

UNCLASSIFIED  
*Document*

RELEASED IN PART  
B6, B4

D1



A PROUD AFFILIATE OF THE  
ORGANIZATION OF AMERICAN STATES

---

**APPLICATION FOR AN ASSISTANCE AWARD**

**FOSTERING MEDIA  
FREEDOM IN VENEZUELA**

**In Response to US Department of State - Bureau of Democracy, Human Rights  
and Labor (DRL) Solicitation DRL-07-GR-011-GLOWHA-103007**

**PREPARED BY**

**PAN AMERICAN DEVELOPMENT FOUNDATION (PADF)**

John Sanbrailo  
Executive Director  
Pan American Development Foundation  
November 27, 2007

This proposal includes proprietary data and analysis that shall not be disclosed outside the U.S. Government and shall not be duplicated, used or disclosed - in whole or in part - for any purpose other than to evaluate this application.

## TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY.....	ii
II.	PROPOSAL NARRATIVE.....	1
	A. Background.....	1
	B. Project Overview.....	1
	1. Project Goal and Objectives.....	1
	2. Overall Strategy and Plan.....	2
	a. Component One: Use of New Technologies Initiatives By Journalists.....	2
	b. Component Two: Investigative Journalism.....	3
	C. Program Activities and Implementation.....	3
	1. Program Component One: Use of New Technologies by Journalists.....	4
	2. Program Component Two: Investigative Journalism.....	5
	D. Expected Project Results.....	7
	E. Monitoring & Evaluation.....	7
	F. Special Circumstances.....	7
	G. Proposed Timeline.....	8
	H. Project Management Staff.....	8
	I. PADF Capability Statement.....	9
III.	BUDGET.....	11
IV.	BUDGET NARRATIVE.....	12
V.	ANNEXES.....	18
	1. Annex A – Monitoring and Evaluation Plan.....	18
	2. Annex B. Proposed In-Country Director CV.....	22

## I. EXECUTIVE SUMMARY

The Pan American Development Foundation is pleased to submit this \$798,240- two-year project for Fostering Media Freedom in Venezuela. The project's goal is to enhance media freedom and strengthen democratic institutions in Venezuela; its objectives are to foster professional journalistic practices, promote balanced and objective media coverage of critical issues, and develop innovative media outlets. The project will strengthen independent journalists by providing them with training, technical assistance, materials and greater access to innovative internet-based technologies that expand and diversify media coverage and increase their capacity to inform the public on a timely basis about the most critical policy issues impacting Venezuela. The project will be implemented by the existing PADF office in Caracas through subgrants with two prestigious local partners:  PADF will be responsible for the overall project administration, financial management and all reporting. PADF and its partners will be responsible for implementing the different activities, which include a) technical assistance-training, b) creative incentives for better journalism, and c) better use of technologies. Results will include more effective and professional journalism, greater citizen participation, enhanced democratic pluralism and stronger democratic practices. Sustainability will be achieved by linking the participating local organizations to national private-sector stakeholders, such as the leading journalism schools, and two international counterparts. By using our existing Venezuela team including a highly qualified COP, and fully utilizing our affiliation with the OAS, PADF offers unique capabilities and methodologies for assisting Venezuelan civil society by providing direct, fast and flexible assistance to promote and enhance media freedom in accordance with the principles of the Inter-American Democratic Charter. Point of Contact: Gerardo Arabe – South America Programs Director – [garabe@padf.org](mailto:garabe@padf.org) / 202 – 458-6338

B6

## II. PROPOSAL NARRATIVE

### A. Background

In recent years numerous international reports have highlighted growing concerns about press freedom, harassment of journalists and the media, and human rights violations in Venezuela. The Inter-American Human Rights Commission (IACHR) and other groups have issued statements on the "progressive deterioration of the exercise of freedom of expression" and the climate of intimidation and self-censorship among journalists and media. The IACHR reports that conditions "demonstrate a clear weakness in the fundamental pillars that must support the rule of law in a democratic system consistent with Conventions on Human Rights and other international instruments". The Inter-American Press Association said "...press freedom is seriously threatened and "...the government has committed more 'transgressions' against the press than in any other country in the Western Hemisphere". This situation is particularly troublesome as historically Venezuela has had one of the most vibrant and stable democracies in the region with full respect for fundamental rights, including freedom of expression.

Because of its great petroleum wealth and high per capita income, Venezuela has not been a major focus of international assistance, especially those activities for strengthening democratic institutions. As a result, the country has been often bypassed by programs aimed at developing civil society, professionalizing journalists, and strengthening democratic practices and values.

As a result, local independent media groups and journalists are weaker and more fragmented than those in other countries that undermine efforts to address threats to the country's democracy. Because of current restrictions, journalists and independent media outlets do not have access to training and technical assistance, new technologies, hemispheric exchanges and other opportunities that can help them to overcome the current conditions in Venezuela and maintain one of the key pillars of democracy—a free and independent media. Alternative and independent media, especially outside the capital Caracas, have little or no opportunity to access innovative tools and resources, thus missing key opportunities to reach and disseminate their information to wider audiences. The overall political environment and more so the adverse conditions for professional journalism, when combined with the official practice of restricting freedom of expression, have led to significantly fewer informative and investigative pieces. This has limited coverage of key policy issues, contributing to a poorly uninformed and polarized citizenry right when the county is experiencing some of the most critical challenges in its history.

### B. Project Overview

#### 1. Project Goal and Objectives

The goal of the project is to enhance media freedom and strengthen democratic institutions in Venezuela; its objectives are to foster professional journalistic practices, promote balanced and objective media coverage of critical issues, and develop innovative media outlets. The objectives will be achieved by strengthening independent journalists (by providing them with training, technical assistance, materials and greater use of innovative internet-based technologies), by expanding and diversifying media coverage; and by increasing journalists' capacity to inform the public on a timely basis about the most critical policy issues impacting Venezuela. Success will be measured as follows:

- Increased capacity of local media outlets and journalists to report on issues of national importance that promote democratic practices and values;

- Incentive mechanisms in place that foster professional journalism; and,
- Increased transparency and accountability through more effective media.

## 2. Overall Strategy and Plan

~~To achieve the proposed objectives, anticipated activities are grouped into two inter-related components: a) use of new technologies as alternative media to disseminate information, and b) promotion and support for investigative journalism.~~

### a: Component One: Use of New Technologies Initiatives By Journalists

According to a study recently presented in Caracas<sup>1</sup>, in 2006 there were over four million Venezuelans internet users (15.3% of the population), an increase of 35.3% over 2005. This phenomenon has changed the way Venezuelans are informed, allowing for enhanced opportunities to offer wider, more objective, and more accurate information regarding democratic principles and values. To take advantage of this opportunity, the project proposes to use modern communications technologies to enhance the professional attitude and practices of journalists and media institutions, thereby improving quality and coverage.

The project will identify and negotiate strategic institutional working alliances among civil society organizations; selected media-related institutions, academia, and local journalists and professional communicators, all of which have an interest in promoting communications using new technologies. PADF and its partners will then conduct a number of local training courses, workshops and other events, with technical support and coaching by renowned national and international professionals. Technical support services and coaching mechanisms will be established in order to enhance the communications techniques and the technical content, addressing the specific needs of the participating professionals. Similar services will be also offered to other communication institutions and individual journalists, which evidence their interest and commitment to further the objectives of the project.

PADF proposes to target the geographical areas of the Capital District (Caracas), the Andes, Center East, Zulia and the Western region of the country. In each region, the local partners will sign agreements with academic institutions that teach social communications; journalist unions; human rights institutions and community and development organizations. Building upon existing PADF relationships, agreements could be signed quickly with the Universities

B6  
B6

To promote and encourage competition process, the project will establish an incentive mechanism (e.g. grant fund) and provide funding for technical assistance to support the implementation of competitively selected initiatives that fall within the prioritized themes, meet the technical and sustainability requirements, and contribute to achieving the project objectives. Private sector involvement and funding for the selected initiatives will be secured as a means to ensure sustainability. In the latter part of the project, a series of events among the participating institutions and individuals will be organized for the purpose of establishing support networks, protection mechanisms and to create synergies across civil society.

<sup>1</sup> Tendencias Digitales, *Datanálisis, Indicadores de penetración y uso de Internet en Venezuela*, Estadísticas de Internet en Venezuela, April 10, 2007; Caracas, Venezuela

### b. Component Two: Investigative Journalism.

Traditionally, investigative journalism has been conducted in Venezuela as a response or follow up to public denouncements made by individuals, not always as a result of a formal, credible, investigative process. Highly personal denouncements, without formal establishment of facts or proofs, have damaged the credibility of this type of journalism. The project proposes to address this problem by ~~disseminating among the participating journalists the parameters, techniques and tools currently used~~ internationally (best practices) in investigative journalism, and assist them in applying them to specific cases in Venezuela.

As documented in a recent study by [ ] the current Venezuelan administration systematically denies access to official sources of information and promotes censorship and self-censorship of journalists who conduct these types of investigative journalism. To help address this critical constraint to media freedom in Venezuela, the project proposes to promote and support training courses for independent journalists, which would allow them to:

B6

- Have access to and be familiar with the most currently used tools and techniques for investigative journalism and be better prepared to counteract the threats that often inhibit them to cover critical and complex topics.
- Be prepared to conduct and publish medium- and long-term investigative projects, using modern electronic means made available to them with project support.

In order to identify and select the participating individual journalists, open workshops will be conducted first in Caracas, and then replicated in Maracaibo and Puerto La Cruz, covering the regions with the greatest concentration of newspapers and radio stations. Other cities in the country will be also considered if journalists are willing to finance their attendance or interested media organizations want to sponsor their staff. Professional and volunteer journalists, including faculty from the schools of journalism and universities will be invited. Each workshop will be conducted by an internationally-recognized international professional instructor and a Venezuelan counterpart previously selected based on his/her academic credentials and professional experience.

A series of workshops and seminars will be organized to teach the basics of conducting investigative journalism, including specific application to radio reporting, as well as develop and implement investigative proposals. According to the extensive experience of PADF partner [ ] a critical factor in ensuring that workshop materials are actually utilized in the journalist's regular work is that he/she have access to a monitoring mechanism that provides for continued control, advice, support and feedback on the investigation being carried out. To meet this need a coaching mechanism will be established to ensure successful completion of project-supported investigations, applying the methods and techniques introduced by the workshops and seminar.

B6

To ensure sustainability of the results which will be achieved under this component, all workshop materials and those already developed by the PADF team will be made available to all participating universities and schools of journalism in order to encourage the incorporation of these materials into their regular communications curricula, e.g. as a new specialized course on investigative journalism. In addition, a transparent and competitive prize will be established as another incentive to encourage investigative journalism projects. The PADF team will seek private-sector financial support to sustain the future of this cash award mechanism.

### C. Program Activities and Implementation

## 1. Program Component One: Use of New Technologies by Journalists

Under PADF's guidance and supervision, [redacted] will implement project component one. [redacted] created in 2002, is a Venezuelan NGO that seeks to promote free and independent media and communications as key elements in support of a democratic and participatory society. [redacted] monitors and reports regularly on the rights of freedom of expression and access to information in Venezuela. The organization trains journalists and other citizens about the right to freedom of expression and also advocates for policies related to the aforementioned rights. It has had experience implementing projects funded by international donors including PADF. The proposed grant will further strengthen [redacted] institutional capacity ensuring that this project will be a Venezuelan initiative.

B6

B6

B6

B6

### *Sub-component 1.1. Training*

Training will be provided in use of technology to create media outlets such as blogs, mailing systems and web pages. For this purpose the following training courses, workshops and seminars will be organized.

- Five workshops on basic tools and use of the Internet for communication.
- Two training courses on the use of Web tools for investigation
- One seminar on strategies for promoting and disseminating information through the Internet.
- Two national gatherings of participating organizations, including university schools of communication,, individuals and others with an interest in promoting democracy and media freedom

### *Sub-component 1.2. Technical Assistance*

Technical assistance and coaching mechanisms will be established in order to enhance communications techniques and technical content, and to address the specific needs of the participating professionals including participating universities, human rights organizations, journalists' associations, and community and social development institutions. This would include:

- Identifying the consulting needs regarding content and technical support
- Establish a technical support service and a coaching mechanism to address the participant needs
- Provide technical assistance and support
- Monitor the technical assistance and support provided.

### *Sub-Component 1.3. Creation of a Fund to Finance Innovative Web-Based Initiatives by Journalists*

A project-supported fund will be put in place, along with criteria for presentation and selection of proposals based on the best journalist blog. Selection criteria will favor proposals with significant private funding or other evidence of sustainability of the initiatives and their capacity to have immediate measurable impact on public opinion. The main activities under this sub-component will be as follows:

- Identify, develop and disseminate selection criteria for proposals to improve or promote Web sites, blogs or new Internet-based media.
- Organize annual competitions to promote the creation, improvement or promotion of Web sites, blogs and new Internet-based media.

- Monitor and evaluate implementation of project-supported initiatives (Web sites, blogs and new Internet-based media) implemented by participating universities, human rights organizations, local journalists unions, and community and social development institutions.

## 2. Program Component Two: Investigative Journalism

~~With support and supervision from PADF, component two will be implemented through a subgrant to~~

[redacted] with support from [redacted] headquarters in Peru. [redacted] B6

[redacted] was created in 2002 by professional Venezuelan journalists and affiliated with the Latin B6

American Institute for Press and Society, headquartered in Lima, Perú. [redacted] works with B6

journalists, media, academic institutions, NGOs, and citizens at the national and regional level, offering training to professionalize the work of journalists; monitoring freedoms of expression, information, and the press; publishing select works; and managing professional exchange and consulting programs. It has had experience implementing projects funded by international donors including PADF. The proposed grant will further strengthen [redacted] ensuring that the project will be a local initiative. B6

### *Sub-component 2.1. Training*

Journalists will participate in training seminars and technical assistance events organized through the local Journalism Schools with national and Latin American technical advisors. Journalists working at the local level in newspapers and urban and community radio stations will be of high priority. Journalism professors from local universities will participate in a "training of trainers" workshop with the purpose of ensuring that a new generation of more professional journalists will eventually emerge, strengthening Venezuelan pluralism, democracy and public accountability. The project will design, organize and deliver the following seminars and workshops in Caracas, Maracaibo, and Barcelona-Puerto La Cruz:

- A three-day workshop on journalism fundamentals that provides the basis for investigative journalism, its technical requirements, implementation methods, use of computer-based sources, access, data cross checking and analysis of data bases available in Internet, including guidelines for specific investigations.
- A two-day seminar on the application of investigative journalism to radio programs. This will include narrative techniques and logistics to conduct investigative radial reporting.
- A three-day workshop on terms of reference for conceptual planning and logistics for a medium or long-term investigation that would lead to a series of reports, books or radial documentaries.
- A two-day seminar on planning and implementation for monitoring investigations conducted by participants, including facilitating the relationship with identified information sources.
- Other activities of high priority.

The last two activities would serve to formally initiate the coaching process to support and monitor progress in the implementation of the selected investigation.

### *Sub-component 2.2. Coaching and technical advice*

To guarantee the execution of investigations that impact on the public agenda by using the materials and knowledge acquired in the workshops, the project will support two levels of technical assistance: one to advise on managing specific situations involving lack of access to official sources, official

intransigence and threats, and other obstacles, as well as to supervise the actual investigation process, and the second to edit the final products before publication.

- **Advisors.** These will be performed by the international workshop instructors or other similar LAC experts recruited and provided by IPYS/Peru, who will be available on line for permanent consultation and guidance. They will receive a pre-negotiated fee in order to guarantee their permanent availability.
- **Editors.** The Venezuelan professional counterparts that will team up with the LAC advisors in delivering the workshops and seminars will act as local permanent editors. They will keep a close coordination with the investigators during the entire investigation period to correct, edit and provide feedback on the content of the investigation being carried out, including a final editing of the products before they are published. They will also receive a pre-negotiated fee.

### ***Sub-component 2.3. Promotion of Four New University Courses on Investigative Journalism***

The opening of at least four new university courses on investigative journalism is one of the end-of-project expected results. It is anticipated that these courses will be opened in universities located in those cities where project-supported investigations are carried out. The project will promote that the initial teachers for these new courses be selected from the [redacted] Venezuelan professionals. A project-funded international expert will be offered for the very first class delivered under the new course. In addition, [redacted] is committed to bring to these classes national or international professional journalists, who are currently carrying out journalistic investigations. Technology transfer, along with material for consulting and reference will be provided to at least these initial four local participating universities that commit to offer new courses on investigative journalism as part of their regular career programs

B6

B6

Finally, all classes delivered by the international experts during the first semester will be taped and edited. This material will be combined with other similar documents developed by [redacted] in order to prepare a text book that will eventually serve as consulting material in all universities of the country. This way the project aims to alleviate the current lack of similar text books in Spanish in the country.

B6

### ***Sub-component 2.4. National Journalism Prize***

An open and competitive contest for a national journalism cash prize will be developed with direct participation of IPYS/Peru, based upon successful models they have implemented in Peru and other countries in the region. The prize will focus on two categories: a) Best investigative journalism; and, b) Best radio reportage. The "managing organization" will seek private sector support to endow this prize so that it can be replicated on a yearly basis for at least five years. The sequence for the establishment of this national contest will be as follows:

- Draft the terms and conditions for funding, organizing and participating in the contest
- Identify and recruit two international and three Venezuelan professionals, who will serve as judges. This activity will be carried by IPYS/Peru.
- Design, print and disseminate the promotional contest material, such as posters, newspaper ads, and mailing lists announcing both the competition and the winners.
- Disseminate and distribute winning proposals at selected forums and to selected audiences for the purpose of seeking for private sector financial support for their publications.

**D. Expected Project Results**

By the end of the project the PADF team will have contributed to more effective and professional journalism, greater citizen participation, enhanced democratic pluralism, and stronger democratic practices in Venezuela. In addition, the participating local independent journalists and media will have a strengthened role in accordance with the Inter-American Democratic Charter. The following measurable results are expected to be achieved.

- At least one hundred journalists will be trained;
- 25 new web-based initiatives by journalists will be financially supported;
- 30 new investigative journalism pieces will result from the program; and
- Two annual cash prizes for journalism will be awarded.

These expected results will be closely monitored and progress will be reported on a quarterly basis in accordance with the proposed monitoring and evaluation mechanism (Please see Annex A for a detailed monitoring and evaluation framework).

**E. Monitoring & Evaluation**

The PADF Office in Venezuela is poised to conduct continuous in-situ monitoring and evaluation. PADF staff will hold periodic meetings with partners and other participating organizations in Caracas, and conduct regular field visits to other target location outside the capital to ensure that activities are carried out as planned.

Baseline data will be gathered during the first quarter of the project. A mid-term evaluation will be conducted at the end of the first year, while a final evaluation will be completed at the end of the project. PADF will submit quarterly technical reports to DRL within 15 days after the end of each quarter. The reports will include a narrative section that will discuss project progress with planned activities for the following quarter. It will also include an implementation chart showing planned and achieved outputs for the quarter, and cumulative results to date. Any differences between planned outputs and achievements will be analyzed and the corrective measures taken or planned will be stated. The proposed performance indicators have been selected from the standard list of indicators developed by the Office of the Director of Foreign Assistance (Section Governing Justly and Democratically, Civil Society Area). The following performance indicators will be used to measure the project's long-term impact, as well as outputs and outcomes that are directly attributable to this DRL-funded activity. (Please see Annex A for detailed information)

- No. of journalists trained in new technologies and techniques
- No. of new investigative journalism pieces disseminated annually by national media outlets during the life of the project;
- No. of new successful web-based media initiatives each year during the life of the project;
- No. of journalism schools strengthened and committed to continue the training program for at least five years;
- Journalism prizes organized and consolidated to be replicated for at least five years.

**F. Special Circumstances**

PADF recognizes that this project will be implemented in a highly dynamic and challenging environment, one in which our ability to be flexible and to adjust to rapidly changing circumstances

will be very important for achieving the project goal of enhancing media freedom and strengthening democratic institutions. There are many unknowns involving constitutional reforms, the GOV's evolving stance toward press and media freedom, the ability our partners and independent journalists to operate in a highly sensitive environment in accordance with the Inter-American Democratic Charter. Nevertheless, it is these very circumstances that justify the project, define why it is of such critical importance, and why we should provide support to local groups that demonstrates hemispheric solidarity with those struggling every day to protect their democracy.

**G. Proposed Timeline**

**MONTHLY TIMELINE FOR PROJECT ACTIVITIES**

Duration of the project: 24 months

Activities / Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
<b>New Technologies Component - Training</b>																								
Local Basic Tools Training																								
National New Technology Tools Workshops																								
National Seminar on New Technologies used to Promote Democracy																								
Competitive Fund for internet-based communications initiatives																								
<b>New Technologies Component - Fund</b>																								
Call for proposals and receipt of submissions																								
Proposal Evaluation and final results																								
<b>New Technologies Component - Support and Technical Assistance</b>																								
Needs assessment and support systems set-up																								
Support and follow-up to participating orgs and individuals																								
<b>Investigative Journalism</b>																								
Outreach and promotion of workshops																								
Workshops (in 3 cities)																								
Coaching sessions																								
Award Call for Proposals																								
Award Submission Evaluation and final results																								
Online Publication with all Awarded Pieces																								
Investigative Journalism Book Edition and Publication																								
Outreach and support for Inv. Journalism Course in Partner Univers.																								
Opening Event for Inv. Journalism Courses in all three cities																								

**H. Project Management Staff**

By implementing the proposed project through our current management structure in Venezuela, (the project will not require new professional PADF staff to be recruited and hired). Nevertheless, our Venezuelan partners will increase their staff as part of the institution-building process. As a result, PADF can offer a rapid, low cost initiation of DRL-supported activities. Given current OTI-funding and a recent restructuring of our local office with an In-Country Director, will allow current PADF staff to manage both programs.



B6

[redacted] will be supported by other local staff in our Caracas office, including a Program Manager and a Program Officer, who have been key in the overall coordination and monitoring of PADF's OTI-supported Citizens Fund project that has successful experience strengthening Venezuelan civil society organizations such as [redacted] among others. These two staff will be responsible for the day-to-day monitoring and implementation support, including the provision of technical and managerial assistance to PADF's partners in planning, implementing and monitoring the different project components. Backstopping from PADF Headquarters in Washington, D.C, especially from the Regional Director and Program Manager for South America, will cover both the technical and administrative aspects as needed. A Finance Specialist will ensure project expenditure review, accrual monitoring and financial reporting.

### **I. PADF Capability Statement**

For over four decades, PADF has implemented programs funded by USAID, the State Department and other donors to strengthen civil society in Latin America and the Caribbean. In the proposed project, PADF will continue to carry out its regional mandate of strengthening local institutions and promoting dialogue and reconciliation in countries experiencing democratic challenges. PADF was established as a specialized OAS affiliate in 1962 specifically to promote civil society and private initiatives and to strengthen democratic pluralism in the region. During the past decade, PADF has become a specialized Inter-American NGO for supporting implementation of the Inter-American Democratic Charter in highly conflictive areas where our OAS affiliation provides unique capabilities for supporting field project implementation and monitoring through local civil society that may be operating difficult and dangerous environments.

The Foundation is currently carrying out agreements in several other countries in the hemisphere that demonstrate unique and innovative capabilities to operate in such environments. In Colombia, PADF is one the leading supporters of Plan Colombia, being selected by USAID to implement one of its largest humanitarian programs totaling over \$100 million for aiding internally displaced persons (IDPs), Afro-Colombians, other vulnerable groups and to support alternative development in conflictive regions. PADF has implemented this program through Colombian civil society and other community-based organizations, ensuring it is a Colombian initiative. In Haiti, PADF has been one of USAID's most important partners in stabilizing the country, strengthening community-based groups, and providing immediate assistance for jobs, agriculture and rural development, disaster relief and reconstruction, and protecting human rights. In the 1990s, PADF implemented a \$60 million program to address urgent needs of Haitian boat people and encourage them to remain in their country. When other NGOs abandoned Haiti because of political violence, PADF was one of the few who continued to work there because of its unique position and excellent relationship with local institutions. And as growing instability and democratic crisis impacted Bolivia, PADF was selected to support OTI and other

initiatives in the large indigenous area of El Alto and other conflictive areas to support community infrastructure, social programs, land transfers and rural municipal development.

In addition, PADF has over two years of experience working in Venezuela to strengthen local civil society groups working in close coordination with the local OAS office with an ongoing USAID/OTI grant. ~~We are one of the few major international groups that has been able to provide significant cash~~ grants and technical assistance to Venezuela NGOs. To date we have provided over 10 grants to strengthen the institutional capacity of local groups that provides us with unique capability and experience to carry out the proposed DRL project. Our experience builds on almost ten year of experience working in Cuba with USAID and private funding to nurture the emergence of independent civil society and entrepreneurship and accelerate a democratic transition.

It should also be noted that PADF has a unique organizational structure that is well suited to implement civil society projects. While affiliated with the OAS, the Foundation operates independently of bureaucratic obstacles that could otherwise slow implementation and sub-grant approvals. We have one of the lowest approved NICRAs (overheads) of any international NGO operating in the LAC region and our ongoing civil society project and office in Caracas ensure even lower costs. In addition, we can facilitate private sector cash and in-kind donations from both US and in-country donors to complement project resources, if and when needed. PADF's partnerships with regional business and civil society associations and other regional groupings further enhance our capabilities. They provides for rapid access to international agencies, hemispheric leaders and networks of corporate donors and NGO partners. The latter can be particularly important for the proposed project that requires mobilizing hemispheric solidarity and support from other groups like IPYS Peru, among others.

#### **PADF Partners**

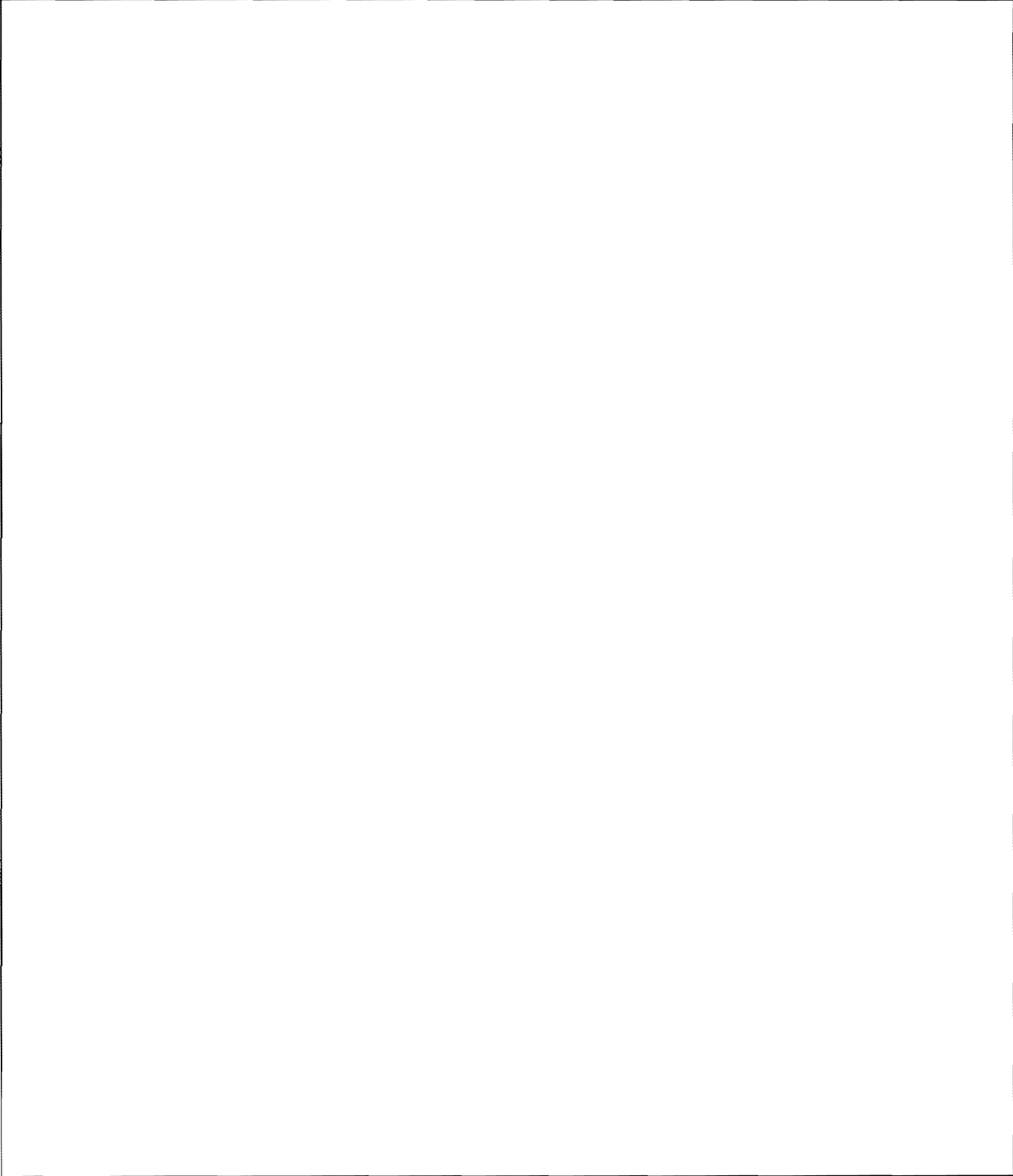
As described, PADF will implement this project in partnership with [redacted] through subgrants. Given PADF's operating strategies we will ensure that it is a Venezuelan initiative thereby strengthening local civil society institutional, technical and managerial capacity so they themselves can sustain and expand this project. This may be even more critical given the growing threats to democracy in Venezuela. Furthermore, through our relationship with the OAS, as in other countries, PADF provides a buffer for working with such local civil society groups that may not be able to work directly with bilateral donors and U.S.-based groups. Through our support for the Inter-American Democratic Charter, PADF provides an Inter-American framework that can ensure project results in challenging environments.

B6  
B6

**III. BUDGET**

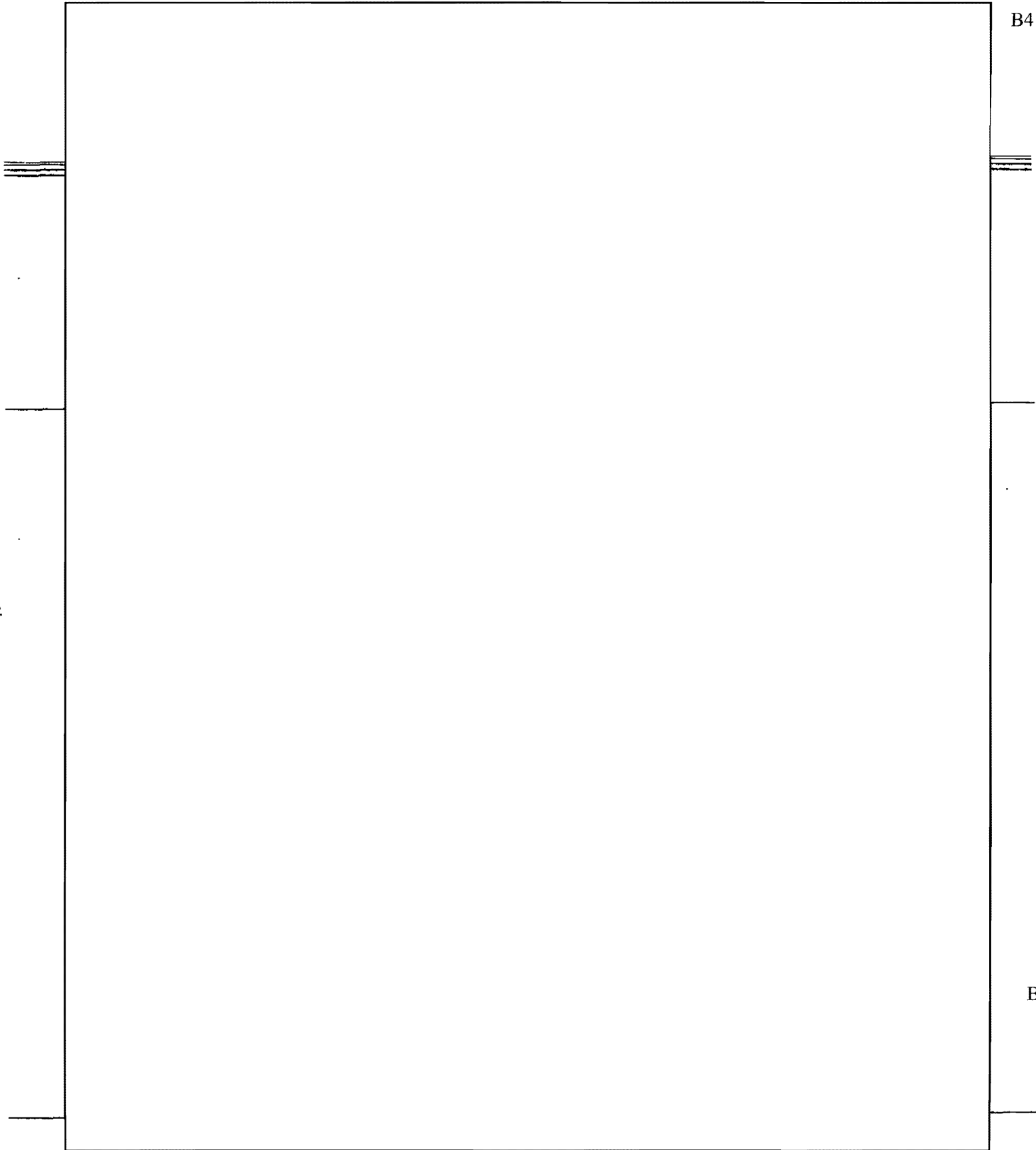
B4

B6  
B6

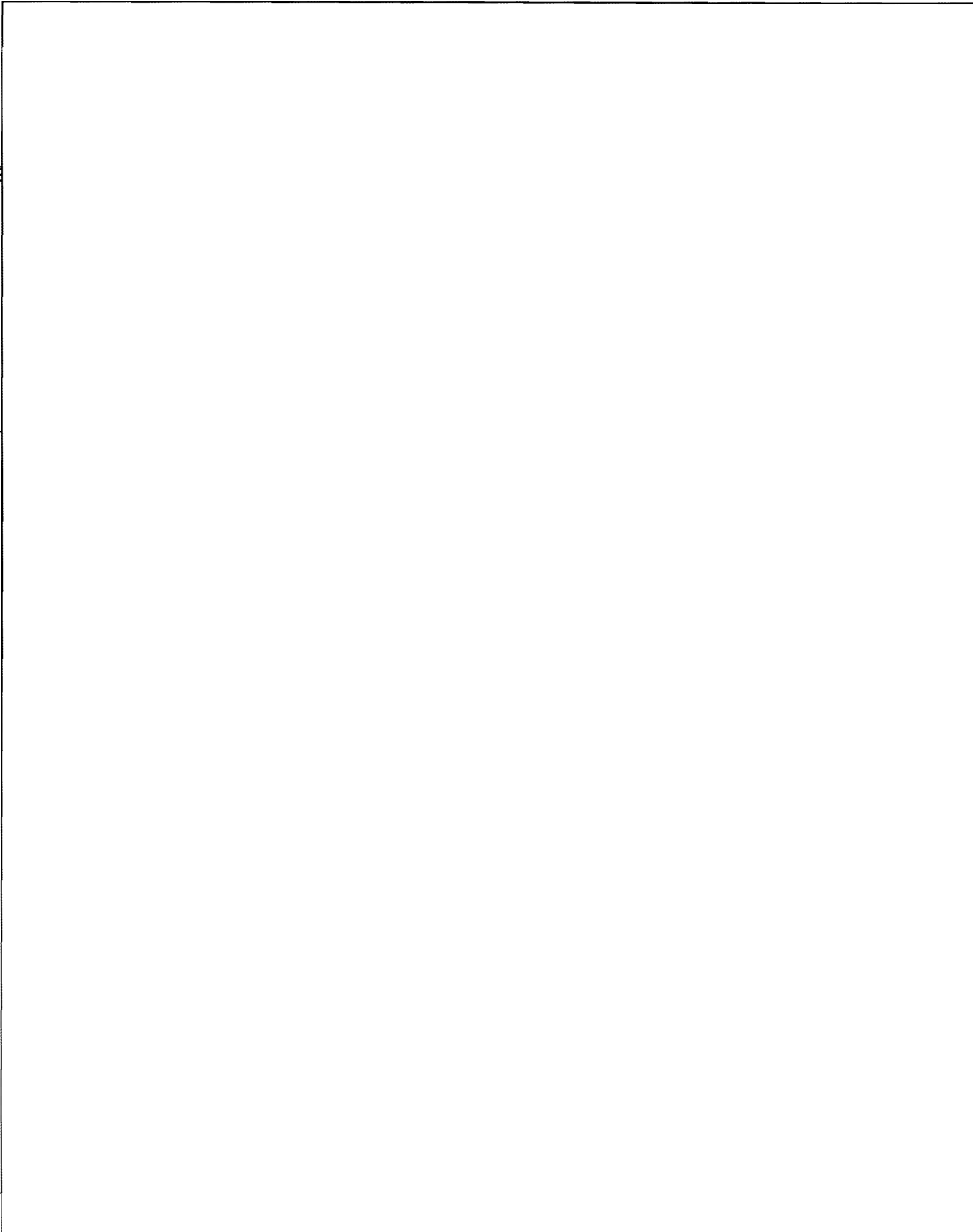


<sup>2</sup> Please note, that we have adjusted the budget increasing Program Activities cost, lowering Administrative costs compared to what was originally submitted in the Concept Paper.

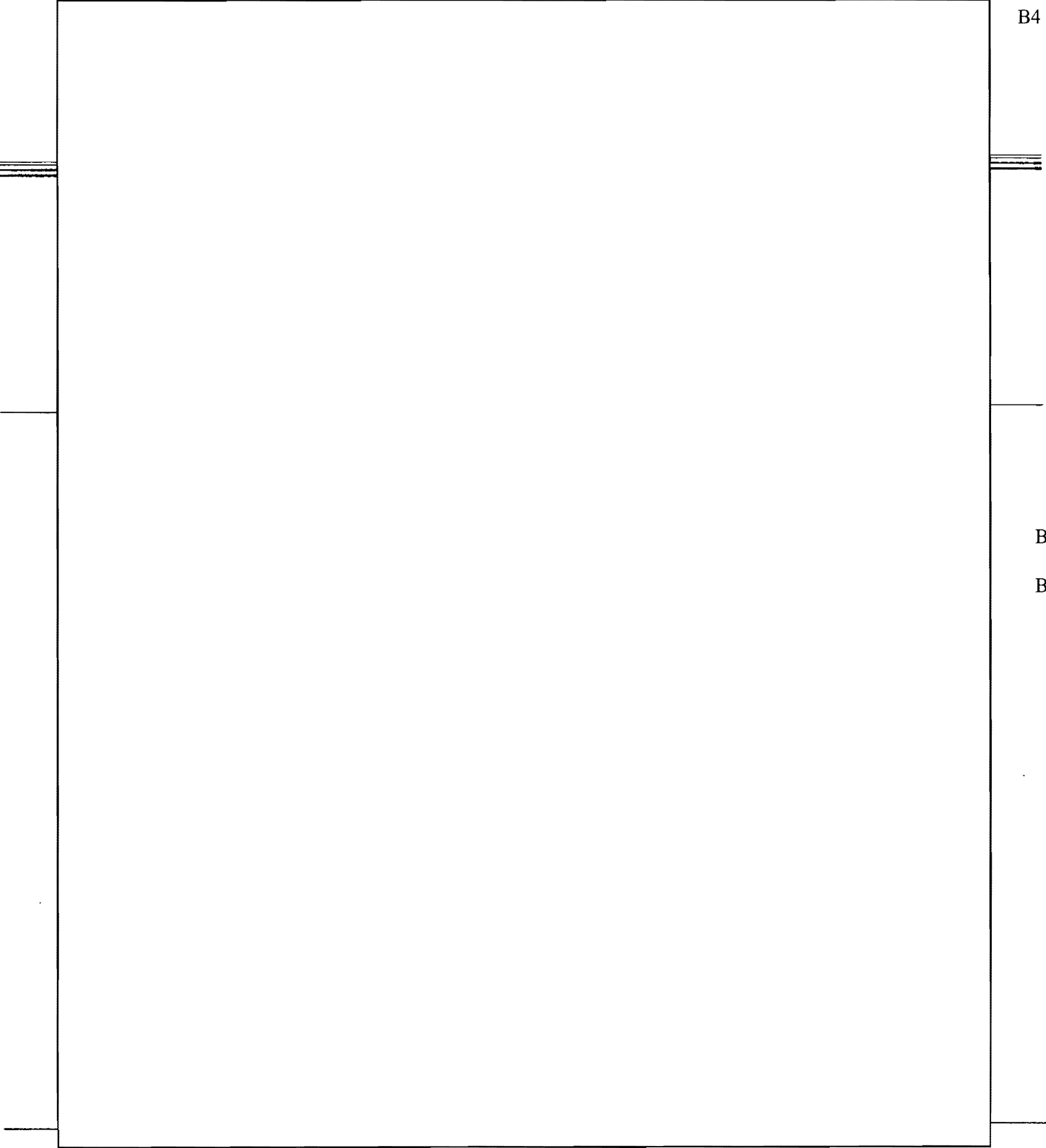
B4



B6



B4



B6

B6

B4  
B6

B6

B6

B4

B6

B6

B6

B6

B6

B6

B6

B6

V. ANNEXES

1. Annex A – Monitoring and Evaluation Plan

Component 1: Use of New Technologies Initiatives By Journalists										
Objective 1.1: Increase capacity of media outlets to report on issues of national importance that promote democratic practices and values Objective 1.2: Put in place incentive mechanisms that foster professional journalism. Objective 1.3: Increase transparency and accountability through more effective media.										
Activity	Task/Processes	Output Indicator	Output Level Target	Data Collection Method	Indicator Reporting Timeline	Outcome Indicator	Outcome Level/Target	Data Collection Method	Indicator Reporting Timeline	
Training	Workshops on: new technology tools and use of internet for communication; Web-based tools for research; outreach and advocacy through Internet;	No. of Training Workshops	8	Attendance List Photographs	Quarterly	No. of Journalists, Media Outlets or Media CSOs that learn and incorporate new or more Internet-based tools for communication and information purposes as a result of the Program's training	100 Organizations	Questionnaires to Participants	Yearly	
		No. of Organizations / Participants (Disagg. by gender)	150 participants (66 women 64 men)	Registration and Attendance List			200 Journalists Direct Beneficiaries			
		Materials produced and disseminated	160 booklets	Direct Observation Photographs			2000 Indirect Beneficiaries			
		Workshop Evaluations	8 evaluations (1/workshop)	Participants Evaluations and In-house panel			Support and Monitoring System provided to participants			
	Seminar with Nation-Wide participation from media, CSOs, and Communication Schools that utilize or promote Internet-based tools for democracy promotion and advocacy.	No. of Seminars	2	Attendance List Photographs			No. of New Internet-based Initiatives created and successfully run as a result of the Program's activities			20 New Initiatives
		No. of / Participants (Disagg. by gender)	50 total 25 men 25 women	Registration and Attendance List						
No. and Type of participant organization		30 Organizations including at least one of each: Human Rights, Community Based, Academic, Guild	Registration and Attendance List							

UNCLASSIFIED

UNCLASSIFIED

UNCLASSIFIED

Activity	Task/ Processes	Output Indicator	Output Level Target	Data Collection Method	Indicator Reporting Timeline	Outcome Indicator	Outcome Level Target	Data Collection Method	Indicator Reporting Timeline
Technical Support	Identify needs of technical support and assistance required by participating individuals or organizations to set up and successfully run new Web-based communications tools.	Number of identified requirements	50	In-house staff observation Assessments per organization	First and fifth quarter	No. of Journalists, Media Outlets or Media CSOs that learn and incorporate new or more Internet-based tools for communication and information purposes as a result of the Program's training	100 Organizations 200 Journalists Direct Beneficiaries 2000 Indirect Beneficiaries	Questionnaires to Participants  Support and Monitoring System provided to participants	Yearly
	Set-up a helpdesk permanent technical support system for participants / Hire an adequate technician	Continued Support system	1	Technician contract - Registries	First quarter				
	Provide continued support, technical assistance and monitoring to participant individuals or organizations on technology, computer and network issues that will allow them to implement and run new Web-Based tools.	No. of technical assistance requests (through phone, email or internet) / No. of technical assistance requests that are efficiently assisted.	100%	Monitoring registry	Quarterly				
Funding innovative Web-based communications initiatives	Set up presentation and selection criteria, and disseminate guidelines for annual competition for funding new Web-based communications initiatives.	Number of Annual Competitions conducted	2	Outreach materials Proposals Received	5th quarter and final report	No. of New Internet-based Initiatives created and successfully run as a result of the Program's activities	20 New Initiatives		
	Fund selected initiatives to set up new Web-based Communications Initiatives	Number of funded initiatives  Total amount of money granted to selected initiatives	10  \$25,000	Award documents  Financial receipts	5th quarter and final report				

UNCLASSIFIED

Component 2: Investigative Journalism									
Objective 1.1 Increase capacity of media outlets to report on issues of national importance that promote democratic practices and values Objective 1.3 Increase transparency and accountability through more effective media.									
Activity	Task/Processes	Output Indicator	Output Level Target	Data Collection Method	Indicator Reporting Timeline	Outcome Indicator	Outcome Level Target	Data Collection Method	Indicator Reporting Timeline
Training	Workshops on: Basics on Investigative Journalism, Radio Investigative Reports;	No. of Training Workshops	12	Attendance List Photographs	Quarterly	No. of Journalists, Media Outlets or Media CSOs that learn and incorporate investigative journalism to promote and advocate for democratic practices as a result of the Program's training	50 press media  30 commercial and community based radio-related media  150 journalists	Questionnaires to Participants  Support and Monitoring System provided to participants	Yearly
		No. of Organizations / Participants (Disagg. by gender)		Registration and Attendance List					
		Materials produced and disseminated	160 booklets	Direct Observation Photographs					
		Workshop Evaluations	8 evaluations (1/workshop)	Participants Evaluations and In-house panel					
Coaching and technical advice	Hiring Advisors and Editors	Number of Advisors and Editors Hired and providing technical advice	2 Editors 3 Advisors	Contracts Reports Observation	First Quarter				
Activity	Task/Processes	Output Indicator	Output Level Target	Data Collection Method	Indicator Reporting Timeline	Outcome Indicator	Outcome Level Target	Data Collection Method	Indicator Reporting Timeline
Facilitating Dissemination of Investigative Journalism	Assistance and Facilitation to set up Investigative Journalism courses in Journalism Schools and Universities	Number of new Investigative Journalism Courses opened as a result of the program	4	Direct Observation Agreements with Universities	Seventh and Eight Quarter	No. of Universities that incorporate Investigative Journalism courses as a result of the program	4 Universities	Direct Observation  Official Announcements by the Universities	Final report
	Edition of a book on Investigative Journalism	Number of books	1000	Direct Observation	Fourth Quarter				

UNCLASSIFIED

Activity	Task/ Processes	Output Indicator	Output Level Target	Data Collection Method	Indicator Reporting Timeline	Outcome Indicator	Outcome Level Target	Data Collection Method	Indicator Reporting Timeline
National Journalism Prize	Set up Award rules, guidelines and logistics for investigative journalism	Number of Annual Awards implemented during LOP	2		Fifth quarter	Number of New Investigative Journalism Pieces that are a result of the program	30 New pieces	Award Submissions Coaching and Monitoring reports	Final report
	Promotion and Outreach of the Award	Number of Promotional Pieces Distributed	1,000 posters 2,000 emails 12 press ads in national and local media	Direct Observation Photographs	Fifth and last quarter				
		Number of Investigative Journalism Pieces received	40	Award submission records					
	Award Ceremonies and Awards Disbursement	Amount of Funds Disbursed for Award Recipients	\$20,000	Funds awarded receipt	Fifth and last quarter				
		Awards made during LOP	6	Funds awarded receipt					
	Online Publication of all Awarded Pieces	Complete Online Publication Available	1	Internet public site	Final Report				

UNCLASSIFIED

**2. Annex B. Proposed In-Country Director CV**

B6

