

# Measuring Outcomes of Impact Investing in Independent Media: Developing a Media Impact Index

The Case Study of El Periódico in Guatemala

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## EXECUTIVE SUMMARY

The **Media Development Investment Fund (MDIF)**, founded in 1995, invests in independent media in countries with a history of media oppression. The Fund provides loans and other resources to ensure the financial sustainability of free and independent media globally. MDIF believes these businesses provide news, information and debate needed for people to build open, free, and thriving societies. Since 1995, MDIF has provided \$125 million in financing to 91 independent news businesses in 31 countries.

Freedom of the press is regarded as an indicator of good governance and strong societies. Free and independent media can transform societies, “*by reshaping its political, economic and social aspects,*” such as holding governments accountable and exposing truths and corruption<sup>1</sup>. However, independent media needs financial capital without restrictions or requirements in order to exist. The World Association of Newspapers and News Publishers (WAN-IFRA) have identified economic viability as one of the biggest obstacles of freedom of the press. In addition, measuring the impact of such media is difficult because it is deeply interconnected with other societal factors.

MDIF tasked a consultant team composed of four students in the **Workshop in Development Practice** from Columbia University’s School of International and Public Affairs (SIPA) with an evaluation to determine how to identify and measure the impact(s) of independent media organizations on their communities. MDIF sought the development of a toolkit that could be implemented globally and across diverse media types such as television, radio, digital media, and print media. El Periódico, a long-term client of MDIF in Guatemala was identified as the site to pilot the SIPA designed **Media Impact Toolkit**.

Guatemala became a democracy after a long history under Spanish colonialism and nearly a century of dictatorships, which ended in 1996 after a 38-year civil war. Freedom House considers Guatemala to have a *partly free press status*<sup>2</sup>. The World Press Freedom Index ranks Guatemala 95th out of 179 nations<sup>3</sup>. El Periódico has operated as an independent newspaper in Guatemala for 17 years and has established roots in the country. Both El Periódico and the country make for a compelling context to evaluate the impacts of MDIF’s financial mechanisms on independent media.

The evaluation began with an outcomes mapping exercise to identify a draft of MDIF’s change strategy, which is the organization’s intended long-term impacts and the shorter-term changes and strategies needed to support the impacts. MDIF envisions having an impact by (1) increasing the management and financial sustainability of its clients, (2) increasing its clients access or reach of information through innovation, (3) helping its clients to disseminate unbiased information and content, (4) supporting its clients to promote government transparency and

1.UNESCO, World Press Freedom Day. <http://www.unesco.org/new/en/communication-and-information/flagship-project-activities/world-press-freedom-day/2012-themes/media-freedom-has-the-power-to-transform-societies/>

2.Freedom of the Press 2012 Guatemala. Freedom House <http://www.freedomhouse.org/report/freedom-press/2012/guatemala>

3.Reporters without Borders report 2013. <http://en.rsf.org/press-freedom-index-2013,1054.html>

accountability (to reduce corruption), and (5) encouraging its clients to strengthen democratic institutions.

The use of outcomes mapping is instrumental to establish an outcomes framework used to evaluate indicators to determine the impacts of MDIF financial resources on independent media globally. MDIF prioritizes the evaluation to focus on two key long-term impacts and their supporting shorter term outcomes:

- ***MDIF's clients are promoting government transparency and accountability (to reduce corruption)***
- ***MDIF's clients are strengthening democratic institutions.***

The SIPA student consulting team developed a universally applicable Media Impact toolkit and set-up a case study to pilot its effectiveness. The toolkit is based on extensive research on media evaluation frameworks and the role of independent media. Represented in the toolkit are the key indicators identified as progress markers for the evaluation's two priority outcomes to help measure, as best as possible, the contributions, changes and impacts that MDIF-funded clients are having on their communities.

The Media Impact toolkit emphasizes a mixed-method approach and consists of interviews and surveys. Interviews focused on key stakeholders within the MDIF-funded media organization, such as management staff and journalists in addition to representatives of civil society and international groups representing diverse public interests. Surveys targeted media subscribers or users and civil society groups/international organizations. All tools were designed with broader applicability in mind and could be adapted to other media types and non-digital formats. The student consulting team traveled to Guatemala in March 2013 to pilot the toolkit.

The implementation of the toolkit resulted in rich qualitative data and comprehensive quantitative data. The objective was to triangulate as best as possible data point across multiple sources. Using a similar approach as the IREX Media Sustainability Index (MSI), SIPA team devised a **Media Impact Index (MII)** to measure key indicators (on a scale of 1 to 4, 4 being the highest) representative of existing industry proxy indicators and the prioritized MDIF short-term outcomes. The SIPA team believes that the MII has the potential to be integrated into MDIF existing **Impact Dashboard** for ongoing monitoring and evaluation.

## Key Findings and Recommendations from the Media Impact Toolkit:

- **The Media Impact Toolkit is implementable and cost-effective.** Overall, the protocols to collect data adopted by the SIPA team reflected current practices in media impact evaluations and generated valuable data aligned with MDIF's outcomes map. The online survey is a cost-effective strategy and doable at various levels of technology know-how. In addition, the data was readily accessible for real-time analysis, and could be integrated into MDIF's existing digital infrastructure, such as its dashboard.
- **The Media Impact Toolkit proved to be an accessible format designed to be applicable across different media types (television, radio, print media, and digital media).** The toolkit can be applied across different media types, as it was designed to collect data from audiences or users of diverse medias.
- **The Media Impact Toolkit may have limited applicability on countries with restricted freedom of expression and where literacy rates and Internet access are low.** The Media Impact Toolkit is based on the assumption that participants will be willing to express their true opinions about the impact of the local media organization supported by MDIF. However, in countries with restricted freedom of expression, some participants, especially representatives of civil society and subscribers/users, may feel threatened expressing their opinions. In countries with low Internet accessibility and low literacy rates most people may not be able to participate, therefore the use of electronic methods should be used cautiously and where appropriate for the context.
- **Implementation requires preparation such as researching the context of the country and the identification of civil society representatives.**
- **The Media Impact Toolkit can be established within a monitoring and evaluation system.**

## Key Findings from the Case Study of El Periódico in Guatemala City

- **According to the MII, El Periódico compared favorably to traditional media and other independent media in Guatemala<sup>4</sup>.** Specifically, El Periódico received an overall MII rating of 2.80, Independent Media a rating of 2.60 and traditional media a rating of 2.26. The overall index rating was calculated based on the short-term outcomes identified for the two priority long-term outcomes of:
  - (1) ***MDIF's clients are promoting government transparency and accountability (to reduce corruption)***, which is supported by short-term changes such as disseminating information and content that is relevant, building a relationships and nurturing a culture of independent/unbiased sources.

4. Independent media was defined in the survey as a media organization that is not affiliated financially to a specific government or corporate interest. Independent media provide news and information that people need to have a say in how their cities, regions and countries are run by exposing corruption; holding authorities to account; and providing a platform for debate. We define traditional media and mass media as old media that have existed for many years (such as the press, radio and television). When referring to media outlets, we are referring to all media companies in Guatemala, not limited to but including TV, Radio, Newspaper and Online.

- (2) **MDIF's clients are strengthening democratic institutions**, which is supported by short-term changes such as promoting access to/use of democratic institutions; and promoting and facilitating spaces and forums for free and open dialogue.
- **El Periódico is well known for quality investigative journalism and is perceived to impact democracy and governance by covering key public issues such as security, organized crime, and corruption.** Both subscribers and civil society representatives surveyed said that the coverage exposes wrongdoings; helps people make informed decisions, and helps shapes laws and regulations in the country because of its investigative journalism. El Periódico management staff regards the newspaper's efforts as watchdog journalism, which "*functions to guard the public interest, promote government accountability, transparency, and public scrutiny of decision makers in power by highlighting policy failure, maladministration by public officials, corruption in the judiciary, and scandals in public life and in business.*"<sup>5</sup>
- **El Periódico is a recognized source of independent news in urban Guatemala.** Both civil society representatives and subscribers respect the wide range of stories and topics covered by the newspaper, in particular its investigative work. Additionally, El Periódico is regarded as being a trusted and independent news source in part because of the backlash it has suffered, namely in lost advertising revenue, for exposing government corruption.
- **Independent sources of funding are critical to independent media operating in a complex and often adversarial political and economic context, such as post-dictatorial Guatemala.** Currently, El Periódico is not receiving any revenue from government-sponsored advertisements as a result of their coverage to expose corruption in the current government's administration. For El Periódico to survive as an independent news source, it requires independent sources of financing such as MDIF.
- **El Periódico's impact is limited to an urban, elite audience.** Civil society representatives feel that El Periódico focuses almost exclusively on urban affairs, thereby overlooking issues most salient to rural Guatemalans. This has the effect of limiting its distribution and the potential for a broader impact amongst the general Guatemalan public. However, it is El Periódico's mission to impact decision makers, who are regarded as the urban elite in Guatemala.
- **El Periódico could leverage its relationships with civil society groups and general public more strategically.** Members of El Periódico did not know exactly in which coalitions they participate (international and local) and do not have strong interactions with the public through public forums, issue-based advocacy campaigns or town halls. The subscribers and civil society members also did not give El Periódico a high rating for engagement with civil society.

5. Pippa Norris, Ed., Public Sentinel: News Media and Governance Reform, Washington, DC, World Bank



## INTRODUCTION

The Media Development Investment Fund (MDIF) was founded in 1995 to support independent news outlets in countries with a history of media oppression and to “*expand [clients] audience, improve their news products and become financially self-sustainable.*”<sup>6</sup> MDIF provides funding through loans and other financial resources to independent media. Since 1995, the organization has provided \$125 million in financing to 91 independent news businesses in 31 countries.

MDIF clients are for-profit organizations, although the fund is supporting currently one nonprofit, and range from medium to large-scale operations. Prospective clients go through a 1 to 3 year vetting process that begins with the MDIF’s approval of the country to ensure the media landscape carries some degree of press freedom and thereby capable of having an impact on the society. The approval of the organization focuses on a client’s ability to repay the loan.

In 2006, MDIF created the Impact Dashboard to measure the key outputs such as their clients’ sales, its distribution and reach, and the client’s financial risk ratings. Through monthly monitoring and an annual questionnaire to its clients, MDIF tracks indicators of sales, reach, financial viability, and employment numbers.<sup>7</sup> Additionally, MDIF wants to create an approach to understand the client’s progress toward their ultimate mission of creating free and thriving societies.

MDIF tasked a consultant team composed of four students in the Workshop in Development Practice from Columbia University’s School of International and Public Affairs (SIPA) to carry out an evaluation to determine how to identify and to measure the impact(s) of independent media organizations on their communities. Specifically, the team focused on establishing an outcomes framework to better understand how MDIF envisioned its impact and to develop a toolkit to measure clients’ progress in achieving its ultimate mission - to provide news, information and debate that people need to build free, open, and thriving societies. A case study with an existing MDIF client, the Guatemalan newspaper *El Periódico*, was selected to pilot the toolkit.

The SIPA consultant team’s work with MDIF is key to understanding how to better conceptualize and measure the overall impact of independent media, especially as it relates to international development efforts and public policy development. Research demonstrates the presence of independent media in a country to be an indicator of democracy and civic engagement. The consultant team aims to contribute to the study on the impact of independent media and of the funding mechanisms such as MDIF to advance press freedom globally.

6. Media Development Loan Fund, website. [www.mdlf.org](http://www.mdlf.org)

7. The sales indicator relates to income of the client and reaches to the total number of people that receive the news from MDIF clients. Financial viability generates MDIF’s risk rating and is calculated using seven factors that looks at a grantee’s financial and market position as well as management capacities.

## The Importance of Independent Media to International Development Efforts and Public Policy

Freedom of the press is regarded by those in the field of international development and public policy as an indicator of good governance and of strong societies. Independent media can transform societies “*by reshaping its political, economic and social aspects,*” such as holding governments accountable and exposing truths and corruption.<sup>8</sup> A UNESCO study, “*Press Freedom and Development,*” found a positive correlation between press freedom, development, poverty reduction and good governance, all essential to creating an environment for sustainable development.<sup>9</sup> Thus, independent press and press freedom support democracy by increasing accountability in favor of good government and economic development, while their restriction can be indicative of an assault on democratic institutions.<sup>10</sup>

Independent media needs financial capital free of restrictions or requirements to exist. The World Association of Newspapers and News Publishers (WAN-IFRA) identified economic viability as one of the biggest obstacles facing the freedom of the press. Therefore, media investments, such as MDIF, may provide an alternative funding stream for media companies to be independent and commercially sustainable, while at the same time, providing business opportunities for investors.<sup>11</sup> The WAN-IFRA report raises important questions about how best to measure the impact of media investments, especially with regards to its impacts on democracies and governance. The report suggests, “*the UNESCO indicators on press freedom [be] used to measure impact, taking an overall comprehensive view of the state of media development. UNESCO suggested using indicators such as at the system of regulation and control, transparency, ownership, how content reflects the diversity and range of users in society, the professional business capacity and the infrastructure.*” In effect, the report recommends utilizing an outcomes-based approach to measure indicators key to independent media.

### An Overview of Current Media Evaluation Practice:

The SIPA consulting team recommends two resources as key to current research on measuring the impact of independent media.

The first publication of interest was a UNESCO study, “Media Development Indicators: A Framework for Assessing Media Development”, which describes media development indicators and a framework for assessing those indicators. In terms of evaluating media this paper was important to establish what are key indicators and therefore questions the team should use for the questionnaires and how to assess impact. This paper is structured around five principal media development categories. The first relates to a system of regulation conducive to

<sup>8</sup> UNESCO, World Press Freedom Day. <http://www.unesco.org/new/en/communication-and-information/flagship-project-activities/world-press-freedom-day/2012-themes/media-freedom-has-the-power-to-transform-societies/>

<sup>9</sup> Price, Monroe E. / Abbott, Susan / Morgan, Libby (eds.) “Measures of Press Freedom and Media Contributions to Development” Evaluating the Evaluators. Series: Mass Communication and Journalism - Volume 4. 2011

<sup>10</sup> Freedom House. Freedom of the Press. <http://www.freedomhouse.org/report-types/freedom-press>

<sup>11</sup> Sida, Wan-IFRA. International Media Support (IMS) for Sida and WAN-IFRA. “Investing in Media: Strategies for Sustainable Media Development. 11 May 2010.

freedom of expression, pluralism and diversity of the media; (2) plurality and diversity of media, (3) media as a platform for democratic discourse; (4) professional capacity building and supporting institutions that underpins freedom of expression, pluralism and diversity (5) infrastructural capacity is sufficient to support independent and pluralistic media. Each category is sub-divided further into a number of issues that are outlined further. A range of key indicators (and sub-indicators) is provided for each category and examples of what these might look like in concrete terms. In addition, for each indicator, various means of verification are suggested. For each category, a guide to data sources available at an international level is offered. Although the report's guidance is not exhaustive, it offers good suggestions towards available online and offline sources. This is a very helpful document to learn current practices and to establish best practices.

The second publication was a study by the Reynolds Journalism Institute, "*A Resource for Newsrooms: Identifying and Measuring Audience Engagement Efforts*," which outlines indicators to measure audience engagement of media. The publication sets out important indicators in terms of how the media can effectively impact its community. This publication allowed the team to look beyond content analysis and understand the media's role in society in terms of engagement. This paper is structured around three main levels of engagement for media: community outreach, conversation and collaboration. The publication had various examples including hosting discussions, engaging in discussions both in person and online and collaborating with the community by soliciting information. For each level of engagement, there are strategies, suggested tactics, explanations about the importance of each strategy, and a guide to measure the progress. This is a good resource to learn activities and indicators to measure community engagement.

Continuing the research, the SIPA team also interviewed eight experts in the field of media development and evaluation in order to learn how similar organizations designed and implemented impact evaluations. The team spoke with representatives from the Center for International Media Assistance, USAID, the International Research and Exchange Board - IREX (which developed the Media Sustainability Index), Freedom House, Reporters without Borders, Internews Network Inc., and International Center for Journalists - Knight Fellows. Key take-aways from these interviews were that media development organizations do not have a stable monitoring and evaluation framework for media development projects, nor do they have a good baseline for overall assessments of independent media's impact. An interviewee specializing in media monitoring and evaluation noted that there were currently only two major monitoring and evaluation (M&E) systems in place for media. One system of evaluation emphasized the macro-level, big indexes that provide a snapshot of the media environment for a whole sector or country. The other M&E system focused on the micro-programmatic level, which analyzes a specific project or looks at the impact of a workshop.

One challenge facing investment funds such as MDIF is the complexity of evaluating media activities that are deeply interconnected with diverse socio-economic and political factors. Organizations engaged in media research analyze the media landscape and the range of media present in the country rather than measuring the impact of one particular media institution. For example, the

Media Map Project, a two-year pilot project with Internews and The World Bank Institute, attempts to connect the relationship between the media sector and economic development and governance using quantitative data that focuses on democracy and development indicators. However, the research is on a macro-level; it does not analyze a specific media or its general impact on communities. This is similar to the applicability of the Freedom of the Press Index (from Freedom House). An interviewee from Freedom House noted that applying their index to a specific independent media business would not reflect accurately its impact on communities because the index takes into account geopolitical factors that are not controlled by the media business. IREX currently reports on the Media Sustainability Index, a survey completed by twelve chosen experts in the country who evaluate the overall media landscape of a country. Measurements used in Freedom House and IREX are inappropriate to “*measure specific projects in a given country*,” a report by the Center for International Media Assistance said.<sup>12</sup>

Other research on monitoring and evaluation of media development focuses specifically on a project or training implemented by a program.<sup>13</sup> For example, the International Center for Journalists (ICFJ) created a monitoring and evaluation manual for their Knight Fellows programs, which gives fellowship to journalists in developing countries. To evaluate the progress of the fellowship, fellows first complete a content analysis of their media organization to establish baseline data and then update the information into an online monitoring system.<sup>14</sup> For example, if a Knight Fellow receives funding to increase the coverage of health reporting, they first turn in a questionnaire with baseline data on how many health stories are currently covered by the paper and covered by other media organizations. During the fellowship, the Knight Fellow then provides updates on each health story they report on and narrative data on the impact, such as if the government change a policy based on what they reported about. The ICFJ then attempts to verify that information through secondary sources. At the end of the project, the Fellow submits a report on how many health stories were published in the paper during the term of the fellowship, if a new section was dedicated to this content area, and how many health stories other media organizations are currently reporting.

A questionnaire piloted by IREX and modeled after the Media Sustainability Index (MSI) that asks citizens to rate the media landscape of their country was recommended and has informed the team’s work. The questionnaire focused on specific indicators related to impact of a media organizations on society. In contrast to the macro and micro approaches to media M & E reported previously, the public rating system represents a third approach to measuring media impact on communities. The approach represents how the beneficiaries of a media product report on the difference it has made in their lives. Media companies in developed countries complete market research to find out what kinds of media people consume, and how they use it. These market researches should be looked into more closely. Currently, media development donors are not using this kind of audience research approach to assess the impact of media companies on society. Audience research represents a viable option to gain insightful into what kind of impact a media organization is having on society.

12. Empowering Independent Media. CIMA 2008. [http://www.ned.org/cima/CIMAEmpowering\\_Independent\\_Media.pdf](http://www.ned.org/cima/CIMAEmpowering_Independent_Media.pdf)

13. Interview with M&E media specialist

14. Interviewee from ICFJ

## Case Study: El Periódico – A Compelling Context

Guatemala is a compelling site to pilot a toolkit designed to identify and measure the potential impact on communities of MDIF-funded client. The country is not so restrictive as to limit what people can consume, but press freedom remains challenged by ongoing government corruption and the lasting social and cultural effects of past long-term oppression. Journalists continue to work under difficult conditions and access to information remains limited.<sup>15</sup> There is also “*no independent media regulation or licensing body*,” according to Freedom House and the government uses tactics to discredit or negatively influence the press, such as pressuring companies with government contracts or interests not to advertise in some papers. It is through this lens that independent media will be evaluated and its impact more deeply understood.

El Periódico is a Spanish daily newspaper in Guatemala, founded in 1996 by Jose Ruben Zamora. The newspaper was developed out of mounting concerns for the state of freedom of the press in Guatemala after a 38-year civil war had ended. Zamora had first founded the newspaper *Siglo Veintiuno* in 1990, which was known for its bold reporting during a time when few reported on government corruption and the drug trade. After a number of conflicts with the newspaper’s Board of Directors, Zamora left and founded El Periódico with assistance from 125 anonymous donors. Initially, the newspaper received funding through a partnership with Prensa Libre, a major daily newspaper. In 2000, when it received funding from MDIF, El Periódico became independent from Prensa Libre. MDIF currently owns a 49 percent stake in the newspaper and MDIF’s CEO sits on the Board of Directors of El Periódico. MDIF also assisted El Periódico with the purchase of a printing house.

Since being president of El Periódico, Zamora has faced numerous threats to his life, such as being kidnapped and held hostage with his family in their home because of the newspaper’s reporting on the ties between the Guatemalan military and drug cartels. He and his family went into hiding for seven months outside the country because of the newspaper’s coverage on government corruption. In spite of these threats, Zamora continues to operate as the president of El Periódico and writes editorials and articles that expose wrongdoings in the country.

Guatemala became a democracy after a long history of Spanish colonialism and nearly a century of dictatorships, which ended in 1996 after a 38-year civil war. The constitution was reinstated in 1993, but the government continues to struggle with deeply rooted corruption. There are numerous political parties, which make it challenging for parties, and thus the public, to differentiate themselves ideologically. Consequently, it can be problematic for the opposing parties to hold the other side accountable of wrongdoings. The media is therefore in a unique position to be a watchdog, “[*guarding*] the public interest, [*promoting*] government accountability, transparency, and public scrutiny of decision makers in power by highlighting policy failure, maladministration by public officials, corruption in the judiciary, and scandals in public life and in business.”<sup>16</sup>

15. Freedom of the Press 2012 Guatemala. Freedom House <http://www.freedomhouse.org/report/freedom-press/2012/guatemala>

16. Pippa Norris, Ed., Public Sentinel: News Media and Governance Reform, Washington, DC, World Bank

Guatemala is unique because half of its population (of 14.5 million) is composed of 21 different Mayan indigenous groups.<sup>17</sup> It is also a country marked by significant social, economical, and political inequalities. About 75 percent of the population lives below the poverty line and most of these individuals come from the indigenous communities, of which more than 90 percent live below the poverty line.<sup>18</sup>

Inequality along with the drug trade and corruption make the country an unsafe place to live. The reality for many Guatemalans is that “*violent crime is a serious concern due to endemic poverty, an abundance of weapons, a legacy of societal violence, and weak law enforcement and judicial systems.*”<sup>19</sup> Reporters Without Borders ranks Guatemala 97<sup>th</sup> among 179<sup>th</sup> nations in its 2011-12 report on World Press Freedom Index. In the same report, it says, “*in Guatemala (97th, down 20 places), already ranked low because of violent crime, habitual self-censorship and a lack of pluralism, a journalist was detained without proof in 2011.*”<sup>20</sup>

### The Media Landscape in Guatemala

Currently, there are five major newspapers in Guatemala City: Prensa Libre, El Periódico, La Hora, Siglo XXI, and Nuestro Diario. Although most are financially independent, they are perceived as biased because of their editorial choices and ownership; “*newspaper ownership is concentrated in the hands of moderate business elites, and most papers have centrist or conservative editorial views.*”<sup>21</sup> Prensa Libre and El Diario have the highest circulation and reach. Both newspapers have been active for about 50 years. El Periódico has a citywide circulation of 20,000 to 30,000, in a city of 2.3 million people.

Mainly Albavision, a Mexican company owned by entrepreneur Remigio Ángel González, owns television and radio industry in Guatemala. Reports have shown a link between his media company and “*conservatives elements in power in the region*”, which some critics believe has “[*curtailed*] the free expression in some nations.”<sup>22</sup>

### Scope of Work

The SIPA team’s principal objectives are to develop an innovative tool(s) to measure a client’s progress in achieving MDIF’s mission. The team will outline how the tool(s) can be replicated and adapted to accommodate the diverse medias supported by MDIF and the different political settings and cultural contexts in which they operate. To accomplish these goals, the SIPA team has designed a participatory approach

17. Minority Rights Group International. *World Directory of Minorities and Indigenous Peoples - Guatemala : Maya*, July 2008

<http://www.refworld.org/cgi-bin/texis/vtx/rwmain?page=country&category=&publisher=MRGI&type=&coi=GTM&rid=&docid=49749d163c&skip=0>

18. World Bank, Poverty Assesment: Guatemala.

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTPA/0,,contentMDK:20207581~menuPK:443285~pagePK:148956~piPK:216618~theSitePK:430367,00.html>

19. U.S. Department of State. Guatemala Country Description. [http://travel.state.gov/travel/cis\\_pa\\_tw/cis/cis\\_1129.html#country](http://travel.state.gov/travel/cis_pa_tw/cis/cis_1129.html#country)

20. [http://en.rsfo.org/IMG/CLASSEMENT\\_2012/C\\_GENERAL\\_ANG.pdf](http://en.rsfo.org/IMG/CLASSEMENT_2012/C_GENERAL_ANG.pdf)

21. <http://www.freedomhouse.org/report/freedom-press/2012/guatemala>

22. Rick Rockwell & Noreene Janus (2001): Stifling Dissent: the fallout from a Mexican media invasion of Central America, *Journalism Studies*, 2:4, 497-512

that utilizes a mixed method approach, drawing on both quantitative and qualitative data, to capture progress on key indicators and rich narratives that reflect the context in which operates the media client and captures their contributions and impacts on its communities.

### Guiding Evaluation Questions

The questions guiding this project are the following:

1. What are the practices in measuring the impact of independent media?
  - a. What are the differences in measuring the impact of different types of media (print, online, broadcast)?
  - b. What are the strengths and weakness of these metrics?
2. What are the proxy indicators that MDIF should consider?
  - a. How have these proxy indicators been used by other organizations, researchers, or analysts?
  - b. What is the utility of those indicators?
3. What is MDIF's change strategy? And based on this change strategy, what indicators could be used to track progress and measure change in its clients?
4. What impacts is MDIF having on communities across different political, cultural and economic landscapes?



## EVALUATION METHODS

The evaluation set-out to identify and to measure the potential impact of independent media on communities where MDIF funds media businesses. To meet MDIF's needs, the student consultant team developed and executed a three-phase evaluation plan.

**Phase One: Developing the Evaluation Design.** The first phase of the evaluation included a review of existing research on how media impacts were currently being measured and on existing proxy indicators that could be included in the Media Impact Toolkit. The result of the SIPA consulting teams research findings are summarized in a previous section. As the SIPA-designed toolkit was geared for implementation globally amongst MDIF's clients and across different media types, such as television, radio, digital media, and print media, the background research took into consideration the diverse political and cultural contexts in which these medias operate.

The consultant team developed an evaluation framework grounded in MDIF's outcome map (which is described in greater details below) and based on the major findings from the literature review. In turn, the evaluation framework directed the development of the Media Impact Toolkit. In developing the tools and studying the context for the case study, four key stakeholder groups were identified: (1) the MDIF client management staff, (2) the MDIF client journalists, (3) representatives of civil society groups, which are organizations outside of the government that can represent various perspective of the society (and potentially of international non government and government organizations) operating in the city or country where the MDIF client operates and, thus, representing diverse local, national and international interests, and (4) subscribers or users of the MDIF funded news business.

**Phase Two: Conducting the Case Study.** The Media Impact Toolkit was implemented during fieldwork conducted in Guatemala for two weeks in March 2013. The student consultant team gathered data from representatives of civil society groups, international groups, and El Periódico's subscribers using digital surveys and conducted interviews with El Periódico's management staff and journalists, and follow-up interviews with civil society representatives. The SIPA consultant team analyzed all the qualitative and quantitative data collected.

**Phase Three: Reporting, Recommendations, and Reflections.** The final phase of the evaluation included all intermediary and final reporting to MDIF on major findings regarding both the Media Impact Toolkit and the El Periódico case study. Based on the analysis of data and reflections from the field, the consultant team has outlined a number of recommendations for both MDIF and El Periódico.



## The MDIF Outcome Mapping Process

The SIPA team undertook an outcome mapping process with MDIF to identify the organization's intended long-term impacts and the shorter-term changes and strategies needed to support these impacts. Both the WAN-IFRA report and a media monitoring and evaluation (M&E) specialist who spoke with the team identified this process as important to attempting to measure the impacts of independent media. The mapping of outcomes is a process by which organizations can clarify, and in turn strengthen, their strategies on the impacts they intend to achieve in the communities they serve. It is an overview of possible outcomes and how those outcomes can be achieved realistically. The process of mapping outcomes also produces a dynamic map that can be used to develop a framework to plan out an evaluation to communicate the value of the program and its contributions, which are key to communication, development, and fundraising strategies. The evaluation framework summarizes indicators or metrics used to measure an organization's progress in achieving short-term change and eventually, longer-term impacts.

The SIPA team began the outcomes mapping process by preparing an online outcomes mapping questionnaire for MDIF staff. Senior staff from MDIF, including those located outside of the United States, completed the online survey. The questions focused on the changes MDIF wants to see as a result of their work and included identifying outcomes (short and long-term intended or expected changes), strategies, and assumptions.<sup>23</sup> Outcomes are different from outputs.

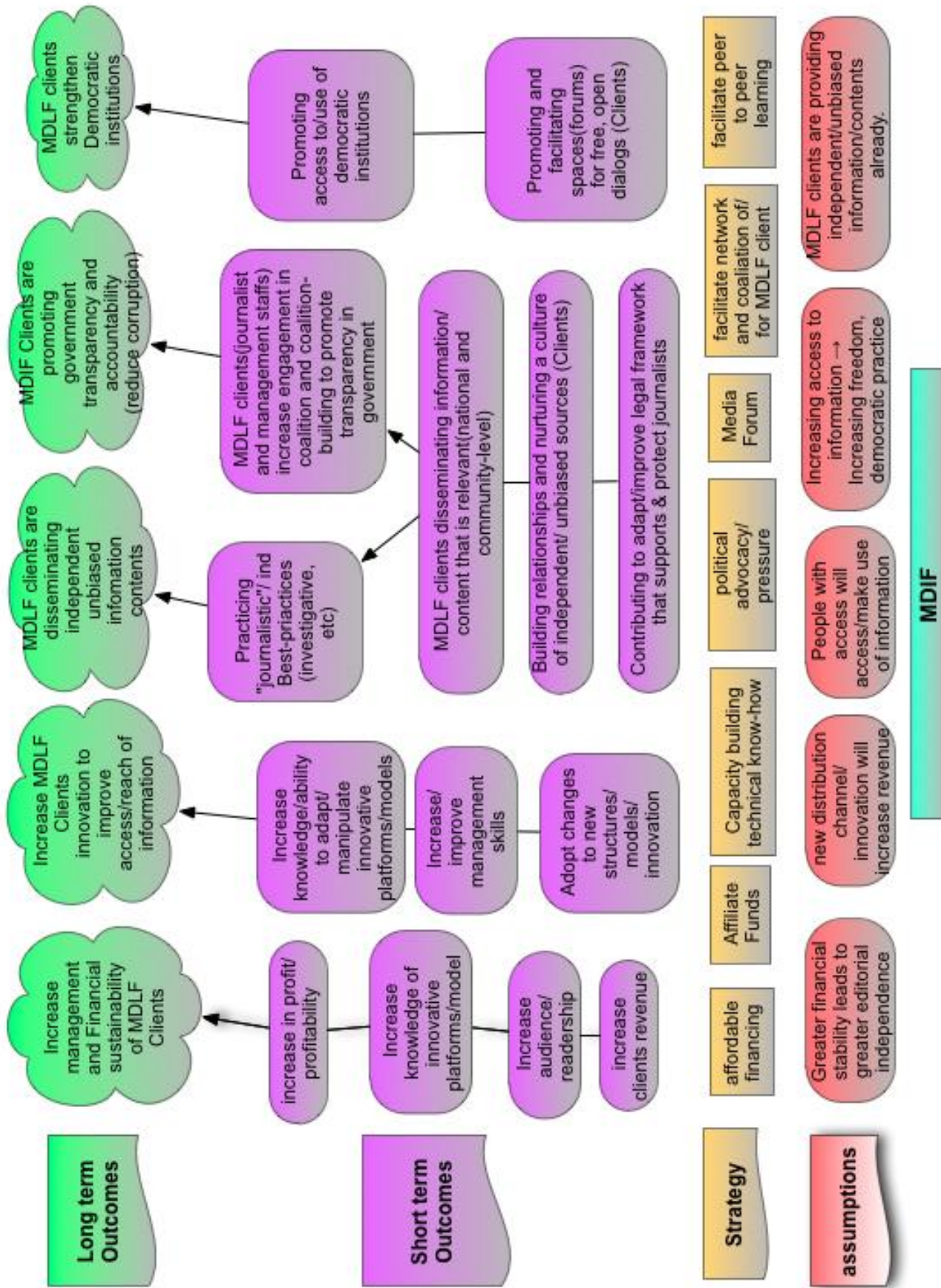
The goal was to gain important insight from MDIF regarding its change strategy. This knowledge would allow the SIPA team to draft an initial outcomes map, which was later presented to and reviewed by MDIF.

The revised map, Figure 1 below, represents MDIF's change strategy and how to begin to conceptualize measuring complex change and impacts in the field of independent media. It is important to note that this map represents an initial take on developing MDIF change strategy and thus should be revisited and revised further.

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23. Outcomes are different from outputs. Outputs are the results of activities and are often easy to count, which is why organizations and funders tend to focus on them.

Figure 1: MDIF Outcomes Map



## Developing an Evaluation Framework for MDIF

Based on the resulting outcomes-based framework, the SIPA consultant team worked with MDIF to prioritize the evaluation to focus on two long-term outcomes:

- **MDIF’s clients are promoting government transparency and accountability (to reduce corruption), and**
- **MDIF’s clients are strengthening democratic institutions.**

Research on proxy indicators, drawing on the UNESCO study and the IREX study on Media Sustainability Index guided the SIPA team’s work. Specifically, the IREX study explores to what extent the media captured citizens concerns in a non partisan manner and “*[assessed] the ability of the media to serve as a facilitator of public debate and as an outlet for citizen voice.*”

The SIPA team used these guides, along with their institutional knowledge of media and journalism, to determine what indicators could best represent MDIF’s two key long-term outcomes. The SIPA team then determined the best way to collect data on those indicators and identified possible sources of information pertaining to these indicators. For a detailed analysis, please refer to MDIF evaluation framework below, Table 1.

24. Media Development Indicators: A framework for assessing media development

25. Media Sustainability Index: Citizen Assessment of Media

26. IREX. “Media Sustainability Index (MSI): Citizen Assessment of Media, Instructions and Questionnaire for Panelists. January 2012.

**Table 1: MDIF Evaluation Framework – How to Measure the Impact of Independent Media**

Long Term Outcomes	Short-Term Outcomes	Indicators <i>What can we measure (observe, count, etc.)?</i>	Data Collection & Target Audience <i>How data will be collected (survey, interview, etc.) and from who/where?</i>
<b>MDIF Clients are promoting government transparency and accountability (reduce corruption)</b>	<b>4.1 Increasing engagement in coalitions/ coalition-building to promote transparency in government (Clients)</b>	<ul style="list-style-type: none"> <li>- Number of coalitions MDIF client is participating in/a part of</li> <li>- Number of members in their network or coalitions (count)</li> <li>- Participation in international organizations like MDIF</li> <li>- Types of coalition/partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- Interviews with MDIF client management staff</li> </ul>
	<b>4.2 Disseminating information/ content that is relevant (national &amp; community level)</b>	<ul style="list-style-type: none"> <li>- Relevant, important to daily life stories are being covered by MDIF Client</li> <li>- Client's position in media landscape (existing MDIF data)</li> <li>- Protocols &amp; policies in place to distinguish advertisement and journalism content</li> </ul>	<ul style="list-style-type: none"> <li>- Interviews with MDIF client management staff</li> <li>- Interviews with MDIF client journalistic staff</li> <li>- Online Survey for Subscribers</li> <li>- Online survey for Civil Society Representatives</li> </ul>
	<b>4.3 Building relationships and nurturing a culture of independent/ unbiased sources (Clients)</b>	<ul style="list-style-type: none"> <li>- Diversity of sources</li> <li>- Public interest VS. private/special interest groups</li> <li>- More than one perspective is presented in important stories covered by MDIF client</li> </ul>	<ul style="list-style-type: none"> <li>- Interviews with MDIF client management staff and journalists</li> <li>- Online survey for Civil Society Representatives</li> <li>- Online Survey for Subscribers</li> </ul>
	<b>4.4 Contributing to adapt/improve legal framework that supports &amp; protect journalists</b>	<ul style="list-style-type: none"> <li>- Status of legal framework in place (local, nation)</li> <li>- MDIF client procedure in place to protect journalists</li> <li>- Participations in advancement of editorial freedom</li> <li>- MDIF Client journalists in need of support/assistance</li> </ul>	<ul style="list-style-type: none"> <li>- Interviews with MDIF management staff and journalists</li> </ul>

**Table 1: MDIF Evaluation Framework – How to Measure the Impact of Independent Media (continue)**

Long Term Outcomes	Short-Term Outcomes	Indicators <i>What can we measure (observe, count, etc.)?</i>	Data Collection & Target Audience <i>How data will be collected (survey, interview, etc.) and from who/where?</i>
<b>MDIF Clients strengthen democratic institutions</b>	<b>5.1 Promoting access to/use of democratic institutions</b>	<ul style="list-style-type: none"> <li>- Changes in law/institutions because of MDIF client work</li> <li>- MDIF client work informs decisions made by citizens</li> <li>- # of stories promoting access to/use of democratic institutions (over time)</li> <li>- Story/content tracking system in place</li> </ul>	<ul style="list-style-type: none"> <li>- Interviews with MDIF client management staff and journalists</li> <li>- Online Survey for Subscribers</li> <li>- Online survey for Civil Society Representatives</li> </ul>
	<b>5.2 Promoting/facilitating spaces/forums for free, open dialogs (Clients)</b>	<ul style="list-style-type: none"> <li>- MDIF client has a citizen reporting system in place</li> <li>- MDIF client has a feedback system in place and the use of system by citizens</li> <li>- Number of forums/townhalls discussions that MDIF client organize since they received the loan</li> <li>- Relevant, important to daily life stories are being covered</li> <li>- Hate speech/discriminatory content not included</li> </ul>	<ul style="list-style-type: none"> <li>- Online Survey for Subscribers</li> <li>- Online survey for Civil Society Representatives</li> <li>- Interviews with MDIF client management staff and journalists</li> </ul>

## Developing the Media Impact Toolkit

The outcome mapping session laid the groundwork for the SIPA consultant team to design a toolkit comprising of effective mixed-methods for collecting data. The instruments included in the MDIF Media Impact Toolkit focus on the two long-term impacts previously identified. Therefore, the kit is not, and was never intended to be, a comprehensive set of measures representative of all five long-term outcomes identified in the MDIF map above presented.

MDIF requested that the toolkit be cost effective, replicable and easy to implement. The instruments had to work across different media types, such as television, radio, digital media and print media. In addition, MDIF needed an instrument – or a series of instruments – that could be integrated into its existing assessment work and dashboard. The Media Impact toolkit consisted of five protocols or instruments.

Given the complex nature of attempting to measure the impact of independent media on promoting government transparency and accountability and on strengthening democratic institutions, the instruments were designed in such a way as to triangulate key indicators across diverse sources (and instruments), thereby strengthening the rigor of the self reported data.

- **Interview Protocol with MDIF Client Management Staff:** The interview with management staff was designed to capture information regarding current goals, practices, and policies put in place at the local media outlet. The SIPA team prepared 19 questions to have a deep understanding of the perception of the management staff regarding the impact of their company on the local community. The interview is designed to take approximately forty-five minutes to an hour to complete and the SIPA team recommends speaking with at least 2 management and executive staff members individually. This is a unique opportunity to discover eventual discrepancies and inconsistencies among managers, if any. If there are discrepancies and inconsistencies of policies, practices, or expectations, MDIF can encourage the local organization to uniform their practices, which will contribute to increase their consistency and effectiveness. Please refer to appendix (Appendix # 1) to review the protocol.
- **Interview Protocol with MDIF Client Journalist (or Reporters):** The 35-question interview protocol focuses on the dissemination of information or content via a specific media and the perceived impacts it has on communities. In addition, journalistic practices adopted by the media outlet are emphasized. It is important to understand the organizational reality of the media outlet, such as verifying that protocols and guidelines are put in place and, more important, if these protocols are being observed by journalists. The interviews are design to take approximately one hour to complete and the SIPA team recommends interviewing at least 3 to 4 journalists. Please refer to appendix (Appendix # 2) to review the protocol.
- **Civil Society Representative Survey:** Modeled off the piloted survey by IREX Media Sustainability Index (MSI) to understand citizens' perspective on media landscape in the country, the consulting team wanted to understand the impact of the specific media organization on society. These groups would represent a "citizen panel" but would reflect the dynamics and context of the country. Therefore, employing representatives

from civil society to participate in the survey would allow the team to understand the impact that the media organization is having on society. Civil society was defined using The World Bank definition as a basis; representatives are independent of the government and can come from non-profits, foundations or organizations that “*have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations.*”<sup>27</sup> The United Nations, as an international organization, sees itself as a “*participant in and a witness to an increasingly global civil society.*”<sup>28</sup> Therefore, since MDIF clients are usually located in developing countries, the consulting team also included the international community living in Guatemala as an additional perspective to civil society. The 35-item survey was designed to be circulated to approximately 100-250 representatives of local community groups, civil society organizations and members of the international community, that are representative of the context in which the MDIF client operates. The survey was designed to take approximately 30 minutes to complete and emphasizes the perceived impact that the MDIF client is having on the constituents represented by these organizations. Questions ask respondents to place the MDIF client within the city or country’s media landscape using comparison with other independent media outlets and traditional, mainstream media outlets. The quantitative data from this instrument is used to generate the Media Impact Index, described in greater details below. Please refer to appendix (Appendix # 3) to review the survey.

- **Follow-up Interview Protocol with Civil Society Representatives:** This can be seen as a supplementary instrument to the civil society representative survey. Included in the civil society representative surveys is a question that asks if respondents are willing to participate in a follow-up interview in order to collect more qualitative data. This instrument allows the evaluator to seek clarification on specific answers from the civil society survey and to dig deeper into issues that are relevant to the proposed research questions. Other than the follow up interview, there is also the possibility of interviewing representatives of civil society who did not answer the online survey. This is especially important when doing research in marginalized communities, which, frequently, do not have access to Internet. In these circumstances, the online survey can be applied in person together with the follow-up interview. The amount of follow-up interviews will have to be based on the budget but for the purposes of the pilot project, around 10% of the total number of representatives that were contacted participated in the follow-up interviews. The follow-up interviews with civil society representatives are important to have a broad and diverse perception of different stakeholders. The interviews were designed to take at least 30 minutes to complete. Please refer to appendix (Appendix # 4) for a sample protocol.
- **MDIF Client’s Subscribers, Users or Public Survey:** This instrument is targeted to subscribers or users of a media business. In cases where subscribers and users are hard to identify (television, radio, etc.), this survey can be applied to members of the general public. The survey focuses on how subscribers or members of the public access and use information generated by the client. The SIPA team recommends one of the two survey approaches for collecting information from these stakeholders and the approach should be chosen based on the selection of a client and the client’s

27. The World Bank. “Defining Civil Society”

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/CSO/0,,contentMDK:20101499~menuPK:244752~pagePK:220503~piPK:220476~theSitePK:228717,00.html>

28. UN and Civil Society. <http://www.un.org/en/civilsociety/>

interest and capacity. One approach calls for the MDIF client to circulate (via e-mail) a short **online survey** to a sample of its subscribers/users. Should MDIF and the client have privacy, ethical or logistical concerns, the same short survey could be administered randomly **on the street** or in a designated area. The survey includes approximately 20 questions and was designed to take no more than 15 minutes to complete. Please refer to appendix (Appendix # 5) for a sample survey.

In cases of countries with low Internet penetration, the online survey can be used as a questionnaire or as mail-in surveys, although that would require additional resources for applying, mailing, and data entering. Another possibility would be to implement the survey using smartphones, which would also require additional costs to buy and configure the hardware and the software.

### Data Collection – Piloting the Media Impact Toolkit

The SIPA consulting team traveled to Guatemala from March 9th to March 23<sup>rd</sup> 2013 to conduct its fieldwork and to pilot the toolkit. Prior to entering the field, the team worked closely with El Periódico to clarify the evaluation plan, including the request for a random sample of El Periódico's subscriber e-mails. El Periódico provided the team with additional support by identifying civil society organizations operating in Guatemala City. The consulting team used its extensive network of students, professors, and practitioners at SIPA to complete the list of persons or organizations representing civil society organizations in Guatemala City. All interviews and surveys were translated to Spanish.

Below there is a brief explanation of the piloting of each protocol described above.

- **Interviews with El Periódico Management Staff:** El Periódico executives identified **5** members of its management team to be interviewed and all consented to speak with the SIPA consulting team. For each face-to-face interview, the SIPA team explained the evaluation's goals and sought verbal consent from volunteer participants. All interviews were conducted in a confidential manner at the El Periódico offices. With the consent of the interviewees, the interviews were recorded for the sole purpose of facilitating the analyses of the data. On average, interviews took 40 minutes to complete.
- **Interviews with El Periódico Journalists:** The SIPA team interviewed **4** members of the journalism team. For each face-to-face interview, the SIPA team explained the evaluation's goals and sought verbal consent from volunteer participants. All interviews were conducted in a confidential manner at the El Periódico offices. With the consent of the interviewees, the interviews were recorded for the sole purpose of facilitating the analyses of the data. On average, interviews took 1 hour to complete.
- **Survey of Civil Society Representatives from Guatemala:** Although there was not sufficient time to thoroughly identify organizations and stakeholders in Guatemala prior to entering the field, the team selected civil society groups through research and networks; these groups represented but were not limited to public health; indigenous groups; woman's rights; youth; education; business/financial; religious organizations; human rights; democracy and governance; and international community/organizations. Since many representatives of civil society organizations in Guatemala have access to



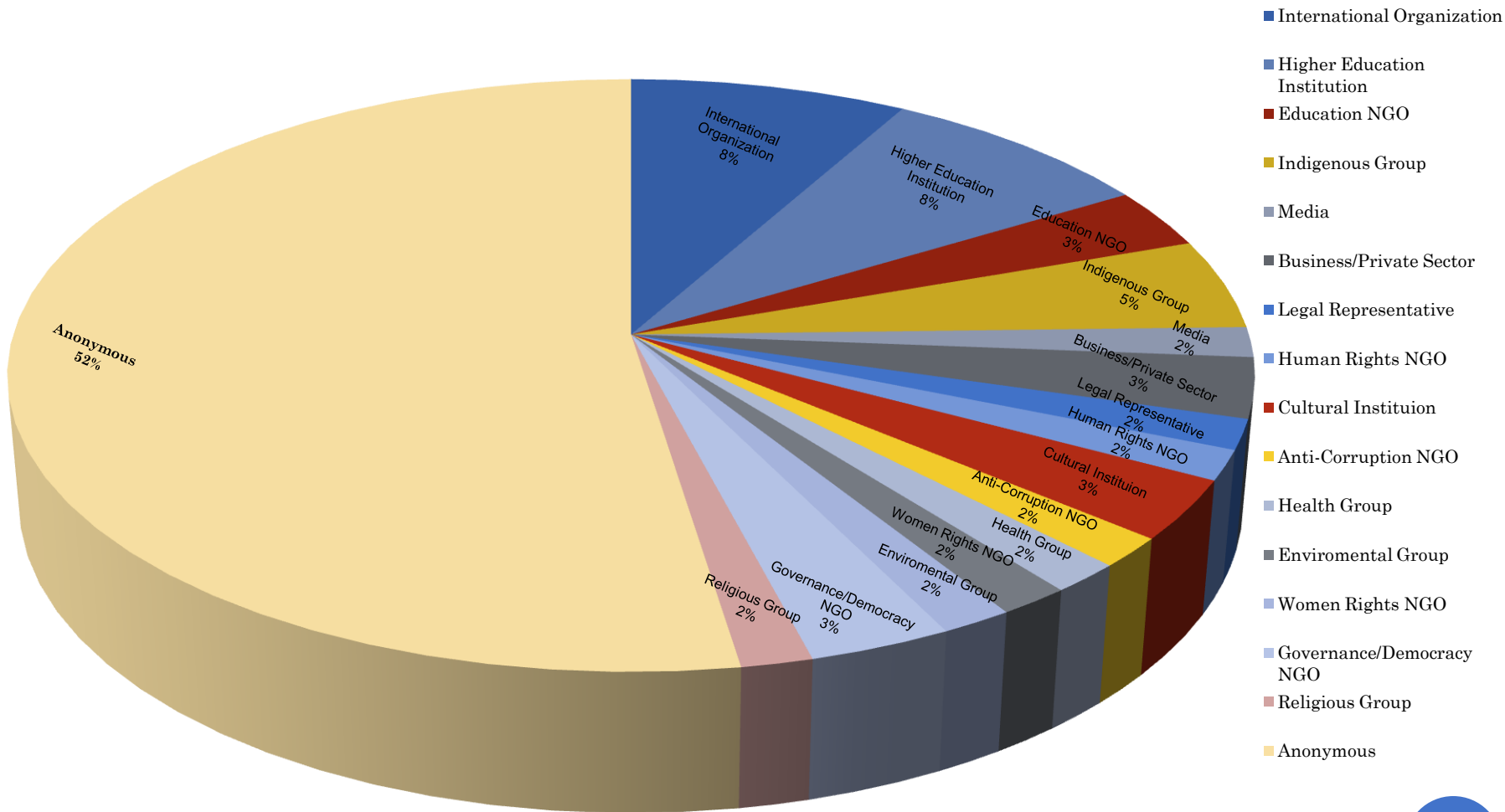
Internet, the SIPA team decided to conduct an online survey. The **online survey** was circulated to around **500** representatives prior to the fieldwork. About 400 emails were sent out to generic email addresses found on a list of civil society organizations in Guatemala. About 100 emails were sent to specific email addresses of contacts that the SIPA team found through its research. Although most of the chosen civil society representatives were native Spanish speakers, there were some non-native Spanish speakers representatives who worked for international organizations in Guatemala and felt more comfortable completing the survey in English. Therefore, two versions of the survey were made available to respondents, one in Spanish and one in English. The respondents representing international groups provided a unique perspective on operating in a country with limited press freedom, such as Guatemala. The online survey was completed by **66** representatives of diverse organizations, such as those working on issues regarding women's rights, health, environment, youth, transparency, corruption, business, media, governance, higher education, politics, minorities, and criminality. Representatives of civil society were selected to represent various different points of views but the consulting team did not have the resources to identify all such organizations operating in Guatemala. Please refer to appendix (Appendix # 6) to review the complete results.

- **Follow-up Interview and Interview with Civil Society Representatives from Guatemala:** The SIPA team interviewed **35** representatives of civil society organizations and the international community. For each face-to-face interview, the SIPA team explained the evaluation's goals and sought verbal consent from volunteer participants. All interviews were conducted in a confidential manner at different places. With the consent of the interviewees, the interviews were recorded for the sole purpose of facilitating the analyses of the data. On average, interviews took 35 minutes to complete.
- **Survey of El Periódico Subscribers:** El Periódico has a database of 20,000 subscribers, but only a limited number have e-mail addresses. Once in Guatemala, the consulting team received from El Periódico randomly selected list of 1,354 e-mails from its subscribers. After discussing with El Periódico a number of possibilities to implement the online survey, the SIPA team decided to send a link of the survey directly to all the e-mails.<sup>30</sup> The team collected a total of **118** completed surveys. However, during the survey period, the SIPA team learned that some subscribers were afraid to respond the survey, fearing their e-mails had been hacked by the government and that the surveys were being tracked. Although El Periódico had preferred that the SIPA students send the online survey because of ethical considerations, this proved to be an important lesson. This should be considered when working in countries with less freedom of expression. Please refer to appendix (Appendix # 7) to review the complete results.

30. Among all 1354 recipients, 158 bounced back and 16 respondents opted out.

THE 66 CIVIL SOCIETY REPRESENTATIVE SURVEY RESPONDENTS

# Number of Civil Society Representative Organizations



## Limitations of the Work

Overall, the implementation of the Media Impact Toolkit worked well. However, there were some limitations. First, the team did not have extensive time to prepare for its fieldwork as the site was selected a few weeks prior to departure. Therefore any research to identify, vet, and generate a representative sample of civil society representatives was limited. Respondents were asked to state their name and organization at the end of the survey. Some people did not identify what organization they were associated with, even though they had the option to not have their organization identified. In addition, the team was not able to enter the e-mail addresses of all the civil society representatives into a survey distribution system like Mail Chimp or SurveyMonkey. To maximize time in the field, the student consultant team used a snowball sampling technique to encourage the distribution of the survey amongst civil society representatives. Given these limitations and short amount of time, however, the team was able to receive inputs across sectors of civil society in the survey responses and interviews. Additionally, people were open to doing follow-up interviews.

The difficulty with the subscriber survey, as it was previously mentioned, was that some subscribers were afraid to answer the online survey. However, overall, the stakeholders that were interviewed by the SIPA team appeared to be comfortable answering the questions and did not refuse to answer any of them.

The costs of having a consultant team traveling to each of MDIF's clients to implement the toolkit would be very high. Nonetheless, MDIF can start using the toolkit in countries where online surveys can be administered. Also, to reduce costs of transportation and accommodation, MDIF could conduct the interviews via Skype or other system of VOIP. In general, this toolkit can be replicated in other media outlets supported by MDIF. A challenge could be working in countries with low Internet penetration, which could require more face to face interactions and increase the cost of implementing this toolkit.

## Data Analysis

The SIPA consultant team implemented a mixed-method approach to collect both qualitative and quantitative data. Below there is a summary of how data was analyzed and the Media Impact Index calculated.

**Quantitative Data Analysis:** Based on the research of existing media impact evaluation strategies and MDIF's needs, as they relate to communication and development in particular, the decision was made to transform the quantitative data from the surveys into an index. An index, such as the one developed by IREX, can facilitate the monitoring of progress made by MDIF clients to achieve short-term outcomes as necessary pre-conditions to longer-term impact and streamline communication pertaining to MDIF's work and that of its clients.

- Development of Media Impact Index (MII): The Media Impact Index was generated based on the quantitative data from both the civil society survey and the subscribers' survey. In order to ensure the triangulation of data, similar questions appear in both surveys and are related to El Periódico impacts on the local community. Thus comparison of similar data points across diverse sources is possible. All responses

were coded on a 4-point scale, such that strongly disagree, disagree, agree, strongly agree were coded as 1 through 4 respectively. A high index rating (4) implies a positive outlook. Yes/No response categories were also coded using a 1~4 scale. Answer “Yes” was coded as 4 and answer “No” was coded as 1. Thus, a high index rating implies a positive outlook.

Once all responses were coded, an index rating of MII was calculated. Adding up the MII for each question produced the overall average value for the survey. An index was generated for each short-term outcome by grouping the corresponding questions from the survey and then calculating the average. The MII for those groups of questions were added and the average was taken to produce an MII for each specific short-term outcome.

With the Media Impact Index, it is possible to have one number that will summarize the status of a particular media business (in this case, El Periódico). It is also helpful to compare the chronological evolution of one media outlet if it were collected as a baseline (i.e. before and after MDIF’s support). Finally, it can be used to compare among different types of medias, such as radio, television, print media, and digital media.

**Qualitative Data Analysis:** The SIPA team implemented a two-step process to analyze the qualitative data collected from interviews and the civil society representative survey: (1) the first step was to summarize findings according to short-term outcomes and (2) the second step was to summarize major themes, lessons learned that surfaced from the conversations with key stakeholders and were not necessarily represented in outcomes framework. Each interview was carefully reviewed, so quotes could be used to detail the findings or even to illustrate some disparities among answers.

Both steps were important to confirm, through triangulation, some of the findings from the quantitative data, and to help identify some inconsistencies.

## EVALUATION FINDINGS

The SIPA consulting team was asked by MDIF to:

- I. Review current practices in measuring media impact.
- II. Identify and measure how MDIF envisions its impact on its clients and their communities.
- III. Provide MDIF with an innovative and universal toolkit to measure its clients' progress towards their ultimate mission that could be implemented globally and across diverse media types (television, radio, digital media, and print media).
- IV. Pilot and refine the toolkit in one of MDIF's client, which was El Periódico.

Findings from the SIPA consulting team's fieldwork to pilot the Media Impact Toolkit are summarized below. The evaluation findings are divided into two sections: Section One focuses on Findings on the Media Impact Toolkit, and Section Two emphasizes Findings on the El Periódico Case Study.

### Section One: Findings on the Media Impact Toolkit

- **The Media Impact Toolkit proved to be effective.** Overall, the protocols adopted by the SIPA team to collect data reflected current practices in media impact evaluations and, when successfully implemented, generated valuable data that is aligned with MDIF's outcomes map. The instruments were designed to maximize opportunities to triangulate data points (that is outcome indicators) across multiple sources, thereby strengthening the rigor of the self-reported data. After analyzing the data, it is possible to make conclusions regarding the contribution and impacts of the local media on its community.
- **The Media Impact Toolkit proved to be an accessible format designed to be applicable across different media types (television, radio, print media, and digital media).** The toolkit can be applied across different media types, as it was designed to collect data from audiences or users of diverse media types. To implement the toolkit, it is necessary to target four key stakeholder groups: (1) Managers of the media business – to gain insider perspectives on the operation of the business in order to understand how organizational practice may affect its contributions; (2) Journalists of the media outlet - in order to verify if best journalistic practices are implemented and draw on their experiences of working on stories that may affect people's lives; (3) Representatives of Civil Society Organizations – in order to understand how they perceive the impact of the local media organization; and (4) Subscribers/Users or General Public – in order to understand their perceptions of MDIF's clients and to compare the impact of the local media organization with other media outlets. In cases where a list of subscribers may not be available, such as for television and radio, the local media outlet could develop a database of users by running promotions, using social media, incentivizing direct interaction, and asking people to register with them. If the audience cannot be identified at all, then the survey could be applied with the general public.

- **The most cost-effective way to conduct the surveys is online.** The surveys are an important part of the Media Impact Toolkit. To be effective, a significant number of representatives of the civil society and a significant number of subscribers/users should answer the surveys. Given limited time and resources, it would be challenging for MDIF or a consultant team to conduct all the surveys in person and then analyze the data in preparation for the follow-up interviews. The accuracy of the data collected and response rates are also very important. For this reason, online surveys can be a cost-effective strategy and doable at various levels of technology know-how. Online tools tend to be inexpensive, especially when compared with face-to-face surveying, easy to manage, and provide opportunities for real-time analysis and feedback to facilitate the sharing of results. Online surveying could be integrated into MDIF's existing digital infrastructure, such as its Impact Dashboard.
- **The Media Impact Toolkit can be employed at different levels of costs.** The Media Impact Toolkit may be used by many different organizations, from small to large sizes, with different operating budgets and capacities. To be a useful, the toolkit should be adjusted to meet the realities of different budgets. For this reason, the SIPA team has developed instruments that could be applied together or separately. In the case study of El Periódico, as the SIPA team had limited time and resources in the field, most of the work was done in advance using online survey. Follow-up interviews with those who participated in the survey can be done in person or via telephone or Internet. Although the information garnered from the interviews helped to contextualize the survey data, especially in completing follow-up questions, the online survey provides sufficient feedback. Also, the interviews with managers and journalists could be done using digital tools, such as VOIP technologies or online surveys. MDIF could have media businesses self-implement the toolkit (i.e. via its Impact Dashboard) instead of hiring an outside consulting team to conduct field research as a cost saving measure. If MDIF has the budget, it is recommended that they hire a consulting team to implement all five instruments in the field, as the analysis will be deeper and the findings more abundant.
- **The Media Impact Toolkit may have limited applicability on countries with restricted freedom of expression.** The Media Impact Toolkit is based on the assumption that participants will be willing to express their true opinions about the impact of the local media organization supported by MDIF. However, in countries with restricted freedom of expression, some participants from different audiences, primarily subscribers/users and potentially representatives of civil society groups, may feel threatened or unsafe in expressing their opinions with others. For example, in Guatemala, some subscribers, and perhaps some representatives of civil society, were afraid to answer the online survey, fearing that El Periodico and their e-mails had been hacked by the government and that their responses could be leaked to the government. The SIPA team was made aware of the situation because some subscribers called El Periódico to verify the authenticity of the survey. It is worth speculating that under similar circumstances, people might refuse to answer the surveys or consent to be interviewed for fear or reprisal should their personal information (their email addresses, IP addresses, responses, etc.) and opinions be shared with the government. It is recommended in these circumstances that an email address tied to the media organization be used. If not possible, the team recommends that an introductory e-mail should be sent in advance to subscribers from the media organization letting them know about the survey. These issues are especially important in countries with histories of media oppression and lack of freedom of expression.

- **The Media Impact Toolkit may have limited applicability on countries with limited Internet penetration and low literacy rates.** The Media Impact Toolkit was designed to be implemented with the support of online tools to facilitate the implementation of surveys in order to collect valid data. In countries with low Internet accessibility, this may be a challenge, since only a small number of subscribers or users and civil society organizations will have access to the survey. This situation may skew the results because only bigger, richer organizations may be represented, while more grassroots groups may not have the resources to participate in the survey. Countries with low levels of literacy rates also pose a challenge. This could also be an important consideration when evaluating non-literacy based medias such as television and radio, especially in countries with low literacy rates and limited Internet penetration.

The SIPA team case study of El Periódico (Guatemala) helped determined that the toolkit is applicable and effective to measure MDIF's contributions. The toolkit can assess the impact of the local media outlet on their local communities. For a structured analysis of the toolkit, please refer to Table 2 (below). The toolkit allowed researchers to quantitatively and qualitatively analyze the data thereby helping to triangulate key indicators across diverse data sources to help corroborate findings. In the next section, the findings from the case study are presented.

**Table 2: Evaluation Findings – The Media Impact Toolkit: What Worked, What Didn't Work & Recommendations**

<b>Toolkit Item</b>	<b>What Worked?</b>	<b>What Didn't Work?</b>	<b>Considerations and Recommendations</b>
Interview with MDIF Client Management team	This tool is applicable and effective.	It should not be used as the only source of information regarding the client, because the interviewees can be biased. It can be costly if applied in person.	The interview plan (interview schedule/total number of interviewees) needs to be prepared in advance of any fieldwork. The interview must be confidential.
Interview with MDIF Client journalists	Same as above.	Same as above.	Same as above.
Online survey with representatives of Civil Society/ International Community	The online survey method is inexpensive and effective. The survey collected significant quantitative data. There was a qualitative question that was responded by the majority of the interviewees. The respondents gave clear answers on the impact of the local client.	It might not be easy to conduct this survey in countries where Internet penetration is low or where people believe the government may have access to the answers. It might be very hard to choose civil society representatives, and even harder to have the respondent to complete the survey (time/literacy/access constraint)	It is important to do a research on the local community to truly identify representatives of civil society. The international community was also included to have a different perspective. If there is interest in conducting follow-up interviews, it is recommended that the survey be implemented in advance (at least two weeks) to facilitate scheduling.
Follow-up interviews with representatives of civil society	Many people that took the survey accepted to do the follow-up interview. These people informed their contacts in an open question. The follow up interviews were important to have a deeper understanding of the situation.	If the civil society representative survey were conducted on the street, the research team might not be able to find enough interviewee candidates in a one-time field trip. Some civil society representatives may be afraid to inform their contacts.	There has to be adequate preparation for the interview. It is important to focus on relevant questions that will help address the main research questions.
Survey with MDIF's Client Subscribers or Users	The online survey method is cheap, simple, fast and effective. The respondents gave clear answers on the impact of the local client.	Not all media organizations have their audience' contact info. The survey, if not applicable in the electronic way, could be very difficult/expensive to conduct. It might not be easy to conduct this survey in countries where Internet penetration is low or where people believe the government may have access to the answers.	Clearly indicate the survey organizer, and avoid politically sensitive language. Dispel the audience' fears on the consequences of answering the survey in advance. Give clear definition on certain norms/practices related to the research. More effort will be needed to collect enough survey respondents if online method is not used.



## Section Two: Findings on the El Periódico Case Study

The SIPA consulting team's fieldwork in Guatemala generated rich, valuable data, and insights into the contributions and impacts of El Periódico in the Guatemalan society. It also gave a better understanding of the challenges facing independent media outlets. The SIPA team will be presenting two major sets of findings based on the (1) MDIF's short-term outcomes and (2) the major themes drawn from the interviews and the online surveys.

### Findings (El Periódico): Achievements of MDIF Short-Term Outcomes

The quantitative and qualitative data generated from the implementation of the toolkit resulted in valuable findings regarding the progress of El Periódico to MDIF's ultimate goal to help build thriving, open societies, as well as some critical lessons learned to inform El Periódico's development. A summary of the information is provided in the Table 3 below, but major themes that surfaced include:

- Impact and contributions in promoting access to and use of democratic institutions
- Clear protocols on best journalistic practices
- Limited resources, knowledge of coalitions, and lack of spaces/forums for free, open dialogs
- **El Periódico demonstrates impacts and contributions in promoting access to and use of democratic institutions and implementing best journalistic practices such as building relationships and nurturing a culture of independent and unbiased sources as well as disseminating relevant information.** However, the client was not as strong in building coalitions; adapting and improving the legal framework that supports and protect journalists; and promoting and facilitating spaces and forums for free, open dialogs.
- **Management and journalists had in place a clear protocol for best journalistic practices and civil society representative were able to see how those protocols were put in practice.** For example, El Periódico has a best practices manual adhere to. Included in the manual are standards on vocabulary, the use of multiple sources, and how to differentiate between articles and advertisements. Civil society representatives commented on El Periódico's strong investigative reporting that exposed corruption and reports on crime and security. These perceptions of El Periódico are key to understanding its contributions to promoting transparency and accountability and reflect management and journalists' implementation of journalistic best practices. El Periódico employees see the newspaper as being a "watchdog" in Guatemala.
- **El Periódico is not as active in coalitions, coalition-building, organizing town halls and forums for public discourse:** Management and journalists recognized their limited resources and knowledge in this area. Civil society members commented on the paper's limited scope of reach and did not have much knowledge or were aware of any forums or town halls hosted by El Periódico. Representatives of civil society believe that El Periódico is strategically positioned to facilitate or promote more spaces and

forums for free, open dialogs. El Periódico is limited to Guatemala City and does not have as many subscribers as it should to make a greater impact on Guatemala society.

The Media Impact Index (MII), on the following page (Figure 2), gives an overview of the rating that El Periódico received compare to the ratings that traditional media and to what is considered independent media in Guatemala have received. It is interesting to observe the comparison of the results for each of the short-term outcomes within the context of the media landscape in Guatemala. Please refer to appendix (Appendix # 8) to review the complete results. After the results of the Media Impact Index – MII, there is a table, Table 3, which analyses responses from three different audiences that were interviewed and surveyed by the SIPA team.

**Figure 2: Media Impact Index (MII)**

<b>Overview of the Media Landscape (Guatemala)</b>			
<b>Media Type</b>	<b>Media Impact Index</b>		
Traditional media	2.26		
Independent media	2.60		
El Periódico	2.80		
SOURCE: Civil Society Representative Survey			
<b>Media Impact Index by Survey Group (El Periódico)</b>			
<b>Survey</b>	<b>Media Impact Index</b>		
Civil Society Representatives	2.83		
Subscribers	2.79		
<b>Media Impact Index by Short-term Outcomes from Civil Society Representatives Survey</b>			
<b>Short Term Outcomes</b>	<b>El Periódico</b>	<b>Independent Media</b>	<b>Traditional Media</b>
Disseminating information/ content that is relevant (national & community level)	2.90	2.71	2.34
Building relationships and nurturing a culture of independent/ unbiased sources	2.84	2.64	2.03
Promoting access to/use of democratic institutions	2.84	2.60	2.38
Promoting/facilitating spaces/forums for free, open dialogs	2.65	2.46	2.30

**Table 3: Major Findings on MDIF Short-Term Outcomes**

Short-Term Outcomes & Associated Indicators	Major Findings
<p><b>4.1 Increasing engagement in coalitions/ coalition-building to promote transparency in government (Clients)</b></p> <ul style="list-style-type: none"> <li>- # of coalitions MDIF client is participating in/a part of</li> <li>- # of members in their network or coalitions (count)</li> <li>- participation in international organizations</li> <li>- Types of coalition/partnerships</li> </ul>	<p><b>Management perspective:</b> El Periódico participates in coalitions but they don't have a clear perspective on which coalition serves for what purpose, how they can better leverage these partnerships, and what are the benefits of these coalitions.</p> <p><b>Journalist perspective:</b> The journalists were inconsistent on which organizations they belong to and the benefits they can receive, namely they are not aware of how MDIF can assist them as journalists.</p> <p><b>Civil Society:</b> N/A</p>
<p><b>4.2 Disseminating information/ content that is relevant (national &amp; community level)</b></p> <ul style="list-style-type: none"> <li>- Relevant, important to daily life stories are being covered by MDIF Client</li> <li>- Client's position in media landscape (existing MDIF data)</li> <li>- Protocols &amp; policies in place to distinguish advertisement and journalism content</li> </ul>	<p><b>Management perspective:</b> The management believes they cover important stories to the best of their ability considering their limitations like losing an advertising client due to a story they run. However, they have clear policies and protocols to distinguish advertisements and journalism content.</p> <p><b>Journalist perspective:</b> Journalists target their audience, who are the opinion and decision makers of the country but because they have a lack of resources they cannot cover everything and have to set priorities.</p> <p><b>Civil Society:</b> Civil society explained that the paper does not cover the whole country, having limited reach due to small circulation and cover a limited number of issues that may not necessarily be important to their daily lives, especially populations of a lower class. However, most said they have good reporting in anti-corruption, crime and security, and are one of the best investigative papers in Guatemala with the most balanced and independence than other papers. The paper focus on an elite, educated audience who are the opinion-makers and top players of the country.</p>
<p><b>4.3 Building relationships and nurturing a culture of independent/ unbiased sources (Clients)</b></p> <ul style="list-style-type: none"> <li>-Diversity of sources</li> <li>-Public interest VS. private/special interest groups</li> <li>-More than one perspective is presented in important stories covered by MDIF client</li> </ul>	<p><b>Management perspective:</b> Management has in place protocols that require stories to have 2-3 sources and all said they do not serve any group but the interest of the public as a watchdog.</p> <p><b>Journalist perspective:</b> Journalists use different sources and have public interest over private, citing how they lose revenues from reporting on people, companies and the government because they refuse to advertise with them as a way of punishment.</p> <p><b>Civil Society Perspective:</b> Civil society representative generally agree that they do good investigative but most people believe the paper just like all the other media in Guatemala, cannot avoid the intervention/influence of special interest. Although they are not influenced by any group in particular.</p>

**Table 3: Major Findings on MDIF Short-Term Outcomes (Continue 1)**

Short-Term Outcomes & Associated Indicators	Major Findings
<p><b>4.4 Contributing to adapt/improve legal framework that supports &amp; protect journalists</b></p> <ul style="list-style-type: none"> <li>- Status of legal framework in place (local, nation)</li> <li>-MDIF client procedure in place to protect journalists</li> <li>-Participations in advancement of editorial freedom</li> <li>-MDIF Client journalists in need of support/assistance</li> </ul>	<p><b>Management perspective:</b> There is a law in place that protects media and the press and the company gives support, including life insurance to journalists. There has recently been a journalist in need of support because of threats due to her reporting of a criminal with military ties. The company participates in national and international organizations that focus on media and journalism.</p> <p><b>Journalist perspective:</b> Journalists say there is a law but the problem is not the legal framework it is whether they respect or not. The organization does not have clear policy because issues are handled on a case-by-case basis. Journalists do received lots of complaints and threats due to their reporting.</p> <p><b>Civil Society Perspective:</b> Civil society representatives due recognize there is a law in place but it is not put into practice and many were aware of the journalist from El Periódico who had received threats because of her stories on criminal with military ties.</p>
<p><b>5.1 Promoting access to/use of democratic institutions</b></p> <ul style="list-style-type: none"> <li>- Changes in law/institutions because of MDIF client work</li> <li>- MDIF client work informs decisions made by citizens</li> <li>- # of stories promoting access to/use of democratic institutions (over time)</li> <li>- Story/content tracking system in place</li> </ul>	<p><b>Management perspective:</b> The paper has done campaigns before, like their effort to increase public spending on education through a petition published in their papers. The paper does give information for citizens to use on where to vote, for example. They do report on corruption, namely through government overspending and non-transparent procurement processes. Overall, they do not have a content tracking system in place.</p> <p><b>Journalist perspective:</b> Journalists said they cover cases of corruption but it is not their role to change laws but to inform citizens. They do not have a story/content tracking system in place.</p> <p><b>Civil Society Perspective:</b> Civil society representative mentioned El Periódico's reporting on corruption like the anti-corruption law but some people believe media in general cannot change laws or regulations in Guatemala because of the country's political and judicial system while others believe that the paper can only play a minor role in shaping laws in Guatemala because of its very small circulation and limited influence on the general public. They did cite that El Periódico informs citizens about information but do not go in depth in explaining how to do things and do not follow-up on stories or results as much as they could.</p>

**Table 3: Major Findings on MDIF Short-Term Outcomes (Continue 2)**

Short-Term Outcomes & Associated Indicators	Major Findings
<p><b>5.2 Promoting/facilitating spaces/forums for free, open dialogs (Clients)</b></p> <ul style="list-style-type: none"> <li>-MDIF client has a citizen reporting system in place</li> <li>-MDIF client has a feedback system in place and the use of system by citizens</li> <li>- # of forums/townhalls discussions that MDIF client organize since they received the loan</li> <li>-Hate speech/discriminatory content not included</li> </ul>	<p><b>Management perspective:</b> Although the paper receives emails and letters through editorials and comments, and have an online comment system, they do not have a real citizens reporting system in place. They have not been able to do many forums or townhalls because of lack of resources and have a strong column section with diversity of opinions and views.</p> <p><b>Journalist perspective:</b> There is no citizen reporting system in place but journalists do receive a lot of feedback. They do not do townhalls or forums. They do not publish hate speech and have a journalism manual they follow.</p> <p><b>Civil Society Perspective:</b> Civil society representatives were not aware of a citizens reporting system in place but do know there is a feedback system to give opinions on articles or reporting. There is no much other interaction with the public and not informal meetings with members of civil society. Some complained that opinion columns sometime carry hate speech.</p>

## Findings from the El Periódico Case Study: Contextualizing the Impact of Independent Media

The quantitative and qualitative data generated from the implementation of the toolkit resulted in valuable findings regarding El Periódico and MDIF, as well as some critical lessons learned to inform MDIF's strategic planning and client development.

Major themes that surfaced include:

- ❑ **Content and Coverage: Investigative Journalism and Themes**
- ❑ **Participation in Coalitions and Interaction with Civil Society**
- ❑ **El Periódico: A Respected Independent News Source in Guatemala**
- ❑ **Necessity of Independent Funding**
- ❑ **Impact on Democracy and Governance**
- ❑ **Journalistic Best Practices are in Place**



## □ Content and Coverage

El Periódico is well regarded for its investigative coverage of key issues such as uncovering the wrongdoings of government agencies and of businesses. The newspaper's content on security, crime, and corruption were considered to contribute and have an impact on civil society. Reporting on these issues is an indicator related directly to MDIF's two long-term outcomes of "promoting government transparency and accountability and strengthening democratic institutions." According to the UNESCO report on Media Development Indicators, the media can therefore be seen as a watchdog because its reporting holds the government and other parties accountable through its investigative journalism.<sup>31</sup>

### → Investigative Journalism

El Periódico was recognized for its investigative journalism. Civil society group representing diverse interest in Guatemala commented positively on their work.

*"the best investigative media in Guatemala" – Indigenous Civil Society Representative*

*"an investigative paper and their journalists are focused on producing news and information with more depth." – Civil Society Representative*

Both interviewees and survey respondents identified El Periódico as a top investigative newspaper within the Guatemalan media landscape. For example, more than 90 percent of civil society survey participant agreed and strongly agreed that El Periódico was doing a good job in investigative journalism.<sup>32</sup> For the question on investigative journalism on the civil society representative survey, El Periódico received a Media Impact Index rating of 3.2 compared to independent media (2.81) and traditional media (2.11).

Both El Periódico subscribers (92 percent) and representatives from Guatemalan civil society (87 percent) mentioned strong investigative work in the areas of uncovering wrongdoings by officials, government agencies and businesses. Within the context of the Guatemalan media landscape, El Periódico scored the highest Media Impact Index ratings with subscribers in particular (3.22 from the civil society representatives and 3.37 from subscribers) compared to the other independent media (2.98 with civil society) and traditional media (2.44 civil society) in terms of its investigative journalism.<sup>33</sup>

Journalists at El Periódico spoke of the tremendous pride they have about their investigative work. Stories related to overspending and misuse of public funding of procurement have affected decisions made by the government as a result of their reporting.

*"in some cases, the government has decided to change their acts because of our investigative stories." – El Periódico Journalist*

Management staff at the newspaper shares the journalist's sentiment.

*"El Periódico is a media that focus on news on the national level and doing strong investigative work." It is through their investigative journalism that El Periódico attempts to be an "agent of change to make an impact". – Management from El Periódico*

31. UNESCO. "Media Development Indicators: A Framework for assessing Media Development." 26-27 March 2008 <http://unesdoc.unesco.org/images/0016/001631/163102e.pdf>

32. In Question 16 on the civil society representative survey, which asked if the media was doing a good job on investigative reporting)



→ **Themes El Periódico covers well: security, corruption and crime.**

Interviewees shared that the top three issues that El Periódico covers the best and most-frequently are security, corruption and crime.

*“they go against everyone and corruption. No one else goes after the government like them.”  
- A civil society, human rights representative*

*A civil society representative of a democracy organization cited their specific investigative work of covering the “power of the military with the narco [traffickers].”*

*“El Periódico delves more into issues and present analysis.”  
-Representative from the international community*

According to civil society representatives, the top three societal issues that El Periódico reports and covers are organized crime (MII 3.24); democracy and governance (3.2); and economy (3.12).

Because the paper covers controversial issues so well, journalists and other employees are often subjected to stronger, more personal reactions.

*“we have had many journalists that received threats from government officials.”  
– Journalist from El Periódico*

## □ Participation in Coalitions and Interaction with Civil Society

For El Periódico to have an impact on the media environment in Guatemala and grow, it is important for the newspaper to participate in international organizations like Reporters without Borders and International Center for Journalists, which work to improve the media environment as well as provide capacity building for management and journalists in its organization. It is also important for El Periódico to engage in town halls, forums, or meetings with civil society groups and members of the public since these can be crucial ways to inform and interact with society. These are both key indicators of the long-term outcomes to promote government transparency and accountability.

### → Participation in Coalitions

According to the civil society survey, newspapers are the third most influential media in Guatemala, compared to television (number one) and radio (number two). Participating in coalitions that do work to make the media environment in Guatemala stronger is an important activity to ensure El Periódico is sustainable and has a stronger impact. This, of course, does not mean the paper will lose its independency. It will only participate in issues that are in accordance with its values and strategic interests. According to the research by UNESCO on media indicators, “*professional capacity of media workers, both journalists and media managers, through academic and vocational training and the development of professional associations,*” is a main principle to media development of a country. Key indicators are the presence of professional organizations that advocate on behalf of the profession and can help change laws in regards to media. For example, training from these coalitions can help media professionals understand democracy and its development. Thus, coalitions and coalition building can also promote transparency in governments, one of MDIF’s long-term outcomes. According to MDIF’s change strategy (please refer to the outcome map) participation in coalitions is also an indicator of contributing to adapt and improve the legal framework that supports & protect journalists.

El Periódico management staff and journalists were not in agreement regarding the coalitions or organizations in which they were active members. Some interviewees cited several journalist organizations like the Association of Journalists in Guatemala (Cámara Guatemalteca de Periodismo) and the InterAmerican Press organization, while others knew vaguely that these organizations represented concerted efforts to increase press freedom.

Moreover, in the civil society survey, only 53 percent of respondents were in agreement or strong agreement that El Periódico helped to shape laws and regulations; only 42 percent of subscribers agreed. This is evidence that to be stronger in shaping laws, especially in regards to the media environment, coalitions may help.

34. UNESCO. “Media Development Indicators: A Framework for assessing Media Development.” 26-27 March 2008  
<http://unesdoc.unesco.org/images/0016/001631/163102e.pdf>

## → Interaction with Civil Society

The presence of civil society organizations is a key indicator for media development because they are “a vital part of a health media ecology” by supporting media organizations and underpinning freedom of expression, pluralism and diversity. Civil society organizations provide “advocacy on issues of freedom of expression and help communities access information and get their voices heard”.

The SIPA team asked survey respondents and interviewees to reflect on how El Periódico interacted with or engaged with the general public, civil society groups or governments beyond its reporting. Respondents noted that El Periódico has not hosted or conducted any kind of public meetings, such as townhalls or forums recently. According to one of the newspapers management staff members, this had been an established practice at one time, but they were not able to continue the tradition. El Periódico mentioned a lack of resources or funds to support such initiatives. Previously, El Periódico had successfully spearheaded a number of key campaigns, such as a campaign to increase funding for education. For this campaign, the paper published a petition and a request that petitions be sent to El Periódico. The newspaper received an overwhelming number of responses according to the management staff. People had made copies of the petition from the paper and broadly circulated the petition, which resulted in the newspaper receiving responses from people outside of the city and non-subscribers. They were able to present these petitions to the government and eventually were able to get the government to sign an agreement to increase by one point the percentage of GDP invested in education. Unfortunately, because of limited resources, namely funding, they have not been active in their campaigning.

According to the civil society survey, El Periódico received a Media Impact Index rating of 2.5, lower than the independent media landscape (2.6) regarding engaging civil society in critical debates like hosting forums.<sup>37</sup> Additionally, nearly half of the civil society representatives surveyed (44 percent) strongly disagreed or disagreed that El Periódico engaged in general debates.<sup>38</sup> The number of forums and town halls that MDIF’s clients create and sponsor is an indicator of promoting and facilitating spaces and forums for free and open dialogue, relating to the long-term outcome of strengthening democratic institutions.

*“I wish they could have a monthly seminar event that readers can participate in some qualitative discussions...this is also a very good way for publicity.”*

*- Civil society representative*

Interestingly, the subscribers (70 percent agrees/strongly agrees) noted that they perceive El Periódico as engaging the public in critical debates.<sup>39</sup> It is not certain what may account for the discrepancy. This may be that they are direct subscribers and feel

37. Civil Society Survey, Question 18, “Do you agree the following media outlets engage civil society in critical debates?(i.e host forums or town hall discussions)”

38. Civil Society Survey, Question 18, “Do you agree the following media outlets engage civil society in critical debates?(i.e host forums or town hall discussions)”

39. Subscriber Survey, Question 15, “Do you agree that El Periódico engages you in critical debates? For example, does El Periódico host forums or townhall meetings discussions?”

more engaged with the paper.

El Periódico is well regarded in terms of providing a space for public feedback and comments, a key indicator of facilitating online spaces for free and open dialogue. El Periódico received good ratings from the civil society survey on the question on whether the paper provided a public space for feedback, with an index of 2.94, with 80 percent agreeing and strongly agreeing that El Periódico does that.<sup>40</sup>

*“we receive letters, phone call and e-mails to complaint, compliment and interact with our paper. Our webpage has a special area for readers to make comments. All notes can be commented online.” – El Periódico Journalist*

However, that is not the case in regards to a citizen reporting system. According to the civil society survey, about 55 percent agreed there is a system in place but 25 percent disagreed.<sup>41</sup> Interviewees with management indicated that some staff did not know what a citizen reporting structure or system was.

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40. Civil Society Survey, Question 24, “Do you agree the following media outlets provide space for public feedback/comments online or through other means of communication?”

41. Civil Society Survey, Question 23, “Do you agree the following media outlets have a citizen reporting system in place? (ie. A hotline or news tip line, a place to send information, pictures, videos).”

## □ **El Periódico: A Recognized Independent News Source in Guatemala**

El Periódico is recognized and highly respected for being an independent newspaper. Most interviewees from civil society indicated that they perceive El Periódico to be independent within the media landscape of Guatemala. The column section is well known for its diversity of opinions, which interviewees noted also reflected a culture of independence. The founder and president of the paper, Jose Ruben Zamora, has established a culture of independence by not accepting money from certain individuals and reporting on issues that other papers do not cover because of possible retaliation. The independence of the paper and diversity of opinions are indicators reflecting the short-term outcome of building relationships and nurturing a culture of independent and unbiased sources and disseminating information and content that is relevant.

### → **Independent News Source**

According to the civil society survey, El Periódico was cited specifically as being an independent paper 15 times amongst the news sources representatives use on a regular basis. The top 3 other media considered independent are the radio station Emisoras Unidas, cited 6 times; the newspaper Prensa Libre, cited 5 times, and an online news website, Plaza Publica, cited 3 times. When asked directly if El Periódico was an “independent media outlet, free from government and corporate control and intervention,” 70 percent of civil society representatives and 87 percent of subscribers responded affirmatively.<sup>42</sup> It is through this independence that they have been able to report on issues in an unbiased way, without representing certain interests or being afraid to offend any interests such as the government or the Catholic Church, which has a strong influence in the country.

*“Reproductive issues would not have gotten anywhere without independent media. They took the first steps.” – Civil society representative working with public health.*

*“They are the most independent paper,” - Civil society representative from unions*

*“El Periódico is the most independent. We, in the human rights, have seen that they cover our press conferences without repeating what we say.” – Civil Society representative working with human rights*

Moreover, most of the civil society representatives (79 percent), across all different sectors, read the paper daily or several times a week.<sup>43</sup> This is an indicator that the paper is respected and popular amongst leaders of civil society and the international community in Guatemala, potentially key decision makers or influencers, regardless of sector.

In addition, 70 percent of civil society representatives surveyed found that El Periódico was objective and that its reporting was based on the truth; for this indicators, El Periódico scored a Media Impact Index rating of 2.77, the highest in the media landscape (traditional media received 2.0 and independent media 2.7).<sup>44</sup> A majority of subscribers (79 percent) also agreed that El Periódico’s reporting was

42. Civil Society Survey Question 29, “Do you regard El Periódico as an independent media outlet, free from government and corporate control and intervention?”

43. Civil Society Survey, Question 30. How often do you read El Periódico?”

44. Civil Society Survey Question 10, “Do you agree the following media produce content that is objective and based upon truth?”

objective and based on the truth.

In terms of serving a specific interest or agenda versus being dedicated to public service, the paper did not score high ratings with civil society members. Just over half of respondents (57 percent) agreed and strongly agreed that the paper was dedicated to public service.<sup>46</sup> However, *El Periódico* received the highest index, 2.61, compared to the other two media sections, with independent media receiving 2.51 and traditional media receiving 1.79. Subscribers, however, ranked *El Periódico*'s dedication to public service highly as 79 percent agreed and strongly agreed that the paper was dedicated to public service.<sup>47</sup>

*“Jose Ruben reports on issues that no one else will report on, it is a very high risk, but he is a great journalist first,” -Civil society representative in the financial sector*

*“El Periódico has existed for 17 years and it is fundamental. It is the only independent media in Guatemala. All other papers respond to a certain interest.” – El Periódico Management*

*“El Periódico is the most credible of all the papers, it is the first that I read and the investigative articles are very brave.” – Civil Society Human rights representative*

#### → Independence reflected through well-respected column section

Interviewees and survey respondents indicated that *El Periódico* was very well known for its diverse opinions, which are clearly differentiated from their journalistic content in their column/editorial section. Their editorial/column section has a number of different columnists writing from a wide range of perspectives; 78 percent of civil society respondents and 87 percent of subscribers agreed or strongly agreed that the paper represents a diversity of opinions.<sup>48</sup> With regards to journalistic content and diversity of opinions in particular, *El Periódico* received the highest index of 3.05, while independent media received 2.78 and traditional media 2.2.<sup>49</sup>

*“El Periódico has some best columnists. The opinion section is full of interesting points of view, some of them are probably too extreme, but very attractive to read.” – Civil Society Representative, Indigenous Groups*

*“There are different lines of political thought, there is the most left and the most conservative right, allowing the medium to have opinions and differences on the same topic.” – Civil Society Representative, Education*

Management explained that they do not censor what columnists write, so there is more freedom than in other papers.

46. Civil Society Survey Question 15, “Do you agree that the public believes the following media outlets are dedicated to public service rather than serving a specific interest groups or agendas?”

47. Subscriber Survey Question 19 “Do you agree that the public believes the following media outlets are dedicated to public service rather than serving a specific interest groups or agendas?”

48. Subscriber Survey Question 12, “Do you agree that *El Periódico* represents a diversity of opinions?”

49. Civil Society Survey Question 13, Do you agree the following media outlets represent a diversity of opinions?

→ **Founder and President Jose Ruben Zamora's Role in El Periódico's credibility and independence**

Jose Ruben Zamora, the founder and president of El Periódico, is a powerful figure in Guatemala. His vision regarding independent media is key to El Periódico's model and one of the reasons why the paper is so well respected. Many people identify the paper with its owner, seeing him as a person that goes against special interests and a strong persona who has survived numerous personal attacks since founding the paper.

*“Zamora is the paper and the paper is Zamora. One cannot exist without the other.” – Civil Society Representative, Chamber of Commerce*

*“He writes critical columns using evidence and becomes responsible for his actions. He has strong impact on his reports. If Zamora did not own the paper I do not know if I would subscribe.”- Civil Society Representative, Public Health*

## □ **Necessity of Independent Funding for El Periódico in the Context of Guatemala**

One of the major findings from our fieldwork was that El Periódico relies on MDIF's independent funding to resist strong political and economic pressures in Guatemala. Unfortunately, under current circumstances, El Periódico would not be able to survive without the support of MDIF; MDIF is instrumental to El Periódico function as an independent media.

### → **El Periódico is susceptible to financial retaliation because of its investigative reporting.**

Recently, the government of Guatemala has cut off all funding for advertising at El Periódico. In addition, the government has pressured some private business groups to eliminate or reduce their funding of El Periódico through advertisement. In addition, some private companies that felt threatened by El Periódico's investigative journalism in the past have also decided to cut their funding of the newspaper.

Although the issues of independence of funding was not included in the surveys directed to subscribers or representatives of civil society groups, it was mentioned repeatedly during the interviews the newspaper's management team and the journalists, and with members of the civil society. The qualitative data is abundant regarding this issue.

*"our biggest challenge is to survive with financial and editorial independence." – El Periódico journalist*

*"We presented an information about a private group. They didn't liked it and decided to cut all funding for advertising in our paper." – El Periódico journalist*

*"El Periódico has a lot of economic and political limits because of their reporting." – El Periódico Management Team*

*"El Periódico is a strong independent paper, their Achilles heal is needing advertising and money to sustain that independence." – Civil Society Representative*

A number of people emphasized the importance of independent funding, especially from MDIF, to maintain El Periódico investigative journalism and opinions without any interference from the private or public sectors.



## □ **El Periódico's Impact on Democracy and Governance**

El Periódico has contributed to democracy and governance in Guatemala. Media has an important role *“in sustaining and nurturing democracy, good governance, and human rights.”*<sup>50</sup> Coverage that impacts democracy and governance is an indicator related directly to both of the long-term outcomes of strengthening democratic institutions and promoting government transparency and accountability.

### → **El Periódico helps the public make informed decisions on politics and government matters.**

A majority of civil society representatives (79 percent) agreed or strongly agreed that El Periódico helps the public make informed decisions on politics and government matters. The result is significant, since only 56 percent said that traditional media does the same thing.<sup>51</sup> Subscribers had a similar view; 83 percent of the respondents agreed or strongly agreed that El Periódico helps the public make informed decisions on politics and government matters.<sup>52</sup>

The survey with representatives of civil society also showed that 53 percent of the respondents agree or strongly agree that El Periódico is helping to shape laws and regulations through their media coverage. Only 41 percent said the same thing about the traditional media.<sup>53</sup> When subscribers were asked the same question there was a slight different perspective, since only 42 percent agreed or strongly agreed that El Periódico is helping to shape laws and regulations through their media coverage.<sup>54</sup>

Both respondents from civil society groups (72 percent) and subscribers (83 percent) agreed or strongly agreed that El Periódico promotes the use of democratic institutions (including but not limited to access and information about public services, voting, information about the judicial system etc).<sup>55 56</sup>

When asked about the issues that El Periódico reflects and reports on, a large majority of civil society representatives (87 percent) agreed or strongly agreed that El Periódico reported on and reflected issues related to democracy and governance.<sup>57</sup> The only issue that had a higher reference was organized crime (with 93 percent of respondents agreeing or strongly agreeing). Civil Society Survey Question 31, “Do you agree that El Periódico reflects and reports on a variety of social issues?”

***“had some cases where El Periódico's reporting avoided misuse of public funds by denouncing overvalued procurements” – El Periódico Journalist***

50. UNESCO. “Media Development Indicators: A Framework for assessing Media Development.” 26-27 March 2008

<http://unesdoc.unesco.org/images/0016/001631/163102e.pdf>

51. Civil Society Survey Question 8, “Do you agree the following media outlets help the public make informed decisions on politics and government matters?”

52. Subscriber Society Survey Question 7, “Do you agree that El Periódico helps you make informed decisions on politics and government matters?”

53. Civil Society Survey Question 17, “Do you agree the following media outlets are helping to shape laws and regulations through their media coverage?”

54. Subscriber Society Survey Question 14, “Do you agree that El Periódico helps you make informed decisions on politics and government matters?”

55. Civil Society Survey Question 22, “Do you agree information reported by the following media outlets promotes the use of democratic institutions (including but not limited to access and information about public services, voting, information about the judicial system?)”

56. Subscriber Society Survey Question 18, “Do you agree that information reported by El Periódico promotes the use of democratic institution, such as, but not limited to access and information about public services, voting, information about the judicial system?”

57. Civil Society Survey Question 31, “Do you agree that El Periódico reflects and reports on a variety of social issues?”

*"the majority of the people that read El Periódico looks for important information that will help them evaluate the government." – El Periódico Journalist*

*"[El Periódico] impacts government decisions on the national level. Its reporting changes the way things work in the country because they promote transparency in how the government administers itself." – El Periódico Management*

*"there is not really a change in the law but a change in decisions made by the government...El Periódico makes sure the government does not abuse of the public." – El Periódico Management*

*"they push a law and show why a law is necessary, like the anti-corruption law. They can help set the agenda." – Civil Society Representative, Law Sector*

*"El Periódico does not have a strong impact on political decision because of the political environment." – Civil Society Representative, Education Sector*

### → **Limited Reach and Impact**

Even though it was clear that El Periódico has made contributed and had an impact on democracy and governance, it is important to stress that the scope of the impact is limited. El Periódico has a very specific target audience: members of the urban elite who are decision makers. The paper has a very limited reach in rural areas and among members of the public with lower socioeconomic status.

Representatives of civil society groups (68 percent) mentioned that television is the most influential media outlet in Guatemala. The second most influential media outlet was radio (62 percent of respondents gave it a rating of 4 or 5) and then newspapers (42 percent of respondents gave it a rating of 4 or 5). So, in accordance with civil society representatives, the biggest impact would be made by television. Respondents from the civil society (82 percent) who perceived that traditional media has more impact on citizen's political decision-making than El Periódico (for which 79 percent agreed and strongly agreed). Interviews support the claim that El Periodico has a limited reach.

*"the (paper's) circulation is too small to have some real impact...The majority of the Guatemalan society don't read (newspapers)..." – Civil Society Representative, Social Development*

*"a deficiency of the newspaper (El Periódico) is that it is more for the City of Guatemala and their circulation is small, limiting the impact of their news compared to Prensa Libre." – Civil Society Representative, Education*

*"they (El Periódico) focus on corruption reports, but the public in Guatemala doesn't really care about corruption." – Civil Society Representative, Inter-government Projects*

*"they are only distributed in the city. TV and radio have more national impact." – Civil Society Representative, Human Rights*

*"they cater to the elite of big thinkers, they are focused on the highly politicized society in the capital. But it is not necessarily bad because they have carved out their own niche, they have a sphere of influence and low circulation." – Civil Society, international organization focus group*

## □ Journalistic Best Practices Are In Place

Journalistic best practices, defined by the Center for International Media Assistance, include but are not limited to, telling the truth, reporting on the facts, being fair, representing diverse sources, being accurate, and separating advertisement from journalism.<sup>60</sup> These best practices are being observed at El Periódico, an indicator of disseminating information and content that is relevant.

Following this question, representatives of civil society were asked if El Periódico follows journalistic best practices.<sup>61</sup> An expressive 71 percent of respondents said they agree or strongly agree. Traditional media did not have the same reputation. Only 26 percent of the respondents said they agree or strongly agree that traditional media follows journalistic best practices. This impression was confirmed by the subscribers, since 81 percent said they agree or strongly agree that El Periódico follows journalistic best practices.<sup>62</sup>

Regarding if media outlets clearly differentiate editorial opinion, journalistic content, and advertising, 80 percent of the respondents from civil society said they agree or strongly agree that El Periódico does make the differentiation.<sup>63</sup> Traditional media had a much lower rating, only 38 percent agreed or strongly agreed. When subscribers were asked the same question, 84 percent agreed or strongly agreed that El Periódico clearly differentiates editorial opinion, journalistic content, and advertising.<sup>64</sup>

Representatives of civil society also answered if they agree that media outlets do a good job or providing various sources and perspectives in their reporting/news articles.<sup>65</sup> El Periódico, with 66 percent of the respondents saying that they agree or strongly agree, again, had a significant better reputation than traditional media, with 30 percent of the positive responses. Subscribers also agreed or strongly agreed in 72 percent of the answers that El Periódico does a good job or providing various sources and perspectives in their reporting/news articles.<sup>66</sup>

*"all notes published have to be backed by a source. If we make a mistake, we publish a note correcting the information." – El Periódico Journalist*

*"all information is checked before it is published. Even the editors have to check their information." – El Periódico Journalist*

*"there is an imaginary line between administration and editorial because of confidentiality." – El Periódico Management*

*"there is a divorce between sales and editorial side, they do not mix." – El Periódico Management*

60. Ristow, Bill. "Self-Regulation and International Media. Center for International Media Assistance. May 2009.

[http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CI/CI/pdf/sword%20and%20shield\\_self%20regulation%20and%20international%20media.pdf](http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CI/CI/pdf/sword%20and%20shield_self%20regulation%20and%20international%20media.pdf)

61. Civil Society Survey Question 11, "With regards to journalistic standards, do you agree reporters from the following media follow/adapt best practices? (i.e. Does the media tell the truth, report on the facts, are they fair, do they represent diverse sources, and are they accurate?)"

62. Subscriber Survey, Question 10, "With regards to journalistic standards, do you agree that reporters from El Periódico follow and adapt best practices? For example, do they tell the truth, report on the facts, are they fair, do they represent diverse sources, and are they accurate?"

63. Civil Society Survey Question 12, "Do you agree the following media outlets clearly differentiate editorial opinion, journalistic content, and advertising?"

64. Subscriber Survey, Question 11, "Do you agree that El Periódico clearly differentiates between editorial opinion, journalistic content, and advertising?"

65. Civil Society Survey Question 14, "Do you agree that the following media outlets do a good job of providing various sources and perspectives in their reporting/news articles? (Example: Is more than one perspective provided in each story?)"

66. Subscriber Survey, Question 13, "Do you agree that El Periódico does a good job of providing various sources and perspectives in their reporting/news articles? For example, El Periódico provides more than one perspective in each story."

## → Follow Up Stories

El Periódico does not have a tool or practice in place to help follow up stories or a structured tracking system to evaluate the results of their investigative reporting. Because of the lack of follow up in some stories, some of the interviewees said they perceive that there are no concrete consequences to the reporting.

For example, when representatives of civil society were asked if stories published by El Periódico resulted in consequence, such as the prosecution of officials, government agencies, or businesses, only half (54 percent) of the respondents agreed or agreed strongly.<sup>67</sup> Even though stories published by El Periódico appear to be more effective compared to traditional media (for which only 33 percent answered positively).

*“there is a special section called ‘What happened with’ that we use to follow up some stories after some months had passed.” – El Periódico Journalist*

*“referring to their investigative reporting it is very good because they go to the bottom ... the only problem is that it often only stay in the news, only passes the impact of being news and after that does not get published, there are no denouncements, nor there is pressure of the Public Prosecutor to act on their behalf.” – Civil Society Representative*

*“Sometimes there is reaction but it is not the role of the paper to take action, it is the state’s responsibility.” – Civil Society Representative, Law Sector*

67. Civil Society Survey, Question 20 “Do you agree that the stories published by the following media outlets result in consequence/prosecution of officials, government agencies, or businesses?”

## RECOMMENDATIONS

The SIPA team would like to make some recommendations regarding the improvement of the toolkit.

### Recommendations for the Media Impact Toolkit

- a) **Implementation requires preparation.** In order to effectively implement the toolkit, prior to data collection sufficient time is needed to research the country and make contacts within the country. MDIF should research the target country to understand local restrictions and anticipate possible circumstances that could pose challenge for data collection.
- b) **Research context of country to find a range of civil society members:** Researching the context and determining civil society groups is important to making sure the civil society representatives reflect the country's diverse stakeholders. MDIF should work with different local organizations, international groups and coalitions to identify representatives of civil society. The list of representatives should reflect the context of the country. For example, in Guatemala it was important to have representatives from indigenous community since they represent a large portion of society and are often a marginalized group.
- c) **Use electronic methods with consideration for the context.** In countries that have limited press freedom or low Internet penetration, the use of electronic survey methods should be reconsidered. In such countries it is possible that only a small percentage of the target population will be able to answer the online survey. In addition, based on the consulting team's experience in the field, it is possible that MDIF might need to help communicate the purpose of the survey to potential respondents to dispel possible misunderstandings and fears. Low Internet penetration and high rate of illiteracy may impact the usefulness and value of electronic methods. In these countries, surveys (online or mail-in) may not be an effective way for data collection and could require more resources intensive implementation strategies such as face-to-face surveys or focus groups
- d) **Implement the toolkit as part of a monitoring and evaluation (M&E) system:** MDIF could implementing the toolkit to track its clients' progress towards the organization's ultimate mission - to provide news, information and debate that people need to build free, open, and thriving societies. If the local media outlet has more resources, then it could apply the full toolkit every one or two years. If the local organization has limited resources, it could apply only the online surveys every year and could use the full toolkit every three or five years.

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## Appendix 1: Interview Protocol with MDIF Client Management Staff

### Consent Language for interviews:

This interview will take less than one hour to complete. I will be audio-taping the interviews so that I have an accurate record of your responses. I will transcribe the audiotape of this interview and destroy the tape within 2 months of the interview. No one else will hear or read your interview responses; only the SIPA team will have access to your interview recording and responses. Though I may take excerpts from your interview, I will never make reference to you by name.

Participation in this interview is voluntary. This means that if you cannot or do not want to respond to any of the following questions, you do not have to. If at any time during the interview you are uncomfortable, please let me know so we can stop the interview.

Do you have any questions or concerns about the interview?

Do you consent to participate in this interview?

### Questions:

1. **Does El Periodico participate in any coalition with other companies or organizations?**
  - a. Could you mention the names?
  - b. Do you know how many members participate in this organization/coalition?
  - c. What is your role in this organization/coalition and what do you aim to achieve?
2. **Is there a legal framework in your country to protect journalists?**
  - a. In El Periodico, are there any procedures in place to protect journalists?
  - b. Are there any journalist from El Periodico in need of support/assistance in judicial/criminal cases?
  - c. Has El Periodico ever participated in any activities promoting editorial freedom? If yes, can you give us an example?
3. **Please, describe journalistic best practices that are in place in El Periodico.**
  - a. Do you use a diverse/plural network of sources?
  - b. Does El Periodico present different perspectives in important stories that you cover?
  - c. How do you balance public interest vs. private/special interest groups?

## Appendix 1: Interview Protocol with MDIF Client Management Staff (Continue)

d. Do you have clear protocols/policies in place to distinguish advertisement and journalistic content?

**4. Do you remember any specific change in law/institutions caused, directly or indirectly, by El Periodico?**

a. Could you describe in more details?

**5. Does El Periodico have any story/content tracking system in place?**

a. How does it work?

b. Does El Periodico promote forums/townhalls of discussion?

c. How many events did you organize since you received the loan from MDIF?

## Appendix 2: Interview Protocol with MDIF Client Journalist

### Consent Language for interviews:

This interview will take less than one hour to complete. I will be audio-taping the interviews so that I have an accurate record of your responses. I will transcribe the audiotape of this interview and destroy the tape within 2 months of the interview. No one else will hear or read your interview responses; only the SIPA team will have access to your interview recording and responses. Though I may take excerpts from your interview, I will never make reference to you by name.

Participation in this interview is voluntary. This means that if you cannot or do not want to respond to any of the following questions, you do not have to. If at any time during the interview you are uncomfortable, please let me know so we can stop the interview.

Do you have any questions or concerns about the interview?

Do you consent to participate in this interview?

### Questions:

#### 1. What is your role at El Periodico? What is El Periodico's Mission? What is at the core of the work you do?

- a. What kind of stories do you cover typically?
- b. Are there certain kinds of stories not adequately represented/covered in your newspaper?

#### 2. Are there any challenges that you/El Periodico face(s) daily as an independent media?

- a. What aspects do you think you are doing very/particular well as an independent media?
- b. What value do you think you've/El Periodico has brought to the Guatemalan public and their interest?

#### 3. Please, describe the journalistic best practices that are in place at El Periodico? Do you have clear, written protocols in place?

- a. Do you use (or are encouraged to use) a diverse network of sources?
- b. Does El Periodico present different perspectives in the stories covered?
- c. How do you balance public interest vs. private/special interest groups?
- d. Do you have clear protocols/policies in place to distinguish advertisement and journalistic content?

## Appendix 2: Interview Protocol with MDIF Client Journalist (Continue 1)

e. what are the biggest challenges, if any, you face in adopting best practices?

### 4. Is there a legal framework in your country to protect journalists?

a. In El Periodico, are there any procedures in place to protect journalists?

b. Are there any journalist from El Periodico in need of support/assistance in judicial/criminal cases?

c. Has El Periodico ever participated in any activities promoting editorial freedom? If yes, can you give us an example?

### 5. Can you think of any instances where a law/regulation or an institutions was created, changed, etc because of reporting done by El Periodico?

a. Could you describe in more details?

b. Do you write stories to inform decisions made by the public?

c. Do you track the number of stories promoting access/use of democratic institutions?

### 6. Does El Periodico have any story/content tracking system in place?

a. How does it work?

b. Do citizens have a channel to make complaints/suggestion to El Periodico?

c. Does El Periodico promote forums/townhalls of discussion?

d. How many events did El Periodico hold since you received the loan from MDIF?

e. Do you believe that relevant/important news to daily life are being covered?

f. In El Periodico, do you have any control to check if hate/discriminatory speech are being excluded from your content?

### 7. Does El Periodico participate in any coalitions/organizations, such as ...?

a. What type/kind of organizations/coalitions are these?

b. Do you know how many members participate in this organization/coalition?

c. Does El Periodico participate in any international network?

## Appendix 2: Interview Protocol with MDIF Client Journalist (Continue 2)

### 8. Do you have any capacity building needs?

- a. If yes, what are they?
- b. Why do you need these capacities? What challenges do you have to overcome?
- c. Do you rely on other MDIF clients for support or peer-learning/knowledge exchange opportunities?

## Appendix 3: Civil Society Representative Survey

### Guatemala Civil Society Representatives Survey

#### Introduction to the Study on the impacts of Independent Media in Guatemala

A group of graduate student researchers from Columbia University is conducting a study on behalf of the Media Development Investment Fund to understand the impact of independent media on society. MDIF provides affordable financing and technical assistance to help independent news outlets build sustainable businesses around quality journalism. Their client, El Periodico, has been chosen as a case study for the research. We are working to understand the impact that El Periodico, has had on Guatemalan society. We are not getting paid for this study and all the information will be used is confidential and will only be used in the report. Your information and participation in this survey will not be shared with anyone other than the research team.

As a civil society representative, your opinion will reflect various positions and interests of Guatemala. However, we ask you to please answer the questions through your personal lens and experiences as a citizen in Guatemala as opposed to solely the interest of the organization you may work for or represent.

This survey will take approximately 15-20 minutes and all the personal and contact information you provide will be confidential. Please complete the survey no later than March 27th, 2013. Feel free to contact us at sipamediaevaluation@gmail.com if you have any further questions or concerns.

#### Important Definitions and Assumption About our Research

We are working under the assumption that timely, accurate, relevant information is critical to free societies because it enables fuller participation in public life, holds the powerful to account and protects the rights of the individual.

For the purposes of this survey, we understand independent media as a media organization that is not affiliated financially to a specific government or corporate interest. Independent media provide news and information that people need to have a say in how their cities, regions and countries are run by exposing corruption; holding authorities to account; and providing a platform for debate.

We define traditional media and mass media as old media that have existed for many years (such as the press, radio and television). When referring to media outlets, we are referring to all media companies in Guatemala, not limited to but including TV, Radio, Newspaper and Online.

The next page is the consent form for which you agree or decline to participate in this survey.

#### Consent Form

Your participation in this survey is voluntary and you can stop participating at any time.

Your participation in the study is for research purposes. All your personal and contact information along with your answers are confidential, no one outside of the research team, including MDIF will have access to this information.

The name of your organization or affiliation will not be used in any document without your consent, such as a final report to MDIF as part of our assignment. Your personal information, such as your name and position will never be used in any document, report or presentation.

#### \* 1. Do you consent to participate in the survey?

- Yes, I agree to Participate in this survey
- No, I do not agree to participate in this survey

Thank you and thank you for your time!

## Guatemala Civil Society Representatives Survey

### \*2. Consent for use of the name of the organization

- Yes, I consent to the research team to identify the name of my organization in any of the reports or presentations. I understand that my personal information and contact information is confidential and will never be shared.
- No, I do not consent to the research team to identify the name of my organization in any reports or presentations. I understand that my personal information and contact information is confidential and will never be shared.

### 3. What top THREE sources of news do you use on a regular basis?

- a.
- b.
- c.

### 4. Do you consider any of these news sources independent, free of government and corporate control and intervention?

- Yes
- No

### 5. Which ones?

- a.
- b.
- c.

### 6. Which type of media outlet do you consider most influential in Guatemala? (response category - to rate the following)

<input type="text"/>	TV
<input type="text"/>	Radio
<input type="text"/>	Newspaper
<input type="text"/>	Magazine
<input type="text"/>	Internet

## Guatemala Civil Society Representatives Survey

### 7. Do you agree the following media outlets identify and report on topics that are important to the daily lives of people in Guatemala?

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 8. Do you agree the following media outlets help the public make informed decisions on politics and government matters?

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 9. How much influence does the news coverage from the following media have on citizen political decision-making?

	No Influence whatsoever	A little influence, but not much	Some influence	A great deal of influence	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 10. Do you agree the following media produce content that is objective and based upon truth?

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 11. With regards to journalistic standards, do you agree reporters from the following media follow/adapt best practices? (i.e. Does the media tell the truth, report on the facts, are they fair, do they represent diverse sources, and are they accurate? )

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## Guatemala Civil Society Representatives Survey

### 12. Do you agree the following media outlets clearly differentiate editorial opinion, journalistic content, and advertising?

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 13. Do you agree the following media outlets represent a diversity of opinions?

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 14. Do you agree that the following media outlets do a good job of providing various sources and perspectives in their reporting/news articles? (Example: Is more than one perspective provided in each story?)

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 15. Do you agree that the public believes the following media outlets are dedicated to public service rather than serving a specific interest groups or agendas?

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 16. Do you agree the following media do a good job of investigative reporting?

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Guatemala Civil Society Representatives Survey

### 17. Do you agree the following media outlets are helping to shape laws and regulations through their media coverage?

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 18. Do you agree the following media outlets engage civil society in critical debates?(i.e host forums or townhall discussions)

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 19. Do you agree the following media outlets uncover wrongdoing by officials, government agencies, or businesses? (i.e corruption and fraud)

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 20. Do you agree that the stories published by the following media outlets result in consequence/prosecution of officials, government agencies, or businesses?

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 21. Do you agree that the stories published by the following media outlets contribute to developing solutions to relevant societal issues?

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Guatemala Civil Society Representatives Survey

**22. Do you agree information reported by the following media outlets promotes the use of democratic institutions (including but not limited to access and information about public services, voting, information about the judicial system?)**

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**23. Do you agree the following media outlets have a citizen reporting system in place? (ie. A hotline or news tip line, a place to send information, pictures, videos)**

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**24. Do you agree the following media outlets provide space for public feedback/comments online or through other means of communication?**

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**25. Do you agree the following media outlets actively serve as a platform for public discussion and debate about important issues facing society? (ie. do stories get people talking about certain issues, etc).**

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**26. Do you agree that the following media outlets avoid carrying “hate speech” content? (ie. discriminatory language)**

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
Traditional Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El Periódico	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Guatemala Civil Society Representatives Survey

### \*27. Do you know El Periódico?

- Yes.
- No

### 28. Do you think El Periódico is an important source of information and news?

- Yes
- No

### 29. Do you regard El Periódico as an independent media outlet, free from government and corporate control and intervention?

- Yes
- No

### 30. How often do you read El Periodico?

- Daily
- Several times a week
- Once a week
- Once a month
- Never

## Guatemala Civil Society Representatives Survey

### 31. Do you agree that El Periódico reflects and reports on a variety of social issues?

	Strongly disagree	Disagree	Agree	Strongly agree	I don't know
concerning gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
organized crime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
human rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
democracy and governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
social convention and norms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
religion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
indigenous and minority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 32. What is your opinion on El Periódico? (response is optional)

### 33. What is your name? (optional)

### 34. What organization do you belong to? (Optional)

## Guatemala Civil Society Representatives Survey

**35. The team of graduate students from Columbia University will be visiting Guatemala for this research on the independent media in Guatemala. We will be in Guatemala from 11 to 22 March 2013.**

**Would you be willing to participate in a follow-up interview which would take up to 30 minutes during the dates from 11 to 22 March 2013?**

**If yes, please state your name, contact information and dates of availability possible.**

## Appendix 4: Follow-up Interview Protocol with Civil Society Representatives <sup>68</sup>

### Consent Language for interviews:

This interview will take less than one hour to complete. I will be audio-taping the interviews so that I have an accurate record of your responses. I will transcribe the audiotape of this interview and destroy the tape within 2 months of the interview. No one else will hear or read your interview responses; only the SIPA team will have access to your interview recording and responses. Though I may take excerpts from your interview, I will never make reference to you by name.

Participation in this interview is voluntary. This means that if you cannot or do not want to respond to any of the following questions, you do not have to. If at any time during the interview you are uncomfortable, please let me know so we can stop the interview.

Do you have any questions or concerns about the interview?

Do you consent to participate in this interview?

**1. What top THREE sources of news do you use on a regular basis?**

**2. Do you consider any of these news sources independent, free of government and corporate control and intervention?**

**YES/NO**

**Which ones -**

**(if EI Periodico is not mentioned above)**

**3. Do you know EI Periodico?**

**YES/NO**

**a. Do you refer to EI Periodico to be a top source of information and news?**

**YES/NO**

**b. Do you consider EI Periodico to be an independent newspaper?**

**YES/NO**

**c. How frequently do you read EI Periodico?**

**4. Do you agree that traditional media /independent media/ EI Periodico help the public make informed decisions on politics and government matters?**

**YES/NO/Why?**

**Which one of them do you believe contribute the most to the public in terms of helping them make informed decisions on politics?**

68. The follow-up interview protocol is not supposed to be a fixed guide for all follow-up interviewees. This protocol is made mainly for those who has not answered the civil society survey before being interviewed. For those who have already completed the civil society survey, the follow-up interview questions should be flexibly made /asked based on their survey responses.

5. How much influence do you think the news coverage from traditional media/ independent media/EI Periodico have on citizen political decision-making, respectively?

Why do you make such conclusions?

6. Do you agree traditional media /independent media/ EI Periodico, produce content that is objective and based upon truth?

Yes/No/Why

7. With regards to journalistic standards, do you agree reporters from traditional media /independent media/ EI Periodico follow/adapt best practices? (i.e. Does the media tell the truth, report on the facts, are they fair, do they represent diverse sources, and are they accurate? )

Yes/No/Why/Impressive examples

8. Do you agree traditional media /independent media/ EI Periodico clearly differentiate editorial opinion, journalistic content, and advertising?

Yes/No/Why/Impressive examples

9. Do you agree traditional media /independent media/ EI Periodico represent a diversity of opinions?

Yes/No/Why/Impressive examples

10. Do you agree that traditional media /independent media/ EI Periodico do a good job of providing various sources and perspectives in their reporting/news articles? (Example: Is more than one perspective provided in each story?)

Yes/No/Why/Impressive examples

11. Do you agree that the public believes traditional media /independent media/ EI Periodico are dedicated to public service rather than serving a specific interest groups or agendas?

Yes/No/Why/Impressive examples

12. Do you agree traditional media /independent media/ EI Periodico do a good job of investigative reporting?

Yes/No/Why/Impressive examples

13. Do you agree traditional media /independent media/ EI Periodico are helping to shape laws and regulations through their media coverage?

Yes/No/Why/Impressive examples



**14. Do you agree media /independent media/ El Periodico engage civil society in critical debates?(i.e host forums or townhall discussions)**

**Yes/No/Why/Impressive examples**

**15. Do you agree media /independent media/ El Periodico uncover wrongdoing by officials, government agencies, or businesses? (i.e corruption and fraud)**

**Yes/No/Why/Impressive examples**

**16. Do you agree that the stories published by media /independent media/ El Periodico result in consequence/prosecution of officials, government agencies, or businesses?**

**Yes/No/Why/Impressive examples**

**17. Do you agree information reported by media /independent media/ El Periodico promotes the use of democratic institutions (including but not limited to access and information about public services, voting, information about the judicial system?)**

**Yes/No/Why/Impressive examples**

## Appendix 5: MDIF Client's Subscribers, Users or Public Survey

### Subscribers Survey

#### Introduction to the Study on the impacts of Independent Media in Guatemala

A team of graduate student researchers from Columbia University's School of International and Public Affairs (SIPA) in the United States is conducting a study on behalf of the Media Development Investment Fund (MDIF) to understand the impacts of independent media on society. MDIF provides affordable financing and technical assistance to help independent news outlets build sustainable businesses around quality journalism. Their client, El Periódico, has been chosen as a case study for the research.

We are working to understand the impacts that media in general and El Periódico in particular, has had on Guatemalan society. You have been randomly selected through the team's research as someone that represents El Periodico's subscribers. As a subscriber of El Periodico, your opinion is important to the research and will help better understand El Periodico's impact on the public. Please respond to the questions through your personal lens and based on your experiences as a reader of El Periodico.

The SIPA team of graduate students is not being compensated to conduct this study. Your participation in this study is voluntary and you will not be compensated, thereby minimizing the appearance of coercion. Your participation in the study and all your personal and contact information along with your responses will be kept confidential; no one outside the SIPA research team, including MDIF, will have access to this information.

This survey will take approximately 8-12 minutes.

Please complete the survey no later than March 27th, 2013. Feel free to contact us at [sipamediaevaluation@gmail.com](mailto:sipamediaevaluation@gmail.com) if you have any further questions or concerns.

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68. The follow-up interview protocol is not supposed to be a fixed guide for all follow-up interviewees. This protocol is made mainly for those who has not answered the civil society survey before being interviewed. For those who have already completed the civil society survey, the follow-up interview questions should be flexibly made /asked based on their survey responses.

## Subscribers Survey

### Important Definitions and Assumption About our Research

We are working under the assumption that timely, accurate, relevant information is critical to free societies because it enables fuller participation in public life, holds the powerful to account and protects the rights of the individual.

For the purposes of this survey, we understand independent media as a media organization that is not affiliated financially to a specific government or corporate interest. Independent media provide news and information that people need to have a say in how their cities, regions and countries are run by exposing corruption; holding authorities to account; and providing a platform for debate.

We define traditional media and mass media as old media that have existed for many years (such as the press, radio and television). When referring to media outlets, we are referring to all media companies in Guatemala, not limited to but including TV, Radio, Newspaper and Online.

The next page is the consent form for which you agree or decline to participate in this survey.

## Subscribers Survey

### Consent Form

Your participation in this survey is voluntary and you may stop participating at any time. This study is for research purposes only. The survey is anonymous.

**\*1. Do you consent to participate in the survey?**

- Yes, I agree to Participate in this survey
- No, I do not agree to participate in this survey

## Subscribers Survey

**2. What are the names of the top THREE sources of news (including newspaper, magazine, radio, TV, internet) do you use on a regular basis?**

- a.
- b.
- c.

**3. Do you refer to El Periodico as your top source of information and news?**

- Yes
- No

**4. How often do you read El Periodico?**

- At least once a day
- More than once a week (less than once a day)
- Once a week
- Once a month
- Once a year

## Subscribers Survey

### **5. Do you agree that El Periodico identifies and reports on topics that are important to your daily life?**

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

### **6. Do you agree that El Periodico helps you make informed decisions on politics and government matters?**

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

## Subscribers Survey

### 7. How much influence does the news coverage from El Periodico have on your political decision-making?

- No influence at all
- A little influence, but not much
- Some influence
- A great deal of influence
- I don't know

### 8. Do you agree El Periodico produces content that is objective and based upon truth?

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

## Subscribers Survey

**9. With regards to journalistic standards, do you agree that reporters from El Periodico follow and adapt best practices? For example, do they tell the truth, report on the facts, are they fair, do they represent diverse sources, and are they accurate?**

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

**10. Do you agree that El Periodico clearly differentiates between editorial opinion, journalistic content, and advertising?**

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

**11. Do you agree that El Periodico represents a diversity of opinions?**

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

**12. Do you agree that El Periodico does a good job of providing various sources and perspectives in their reporting/news articles? For example, El Periodico provides more than one perspective in each story.**

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know



## Subscribers Survey

### 13. Do you agree that El Periodico is helping to shape laws and regulations in Guatemala through its news reports?

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

### 14. Do you agree that El Periodico engages you in critical debates? For example, does El Periodico host forums or townhall meetings discussions?

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

### 15. Do you agree that El Periodico uncovers wrongdoings by officials, government agencies, or businesses? For example, do they uncover stories of corruption and fraud?

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

## Subscribers Survey

**16. Do you agree that the stories published by El Periodico contributes to developing solutions to relevant societal issues?**

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

**17. Do you agree that information reported by El Periodico promotes the use of democratic institution, such as, but not limited to access and information about public services, voting, information about the judicial system?**

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

## Subscribers Survey

**18. Do you regard El Periodico as an independent media outlet, free from government and corporate control and intervention?**

- Yes
- More or less
- Not at all
- I'm not sure

**19. Do you agree that El Periodico actively serves as a platform for public discussion and debate about important issues facing society? For example, if stories published by El Periodico get people talking about certain issues.**

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- I don't know

## Appendix 6: Summary of the Survey with Civil Society Representatives from Guatemala

### 3. What top THREE sources of news do you use on a regular basis?

El Periodico (28 times)  
 Prensa Libre (24 times)  
 Sigio 21 (7 times)  
 Emisoras (7 times)  
 CNN (3 times)  
 Guatevision (3 times)

### 4. Do you consider any of these news sources independent, free of government and corporate control and intervention?

Yes 64.91%  
 No 35.08%

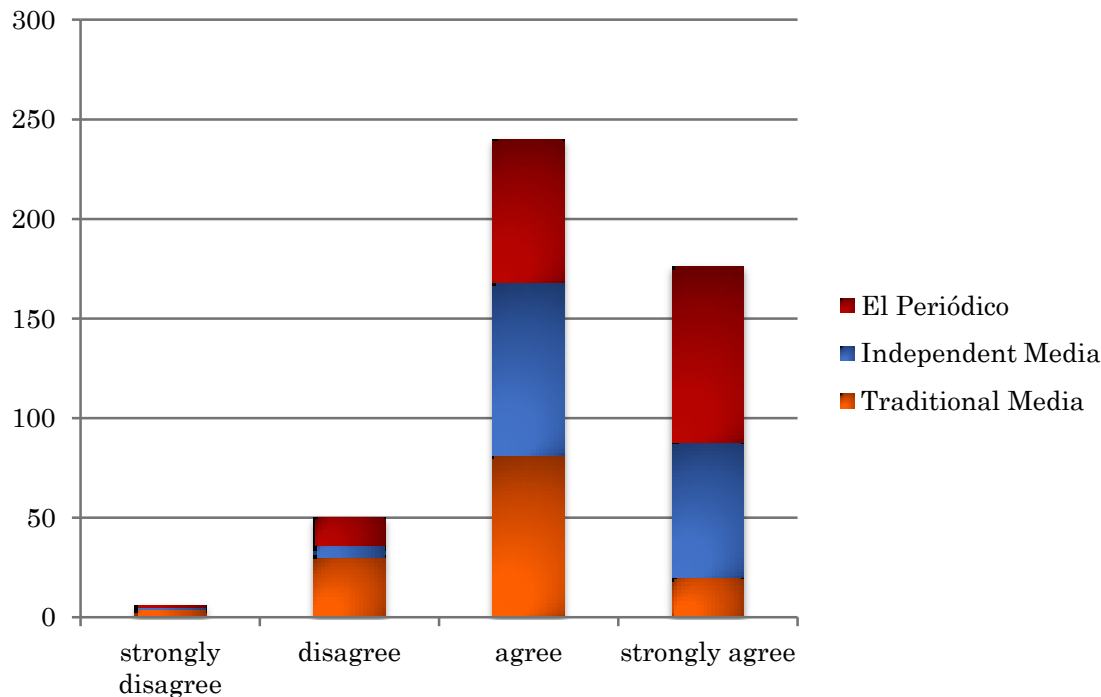
### 5. Which ones?

El perodico (15 times)  
 Prensa Libre (5 times)  
 Emisoras Unidas (6 times)  
 Plaza Publica (3 times)  
 Sigio 21 (2 times)  
 Veá Canal (2 times)  
 Guatevision (2 times)  
 La Hora (2 times)

### 6. Which type of media outlet do you consider most influential in Guatemala? (response category - to rate the following) (most influential is 5, lest influential is 1)

	5	4	3	2	1	MII
TV	31.6%	36.8%	24.6%	3.5%	3.5%	3.89
Radio	33.3%	28.1%	28.1%	7.0%	3.5%	3.80
Newspaper	21.1%	21.1%	42.1%	14.0%	1.8%	3.45
Magazine	5.3%	3.5%	0%	19.3%	71.9%	1.5
Internet	8.8%	10.5%	5.3%	56.1%	19.3%	2.33

### 7. Do you agree the following media outlets identify and report on topics that are important to the daily lives of people in Guatemala?



	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	7.1% 4	26.8% 15	51.8% 29	10.7% 6	2.58
Independent Media	1.9% 1	5.6% 3	57.4% 31	33.3% 18	3.18
El Periódico	1.8% 1	12.3% 7	47.4% 27	40.4% 23	3.29

## 8. Do you agree the following media outlets help the public make informed decisions on politics and government matters?

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	8.8%	43.9%	35.1%	10.5%	2.43
Independent Media	0%	23.6%	52.7%	20.0%	2.85
El Periódico	3.6%	16.1%	57.1%	21.4%	2.92

## 9. How much influence does the news coverage from the following media have on citizen political decision-making?

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	1.8%	10.5%	33.3%	49.1%	3.19
Independent Media	3.6%	38.2%	38.2%	14.5%	2.52
El Periódico	1.8%	16.1%	57.1%	21.4%	2.9

**10. Do you agree the following media produce content that is objective and based upon truth?**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	15.3%	47.5%	25.4%	1.7%	2
Independent Media	3.6%	25.5%	52.7%	14.5%	2.7
El Periódico	1.8%	22.8%	50.9%	19.3%	2.77

**11. With regards to journalistic standards, do you agree reporters from the following media follow/adapt best practices? (i.e. Does the media tell the truth, report on the facts, are they fair, do they represent diverse sources, and are they accurate? )**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	12.3%	52.6%	21.1%	5.3%	2.01
Independent Media	3.5%	26.30%	47.4%	15.8%	2.61
El Periódico	1.8%	21.4%	48.2%	23.2%	2.82

**12. Do you agree the following media outlets clearly differentiate editorial opinion, journalistic content, and advertising?**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	16.4%	40.0%	34.5%	3.6%	2.14
Independent Media	1.8%	20.0%	47.3%	21.8%	2.63
El Periódico	3.6%	12.7%	49.1%	30.9%	3

**13. Do you agree the following media outlets represent a diversity of opinions?**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	13.00%	48.1%	29.6%	5.6%	2.20
Independent Media	1.8%	25.5%	43.6%	23.6%	2.78
El Periódico	1.8%	20.0%	49.1%	29.1%	3.05



**14. Do you agree that the following media outlets do a good job of providing various sources and perspectives in their reporting/news articles? (Example: Is more than one perspective provided in each story?)**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	7.4%	57.4%	25.9%	3.7%	2.07
Independent Media	0%	34.5%	41.8%	18.2%	2.6
El Periódico	0%	32.7%	49.1%	16.4%	2.78

**15. Do you agree that the public believes the following media outlets are dedicated to public service rather than serving a specific interest groups or agendas?**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	29.6%	44.4%	13.00%	5.6%	1.79
Independent Media	7.4%	29.6%	44.4%	13%	2.51
El Periódico	7.4%	29.6%	35.2%	22%	2.61

### 16. Do you agree the following media do a good job of investigative reporting?

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	16.7%	42.6%	31.5%	3.7%	2.11
Independent Media	0%	20.4%	48.1%	24.1%	2.81
El Periódico	0%	7.4%	53.7%	37%	3.2

### 17. Do you agree the following media outlets are helping to shape laws and regulations through their media coverage?

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	14.00%	40.7%	33.3%	7.4%	2.24
Independent Media	13.2%	43.4%	32.1%	7.5%	2.26
El Periódico	9.4%	32.1%	45.3%	7.5%	2.39

**18. Do you agree the following media outlets engage civil society in critical debates?  
(i.e host forums or town hall discussions)**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	22.6%	41.5%	26.4%	3.8%	2
Independent Media	7.5%	24.5%	45.3%	17.0%	2.60
El Periódico	5.6%	38.9%	37.0%	14.8%	2.53

**19. Do you agree the following media outlets uncover wrongdoing by officials, government agencies, or businesses? (i.e corruption and fraud)**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	5.6%	31.5%	46.3%	9.3%	2.44
Independent Media	0%	11.1%	57.4%	25.9%	2.98
El Periódico	0%	9.3%	44.4%	42.6%	3.22

**20. Do you agree that the stories published by the following media outlets result in consequence/prosecution of officials, government agencies, or businesses?**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	13.0%	42.6%	27.8%	5.6%	2.03
Independent Media	9.3%	33.3%	33.3%	11.1%	2.20
El Periódico	5.6%	29.6%	37.0%	16.7%	2.43

**21. Do you agree that the stories published by the following media outlets contribute to developing solutions to relevant societal issues?**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	9.3%	51.9%	27.8%	3.7%	2.11
Independent Media	0%	44.4%	38.9%	9.3%	2.42
El Periódico	3.7% 2	35.2%	44.4%	11.1%	2.51

**22. Do you agree information reported by the following media outlets promotes the use of democratic institutions (including but not limited to access and information about public services, voting, information about the judicial system?)**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	18.5%	35.2%	40.7%	5.6%	2.24
Independent Media	0%	24.1%	53.7%	13.00%	2.61
El Periódico	0%	20.8%	49.1%	22.6%	2.79

**23. Do you agree the following media outlets have a citizen reporting system in place? (ie. A hotline or news tip line, a place to send information, pictures, videos)**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	0%	34.0%	39.6%	7.5%	2.16
Independent Media	0%	24.5%	32.1%	18.9%	2.20
El Periódico	0%	24.5%	37.7%	17.0%	2.30

**24. Do you agree the following media outlets provide space for public feedback/comments online or through other means of communication?**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	0%	22.2%	55.6%	9.3%	2.48
Independent Media	0%	15.1%	45.3%	17.0%	2.34
El Periódico	0%	13%	50%	29.6%	2.94

**25. Do you agree the following media outlets actively serve as a platform for public discussion and debate about important issues facing society? (ie. do stories get people talking about certain issues, etc).**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	1.9%	33.3%	50%	13.0%	2.70
Independent Media	0%	18.5%	50%	24.1%	2.83
El Periódico	0%	18.5%	59.3%	18.5%	2.88

**26. Do you agree that the following media outlets avoid carrying “hate speech” content? (ie. discriminatory language)**

	Strongly disagree	Disagree	Agree	Strongly agree	MII
Traditional Media	14.8%	35.2%	33.3%	7.4%	2.14
Independent Media	7.4%	35.2%	33.3%	13.00%	2.29
El Periódico	9.3%	27.8%	44.4%	14.8%	2.57

**27. Do you know El Periódico?**

Yes	98.1%
No	1.9%

**28. Do you think El Periódico is an important source of information and news?**

Yes	100%
No	0%
MII	4

**29. Do you regard El Periódico as an independent media outlet, free from government and corporate control and intervention?**

Yes	69.8%
No	30.2%
MII	3.08

### 30. How often do you read El Periódico?

Daily	52.8%
Several times a week	26.4%
Once a week	7.5%
Once a month	5.7%
Never	7.5%

### 31. Do you agree that El Periódico reflects and reports on a variety of social issues?

	Strongly disagree	Disagree	Agree	Strongly agree	MII
concerning gender	1.9%	15.4%	57.7%	15.4%	2.63
education	1.9%	7.5%	60.4%	22.6%	2.86
organized crime	0%	1.9%	49.1%	43.4%	3.24
economy	0%	0%	64.2%	30.2%	3.12
human rights	3.8%	17.0%	47.2%	28.3%	2.89
democracy and governance	0%	7.5%	41.5%	45.3%	3.20
social convention and norms	3.8%	20.8%	50.9%	18.9%	2.69
religion	3.8%	28.8%	51.9%	7.7%	2.47
sexual orientation	7.5%	43.4%	35.8%	5.7%	2.22
indigenous and minority	7.5%	17.0%	50.9%	18.9%	2.69

### 32. What is your opinion on El Periódico? (See the following word cloud that is made from key points of the answers)





## Appendix 7: Summary of the Survey with El Periodico's Subscribers

### 2. What are the names of the top THREE sources of news (including newspaper, magazine, radio, TV, internet) do you use on a regular basis?

El Periodico (78 times)  
 Prenda Libre(22 times)  
 Diarios Escritos (14 times)  
 Emisoras Unidas(9 times)  
 CNN (6 times)  
 Telenoticeros( 6 times)

### 3. Do you refer to El Periodico as your top source of information and news?

Yes	89.19%
No	10.81%

### 4. Do you think El Periodico is an independent press?

Yes	87.39%
No	12.61%

### 5. How often do you read El Periodico

Daily	80.18%
Several times per a week	12.61%
Once a week	5.41%
Once a year	0% 0

**6. Do you agree that El Periodico identifies and reports on topics that are important to your daily life?**

Strongly disagree	5.41%
Disagree	8.11%
Agree	61.26%
Strongly agree	24.32%
MII	3.03

**7. Do you agree that El Periodico helps you make informed decisions on politics and government matters?**

Strongly disagree	3.67%
Disagree	8.26%
Agree	69.72%
Strongly agree	13.76%
MII	2.84

**8. How much influence does the news coverage from El Periodico have on your political decision-making?**

No influence at all	13.64%
A little influence, but not much	27.27%
Some influence	47.27%
A great deal of influence	11.82%
MII (No influence at all=1, A great deal of influence=4)	2.57

**9. Do you agree El Periodico produces content that is objective and based upon truth?**

Strongly disagree	1.82%
Disagree	13.64%
Agree	63.64%
Strongly agree	15.45%
MII	2.81

**10. With regards to journalistic standards, do you agree that reporters from El Periodico follow and adapt best practices? For example, do they tell the truth, report on the facts, are they fair, do they represent diverse sources, and are they accurate?**

Strongly disagree	3.67%
Disagree	11.01%
Agree	65.14%
Strongly agree	15.60%
MII	2.83

**11. Do you agree that El Periodico clearly differentiates between editorial opinion, journalistic content, and advertising?**

Strongly disagree	1.83%
Disagree	8.26%
Agree	59.63%
Strongly agree	24.77%
MII	2.96

**12. Do you agree that El Periodico represents a diversity of opinions?**

Strongly disagree	1.83%
Disagree	8.26%
Agree	61.47%
Strongly agree	25.69%
MII	3.06

**13. Do you agree that El Periodico does a good job of providing various sources and perspectives in their reporting/news articles? For example, El Periodico provides more than one perspective in each story.**

Strongly disagree	2.75%
Disagree	21.10%
Agree	59.63%
Strongly agree	11.93%
MII	2.72

**14. Do you agree that El Periodico is helping to shape laws and regulations in Guatemala through its news reports?**

Strongly disagree	1.85%
Disagree	37.96%
Agree	33.33%
Strongly agree	8.33%
MII	2.11%

**15. Do you agree that El Periodico engages you in critical debates? For example, does El Periodico host forums or townhall meetings discussions?**

Strongly disagree	1.85%
Disagree	12.96%
Agree	60.19%
Strongly agree	10.19%
MII	2.49

**16. Do you agree that El Periodico uncovers wrongdoings by officials, government agencies, or businesses? For example, do they uncover stories of corruption and fraud?**

Strongly disagree	0.93%
Disagree	4.63%
Agree	43.52%
Strongly agree	49.07%
MII	3.37

**17. Do you agree that the stories published by El Periodico contributes to developing solutions to relevant societal issues?**

Strongly disagree	0.94%
Disagree	18.87%
Agree	50%
Strongly agree	15.09%
MII	2.49

**18. Do you agree that information reported by El Periodico promotes the use of democratic institution, such as, but not limited to access and information about public services, voting, information about the judicial system?**

Strongly disagree	0.94%
Disagree	5.66%
Agree	60.38%
Strongly agree	22.64%
MII	2.84

**19. Do you agree that the public believes the following media outlets are dedicated to public service rather than serving a specific interest groups or agendas?**

Strongly disagree	2.83%
Disagree	12.26%
Agree	57.55%
Strongly agree	21.70%
MII	2.87

**20. Do you agree that El Periodico actively serves as a platform for public discussion and debate about important issues facing society? For example, if stories published by El Periodico get people talking about certain issues.**

Strongly disagree	0.95%
Disagree	5.71%
Agree	67.62%
Strongly agree	19.05%
MII	2.91

## Appendix 8: Media Impact Index (MII) – Complete Results

### 1. MII by media category:

Traditional media	2.26
Independent media	2.60
El Periodico	2.80

### 2. Client's (El Periodico) MII by survey group representatives:

Civil Society Representative	2.83
Subscribers	2.79

### 3. MII by short-term outcomes

#### (1) Disseminating information/ content that is relevant (national & community level)

Traditional media	2.34
Independent media	2.71
El Periodico	2.90 (Representatives) ; 2.78 (Subscribers)

#### (2) Building relationships and nurturing a culture of independent/ unbiased sources

Traditional media	2.03
Independent media	2.64
El Periodico	2.84 (Representatives) ; 2.88 (Subscribers)

#### (3) Promoting access to/use of democratic institutions

Traditional media	2.38
Independent media	2.60
El Periodico	2.84 (Representatives) ; 2.74 (Subscribers)

#### (4) Promoting/facilitating spaces/forums for free, open dialogs (Clients)

Traditional media	2.30
Independent media	2.46
El Periodico	2.65 (Representatives) ; 2.70 (Subscribers)



## Appendix 9: How the Media Impact Index (MII) was designed?

The Media Impact Index was generated based on the quantitative data from both the civil society survey and the subscribers' survey. In order to ensure the triangulation of data, similar questions appear in both surveys and are related to El Periódico impacts on the local community. Thus comparison of similar data points across diverse sources is possible. All responses were coded on a 4-point scale, such that strongly disagree, disagree, agree, strongly agree were coded as 1 through 4 respectively. A high index rating (4) implies a positive outlook. Yes/No response categories were also coded using a 1~4 scale. Answer "Yes" was coded as 4 and answer "No" was coded as 1. Thus, a high index rating implies a positive outlook.

Once all responses were coded, an index rating of MII was calculated. Adding up the MII for each question produced the overall average value for the survey. An index was generated for each short-term outcome by grouping the corresponding questions from the survey and then calculating the average. The MII for those groups of questions were added and the average was taken to produce an MII for each specific short-term outcome.

## Appendix 9: How the Media Impact Index (MII) was designed?

### Classifications of questions:

Short-Term Outcomes	Indicators What can we measure (observe, count, etc)	Quantitative analysis (Number of the question in survey)
4.2 Disseminating information/ content that is relevant (national & community level)	<ul style="list-style-type: none"> <li>-Relevant, important to daily life stories are being covered by MDIF Client</li> <li>- Client's position in media landscape (existing MDIF data)</li> <li>-Protocols &amp; policies in place to distinguish advertisement and journalism content</li> </ul>	<p>representative survey 3,6, 7, 8, 9, 11, 12, 15, 16, 21, 25, 28, 29, 30, 31</p> <p>Subscribers Survey 2, 3, 4, 5, 6, 8, 10, 11, 17</p>
4.3 Building relationships and nurturing a culture of independent/ unbiased sources (Clients)	<ul style="list-style-type: none"> <li>-Diversity of sources</li> <li>-Public interest VS. private/special interest groups</li> <li>-More than one perspective is presented in important stories covered by MDIF client</li> </ul>	<p>representative survey 4, 5, 10, 11, 12, 13, 14, 15, 29, 31</p> <p>Subscribers Survey 4, 9, 10, 11, 12, 13, 19</p>
5.1 Promoting access to/use of democratic institutions	<ul style="list-style-type: none"> <li>- Changes in law/institutions because of MDIF client work</li> <li>- MDIF client work informs decisions made by citizens</li> <li>- # of stories promoting access to/use of democratic institutions (over time)</li> <li>- Story/content tracking system in place</li> </ul>	<p>representative survey 8, 9, 16, 17, 19, 20, 22, 31 (Democracy &amp; Governance)</p> <p>Subscribers Survey 7, 8, 14, 16, 18</p>
5.2 Promoting/facilitating spaces/forums for free, open dialogs (Clients)	<ul style="list-style-type: none"> <li>-MDIF client has a citizen reporting system in place</li> <li>-MDIF client has a feedback system in place and the use of system by citizens</li> <li>- # of forums/townhalls discussions that MDIF client organize since they received the loan</li> <li>-Hate speech/discriminatory content not included</li> </ul>	<p>representative survey 18, 23, 24, 25, 26,</p> <p>Subscribers Survey 15, 20</p>



