PD-ABC-628
ISN 70974

FINAL REPORT

EVALUATION OF THE CENTRAL AMERICAN JOURNALISM PROJECT

I.Q.C. PDC-0085-1-00-9060-00
Delivery Order No. 24

Presented to
LAC/DI

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February, 1991

Acknowledgements

In the course of carrying out this evaluation the Evaluation team received a good deal of assistance from a number of people.

Personnel of the CAJP staff at all levels were not only completely cooperative and helpful but in many instances went out of their way to smooth our paths, helping us with logistics and many other details that made the job easier.

The USIS personnel we interviewed in the countries we visited were not only forthcoming with their time but most helpful in filling us in on details of the local media scene which made our interviews in country more meaningful.

USAID personnel, too, were helpful to us both in terms of orientation to the local scene and in providing welcome support.

To all of the above we are truly grateful.

The findings, conclusions and recommendations in this report, of course, are the responsibility of Checchi and Company.

David Lazar

Chief of Party

Checchi & Co.

CAJP EVALUATION

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I. Executive Summary

From November 6 to December 18, 1990 Checchi and Co. fielded a team of four consultants to carry out a formative evaluation of the Central American Journalism Project (CAJP) whose spanish acronym is PROCEPER. The evaluation is required by the Cooperative Agreement (No. LAC-0031-A-00-8017-00) between AID and Florida International University (FIU), which authorizes the project, at the end of the second of three phases funded under the agreement.

The project is one of a series of activities being financed by AID to strengthen democratic institutions in cooperating countries. In this particular case the institution to be strengthened is the press (broadly understood); the countries concerned are Guatemala, El Salvador, Honduras, Costa Rica and Panama, under a regional approach.

The overall objective of the five year project is "to strengthen journalistic professionalism and establish a self-sustaining mass media training and research center in Central America." The project seeks to accomplish this objective through a series of discrete activities, each of which was examined by the evaluators and is discussed in this report.

In carrying out this evaluation, the Evaluation team found itself constantly discussing the question of the relationship between this project and the overall U.S. objective under which the project is justified, i.e., strengthening democratic institutions. We called this the "How much is enough?" question. That is, is it enough to say that the professionalization of the press in Central America will help fortify democracy in the region (we think it undoubtedly will) or should we also examine discrete project activities to see whether they also support the broad objective or could be made to? We opted for the latter view and this report reflects that view.

The purpose of the evaluation, as set out in the scope of work covering it, is:

> "The evaluators will seek to assess the degree to which stated objectives of Phases I and II have been met, with attention to 1) grantee performance in program, administrative and financial planning and management; 2) effectiveness of the program in eliciting the support and participation of the Central American media community in professional development activities; and 3) the potential for achieving Phase III objectives, in light of progress, performance and beneficiary response to date."

To accomplish this scope of work, three of the evaluators travelled through the region and interviewed a significant number of individuals who had participated in project activities, including owners, publishers, managers and editors of numerous newspapers and radio and television stations (particularly individuals in a position to observe the work of program trainees before and after training under the program), educators in journalism and mass communications and other knowledgeable individuals. The three also received extensive briefings from CAJP staff at the present project headquarters in Miami and were provided with written materials to supplement those briefings and to cover other points

raised by evaluators spontaneously. The fourth evaluator concerned himself with questions of administrative and financial planning and management. His work was done in Miami.

Principle Findings, Conclusions and Recommendations are:

1. The team concludes that the project has been launched successfully and recommends that it should be continued into Phase III.

2. It seems apparent to the evaluation team that the CAJP is needed and can play a vital role in the professionalization of the Central American media. Carrying out that role will contribute significantly to the strengthening of this democratic institution (the press). The team found that the project is well planned and is being well administered by a competent, dedicated and professional staff.

3. The evaluation found that there is great receptivity for this project in Central America and that project staff worked with and probably enhanced this receptivity through great sensitivity, tact and reputations within the region as solid journalism professionals. (In Central America it would have been all too easy for this project to have been seen as another attempt to impose North American ideas.)

4. Panama is ready for and is eagerly awaiting the start-up of project activities. There is a lot to do after the years of complete lack of press freedom.

5. In general, the participants regard the CAJP training seminars as useful, well-taught and relevant to their needs. So do their editors, directors, and publishers who observe them daily and are able to judge improvements in their work.

6. Participants, without exception, regarded the contacts with colleagues from other Central American countries to be one of the most positive aspects of the program.

7. The team heard some adverse comments about "heterogeneity", i.e., that some participants with better academic backgrounds had to wait while instructors worked with the less prepared.

8. We strongly approve of the CAJP approach of incorporating sessions on press ethics and the role of the press in a democracy into every course, and we strongly recommend that these two topics continue to be high on the priority list.

9. While the present cursillos are right on line, we recommend that room be found in the annual cycles of courses for cursillos in economics/business reporting and for science/ecology/technology reporting.

10. The arrangement between PROCEPER and the Inter-American Institute of Agricultural Sciences (IICA) regarding the use of IICA's radio facilities for training purposes is imaginative and provides welcome evidence that PROCEPER staff are

approaching project implementation from a broad "get-the-job-done" perspective rather than from a narrow, bureaucratic one. We recommend the program of cooperation be extended.

11. We recommend that project staff look into the suitability of equipment used in training as applied to participants' work situations, posing the question as to whether "too modern" equipment is suited to participants returning to jobs where it is not available or, conversely, whether such equipment is opening up new horizons.

12. It is recommended that project management seek an economically feasible way to improve access between FIU's campus and downtown Miami for masters degree students. Opportunities to observe life in a North American city might be well within the purposes of the program.

13. We recommend that more emphasis be placed on programs to strengthen training of trainers in Central America in journalism and mass communications.

14. We recommend that wire services should pay full tuition costs for those employees they wish to train.

15. We strongly support a greater use of Spanish language textbooks in CAJP programs, and recommend that English language materials be evaluated continuously for their comprehensibility to the participants.

16. With respect to selection, we recommend that the local CAJP representatives (corresponsales) be charged with independently verifying essential information in all applications for participation in the program. Moreover, we recommend that the practice of personal interviews by PROCEPER staff with all prospective participants be reinstated. If additional staff is needed for this purpose, we recommend that such staff be employed under the project.

17. We recommend that PROCEPER plan and put into effect a follow-up program for maintaining contact with participants. The program should include specific activities designed to fit into a long-range evaluation of the training provided and ought to include programs to maintain mutually useful contact among participants and with program staff.

18. A PROCEPER "Alumni Association", dedicated to maintaining contact with participants and to furthering the aims of the program should be explored, particularly with regard to journalistic ethics and furthering understanding of the role of the press in a democracy. Another, perhaps parallel, path would be to choose a name for the association that would tend to point perceptions of it away from issues managers fear. (A name such as "The Central American Institute for the Continued Study of Mass Communications" will give the reader an idea of what we have in mind.)

19. The replacement of the individual responsible for internal evaluation activities called for under the project should be made promptly.

20. Distribution of the magazine Pulso should be looked into to assure that its use is maximized. Journalism schools, particularly where faculty want to use the magazine for discussion material, should be a prime target and get enough copies to satisfy demand.

21. With respect to the proposed Central American media training center, a detailed study should be carried out before proceeding any further than site selection. The team recommends that AID examine the history of its establishment of two successful and now self-sustaining Central American institutions, INCAE and CATIE/IICA, to which AID provided direct budget support for between 15 and 20 years.

22. The program has been extremely sensitive to the potential for creating the appearance of competing with Central American institutions engaged in journalism/mass communications education. The team found that PROCEPER is not viewed as a competitor, but rather as a resource for enriching and augmenting journalism training in the region.

23. Given early allegations of the likelihood of CIA involvement in the program, and the proclivity in Central America to think in those terms, the independence of the CAJP in participant selection and other key aspects of project operations is essential to the success of the project.

24. Some elements of financial planning and management which the team feels are essential to sound project management and control are not yet in place. While we understand and are sympathetic to the reasons for this, we urge that filling in these gaps should now be made **the** top priority on the agenda of the project directorate, and include the following elements:

    a. The administrators of the project should prepare, as soon as possible, a budget for the project covering the remaining years of its life.

    b. The administrators should give staff clear guidelines and assumptions regarding costing and timing of project activities. The preparation of this directive to staff should involve the project's budget officer to insure uniform financial assumptions.

    c. The new budget for the first remaining year should be on a quarterly basis.

    d. The budget review and revision process can be repeated one year later, possibly at the time of the annual work plan submission.

e. The quarterly review submitted to AID by the project administrators should contain a comparison of actual expenditures to budgeted expenditures with explanation of significant overruns or shortfalls.

25. We recommend that a budget be prepared for the endowment fund at the time of the explicit presentation called for in the Cooperative Agreement, and that the administrators agree on a definition of the revenues to be devoted to the endowment fund. The team also recommends that only net revenues form Pulso, the Media Guide and the textbook project be place in the endowment fund while the costs of these activities are being met from program resources.

II. Methodology

Following briefings in Washington, in which basic background documents were provided, and a 5 day period of briefings and "reading in" at FIU headquarters in Miami, the three-person "Traveling team" relied on extensive interviews in each of the countries concerned to come to the findings, conclusions and recommendations in this report.

In each country we first interviewed the USAID officers and the USIS officers (normally the PAO or IO) principally concerned with the project. These interviews were quite useful to the evaluation team in coming to an understanding of the in-country background against which the project operates. The USIS interviews were especially helpful in filling us in on nuances of the local media situation; without those interviews we would have missed the particular local significance of some of the things we heard in most of the countries visited. They are very much appreciated.

Following interviews with the U.S. officials, we met, in each country, with as wide a range as possible of journalists and educators who had participated in seminars offered by PROCEPER (the Spanish acronym for CAJP.) These were group interviews. Using these meetings as an "entry" technique grew out of our first in-country experience, in Costa Rica where, while this group meeting was not our first in-country interview, it was so productive in terms of laying out lines of inquiry and providing insights into local reactions and problems that we decided to move further such meetings to the top of our interview agenda in the rest of the countries we visited. (This methodology was not carried out in Panama, where there were too few participants and too little time to have made this technique as profitable as it was in other countries visited, or in San Pedro Sula where floods disrupted planned schedules.)

Following these group meetings in each country, we carried out a series of individual interviews with owners, editors, managers, producers and other media executives and with individual educators. To the extent we could, we also held individual interviews with participants in the Masters Program. (In any event, we held individual meetings with these participants. A number of these people, and other participants in the Masters Program, also participated in our initial, group meetings.) The majority of the individual interviewees were suggested by personnel of FIU but, in each country, the team went over the recommended list and requested changes, adding people we felt had more experience with the program than some of the FIU suggestions (and eliminating some we felt did not have that contact) and adding some - largely academics or representatives of media we felt were under-represented on the original list of suggestions. In addition to these meetings, the team Leader attended the meeting of the Advisory Committee held in Miami on Dec. 14-15. The team was aware that some of the meetings recommended were recommended at least as much because of their usefulness to the program as for their intrinsic value to the mission of the team. This matter was discussed frankly with FIU and we held these interviews to the extent possible. In this, as in other respects, the team used their mission as much as possible to help support the program and move it forward.

An exception to the above methodology will be found in the sections on financial and administrative management. That work was done by a fourth member of the team who spent 5 days at the project headquarters in Miami interviewing and going over the books on the project.

FIU did most of the logistics work in setting up these meetings and, especially considering the numerous scheduling changes to which our mission was subject, we are very appreciative of their help and cooperation. The majority of the interviews were attended by all three members of the "Traveling team".

In some cases, mainly San Pedro Sula, Honduras and Panama, interviews were carried out by individual members of the team. This was also the case in one or two instances in El Salvador where scheduling conflicts required the team to split-up in order to meet all commitments.

Both the group meetings and the individual interviews were carried out on an "open-ended" basis. While we touched every aspect of the program with each interviewee (or as many as were pertinent, given the interviewee's particular contact with the program), we attempted to interview in a conversational format in order to cast as wide a net as possible for individual impressions, opinions and reactions about the program. In the end, this proved to be a fruitful technique.

We attempted to be as open as possible with the FIU project personnel, sharing with them as frequently as possible during the course of our work our thoughts, observations and questions about various aspects of the program. Our main findings and conclusions and all findings and conclusions we thought would be controversial or difficult to accept were discussed with project principals before putting into final the first draft of the report. Our purpose in doing this was not to reach compromise positions on difficult issues - that would have been a violation of our mandate - but to be sure that FIU fully understood the reasoning behind our recommendations. This procedure also served the team as a final check on any possible misperceptions or errors of fact on its part. It goes without saying, however, that this open discussion of the evaluation with FIU does not mean that FIU is deemed to have accepted the conclusions and recommendations of our report.

Finally, it should be stated in fairness to the other team members that not all findings or recommendations in this report represent unanimous or consensual positions. Several recommendations were matters of some controversy among the group. In those cases the final recommendations are those of the Chief of the Evaluation team who deemed that to be part of his responsibility, under the scope of work for the evaluation, for producing the final report.

III. Political, Social and Professional Context of the Project

This project is predicated on the decision that it is in the U.S. interest to help strengthen democratic institutions in Central America. Within this context, the press is seen - indisputably in our view - as a key democratic institution.

The state of the press in Central America, from the social and professional perspective, is set out quite fully in the initial assessment done by FIU as the first step in this program. Many newspapers, television stations and radio stations are shoe-string operations, only too ready to earn extra revenue by putting aside considerations of news judgement, probity and professional ethics. Many are the political instruments of their owners or of political parties or factions. Thus coverage - or non-coverage - of political news is more often designed to "guide" the readers' thinking rather than inform them. There is a dearth of solid, day-to-day economics/business reporting. (There are many economic columnists, but their products are think-pieces rather than spot news reporting.) Except for wire-service reports, there is no coverage of science, including ecology and medicine.

Reporters are badly trained if they are trained at all. With some notable exceptions, the media underpay reporters and other staffers. (U.S. $150/per month is a common salary through much of the area, at least for beginning reporters). That makes it necessary for those people to hold two or three jobs (often with other media) and, obviously, also makes them unduly subject to bribes and pay-offs for puff pieces, cover-ups and similar gross violations of professional ethics. Indeed, each country in the region has its own term for payoffs to journalists. It is "fafa" in Guatemala, "menta" in El Salvador and "machaca" in Honduras. Reporters who take bribes are known as "botellas" (bottles, waiting to be filled) in Panama and in Costa Rica they are called "howmucheros".

(It should be noted that in this, as in other aspects of the journalism picture in Central America, the picture presented is one of heterogeneity rather than homogeneity. The countries of the region differ from each other politically, culturally and socially and also in the way these factors affect each other. Thus, while the general remarks here are true of the region as a whole they do not apply equally to each country. The countries also differ in their degree of economic development so that, for example, television is the primary news source of the greatest number of people in 98 per cent electrified Costa Rica, whereas rural radio probably is - at least potentially - the medium of greatest impact in Guatemala and Honduras. Geographic differences among the countries also come into play here.)

With the possible exception of one or two institutions, journalism schools in the region are ill-equipped and badly staffed. All are heavily overcrowded. "Titulados" (generally students who have completed three years of training) and "licenciados" (four years) of journalism schools are not getting the kind of education necessary to prepare them to cover stories beyond crime stories ("noticia roja" which is, however, a very important element of most media coverage) or local politics. Surveys taken among

editors and publishers as an initial step in setting up the Program indicated that writing was, overwhelmingly, the course they felt was most needed and which they most wanted the CAJP to cover.

Against this background, it seems apparent to the Evaluation team that the CAJP is needed and can play a vital role in the professionalization of the Central American media. Carrying out that role will contribute significantly to the strengthening of this democratic institution (the press) and, as already suggested above, can contribute to this objective directly, as well.

IV. The Academic Setting

A. Findings

1. Physical Facilities

Physical facilities on the North Miami campus, including classrooms, laboratories, equipment and the auditorium available to the project are adequate for project needs. (Indeed, a few participants in the TV and photography courses indicated that some of the equipment was too modern, beyond that available to them, or likely to be available to them, in the near future).

As FIU pointed out in its unsolicited proposal, Miami has several advantages for carrying out project, given its large, Spanish-speaking population and number of Spanish-language newspapers and television and radio stations. The North Miami campus is remote from downtown Miami, however, and a number of the participants registered complaints on that score. We were told that public transportation between the FIU North Campus area and downtown Miami is limited, on week-ends, to taxis which are too expensive for those participants who must get along on their per diem. In San Jose, Costa Rica, arrangements have been made by FIU to use the facilities of The Inter-American Institute of Agricultural Sciences (IICA) for radio courses. IICA'S radio facilities were provided by Radio Netherlands as part of the Dutch aid program. Although these facilities are relatively small and somewhat obsolescent they appear to be adequate for the purposes of the cursillos taught there. This arrangement between PROCEPER and IICA strikes us as an advantageous one for the present stage of the project.

The program also has been able to make use of some of the more modern newspaper and television plants in the region for purposes of orientation and, in some cases, actual lab work. (In some cases this has involved payment of fees for materials used or even, possibly, for "rental" of equipment. We were told these fees, where they were paid, were minimal.)

2. Instruction

Although the team did not witness any instruction, the feedback we received from interviews of participants was very favorable in this regard. This finding was supported collaterally both by reports of the supervisors of a number of the participants, who uniformly noted improvement in their work, and by team interviews with a number of the instructors whose professional credentials and experience are unexceptionably impressive.

In only two instances was negative information received on the quality of instruction under the program. One regarded a particular instructor in one of the early cursillos who, it seemed to the participants in the course, presented his materials in a disorganized fashion. The participants making this comment added that the disorganization may have

been due to the earliness of the course in the program and simple lack of time to "get things together". (The identification of this individual instructor has been passed on to PROCEPER staff orally.)

The other negative comment came from a participant in a round table who felt that two of the people who conducted the round table in question had gotten into labor/management relations, which, in his view, was an improper area for PROCEPER and, further, that the two had supported the idea of Colegios de Periodistas. We do not take this comment seriously, in the sense of touching an aspect of needed improvement in program operations, for reasons that will be set out below, except in one sense: it illustrates the very real political sensitivities involved in some aspects of the program which must, nevertheless, in our view, be pursued. The fact that this was the only negative comment of this sort that the team encountered indicates to us that the PROCEPER staff is handling this matter well.

Our reasons for not considering this comment as an indication of an area in which project performance needs to be improved are the following. In the first place, it came from a managerial level individual in a country in which labor/management relations are particularly highly politicized (even in Central American terms) and in which the views of managers and owners on this theme have changed little, if at all, over the past 20 years. Additionally, and more importantly, the team had held numerous conversations (prior to hearing the comment in question) with the two Round Table leaders involved and both had expressed themselves, quite forcefully, as opposed to the notion of Colegios. In their view (which, for what it is worth, the team shares) Colegios are a threat to press freedom.

(The specifics of the comment involved have been shared orally with FIU and AID. The vagueness of the presentation above as to the individual and the country involved are designed to permit as wide a circulation of this report as AID deems useful without raising ancillary political or public relations problems.)

B. Conclusions and Recommendations

1. "Too-modern" equipment

Teaching the use of equipment unavailable, and unlikely to become available, to participants returning to their jobs obviously results in less-than-optimal utility, to them, of the training provided. The extent to which this is so, of course, depends upon the percentage of training time devoted to the use of such equipment as compared to other topics covered which, in some cases, might be minimal. An argument also could be made on the other side, namely, that exposure of the participants to such equipment might be the first step in creating a demand for it where it is not already in use.

While this is not regarded as a major problem, it is one we feel should be examined by PROCEPER for the reason already stated. A first step would be to identify the "offending" items. We suspect this can be done by PROCEPER FIU staff "off the tops of their heads". A second step might be a detailing, in course announcements, that use of such equipment is taught and what percentage of course time is devoted to that topic,

leaving it to the sending institutions to decide whether that fact should affect their decision as to whom to send to which courses. An alternative might be to require applicants to such cursillos to specify which of the "offending" equipment is available to them and to not accept - in appropriate cases - applicants for whom those cursillos would be a waste of time because heavily oriented to the use of such equipment. A third approach, obviously, would be to purchase intermediate equipment (in terms of the currency of its technology) and provide individual instruction based on what will be available to the participant when he returns to his institution. Each of these approaches obviously has pros and cons and we leave to AID and PROCEPER the decision as to which would be best for the program.

We recommend that PROCEPER examine this problem and take appropriate steps to resolve it.

2. Access to Downtown Miami

Since most of these complaints related to facility of access in free time (notably on week-ends) we are inclined to discount them with respect to cursillo participants. These short-term participants should not be encouraged to think of the time spent in Miami as a "junket." (We do not mean to imply that they are encouraged to do so. However, we did receive some reports that several participants sought access to the Miami cursillos in preference to similar courses taught in the Region precisely because they wanted to take advantage of shopping and entertainment facilities in Miami.)

For the Master's Program participants this may be more of a problem. Being in the Miami area for more extended periods they very well may have "legitimate" needs for shopping and the wider range of leisure time activities that downtown Miami provides. Wider exposure of these students to daily life in an American city might also be regarded as well within the purposes of the program.

Again, selection of a specific remedy - if, indeed, any exists - would require an examination of options beyond the scope of this study. For example, are there minibuses or other forms of mass transit available to FIU students who have to travel between FIU's North Campus and South Campus during the week, and, if so, could one of these be made available to Masters Program participants (and, perhaps, cursillo participants on a space-available basis) on week-ends at a cost that fits more comfortably within their per diem? Could arrangements be made with the Miami public transit system, also at a feasible cost, for a limited number of week-end runs between a point on the North Campus and a few designated drop-off/pick-up points in downtown Miami? To the extent that neither these nor other possible options are feasible from the point of view cost v. per diem (i.e. on the basis of self-financing by the participants desiring such transportation) could AID finance the difference, under the project, given our conclusion that exposure of the students involved to everyday life in Miami would serve project purposes?

We recommend that PROCEPER examine this problem and attempt to find an economically feasible solution.

3. Inter-institutional arrangements

The arrangement between PROCEPER and IICA regarding the use of IICA's radio facilities for training purposes is imaginative and provides welcome evidence that PROCEPER staff are approaching project implementation from a broad "get-the-job-done" perspective rather than from a narrow, bureaucratic one. We salute this approach.

In this same spirit, and taking into consideration comments received in the course of our study, from a number of editors and owners, regarding the need for training of staff in economics and science/ecology reporting (see section V.A.1) we are led to wonder whether other, similar arrangements might be possible with existing Central American institutions. For example, INCAE, the Harvard-associated and highly respected Central American business school might be used for short courses on economics and or business. (The two topics are not the same, although frequently linked in the minds of those recommending the addition of such course work. However, INCAE has the capability to cover both.)

ICAITI, the Central American Technological Research Institute deals in applied, rather than basic, science and is not a teaching institution. Nevertheless, we are led to speculate whether ICAITI, or perhaps ICAITI personnel, could not be used to help design and teach courses for science reporters at a lower cost, and with more immediacy in terms of the Central American "scene", than other alternatives for meeting this perceived need. Finally, we do not know whether ICAITI (or perhaps IICA) has become involved in questions of ecology or whether there might be some other Central American institution working on that set of problems. (AID's Office of Central American Programs - ROCAP - in Guatemala, would know.) However, here again, for reasons of both cost effectiveness and Central American "sensitivity", possibilities of joint work with other existing Central American institutions in designing and conducting courses should be explored.

<u>We recommend</u> that the imaginative steps taken in instituting PROCEPER's cooperative program with IICA be extended, as opportunities prove feasible, to other areas of program interest such as economic, business, science and ecology reporting. Such opportunities should be actively sought as program needs present themselves.

V. Cursillos

A. Findings

1. Content

There are two topics involved in this aspect of our evaluation. One is the distribution of courses, by prevalence, through the annual program. The other relates to the content of individual cursillos. Although they are inter-related to some extent, as will be explained, they are treated separately here.

a. Prevalence

In the annual curriculum the greatest stress is laid on cursillos in writing/editing. This follows from the desires of editors and publishers expressed during the extensive surveys done in the initial programming phase of the project as to what subjects were considered to be most useful. In the view of the team, based on our own interviews with this same group (although not necessarily the same individuals) this focus continues to be entirely appropriate. (The team's impression in this regard was strengthened by intensive reading of local newspapers, listening to local radio news reporting and watching local television news in the course of the evaluation.)

However, other, additional concerns of the owners and editors are starting to emerge. Two most frequently mentioned are the needs to strengthen reportorial competence in the areas of (1)economics/business reporting and (2)science/ecology reporting. (The groupings are those of our interviewees. We consider that economics and business reporting are two different, though related topics and so are science and ecology. In each case, in our view, the second topic mentioned is a sub-topic of the first.)

Another concern we have had (see Section I.A) is the place in the curriculum of the topics of "The Role of the Press in a Democracy" and "Press Ethics". As indicated, we consider these two inter-related topics as central to the basic purpose of the project. There have been several cursillos (and Round Tables) dedicated to these topics. PROCEPER staff advise us that these topics are covered, additionally, in each cursillo and, more extensively, in the masters program.

While we accept the word of the PROCEPER staff on the point, we would have preferred course (cursillo) outlines to demonstrate it. Indeed, lack of course and lecture outlines has been an obstacle, to the accomplishment of the mission of the team.

b. Content

In general the participants felt the cursillos were useful, well-taught and relevant to their needs. So did their editors, directors and publishers who were close enough to the day-to-day jobs of the participants to judge any improvements in their work.

Several comments did come up, however, that we think it worth PROCEPER's looking into in terms of possible refinements to the program.

A number of participants in the writing courses who worked in radio and television commented that those courses seemed more designed for writers/editors in the print media than for radio and television.

The "heterogeneity" issue, discussed elsewhere in this report, also came up particularly often with respect to the writing courses. That is, a number of participants expressed the view that these cursillos were either too advanced or too basic for them.

Some of the participants in the TV courses felt that the "role playing" teaching mode - in which editors, reporters and cameramen play the roles of other members of their assigned teams - was not as useful as time spent on their own particular specialties. Several made the suggestion that training be given to teams that actually work together for the same TV enterprise rather than to individuals from different TV channels in different countries.

2. Participant Screening

The cursillo participants we interviewed (some 60 of them) appeared to us to be serious, responsible professionals. They also appeared to be eager to assist us in our mission of helping to improve the program. For that reason we take their comments bearing on the issue of screening procedures quite seriously.

We learned of some participants who appeared to us to be less-than-optimal selections. We were told, for example, of a participant in a writing course who was a society editor - one who had been doing that job for over 20 years, not a promising young person in an entry level position; however, FIU consciously recruited such a person as an experiment. We also were told of a similar case (in the same country) although we cannot confirm that it was a separate case. Given the need for upgrading journalistic skills in the region as an approach to strengthening democracy, we consider this a very low priority selection.

We talked to a participant in a photography course who previously had completed an undergraduate degree in the United States followed by a highly prestigious U.S. masters program in photography. This we consider to be a case of someone who was "over-qualified" for the course.

We were told, in one country, of an editor who signed applications for admission for several (successful) candidates who, in fact, did not work for his publication.

There may have been some "holes" in the screening process for the Masters Program. Two interviewees claimed there were four participants in that program that did not have the prerequisite Bachelors degrees; however, FIU indicated that this was not so.

There is one other situation we feel should be noted which we include here for lack of a more appropriate sub-heading. Among the participants were several from international wire services - ACAN-EFE and AP to name two. These institutions clearly are in a position to pay full training costs - including tuition - for their employees if they want to train them.

3. Follow-up

The team heard frequent requests for follow-up contact with PROCEPER and with each other in the various countries in the program. As one participant poignantly put it, "No olvide mi cara!" (Don't forget me!).

We were advised by CAJP staff that, starting in 1991, they intend to put more emphasis on rural radio.

Finally, a number of editors and owners, particularly in the print media, suggested the need for a greater awareness, on the editorial side of the house, of the business aspects of running a newspaper. When questioned, most of those agreed that there also was a need on the business side for a greater understanding of the problems faced by the editorial side. Indeed, one business manager told us he was, on his own, taking journalism courses to help him to become more sensitive to the problems faced by his editors and reporters. One publisher suggested some round tables in which second echelon editorial people and business people might get together and discuss their own problems as each side of the house related to the other.

4. Heterogeneity

This issue is elaborated above and at other points in this report. It is noted here only to point out that it came up frequently in our interviews with cursillo participants.

5. "Intercambio"

Participants, without exception, regarded the contacts provided with colleagues from other Central American countries to be one of the most positive aspects of the program. They also recognized this benefit as inextricably linked to the heterogeneity issue.

B. Conclusions and Recommendations

1. Course Content

In general we conclude that the cursillos given and planned for the future year are right in line with both the desires and needs of the editors/publishers and the participants. However, we also agree strongly with those editors and owners who felt the lack, in their own coverage, of economics and science reporting. In our view, economics (including, but not limited to, its impact on local business) will be the focus of the major news of the 1990s. Likewise, both ecological issues and technological

questions will increasingly be the focus of decisions informed citizens will be called upon to make during the next decade. Reporting on these issues will require at least a basic background in science.

Accordingly, we recommend that room be found in the annual cycles of courses for cursillos in economics/business reporting and for science/ecology/technology reporting. We would suggest that a preliminary attempt be made to identify possible participants whose university level work in either of these two subjects was adequate to give them the grounding they need in the basics. Lacking such possible candidates, thought should be given to somewhat longer courses that can take candidates through the basics before getting into the more strictly reportorial aspects. In this same connection, see our suggestions in Section IV regarding the possibility of using existing Central American institutions - INCAE, ICAITI and IICA - for collaboration in these areas somewhat along the lines of the present arrangements with IICA for radio course work.

We are aware that recommendations to add courses inevitably raise questions about which courses should be dropped to accommodate to both time and funding availabilities. While we don't pretend to have a full answer to that quite fair question one suggestion is made below (**individual** cursillos on press ethics and the role of the press in a democracy). We have passed on another - sports reporting - verbally and think that suggestion was taken. (Our rational there, for what it may be worth, is that, notwithstanding both the high reader interest in sports and the fact that sports reporting seems to be unusually susceptible to conflicts of interest, better sports reporting will do nothing, and better ethical practices in sports reporting very little, to further the central objective (from AID's point of view) of this project, i.e. strengthening the press as a vital organ of democracy.

On this same topic, some thought might also be given to holding more cursillos in Central America. On one early version of the proposed list of seminars, we noted that 12 of the 25 scheduled were to be held in Miami. Holding more of them in Central America should reduce costs in terms of air fares and per diem. It might also be possible to get some local collaboration in terms of sites for the sessions. Exposure by the participants to other countries in the area would be a significant plus value in our view.

As indicated, we think the subjects of press ethics and the role of the press in a democracy are the essential core of the CAJP from the point of view of AID's central rationale for funding the project. From our point of view, however, this does not mean that they must be treated in separate cursillos. We strongly approve of the CAJP approach of incorporating sessions on these two topics into every course and express the hope that adequate time is being given to them.

That having been said, we want to make clear our strong recommendation that these two topics continue to be high on the priority list of round table/seminar topics for managerial level personnel and for owners and publishers.

While we were not able to form an independent judgement on the comments regarding the "slant" of writing courses towards the print media, we can very well understand how this might happen. Certainly writing techniques vary as among the three media.

We recommend that CAJP staff examine this situation closely and take any necessary corrective action.

We are unable evaluate the reaction of some of the TV course participants regarding the usefulness of role-playing as a pedagogical device and therefore simply pass it on for what it is worth. We do think, however, that the suggestion of training working teams, rather than individual participants, is an interesting one that ought to be considered.

We applaud the CAJP's decision to put more emphasis on rural radio starting this year. Rural radio is the most pervasive media in Central America (with the exception of Costa Rica). Its audience is largely illiterate, or at best semi-literate and mostly too poor to buy newspapers, let alone own television sets. But transistor radios are ubiquitous. In this connection, we suggest program staff investigate the rural radio program run by AID in Guatemala in the late 1960s and early 1970s to identify some possible pitfalls to avoid.

Finally, although we note that the program does have a cursillo planned on Newspaper Economics, we think some of the suggestions we heard on this topic are worth consideration, particularly the idea of round tables on newsroom problems vis-a-vis business-side problems. Apropos, if "Newspaper Economics" is limited to the print media, we wonder if this is necessary. Aren't the editorial side v. business side problems of all three media sufficiently alike to have joint round-tables or seminars?

2. Heterogeneity

We think the CAJP has come up with an interesting attack on this issue. CAJP staff advised us that, starting this year, they are going to introduce two levels of writing courses, Writing I and Writing II. As we understand it, the Level I course would be the basic course, from which the most successful participants would be selected for subsequent participation in the more advanced Level II courses. If this intelligent approach succeeds it could also be used in courses such as photography and perhaps some others.

3. Participant Screening

Admittedly, no screening techniques will filter out all inappropriate candidates. But cases such as those cited suggest to us a lack of necessary rigor in the participant screening process. Our interviews suggest two places to look for a possible remedy to this problem. First is the fact that PROCEPER staff no longer - for

reasons of their own available time - can interview all candidates for participation in the program. Second is the role that the national corresponsales do - or do not - play in the screening process.

We were told that at the beginning of the program all candidates were interviewed personally by CAJP staff - principally, or entirely, by the Director of the CAJP office in San Jose, Costa Rica. As the program grew, however, the time and travel required to continue this practice, as well as the additional responsibilities of the Costa Rica office, made a continuation of this practice impossible. Having seen the Costa Rica office and having gotten an insight into its workload and the range of its activities, as well as the highly professional and very responsible way the Director of that office is carrying out his functions, we quite agree with that judgement. Nevertheless, we believe that personal interviews with all candidates for program courses are an essential part of the screening process and that the practice should be reinstituted. If that means employment of additional staff, then additional staff should be hired.

We do not argue that personal interviews would have caught all of the cases cited above. Indeed, personal interviews did not catch two unfortunate cases not mentioned here, not mentioned because it is unlikely, in our view, that any sort of reasonable screening procedures could have filtered them out. But we think personal interviews would have picked out the society editor(s) whose selection probably was unwise for reasons beyond the program criteria suggested. A personal interview might have picked up the case of the photography participant.

Accordingly, we recommend that the practice of personal interviews with all prospective participants by PROCEPER staff be reinstituted. If additional staff is needed for this purpose, we recommend that such staff be employed under the project.

During the course of this evaluation we discussed with CAJP staff the role of the local corresponsales in the screening process which remained unclear to us even after talking to them. We were concerned that, as journalists operating in a local environment and, necessarily, networking with other journalists and news organizations in that setting, any perceived, much less actual role by them in the actual selection of participants might create conflicts between their role as corresponsales and their role as journalists. CAJP staff (1) agreed with our assessment, (2) assured us the corresponsales were never intended to do any more, with respect to screening, than gather and forward applications and necessary documents, making sure the documentation was complete, and (3) undertook to issue letters to all concerned clarifying the role of the corresponsales. (We would suggest that a copy of the letter sent, and a list of recipients, be made a part of the file of this evaluation.)

Having set out our thoughts on what corresponsales should not do, we have some thoughts on what they can do to strengthen the participant screening process. They can and should verify essential information in participant applications, including, particularly, employment and academic credentials where those are required. We need hardly suggest to working journalists how such verification should be obtained.

We recommend that the local corresponsales be charged with the responsibility of independently verifying essential information in all applications for participation in the program.

Finally, on the issue of training wire-service employees, we recommend (for reasons set out more fully in Section XV) that wire services should pay full tuition costs for those of their employees they wish to train. Not only are they in a position to do so, but this will start to establish the principle, which will be an increasingly important one, that the training program cannot continue indefinitely on a fully subsidized basis and that, increasingly, those publications and TV and radio stations that can afford to pay tuition should do so, if only as "earnest" of their support for the project and its overall goals.

4. Follow-up

That follow-up is an essential component of participant training programs has long been an AID tenet and for good reason. Long term follow-up is essential to effective evaluation of such programs: what happens to trainees not just in a year but over the course of several years after training can reveal much about the strengths and weaknesses of the training. For PROCEPER such follow-up could have a number of additional benefits. It could, for example, form a part of the basis for the professional association that is one of the goals of the project. National and/or a regional association of ex-participants, something in the nature of an alumni association, might serve additional program purposes from simply "boosting" the program locally to providing specific services including (carefully!) serving as part of the screening process. There are other possibilities.

This follow-up could take any one or several of a number of forms. An "alumni column" in PULSO might be useful. Local and perhaps a regional "alumni association" has been suggested. (PROCEPER's role here should be catalytic, not financial: promoting the idea, providing name and address lists to interested organizers and perhaps convoking local organizing meetings to get things started, etc. The program should not rent meeting rooms, pay for mailings or assume any of the other costs that might be associated with the operation of such associations. If the minimal local support necessary to maintain such activities is not forthcoming from the ex-participants themselves, that means there really isn't local interest.) These are just a few thoughts among the many possibilities.

We recommend that PROCEPER plan and put into effect a long range follow-up program for maintaining contact with ex-participants. That program should include specific activities designed to fit into a long-range evaluation of the training provided and ought to include programs to maintain mutually-useful contacts between the ex-participants and the program.

VI. The Masters Program

A. Findings

1. Course Content/Relevance

The Masters Program had completed its first of three summers of instruction at the time of this evaluation. The team made a special point of seeking out participants in this Program and did manage to speak to most of them and to their editors/publishers (i.e. those in the best positions to evaluate the training received in terms of its benefits as shown in performance). Comments on course content and relevance to needs and on course instructors ranged from favorable to enthusiastic with the bulk falling towards the higher end of the scale.

2. Is it a Quality Masters Degree Program?

This issue was much discussed among members of the team in the course of the evaluation. The curriculum breaks down as follows: "substantive" courses in journalism and mass communications, 3; courses in non-JMC related topics (e.g. Central American politics), 2; practicums, 4; "how-to" seminars, 4; and professional project, 2. We would only note that, though well-suited to the needs of at least most of the project participants, "practical application" courses by and large are not considered eligible for counting as credit for graduate degrees by most U.S. schools of journalism and mass communications.

Adding to this finding is the question of English language capability. As pointed out in the CAJP brochure describing the program, while most U.S. universities require a minimum TOEFL score of 550 for admission, the Program requires 450 for admission and 500 to graduate. Some of the participants told us they had difficulty understanding some of the English language materials distributed. Again, while this adjustment to the particular needs of the course participants is commendable, this matter is of particular relevance to the "equivalency" question given the paucity of textbooks and research materials available in Spanish. (We heard repeatedly the observation that most texts available in Spanish are late translations of long-out-of-date U.S. texts). The issue here, of course, is the quantity and quality of research participants can undertake.

3. Strengthening JMC Education in Central America

The Program has been extremely sensitive - rightly - to the potential for creating the appearance of a conflictive or competitive role vis-a-vis the Central American institutions engaged in journalism/mass communications education. That effort has paid off. Our interviews with educators in the field have indicated that, not only is PROCEPER not seen as a potential "competitor", it is seen as a resource for enriching and augmenting journalism/mass communications training in the area.

4. Heterogeneity

As in the case of the cursillos there were some adverse comments about "heterogeneity", the fact that some participants had better academic backgrounds than others so that the better prepared students sometimes had to wait while the instructors brought along the lesser-prepared. (The opposite side also was heard, i.e. some participants felt that some of the course work assumed a greater degree of academic preparation than they had. Both sides broke down by country, pretty much as might be expected, with the Costa Ricans on one side, the Hondurans on the other and a few others somewhere in between, sometimes going one way sometimes the other.) All of the participants, however, recognized (many without being asked) the value to them of this intercambio, the exposure to professional colleagues from other countries and the greater knowledge it provided them of what was going on in those countries. They also fully recognized the direct connection between those two aspects of the Program.

B. Conclusions and Recommendations

1. Course Content and Relevance

To judge from the course listings for the Masters Program and from the comments of the participants and their editors and publishers, the program is providing journalism training well-suited to the needs of the participants and well beyond any similar training available in Central America (with the barely possible exception of the University of Costa Rica). We assume that questions of course content and relevance will be evaluated by PROCEPER at the end of the first three year cycle and that the results will be incorporated into the design of the second cycle. We also feel that the lowered English language requirement (as opposed to TOEFL requirements of U.S. universities for other purposes) is appropriate. (Our comments on this question under "Findings" only go to the question of the "equivalence" of the Masters degree.)

We would recommend that English language materials distributed be evaluated continuously for their comprehensibility to the participants.

We would make one suggestion here that does not relate to our findings. The use of simultaneous translation might make available to the program an even broader range of experience than the present arrangements under which all instructors must lecture in Spanish. (This should not be taken as an adverse comment on the experience of present faculty members, which is extensive.)

2. Strengthening JMC Education in Central America

We recommend that more emphasis be placed on specific programs, within PROCEPER, to upgrade and strengthen training of trainers in Central America in journalism and mass communications. This strengthening should include funding of training of Masters and Ph.D. candidates from among career teachers in Central American schools of journalism and mass communications. (By "career teachers" we specifically

mean to exclude the vast majority of teachers who are working journalists and who teach a given course for one or two hours a week. Their contribution is invaluable but, by its nature, cannot form the "hard-core basis" of journalism training in the region.)

We would add one further word with respect to the upgrading of journalism/mass communications training in Central America. While advanced degree training can take place at FIU's School of Journalism and Mass Communication, we think this objective would be better served by training advanced degree candidates - and particularly those from the same school - in a number of different U.S. universities. Different schools have, of course, different approaches to journalism training, use different texts and teaching materials and vary somewhat with respect to course requirements. We think these differences should be encouraged to "compete in the market place of ideas" in Central American schools of journalism and mass communications and that the result will be a an additional broadening and deepening of the training they will be able to provide. We also think the resulting broadening of professional contacts between Central American and U.S. schools of journalism and mass communications will result in further strengthening of this important aspect of the CAJP. That having been said, however, we think these candidates should be selected and screened by PROCEPER staff, who know them, and PROCEPER also should provide guidance to them as to which schools to attend.

The Accrediting Council on Journalism and Mass Communications is considering the application of FIU's SJMC as this report is being written. We have no reason to suppose such accreditation will not be forthcoming.

4. Heterogeneity

On the issue of "heterogeneity", we feel the comments we heard were undoubtedly true but also inevitable given the differences that do exist in journalism/mass communications training among the countries in the Program. We believe, however, that the participants do accept this as a price to be paid for the value of creating professional contacts among the various countries and it terms of simply getting a better understanding of the other countries and their problems. Accordingly, we make no recommendation on this aspect of our findings.

VII. Round Tables

A. Findings

The Round Tables that have been held under the program were targeted toward owners/publishers and top-level management personnel. Interviews with a number of participants revealed that the Round Tables were well received (with one exception, covered elsewhere).

Unlike other parts of the program, there was extensive documentation on the contents of the Round Tables, including transcripts in many cases (See Annex II). Based on reading of these transcripts the Round Tables appeared to us to be well-designed and aimed at the right themes.

B. Conclusions and Recommendations

What we saw, in our interviews with participants in the Round Tables, was essentially a snap-shot. What is needed is a moving picture - are attitudes changing with respect to such questions as the relationship between ethics and salary levels and the role of the press in a democracy. We really couldn't tell.

While we have no specific recommendations to make here, we do want to point out our awareness of the very delicate line the program must walk with respect to this crucial group. On the one hand, their support for the CAJP is essential. Any notion by any significant number of these people that the program is getting into areas it shouldn't be getting into, or encouraging activities that as a group they don't wish to see taking place, and their support, including sending their employees to cursillos or to the graduate program, will disappear.

On the other hand, theirs are the attitudes that must change, more than those of any other group of participants in the CAJP, if the overall objectives of the project are to be achieved. (We do not wish to characterize them as a "group" as far as their attitudes are concerned. As the CAJP staff knows full well - and fortunately for the future of the program - attitudes within this group run the fullest possible gamut. That there are, among them, not a few who are thinking very far forward can be a great help in bringing along those somewhat less advanced in their thinking.)

We shall be watching this very important aspect of the program with interest - and with our fingers crossed.

VIII. Text Books

A. Findings

This important program, under the direction of Lic. Guido Fernandez of Costa Rica, seems well launched. Lic. Fernandez' own book on journalistic ethics is completed and another volume was reported to be almost ready for editing at the time of our interview. A series on press laws in the various Central American countries is in progress.

B. Conclusions and Recommendations

Reference is made elsewhere in this report to the distressing lack of Spanish language journalism/mass communications text books and other didactic materials in Central America (and in Latin America in general). Hence, our view of the great value and potential impact of this program.

While it is too early to evaluate this program, it clearly is well directed. We applaud its inclusion in the CAJP.

IX. PULSO

A. Findings

The team was given, and perused, all back issues of this quarterly magazine aimed at professional journalists in Central America. It is a well-produced, attractive publication with a wide variety of articles, ranging from "think pieces" to "how-to-do-it".

A number of interviewees noted that the vast majority of the articles were written by professionals from outside the region. When told that the staff of Pulso was eager to have more articles written by Central Americans and that, while some articles were specifically commissioned, the magazine hoped for more spontaneous contributions, particularly from Central American professionals, the interviewees appeared to be unaware of that fact. (This despite the fact that contributions are solicited in a box in each issue.)

To judge from our interviews the magazine is well received by the Central American media community. A number of interviewees (mostly ex-participants) expressed the wish that Pulso might carry more "how-to-do-it" articles. One publisher, while expressing a generally favorable attitude towards the publication, characterized it as bland ("higiénico").

Finally, a number of ex-participants suggested that Pulso run an "alumni" section.

Distribution of the publication seems quite haphazard. Some newspapers and TV stations get enough copies for everyone on staff, some get only one or two. Several journalism schools expressed a wish that they could get enough copies to pass out to their students as discussion materials instead of the one or two copies they currently are receiving.

B. Conclusions and Recommendations

The fact that Pulso is essentially produced by two members of the CAJP staff who carry out that job while simultaneously carrying out other full-time responsibilities is a tribute to the dedication and professionalism of the individuals involved.

We have no recommendations to make with respect to the contents of the magazine, merely passing on the comments we heard. Although we found a number of "how-to-do-it" articles, and therefore were puzzled by the comment that there ought to be more, we speculate that, perhaps, those articles that had been run were not quite pitched to the needs or desires of those making that comment.

We recommend that the distribution of the magazine be looked into by Pulso staff. For one thing, journalism schools, particularly where faculty do want to use the magazine for discussion material, should be a prime "target" and should get enough copies to satisfy that demand. Whether some mass communication enterprises need enough

copies for everyone on staff is an open question. Certainly, however, initial recipients of the magazine should be urged to pass it around to all staff (this is not always being done).

We think the suggestion of an "alumni" section is a valuable one. It would tie in well with our recommendation (Section V) regarding follow-up and particularly with the suggestion that the formation of local "alumni associations" be catalyzed by the CAJP.

Pulso should go the extra mile in making clear to its Central American readers that their contributions are wanted (and will be paid for). We have no specific suggestions on how this might best be done.

Along these same lines, we have one unsolicited suggestion of our own. Why not run an annual poll on "The State of Journalism and Mass Communications in Central America" and publish the results in Pulso? Questions should be directed not only to owners and publishers and to working journalists but also to government officials and to "the man in the street". We think such a poll could serve several purposes. Carefully designed, it would be a useful evaluation tool with respect to both the immediate and the over-all aims of the project. Some questions, useful in that respect, would also be useful as part of the consciousness raising effort which is an essential part of the project, e.g. "Does your publication insist on exclusivity with respect to your reporters?" Additionally, publication of the results of the poll might awaken some owners/publishers to how far behind Central American "averages" their enterprises are.

X. Media Directory

A. Findings

Work on the Media Directory which is seen as a source of income for the endowment fund - another good idea in a project which is fecund with good ideas - seems to be moving along well although it is a bit behind schedule. The team was briefed on the status of the project by its Director. Solicitation of advertising for the Directory started during the course of this evaluation.

B. Conclusions and Recommendations

None.

XI. Professional Journalists Association

A. Findings

Although the formation of a professional journalists association is a Phase III activity we raised the issue with a number of interviewees. We pass on their thoughts, and ours, for whatever they may be worth.

The idea of a Professional Journalists Association, a group that might discuss and even set standards of professional behavior and take other steps to up-grade the professionalism of this very important group is an attractive one. It is also, as it turns out, a very controversial one.

Significant numbers of high level management people in the media expressed their fear, to the team, that such an association would turn out to be another form of union (as have, indeed, the Colegios de Periodistas) concerning themselves more with wages and working conditions than with professional standards. We checked this impression with a number of people who are not in management positions and who are favorably disposed towards the formation of some sort of association and they confirmed that the managers probably were right.

Even within the group favoring such an association, there are some strongly held - and diametrically opposed - opinions on such questions as: should advertising people be included? Should management below the level of owner/publisher be included? (There was unanimity - negative - on the issue of whether owners/publishers should be included: "They have their own associations." As indeed they do.)

The project also contemplates the formation of a regional owners association. We would only note that there already seem to be several of them, mostly split by medium.

B. Conclusions and Recommendations

Notwithstanding the above, the idea is attractive if it can be put together right. One possible approach is the PROCEPER "Alumni Association" discussed elsewhere in this paper (Section V), dedicated to maintaining contact with each other and to furthering the aims of the program, particularly with regard to journalistic ethics and furthering the understanding of the role of the press in a democracy. Another, perhaps parallel, path would be to choose a name for the association which would tend to point it in the right direction and away from the issues the managers fear. Some name such as "The Central American Institute for the Continued Study of Mass Communications" will give the reader an idea of what we have in mind.

XII. Financial Planning and Management

A. Findings

1. Background

The evaluation team has been asked to assess the degree to which "Stated objectives of Phases I and II (of the Central American Journalism Project) have been met, with particular attention to . . . financial planning and management." With respect to the findings and recommendations that follow it should be noted that the primary concern of the project administrators has been to mount and put into operation a project of considerable complexity and sensitivity. Additionally, it should be noted that there was an initial delay in recruiting and employing a qualified person to act as financial manager or budget officer. That delay was due in large part to the personnel requirements of the State of Florida rather than to any lack of recognition of the importance of adequate financial administration.

There was initially some confusion in the financial administration of the project brought about by the imposition of State of Florida regulations upon the commitment and disbursement of project funds. Florida International University, the recipient under the Cooperative Agreement, is a state institution. Therefore, it is subject to the rules and regulations of the State of Florida governing employment of personnel and procurement of goods and services as well as payment therefor. Some of these regulations are much more restrictive than comparable U.S. Government regulations governing the assistance provided under the Cooperative Agreement.

As a result, the project suffered some unnecessary delays in meeting its obligations in the first few months. Order was established, following the arrival of the budget officer, through greater understanding on the part of State of Florida officials of the project's funding and purposes and through imaginative and creative efforts on the part of all parties to accommodate the project's needs to state regulations. At present, the financial aspects of the project run relatively smoothly notwithstanding that payment for goods and services must pass through the controller's office of FIU and the Office of the Controller of the State of Florida in Tallahassee.

There are still significant delays in payment of invoices. By law, the University has 20 days to audit invoices and send them to State Controller, which office has up to 25 days to process the payment. Clearly, this system is not well adapted to carrying out a complex AID project dealing with foreign travel and payments.

A budget for the project was initially outlined in the CAJP Proposal submitted to AID in August 1987. Exhibit 1 illustrates the seven year budget summary and follows on the next page.

EXHIBIT I

8.1.1 SEVEN YEAR BUDGET SUMMARY (USAID ONLY) Page One

	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	YEAR SIX	YEAR SEVEN	TOTAL
I. PROJECT OPERATIONS								
A. COMMODITIES								
1. Gas/Oil	2,625	4,000	4,000	4,000	4,000	4,150	5,150	27,925
2. Advertising	1,000	1,000	1,000	1,100	1,100	1,200	1,200	7,600
3. Vehicles Replacement				32,000				32,000
B. INFRASTRUCTURE MAINTENANCE								
1. Office Space	6,600	12,000	12,000	6,000				36,600
2. Utilities (Incl Phone)	10,350	13,650	13,650	22,050	22,050	23,000	23,000	127,750
3. Insurance	6,000	6,000	6,000	9,000	9,000	10,500	10,500	57,000
4. Janitorial	1,200	1,200	1,200	3,600	3,600	4,150	4,150	19,100
5. Office Supplies	15,600	15,600	15,600	17,500	17,500	17,500	17,500	116,800
6. Postage/Air Freight	12,600	12,600	12,600	16,100	16,100	16,100	16,100	102,200
7. Routine Maintenance	3,600	3,600	3,600	6,000	6,000	6,000	6,000	34,800
8. Printing/Materials	3,000	3,200	3,200	5,000	5,500	6,000	6,500	32,400
9. Internal Audit	2,000	2,000	2,000	2,000	2,000	2,000	2,000	14,000
10. Travel & Perdiem	117,000	120,000	120,000	70,000	72,000	52,000	25,800	576,800
11. Renovation				10,000	10,000			20,000
B. PERSONNEL								
1. Salaries & Fringes	409,392	462,822	485,963	535,053	483,253	481,612	445,771	3,303,866
C. EVALUATION								
1. Internal	22,000	5,000	5,000	6,000	6,000	6,000	6,000	56,000
2. External	28,571	28,571	28,571	28,571	28,571	28,571	28,571	200,000
OPERATIONS TOTAL	641,538	691,243	714,384	773,974	686,674	658,783	598,242	4,764,841

Source: CAJP Proposal submitted to A.I.D. in August 1987.

The budget covered a seven year period consisting of four phases and amounted to $12.3 million in total. It was broken down into a number of items representing project output or activities (e.g. seminars), personal services plus overhead, and other identifiable expense items (e.g. travel and transportation, equipment acquisition, etc.)

Although the project was authorized for a seven year period at the $12.3 million level, under the Cooperative Agreement of May 5, 1988, the life of the project was limited to five years and the number of project phases was reduced to three. The total project cost was estimated at $9.3 million reflecting exactly the elimination of Phase IV of the original proposal. It is understood, however, that the Cooperative Agreement will be extended to accommodate Phase IV. There was no new detailed budget included in the Cooperative Agreement. The project's costs were allocated among six line items, far too broad to be of any financial management use (Exhibit 2). The financial reporting submitted regularly to AID/W is the Financial Status Report which accounts for use of authorized project funds. Exhibits 2 and 3 follow on the next two pages.

EXHIBIT II

D. COOPERATIVE AGREEMENT BUDGET

1. The following is the Budget for this Cooperative Agreement. The Recipient may not exceed the total estimated cost or the obligated amount, i.e., $1,107,000 for the Cooperative Agreement period (see Section B. above). Except as specified in the Standard Provision of this Cooperative Agreement entitled "Revision of Cooperative Agreement Budget", as shown in Attachment 3, the Recipient may adjust line item amounts as may be reasonably necessary for the attainment of program objectives.

2.

Budget

04/01/88 - 03/31/93

Cost Element	Amount
Salaries and Wages	$ 1,853,678
Seminars, meetings, & training	2,722,250
Procurement	332,938
Travel/Per Diem	624,290
Indirect Costs -Overhead	1,796,600
Other Direct Costs	1,993,093
TOTAL ESTIMATED AMOUNT	$ 9,322,849

E. REPORTING

1. Financial Reporting

(a) Financial reporting requirements shall be in accordance with the Standard Provision of this Cooperative Agreement entitled "Payment - Letter of Credit", as shown in Attachment 3. All financial reports shall be submitted to A.I.D., Office of Financial Management, Program Accounting and Finance Division (M/FM/PAFD), Washington D.C. 20523.

(b) In addition, all financial reports, except the final report, shall be submitted every six (6) months from the effective date of this Cooperative Agreement as an attachment to the progress report described in Section E.2(b)(1). The final report shall be submitted within 90 days from the end of the reporting period. Three (3) copies of all financial status reports shall be submitted to the Project Office identified in the Cover Letter of this Cooperative Agreement.

(c) All payment documentation shall contain the following information:

Project No.:	597-0031
Cooperative Agreement	LAC-0031-A-00-8017
Project Office:	LAC/DI
Obligation No.:	PIO/T 597-0031-3-8655402
Appropriation:	72-117/81037
Allotment:	770-65-597-00-69-31

Source: Cooperative Agreement Budget, Cooperative Agreement No. LAC 0031-A-00-80 May 5, 1988

EXHIBIT 3

FINANCIAL STATUS REPORT

(Follow instructions on the back)

1. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED: Agency for International Development M/FM/PAFD Rm. 700 SA 2 Was. D.C. 20523

2. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER: LAC-0031-A-00-8017

OMB Approved No. 80-R0180

PAGE 1 OF 1 PAGES

3. RECIPIENT ORGANIZATION (Name and complete address, including ZIP code)

Florida INternational University
University Park Campus PC 510
Tamiami Trail, Miami, Florida 33199

4. EMPLOYER IDENTIFICATION NUMBER: 1-59-600-1874-B7

5. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER: 571211350

6. FINAL REPORT: ☐ YES ☒ NO

7. BASIS: ☐ CASH ☐ ACCRUAL

8. PROJECT/GRANT PERIOD (See instructions): FROM (Month, day, year) 04/01/89 TO (Month, day, year) 03/31/91

9. PERIOD COVERED BY THIS REPORT: FROM (Month, day, year) 07/01/90 TO (Month, day, year) 09/30/90

10. STATUS OF FUNDS

PROGRAMS/FUNCTIONS/ACTIVITIES ▶	(a) Salaries	(b) Travel	(c) Overhead	(d) Other Direct	(e) Seminar/Stipends	(f)	TOTAL (g)
a. Net outlays previously reported	$ 959,839.08	$ 283,289.56	$ 475,079.92	$ 520,,248.79	$ 179,755.95	$	$ 2,418,213.30
b. Total outlays this report period	193,447.36	75,327.81	74,474.43	82,850.69	41,065.04		416,165.33
c. *Less:* Program income credits							
d. Net outlays this report period (*Line b minus line c*)	193,447.36	75,327.81	74,474.43	82,850.69	41,065.04		416,165.33
e. Net outlays to date (*Line a plus line d*)	1,153,286.44	358,617.37	549,554.35	603,099.48	220,820.99		2,885,378.63
f. *Less:* Non-Federal share of outlays							
g. Total Federal share of outlays (*Line e minus line f*)	1,153,286.44	358,617.37	549,554.35	603,099.48	220,820.99		2,885,378.63
h. Total unliquidated obligations		20,801.08		43,017.78			63,818.86
i. *Less:* Non-Federal share of unliquidated obligations shown on line h							
j. Federal share of unliquidated obligations		20,801.08		43,017.78			63,818.86
k. Total Federal share of outlays and unliquidated obligations	1,153,286.44	379,418.45	549,554.35	646,117.26	220,820.99		2,949,197.49
l. Total cumulative amount of Federal funds authorized	1,775,595.94	548,486.00	817,026.00	580,892.06	185,000.00		3,907,000.00
m. Unobligated balance of Federal funds	622,309.50	169,067.55	267,471.65	(65,225.20)	(35,820.99)		957,802.51

11. INDIRECT EXPENSE

a. TYPE OF RATE (*Place "X" in appropriate box*) ☐ PROVISIONAL ☒ PREDETERMINED ☐ FINAL ☐ FIXED

b. RATE	c. BASE	d. TOTAL AMOUNT	e. FEDERAL SHARE
55% SWF	135,408.05	74,474.43	74,474.43

12. REMARKS (Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation.)

13. CERTIFICATION: I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL: Aida Rdus

DATE REPORT SUBMITTED: 10/15/90

TYPED OR PRINTED NAME AND TITLE: Aida Rdus, Senior Acct.

TELEPHONE (Area code, number and extension): (305) 348-2132

269-102

STANDARD FORM 269 (7-76)
Prescribed by Office of Management and Budget
Cir. No. A-110

Thus, some thirty months after the initiation of the project in May 1988, the program budget remains that prepared for the project proposal submitted in August 1987, well over three years ago. The quarterly progress reports keep AID/W current on program developments, achievements and expectations, but there is now no satisfactory way of expressing these concepts in a regular financial report. In the opinion of the team, this represents a significant deficiency in the financial management of the project and may have implications for forward planning. This and other points will become evident as the detailed findings are outlined.

2. Financial Management

The accounts of the project are maintained in an orderly manner by the Controller's Office of FIU and by the budget officer of the CAJP. Given the complexity of the project's activities, the geographic area over which they are spread and the several currencies in which they are conducted, this is a commendable achievement.

Accounting is up-to-date and financial results are available shortly after the close of any given period or event.

The budget officer of the project handles the flow of financial documentation from the Regional Office in Costa Rica and from in-state and out-of-state sources to the FIU Controller's Office. He rearranges the accounts kept by FIU in a form which relates to the project outputs and activities. He prepares all financial reports for the administrators of the project.

The budget officer does not participate in the planning of on-going and future project activities. These items are not now expressed in dollar terms which can be used as guides against which output can be measured. Due to the slow start of the project, funds actually used amount to only 31.6% of total funds to be provided to the project over its five year life. More significantly, although Phase II is coming to an end, only 53% of funds budgeted for Phases I and II have been spent.

3. Budget and Financial Planning

The existing budget is seriously out-of-date and a comparison of past expenditures with budgeted expenditures for the same time period does not indicate in dollar terms where the project is in terms of achievement of anticipated outputs of Phases I and II.

An additional $500,000 has been made available by the Panama mission to cover the costs of Panamanian participation in the CAJP. It could not be determined at the time of this evaluation to what extent the fixed and overhead costs of the program would be borne by the Panama contribution. A reduction of $600,000 was made in the last budget appropriation for the CAJP. The impact of this reduction has not been reflected in any financial planning for the project.

Among the factors which will influence project expenditures over the next two plus years are the selection of a site for the training center, higher transportation and other costs, the addition of Panama and possibly Nicaragua to the program, the probable growth in the activities of the regional office and additional headquarters staff as suggested in the quarterly review of April 1, 1990.

Cost reductions in the project may occur as a result of the failure to schedule and carry out as many seminars as originally planned. Whether the shortfall in the number of seminars will be made up in the remaining years of the project's life is doubtful and there is a question whether it will be possible to hold the 22 seminars planned for each year. It has proved difficult so far to attract the requisite number of seminar participants from the various countries. However, there are now 23 seminars scheduled for calendar year 1991.

The seminar program is the keystone of the project in terms of resources. In the original budget, some 28% of total Phase I and II expenditures were anticipated for seminars not including air transportation. Actual expenditures (not including airfares) for seminars through November 16, 1990 amounted to $573,000 representing 27 seminars, of which 12 were held between March 3, 1989 and March 10, 1990, and 15 between that date and November 16, 1990. This compares with $774,000 projected for the first two and one-half years of the project.

The only way outside monitors and evaluators of the project can now follow developments in the project on a regular basis is by reference to quarterly reports and annual work plans. The quarterly reports tend to highlight major developments and achievements of the reporting period, but do not give an overview of where the project is in terms of its ultimate goals. This is difficult to do in words and still produce a quarterly report of readable length.

The last financial planning done for the project as a whole is reflected in the August 1987 budget. There have been many changes and slippage since that date, but no new financial planning has been undertaken even though this might have been expected in conjunction with annual work plans.

4. Regional Office

The Regional Office in San José was not visited by the team member responsible for financial analysis, but its financial operations were discussed in detail with the director of the office, Mr. Gerardo Bolaños, and with Mr. Rene Bryan, CAJP Budget Officer. A substantial portion of project expenditures are made through this office. It recruits participants for all training seminars (the major single activity under the project) as well as for the Master's program, coordinates activities of country correspondents and handles logistics involved in the organizations of seminars and round tables in the area.

The existence of the office has simplified and made more efficient the financial operations of the project. It would have been extremely difficult to have provided financial and logistical support for the seminar and round table programs from Miami.

A revolving fund of up to $100,000 has been set up to handle payments to the Regional Office and for emergency needs. Every two weeks the Office reports to Miami its cash balance, its administrative and program expenditures and prospective cash requirements for the next two weeks. The Miami office of CAJP then remits the required sum. All Regional Office expenditures are supported by invoices or other documents substantiating expenditures. After actual expenditure from the revolving fund, documentation is processed through the FIU-State of Florida system, payment is received from the State and the revolving fund is reimbursed.

The transmittal of funds from the Regional Office in San José to support program activities in the several Central American countries is not easy due to currency and banking regulations. However, by the use of correspondents and couriers, effective delivery of funds has been achieved. This is a commendable achievement on the part of the director and staff of the Regional Office.

5. Endowment Fund

An endowment account has been established in the FIU accounting system to receive the gross revenue from revenue-generating activities such as advertisement income from Pulso. According to the Cooperative Agreement, funds generated from activities "supported financially in whole or in part by this agreement will be treated as program income . . . and shall be added to the endowment fund to be used to further eligible program objectives." Other income is expected from such activities as the Media Guide and the textbook project. The fund itself has not yet been set up and probably will not be until a training center site has been selected. The endowment account currently holds $5,652 and earns no interest. When an endowment fund account is established, the sums in the present FIU account will be transferred.

Discussions with AID administrators indicated the possibility of a different understanding of the contributions to be made to the endowment fund by Pulso and other activities designed to generate revenue. According to this concept, contributions would be made only after Pulso income had covered its costs; income from the other revenue generating activities would be treated similarly. In effect, the endowment fund would receive net revenues of Pulso, etc., rather than gross revenues. This represents a substantial difference in the understanding of the parties.

Thus far, no significant non-governmental grants to the endowment account have been received and none are expected until after the establishment of the training and research center in Central America. Some small private cash and in-kind contributions have been received and these have been used for seminar and meeting expenditures not otherwise allowed by State of Florida regulations rather than being placed in the endowment account.

No projections can now be made of the probable size of or income from the endowment fund by the end of project life.

6. Financial Deliverables

Under the Agreement, there appears to be no financial report besides the Financial Status Report required. This report is provided every three months, but is of no value in measuring performance against results. No financial reports are required in connection with the quarterly reviews or with the annual work plans and thus far none has been submitted.

B. Conclusions and Recommendations

Some elements of financial planning and management which the team feels are essential to sound project management and control are not yet in place. While we understand and are sympathetic to the reasons for this, we urge that filling in these gaps should now be made the top priority item on the agenda of the project directorate.

1. Financial Management and Planning

The team concludes that the system of accounts is well designed to serve the needs of the project. Financial results of the project are available to management on a timely basis. Problems relating to State of Florida accounting and payment regulations, while still causing inconveniences, have been substantially overcome. The financial results presently available can be relied upon as an accurate and up-to-date representation of project expenditures by major activities.

If there is a weakness in the financial management of the project, it is the failure to relate account keeping to the substantive aspects of the project. The present system produces efficiently and quickly the financial expenditures for project activities, but these results cannot now be used by management for oversight or control. Present budget figures are not a current or realistic view of project objectives by management. Thus, matching actual project expenditures against budget estimates produces meaningless conclusions.

Budgeting is a financial expression of planning. What management plans to do in the periods ahead requires financial resources in specific amounts at specific times. While project management continues to revise old plans and make new plans for the project, it has thus far failed to express these plans in budgetary terms. Thus neither management nor an outside monitor can be certain where the program plans to go, how long it will take to get there and what it will cost. Much less can management and outside monitors know from a review of accounts whether management is holding to its plans and, if not, why not.

The budget officer has prepared an executive management capsule (see Exhibit 4 on the following page) comparing expenditures to date with budgeted expenditures. Some items show "savings" while others show "overruns". These figures are of no real use to management or monitors. For example, much less has been spent on seminars than planned. Is this because fewer seminars were held than planned or because they cost less than foreseen? Questions such as this can be raised about many of the items. Management needs to review in detail the outlook for the remainder of the project and establish realistic budget targets for each of the project outputs and support activities.

The process of reviewing and revising the current budget involves not only those responsible for the substantive and administrative aspects of the project's components but also the budget officer who should insure that all parties are making the same assumptions regarding the rate of inflation, airfares and other costs. He should participate in the preparation of the directive calling for new budget estimates for the remaining life of the program.

Accordingly, we recommend that:

a. The administrators of the project prepare, as soon as possible, a budget for the project covering the remaining years of its life.

b. The administrators give staff clear guidelines and assumptions regarding costing and timing of project activities. The preparation of this directive to staff should involve the project's budget officer to insure uniform financial assumptions.

c. The new budget for the first remaining year should be on a quarterly basis.

d. The budget review and revision process can be repeated one year later, possibly at the time of the annual work plan submission.

e. The quarterly review submitted to AID by the project administrators should contain a comparison of actual expenditures to budgeted expenditures with explanation of significant overruns or shortfalls.

EXHIBIT IV

11/08/90

Central America Journalism Project (CAJP)

September 1990

Document: EXECUTIVE MANAGEMENT CAPSULE

Account Name	5 YR Plan	Plan To Date	Expend To Date	Balance To Date	Overall Bal
PERSONAL SERVICES	$1,905,091	$881,885	$849,142	$32,743	$1,055,949
TRAVEL & TRANSPORTATION	$660,115	$392,823	$153,077	$239,746	$507,039
CURRENT CHARGES	$360,263	$159,626	$199,846	$-40,221	$160,418
OPERATING CAPITAL	$0	$0	$51,540	$-51,540	$-51,540
OVERHEAD	$1,796,600	$826,910	$692,823	$134,087	$1,103,777
ESTABLISH HQTRS/FIELD OFF	$75,000	$29,000	$18,589	$10,411	$56,411
LOCAL ROUND TABLE	$27,000	$18,000	$9,616	$8,384	$17,384
REGIONAL ROUND TABLE	$182,441	$124,049	$13,654	$110,395	$168,787
PULSO MAGAZINE	$84,000	$32,750	$76,844	$-44,094	$7,156
WRITE TEXT BOOKS	$107,200	$44,800	$5,884	$38,916	$101,316
PROFESSIONAL SEMINARS	$2,220,892	$1,373,646	$488,986	$884,659	$1,731,906
MASTER'S PROGRAM	$457,724	$176,203	$111,733	$64,469	$345,991
RURAL RADIO EXCHANGE	$132,031	$101,097	$0	$101,097	$132,031
MEDIA DIRECTORY	$69,227	$41,777	$1,988	$39,789	$67,239
PUBLICATIONS	$41,600	$15,600	$0	$15,600	$41,600
ADVISORY COMETEE	$24,900	$11,750	$29,890	$-18,140	$-4,990
LIBRARY	$160,800	$69,300	$0	$69,300	$160,800
RESEARCH COMPONENTS	$60,000	$0	$36,155	$-36,155	$23,846
EVALUATION WORKSHOP	$94,651	$22,800	$0	$22,800	$94,651
INTERNAL EVALUATION	$146,600	$70,690	$17,076	$53,614	$129,524
REGIONAL ASSOCIATION	$200,000	$0	$0	$0	$200,000
OWNERS ASSOCIATION	$26,414	$0	$0	$0	$26,414
EQUIPPING CENTER	$490,300	$80,300	$138,897	$-58,597	$351,403
*** Total	$9,322,849	$4,473,006	$2,895,740	$1,577,263	$6,427,112

Source: Budget Officer, CAJP

2. Regional Office

Record keeping and processing of invoices appears to be up-to-date. The Office clearly serves a useful financial purpose and represents no unnecessary duplication of effort with the accounting activities in Miami.

The distribution of funds to support program activities in Central America will continue to be a burdensome task for the Regional Office.

We recommend that the budget officer should be required to certify, on a regular basis, that the accounts of the Regional Office are substantially complete and up-to-date.

3. Endowment Fund

"Planning for obtaining projected revenue and establishing the endowment fund will be explicitly presented in the work plan required to be submitted for the year in which it is intended to begin these activities," according to the Cooperative Agreement. This requirement should not be overlooked. At present, further movement on the fund awaits the establishment and launching of the Central American Training and Research Center.

There appears to be some confusion between AID administrators and project administrators regarding the definition of revenues to be devoted to the endowment fund. The team believes that the net revenues, not the gross revenues of Pulso, the Media Directory and the text book project should be deposited in the endowment fund. To do otherwise (as is the case with Pulso as present), has the effect of siphoning project funds into the endowment fund.

We recommend that:

a. A budget be prepared for the endowment fund at the time of the explicit presentation called for in the Cooperative Agreement.

b. The administrators agree on a definition of the revenues to be devoted to the endowment fund. The team recommends that only net revenues from Pulso, the Media Guide and the textbook project be placed in the endowment fund while the costs of these activities are being met from program resources.

XIII. Evaluation

A. Findings

An internal evaluation plan for the CAJP was, from the beginning, an essential element of the project. (See, e.g. letter of Aug. 6, 1987, Dwight Ink to J. Arthur Heise and the reply of Aug. 21, 1987.)

An evaluation specialist was hired on project staff and produced some very promising ideas and plans. However, he has since left the staff and, so far as we could determine, his ideas have not been implemented. Discussion of this matter with CAJP staff during the course of this evaluation indicated that there are plans to hire another evaluation specialist.

Some work has been done, which we saw, on evaluation of cursillos and there is an internal evaluation seminar scheduled for 1991. The cursillo evaluation, while it contained some interesting and useful information, consists entirely of statistical information on such matters as age, sex, country and position of the participants and their own comments on the cursillos.

B. Conclusions and Recommendations

We do not believe that the internal evaluation activities called for under the project have been carried out adequately. As far as we were able to determine there is no fixed structure in place to routinely monitor ongoing activities, to assess their strengths and weaknesses and to feed those assessments back into forward planning. Yet such a system is essential to successful project implementation.

Admittedly, evaluation of activities such as those contemplated and being carried out under this program pose some difficult conceptual problems. This team is not unfamiliar with some of them. But the work already done by the specialist previously employed made an excellent start - and in some cases more than that - towards developing a good approach. This job can be done.

Accordingly, we recommend that:

1. An evaluation expert be added to project staff as soon as possible (if this has not already be done).

2. That he draw up an evaluation plan for the project covering all aspects of project activities, and

3. That, once such plan is approved by project management, he oversee its installation on a permanent and continuing basis.

Once the above recommendation has been carried out and specific assignments have been made for continuing the evaluation activities as a day-to-day part of project activities, we would not think that the position of evaluation specialist would need to be continued as a permanent staff position.

XIV. Panama

A. Findings

Panamanian participation in the CAJP was authorized shortly before the initiation of this evaluation. A special fund was established to help Panama "catch up" (as far as participation is concerned) with the other participating countries in the region.

Only one activity had been carried out in Panama at the time of our evaluation, a Round Table to discuss a proposed new press law. As a result of that Round Table the proposed law was withdrawn and is being redrafted.

One member of the team spent three days in Panama interviewing participants in the Round Table. The reactions of all interviewees were favorable, many highly so. Some participants expressed the hope that the redraft could be discussed at a second Round Table.

Not all of the interviewees were familiar with PROCEPER but those who were were anxious for it to commence operations in Panama.

One Rector of a School of Journalism and Mass Communications expressed the hope that the Center could be established in Panama and that it could somehow be attached to the journalism schools.

B. Conclusions and Recommendations

Panama is ready for and eagerly awaiting the start-up of project activities. There is a lot to do after the years of complete lack of press freedom.

XV. Relations with U.S. Field Personnel

A. Findings

In all countries visited, the team interviewed USAID personnel involved with project oversight as well as a representative of the U.S. Information Service (normally the Public Affairs Officer).

Within AID itself, this is a potentially delicate area. The CAJP is run out of AID/Washington but requires some supporting operations at the field mission level - frequently anathema to field personnel (who feel they are being obliged to spend time supporting a project but have no control over it nor any say in its design or implementation.) We are pleased to report we found no such latent feelings of hostility with respect to the CAJP.

The mission work necessary to support the project - mostly the processing of PIO/P's - takes place without problems and without putting any notable strain on the missions. The missions are as informed as they seem to want to be about the project, some more some less; but none manifested the suspicion (frequently heard in the case of AID/W projects) that they were not being adequately read in on what was happening with the project. This is a tribute to the CAJP personnel who do, in fact, maintain contact with the missions and try to keep them informed.

CAJP personnel also maintain good liaison with USIS in all the countries served by the project. All of the USIS personnel interviewed were knowledgeable about the project and its objectives and all were high on it. One Officer wondered whether there might not be some way that project operations might not also be used to further the shorter term objectives of USIS. He had no specific ideas on how that might be done, however, he and three of the four PAO's interviewed saw and agreed with the need to keep the roles of FIU and the CAJP free of any possible taint of too close association with the U.S. overseas establishment which might suggest, in Central America, direct U.S.G. control of participant selection or, even worse, course content.

One PAO continues to press for a role in the selection of CAJP participants.

B. Conclusions and Recommendations

Given the initial spate of stories in Central America (and in the U.S.!) regarding the likelihood of CIA involvement in the CAJP and, even without that, the proclivity in Central America to think in those terms, the independence of the CAJP in participant selection and other key aspects of project operations is essential to the success of the project. FIU and AID were wise to write that into the cooperative agreement covering the project.

The question involved is not one of institutional mandates nor even less of bureaucratic "turf". The question is one of long-term U.S. interests v. short-term U.S. interests. Sometimes those interests are congruent; sometimes they can be

compromised to some extent. In this case, however, the two sets of interests are incongruent and cannot be compromised. We think it quite likely that any attempt to do so would spell the death-knell of the CAJP. We might add that, in our view, the long-term U.S. interest that will be served by the successful completion of this project far outweighs any conceivable short-term interest that might be served by it.

On another issue of project-mission relationships, an early attempt was made to see whether the transfer of funds from Miami to participants in the countries involved might be accomplished through mission accounts with the help of the Controllers' Offices. As pointed out above (Section XII) the fund transfer problem remains a troublesome one. The original attempt to get the missions' help in this matter was unsuccessful. But we wonder whether this matter has been fully explored. If not, we suggest it be reopened.

XVI. The "Central Americanization" of the Project.

A. Findings

The final "End of Project" objective of the CAJP is to have in place a self-sustaining Central American institution which is fully and competently carrying out the task of strengthening the media as an essential organ of democratic government in the Region. This is going to take considerable time and - need we add - money, but, as reflected in many places in this report, an excellent start has been made.

The accomplishment of this objective will require the attainment of two principal sub-goals. First, there must be created within the Central American media community, at all levels, a recognition of the need to achieve the goals at which this project is directed and an internalization of those needs. That is, that community must not just agree with those goals, they must adopt them as their own. Second, that internalization, and specifically the activities, in support of those goals, that flow from it, must have a self-sustaining institutional base.

Project activities under phases I and II have been largely directed at the first sub-goal. As Winston Churchill is reported to have said (under other circumstances and in another language): "Tanto hecho y tanto para hacer". Consciousness is being raised, but it's a slow process. To many media owners, still, the role of the press is to further their own political ambitions or power relationships. To many working journalists the problem of conflicts of interest must take a distant second place to the need to raise families on grossly inadequate salaries - often with the acquiescence or utter lack of concern of their employers. The media business in Central America is a dog-eat-dog business and theoretical and even ethical considerations must be subordinated to survival.

But, if this assessment seems to hold out little hope of the successful accomplishment of project goals, there are at least two counter-balancing factors. In the first place the stated goals of the project are not North American goals which we are seeking impose on Central America. Publications such as La Nacion of San Jose, Costa Rica, under its late lamented publisher, and individuals such as Roberto Eisenman of Panama (others could be named) were seeking to attain those goals before the project started. Certainly the Central American members of the Advisory Committee are in full agreement with them and working hard to help attain them. And these goals - as our interviews demonstrated - have a resonance in Central America. They may not be fully internalized but neither are they alien.

The second bright spot is the extreme sensitivity that has been shown by the CAJP staff in being sure that it's efforts were not perceived as an attempt to impose outside ideas (and this despite some early, though predictable, mumbling about the CIA etc.). The CAJP staff, by this sensitivity and by being able to take advantage of a long existing network of contacts and developed confidence between staff members and members of the Central American media, has been able to work from within, as it were. This has been well done and we have every expectation that it will continue.

The second sub-goal, institutionalization, involves such project activities as PULSO, the creation or strengthening of the various associations set out in the project documentation and, most importantly, the establishment of a Central American Journalism Center. Although some of these activities have started, the bulk of them are to take place under Phase III. The CAJP Advisory Committee has had several discussions about the site of the Center and specific recommendations from the CAJP directorate should be forthcoming within the next several months.

B. Conclusions and Recommendations

So far, so good. Given its scant two-and-a-half years of existence, the CAJP is making good progress and shows promise of continuing and building on its success to date.

We recommend that the project proceed to Phase III.

In terms of our analysis above, i.e. consciousness raising and institutionalization, we would note that the Center, in its establishment and early operational phases, should be seen as part of the consciousness raising process and should be approached that way, even though its ultimate purpose is institutionalization. (Obviously, the two sub-goals, while theoretically separable are operationally intertwined.)

A presentation to the Advisory Committee that we witnessed, in discussing the various factors that would go into a final recommendation on the site for the Center, stressed the importance of the contribution of the country to be selected. While we quite agree with the importance of that factor, we urge that care be taken not to suggest a "bidders war" in which there can be but one winner and the rest lose. Equal stress should be placed, in our view, on the need for strong and sustained financial (as well, of course, as institutional) support from the whole Central American media community.

The above leads. inevitably, to the question of the viability/sustainability of the project. As originally conceived (and this is still the plan) the Center, which will be the eventual locus of all project activities, will be financially self-sustaining through income received from PULSO, the Media Directory, the sale of research services, tuition paid by media owners for training of members of their staffs, income from a proposed endowment fund, foundation grants and perhaps other, similar activities. (One suggestion has been made above, in Section V, regarding payment of tuition for courses.) This continues to appear to be feasible in time. (Here we feel constrained to insert one important caveat: the Center has not been subjected to a rigorous feasibility study. This should be done before any steps beyond site selection are taken to establish it.)

In the interim, increasing support should be sought from the Central American media community, not only in the form of tuition payments but also in the form of direct grants. However, it should be recognized that, given the financial state of that community overall, such contributions must be considered as an "earnest" of moral support; they are not likely to start to approach full coverage of project costs. In that interim, therefore, continuing AID support will be needed if project objectives are to be accomplished and

if the progress made to date is not to be wasted. In this connection we recommend that AID examine the history of its involvement with two other Central American institutions - INCAE and CATIE/IICA. AID conceived and started both of those institutions. They are now fully self-sustaining (IICA on annual grants from member governments, including the United States, as had always been contemplated) and both are mature, successful institutions (indeed, INCAE is generally considered to be outstanding). AID provided direct budget support to those two institutions for between 15 and 20 years before they attained full financial sustainability.

ANNEX I

ARTICLE I - TITLE

Central American Regional Journalism Project - 597-0031

ARTICLE II - OBJECTIVE

The objective of this delivery order is to perform a mid-term formative evaluation of the Central American Regional Journalism Project.

ARTICLE III - STATEMENT OF WORK

I. Activity to be Evaluated:

The contractor will provide a mid-term formative evaluation of the Central American Regional Journalism Project (597-0031), a program developed with A.I.D. support by Florida International University (FIU), and implemented under a five-year Cooperative Agreement totalling $9,322,849. The project is designed to be carried out in four phases over a seven-year period (March 1988 through March 1995); however, funding under the grant is presently limited to Phases I through III. Phase II will be completed in March 1991.

II. Purpose of the Evaluation:

The evaluators will seek to assess the degree to which stated objectives of Phases I and II have been met, with particular attention to (1) grantee performance in program, administrative and financial planning and management; (2) effectiveness of the program in eliciting the support and participation of the Central American media community in professional development activities; and (3) the potential for achieving Phase III objectives, in light of progress, performance and beneficiary response to date.

An external evaluation is being conducted at this time in accordance with Special Provision 4 of the Cooperative Agreement, which states: "The grant is for five years but implementation and funding of Phase III is subject to external A.I.D. evaluation and availability of funds. No funds may be expended for Phase III activities until the A.I.D. external evaluation is completed, and written approval of the A.I.D. Project Manager is provided." Assuming such approval, funding for Phase III should be obligated not later than April 1991.

III. Background:

During 1986-87, funded by an A.I.D. grant, FIU's Department of Communication (now the School of Journalism and Mass Communications) undertook an in-depth assessment of the professional needs of journalists and media organizations in Costa Rica, El Salvador, Guatemala, Honduras and Panama, from which they developed a strategy for addressing those needs and for building a permanent, self-sustaining training and research capacity in the region. Following analysis and refinement of the strategy by a group of U.S. and Latin American media professionals and educators, FIU developed the current project, which is described in an unsolicited proposal submitted to A.I.D. in 1987, entitled "Strengthening Mass Communications Education, Training and Research in Central America."

The project seeks to strengthen journalistic professionalism through training, research, information exchange and other activities, in a manner that will enable the mass media community in the region to continue these activities after termination of A.I.D.'s assistance. Specific objectives include improving professional skills in writing, reporting, editing, production, research and management; raising awareness of journalistic ethics and of the role of the news media in the democracies of the modern world; strengthening journalism education programs in universities, including development of journalists, owners and educators of the region; increasing the capacity to disseminate more news and information via radio in the region's rural areas; developing the news media's capability in applied mass communication research; and facilitating creation of a mass media training and research facility in Central America.

The project activities initiated or completed during Phases I and II include the following:

- -- professional development seminars: 22 seminars yearly most held in Central America, some in Miami;
- -- round-table conferences, country or regional, bringing together academics, news executives, owners and working journalists for dialogue on the state of their profession;
- -- publication and dissemination of a directory of all media professionals in the region;
- -- development and publication of a quarterly journalism review, written by and for Latin Americans (PULSO);
- -- acquisition of library and research materials on journalism in Central America;
- -- commissioning the preparation of journalism textbooks in Spanish that are appropriate to the Central American experience;
- -- graduate (masters) level study at FIU, offered in special sessions over three summers, with virtually all instruction in Spanish;
- -- development of rural radio news exchanges, training people outside the major cities in the basics of radio news reporting;
- -- facilitating formation of regional professional associations for journalists and for media executives.

In Phase III, in addition to continuing these activities, a major objective will be establishing and equipping a Central American mass media research and training center in one of the participating countries, and creating and

building an endowment that will help the center to become self-sustaining. By the end of Phase IV, it is expected that the center will be managed and operated by Central Americans, with no need of further CAJP supervision nor of A.I.D. funding.The project is administered by a staff of twelve, headed by a Project Director and Executive Director in Miami and an Associate Executive Director in the field office in San Jose, Costa Rica. An Advisory Committee of Latin American and U.S. media professionals with regional experience provides guidance and assistance as appropriate. Outside consultants also serve on the participant selection panels.

A detailed description of project structure and activities will be provided to the evaluation team by the A.I.D. project manager.

IV. Methods, Procedures, Level of Effort:

A team of evaluators will conduct the evaluation through site visits to (a) project headquarters at FIU in North Miami, FLorida; (b) the field liaison office in San Jose, Costa Rica; (c) visits to each of the five participating countries (Costa Rica, El Salvador, Guatemala, Honduras and Panama) for 5 to 7 days each. At the beginning of each country visit, the team will consult and seek guidance from USAID and USIS officials before commencing interviews; and prior to departure the team will provide to the mission staff an oral debriefing on their findings. If feasible, the evaluators may wish to include visits to sites outside of the region that have some relation to the project, such as Mexico City (RTAC and publishing houses), Monterey, Mexico (El Norte newspaper), and Quito, Ecuador (CIESPAL) or, alternatively, to interview these contacts by telephone.

The team will interview all CAJP staff members, seminar instructors, researchers and other project consultants, participants of training seminars, advisory committee members; USAID, USIA and Embassy staff in each country; Central American print and broadcast media owners, managers, editors, producers, and reporters (both those who have participated in the project and those who have not). In addition, the team should seek information from observers outside the region, such as other Latin American journalists, individuals associated with the Inter-American Press Association (IAPA), the Foreign Journalists Training Center at Reston, Virginia, and others the team may identify. Since this is a formative evaluation, it is considered desirable to involve CAJP staff in these activities in a manner and degree that will not compromise the objectivity of the evaluation.

Prior to commencing the field work, the team will consult with the A.I.D. project manager in Washington, D.C. to obtain background information, review files, identify the key people to be interviewed, and to develop and refine the scope of the issues to be examined.

Data analysis and writing should be coordinated on an ongoing basis under the direction of the Chief of Party, who will also have primary responsibility for preparation of the evaluation report. Following completion of field work, a draft report will be submitted to LAC/DI for review. Upon receipt of A.I.D. comments on the draft, ten working days will be allocated for preparation of the final report.

ARTICLE IV - REPORTS

A draft copy of the final evaluation report will be submitted to LAC/DI five working days after completion of the field work. After receipt of A.I.D. comments on the draft, the contractor will have ten (10) working days for completion of the final report.

The contractor will provide to LAC/DI twenty (20) copies of the report, in English.

The report will be organized as follows: Executive Summary, Table of Contents, Body of the Report, Appendices.

The executive summary states the development objectives of the program, the purpose of the evaluation, study method, findings, conclusions and recommendations, and lessons learned about the design and implementation of the activity.

The body of the report should include discussion of (1) the purpose and study questions of the evaluation; (2) the political, social and professional context of the project; (3) team composition and study methods (one page maximum); (4) evaluation findings; (5) conclusions drawn from the findings; and (6) recommendations of actions to improve project performance.

The appendices should include a copy of the evaluation scope of work, a list of documents consulted and individuals and institutions contacted.

ARTICLE V - TECHNICAL DIRECTIONS

The contractor shall work under the general policy guidance of the Project Manager, LAC/DI and/or his designee(s). Technical directions during the performance of this delivery order will be provided by the Project Officer pursuant to Section F.3 of the contract.

ARTICLE VI - TERM OF PERFORMANCE

A. The effective date of this delivery order is October 31, 1990 and the estimated completion date is January 15, 1990.

B. Subject to the ceiling price established in this delivery order and with prior written approval of the project manager (see block No. 5 on the cover page), contractor is authorized to extend the estimated completion date, provided that such extension does not cause the elapse time for completion of the work, including the furnishing of all deliverables, to extend beyond 30 calendar days from the original estimated completion date. The contractor shall attach a copy of the project manager's approval for any extension of the term of this delivery order to the final voucher submitted for payment.

C. It is the contractor's responsibility to ensure that the project manager approved adjustments to the original estimated completion date do not result in cost incurred which exceed the ceiling price of this delivery order. Under no circumstances shall such adjustments authorize the contractor to be paid any sum in excess of the delivery order.

D. Adjustments which will cause the elapsed time for completion of the work to exceed the original estimated completion date by more than 30 calendar days must be approved in advance by the Contracting Officer.

ARTICLE VII - WORK DAYS ORDERED

A. Functional Labor Category & Spec.	Work Days Ordered	Burdened Fixed Daily	Total
Evaluation Research/Lindsay	37		
Management Analyst/Corbett	7		
Institutional Analyst/ **	31		
Institutional Analyst/Lazar	47		
Evaluation Research/With	34		

**Personnel to be identified. Daliy rate will be finalized upon receipt of biodata for individual selected.

Based on a Multiplier of

Total cost includes allowance for hazard pay.

B. The individuals identified above are designated as essential/key personnel pursuant to Section H.3 of the contract.

C. Subject to the ceiling price established in this delivery and the prior written approval of the Project Manager, the contractor is authorized to adjust the number of work days actually employed in the performance of the work by each position specified in this order. The contractor shall attach a copy of the project manager approval to the final voucher submitted for payment.

C. It is the contractor's responsibility to ensure that the Project Manager approved adjustments to the work days ordered to each position do not result in costs incurred which exceed the ceiling price of this delivery order. Under no circumstances shall such adjustments authorize the contractor to be paid any sum in excess of the ceiling price.

ARTICLE VIII - CEILING PRICE

A. Total Obligated Amount

The total amount obligated for the performance of this order is The contractor shall not be paid any sum in excess of the total amount obligated.

B. Budget

For Total Work Days Ordered
For Other Direct Costs
Ceiling Price

ARTICLE X - EMERGENCY LOCATOR INFORMATION

The contractor agrees to provide the following information to the Mission Administrative Officer on or before the arrival in the host country of every contract employee or dependent.

A. The individual's full name, home address, and telephone number.

B. The name and number of the contract, and whether the individual is an employee or dependent.

C. The contractor's name, home office address, and telephone number, including any after-hours emergency number(s), and the name of the contractor' home office staff member having administrative responsibility for the contract.

D. The name, address, and telephone number(s) of each individual's next of kin.

E. Any special instructions pertaining to emergency situation such as power of attorney designees or alternate contact persons.

ARTICLE XI - DUTY POST

The duty post for this delivery order is Washington, D.C. and Central America.

ARTICLE XII - ACCESS TO CLASSIFIED INFORMATION

Access to classified information is not required.

ARTICLE XIII - LOGISTIC SUPPORT

USAID will not provide any logistical support.

ARTICLE XIV - WORK WEEK

A six day work week is authorized with no premium pay.

ANNEX II

DOCUMENTS CONSULTED

--Central American Journalism Project Proposal from FSIU to AID

--Letter of August 6, 1987, Dwight Ink to Arthur Heise, requesting clarification on certain matters contained in FSIU proposal

--Letter of August 21, 1987, Arthur Heise to Dwight Ink, providing requested clarifications

--AID Memorandum (date illegible) Terrence Brown to AA/LAC Dwight Ink authorizing program.

--Cooperative Agreement of May 5, 1988, establishing CAJP

--Letter of Modification No. 4 to Cooperative Agreement, July 30, 1990, adding Panama

--Transcript: Round Table on Press Laws in Panama, Panama, August 22-23, 1990.

--Conclusions From a Meeting on Press Laws in Panama

--Transcript: First Round Table, Journalism in Guatemala and the Future of It's Teaching, Antigua, Guatemala, April 15, 1988.

--Transcript of Oral Presentations; First Round Table, Journalism in Costa Rica and It's Future, San Jose, Costa Rica, Dec. 5, 1988.

--Transcript: First Round Table, Journalism in El Salvador and the Future of its Education, El Salvador, Feb. 25, 1989

--Transcript: Second Round Table, El Salvador, June 9, 1990

--Transcript: Owners' Seminar, Las Vegas, 15-16 June, 1990

--File: Owners' Seminar, Las Vegas, 15-16 June, 1990.

--File: Owners' Seminar, Monterrey, Mexico, Oct. 7-12, 1990.

--Transcript: First Round Table, Journalism in Honduras and It's Teaching, Tegucigalpa, Honduras, April 17, 1989

--Course (Lecture?) Outline: The Journalist as a Professional

--Resume of Seminar on The Role of the Press in Democracies, Antigua, Guatemala, July 12-14, 1989

--Curricula Vitae of a number of lecturers in the CAJP.

--Conclusions of a Seminar for Educators, Miami, Fla., 19-22 March, 1990.

--Course Outline: Seminar on Journalistic Coverage of Science, San Jose, Costa Rica, 4-11 March, 1990

--Course Outline: Seminar on News Production, Miami, Fla. 13-24 August, 1990

--Recommendations for the CAJP Library, Memorandum of June 1, 1990, Isabel Issuable to Charles Green

--Study Guide, Seminar Workshop on Application of Effective Techniques for Editing Economic Articles, Illegally, Costa Rica, July 9-18, 1990.

--Study Guide, Seminar on Newsroom Management, IICA, Costa Rica, July 30 - August 2, 1990.

--Course Outline, Workshop on Radio Journalism, San Jose, Costa Rica, November 6-15, 1990.

--Pulso, all editions to date.

--Poll (CID-Gallup), Public Opinion in El Salvador, Sept. 1989.

--Poll (CID-Gallup), Public Opinion #9, Honduras, Aug. 1989.

--Poll (CID-Gallup), Media in Costa Rica, Omnibus Study, November 1989.

--File: Seminar on Newsroom Management, San Jose, July 19-21, 1989.

--File: Seminar on Newsroom Management, San Jose, July 30-August 2, 1990.

--Quarterly Reports, submitted by FIU (six in all).

--Two files on Internal Evaluation, Baseline Studies, etc.

--Various internal memoranda, etc.

ANNEX III

INDIVIDUALS AND INSTITUTIONS CONTACTED

Costa Rica

Media

Guido Fernandez, Editor, Panorama Magazine
Eduardo Ulibarri, Editor, La Nacion
Marcela Angulo, Newsroom Manager, La Nacion
Fernando Leñero, General Manager, La Nacion
Fernan Vargas, President, Board of Directors, La Nacion
Jose Joaquin Chaverri, News Director, Radio Monumental
Yehudi Monestel, Editor, La Republica
Armando Vargas, Director, ULCRA
Jose Luis Valverde, President, Colegio de Periodistas
Pilar Cisneros, Director, Telenoticias
Richard Dyer, Publisher, The Tico Times
Derly Dyer, Editor, The Tico Times
Jose Perez, Representative, Radio Nederland
Ignacio Santos, Director, Channel 4
Andres Borrase, Editor and Publisher, La Prensa Libre
Enrique Villalobos, Director, School of Journalism, UACA
Mario Zeledon, Director, School of Journalism, University of Costa Rica

USG

Cari Cira, AID/CAJP liaison
Louise Crane, PAO
David Losk, AID, Training Officer

Other

Ana Lupita Mora
Hector Guzman Suarez
Jose Manuel Montero
Luis Fernando Villalobos
Ricardo Monge
Alberto Moreno
Laffete Fernandez
Jorge Valverde
Marta Elena Fernandez
Luis Saenz
Mariana Lev
Lorena Barboza
Marcelo Castro
Ana Mercedes Chassoul
Glenda Umana
Erwin Knohr
Ronnie Ortiz
Juan Aguilar
Fernando Fernandez
Alvaro Villalobos
Orieta Vargas
Patricia de Leon
Silvia Catillo Nieto
Ivonne Jimenez

El Salvador

Media

Jose Alfredo Dutriz, Manager, La Prensa Grafica
Julio Rank, El Noticiero
Alexander Anaya
Guillermo de Leon, Teleprensa
Narciso Castillo, Channel 12
Ana Lorena Koberg, Channel 4
Banjamin Aguilar, Universidad Tecnologica
Carmen Alvarez, UCA
Patricia Comandari, UCA
Cristina Hasbun, ACAN EFE
Margarita Artega, ACAN EFE
Rene Contreras, University of El Salvador
Roberto Maza, University of El Salvador
Carlos Mario Marquez, Radio YSU
Maria Teresa Fajardo
David Rivas
Cesar Enrique Deron
Rolando Monterrosa, Director, Diario de Hoy

Participants

Francisca Inmendia,Diario El Mundo
Mauricio Borgos, Radio Horizonte
Jose Anibal Cuellar, Cadena Horizonte
B. Eduardo Zeledon, television
Cesar Enrique Ceran P., Teleprensa de El Salvador
Oscar Alas Romero, ECO-Televisa
Marcos Antonio River, Channel 12
Alba Elsia Lizarra, La Prensa Grafica
Mario Erwin Lavin, La Prensa Grafica
Ana Yanera Mendez Hernandez, Radio America
Mery Mabel Reyes, radio
Maria Teresa Diaz-Colocho, Diario de Hoy
Guillermo Valencia, El Noticiero

USG

Berry Basagoitia, USAID
Deborah A. Stephenson, USAID
Deborah A. Kennedy, USAID
Ana R. Klenicki, USAID
Patsy P. Layne, USAID
Pamela Corry-Archer, PAO
Ray Diaz, Acting CAO, USIS
Ken Dewire, ODI, for Gail Lecce
Karen Freeman, DPP, Mission Evaluation Officer

Guatemala

Other

Ana Maria Rodas
Gustavo Berganza
Harold Sanchez
Byron Rivera
Edgar Aragon
Samuel Flores
Hugo Leon Guerra Munoz
Carlos Rene Jacinto
Salvador Revolorio
Mario Castro
Iduvina Hernandez
Carlos Morales Monzon
Adolfo Barrera Ortiz
Sergio Franciso Alfardo
Adrian Velasquez
Marisol Deguez
Juan Caso
Abdon Rodriguezza
Rolando Arcila
Jorge Caprid
Ramirez MacDonald
Gonzalo Marroquin
Jose Ruben Zamora
Jesus Alvarado
Carlos Interano
Pedro Salinas
Guillermo Raul Meono
Gerardo Jimenez
Otonie Monroy
Efrain Ramirez Hernandez
James Dickmeyer

Honduras

Participants

Juan Ramon Duran, UNAH
Jose Domingo Flores, UNAH
Noe Leiva, Diario El Tiempo
I. Mejia M., Diario El Tiempo
Thelma Mejia, IPS
Eduin Romero Garcia, Diario El Tiempo
Carlos Mauricio Flores, Diario El Tiempo
Irma Bande Doneuire, Dico-UNAA-Radio Nacional
Luis Enrique Guzman, Ashonplapa
Romulo Matamoro Escano, H.R.N.
Mario Calix Melendez, Diario El Heraldo
Magda Argentina Erazo Galo, H.R.N.
Julio Ernesto Alvarado, Channel 3
Ramiro Sierra R., Escuela de Periodismo

Other

German Quintanilla
Francisco Medin Argenal
Vilma Rosales
Patricia Murillo
Pedro Cerrato Irias
Orlando Ventura
Maria Antonia Fernandez
Jaime Rosenthal
Jorge Talavera
Gerardo Mazariegos
David Romero Murillo
Carlos Hernandez
Serapio Umanzor
Rodolfo Molina

Alfredo Garcia
Patricia Cervantes
Gabriel Garcia Ardon
Ruth Romero Puerto

Miguel Antonio Martinez
Amilcar Santamaria
Nelson Fernandez

Panama

Media

Roberto Eisenmann, Publisher, Diario La Prensa
Juan Carlos Duque, Editor in Chief, La Estrella de Panama
Alberto Quiros Guardia, President, Colegio de Periodistas
Sra. Melba de Mon, Vice-Rector, Universidad Santa Maria la Antigua.
Mario Boyd Galindo, Editorial Board, Panama America
Euclides Fuentes Arroyo, Pres., Sindicato de Periodistas
Fernando Eleta, Owner, Radio RPC (Member of CAJP Ad. Com.)
Dona Rosario Arias de Galindo, Chairman of the Board, Panama America.
Ignacio Mallol, Editor-in-Chief, Panama America

U.S.G.

Debra McFarland, USAID
Carol Horning, USAID
William Barr, PAO, USIS

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Rene Bryan, Budget Officer, CAJP
Agatha Ogazon, Training Coordinator, CAJP
Gerardo Bolaños, Deputy Executive Director, CAJP
Andy Fornaguera, Associate University Controller, FIU

USAID - Washington, D.C.

Roma Knee, AID Project Manager

***NOTE: Master copy of Appendix I was lost in shipment. The above is a partial reconstruction of the list of persons and institutions contacted by team members. The list is considered nearly complete; however, some names, titles and affiliations of interviewees were not available at the time of this report, hence the use of "other" as a category heading. Those persons listed under "other" are participants, members of the media or USG personnel.**