

# **Independent progress review**

## **Pacific Islands Media Assistance Scheme 2**

### **Final report - Part B**

**July 5, 2013**

**Annmaree O’Keeffe**

**Mandy Gyles**

**Joe Harry**

*This report has been divided into two parts – Part A comprises the progress review report; Part B contains the associated attachments including a background document compiled by the review team on the PACMAS 2 approach to communication for development.*

**Table of Contents**

**Attachment 1 – Communication for Development in PACMAS ..... 3**  
**Attachment 2 – Stakeholders met by review team ..... 11**  
**Attachment 3 – Implementation Review Plan ..... 15**

# Attachment 1 – Communication for Development in PACMAS

## Communication for Development – the PACMAS 2 approach

*As part of the process of reviewing PACMAS 2, the review team analysed the way in which C4D is being implemented by the project. This background document grew out of that analysis. It is included as an attachment to the review report as it supplements the analysis and findings contained in the body of the report. It is also offered in the hope that will serve as a useful snapshot of where C4D was up to in PACMAS 2 at the time of the review.*

Unlike PACMAS 1, PACMAS 2 integrates a Communication for Development (C4D) approach and principles to help the program to be more effective in achieving its goals. The PACMAS Project design document states that:

- C4D places a direct emphasis on communication for improved development outcomes such as the promotion of poverty reduction initiatives, enhanced equality, human rights and social justice, as well as for better governance and service delivery. C4D is strongly goal-oriented and supports the realisation of the Millennium Development Goals (MDGs) and national development priorities. For example, effective communication lies at the heart of disease prevention efforts and improved health outcomes for poor people across the developing world.
- A focus on C4D helps to identify the strategic role communication plays in all aid delivery. Effective program communication (be it in the realm of health communication, conflict reduction or the promotion of better governance to cite just a few examples) enhances aid relevance and effectiveness;
- C4D initiatives build media plurality and diversity; develop networking and information sharing opportunities; harness the power and potential of new information and communication technologies for poverty reduction; and help the poor and marginalised to have a fair and equal voice, as well as the ability to participate in the development processes in which they have a stake.
- C4D initiatives operate at multiple levels, from community, to national, to international. Further, they work across all media (radio, television, Internet), various forms of interpersonal communication (peer education, participatory communication, forum theatre and so on) and include technologies such as telecommunications, which are increasingly being viewed as intrinsic to development opportunities and outcomes.

PACMAS 2's theory of change is driven by a partnership approach and commitment to capacity building. C4D principles are used to guide activity design and implementation. They are also used to drive the relevance and effectiveness of PACMAS activities.

Core PACMAS C4D principles include:

- The use of research to examine behavioural issues and to understand the information needs of citizens;
- Recognising that audiences are diverse and have different needs based on factors including gender, age and ethnicity;
- Understanding that diverse groups need information that specifically targets them; using popular media formats and multiple channels to ensure wide exposure to information;
- Evaluation that is learning-centred;

- Linking communication strategies to service provision, (i.e. when promoting condom use it is essential that commodities and services are available);
- Working with and through communities and community structures.

Explicit in the C4D approach is recognition of the need to invest in strategies and activities that encourage knowledge sharing, dialogue, participation and empowerment at the local, national and international levels. C4D initiatives that work with local people to understand key development constraints are more likely to be effective and help to ensure that people affected by development are informed about, make decisions about, drive and 'own' their own development. Equally, C4D initiatives can operate at a more strategic level, providing community and non-government organisations with the opportunity to engage in networking and national and international policy dialogues. Further, support to the media sector can help improve the quality of reporting and help to hold governments more accountable to their citizens.

## Research, monitoring and evaluation

In the work on the baseline surveys it was recognised that PACMAS emphasizes CD4. It was established that to be effectively evaluated, along with the existing PACMAS M&E framework, there would need to be a move away from indicators towards evaluative questions.

In the application form for the Innovation Fund, the 'adoption of C4D approach' is described as "placing a direct emphasis on communications for improved development outcomes such as promotion of poverty reduction initiatives, enhanced equality, human rights and social justice. C4D is goal-orientated and supports the realisation of the Millennium Development Goals (MDGs); for example, the role effective communication can play in disease prevention efforts and improved health outcomes.

The application form clarifies this further "The role of effective communication for development goes beyond providing information. It involves understanding people, their beliefs and values, the social and cultural norms that shape their lives. It involves engaging communities and listening to adults and children as they identify problems, propose solutions and act upon them. Communication for development is seen as a two-way process for sharing ideas and knowledge using a range of communication tools and approaches that empower individuals and communities to take actions to improve their lives."

In an attachment to the form, the key elements of communication for development approach is described as:

*Responsive: People understand their own needs better and they should be enabled to communicate their needs and engage in the planning and development process. It does not provide 'useless' information that people do not want to know that central planners deemed as crucial.*

*Establishing common ground with communities who are to be the recipients of the information/message. The standards, norms, values, habits of the community are paramount.*

*Feedback: it is not a one-way process but involves dialogue mechanisms about the information which was transferred. It is also fundamentally about consultative processes being managed at community level.*

*Innovation & Creativity: creating/adopting new and interesting ways that show clearly how the information transmitted will make a difference in the life of the*

*recipient and build trust and confidence balanced with what communities would be prepared to accept considering community norms and values*

*Independent validation: builds participatory mechanisms and functional networks involving NGOs, CBOs, and traditional leadership structures while also encouraging links with networks from across the country and indeed regionally or globally to either prove or disprove the validity of information transmitted.*

*Community Participation: plan with communities, create structures which offer communities and developers equal power, and use communication methods which are fundamentally participatory in nature.*

*Simple and relevant language where concepts are packaged in the experiences of communities, in their own language and where communities themselves have played a major role in the development of material for development communication programs.*

Some Examples of C4D Methods are promoted in the guidelines:

*The local adopter: this person or organisation gets case studies or pilot programmes going.*

*A youth project capturing how young people feel about their lives in the community...their future, their situation, their excitements, their fears etc.*

*Radio forums: live broadcasts or programming for community radios. This can take the form of a studio panel discussing a relevant topic, where communities can gather to phone in.*

*Cassette tapes: people record their own experiences for instance in the form of an in-depth interview. The cassette is sent to the community member of parliament for information or the media to be printed or aired.*

*Folk drama: telling community stories or events in this medium is one good way of handling sensitive things which people may not openly talk about such as HIV.*

## **Examples of PACMAS C4D initiatives to date**

### ***Innovation Fund:***

Cook Islands Alliance for the Environment on improved disaster response: Production of television documentaries, advertisements and other media to highlight the need for better disaster response in the Cook Islands. Footage will be used that show the problems that were encountered by the Aitutaki community in the critical three days after the disaster of Cyclone Pat in 2010, how they coped and where they saw the problems with the response. Those who were interviewed at the time can also be re-interviewed on hindsight, how things could have been done better and what lessons were learnt.

Cook Islands Maeva (celebration) of the decade of people with disabilities (PWD): A celebration to mark the end of the A-P Decade of Disabled Persons by celebrating achievements by and for PWDs, and to highlight what we still need to achieve, especially to promote inclusive communities. Information is disseminated by PWDs,

who are empowered and given their own voice. This might lead in time to their own TV and/or radio slots.

Cook Islands National Council of Women TV family drama series: portraying the Cook Islands culture and raising awareness of issues that are often not discussed openly by obstacles associated with the culture, for example domestic violence and youth issues, to hear the voice of different perspectives not yet fully explored.

Transforming energy use in the Future Cook Islands: creation of three documentaries on (1) renewable energy and its benefits, (2) energy conservation and (3) energy efficiency to increase awareness about renewable energy; its benefits; the role of the public in making the energy sector sustainable.

Cook Islands Rotaianga Men's Support Centre media promotion: Production of TV material (documentaries, advertisements etc) promoting the centre which helps men function as husbands and fathers, family providers and leaders, creating a happy environment where the children grow, reducing poverty and domestic violence.

Capacity building of local production staff from Cook Islands, Aitutaki and Mangaia TV

Disaster risk reduction & climate change awareness in Cook Islands: media programs (radio talkback, advertisements and documentaries to increase awareness of disaster response and climate change.

SPC Regional training in Web 2.0: built the capacity (awareness, knowledge and skills) of senior journalists to use social media specifically Web 2.0 tools to disseminate information. Practical aspect included learning about and reporting from Fifth Regional Meeting of Heads of Agriculture and Forestry where key issues to be discussed included climate change, disaster risks management in relation to land use practices in the Pacific and MDGs.

SPREP - 2012 Rio+20 Earth Summit: three Pacific reporters and a 14 Year old Samoan advocator for environment attended and reported in the media and on the blog site Climate Pasifika from the Earth Summit.

Pacific Round Table on Community Radio: an opportunity for community media and radio to network, receive training, and address issues such as climate change, natural disasters, conflict and gender.

Haus Piksa Film Advocacy Program: mapping the informal video distribution system existing in the PNG Highlands serving remote communities and to use video edutainment products to impact on attitudinal change around HIV and AIDS in PNG communities.

Pacific Gender Climate Coalition Inc: project to train community facilitators who work in the frontline of climate change on the use of participatory media for message creation, with vulnerable communities. This participatory media project will enable communities in four Pacific Islands countries record the impacts and the local adaptation knowledge in their own words. In addition to amplifying voices of the

community, the activity is also aimed to enhance accountability, support action research, strengthen communication between the communities across the island countries, and help generate and archive local knowledge and lessons learnt.

Exploring Gender Equality in Samoa: production of a documentary film exploring gender equality in Samoa to provide women and men with an opportunity to articulate barriers to achieving gender equality. The specific emphasis is on women in governance positions, traditional and modern, barriers to gender equality or opportunities for impetus for progress.

Media Toolkit for Community Outreach Awareness for Disaster Management Purposes in Samoa: to enable the production of relevant and audience-appropriate audio-visual awareness materials for target audiences and intended beneficiaries. Material will be produced from the perspective of the communities most vulnerable and affected by natural disasters, usually villages located in the rural areas.

This is Micronesia: capacity building for television production staff.

Pan-Pacific Digital Media Producer Training: brought together ten broadcast technical representatives for training.

“Fading Paradise” compendium of 8 Pacific island Climate Change stories: to transfer of climate change information to the main national sectors of Pacific island communities via textbook, braille, radio broadcasting CD, 2D animation television and comic-book, educational institutions and societal networks to create knowledge and awareness of the main causes and elements of climate change. To promote informed decisions on climate change adaptation and mitigation by development stakeholders, citizens and network partners through communication for knowledge development.

Promoting mental well-being through art media: an innovative program that uses art exhibitions and media featuring artworks by people with an experience of mental illness or trauma to educate the public about mental health issues and destigmatise mental illness. Health professionals and students will be assisted to use art media in their work and engage the broader community in discussion about mental health issues.

Promoting housing rights in Melanesia through rights-based journalism: providing journalism training and a grants program to promote coverage, research and events related to the rights of people living in informal settlements.

ADRA ‘Open the Door’ Program Samoa: running a weekly TV panel discussion show and producing information flyers for distribution in the community to promote positive change in attitudes and behaviour within families.

Farming Samoa – traditionally and organically: using multimedia via mobile phone presentations to promote organic agriculture, increase farmers’ incomes, build public awareness, and sustainable management of natural resources.

Small Voices of Samoa: empowering Pacific youth and communities to make environmental changes and help combat climate change through various projects with

schools, youth church groups and the communities and advertised through media (Facebook, twitter, Local TV stations and newspapers).

Women Led Community Radio for Tonga: to provide women and communities with a non-profit radio platform to discuss issues of local and national interest to build and promote a culture of peace, equality and justice.

Kiribati NewAir FM disability series: launch a special radio program series of interviews, comments and discussions with a view to improve the current status of the disables in Kiribati.

### ***Strategic initiatives:***

NCD Workshop Samoa: to build the capacity of Pacific Island journalists to promote informed public discourse on NCDs (September 2012, Apia, Samoa)

Pacific Emergency Broadcasting Services workshop: to assist the Pacific media develop country specific emergency Disaster plans to complement national disaster management plans (September 2012, Apia, Samoa)

C4D Pre-Summit Workshop: this workshop was run for media students in partnership with the Pacific Islands New Association, the host of the 2012 Pacific Media Summit in Fiji, to raise awareness and understanding of C4D and the significant role research can play in producing media content.

Climate change: partnership with the Pacific-Australia Climate Change Science and Adaptation Planning program to improve climate change awareness

### **C4D and M&E**

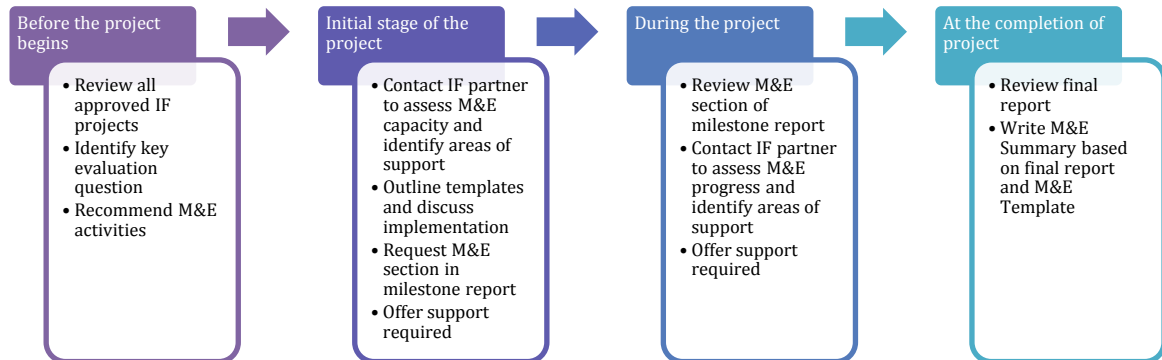
PACMAS places importance on an evidence-based approach and values project outcomes that are measurable and achievable. Through systematic collection of evidences, this helps inform the design of projects, monitor progress and evaluate impact.

The challenge for the C4D aspect of the program is effective M&E, and it is noted that this was acknowledged in the baseline surveys. Some of the agencies/people involved may not have a good understanding or experience in effective M&E, or at least at a level expected by a donor such as AusAID. To overcome this issue PACMAS provides intensive assistance with regards to setting up an appropriate M&E process. For example, to allow the impact to be monitored baseline and end of project surveys is a critical aspect.

At the start of each Innovation Fund project a PACMAS M&E representative is introduced to the IF partner for ongoing correspondence in regards to M&E of IF projects. The IF partner receives an initial call to discuss the planned M&E for the activity. This initial verbal contact allows the team to discuss the M&E capacity of the partner organisation and to offer assistance and clarification of PACMAS M&E requirements.



## PACMAS Innovation Fund M&E



During the project, each IF partner is followed up to assess the progress of M&E activities and identify areas of M&E support. This process involves monitoring the progress of IF project implementation, assessing whether any M&E activities have been undertaken, identifying any challenges encountered and proposing concrete steps to overcome the challenges.

At the completion of the project, the PACMAS Research team reviews the evaluation report and where necessary, offers advice on points of improvement. Based on the final activity report, the research team will produce an M&E summary report to provide an analysis of actual outputs, outcomes, impact and challenges of all completed IF activities. These reports are to be collated and submitted as a part of each biannual report to provide an overview of the Innovation Fund impact.

Standard M&E templates track progress on participation in training, workshops and other capacity building initiatives across all four PACMAS components and log content produced as part of PACMAS. Guidance is also provided with the provision of audience feedback forms at the formative stage (content design and content development) and post-production stage (content delivery).

PACMAS has found that some of the applications for funding, for example in round 2, were of a low quality, and a lot of input has been required to assist the applicants with their application. Having rounds every six months rather than three months will assist with the demands on the team.

### Comments

PACMAS has set up an M&E framework that tracks the various aspects of the work under way including training activities, the innovation fund, strategic activities and research. This includes hard figures on numbers and gender breakdown of people undergoing training, 'stories of change' that have been outcomes of the work, and 'lesson learnt.' In some cases C4D initiatives may offer many benefits, but it might be

difficult to decipher their impact alone. However, this is not enough of a reason to exclude the C4D activities, as there is value in learning about their challenges, and they offer a good opportunity for capacity building. The issue is that AusAID should see these activities as a learning opportunity and piloting an approach.

Capacity building in C4D M&E of recipients and also PACMAS staff will be an ongoing requirement of PACMAS. It is important that the M&E suits the size and scope of the initiative. It should be realistic, appropriate and useful.

Long-term evaluation would be made easier if the whole PACMAS program better articulated the strategic outcomes it was aiming for with better indicators of how the program is tracking towards these goals.

## **References**

- PACMAS 2 Project Design Document July 2011*
- PACMAS 2 Attachment C Communications for Development*
- PACMAS 2 Progress report Sept 2012-February2013*
- PACMAS 2 Progress report May-August 2012*
- PACMAS 2 Progress report May 2012*
- PACMAS 2 Research, M&E Working Paper*
- PACMAS Review meetings Feb-April 2013*
- Personal Communication Jo Tacchi, C4D Technical Advisory Group*
- United Nations Inter-agency Resource Pack on Research, Monitoring and Evaluation in Communication for Development, June Lennie and Jo Tacchi, February 2011*

## Attachment 2 – Stakeholders met by review team

### Vanuatu\*: 25 – 28 February 2013

Name	Position and organisation	Date
Katherine Ruiz-Avila	Counsellor, AusAID, Vanuatu	25/2/13
David Momcilovic	1 <sup>st</sup> Secretary, AusAID, Vanuatu	25/2/13
Anna Naupa	PACMAS regional manager, AusAID, Vanuatu	25/2/13
Moses Stevens	President, PINA	26/2/13
Evelyn Toa	President, Media Association blong Vanuatu	26/2/13
Sharon Bhagwan Rolls	Member, PACMAS PMG and Executive Director, FemLINK Pacific	27/2/13
Domenic Friguglietti	PACMAS Program Director, ABC, Melbourne	27/2/13
Kiary Manasah	Editor, Pacific Buzz, Pacific Institute of Public Policy, Vanuatu	27/2/13
Tony Wilson	Journalism lecturer, Vanuatu Institute of Technology	27/2/13
Francis Herman	PACMAS Program Manager, Vanuatu	28/2/13
Moses Tongare	PACMAS Program officer, Vanuatu	28/2/13
Wilson Toa	PACMAS Research officer, Vanuatu	28/2/13
Ellenson Taurakoto	PACMAS online editor, Vanuatu	28/2/13
Warren Robert	Technical Services team leader, Vanuatu Broadcasting & TV Corp	28/2/13

\*In addition to meeting stakeholders, the review team attended the PACMAS Program Management Group meeting held in Port Vila from 25 to 26 February and had a special session with PMG on 27 February. Review members also had separately discussions with individual members of the PMG as shown above.

### Tonga: 11 – 13 March 2013

Name	Position and organisation	Date
Brett Aldam	Australian High Commissioner, Tonga	11/3/13
Louise Scott	2 <sup>nd</sup> Secretary, AusAID, Tonga	11/3/13
Anna Baker	Program manager, AusAID, Tonga	11/3/13
Pesi Fonua	Publisher/Editor, Matangi Tonga	11/3/13

<b>Name</b>	<b>Position and organisation</b>	<b>Date</b>
Mary Fonua	Assoc editor, Matangi Tonga	11/3/13
Nanise Fifita	General Manager, Tonga Broadcasting Commission	11/3/13
Solomon Finau	Chief engineer, Tonga Broadcasting Commission	11/3/13
Viliamil Lolohea	Co-ordinator, Media & Journalism, Tonga Institute of Higher Education (TIHE), Nuku'alofa	12/3/13
Anna Lope	Head of School, TIHE	12/3/13
Sarah Smethurst	Australian Youth Ambassador attached to Ma'a Fafine mo e Famili Inc	12/3/13
Iemaima Havea	CEO, Tonga Health	12/3/13
Olita Tupou	Ministry of Communications and Information	12/3/13
Katalina Tohi	Managing Director, BroadCom Radio	13/3/13
Maka Tohi	Technical manager, BroadCom Radio	13/3/13
Drew Havea	Chairman, Civil Society Forum of Tonga	13/3/13
Siale Ilolahia	Executive Director, Civil Society Forum of Tonga	13/3/13
Iliesa Tora	Team leader, Drua PR media company	13/3/13
Ilaivaha Touehi	Team member, Drua PR media company	13/3/13
Talita Tu'ilpulu	Associate, Pacific Institute of Public Policy	13/3/13
Dr Malakai'ake	Chief Medical Officer, Public Health, Ministry of Health	13/3/13
Dr Li Dan	Country Liaison Officer/Head of Office, WHO, Tonga	13/3/13

### **Kiribati: 8 – 9 April 2013**

<b>Name</b>	<b>Position and organisation</b>	<b>Date</b>
Alison Smith	Chargé, Australian High Commission	8/4/13
Jamie O'Brien	A/g Counsellor, AusAID, AHC	8/4/13
Tarataaka Angiraoui	Interim CEO, Broadcasting & Publications Authority, Kiribati	8/4/13
Rimon Rimon	Office of the President Unit	9/4/13
Nataara Biribo	Secretary for Development, Te Mauri newspaper	9/4/13

<b>Name</b>	<b>Position and organisation</b>	<b>Date</b>
Tibwere Bobo,	GM & Editor, Kiribati Newstar newspaper	9/4/13
Kaoti Onorio	GM , Newair FM89	9/4/13
Pelenise Alofa	KiriCAN (NGO)	9/4/13
Linda	Taberanikai	9/4/13
John	Taberanikai	9/4/13

### **Fiji: 16 – 19 April 2013**

<b>Name</b>	<b>Position and organisation</b>	<b>Date</b>
John Davidson	Minister-Counsellor, AusAID, Suva	16/4/13
Tim Gill	1 <sup>st</sup> secretary, AusAID Suva	16/4/13
Peter Lothian	DFAT, Australian High Commission	16/4/13
Melinia Nawadra	Senior program manager, AusAID, Suva	16/4/13
Lionel Gibson	Pacific Leadership Program, Suva	17/4/13
Tanya Waqanika	Head of Corporate & Manager Legal, Company Secretary, Fiji TV Group	17/4/13
Gary Wiseman	Manager, UNDP Pacific Centre	17/4/13
Rex Horoi	ED, South Pacific People's Foundation	18/4/13
Richard Naidu	Editor, FNU newspaper, Fiji National University	18/4/13
Ian Webber	Lecturer, Journalism, University of South Pacific	18/4/13
Temo Waganivalu	WHO, Suva	18/4/13
Semi Francis	Manager, Radio Pacifica, USP	19/4/13
Larry Thomas	Head, SPC Regional Media Centre, Suva	19/4/13
Elia Vesikula	Head of Department, Film, Media & Journalism, FNU	19/4/13
Rita Narayan	Head of News, Fiji Broadcasting Corp	19/4/13

In addition to these in-country meetings, the team participated in a teleconference on Friday 12 April with AusAID staff from the bilateral PNG and Solomon Islands media projects based in Port Moresby, PNG and Honiara, Solomon Islands as well as Canberra-based staff in the Governance branch and Pacific regional branch.



## **Attachment 3 – Implementation Review Plan**

### **Implementation Review Pacific Media Assistance Scheme (PACMAS) Phase 2**

***Review Plan  
4 March 2013***

#### **Background**

PACMAS 2 started in November 2011 succeeding an earlier phase of a 10-year commitment (2007-2008 to 2017-2018) by AusAID to support the development of media in the Pacific region. The current phase is for four years (2011-12 to 2014-15). Its design has been shaped by the recommendations and observations coming out of the review of phase 1 which identified the need to tighten the focus of the program.

At the same time, the goal and objectives for this second phase remain the same as the earlier phase. The goal is to support better governance in the Pacific region. Its objective is to support the development of diverse, independent and professional media which promotes informed and meaningful public discourse throughout the region.

To meet this objective, there are four components

- Media capacity building
- Media policy and legislation
- Media systems
- Media content

The delivery mechanisms for these components are

- Strategic activities delivered in partnership with Pacific organisations
- An innovation fund which supports projects in line with the four components or outcomes
- Research and analysis to build knowledge about the media in the region
- Communications and networking to disseminate and encourage discussion

In addition to tightening the focus of PACMAS to the four components, PACMAS 2 has a stronger focus on communication for development in line with a broader adoption of C4D principles and approaches by AusAID.

PACMAS 2 is implemented by ABC International Development (ABC-ID) with oversight and strategic direction for the program provided by a Program Management Group with representatives from AusAID, ABC-ID and three Pacific

media professionals. A Technical Advisory Group also provides ad hoc expertise in monitoring and review, communications for development and broadcasting.

The countries covered by PACMAS are Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, PNG, Republic of Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

### **Purpose of review**

In line with AusAID's quality system requirements, an implementation review should be conducted at least once during the life of a project or program phase. This review aims to fulfill that requirement and will use the OECD DAC criteria to assess the relevance, effectiveness, efficiency and gender equality of PACMAS Phase 2.

In addition and in accordance with the review's Terms of Reference, the review will aim

- To generate knowledge and lessons for AusAID on how media strengthening and communications for development contributes to better governance in the Pacific, with particular implications for AusAID's country programs and sectoral teams interested in working more on communications for development.
- To consolidate lessons learned and to make recommendations on possible mechanisms for improving links between regional and country-level programs working in media development.

It is also expected to help AusAID develop a clearer picture of the role of communications for development in broader governance support, what value it provides for people and the costs involved. It should also be targeted to inform senior management decision-making for AusAID's Pacific regional program (both at Post and in Canberra) on ongoing support to media strengthening and communications for development initiatives. However, it is understood that given the short period that Phase 2 has been active, the findings in this regard may be very preliminary.

### *Primary Users*

It is intended that the evaluation report will support the primary users in their ongoing consideration of PACMAS activities and direction. The primary users will be:

- 1) AusAID including the AusAID activity manager and PACMAS program manager in Port Vila; and the Governance and Social Development Branch, Canberra.
- 2) PACMAS team, notably Port-Vila based team leader, ABC's Melbourne-based program director and program manager; and the M&E and research staff; and
- 3) PACMAS' Program Monitoring team. The project's Technical Assistance Group is also expected to be a user of the report.



Other users will include AusAID program managers of bilateral media activities in Port Moresby and Honiara as well as the Office of Development Effectiveness.

## **Methodology**

The review is to be undertaken by an independent review team consisting of

- Annmaree O’Keeffe, review team leader responsible for the timely completion of each output including the finalisation of the review report and facilitating discussions and interactions with key stakeholders;
- Mandy Gyles, Communications for Development specialist, who will support the team leader in the overall task of the review and who will provide particular input on the C4D elements of the project as well as looking in detail at the Innovation Fund; and
- Joe Harry, a Pacific broadcaster, who will identify and facilitate meetings and contact with key Pacific stakeholders. This is in addition to supporting the team leader in the overall task of the review. He will also bring the Pacific journalist’s perspective to the review’s deliberations.

A three-step methodology will be employed in undertaking this review. It comprises:

*Preparatory phase:* an extensive pre-mobilisation desk review of key documents and literature provided by AusAID and the ABC as well as other material relevant to the media in the Pacific. A preliminary briefing for the review team will be held in Port Vila with members of the PMG and other PACMAS and AusAID personnel.

*In-country visits:* The team will visit at least one country and relevant provinces in each of the Pacific’s sub-regions. It is expected that these countries will include Fiji, (Melanesia) Tonga (Polynesia) and Kiribati (Micronesia).

As the project covers a total of 14 countries, it was deemed impractical and too expensive to attempt to visit as many of these countries as possible. Instead, it was decided that at least one country from each of the sub-regions should be visited. Furthermore, those chosen in the sub-region were seen as priority countries for the following reasons:

- Fiji: because of the ongoing challenge to media freedom in that country and the importance of finding ways, through PACMAS, to support the media to overcome at least some of the challenges;
- Tonga: while Samoa has been an important location for a number of PACMAS activities, there has been less involvement by the project in Tonga. As a significant Polynesia country, it is timely to determine how effective the project is in this country.
- Kiribati: as the largest Micronesian country and one of significance to Australia’s aid program more generally, it was considered the most appropriate country to include in this review.

In each of these countries, the team will interview a range of key stakeholders and PACMAS beneficiaries (actual and intended) using as a guide the questions outlined later in this document. David Momcilovic, AusAID’s First Secretary, Port Vila, will accompany the team during part of their visit to Fiji.

*Analysis and Report drafting:* Analysis of the information collected will be conducted in accordance with the principles of triangulation. This will be achieved through cross-referencing the data contained in the range of PACMAS reports and documents with the information obtained through the in-country interviews, as well as on-line research and interaction. This is in addition to the material collected during the pre-mobilisation briefing in Port Vila.

Conclusions, judgments and recommendations stemming from this analysis will be made through a whole-of-team consideration taking into account each team member’s expertise and the responsibilities they hold as a member of the review team. It is understood that the AusAID staff members accompanying the team during the in-country visits will not influence the review team’s judgments.

### **Timeframe**

The timeframe, location and team input for the steps in this methodology is as follows:

#### *Preparatory Phase*

<b>Task</b>	<b>Timing</b>	<b>Location</b>	<b>Input</b>		
			<b>Team leader</b>	<b>Specialist</b>	<b>Pacific Media rep</b>
Desk review of key documentation	Early Feb	Home office	✓	✓	✓
Initial telecom briefing	18 Feb	Home locations	✓	✓	✓
Draft review plan	18-24 Feb	Home office	✓✓	✓	✓
AusAID/ABC/PMC briefing	25-26/2	Vanuatu	✓	✓	✓
Revise and confirm review plan	28/2	Vanuatu	✓✓	✓	✓

*In-country Review Phase*

Task	Timing	Location	Input		
			Team leader	Specialist	Pacific Media rep
Initial consultations with Vanuatu stakeholders?	28/2	Port Vila	✓	✓	✓
Review visit to Tonga	9-14 March	Nuku'alofa	✓	✓	✓
Review visit to Kiribati	8-10 April	Tarawa	✓	✓	✓
Review visit to Fiji	16-23 April	Suva + Nadi			
Draft Aide Memoire	24-30 April?	Home office	✓✓	✓	✓
Presentation of Aide Memoire	30 April?	Electronic/ Canberra/ Port Vila?	✓		

*Report drafting: May - July*

Task	Timing	Location	Input		
			Team leader	Specialist	Pacific Media rep
Analysis of material collected	Early May	Home offices	✓	✓	✓
First draft review report – shared between team members only	7 June	Home office + consultation by email/telephone	✓✓	✓	✓
Draft review report to AusAID	15 June	Home office	✓✓	✓	✓
Final review report	15 July	electronic	✓		

**Data and resources**

The team will have access to data and documents made available by AusAID and the PACMAS team. The list of these documents as set out in the Terms of Reference is included in Attachment A. However, it is expected that during the course of the review and as a result of consultations including with PMG and TAG

members that additional documents and resources including internet-based resources will be accessed.

### **Review constraints and sensitivities**

The review team is cognizant of the fact that the review is being undertaken very early in the second year of the current phase. As such, it will be too early to determine the impact and sustainability of what is essentially an activity which requires longer lead times to make well-founded judgments in this area. That said, with much of the project's preliminary set up completed, the review will provide important feedback on the appropriateness of the project's direction and priorities in a timely way. This will facilitate an efficient re-setting of the direction if it is seen as appropriate in the wake of the review's findings.

The team is also aware that although the project covers the 14 countries of the Pacific Islands Forum, it will only have the time and resources to visit four of the countries. However, as noted above, these countries have been selected on the basis of sub-regional representation and perceived importance.

Finally, it is expected that there will be a degree of political sensitivity surrounding PACMAS's activities in Fiji given the nature of the political regime in that country.

### **Ethical considerations**

In undertaking the interviews – whether in person, via email, telephone, and websites or in writing – the team will ensure that the privacy concerns of the interviewees will be paramount. Interviewees will be assured that attribution of their views and observations will be done on the basis of anonymity and that the interview reports will be stored in a way to protect their privacy.

The team will ensure that any other relevant ethical issues, particularly in the case of political sensitivities, are handled in a way that ensures that the rights and concerns of the interviewee are respected at all times.

## Review questions

In accordance with the review focus on the DAC criteria of relevance, effectiveness and efficiency as well as contribution and influence on gender equality, the following questions will help guide the review team’s interviews with relevant stakeholders during their in-country visits.

Criteria	Questions (in descending order of priority)	Possible sources and stakeholders	Methodology
1. Relevance	<p>1. Are the four components of PACMAS the most appropriate means to support the development of a diverse, independent and professional media that promotes informed and meaningful public discourse?</p> <p>2. What evidence is there that PACMAS supports better governance in the Pacific?</p> <p>3. Is PACMAS’ level of engagement in-country appropriate given the country’s context?</p> <p>4. Is the program capitalizing on the rise of use and access to social media in the region?</p>	<p>PACMAS PMG and TAG, local broadcasters, independent &amp; community media; on-line PACMAS members</p> <p>AusAID, PIF,</p> <p>Local stakeholders, AusAID PACMAS PMG and TAG</p> <p>Local broadcasters, e-user forums, use of PACMAS website to engage with users</p>	<p>One-on-one or very small group Interviews during in-country visits; email and telephone communication to supplement country visits; literature and web/internet review.</p>

	<p>5. Is PACMAS' combination of media development and C4D approaches relevant to the development context?</p> <ul style="list-style-type: none"> <li>- is the choice of C4D areas relevant to the development context</li> <li>- can some synergies be gained by selecting a couple of sectors for across the region or should each country select their own</li> </ul>	<p>PACMAS TAG, AusAID in visited countries; local NGOs; relevant local stakeholders; relevant international organisations engaged in sectoral-specific activities e.g. UNDP, WHO, SPREP, SPC and PLP</p>	
<p>2. Effectiveness</p>	<p>1. To what extent is PACMAS on track to address the four components of PACMAS</p> <p>2. How are Pacific media stakeholders benefiting from the program?</p> <p>3. Is it appropriate for activities to be equitably contributing to all sub-regions of the Pacific?</p> <ul style="list-style-type: none"> <li>- should there be more a priority listing for different countries and sub-regions?</li> </ul>	<p>PACMAS PMG and TAG, AusAID in each country, Local stakeholders</p> <p>PACMAS team, local media representatives</p> <p>PACMAS team, AusAID, PIF, DFAT in-country</p>	<p>Preliminary briefing, One-on-one or very small group interviews in-country and progress reports; email communication with AusAID offices not visited and if appropriate, DFAT;</p>

	4. To what extent is the monitoring and review strategy providing relevant information to assist improvement as well as information about the achievement of PACMAS outcomes	ABC-ID, PACMAS team, AusAID	
3. Efficiency	<p>1. To what extent is PACMAS making effective use of time and resources to achieve outcomes</p> <ul style="list-style-type: none"> <li>- do the management and governance arrangements allow for effective program delivery and value for money</li> <li>- to what extent is the management model dependent on particular individuals</li> <li>- to what extent does the communication strategy and program management ensure transparent communication with stakeholders in line with AusAID's Transparency Charter?</li> <li>- is PACMAS well-coordinated with AusAID's Pac bilateral media programs in PNG, Solomon Islands and Vanuatu? Similarly, is PACMAS well-coordinated with bilateral sector programs in the countries it works?</li> <li>- How well does communication for development approaches fit with a regional rather than bilateral activity?</li> <li>- Given the number of countries covered by PACMAS, how are priorities set to ensure most effective use of limited resources?</li> </ul>	AusAID – Port Vila, Canberra and visited posts plus Port Moresby and Honiara ABC-ID	Preliminary briefing, interviews in-country and in Canberra/Melbourne; PACMAS planning and budget documents; email/telephone communication
4. Gender equality	<p>1. Does the activity integrate gender-sensitive approaches? Through support for content production and technical development?</p> <p>2. Does it positively influence outcomes on gender equality?</p> <p>3. What changes have occurred for female media practitioners who have participated in program activities</p> <p>4. Are the gender equality issues identified in the design/approval</p>	Local stakeholders, particularly women employed in the media; relevant NGOs; FemLINK; Pacific rep of UN	Progress reports and in-country interviews

	process being addressed? 5. Is the strengthened focus on C4D having any impact on gender equality? 6. What changes should be made to improve or strengthen the way the program supports gender equality?	Women	
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Flexibility: it is important to note that these questions provide a guide only for the review team in their analysis of the literature and the interviews and discussions with key stakeholders. Given the variations between the various Pacific countries and between the sub-regions, it will be vital to maintain flexibility within the methodology to respond to new issues as they emerge during the review and to take account of the varying expectations capacities and operating contexts in each country.



**The list of documents to be reviewed may include (but is not confined to):**

*ABC International Development PACMAS Reports:*

- a. The first two six monthly progress reports and annexes submitted to the PACMAS Management Group
  - o 2012-13 to 2014-15

Financial records:

- b. Financial reports attached to six monthly reports
- c. The February budget tracking report as required in ROU schedule 16.

Other:

- d. Reports from PACMAS grant recipients under Strategic Activities and Innovation Fund.
- e. Research data and reports produced by PACMAS
- f. The ABC's updated version of the PACMAS monitoring and review strategy
- g. The PACMAS Design Documents 2010

**PACMAS 1 & 2 documents:**

*PACMAS (2008-09 to 2009-2010):*

- a. 2005 Informing Citizens: Opportunities for Media and Communications in the Pacific was a situation analysis and needs assessment (SANA) of the Pacific media sector commissioned by the Pacific Media and Communications Facility (PMCF [2004-07]);
- b. 2006 Rapid review of AusAID Media Strengthening Activities and Design Concept recommendations;
- c. 2008 Independent Appraisal, Peer Review and approved Quality At Implementation to complete design
- d. 2008 Pacific Media Assistance Scheme Design Document (2007-08 to 2007-18);
- e. 2009 Quality At Implementation (QAI) assessment;
- f. 2010 Independent Review PACMAS Phase One 2007-08 to 2009-10.

*PACMAS (2011-12 to 2014-15):*

- g. 2010 Draft AusAID Communication for Development Framework (recommendation from the review and managed by Governance and Social Development Branch);
- h. 2011 (January) PACMAS 2 Consultation Paper providing Pacific media stakeholders with information about findings of the PACMAS review and consulting them about the proposed changes to the PACMAS recommended in the review;
- i. 2011 (February) Journalism Training Study (following up on review recommendation regarding journalism training);
- j. 2011 (February) Research study to develop a baseline data set for the Pacific media sector. Assessment of relevance of UNESCO Media Development Indicators (2008) to the Situation Analysis and Needs Assessment of the Pacific Media and Communications Facility (2005) (recommendation from review);
- k. 2011 (March) PACMAS Assessment of Responses to Consultation Paper provided to Pacific media stakeholders.

*AusAID documents:*

- a. Guidelines and templates
  - o Guideline: Manage the Independent Review of an Aid Activity
  - o Template: Aide Memoire

- Template: Independent Completion Report (ICR)
- b. Policy documents and delivery strategies
  - AusAID Transparency Charter
  - Strategic Papers – Effective Governance
  - AusAID Style Guide
  -
- c. Other reviews
  - Any relevant ODE Reports <[hyperlink](#)>
  - Review and design documents for the three Pacific media bilateral programs
  - Any other relevant reviews
- d. Quality at Implementation reports for PACMAS, SOLMAS for Solomon Islands media program, PNG Media Assistance Program and the Vanuatu media program.

*Other documents:*

- a. Partnership for Development (including relevant schedules) <[hyperlink](#)>
  - b. Millennium Development Goals <<http://www.un.org/millenniumgoals/>>
  - c. Paris Declaration and Accra Agenda for Action  
<[http://www.oecd.org/document/18/0,3746,en\\_2649\\_3236398\\_35401554\\_1\\_1\\_1\\_1,00&&en-USS\\_01DBC.html](http://www.oecd.org/document/18/0,3746,en_2649_3236398_35401554_1_1_1_1,00&&en-USS_01DBC.html)>
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- ROU 37833 Schedule 16 Cooperation between ABC and AusAID to deliver PACMAS 2
  - PACMAS Implementation Plan
  - Six monthly reports (including annexes)
  - PACMAS Design Document 2010
  - PACMAS Consultation Paper & PACMAS Feedback to stakeholders on consultation paper
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- ROU 37833 Schedule 16 Cooperation between ABC and AusAID to deliver PACMAS 2
  - PACMAS Implementation Plan
  - Six monthly reports (including annexes) for PACMAS and the bilateral programs
  - PACMAS Design Document 2010
  - PACMAS Consultation Paper
  - PACMAS Feedback to stakeholders on the PACMAS consultation paper
  - Reports from PACMAS grant recipients under Strategic Activities and Innovation Fund.
  - Research data and reports produced by PACMAS