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**EVALUATION REPORT**



**UDF- PER-09- 344 – Press electoral coverage in Peru**

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**Disclaimer**

The evaluators are solely responsible for the content of this publication, which should in no case be considered to reflect the views of UNDEF, Transtec, or any other institutions and/or individuals mentioned in the report.

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## I. EXECUTIVE SUMMARY

### *(i) Project data*

This report presents findings from the evaluation of the *Press electoral coverage in Peru* project, implemented by the Press and Society Institute (IPYS). The project ran from February 1, 2011 to January 31, 2013.<sup>1</sup> The United Nations Democracy Fund (UNDEF) provided a grant of US\$150,000. The project aimed to strengthen the role of the media in Peruvian democracy, promote transparent and fair media coverage of electoral processes (including the presidential and parliamentary elections of 2011), and publicize the performance of outgoing and elected governments.

The project strategy revolved around the training of journalists working for media agencies in five remote Peruvian cities and focused on four specific components: (i) improving journalists' ability to effectively investigate corruption and electoral issues and request public information from government agencies; (ii) informing journalists about their right to access public information and empowering them to exercise that right in daily practice; (iii) producing tools and materials to guide journalists in playing a greater democratic role as public watchdogs; and (iv) increasing awareness among journalists and civil society about the need for greater media impartiality, accuracy and openness during electoral processes and the important role of the media in a democracy. As a component of post-project evaluations financed by UNDEF, the evaluation mission's objective is to undertake an in-depth analysis of UNDEF-funded projects. The intent is to gain a better understanding of what constitutes a successful project, which will in turn help UNDEF devise future project strategies. Evaluations also assist stakeholders in determining whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved.

### *(ii) Evaluation findings*

The Project was **relevant** given a weakened political context marked by corruption, where the role of independent journalists in electoral processes is clearly essential. Journalists in the provinces face extremely difficult working conditions; many lack professional training and the independence, knowledge and tools needed to provide high-quality information to the public. By offering training in investigative journalism and access to public information, the project sought to meet the heavy demand from reporters—both male and female—for new learning opportunities. However, there were also shortcomings in terms of relevance arising from the project's strategy and methodological focus. The chosen indicators—that is, applying the techniques of investigative journalism or submitting requests for public information—were unrealistic for the beneficiary groups.

The project was not very **effective**. Although project activities adhered to the established plan, a lack of efficacy is evident from the results. Just five participating journalists managed to parlay the knowledge and skills gained through training into investigative inquiries or requests for public information. Given the realities of the media in Peru, IPYS sees this as an acceptable result, stressing the value of having a cohort of five well-trained journalists. The project design phase relied on an inflated estimate of the beneficiaries' capacity to take ownership of their training, and the chosen indicators were not very practicable. Nevertheless, the project assembled a team of first-rate professionals, producing materials and tools of very high quality. The courses offered raised awareness among journalists and

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<sup>1</sup> According to project document (contract signed on 12/16/2010).

civil society stakeholders about the role of the press as a watchdog in combating electoral fraud and in democracy-building.

The project yielded mixed results in terms of **efficiency** and cost-benefit. Its technical management failed to implement an efficient strategy for capacity-building emphasizing monitoring of results and indicators. The coordination team ensured that planned activities were implemented, but failed to adopt corrective measures to address problems that arose during the course of the project—for example, the inability of journalists to propose investigative inquiries, problems with the virtual platform, and problems with course attendance and dropouts. The project reports are more descriptive than analytic. A more proactive focus would likely have led to a more satisfactory level of efficiency.

The most visible **impact** of the project lies in having included the watchdog role of the press in fighting electoral fraud in journalistic training. One very basic impact was undoubtedly the awareness raised among the beneficiaries about their rights as citizens, and the knowledge imparted about legal instruments and applicable legislation. At the provincial level, initiatives were organized for monitoring, disseminating information, and improving the quality of reports. IPYS was able to buttress its standing in the intervention zones. Online courses allowed for the production of excellent informational materials, which are used by beneficiaries who hold positions of responsibility in the media, government agencies, and/or academia. The project has had little impact on capacities for initiative or taking ownership of training among beneficiaries, who have undertaken only a small number of investigative inquiries.

As a result of its professionalism and commitment to the defense and promotion of freedom of expression and access to public information, IPYS is well-known in the news media and civil society in both Peru and other countries of the region. The strengthening of journalists' skills is a theme it has pursued for years. These factors have helped ensure its institutional and technical **sustainability**. IPYS seeks to secure the financial resources needed to provide continuity without relying on international funding. To this end, it has created an independent news agency ("INFOS-Perú") that undertakes journalism projects on request; the income generated is invested in a fund earmarked for financing activities. IPYS needs to make the most of the lessons it has learned over the course of its operations to improve the ability of beneficiary groups to embrace their training.

The **value added** by UNDEF allowed the project to meet the demand and build the capacities of a very small group of reporters who want to practice investigative journalism, which they consider critical to the identification and in-depth analysis of important issues. Although impact was negligible in quantitative terms, it was noteworthy in light of the obstacles to high-quality journalism in the project areas.

### ***(iii) Conclusions***

The following conclusions have been drawn from the analysis of the evaluation questions:

- ***The project operated in an adverse context where journalistic practice is severely constrained.*** The project raised awareness with respect to the media's role in fighting electoral fraud and diverse forms of corruption. This is highly relevant in an environment characterized by weak media, a lack of established institutions, and conditions that make the practice of high-quality journalism extremely difficult.

- ***The project was relevant to the needs of beneficiary populations.*** Reporters have few opportunities for professional education and the demand for training is high. Civil rights issues are new to many of them, and thus they set great store by the

opportunity to learn about the benefits of investigative reporting and the right of citizens to access public information.

- **The project mobilized a first-rate team of professionals.** The teachers and investigators contracted by IPYS had solid backgrounds and a high degree of professionalism, which is reflected in the quality of the content, materials and tools created.

- **The project was only somewhat effective.** Targeted results and goals were partially achieved. Beneficiaries failed to take advantage of their training by initiating investigative inquiries or requests for public information. The feasibility of these indicators was not assessed. The project's methodological focus was not well adapted to its qualitative goals.

- **The project yielded mixed results with respect to efficiency.** Despite the quality of the teaching team and materials, beneficiaries made only minimal use of their training. The project suffered from inadequate support and a limited capacity to propose appropriate corrective measures.

- **The project achieved outcomes and impacts that may lead to future benefits.** Even though the journalists that received training largely failed to apply what they learned, the project gave them a foundation in theory and practice about the importance of the press as a watchdog in combating electoral fraud. Some beneficiaries make use of this knowledge in their positions in the media, government agencies, and/or academia.

- **The project results illustrate the difficulties beneficiaries face in taking ownership of acquired knowledge.** The capacity-building strategy did not yield expected results with respect to participants taking ownership; lessons learned in the course of IPYS's work in this area have not been sufficiently applied to improving the qualitative components of journalist training.

#### **(iv) Recommendations**

To sustainably boost the capacity of beneficiaries to take ownership of the knowledge acquired and improve the qualitative impact of IPYS action, the evaluators offer the following recommendations:

- **Redesign a capacity-building strategy more in line with the objectives pursued.** IPYS needs to rethink the integration of essential project components that can qualitatively improve the outcomes of capacity-building initiatives, make better use of its institutional strengths, reorient its methodology and organizational structure to counter the factors that prevent journalists from taking ownership of the learning acquired, and adopt realistic indicators and appropriate monitoring mechanisms (see Conclusions i, iii, iv).

- **Rethink the methodological focus of the training model.** Designing a methodological model that prioritizes qualitative over quantitative results is essential to achieving real and effective empowerment of beneficiaries (see Conclusions iv, v).

- **Implement a system for monitoring and support at the institutional level.** In order to implement the preceding recommendations, it will be necessary to design protocols for monitoring and strategic support that include mechanisms for the tracking and analysis of indicators, and modalities for support at the local level (see Conclusions v, vi).

- **Capitalize on lessons learned.** An effective analysis of lessons learned over the course of IPYS's history should allow it to redesign its capacity-building strategy and

capitalize on factors that might contribute to more satisfactory levels of ownership among beneficiaries (see Conclusions vi, vii).

## II. INTRODUCTION AND DEVELOPMENT CONTEXT

### **(i) The project and evaluation objectives**

This report presents findings from the evaluation of the *Press electoral coverage in Peru* project, implemented by the Press and Society Institute (IPYS). The project ran from February 1, 2011 to January 31, 2013.<sup>2</sup> The United Nations Democracy Fund (UNDEF) provided a grant of US\$150,000, \$15,000 of which was retained for monitoring and evaluation.

The project aimed to strengthen the role of the media in Peruvian democracy, promote transparent and fair media coverage of electoral processes (including the presidential and parliamentary elections of 2011), and publicize the performance of outgoing and elected governments.

The project strategy revolved around the training of journalists working for media agencies in five remote Peruvian cities and focused on four specific components: (i) improving journalists' skills to effectively investigate corruption and electoral issues and request public information from government agencies; (ii) informing journalists about their right to access public information and empowering them to exercise that right in daily practice; (iii) producing tools and materials to guide journalists in playing a greater democratic role as public watchdogs; and (iv) increasing awareness among journalists and civil society about the need for greater media impartiality, accuracy and openness during electoral processes and the important role of the media in a democracy.

As a component of post-project evaluations financed by the UNDEF, the evaluation mission's objective is to undertake an in-depth analysis of UNDEF-funded projects. The intent is to gain a better understanding of what constitutes a successful project, which will in turn help UNDEF devise future project strategies. Evaluations also assist stakeholders in determining whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved.

### **(ii) Evaluation methodology**

The evaluation was conducted by an international and a national expert, hired under Transtec's contract with UNDEF. The evaluation methodology is spelled out in the Operational Manual and further detailed in the Launch Note. Pursuant to the terms of the contract, project documents were sent to the evaluators in early May 2013 (see Annex 2). After reading and analyzing them, the evaluators prepared the Launch Note (UDF-PER-09-334), describing the analysis methodology and instruments used during the evaluation mission to Lima from May 27-31, 2013. The evaluators interviewed project staff and members of the IPYS coordinating team. They also met with project beneficiaries. The interviewees consisted of:

- the Executive Director and members of the IPYS;

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<sup>2</sup> According to project document (contract signed on 12/16/2010).

- the project management team;
- the individual in charge of the training workshops;
- the journalists specializing in electoral coverage and investigative reporting;
- the investigative journalism assistant;
- a representative sample of beneficiaries of the different workshops;

A visit was also made to Chiclayo, one of the cities where the project was implemented. Annex 3 presents a complete list of persons interviewed.

### ***(iii) Development context***

In Peru, as in most Latin American countries, electoral processes tend to be ‘personalized’—that is, based not on projects, programs or parties, but on people. This is the common denominator of presidentialist countries, where presidential elections are not primarily dependent on political forces. Rather, the authoritarian nature of a candidate tends to trump plans and proposals over the long term.<sup>3</sup> This phenomenon can be seen in electoral processes at all levels, from presidential to local.

In Peru, democratic institutions have little credibility in the public eye. Politics are often associated with corruption, with Congress the most discredited institution of all. The Office of the Ombudsman and the Constitutional Court are essential institutions for ensuring the rule of law and protecting civil rights against potential government abuses or excesses. Their autonomy and independence from political parties are the foundations for their capacity to operate.

The current legal framework for Peruvian electoral processes is fairly comprehensive with respect to laws and standards, over and above the amended 1993 Political Constitution of Peru. It respects the international standards for democratic elections to which Peru is a signatory.<sup>4</sup> The Constitution ensures basic safeguards for the exercise of political rights and fundamental liberties, guaranteeing periodic elections, universal and egalitarian suffrage, and the right of all political parties, organizations and alliances to participate in elections as long as they meet the legal requirements. There are additional regulations that complement—yet also complicate—the electoral process, such as those that regulate alliances among political parties, the validity of voter cards, and deadlines for the registration of political parties and the presentation of candidate lists, as well as the overlap of competencies between the National Jury of Elections (“Jurado Nacional de Elecciones” (JNE)) and the National Office of Electoral Processes (“Oficina Nacional de Procesos Electorales” (ONPE)).

Electoral processes are regulated by legal instruments, including laws and regulations issued by the JNE. These include: the amended 1993 Political Constitution of Peru; the 1997 Organic Election Law (Law 26859), which regulates presidential and national congressional elections; the 1995 Organic Law on the National Jury of Elections (Law 26486); the 1995 Organic Law on the National Office of Electoral Processes (Law 26487); the 1995 Organic Law on the National Registry of Identification and Civil Status (Law 26497); the 1994 Law on Citizen Participation and Oversight (Law 26300); and the 2003 Law on Political Parties (Law 28094).

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<sup>3</sup> Rubén Martínez Dalmau details this in his chronicle: *TRAS EL TRIUNFO DE OLLANTA HUMALA EN LA PRIMERA VUELTA*; 14.04.2011; published on La Pluma.net (Professor of Constitutional Law, University of Valencia).

<sup>4</sup> The International Covenant on Civil and Political Rights (1966); the International Convention on the Elimination of All Forms of Racial Discrimination (1966); the Convention on the Political Rights of Women (1952); and the Convention on the Rights of Persons with Disabilities (2000). Also, the American Convention on Human Rights (1969); the Inter-American Convention on the Granting of Political Rights to Women (1948); the American Declaration of the Rights and Duties of Man (1948); and the Inter-American Democratic Charter (2001).

Article 2.4 of the Constitution of Peru guarantees freedom of opinion, information and expression. Beyond this, the Law on Transparency and Access to Public Information (Law 27806) and the 2004 Radio and Television Law (Law 28278) are the sole legislative texts relating to the communications media. The former was passed in 2002 with the intent of “promoting transparency in acts of the State and regulating the fundamental right of access to information” enshrined in the Constitution. Per this regulation, citizens may request information from any government agency or private entity that provides public services or exercises administrative functions. In accordance with the 2003 Law on Political Parties, all registered candidates are guaranteed free air time on public and private television, a system known as the ‘franja electoral.’ The National Office of Electoral Processes is the entity responsible for coordinating these free spots.

Peruvian communications media can be divided into two major categories, the first comprising the major national media outlets clustered in Lima, and the second consisting of local and regional outlets with smaller budgets and audiences. All media outlets are privately-owned, except for two television networks, one radio station, and one newspaper managed by the State. Most have national audiences, extending to the provincial capitals, though not to the more remote stretches of the interior. Radio is the primary source of information in Peru. Community radio stations are extensive and very active in rural areas.

Analysis indicates that the quality of media outlets, particularly in the interior, tends to be weak; in many cases they are motivated solely by advertising revenue and paid off by candidates. News coverage tends to be of a sensationalist nature, providing little analysis of politics or the local and national context. Journalists in the provinces work under major constraints, often succumbing to local pressures and forced to publish news that sells, with little interest in addressing fundamental questions.

In a political context weakened and marked by corruption, independent reporters play a clearly essential role in electoral processes. Citizens have the right to be well-informed about the profiles of candidates for public office.

For this reason and in this context, IPYS implemented a project designed to strengthen the role and responsibilities of journalists, seeking to improve the quality of the news they provide. To this end, it proposed to train them in the techniques of investigative reporting, rules for accessing public information, and new technologies, so that they would feel capable of acting independently to disclose information that might call the transparency of candidates into question. Such a scenario requires an investigative reporting style that analyzes candidates’ proposals and programs and increases respect for electoral laws by candidates and the general electorate.

### III. PROJECT STRATEGY

#### **(i) Project approach and strategy**

The project strategy was to empower independent communications media by improving the professional skills of journalists in areas relating to coverage of electoral processes. The primary objective was to support transparent, high-quality press coverage of presidential and legislative elections in April 2011.

The project document identified journalists' lack of knowledge about accessing public information, the exercise of governance and the control of corruption as some of the major barriers to proper exercise of the media's role during the electoral process. To address this need, the project centered its strategy on three complementary lines of action:

- (i) *Six training workshops* for journalists working in five regions with high poverty indices. These workshops were designed to strengthen democratic values via two specific thematic foci: investigative journalism and access to public information. The courses were intended primarily for independent journalists, focusing on the press' role as a watchdog in combating electoral fraud and on the need to be familiar with electoral legislation, the Law of Political Parties, and the functions of the JNE, ONPE and the NGOs that work in this sector. The basic right of access to public information was also presented, emphasizing that any citizen may request public information under the control of any government entity. According to testimony from participants, these workshops delivered specific information, showing how the exercise of these rights can help discourage corruption, promote good governance, bolster the social legitimacy of civil service, increase transparency and credibility, and improve the practice of journalism.
- (ii) *Two online training courses* on the same themes, to extend opportunities to journalists who were unable to attend the on-site courses.
- (iii) *Strengthening of existing resources in Peru for controlling corruption in electoral processes.* To this end, the project supported investigative inquiries into cases of electoral fraud and corruption in the previous five years. Some of the results of these inquiries were published in the database of investigations at IPYS. A final event was held in Lima to publicize and disseminate the project's most significant contributions to improving transparency and quality in the Peruvian electoral process.

When you think about what news to report, you do it on the basis of newsworthiness informed by your political perspective, but the point is that the editor should think about what a citizen ought to know, and provide that information.... This is why it's so important that journalistic criteria be set by reporters and not managers... The owners of media outlets need to recognize that they have a greater responsibility than the bottom line.

**Ricardo Uceda, Director of IPYS**

The courses were supplemented by the production of tools and materials, such as a procedural handbook for investigative reporting, to help journalists assume a greater democratic role as public watchdogs. Furthermore, an effort was made to raise awareness among journalists and civil society about the need to increase media impartiality, accuracy and openness during electoral processes, and about the important role of the media in a democracy.

Geographically, the project focused on five cities in the interior (coast, jungle and highland); the participants in the six workshops were journalists working in these cities and other nearby zones. Workshops were held in: a) Loreto, including journalists from Iquitos,

Tarapoto, Pucallpa, and Yurimaguas; b) Puno, with participants from Juliaca and Puno; c) Trujillo, with participants from Chepen, Pataz, Chiclayo, Ascope and Pacasmayo; d) Iquitos, with participants from Nauta and Requena; e) Cajamarca, with participants from Celendin, Chota and Hualgayoc, and f) Chiclayo, with participants from Jaén and Trujillo. Online courses reached a wider audience, since not only journalists but also professors of communication from various universities participated.



**Workshop in Trujillo, 2011**

Through these interventions, the project aimed to improve the quality of journalistic practice, hoping to effect a change in attitudes among the beneficiary groups. For each component, the project document identified risks that could hinder the achievement of results and proposed remedial action that were partly implemented mostly because of contextual restrictions as detailed in the chapter on effectiveness. Still, given the local context and the extremely difficult circumstances that affect press activity in the intervention zones, some of the indicators chosen were overly ambitious and unrealistic. Some strategic components, particularly in methodological terms, could have been made more relevant, which would have contributed to greater project effectiveness. Nevertheless, it should be borne in mind that the type of qualitative change pursued by the project requires implementation processes that develop progressively, over the long-term. While these may not, at times, yield immediately tangible results, the gains in each stage lay the foundations for building the needed fundamental changes.

**(ii) Logical framework**

The logical framework presents the sequence and logic of intervention, articulated in terms of activities completed, results achieved, the general objective, and the long-term development objectives:

| Project Activities & Interventions   | Intended outcomes   | Project general objective  | Long Term Development Objectives   |
|--|---|--|--|
| <ul style="list-style-type: none"> <li>- Production of training modules;</li> <li>- Implementation of 6 training workshops in poor regions (coast, jungle, and highland) on journalistic techniques for investigating electoral issues and on access to public information;</li> <li>- Training of 277 journalists on these issues;</li> <li>- Implementation of 2 online courses</li> <li>- Production of a Handbook on how to investigate cases of electoral corruption;</li> <li>- Production of materials to help journalists in taking up an increased democratic role as public watchdogs;</li> <li>- Development and monitoring by IPYS of 157 requests for public information;</li> <li>- Realization of 8 investigations;</li> <li>- Entry of investigation results in the IPYS database and publication on its webpage;</li> <li>- Development and hosting of a publicity event in which 70 people, including representatives of the CSO, participated.</li> </ul> | <p>Strengthened capacities of independent journalists, who were educated about the right to access public information and initiated in techniques of investigative reporting.</p> <p>IPYS monitored 8 cases of investigative reporting. The journalists lacked the initiative to investigate and request public information.</p> <p>New training materials and tools disseminated, which are serving as the basis for other training and information initiatives.</p> | <p>To raise awareness among independent reporters, media outlets and teachers, particularly in five provinces of the interior, and train them to implement high-quality, transparent news coverage of the electoral process.</p> | <p>To raise awareness among journalists and civil society actors about the important role of the media in a democracy.</p> |

## IV. EVALUATION FINDINGS

### **(i) Relevance**

The project objectives were relevant, given the need to enhance the role of media outlets and journalists in Peruvian electoral processes. As indicated above, democratically-oriented reporting remains lacking, particularly in provinces in the interior with high poverty indices. This results in part from the conditions under which journalism is practiced: many reporters lack professional training or the independence, knowledge and tools needed to provide high-quality information to the public.

The project's strategic lines of action addressed these needs, seeking to empower democracy by encouraging investigative journalism and access to public information. The long history and competence of IPYS in covering electoral processes contributed to the development of relevant materials and content. The journalists interviewed confirmed that training opportunities in these regions are practically nonexistent and that the online workshops and training materials have improved their knowledge and practices, particularly with respect to the role of the press in election coverage. The project was thus responsive to strong demand on the part of beneficiary groups, who are constantly seeking new training opportunities.

The selection criteria for the beneficiary populations, primarily journalists, but also professors of communications at several universities, were consistent with the goals of the project. Participating professors and course administrators indicated that they have used the modules, materials and tools to teach university students, or for their own investigative work.

Furthermore, the project established interchanges and collaborations with similar efforts under way in the region (some of which have received support from UNDEF), specifically in Colombia and Brazil. This has led to the incorporation of lessons learned in related exercises, especially with regard to transparency and access to public information.

The issue of gender was taken into account as one criterion when assembling the beneficiary groups for the training workshops. Both the extent and quality of participation by female journalists was viewed positively. Several of the women interviewed who benefited from the online courses hold positions of responsibility in important media outlets.



**Workshop in Puno, 2011**

While the contents of the training sessions were comprehensive and well-structured, problems with relevance stemmed primarily from the project's strategic design and work methodology. The chosen indicators—that is, initiating inquiries using the techniques of investigative journalism and managing the protocols needed to elicit effective responses to requests for public information—were not realistic possibilities for beneficiary groups. These points will be examined in greater detail in sections (ii) and (iii).

## **(ii) Effectiveness**

The project was somewhat ineffective. Although nearly all planned activities were implemented, the expected results and objectives were only partially achieved. As the Director of IPYS put it during the initial interview: “this project appears simple, but is fundamentally very complex.” In fact, it is a good example of the type of intervention that requires long-term development before yielding significant tangible results.

Project activities were rolled out in accordance with the established plan. Training activities comprised two components: (a) six workshops in five cities located in provinces in the interior; (b) two online courses focused on the right of access to public information and on investigative reporting techniques. Training modules and instructional support materials were developed and used in both types of activities. IPYS rented a virtual platform for the implementation of online courses. The content of the materials developed was excellent, providing clear and complete information on the selected training topics. The trainers interviewed were professionals (journalists and/or attorneys) with solid backgrounds who made an effort to integrate practical elements into the courses, showing how the media should act to properly cover an electoral process. Specific topics included: theory and practice in the application of the law and procedures for accessing public information; the importance of providing accurate and high-quality, rather than superficial, information; the need to report not only on the problems faced by campaigns but on other relevant facts, regardless of candidate interests; and the auditing mechanisms of the JNE and ONPE with respect to candidates and campaign finance. The interviews elicited very positive opinions of the training from the project beneficiaries, both journalists and academics, who reported having tackled issues (especially related to rights and knowledge of legislation) with which they were unfamiliar. The handbook on how to investigate cases of electoral corruption, produced within the framework of the project, was also mentioned and highly valued by interviewees.

Nevertheless, problems emerge at the level of results. The vast majority of beneficiary journalists lacked the initiative to apply acquired knowledge and skills and thus integrate them into their journalistic practices. The project anticipated that a group of reporters receiving training would prove capable of launching investigative inquiries and requesting public information. However, to the knowledge of the project technical team, just five have managed to do so. The reporters are reluctant to request public information; on the one hand, they have little confidence in the system, on the other, they are discouraged by the delays typical of public entities responding to such requests. To alleviate this situation, IPYS chose a limited number of journalists (8) to assist with investigations and work with in applying, at a practical level, the training received.

IPYS recognizes that its results were quite poor in comparison with the project goals. Nevertheless, it sees these results as acceptable given the realities of the media in Peru, stressing the value of having a cohort of five well-trained journalists. IPYS believes that during the design phase, it overestimated the progress journalists might make in using the law on access to public information as a journalistic tool. Analysis of the indicators shows a mismatch between expectations and the length of the training workshops (a day and a half), which was far too short to allow journalists to plan and submit requests for public information or initiate investigative research. In retrospect, IPYS leadership believes it would have been more opportune and effective to assemble a small group of about 10 journalists, prioritizing qualitative aspects of the intervention over

The Project trained our teams of journalists in rural areas. They, in turn, were able to replicate this training for others who work in remote hamlets.

**Heraldo Reategui, Director of a radio station, participant in the Iquitos workshop**

quantitative (for example, indicator 3.2 anticipated 30 investigative inquiries).<sup>5</sup> Expectations and quantitative indicators defined in the project document were overly ambitious and difficult to verify (especially 3.1, 4.1, 4.2 and 4.3), given that IPYS has not undertaken specific monitoring of these indicators.

The following observations show that the project's methodological focus was one of its major stumbling blocks:

- i. A number of journalists were unable to take the time needed to participate in workshops due to work responsibilities. Even for those able to participate fully, the day-and-a-half time frame was not long enough to identify relevant topics for investigation;
- ii. In the online courses, many participants had trouble using the virtual platform. Although technical services were ostensibly included when IPYS rented the platform, the provider insisted on charging for such services over and above the original contract. The IPYS employee responsible for assisting the beneficiaries was unfamiliar with the platform, resulting in inadequate technical support, which especially affected final exams for the modules (among other problems, the platform tended to freeze, wouldn't register student responses, would require them to repeat the exam, or some questions would reference topics not in the module). A passing grade on the exam was required for access to subsequent modules, which led some beneficiaries to drop out of the courses;
- iii. The online course on investigative journalism had 52 participants; of these, just 19, or 36%, passed the exam (7 women (36%) and 12 men (64%)). In the course on access to information, just 20 of 49 participants passed (40% women and 60% men).
- iv. There was a lack of follow-up with participants, which certainly did not promote any significant application of the knowledge gained to journalistic practice (even though it was quite useful and appreciated by the beneficiaries). Various participants in the online courses claimed that the 'office hours' when they could chat with professors failed to take into account the schedules of people with regular work hours. Many would also have appreciated the chance to interact with other participants.



**Workshop in Tarapoto, 2011**

To disseminate information, IPYS took advantage of its network of contacts (IPYS has more than 20,000 Twitter followers and a webpage with a high number of page views). In November 2011, IPYS held an informational event in Lima entitled "Journalism and Election 2011: a report, a debate," which was attended by 70

journalists. A discussion was held on how information on the electoral process was handled by the different media during the 2011 campaign. During the event, journalists from various media with distinct visions and positions analyzed and critiqued press articles published

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<sup>5</sup> IPYS indicated that this possibility had been discussed with UNDEF during the design phase, but that such a small number of beneficiaries was considered insufficient to justify project approval.

during the campaign. The debate was highly fruitful, enabling the participants to compare and evaluate the quality of information provided to the public.

Result 4<sup>6</sup> was designed to raise awareness among journalists and civil society stakeholders about the important role of media in democracy. The civil society actors interviewed note the success of the project in highlighting the press' role as a watchdog in combating electoral fraud, which remains a concern in spite of efforts to modernize the Peruvian electoral system. Nevertheless, they were unable to identify key issues for investigative inquiry.

### **(iii) Efficiency**

Analysis of efficiency factors makes it possible to assess the coherence between the budget requested in the project document, the level of project execution and the cost/benefit achieved. IPYS, founded in 1993, is an organization known for its contribution to the improvement of editorial standards in the media and to transparency in public affairs in Peru and Latin America in general. The organization has a highly-qualified team of professionals in the areas of information access and investigative journalism, topics that are among the Institute's primary interests.

IPYS retained a coordinator for technical management, who was assisted by a qualified team of experts and investigators. In February 2012, she decided to leave the country and abandon the project, requesting leave without pay; in November 2012, she tendered her resignation. This situation led to a certain discontinuity in the coordination of the intervention, as there was no transition phase to transfer responsibilities or perform a detailed assessment of progress and problems in project implementation up to that point. The coordinator's replacement was on maternity leave at the time, which delayed her incorporation into the project. A member of the technical team managed the interim phase.

While this disruption did not directly affect the execution and coordination of activities, it certainly did not promote a more strategic approach to management, emphasizing the qualitative results and indicators pursued by the project. In point of fact, the project is guilty of a failure to propose remedial measures that might have helped overcome difficulties such as: the inability of journalists to propose investigative inquiries or consequent requests for public information; the inability of participants to complete the workshops; and the problems with the virtual platform, particularly with respect to completing module exams, a factor that led many of the participants to drop out of the courses. The project had neither proactive management nor adequate, accessible technical support consistent with a strategy of capacity-building.

Out of a group of 45 participants, we ended up with five trained reporters. Pathetic but true.

**Ricardo Uceda, Director IPYS**

These limitations are reflected in the quality of the intermediate and final reports, which lack many elements for the analysis of ongoing processes and the problems encountered; they also fail to propose remedial measures for implementation in subsequent project phases. The reports are descriptive and very terse; many sections simply state: "*this activity has been completed*"—a formulation that would seem to indicate management more focused on the execution of activities than the achievement of results. There was no relevant monitoring of the chosen indicators.

Administrative and financial management was handled by IPYS' accounting department. At the time of evaluation, of the US\$135,000 budgeted, total cumulative expenditures

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<sup>6</sup> See project document

amounted to US\$113,195.67. This leaves an unspent sum of US\$21,804.33,<sup>7</sup> corresponding to a budget line for holding workshops. IPYS modified and combined workshop venues, resulting in this reduction in costs. The financial report ends in January 2013.

The evaluators' assessment of cost-benefit is mixed. On the one hand, all activities were implemented; the quality of the teaching team and content and tools used in the workshops is high and greatly valued by the beneficiaries. On the other hand, the results were incomplete at best, since the journalists were unable to fully embrace the teachings or integrate them into their own professional practice. Still, other intermediate outcomes and impacts were achieved that can likely be built upon in later stages to achieve more decisive results. Stricter management focused on qualitative factors and the provision of more effective support would have resulted in a more satisfactory level of efficiency. It would have been interesting to review with UNDEF whether the unused funds could have been used for monitoring activities that might have improved the results.

#### **(iv) Impact**

One of the most significant impacts of the project is that it provided first-rate information on the importance of the watchdog role of the press in combating electoral fraud. The beneficiaries interviewed reported having become more aware of their rights as citizens and having received information about legal instruments and how to take advantage of existing regulations. While most beneficiaries have not undertaken efforts in which they apply this knowledge, the project did raise awareness and introduce these themes, which could serve as a basis for progress going forward.

It's really important to have educated them about their rights and informed them that there are people who are involved in the issue of rights, because no one can take that from them.

**Omar Méndez, trainer in the provincial workshops and online courses**

*At the provincial level*, the results achieved through the training workshops included the following:

- Positioning of the issues of the quality of electoral coverage and fighting corruption within the provincial context. Many beneficiaries had never been educated about these subjects. In the country's interior, complaints tend to be lodged against journalists that report on corruption and related issues, so it was important to give them the knowledge and tools to articulate constructive criticisms about public affairs without impugning people's honor or insulting them, making cases on the basis of irrefutable evidence;
- Strengthening of IPYS' network of journalists and its provincial presence;
- In Trujillo, the creation of a press club which helped restore confidence in reporters, showing that not all are corrupt;
- In Chiclayo, scrutiny of their local government by beneficiary journalists, who have been watching how the municipality operates. One reporter investigated a housing fund, finding that 500 people who had made a down payment on a home were swindled and never received the housing. This reporter researched and wrote about the case, demonstrating her capacity to perform independent critical investigative journalism; she has also started a blog that currently has over 1,500 followers.
- In Iquitos, the case of a local radio station whose teams were trained in the use of specific tools to monitor the electoral process, which has improved the quality of its reporting and radio broadcasts.
- In Iquitos, the taking up, too, of issues of environmental rights, and the direction of information requests to private companies that offer public services.

<sup>7</sup> According to the financial document of 2/20/2013.

The *two online courses* generated high-quality information and tools in the areas of investigative journalism and access to public information. The beneficiaries now know:

- that they have the right to access public information; mechanisms to increase transparency; what information is public, how to request it, and how to proceed if such information is denied;
- what it means to conduct an investigation; they are able to do this using ICT;
- which government agencies provide public services; they recognize that information belongs not to the State but to citizens;
- that they have the backing of IPYS, the only institution in Peru that engages in strategic litigation.

Another positive impact worth noting is the utilization of and value placed on online content by *beneficiaries in positions of responsibility in the media, government agencies, and/or academia*:

- for example, a professor who manages a Lima university's web portal<sup>8</sup> on public administration and teaches a course on regulation and the media says that he has read, for the first time, the Law on Transparency and Access to Public Information, has added a module on regulation to the university portal, and has supplemented its content with other information;
- similarly, at another university, a professor in charge of training communications specialists in journalism and audiovisual communications has used knowledge gained in the course to supplement the content of his training programs;
- in Congress, one legislator's personal assistant says that she took the course to increase her knowledge about the Law on Transparency and Access to Public Information, which has enabled her to improve the way she handles complaints received by her employer and better understand the problems involved in accessing public information in the provinces.

### **(v) Sustainability**

In the organizational sphere, IPYS is well-recognized at both national and regional levels not only for its professional prestige, but as the only organization that litigates against the State. IPYS is a member of the Regional Alliance for Freedom of Expression, made up of important Latin American civil society organizations dedicated to defending and promoting freedom of expression and access to public information in the region. Similarly, IPYS's database of investigative reports, which systematically collects information about press inquiries to strengthen investigative journalism, is another initiative that has nourished the Institute's deep roots in the hemisphere. The project has reinforced both this network of contacts and IPYS's institutional presence, especially in the provinces.

The Handbook is based on the IPYS database of investigations. We selected all the cases related to electoral fraud. We tried to categorize the examples, presenting the theory but at the same time showing how cases are made.

**Enrique Flor, trainer for the online courses and author of the Handbook**

All of these are positive indicators of IPYS' institutional sustainability that at the same time bolster its technical sustainability. The priority that the Institute places on empowering journalists is an element that, while in need of further strengthening, is helping to build human capital. IPYS will continue to offer training courses, which it hopes will have a multiplier effect in the intervention zones. Already, some project beneficiaries who are

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<sup>8</sup> [www.gerenciapublica.org.pe](http://www.gerenciapublica.org.pe)

teachers or managers in media outlets have integrated the lessons learned into their professional practice.

A weak point, which IPYS has perhaps not examined sufficiently, is whether the beneficiary groups have a real capacity for ownership (in qualitative/quantitative terms) of all the potential developed either through the training workshops or the investigative journalism database. Some constraints are inherent to the national context, yet there are also lessons learned (both positive and negative) that have accumulated over so many years of intervention. It is worth asking to what extent IPYS has devoted the time and strategic thinking necessary to identify and analyze which factors need to be improved (and especially, those that will ultimately need to be modified) in order to maximize the sustainability of its initiatives and capitalize in a lasting way on all this cumulative experience.

With respect to financial sustainability, IPYS is clearly interested in having the resources it needs to guarantee the continuity of its activities. To this end, beyond the institutional support and long-term collaboration it maintains with funding agencies, its policy is designed to give it autonomy, free of dependence on international funding.

Recently, in collaboration with a group of well-known journalists, IPYS founded the independent news agency “INFOS-Peru,” which takes on journalism by request on specialized issues in current events, economics, culture, and politics that are not usually on the mass media’s news agenda. The agency also produces reports, which it offers to media outlets interested in its agenda. The information thus generated is sold, and the money raised is invested in a fund to support the financing of IPYS activities. This initiative is helping alleviate the shortfall stemming from the cutbacks in funding by international donors for projects that promote freedom of expression.

#### **(vi) UNDEF added value**

The value added by UNDEF allowed for the identification and training of a group of journalists from five Peruvian provinces that have no strong media outlets, where the right of freedom of expression is regularly violated and conditions for the exercise of journalism are extremely adverse. The project met the demand of journalists who work in these zones, the vast majority of whom are not professionally trained and require substantial instruction. It succeeded in strengthening the skills of a considerably smaller group of individuals looking to practice investigative journalism, which they consider critical to the identification and in-depth analysis of important issues. Although the gains made so far will require sustained work over the long-term, the project has laid a solid foundation, offering beneficiaries an opportunity for mutual support and exchange with other colleagues.

We tried to make a link between legal elements and journalistic practice in a very instructive way, through the analysis of various cases. We wanted participants not only to know their rights, but also to understand how they could benefit from those rights, to master the process of transparency and access to public information. The participants kept asking: “What do I do? Where do I go? What do I fill out?”

**Omar Méndez, trainer in the online courses**

## V. CONCLUSIONS

Based on the analysis of the evaluation questions, the primary conclusions of the evaluation mission can be summarized as follows:

**(i) The project operated in an adverse context where the practice of journalism is greatly hampered.** The five cities where the project intervened are in very poor areas, with a weak and limited advertising grid. These provinces lack strong media outlets, which is symptomatic of a lack of institutions. Many independent journalists have no professional training and practice journalism under extremely adverse conditions where security is an issue. The project succeeded in highlighting the role of the media in combating electoral fraud, offering concrete tools to reveal and combat the diverse faces of corruption.

**(ii) The project is relevant to the needs of beneficiary populations.** Demand for training is very high, since journalists have little time and the opportunities for training are few. The workshops provide excellent information about the benefits of investigative journalism and the right of citizens to access public information. The opinions expressed by the beneficiaries interviewed confirm the relevance of the topics addressed. Many of the interviewees had been unaware of their rights, and for some it was their first online training.

**(iii) The project assembled a first-rate team of professionals.** IPYS has a lengthy track record and substantial competencies in this area and fields highly professional teams (major media directors and advisors). The instructors and investigators—who had specific expertise in journalism and/or law—provided training in the theory and practice of investigative journalism, techniques, the navigation of regulations for accessing public information, and new technologies.

**(iv) The project was somewhat ineffective.** Even though it carried out the activities that were planned, the project was only partially successful in achieving the expected results and meeting goals. The vast majority of beneficiaries failed to take advantage of the training, either by initiating journalistic investigations or requesting public information. The results and indicators identified in the formulation phase were overly ambitious and unrealistic. The project lacked effective strategic management tailored to the qualitative profile of the intervention. The methodology and modalities for support were inadequate for the achievement of better results.

**(v) The project had mixed results in terms of efficiency.** The quality of the teaching team and the content and tools developed contributed to project efficiency. Nevertheless, the beneficiaries failed to take full advantage of the learning opportunities offered, and many did not complete the training. The project lacked strategic, proactive management consistent with its goal of capacity-building. Neither support for beneficiaries nor capacity to propose remedial measures were adequate to solve the problems observed.

**(vi) The project achieved some outcomes and impacts that may bear fruit going forward.** The most important impact is having raised awareness among a

significant number (277) of independent journalists (both male and female), offering them first-rate information about the importance of the watchdog role of the press in combating electoral fraud. Some beneficiaries holding important positions in media outlets, government agencies and/or academia have taken advantage of the knowledge gained. Even reporters who have failed to do so now recognize their rights and have a foundation for improving their journalistic efforts. IPYS looks to organize initiatives to capitalize on this experience.

**(vii) The project results show how hard it is for beneficiaries to embrace lessons learned.** IPYS seeks to refocus its training strategy on more qualitative components to improve the results of its courses. The Institute does not appear to have made adequate use of the experience it has amassed through training efforts and its database of investigative reports to identify lessons learned that could have improved its capacity-building strategy. This is an institutional potential that has not been adequately leveraged.

## VI. RECOMMENDATIONS

Based on the conclusions reached during the mission, the evaluation team proposes the strengthening of certain project components critical to improving the beneficiaries' ability to take ownership and increase the qualitative impact of IPYS' activities. From this perspective, it offers the following recommendations:

**(i) Redesign a capacity-building strategy more consistent with the objectives pursued.** IPYS should rethink how to improve the fit of the various components of its strategy to better the qualitative results of its interventions. To this end, the evaluation team recommends revisiting and restructuring certain specific important elements: (a) how to better take advantage of the quality of its information and tools and the professional competence of its teaching teams; (b) how, from an organizational and methodological standpoint, to counteract the limitations and conditions that keep independent journalists in rural areas from integrating the lessons learned in their professional practice, evaluating such factors as their initial training, their availability, and the problems they face in journalistic practice; (c) the identification of realistic indicators and above all the mechanisms needed to effectively monitor them (see Conclusions i, iii, iv).

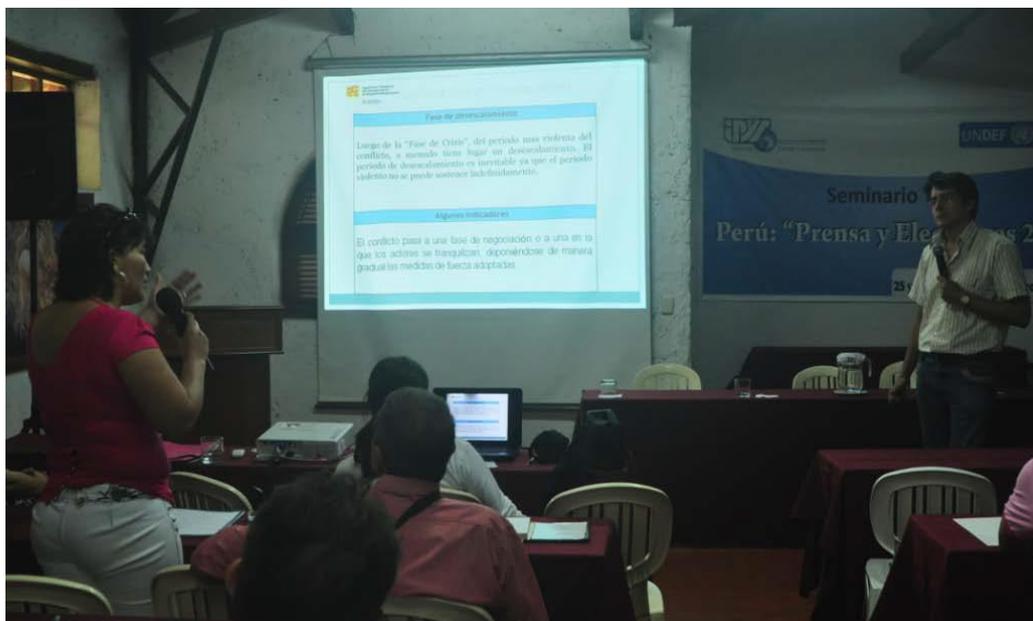
**(ii) Rethink the methodological focus of the training model.** Consistent with the previous recommendation, it will be important to adjust the methodological model used in training, bearing in mind the following in particular:

- Prioritizing qualitative over quantitative results;
- Strengthening the practical components of training (e.g., incorporating the identification of topics for investigative inquiry and the demand for public information into curricula, working toward the gradual adoption of a focus on theory and practice among participants, and planning opportunities for following up on these experiences);
- Rethinking the way workshops are held (e.g., length of the courses, sequence, small-group work, the availability of tutors to ensure monitoring);
- Planning for periodic analysis of results and the identification and adoption of remedial measures to address the problems observed;

- Improving the operation of the virtual platform, with a view toward its continuity beyond the end of training—IPYS should have a permanent virtual platform and someone with the expertise to train beneficiaries in its use and in information management (see Conclusions iv, v);

**(iii) Create a system for monitoring and support at the institutional level.** Bearing in mind that training courses are a primary component of its intervention strategy, IPYS should design protocols for monitoring and strategic support. Specifically, all training efforts should include: (a) mechanisms for analysis and monitoring of indicators that would permit the evaluation of effects and the qualitative gains (or losses) resulting from training; (b) support systems, for example adding local tutors who could evaluate the extent to which lessons and knowledge imparted enhance (or fail to enhance) the professional experience of beneficiaries. These mechanisms have the advantage of favoring qualitative processes, which can be progressively tailored to the profile of beneficiaries so as to maximize achievement of the results and objectives (see Conclusions v, vi).

**(iv) Capitalize on lessons learned.** The poor project results demonstrate a need to strengthen the capacity for taking ownership among beneficiary groups. To this end, IPYS needs to analyze and leverage the positive and negative lessons learned during the many years of its interventions. This would involve identifying and analyzing positive factors, such as those that should be improved (and also those that should eventually be phased out) to derive lasting benefits from all this cumulative experience. The integration of such factors in its capacity-building strategy would allow for improvement in techniques and modalities that may foster ownership among beneficiary groups. From a balanced qualitative/quantitative perspective, it would be a way to capture the institutional potential progressively developed through training activities and/or the database of investigative reports (see Conclusions vi, vii).



Workshop in Tarapoto

## ANNEXES

### ANNEX 1: EVALUATION QUESTIONS:

| DAC criterion     | Evaluation Question   | Related sub-questions  |
|-------------------|---|--|
| Relevance         | To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?  | <ul style="list-style-type: none"> <li>▪ Were the objectives of the project in line with the needs and priorities for democratic development, given the context?</li> <li>▪ Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?</li> <li>▪ Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?</li> </ul>                                   |
| Effectiveness     | To what extent was the project, as implemented, able to achieve objectives and goals?   | <ul style="list-style-type: none"> <li>▪ To what extent have the project's objectives been reached?</li> <li>▪ To what extent was the project implemented as envisaged by the project document? If not, why not?</li> <li>▪ Were the project activities adequate to make progress towards the project objectives?</li> <li>▪ What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?</li> </ul>   |
| Efficiency        | To what extent was there a reasonable relationship between resources expended and project impacts?  | <ul style="list-style-type: none"> <li>• Was there a reasonable relationship between project inputs and project outputs?</li> <li>• Did institutional arrangements promote cost-effectiveness and accountability?</li> <li>• Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?</li> </ul>   |
| Impact            | To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?        | <ul style="list-style-type: none"> <li>• To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address?</li> <li>• Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative?</li> <li>• To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization?</li> <li>• Is the project likely to have a catalytic effect? How? Why? Examples?</li> </ul> |
| Sustainability    | To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?  | <ul style="list-style-type: none"> <li>▪ To what extent has the project established processes and systems that are likely to support continued impact?</li> <li>▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)?</li> </ul>   |
| UNDEF value added | To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors? | <ul style="list-style-type: none"> <li>• What was UNDEF able to accomplish through the project that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc.).</li> <li>• Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?</li> </ul>  |

## ANNEX 2: DOCUMENTS REVIEWED

- *Project documents:*
  - Project document, Mid-term and Final narrative reports submitted by IPYS;
  - Milestone Verification Mission Report ;
  - Financial Report;
  - Web site: <http://www.ipys.org>; <http://bipys.com>;
  - Report of a Special Review of the project, Sotomayor Guzmán y Asociados, Asesores Consultores, Cobertura Electoral en el Perú, February-October 2012 and October 2012-January 2013;
  - List of participants in online training courses.
  
- *Materials published within the project framework:*
  - Methodological guide for training courses;
  - Materials and modules produced during project execution;
  - Power point presentations used in training courses;
  - Presentation of the analysis of press coverage during the national elections of April 2011;
  - Several articles about information processing and use in the 2011 campaign.
  
- *Other documents reviewed:*
  - Los conflictos sociales en Perú, IPYS, Iquitos, 2012;
  - Supreme Decree N° 072-2003-PCM, Regulations of the Law on Transparency and Access to Public Information;
  - Casos y reflexiones sobre transparencia y acceso a la informacion pública, IPYS, Iquitos, Roberto Pereira Chumbe, 2012;
  - Press articles;
  - National Jury of Elections website: [www.jne.gob.pe](http://www.jne.gob.pe);
  - National Office of Electoral Processes website: [www.onpe.gob.pe](http://www.onpe.gob.pe) .

## ANNEX 3: PERSONS INTERVIEWED

| Monday, June 3, 2013   |   |
|--|---|
| Meeting of the evaluation team                               | Luisa María Aguilar, International Expert<br>Erick Castillo, National Expert  |
| <i>Meeting with IPYS management and project coordinators</i> |   |
| Ricardo Uceda  | Director of IPYS  |
| Mayumi Ortecho   | Project Coordinator   |
| Adriana León   | Chief, Press and Communications   |
| Christopher León   | Journalism Trainer  |
| Marta Ramírez Saire  | Administrative and Accounting Officer   |
| Horaldo Reategui   | 'La voz de la Selva,' Beneficiary of training courses in Iquitos              |
| Tuesday, June 4, 2013  |   |
| Omar Méndez  | Attorney, Trainer in provincial workshops                                     |
| Jackie Fox   | Vela Verde magazine   |
| Samuel Rotta   | Deputy Director for Ethics  |
| Cesar Clavijo  | Beneficiary, Trujillo   |
| Fernando Tapia   | 'La Verdad,' Iquitos  |
| Wednesday, June 5, 2013                                      |   |
| Enrique Flor   | Course Design Officer   |
| Elizabeth Salazar Vega                                       | Investigative Journalism Courses  |
| Santiago Pedraglio   | Expert (cancelled at the last minute)   |
| Hugo Grández   | Continental University  |
| Diego Fernández Stoll  | Peruvian University for Applied Sciences (UPC)                                |
| Manuel Bazán Chero   | 'Diario El Comercio' Daily Newspaper  |
| Zoila Cainero  | Correspondent from IPYS   |
| Luis Alarcon   | Sipan University  |
| Thursday, June 6, 2013                                       |   |
| Pablo Timoteo Yovera   | Participant in the Course: Access to Information II                           |
| Jorge Mansilla   | Trainer, Office of the Ombudsman  |
| Renato Zeballos Buscaglia                                    | United Nations Population Fund (UNFPA)  |
| Gema Pons  | Project Coordinator during initial phase                                      |
|  |   |
| Friday, June 7, 2013   |   |
| <i>Meeting to close the mission</i>                          |   |
| Leonor Vicuña  | Computer Programmer, Assistant in the area of Investigative Journalism (IPYS) |
| Mayumi Ortecho   | Project Coordinator   |

## ANNEX 4: ACRONYMS

|       |   |
|-------|---|
| CSO   | Civil society organization  |
| JNE   | Jurado Nacional de Elecciones (National Jury of Elections)                        |
| IPYS  | Instituto Prensa y Sociedad (Press and Society Institute)                         |
| NGO   | Non-governmental organization   |
| ONPE  | Oficina Nacional de Procesos Electorales (National Office of Electoral Processes) |
| UNDEF | United Nations Democracy Fund   |
| UNFPA | United Nations Population Fund  |
| UPC   | University for Applied Sciences   |