS International Association as their governing body.

The 'IPS International Network' therefore unites in a de facto federation both the companies controlled directly or indirectly by the holding company, the IPS International Association, and several legally independent 'associated' organisations, most of them being local not-for-profit organisations.

When the annual balance sheets are consolidated, the term 'IPS Group' is used to indicate the legal entities controlled directly or indirectly by the IPS International Association.

To provide a complete financial report of IPS as a whole, the Audited Report includes, although keeping them separate, the 'properly consolidated results' of the 'IPS Group', as well as the 'informally consolidated results' of the 'associated' organisations .

The following is the updated list of organisms which are part of the 'IPS International Network'. The abbreviations generally in use for the geographical area of responsibility of each, are shown in parentheses.

IPS International Association (IPS):

This is the holding body of the IPS Group of companies and moral governing body of the 'IPS International Network'

Entities wholly controlled by the IPS International Association:

- IPS Third World News Agency s.a., Panama, a frozen company to be soon liquidated ('IPS T.W.')
- IPS Dritte Welt Nachrichtenagentur GmbH, Germany, local subsidiary of IPS T.W. ('IPS Germany')
- IPS Asia, Thailand, regional subsidiary of IPS T.W. ('IPS Asia')

Independent entities, indirectly controlled by the IPS International Association:

- IPS Africa, South Africa, non-profit regional branch of the IPS Association. ('IPS Africa')
- IPS Latin America, Uruguay, non-profit regional branch of the IPS Association. ('IPS Latam')
- IPS Inter Press Service North America Inc., USA, non-profit regional branch of the IPS Association ('IPS USA')
- Stichting IPS Europe (frozen), the Netherlands
- Stichting European Foundation for Communication and Development – Trust Fund IPS Europe (frozen), the Netherlands ('IPS Trust Fund').

'Associated' entities:

- IPS Columnist Service, Italy, a co-operative society ('IPS columnist')
- Suomen IPS, Finland, local non-profit NGO ('IPS Finland')
- IPS Vlaanderen (Belgium), local non-profit NGO, ('IPS Flanders')
- IPS Tredje Verdens Nyhetsbyra, Norway, local non-profit NGO, ('IPS Norway')
- Inter Press Service Sweden, Sweden, local non-profit foundation ('IPS Sweden').

IPS Africa:

Since August 2002, a new IPS Africa as legal entity was created in Johannesburg (South Africa), as being a local independent branch of the IPS International Association. Its board of directors is composed by the IPS Association Executive Committee and by the local IPS, being accountable to the Board of the IPS International Association. All of its members are voting members of the IPS International Association.

The income of IPS Africa consists of:

- (a) Donations and/or funding (for executing projects) from the IPS International Association
- (b) Direct donations from local institutions, bodies and foundations, governed by direct agreements with the donors regarding the use of such donations;
- (c) Contracts for carrying out projects governed by local agreements with third parties indicating the assigned budget;
- (d) Direct sales within the region (to institutions, media, agencies etc.) of the IPS daily news service

From 1997 to 2002 IPS Africa acted in Zimbabwe being a private local company "IPS Africa (Pvt) Ltd", now in liquidation.

IPS Asia:

Since January 1997, IPS Asia, based in Thailand is a local subsidiary of IPS T.W. s.a. Panama having as board of directors the local management. All of its members are voting members of the IPS International Association.

The income of IPS Asia consists of:

- (a) Donations and/or funding (for executing projects) from the IPS International Association
- (b) Direct donations from local institutions, bodies and foundations, governed by direct agreements with the donors regarding the use such donations
- (c) Contracts for carrying out projects governed by local agreements with third parties indicating the assigned budget
- (d) Direct sales within the region (to institutions, media, agencies etc.) of the IPS daily news service

IPS as independent regional entity has been in operation, since 1989, in Manila as a local independent foundation, now liquidated.

IPS Latin America:

IPS Latin America is a local NGO which benefits of the Uruguayan legislation supporting NGOs. It was created in 1996 in Uruguay (Montevideo) and it is

responsible for administering and accounting for the assigned budget by the IPS Association. As an independent legal entity, its board has to be nominated by its members, which, at the moment, are the local IPS staff. All of its members are voting members of the IPS International Association.

The income of IPS Latin America consists of:

- (a) Donations and/or funding (for executing projects) from the IPS International Association
- (b) Direct donations from local institutions, bodies and foundations, governed by direct agreements with the donors regarding the use such donations
- (c) Contracts for carrying out projects governed by local agreements with third parties indicating the assigned budget
- (d) Direct sales within the region (to institutions, media, agencies etc.) of the IPS daily news service

IPS North America:

IPS North America is a local NGO which, after a four year process, is close to acquiring 501(c)(3) US tax exempt status, which calls for total independence from other entities. As an independent legal entity, its board has to be nominated by its members, which, at the moment, are the local IPS staff. All of its members are voting members of the IPS International Association.

The income of IPS North America consists of:

- (a) Donations and/or funding (for executing projects) from the IPS International Association
- (b) Direct donations from local institutions, bodies and foundations, governed by direct agreements with the donors regarding the use of such donations
- (c) Contracts for carrying out projects governed by local agreements with third parties indicating the assigned budget
- (d) Direct sales within the region (to institutions, media, agencies etc.) of the IPS daily news service

Stichting IPS Europe:

As a result of the 1996 structural adjustment, Stichting IPS Europe, a foundation based in Amsterdam, is now empty and its activities are frozen. IPS activities in Europe are now managed by IPS Germany. Its board of directors consists of Ambassador Walter Lichem, chairman; members Cees Hamelink (The Netherlands); Halle Joern Hanssen (Norway); Peter Galliner (Germany); and Roberto Savio. By its articles of Association, the board of IPS Europe is nominated by the IPS International Association.

Stichting IPS Trust Fund :

The Stichting European Foundation for Communication and Development-Trust Fund IPS Europe is a foundation based in the Netherlands, which is now empty and frozen. Its board of directors is nominated by the Stichting IPS Europe. As a result of the legal dispute with the former Board members, a new board was nominated in July 1996, in order to manage the legal activities to recover the liquid assets. The board is currently: Ambassador Walter Lichem, as chairman; Giovanni Spinelli, as secretary; and as members Cees Hamelink, Halle Joern Hanssen and Roberto Savio.

IPS Third World News Agency s.a. Panama:

IPS Third World is a limited company wholly owned by the IPS International Association. The board is currently made up of representatives of the Panamanian law firm Shirley in order to meet the requirements of local law. The board acts only according to instructions received from the shareholder. Since 1996 the company has been frozen and is in the process of being liquidated.

IPS Dritte Welt Nachrichtenagentur GmbH:

IPS Dritte Welt is a German branch whose shares are controlled by IPS Third World s.a. Panama (99%). Chairman/administrator is Ramesh Jaura (one share), the director of IPS Germany.

The income of IPS Germany consists of:

- (a) Service agreement for executing projects on behalf of the IPS International Association
- (b) Direct donations from local institutions, bodies and foundations, governed by direct agreements with the donors regarding the use of such donations
- (c) Contracts for carrying out projects governed by local agreements with third parties indicating the assigned budget
- (d) Direct sales within Germany (to institutions, media, agencies etc.) of the IPS daily news service

IPS Columnists Service, IPS Finland, IPS Flanders, IPS Norway, IPS Sweden:

All of these are local cooperative, NGOs or foundations, totally independent from any other legal entity. Their linkages with the IPS International Network are of a moral nature.

The income of all those entities consists of:

- (a) Eventually service agreement for executing projects on behalf of the IPS International Association
- (b) Direct donations from local institutions, bodies and foundations, governed by direct agreements with the donors regarding the use of such donations
- (c) Contracts for carrying out project governed by local agreements with third parties indicating the assigned budget
- (d) Local direct sales (to institutions, media, agencies etc.) of the IPS daily news service

ANNEXURE 5

List of People Interviewed

Mario Lubetkin, Uruguayan journalist, joined IPS in 1979, in Rome, Italy. IPS Director-General.

Miren Gutierrez, Spanish journalist, appointed as Editor in Chief in January.

Susan Alexander, British, BA Honours in Politics, Philosophy and Economics. Director, IPS Programmes and Projects.

Giovanni Spinelli, Italian journalist, since late 70's with IPS, Director for Corporate Affairs of IPS.

Pablo Piacentini, Argentinean journalist, Director of the IPS Columnist Service. IPS founder together with Roberto Savio.

Romolo Campetto, Italian, IPS internal auditor.

Johanna Son, Philippine journalist, currently IPS Regional Director for Asia Pacific.

Ramesh Jaura, Indian journalist, IPS Regional Coordinator for Europe.

Alejandro Kirk, Chilean journalist, IPS Regional Director for Latin America

Farai Samhungu, IPS Regional Director for Africa, Johannesburg.

Anthony Giffard, American, Communications expert. Director of the School of Communications in Seattle, University of Washington. IPS Board Member.

Aye Aye Win, Burmese, human rights expert, works with Dignity International. IPS Board Member

Walther Lichem, Austrian diplomat, currently Director of the Department for International Organisations in the Ministry of Foreign Affairs in Vienna. IPS Board Member.

Dr. Cees J. Hamelink, Dutch, Professor of International Communication at the University of Amsterdam, and Professor of Media, Religion and Culture at the Free University in Amsterdam. IPS Board Member.

Halle Joern Hanssen, Norwegian journalist and expert in development cooperation. Since 2001 Chair of the Executive Committee of the IPS Board of Directors.

Roberto Savio, Former Director-General, IPS, and Chairman Board of Trustees.

Massimo de Rosa, External Auditor, Howarth & Howarth

Endnotes

ⁱ To the extent that this did not represent a random sample of IPS users – in which each person/user has an equal chance of being selected – this limits the extent to which one can generalise the findings to other users of the service. Prof L Strelitz notes: "Had there been more time and had I been involved in the design of the research (which I was not), I would have argued for a random selection of respondents from a sampling frame containing most of the users of the IPS service".

ⁱⁱ Non-response can obviously seriously undermine the representativeness or illustrative value of a sample. However, given that we did not draw on a random sample of IPS users (which allows one to draw statistical inferences from the results), I don't believe that the 56% response rate in any way undermines the study.

ⁱⁱⁱ Most of the media, institutions and donors that are linked to IPS come from the North.

^{iv} It should be pointed out that not all organisations 'use' the IPS services in the obvious way that a media organisation would. For example, an individual member of an NGO or institution may read it but not necessarily 'use' (except, of course, as a source of information).

^v It should be noted that the Terra Viva daily journals are not produced to be later re-used by the media. They are digital journals with IPS information, which are sent to numerous individual users. The target audience for this service is primarily decision-makers or institutions. Therefore, it doesn't make sense for the media to use them (or even receive them) because they will have already received the information via the IPS news service. In other words, Terra Vivas are one of IPS's main instruments to disseminate their content, in other niches, to other target groups.

^{vi} Chi Square is a frequently used test of significance in the social sciences. All significance tests examine a null hypothesis which states that there is no difference between two samples or that there is no relation between two variables. The significance test works out the probability that the null hypothesis is true. In the social sciences cut-off point, referred to as the significance level, is usually 5% (0,05)(equivalent to 95% confidence limits). If the probability that results from the test is less than 5% then we reject the null hypothesis. This means that we reject the idea that this is due to sampling error and that the difference in the sample reflects a difference in the population. *Because the results were not produced from a random sample of the receivers of IPS services, the statistical correlations reported cannot be extended outside of the list of names supplied by IPS.*

^{vii} The low familiarity and use of a number of IPS services needs further explanation. In footnote vi I discussed the role of Terra Viva daily journals and the possible reason for the low familiarity with this product. There are other reasons for the low familiarity with other IPS products amongst the different organisations (even though they may receive these products). For example, the 'Rip and Read' service', 'gender products', and 'weekly bulletins' concepts are used internally by IPS and so their clients may not be familiar with these terms. For example, a radio station may receive IPS products via e-mail, but the receiver may not know that it is a 'Rip and Read' product. Newspapers which publish IPS stories on gender issues may not know them by the title of 'gender products'. The G-77 bulletin is distributed only among G-77 diplomats which is why other clients may not be familiar with it. Tierramerica is the most important Latin American communications platform on environment and sustainable development. The materials of this project are published by 24 newspapers/print media in 13 countries. It reaches 1000 radio stations in the region and the www.tierramerica.net website has registered more than 300,000 page views per month.

However, only 2 of the media involved in the project answered the survey, hence the low score achieved.

^{viii} One should however keep in mind that there were no questionnaire respondents from African media workers. Furthermore, the IPS African website is the second most visited local site after the Japanese.