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Updated Methodology and Evaluation Plan

**PARTNERSHIP FOR GROWTH  
MID-TERM EVALUATION**

***CROSS-CUTTING AND EL SALVADOR-SPECIFIC QUESTIONS***

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## LIST OF ACRONYMS

CA	Constraints Analysis
DOJ	U.S. Department of Justice
GOES	Government of El Salvador
GDP	Gross Domestic Product
GPH	Government of the Philippines
FDI	Foreign Direct Investment
FBI	Federal Bureau of Investigation
INL	Bureau of International Narcotics and Law Enforcement Affairs
IUDOP	Instituto Universitario de Opinión Pública at the Universidad Centroamericana José Simeón Cañas
JSSP	Justice Sector Strengthening Project
JCAP	Joint Country Action Plan
LAPOP	Latin America Public Opinion Polls
LOAs	Lines of Action
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MIJSP	Ministerio de Justicia y Seguridad Pública
NGOs	Non-Governmental organizations
PAS	GOES Public Affairs
PFG	Partnership for Growth
PNC	National Police
SMEs	Subject Matter Experts
SOW	Statement of Work
USG	United States Government
USAID	United States Agency for International Development
WGA	Whole-of-Government Approach

## A. PROJECT PURPOSE

### i. Partnership for Growth

The Partnership for Growth (PFG) aims to achieve accelerated, sustained, broad-based economic growth in partner countries, including El Salvador and the Philippines, through bilateral agreements between the United States Government (USG) and the partnering countries' national governments. Using principles set forth in President Obama's September 2010 Presidential Policy Directive on Global Development, the PFG requires rigorous, joint analyses of countries' individual constraints to growth in order to develop joint action plans to address the most pressing of these constraints and to establish high-level mutual accountability for the goals and lines of action (LOAs) selected to alleviate them.

### ii. PFG Mid-Term Evaluation

The PFG mid-term evaluation seeks answers to two sets of questions; the first set includes cross-cutting questions whereas the second set addresses questions that are country specific. As summarized in the Statement of Work, the objective of the first set is:

*[to assess] whether the PFG process demonstrates improvements over pre-PFG assistance approaches. In particular, the evaluation will examine the extent to which the PFG's whole-of-government and constraints analysis approach led to a change in the manner of USG delivery of development assistance and whether these changes demonstrated improvements in terms of operational efficiency, selection, coordination, design and management of development interventions, and ultimately increased the probability for success and effectiveness of assistance efforts in achieving verifiable results. The findings and conclusions of this part of the mid-term evaluation will help decision makers determine whether PFG indicates an improved model for providing assistance and whether it portends a higher probability of achieving desired development results. Furthermore, it will inform governments in their work with all donors.<sup>1</sup>*

Three specific questions are posed by the USG to gauge the merits of the PFG approach.

1. *What are the advantages and/or disadvantages of the PFG whole of government approach to development assistance? The intent of this question is to assess the extent to which the PFG efforts intended changes in development assistance have or have not materialized. The whole of government approach is relevant to identifying areas for assistance, selecting interventions, and determining implementation coordination. The question is relevant both to national government agencies and institutions, and U.S. government agencies and institutions overseas and in Washington DC.*
2. *To what extent has Partnership for Growth affected the workload on national government and U.S. government staff, as compared to the workload created by traditional forms of development assistance delivery?*

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<sup>1</sup> Statement of Work, p. 7.

3. *What contributions has “non-assistance”<sup>2</sup> made to the PFG process and how can it be utilized moving forward?*

According to the SOW, the second set of questions is country specific and its objectives are to:

“[E]valuate whether PFG efforts have been developed in such a way as to allow for the eventual determination of their impact on addressing the identified constraints and desired outcomes; and, 2) to evaluate the performance of certain initiatives to date to determine whether or not they are moving in the right direction, are considered necessary and sufficient to achieve PFG goals, and are contributing to national interests through the integration and coordination of work done by both governments.”

1. *For each of the constraints, are the goal-level commitments set forth in the Joint Country Action Plan (JCAP) capable of achieving the constraint-level objectives and outcomes?*
2. *Is quantitative and objectively verifiable information being used to manage JCAP implementation in order to achieve and measure results?*
3. *At the mid-term, are the performances of the selected PFG interventions on target and creating the necessary outputs to achieve the desired outcomes?*

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<sup>2</sup> Non-assistance tools include diplomatic engagement, convening authority, and other forms of non-monetized assistance to engage both governmental and non-governmental stakeholders in support of catalytic policy change and development priorities.

## **B. UPDATED METHODOLOGY AND EVALUATION PLAN FOR PFG EL SALVADOR**

This updated methodology and evaluation plan (UMEP) first describes the baseline characteristics of El Salvador's most severe constraints to development. As part of the evaluation, the team examined the situation at baseline, which highlights why El Salvador requires development assistance, describes the scale of El Salvador's issues, and underscores how challenging it can be to achieve macro-level, measurable results over the course of only two years. This initial exploration served as a situational analysis with the following purposes:

- The exploratory analysis guided the team in gaining an understanding of the El Salvador PFG initiative at the constraints level.
- This study was useful, in combination with project documents received, in developing the data collection tools.

During the evaluation, with this information as a necessary first step, the team will delve deeper to analyze the goal-level and LOA-level situation of the El Salvador's PFG initiative. In the final report, macro-level data will be updated<sup>3</sup> and compared to similar data for other Central American countries, thus providing points of comparison. The reader should be cautioned, though, that due to the specificity of PFG LOAs in El Salvador, movements in macro variables over such a short period of time should be interpreted as impressionistic only.

The subsequent sections of the UMEP describe the data collection methodologies, namely the interview guides and online survey. Finally, a description of the data needs of the pre-field visit is provided.

As part of the mid-term evaluation, the SOW requested that goals be selected for an in-depth study. Selected goals were chosen to best represent the themes of the PFG, stressing constraint/sub-constraint subject matter and multi-agency cooperation. They were also chosen to reflect the diversity of partnering agencies and implementing partners and the extent to which their LOAs represent new initiatives formed within the PFG. Under the low productivity in tradables constraint, goals 3, 5, and 6 were selected following sub-constraint and WGA/inter-agency representativeness. Under the crime and insecurity constraint, goals 1, 2, 4, 11, and 12 were chosen. In addition to the criteria mentioned for selecting the tradable goals, the selection of the security goals also took into account whether the projects being implemented had activities under more than one goal programs, and whether their activities had started before the launch of the PFG program (preference was given to "non-legacy" programs). Please refer to the Mid-Term Evaluation's Evaluability Assessment and Goal Selection Report for details on how goals were selected.

### **i. Constraints to El Salvador's Development at Baseline**

The JCAP's M&E Addendum states that the governments of El Salvador and the United States, with high-level representatives, intend to conduct a general review of JCAP implementation each November

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<sup>3</sup> To the extent that updates are available.

(anniversary of the signing) from 2012 – 2016. This review is to focus on progress towards alleviating the

also to consider the impact and, where feasible, the cost-effectiveness of the lines of action undertaken. The annual review will enable participants to consider the need for course corrections to the JCAP. The two governments have decided to use the following macro-indicators to gauge progress towards successfully addressing the two constraints<sup>4</sup>

The crime and insecurity indicators are:

1. The national homicide rate
2. Public perceptions of security
3. Prosecutions and convictions as a percentage of violent crimes reported

The low productivity in the tradables sector indicators are:

1. Per capita GDP growth
2. Exports as a percentage of GDP
3. Foreign direct investment as a percentage of GDP<sup>5</sup>

To assess the severity of the situation at baseline and gauge the extent of the challenge to USG and GOES partners, the evaluation team acquired measures of these constraint-level indicators for El Salvador and compared them to identical measures for other Central American countries.

### *Crime and Insecurity Baseline*

When measured by the country's homicide rate, crime and insecurity is a serious issue in El Salvador, as the country has roughly twice the number of homicides per 100,000 residents as the rest of Central America [Exhibit 1]. Not surprisingly, residents consider crime to be the nation's most pressing problem. According to the Latin American Public Opinion Polls (LAPOP)<sup>6</sup> for 2010 and 2012, while crime is a significant issue throughout Central America, it is of particular concern to El Salvador, with about 36 percent of Salvadorans citing crime as their country's most pressing problem in 2012, compared to 21 percent for other Central American countries [Exhibit 2]. The Salvadoran public's perception of crime and insecurity as a serious national issue is also underscored by a study conducted by the Instituto Universitario de Opinión Pública (IUDOP) at the Universidad Centroamericana José Simeón Cañas in El Salvador<sup>7</sup>, which reported that 48 percent of households and 55 percent of microenterprises cited crime as the country's biggest problem in 2012. [see Exhibit 3].

It is interesting to note, however, that LAPOP's data indicates that Salvadorans expressed a higher degree of trust in the National Police (PNC) and their justice system at baseline than did other Central Americans [see Exhibit 4]. Furthermore, this data suggests that between 2010 (before PFG was initiated in the fall of

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<sup>4</sup> Joint Country Action Plan Monitoring and Evaluation Addendum, pg. 1

<sup>5</sup> *Partnership for Growth: El Salvador-United States Joint Country Action Plan Monitoring and Evaluation Addendum*, November 2011. p.2

<sup>6</sup> Latin American Public Opinion Poll, Vanderbilt University. Data retrieved on January 29, 2014 from: <http://www.vanderbilt.edu/lapop/>

<sup>7</sup> Instituto Universitario de Opinión Pública (IUDOP) at Universidad Centroamericana José Simeón Cañas (2013). "Perception of Security and Confidence in Public Institutions: Results from the second measurement of indicators in the Partnership for Growth Joint Country Action Plan." *El Salvador*: Aguilar J., & Guevara C.

2011) and 2012 (after PFG begun), Salvadoran trust in the PNC increased by about 20 percent (from 40 percent in 2010 to 49 percent in 2012). IUDOP's study reported that a higher percentage of households than enterprises were satisfied with the PNC in 2012 (52 percent and 39 percent respectively) [see Exhibit 5].

Similarly, LAPOP's data suggests that Salvadorans showed a somewhat higher level of trust in their justice system than did other Central Americans (42 percent versus 38 percent in 2012) [see Exhibit 6], and the IUDOP's study indicated that satisfaction was higher among households than microenterprises (29 percent and 19 percent respectively) [see Exhibit 7].

At the constraint level, as measured either objectively by the homicide rate or subjectively by Salvadorans' perceptions of their nation's most pressing problems, crime and insecurity is a serious issue, suppressing domestic and foreign investment and entrepreneurship by reducing the rewards of work and business activities.<sup>8</sup>

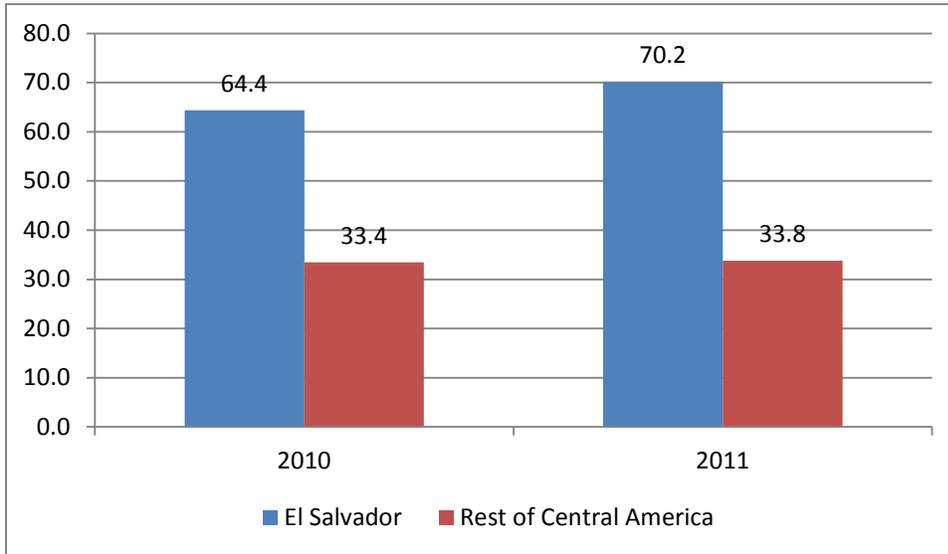
Still, relative to the rest of Central America (though not necessarily in absolute terms), Salvadorans perceive their justice institutions somewhat more favorably. This means that PFG efforts to slacken the crime and insecurity constraint will not have to overcome the higher negative expectations that would need to be surmounted in most other Central American nations.

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<sup>8</sup> Reducing the returns to the marginal products of labor and capital.

## Homicides

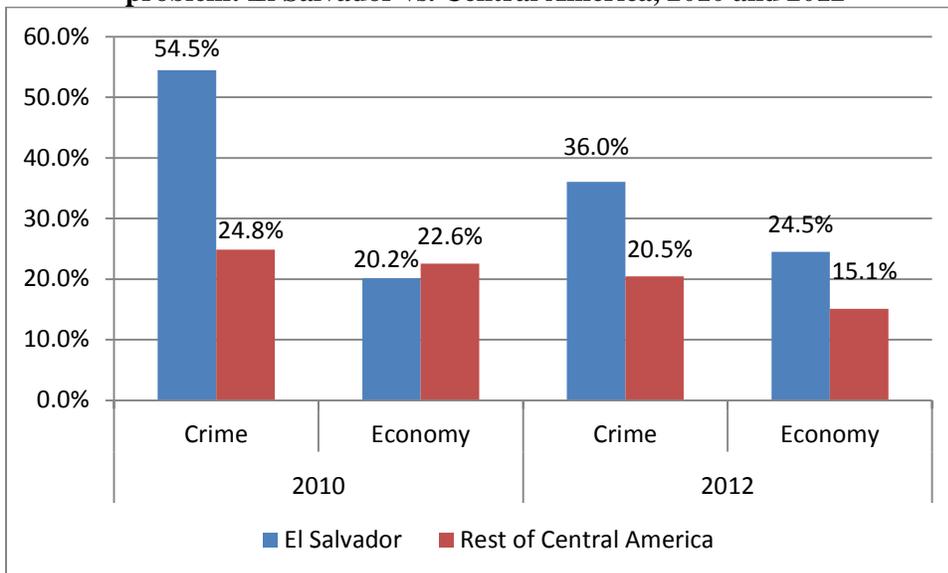
**Exhibit 1. Homicides per 100,000 residents: El Salvador vs. Central America, 2010 and 2011**



Source: United Nations Office on Drugs and Crime; supporting table in Annex 1, table 1

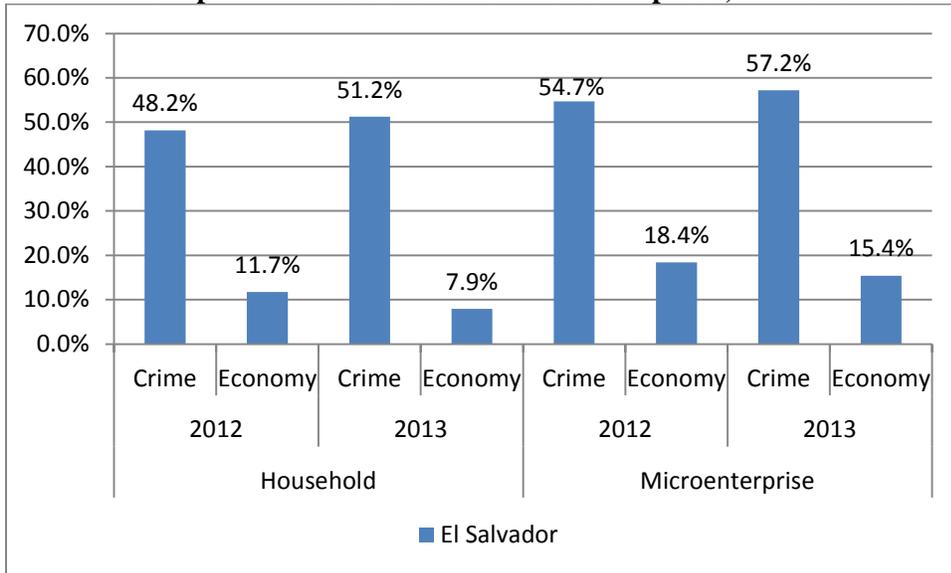
## Public Perceptions of Security

**Exhibit 2. Percent citing crime or the economy as their country's most pressing problem: El Salvador vs. Central America, 2010 and 2012**



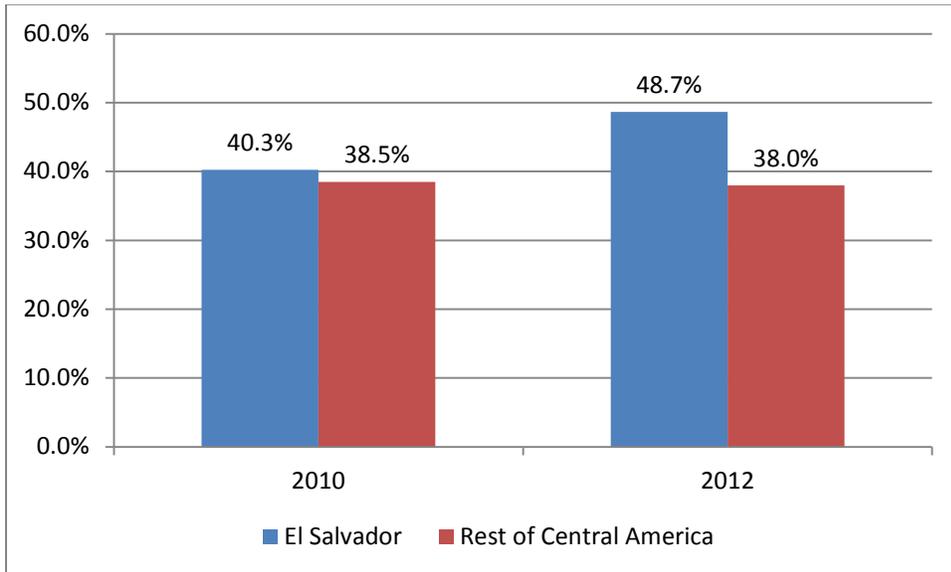
Source: Latin American Public Opinion Poll, Vanderbilt University; Supporting table in Annex 1, table 2

**Exhibit 3. Percent of Salvadorians citing crime or the economy as El Salvador's main problem: Households vs. Microenterprises, 2012 and 2013**



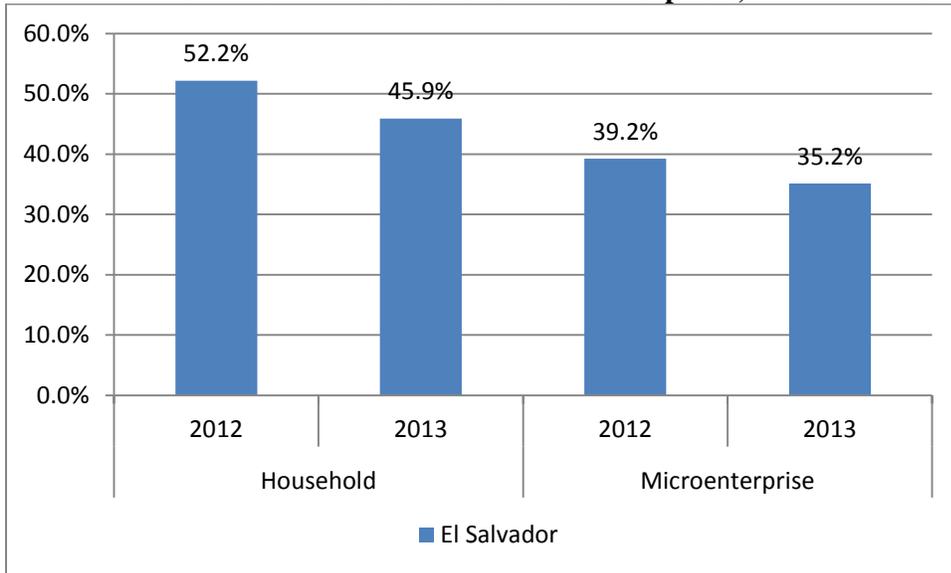
Source: Perception of Security and Confidence in Public Institutions, Universidad Centroamericana Jose Simeon Cañas; Supporting table in Annex 1, table 3

**Exhibit 4. Trust in the National Police: El Salvador vs. Central America, 2010 and 2012**



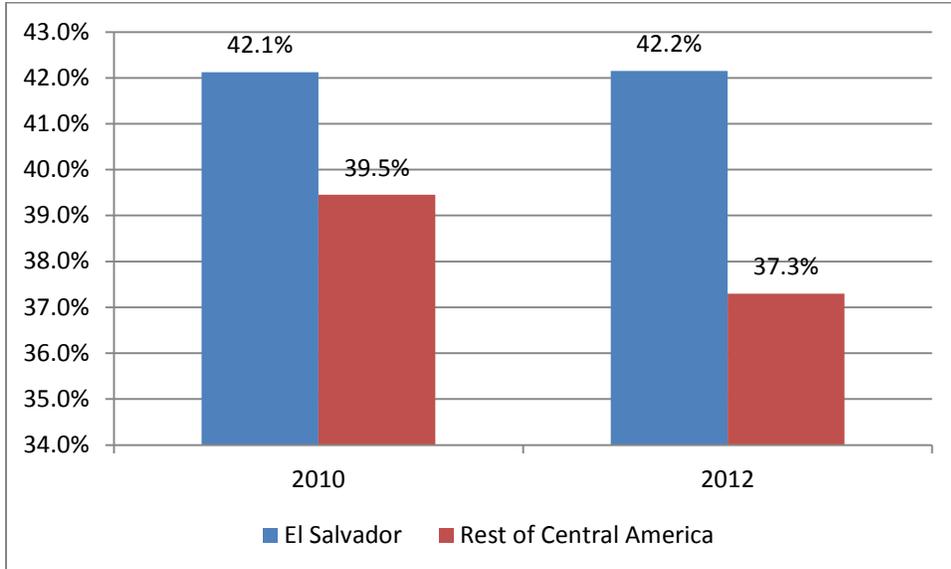
Source: Latin American Public Opinion Poll, Vanderbilt University; Supporting table in Annex 1, table 4

**Exhibit 5. Percent of Salvadorians who are satisfied with the performance of the National Police: Households vs. Microenterprises, 2012 and 2013**



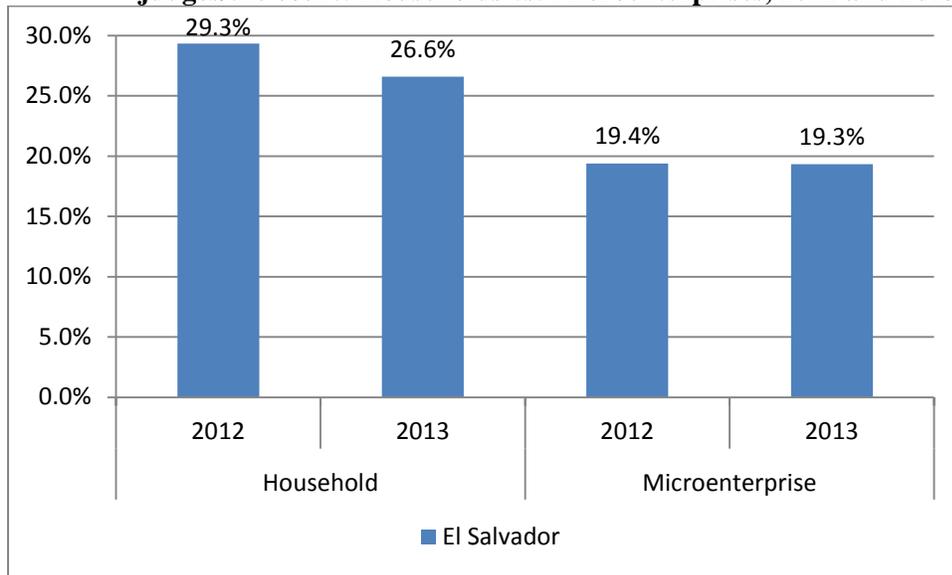
Source: Perception of Security and Confidence in Public Institutions, Universidad Centroamericana Jose Simeon Cañas; Supporting table in Annex 1, table 5

**Exhibit 6. Trust in the justice system: El Salvador vs. Central America, 2010 and 2012**



Source: Latin American Public Opinion Poll, Vanderbilt University; Supporting table in Annex 1, table 6

**Exhibit 7. Percent of Salvadorians who are satisfied with the performance of judges/the court: Households vs. Microenterprises, 2012 and 2013**



Source: Perception of Security and Confidence in Public Institutions, Universidad Centroamericana Jose Simeon Cañas; Supporting table in Annex 1, table 7

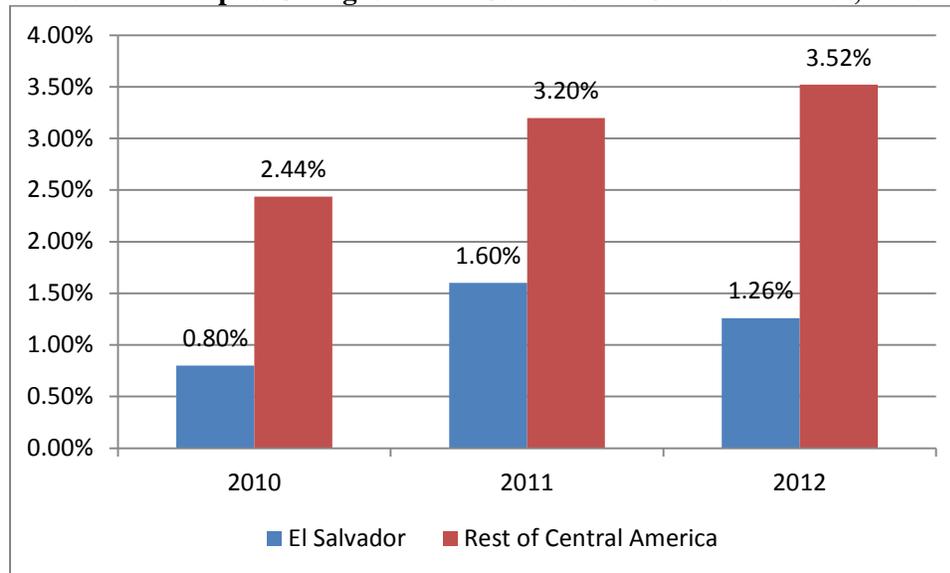
## ii. Low Productivity in the Tradables Sector Baseline

At baseline, per capita growth in GDP was half the rate of growth in the rest of Central America, and continued at less than 1.5% through the first full year of PFG [Exhibit 8]. Exports accounted for a fairly constant half of the rest of Central America's GDP<sup>9</sup> from 2010 through 2012, but El Salvador lagged behind its neighbors. As a percentage of GDP, El Salvador's exports remained relatively constant from 2010 through 2012, but at only slightly more than half the rate of other Central American economies [Exhibit 9].

However, the growth of foreign direct investment (FDI) in El Salvador represents a favorable trend. From 2011 to 2012, the growth rate of FDI in El Salvador increased by 70 percent compared to over a 700 percent decline for the rest of Central America [Exhibit 10]. However, as a percentage of GDP, inflows of FDI in El Salvador consistently lag behind the rest of Central America. In 2012, FDI per capita was less than a third of the rest of Central America [Exhibit 11].

### Gross Domestic Product

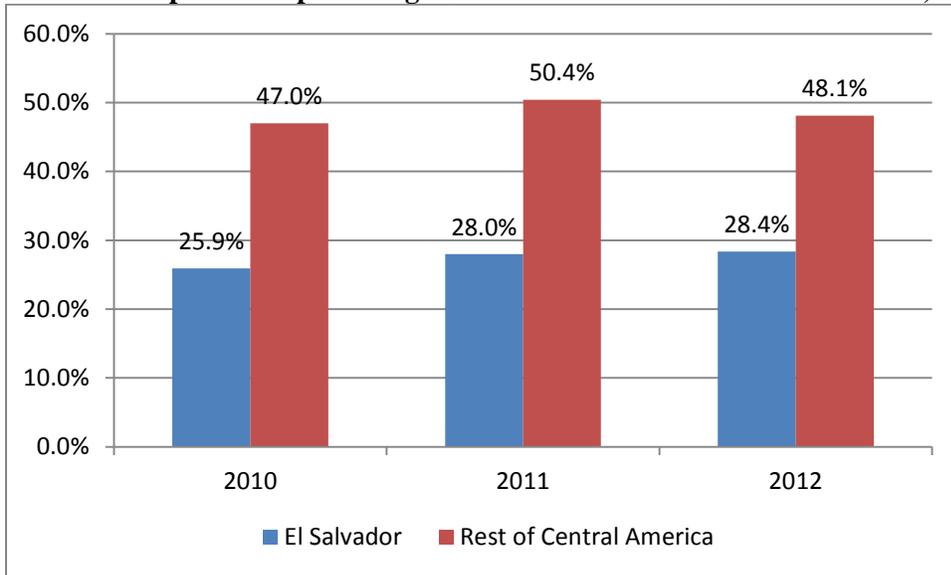
**Exhibit 8. Per capita GDP growth: El Salvador vs. Central America, 2010–2012**



Source: World Bank, World Development Indicators; supporting table in Annex 1, table 8

<sup>9</sup> Mexico is excluded from economic calculations for Central America because it was, according to the U.S. Energy Information Administration, the world's ninth largest oil producer in 2012. This is atypical for Central America; therefore including Mexico would have distorted comparison group statistics (<http://www.eia.gov/countries/>).

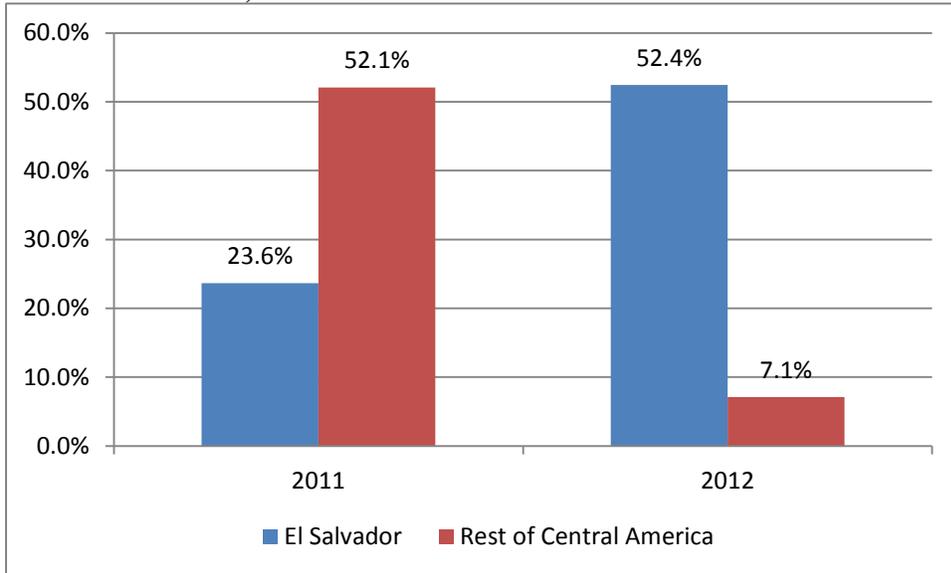
**Exhibit 9. Exports as a percentage GDP: El Salvador vs. Central America, 2010–2012**



Source: World Bank, World Development Indicators; supporting table in Annex 1, table 9

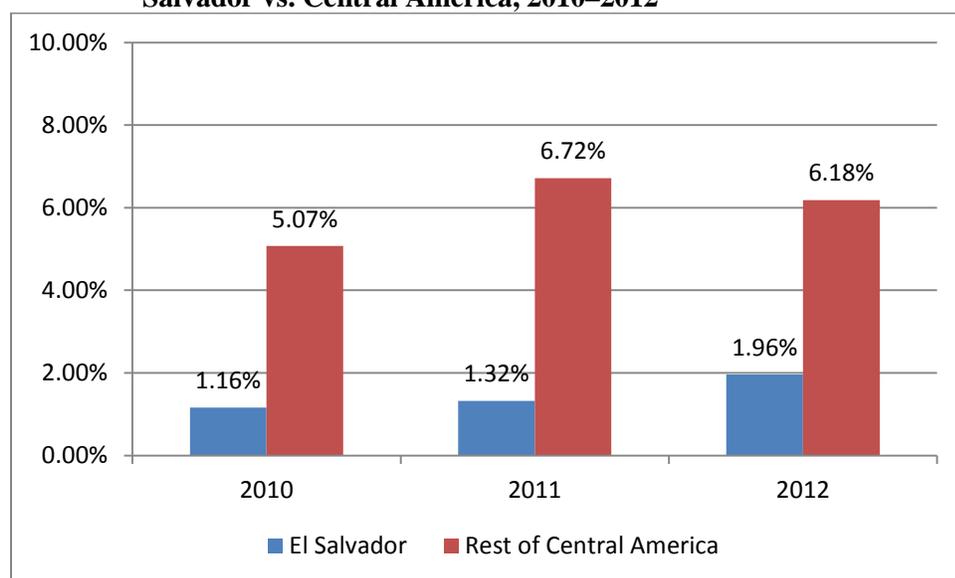
Foreign Direct Investment

**Exhibit 10. Growth in foreign direct investment inflow: El Salvador vs. Central America, 2011 and 2012**



Source: Calculated based on World Bank, World Development Indicators; supporting table in Annex 1, table 10

**Exhibit 11. Foreign direct investment net inflows as percentage of GDP: El Salvador vs. Central America, 2010–2012**



Source: World Bank, World Development Indicators; supporting table in Annex 1, table 11

### **iii. Analysis of Data Collected with Semi-structured Interviews**

Semi-structured Interviews were designed to last approximately one hour, with the understanding that some respondents will not be able to dedicate that much time, while others might give a little more time. In the former instance, the interviews will be abbreviated and only central themes will be explored. For example, the PFG Leadership Guide focuses on four central themes on the WGA. These major themes will be explored even if time is limited, but “deep dives” into subjects such as how the PFG has changed the development of initiatives relative to previous assistance and development protocols will be omitted unless the respondent pursues such themes spontaneously. In all instances, but particularly for goal leads and implementers, the guides will be tailored to the experiences and subject matter knowledge of individual respondents.

During the first phase of data collection—Monday, March 31, 2014 through Friday, April 11, 2014—the evaluation team will focus its efforts on PFG leadership and architects. However, if these two stakeholder groups do not fill out all interview slots during this period, interviews with selected goal leads and independent experts will be conducted. During the second phase of data collection—Tuesday, April 22 through Wednesday April 30—the evaluation team will conduct interviews concentrating on the remaining goal leads and implementers. Interviews with independent experts will be conducted over both periods, subject to their availability. Should any leadership or architect stakeholders not be available during the first phase; the team will prioritize interviewing them during the second round.

Semi-structured interview guides were developed for each of the six classes of respondents described below. Copies of the interview guides are contained in Annex 2. The guides have been pre-tested, and the final versions are included in this report, per the Statement of Work requirement.

1. (a) **High-level PFG Leadership:** Targeted respondents includes current and former GOES ministers, ambassadors, agency administrators and similarly positioned leadership who provide, or provided, the highest level of direction and oversight for the PFG. For the USG, this includes high-ranking officials in both El Salvador and the United States.

This guide is similar to the PFG Leadership guide except it is designed to be shorter in recognition of the limited time these respondents can dedicate to interviews and the fact that they are less likely to be familiar with the details of the day-to-day administration of the PFG.

(b) **PFG Leadership:** The current and former USG and GOES officials who have held or hold leadership positions within the PFG initiative, as well as PFG points of contacts. For the USG, this includes officials both in El Salvador and in the United States.

The Leadership guides includes (i) cross-cutting questions about the PFG WGA, changes in operational efficiency and workload, and non-assistance (ii) El Salvador-specific questions about the remedial capacities of the JCAP, M&E issues, and the mid-term performance of selected goals, as related to the desired outcomes.

2. **PFG Architects:** The targeted respondents for this guide are individuals directly involved in the design and planning of the El Salvador PFG or whose input was sought for these processes. Respondents will mainly include USG and GOES officials (current and former), members of the Growth Council, representatives from private sector and other civil society organizations, and independent experts.

The interview questions focus on the overall PFG objectives and the role that WGA, constraint analysis (CA), JCAP, non-assistance, M&E, and yearly performance reviews play in the PFG performance and were considerations in its design.

3. **PFG Goal Leads:** The targeted respondents for this guide are active and former GOES and USG goal leads who have directly worked on respective goal(s). Interviews will focus on goal-level achievement, and its contribution to reaching constraint level objectives, M&E, and whether interventions are on-target at mid-term.

This guide includes cross-cutting questions to gauge changes in the operational efficiency, selection, coordination, design, and management of development interventions under the PFG strategy as compared to previous/other approaches. The guide also includes country-specific questions that probe the selected goals, corresponding LOAs, and performance at mid-term.

4. **PFG LOA Implementers:** The targeted respondents for this guide are the implementers of all or selected LOAs under the selected goals. The interviews will be performed primarily with the chiefs of party, directors, coordinators or their representatives, and goal leads, in circumstances where the goal leads are also implementers.

The guide focuses on questions regarding the performance of PFG, the monitoring of activities, evidence-based decision making, non-assistance, and beneficiaries. Given the detailed questioning in this interview, the chiefs of party will most likely be joined by team members or part of the interview will be completed with team members only. Subject to respondent availability, these interviews will take up to 1.5 hours each.

5. **Independent Experts:** Respondents for are independent experts. Experts include academics, subject-matter experts, journalists, and others who contribute to public debate on the PFG in general or specific areas of the PFG but who are not responsible for directing or implementing components of the PFG.

The guide includes cross-cutting questions (to gauge changes in the operational efficiency, selection, coordination, design, and management of development interventions under the PFG strategy as compared to previous/other approaches) as well as goal- and LOA-level questions (the latter, in particular, will be contextualized by the SME interviewer for the specific area of expertise of the interviewee at hand).

All questions will be asked to the interviewee; however, the interviewer understands that not all questions will be applicable to the interviewee depending on his or her knowledge and length of time working on PFG; therefore, all core questions will be asked, but sub-questions may be skipped, if time is limited. Ensuring that all core questions are covered maximizes comparability across interviews.<sup>10</sup>

**Exhibit 12. Semi-structured interview guides by research question**

Interview Guide	CCQ1	CCQ2	CCQ3	CSQ1	CSQ2	CSQ3
High-level PFG Leadership	✓					
PFG Leadership	✓	✓	✓	✓	✓	✓
PFG Architects	✓	✓	✓	✓	✓	
PFG Goal Leads	✓	✓	✓	✓	✓	✓
PFG LOA Implementers				✓	✓	✓
Independent Experts	✓		✓	✓	✓	✓

<sup>10</sup> It also reduces the potential for the introduction of bias into core question responses due to unknown but observable differences between respondents who can quickly provide in-depth responses to earlier questions and those who cannot.

#### iv. Analysis of Interview Data

Upon completing the interviews, the evaluation team will document and code session transcripts by topic areas and themes to identify common trends and outliers within the research gathered. (Refer to the language section on how translations will be handled prior to analysis). Qualitative analysis will be conducted using NVivo. NVivo will provide easy access to relevant portions of the transcripts—identifying common issues, successes, and challenges—and access to associations between activity characteristics and their results.

#### v. Analysis of Data Collected with Confidential Online Surveys

PFG is a new process for delivering development assistance. The first set of research questions for this evaluation—the questions that cut across governments and are germane to all PFG programs regardless of partner country—are being used to assess some of the costs and benefits, intended and unintended, of the PFG.

A short, confidential online survey provided to the staff of USG and GOES agencies/ministries responsible for administering and monitoring PFG initiatives will be used to collect data addressing the cross-cutting questions. Exhibit 13 summarizes survey items by research question.

Annex 2 provides proposed table shells. Where feasible,<sup>11</sup> chi-square tests for deviance from uniform response will be used, and when respondent characteristics are used in cross-tabulations, tests for independence will be conducted. Regardless of results, these tests must be considered descriptive only.

**Exhibit 13. Online survey items by research question**

Questions	CCQ1	CCQ2	CCQ3	CSQ1	CSQ2	CSQ3
Q1. To the best of your recollection, when did you begin work on PFG?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
Q2. For your agency/ institution, did you have a role in the planning and development of PFG?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
Q3. For approximately how many weeks were you involved in the planning and development of PFG?		<input type="checkbox"/>				
Q4. During the PFG planning and development stages, approximately how many hours per week, on average, did you dedicate to these tasks?		<input type="checkbox"/>				
Q5. What is or was your specific PFG assignment? (Leadership)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
Q5. What is or was your specific PFG assignment? (Goal lead)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
Q5. What is or was your specific PFG assignment? (Project management)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
Q5. What is or was your specific PFG assignment? (Project implementation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
Q5. What is or was your specific PFG assignment? (Monitoring and Evaluation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
Q5. What is or was your specific PFG assignment? (Other)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
Q6. Do you have experience planning, implementing or monitoring development projects outside of PFG?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
Q7. As a result of your involvement with PFG, has/did your workload		<input type="checkbox"/>				
Q8. On average, about how much time per week do/did your PFG responsibilities require?		<input type="checkbox"/>				
Q9. As a result of your involvement with PFG, for each of the tasks in the table, has/did your workload (PFG task coordination with colleagues within my government)		<input type="checkbox"/>				
Q9. As a result of your involvement with PFG, for each of the tasks in the table, has/did your workload (PFG task coordination with colleagues in other (partner) governments)		<input type="checkbox"/>				
Q9. As a result of your involvement with PFG, for each of the tasks in the table, has/did your workload (Monitoring progress (indicators, site visits, milestones) of PFG tasks)		<input type="checkbox"/>				
Q9. As a result of your involvement with PFG, for each of the tasks in the table, has/did your workload (Communicating on PFG with my superiors and senior leadership in my government)		<input type="checkbox"/>				
Q9. As a result of your involvement with PFG, for each of the tasks in the table, has/did your workload (Managing PFG activities)		<input type="checkbox"/>				
Q9. As a result of your involvement with PFG, for each of the tasks in the table, has/did your workload (Designing and/or procuring PFG activities)		<input type="checkbox"/>				

<sup>11</sup> For example, where cell sizes are large enough

Questions	CCQ1	CCQ2	CCQ3	CSQ1	CSQ2	CSQ3
Q9. As a result of your involvement with PFG, for each of the tasks in the table, has/did your workload (Other administrative tasks)		<input type="checkbox"/>				
Q10. On average, about how many hours per week are/were dedicated to the PFG tasks in the table? (PFG task coordination with colleagues within my government)		<input type="checkbox"/>				
Q10. On average, about how many hours per week are/were dedicated to the PFG tasks in the table? (PFG task coordination with colleagues in other (partner) governments)		<input type="checkbox"/>				
Q10. On average, about how many hours per week are/were dedicated to the PFG tasks in the table? (Monitoring progress (indicators, site visits, milestones) of PFG tasks)		<input type="checkbox"/>				
Q10. On average, about how many hours per week are/were dedicated to the PFG tasks in the table? (Communicating on PFG with my superiors and senior leadership in my government)		<input type="checkbox"/>				
Q10. On average, about how many hours per week are/were dedicated to the PFG tasks in the table? (Managing PFG activities)		<input type="checkbox"/>				
Q10. On average, about how many hours per week are/were dedicated to the PFG tasks in the table? (Designing and/or procuring PFG activities)		<input type="checkbox"/>				
Q10. On average, about how many hours per week are/were dedicated to the PFG tasks in the table? (Other administrative tasks)		<input type="checkbox"/>				
Q11. In your opinion, compared to other approaches to development assistance intended to affect economic growth, does the PFG represent...	<input type="checkbox"/>					
Q12. In your opinion, is PFG meeting its goal of advancing economic growth in El Salvador?	<input type="checkbox"/>					
Q13. One of PFG's goals is to employ 'non-assistance' development tools. 'Non-assistance' tools include diplomatic engagement, convening authority, and other forms of non-monetized assistance to engage both governmental and non-governmental stakeholders in support of catalytic policy change and development priorities. Have you seen non-assistance tools being used in the PFG activity you are or were involved with?			<input type="checkbox"/>			
Q14. Can you briefly describe the non-assistance tools you have seen, and how they were used? (Example no. 1)			<input type="checkbox"/>			
Q14. Can you briefly describe the non-assistance tools you have seen, and how they were used? (Example no. 2)			<input type="checkbox"/>			
Q14. Can you briefly describe the non-assistance tools you have seen, and how they were used? (Example no. 3)			<input type="checkbox"/>			
Q15. In your opinion, are the appropriate indicators being used to allow for transparent, accountable and fact-based monitoring of the PFG?					<input type="checkbox"/>	
Q16. Can you provide some examples of alternative indicators to allow for transparent, accountable, fact-based monitoring of the PFG? (Example no. 1)					<input type="checkbox"/>	
Q16. Can you provide some examples of alternative indicators to allow for transparent, accountable, fact-based monitoring of the PFG? (Example no. 2.)					<input type="checkbox"/>	
Q16. Can you provide some examples of alternative indicators to allow for transparent, accountable, fact-based monitoring of the PFG? (Example no. 3.)					<input type="checkbox"/>	
Q17. In your opinion, are the appropriate indicators being used to allow for transparent, accountable and fact-based monitoring of the PFG? (Please explain why you are not sure)					<input type="checkbox"/>	
Q18. In your opinion, what are the main strengths of PFG program?	<input type="checkbox"/>					
Q19. In your opinion, what are the main weaknesses of PFG program?	<input type="checkbox"/>					

## vi. Cross-cutting Questions

### *Respondent Characteristics*

The online survey is designed to assure the anonymity of respondents, but certain questions are framed to put respondents' answers in context with their experiences. The following items will be used as cross-tabulation variables.

- The length of time the respondent has been involved with PFG (Q.1)
- Whether the respondent was involved in the initial planning and development of PFG (Q.2)
- The respondents' PFG role (leadership, goal lead, management, implementation, monitoring and evaluation, other) (Q.5)
- The respondents' experience managing, implementing, or monitoring and evaluating development projects other than PFG (Q.6)

For example, a respondent who was involved in the initial planning and development of PFG may have predispositions based upon those earliest PFG experiences.

### *Advantages and Disadvantages of PFG's WGA, CCQ1*

Lines of survey questioning that stand apart from those specifically targeting changes in workload include the following.

- The overall advantage/disadvantage of PFG relative to other development assistance methods (Q.11)
- Whether PFG is meeting its goal of advancing economic growth through investment relative to other approaches (Q.12)
- The main strengths of the PFG approach (Q.18)
- The main weaknesses of the PFG approach (Q.19)

### *Changes in Workload of National and USG Personnel as a Result of PFG, CCQ2*

For a number of reasons, predominantly the lack of baseline data, it is not possible to measure directly the change in workload due to PFG. Instead, impressionistic accounts will be gathered and reported. The questions that directly address CCQ2 include:

- Approximate number of weeks spent planning and developing PFG (Q.3)
- Approximate number of hours spent per week on planning and developing PFG (Q.4)
- Increase in workload as a result of involvement in PFG (Q.7)
- Number of hours per week spent on PFG activities (Q.8)
- Burden and time spent on management and coordination with other PFG partners (Q.9 and Q.10)
- Burden and time spent on management and coordination within your own agency (Q.9 and Q.10)
- Burden and time spent monitoring PFG progress and outcomes (Q.9 and Q. 10)
- Burden and time spent communicating about PFG with superiors and senior leadership in my government (Q.9 and Q.10)
- Burden and time spent managing PFG activities (Q. 9 and Q. 10)
- Burden and time spent designing and/or procuring PFG activities (Q.9 and Q.10)
- Percentage of time spent on other PFG administrative tasks (Q.10)

### *Non-assistance (CCQ3)*

Non-assistance tools include diplomatic engagement, convening authority, and other forms of non-monetized assistance to engage both governmental and non-governmental stakeholders in support of catalytic policy change and development priorities. Non-assistance may be considered the benefit of a broader social network due to the WGA. Respondents will be asked to identify and describe examples of non-assistance.

- Evidence of the use of non-assistance tools (Q.13)
- Descriptions of the use of non-assistance tools (Q.14)

## vii. Country-specific Questions

### *Quantitative information used to manage JCAP implementation (CSQ2)*

Respondents will be asked to identify and describe examples of quantitative information used to monitor the PFG.

- Whether appropriate indicators are being used for transparent, accountable and fact-based monitoring of the PFG (Q. 15)
- Examples of alternative indicators that allow for transparent, accountable, fact-based monitoring of the PFG (Q.15)

## viii. Pre-Field Visit Data Needs and Analytical Guide

### *Cross-cutting Questions*

Evaluation Questions	Type of Answer Needed (e.g. descriptive, normative, cause-effect)	Data Collection Method(s)*	Gender Disaggregation of Data, where Possible**	Selection Criteria	Data Analysis Method(s)
1. What are the advantages and/or disadvantages of the PFG whole-of-government approach to development assistance?	<ul style="list-style-type: none"> <li>• Normative</li> <li>• Descriptive</li> </ul>	<ul style="list-style-type: none"> <li>• Documents reviewed</li> <li>• Initial online, confidential survey</li> <li>• In-depth semi-structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>• ***Gender disaggregation will be conducted whenever possible</li> </ul>	<ul style="list-style-type: none"> <li>• PFG POCs (USG, GOES, GPH)</li> <li>• PFG Troika selected staff (MCC, State Department, USAID)</li> <li>• PFG Goal Leads (USG, GOES, GPH)</li> <li>• Government Ministers who lead PFG constraints ministries</li> <li>• Private sector community (associated with Growth Council)</li> <li>• Civil society (associated with PFG LOAs)</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative (typology, induction, matrix/logical analyses)</li> <li>• Quantitative (descriptive statistics)</li> </ul>
2. To what extent has the Partnership for Growth affected the workload on national government and U.S. government staff, as compared to the workload created by traditional forms of development assistance delivery?	<ul style="list-style-type: none"> <li>• Descriptive</li> </ul>	<ul style="list-style-type: none"> <li>• Initial online, confidential survey</li> <li>• In-depth semi-structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Gender disaggregation will be conducted whenever possible</li> </ul>	<ul style="list-style-type: none"> <li>• PFG POCs (USG, GOES, GPH)</li> <li>• PFG Goal Leads (USG, GOES, GPH)</li> <li>• PFG Troika selected staff (MCC, State Department, USAID)</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative (induction)</li> <li>• Quantitative (descriptive and inferential statistics)</li> </ul>
3. What contribution has non-assistance made to the PFG process and how can it be utilized moving forward?	<ul style="list-style-type: none"> <li>• Normative</li> <li>• Descriptive</li> </ul>	<ul style="list-style-type: none"> <li>• In-depth semi-structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Gender disaggregation will be conducted whenever possible</li> </ul>	<ul style="list-style-type: none"> <li>• PFG POCs (USG, GOES, GPH)</li> <li>• PFG Troika selected staff (MCC, State Department, USAID)</li> <li>• PFG Goal leads (USG, GOES, GPH)</li> <li>• Government ministers who lead PFG constraints ministries</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative (typology, induction, matrix/logical analyses)</li> </ul>

## ix. El Salvador Country-Specific Questions

Evaluation Questions	Type of Answer Needed (e.g. descriptive, normative, cause-effect)	Data Collection Method(s)*	Gender Disaggregation of Data, where Possible**	Selection Criteria	Data Analysis Method(s)
1. The constraints analysis does not identify remedies to address the binding constraints to growth. For each of the constraints, are the goal-level commitments set forth in the JCAP alone capable of achieving the constraints-level objectives and outcomes?	<ul style="list-style-type: none"> <li>• Normative</li> <li>• Descriptive</li> </ul>	<ul style="list-style-type: none"> <li>• Initial online, confidential survey</li> <li>• In-depth semi-structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Gender disaggregation will be conducted whenever possible</li> </ul>	<ul style="list-style-type: none"> <li>• PFG POCs (USG, GOES, GPH)</li> <li>• PFG Goal Leads (USG, GOES, GPH)</li> <li>• Government Ministers who lead PFG constraints ministries</li> <li>• Private sector community (associated with Growth Council)</li> <li>• Civil society (associated with PFG LOAs)</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative (typology, induction, matrix/logical analyses)</li> <li>• Quantitative (descriptive statistics)</li> </ul>
2. The PFG model places an emphasis on evidence-based decision making and fact-based monitoring. Is quantitative and objectively verifiable information being used to manage JCAP implementation in order to achieve and measure results?	<ul style="list-style-type: none"> <li>• Normative</li> <li>• Descriptive</li> </ul>	<ul style="list-style-type: none"> <li>• Initial online, confidential survey</li> <li>• In-depth semi-structured interviews</li> <li>• Program documents reviewed</li> <li>• Performance measurement data</li> </ul>	<ul style="list-style-type: none"> <li>• ***Gender disaggregation will be conducted whenever possible</li> </ul>	<ul style="list-style-type: none"> <li>• PFG POCs (USG, GOES, GPH)</li> <li>• PFG Goal Leads (USG, GOES, GPH)</li> <li>• Government Ministers who lead PFG constraints ministries</li> <li>• Private sector community (associated with Growth Council)</li> <li>• Civil society (associated with PFG LOAs)</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative (typology, induction, matrix/logical analyses)</li> <li>• Quantitative (descriptive statistics)</li> </ul>
3. At the mid-term, are the performances of the selected PFG interventions on target and creating the necessary outputs to achieve the desired outcomes?	<ul style="list-style-type: none"> <li>• Normative</li> <li>• Descriptive</li> <li>• Cause-effect</li> </ul>	<ul style="list-style-type: none"> <li>• Initial online, confidential survey</li> <li>• In-depth semi-structured interviews</li> <li>• Publicly available, international datasets</li> <li>• Program documents reviewed</li> <li>• Performance measurement data</li> </ul>	<ul style="list-style-type: none"> <li>• **Gender disaggregation will be conducted whenever possible</li> </ul>	<ul style="list-style-type: none"> <li>• PFG POCs (USG, GOES, GPH)</li> <li>• PFG Goal Leads (USG, GOES, GPH)</li> <li>• Government Ministers who lead PFG constraints ministries</li> <li>• Central American nations</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative (typology, induction, matrix/logical analyses)</li> <li>• Quantitative (descriptive)</li> <li>• Comparative (quasi-experimental)</li> </ul>

\*To the greatest extent possible, information from all data sources will be used for cross-validation. Information from the desk review and interviews with key personnel and stakeholders, for example, can be cross-validated with objective performance measurement data where subject matter overlap exists. For the cross-cutting questions, the opportunities for cross-validation will be limited.

\*\*Analysis of the data will be disaggregated by gender whenever the variable is included in existing administrative data, for example in M&E measures. However, the evaluation team will not collect gender specification through its surveys as to do so would threaten the anonymity of respondents. Interviews and site visits will take gender (sex) into account when observing and seeking responses.

Per USAID ADS Chapter 205 3.6.2 all interview teams will comprise both males and females to provide appropriate cultural context. It will not be possible, however, to sample interview respondents by gender as the sample is purposive. If USAID wishes, the gender of interviewees can be noted and reported.

\*\*\* Beyond acquiring the sex of respondents, the evaluation team will endeavor to identify whether the program implementation considered gender elements and/or gender mainstreaming. For instance, when

trainings were conducted, did implementers make an effort to balance the gender of participants or inclusion of vulnerable groups such as youth, or did the planning phase address gender mainstreaming. The evaluation team will include these elements into questioning of CS 2 and 3 during interviews with the Goal Leads and the LOA Implementers. Where possible, site visits will be conducted to further confirm gender inclusion within the PFG initiative.

## ANNEX 1: SUPPORTING TABLES FOR EXHIBITS

The tables in this annex provide the data underlying the figures presented in section I, Constraints to El Salvador's Development at Baseline.

**Table 1: 2010 and 2011 Homicides per 100,000 Residents**

Country		2010	2011
El Salvador	Rate	64.4	70.2
	Count	3987	4371
Belize	Rate	41.4	39.0
	Count	129	124
Costa Rica	Rate	11.3	10.0
	Count	527	474
Guatemala	Rate	41.4	38.5
	Count	5960	5681
Honduras	Rate	82.1	91.6
	Count	6239	7104
Mexico	Rate	22.7	23.7
	Count	25757	27199
Nicaragua	Rate	13.6	12.6
	Count	785	738
Panama	Rate	21.6	21.3
	Count	759	759

Source: United Nations Office on Drugs and Crime

**Table 2: Percent Citing Crime or the Economy as their Country's Most Pressing problem**

Country		2010		2012	
		Crime	Economy	Crime	Economy
El Salvador	Percent	54.5%	20.2%	36.0%	24.5%
	Count	843	312	65	178
Belize	Percent	18.5%	21.2%	17.6%	19.6%
	Count	276	317	132	147
Costa Rica	Percent	42.0%	11.0%	35.1%	12.3%
	Count	621	163	259	91
Guatemala	Percent	31.6%	22.2%	27.6%	12.0%
	Count	452	312	205	89
Honduras	Percent	16.6%	13.6%	13.0%	2.1%
	Count	261	213	112	18
Mexico	Percent	15.4%	33.1%	21.7%	13.4%
	Count	237	509	169	104
Nicaragua	Percent	1.8%	45.3%	6.6%	37.6%
	Count	27	685	55	312
Panama	Percent	48.0%	11.5%	21.7%	8.7%
	Count	787	176	172	69

Source: Latin American Public Opinion Poll, Vanderbilt University

**Table 3: Percent of Salvadorians citing crime or the economy as El Salvador's main problem**

Country		Household				Microenterprise			
		2012		2013		2012		2013	
		Crime	Economy	Crime	Economy	Crime	Economy	Crime	Economy
El Salvador	Percent	48.2%	11.7%	51.2%	7.9%	54.7%	18.4%	57.2%	15.4%
	Count	1,163	283	1,242	192	285	96	293	79

Source: Perception of Security and Confidence in Public Institutions

**Table 4: Percent who trust the National Police**

Country		2010	2012
El Salvador	Percent	40.3%	48.7%
	Count	623	717
Belize	Percent	37.6%	44.5%
	Count	546	669
Costa Rica	Percent	37.8%	34.8%
	Count	558	516
Guatemala	Percent	21.4%	23.2%
	Count	316	346
Honduras	Percent	47.4%	18.9%
	Count	747	321
Mexico	Percent	25.8%	30.2%
	Count	400	469
Nicaragua	Percent	47.6%	56.0%
	Count	723	943
Panama	Percent	52.0%	58.2%
	Count	795	930

\*Values of 5 or greater on a 7-point scale

Source: Latin American Public Opinion Poll, Vanderbilt University

**Table 5: Percent of Salvadorians who are satisfied with the performance of the National Police**

Country		Household		Microenterprise	
		2012	2013	2012	2013
El Salvador	Percent	52.2%	45.9%	39.2%	35.2%
	Count	1,257	1112	204	180

Source: Perception of Security and Confidence in Public Institutions

**Table 6: Percent who trust the justice system**

Country		2010	2012
El Salvador	Percent	42.1%	42.2%
	Count	649	596
Belize	Percent	37.6%	53.2%
	Count	546	795
Costa Rica	Percent	44.7%	33.6%
	Count	654	495
Guatemala	Percent	30.0%	30.7%
	Count	436	447
Honduras	Percent	45.0%	22.1%
	Count	703	369
Mexico	Percent	40.4%	39.6%
	Count	620	609
Nicaragua	Percent	32.5%	47.2%
	Count	486	789
Panama	Percent	46.1%	34.7%
	Count	694	549

\*Values of 5 or greater on a 7-point scale

Source: Latin American Public Opinion Poll, Vanderbilt University

**Table 7: Percent of Salvadorians who are satisfied with the performance of the judges/courts?**

Country		Household		Microenterprise	
		2012	2013	2012	2013
El Salvador	Percent	29.3%	26.6%	19.4%	19.3%
	Count	708	645	101	99

Source: Perception of Security and Confidence in Public Institutions

**Table 8: Per capita GDP growth**

Country	2010	2011	2012
El Salvador	0.80%	1.60%	1.26%
Belize	1.33%	-0.14%	2.76%
Costa Rica	3.42%	2.94%	3.65%
Guatemala	0.34%	1.65%	0.39%
Honduras	1.67%	1.76%	1.78%
Nicaragua	2.22%	3.97%	3.68%
Panama	5.63%	9.01%	8.87%

Source: World Bank, World Development Indicators

**Table 9: Exports as a Percentage of GDP**

Country	2010	2011	2012
El Salvador	25.9%	28.0%	28.4%
Belize	58.2%	61.1%	n/a
Costa Rica	38.2%	37.4%	37.7%
Guatemala	25.8%	26.6%	25.0%
Honduras	45.8%	51.3%	50.4%
Nicaragua	37.6%	41.9%	44.0%
Panama	76.5%	84.2%	83.5%

Source: World Bank, World Development Indicators

**Table 10: Growth in Foreign Direct Investment Inflow**

Country	2010-2011	2011-2012
El Salvador	23.64%	52.44%
Belize	-1.14%	103.68%
Costa Rica	47.08%	22.30%
Guatemala	23.77%	0.91%
Honduras	115.04%	2.40%
Nicaragua	90.53%	-16.87%
Panama	46.87%	4.96%

\*Growth calculated based on Foreign direct investment, net inflows (BoP, current US\$):  $\frac{Yr_n - Yr_{(n-1)}}{Yr_{(n-1)}}$

Source: World Bank, World Development Indicators

**Table 11: Foreign Direct Investment Net Inflows as percentage of GDP**

Country	2010	2011	2012
El Salvador	1.16%	1.32%	1.96%
Belize	6.90%	6.39%	n/a
Costa Rica	4.04%	5.25%	5.84%
Guatemala	2.23%	2.39%	2.29%
Honduras	3.08%	5.93%	5.79%
Nicaragua	5.92%	10.05%	7.66%
Panama	8.25%	10.29%	9.33%

Source: World Bank, World Development Indicators

## ANNEX 2: TABLE SHELLS FOR CONFIDENTIAL ONLINE SURVEY RESULTS

### CCQ1 - What are the advantages and disadvantages of the PFG WGA to development assistance?

Perception of PFG approach by length of time working on PFG (Q11 & Q1). Marginals (row and column statistics) provide the univariate statistics

	One year or less	Between one and two years	Two years or more
Significant improvement			
Improvement			
No change			
Step backwards			
Significant step backwards			
Don't know			

Perception of PFG approach by planning role (Q11 & Q2). Marginals (row and column statistics) provide the univariate statistics

	Planning role	No planning role
Significant improvement		
Improvement		
No change		
Step backwards		
Significant step backwards		
Don't know		

Perception of PFG approach by length of PFG role (Q11 & Q5). Marginals (row and column statistics) provide the univariate statistics

	Leadership	Goal Lead	Management	Implementation	M&E
Significant improvement					
Improvement					
No change					
Step backwards					
Significant step backwards					
Don't know					

\*Roles are not mutually exclusive so row marginal do not sum to totals

Perception of PFG approach by experience with other development protocols (Q11 & Q6). Marginals (row and column statistics) provide the univariate statistics

	PFG Experience Only	Non-PFG Experience
Significant improvement		
Improvement		
No change		
Step backwards		
Significant step backwards		
Don't know		

PFG meets its development goals by length of time working on PFG (Q12 & Q1). Marginals (row and column statistics) provide the univariate statistics

	One year or less	Between one and two years	Two years or more
Strongly agree			
Agree			
Neither agree nor disagree			
Disagree			
Strongly disagree			
Don't know			

PFG meets its development goals by planning role (Q12 & Q1). Marginals (row and column statistics) provide the univariate statistics

	Planning role	No planning role
Strongly agree		
Agree		
Neither agree nor disagree		
Disagree		
Strongly disagree		
Don't know		

PFG meets its development goals by length of PFG role (Q12 & Q5). Marginals (row and column statistics) provide the univariate statistics

	Leadership	Goal Lead	Management	Implementation	M&E
Strongly agree					
Agree					
Neither agree nor disagree					
Disagree					
Strongly disagree					
Don't know					

\*Roles are not mutually exclusive so row marginal do not sum to totals

PFG meets its development goals by experience with other development protocols (Q12 & Q6). Marginals (row and column statistics) provide the univariate statistics

	PFG Experience Only	Non-PFG Experience
Strongly agree		
Agree		
Neither agree nor disagree		
Disagree		
Strongly disagree		
Don't know		

Main strengths of the PFG program (Q18) – Coded and non-responses.

Strengths	Freq	Percent

Main weaknesses of the PFG program (Q19) – Coded and non-responses.

Weaknesses	Freq	Percent

**CCQ2 - To what extent has PFG affected the workload on national government and USG staff, as compared to traditional forms of development assistance?**

Increase in workload by length of time working on PFG (Q7 & Q1). Marginals (row and column statistics) provide the univariate statistics

	One year or less	Between one and two years	Two years or more
Workload increased significantly			
Increased somewhat			
About the same			
Decreased somewhat			
Workload Decreased significantly			

Increase in workload by planning role (Q7 & Q2). Marginals (row and column statistics) provide the univariate statistics

	Planning role	No planning role
Workload increased significantly		
Increased somewhat		
About the same		
Decreased somewhat		
Workload Decreased significantly		

Increase in workload by length of PFG role (Q7 & Q5). Marginals (row and column statistics) provide the univariate statistics

	Leadership	Goal Lead	Management	Implementation	M&E
Workload increased significantly					
Increased somewhat					
About the same					
Decreased somewhat					
Workload Decreased significantly					

\*Roles are not mutually exclusive so row marginal do not sum to 100%

Increase in workload by experience with other development protocols (Q5 & Q6). Marginals (row and column statistics) provide the univariate statistics

	PFG Experience Only	Non-PFG Experience
Workload increased significantly		
Increased somewhat		
About the same		
Decreased somewhat		
Workload Decreased significantly		

Average PFG hours per week by length of time working on PFG (Q6 & Q1). Marginals (row and column statistics) provide the univariate statistics

	One year or less	Between one and two years	Two years or more
More than 20 hours			
16 to 20 hours			
11 to 15 hours			
6 to 10 hours			
1 to 5 hours			
Zero			

Average PFG hours per week by planning role (Q6 & Q2). Marginals (row and column statistics) provide the univariate statistics

	Planning role	No planning role
More than 20 hours		
16 to 20 hours		
11 to 15 hours		
6 to 10 hours		
1 to 5 hours		
Zero		

Average PFG hours per week by length of PFG role(Q8 & Q5). Marginals (row and column statistics) provide the univariate statistics

	Leadership	Goal Lead	Management	Implementation	M&E
More than 20 hours					
16 to 20 hours					
11 to 15 hours					
6 to 10 hours					
1 to 5 hours					
Zero					

\*Roles are not mutually exclusive so row marginals will not sum to 100%

Average PFG hours per week by experience with other development protocols (Q8 & Q6). Marginals (row and column statistics) provide the univariate statistics

	PFG Experience Only	Non-PFG Experience
More than 20 hours		
16 to 20 hours		
11 to 15 hours		
6 to 10 hours		
1 to 5 hours		
Zero		

Average PFG hours per week by workload increase by increase due to coordination with colleagues within my government (Q8 & Q9). Marginals (row and column statistics) provide the univariate statistics

	Increased Significantly	Increased Somewhat	Stayed about the Same	Decreased Somewhat	Decreased Significantly
More than 20 hours					
16 to 20 hours					
11 to 15 hours					
6 to 10 hours					
1 to 5 hours					
Zero					

Average PFG hours per week workload increase by increase due to coordination within other governments (Q8 & Q9). Marginals (row and column statistics) provide the univariate statistics

	Increased Significantly	Increased Somewhat	Stayed about the Same	Decreased Somewhat	Decreased Significantly
More than 20 hours					
16 to 20 hours					
11 to 15 hours					
6 to 10 hours					
1 to 5 hours					
Zero					

Average PFG hours per week workload increase by increase due to monitoring progress (Q8 & Q9). Marginals (row and column statistics) provide the univariate statistics

	Increased Significantly	Increased Somewhat	Stayed about the Same	Decreased Somewhat	Decreased Significantly
More than 20 hours					
16 to 20 hours					
11 to 15 hours					
6 to 10 hours					
1 to 5 hours					
Zero					

Average PFG hours per week workload increase by increase due to communicating with superiors (Q8 & Q9). Marginals (row and column statistics) provide the univariate statistics

	Increased Significantly	Increased Somewhat	Stayed about the Same	Decreased Somewhat	Decreased Significantly
More than 20 hours					
16 to 20 hours					
11 to 15 hours					
6 to 10 hours					
1 to 5 hours					
Zero					

Average PFG hours per week workload increase by increase due to managing PFG activities (Q8 & Q9). Marginals (row and column statistics) provide the univariate statistics

	Increased Significantly	Increased Somewhat	Stayed about the Same	Decreased Somewhat	Decreased Significantly
More than 20 hours					
16 to 20 hours					
11 to 15 hours					
6 to 10 hours					
1 to 5 hours					
Zero					

Average PFG hours per week workload increase by increase due to designing and/or procuring PFG activities (Q8 & Q9). Marginals (row and column statistics) provide the univariate statistics

	Increased Significantly	Increased Somewhat	Stayed about the Same	Decreased Somewhat	Decreased Significantly
More than 20 hours					
16 to 20 hours					
11 to 15 hours					
6 to 10 hours					
1 to 5 hours					
Zero					

Average PFG hours per week workload increase by increase due to other administrative tasks (Q8 & Q9). Marginals (row and column statistics) provide the univariate statistics

	Increased Significantly	Increased Somewhat	Stayed about the Same	Decreased Somewhat	Decreased Significantly
More than 20 hours					
16 to 20 hours					
11 to 15 hours					
6 to 10 hours					
1 to 5 hours					
Zero					

For approximately how many weeks was the respondent involved in the planning and development of PFG? (Q3).

	Mean	SD
Weeks		

During the PFG planning and development stages, approximately how many hours per week, on average, has the respondent dedicate to these tasks? (Q4).

	Freq	Percent
More than 20 hours		
16 to 20 hours		
11 to 15 hours		
6 to 10 hours		
1 to 5 hours		
Zero		

**CCQ3 - What contributions has "non-assistance" made to the PFG process and how can it be utilized moving forward?**

Has observed non-assistance by length of time working on PFG (Q13 & Q1). Marginals (row and column statistics) provide the univariate statistics

	One year or less	Between one and two years	Two years or more
Yes			
No			
Not sure			

Has observed non-assistance by planning role (Q13 & Q2). Marginals (row and column statistics) provide the univariate statistics

	Planning role	No planning role
Yes		
No		
Not sure		

Has observed non-assistance by length of PFG role (Q13 & Q4). Marginals (row and column statistics) provide the univariate statistics

	Leadership	Goal Lead	Management	Implementation	M&E
Yes					
No					
Not sure					

\*Roles are not mutually exclusive so row marginal do not sum to 100%

Has observed non-assistance by experience with other development protocols (Q13 & Q5). Marginals (row and column statistics) provide the univariate statistics

	PFG Experience Only	Non-PFG Experience
Yes		
No		
Not sure		

Description of non-assistance tools and how they were used (Q14) – Coded and non-responses.

Tools	Freq	Percent

**CSQ2 - Is quantitative and objectively verifiable information being used to manage JCAP implementation in order to achieve and measure results?**

Use of best indicators by length of time working on PFG (Q15 & Q1). Marginals (row and column statistics) provide the univariate statistics

	One year or less	Between one and two years	Two years or more
Best indicators are used			
Best indicators are not used			
Not sure			

Use of best indicators by planning role (Q15 & Q2). Marginals (row and column statistics) provide the univariate statistics

	Planning role	No planning role
Best indicators are used		
Best indicators are not used		
Not sure		

Use of best indicators by length of PFG role (Q15 & Q4). Marginals (row and column statistics) provide the univariate statistics

	Leadership	Goal Lead	Management	Implementation	M&E
Best indicators are used					
Best indicators are not used					
Not sure					

\*Roles are not mutually exclusive so row marginal do not sum to 100%

Use of best indicators by experience with other development protocols (Q15 & Q5). Marginals (row and column statistics) provide the univariate statistics

	PFG Experience Only	Non-PFG Experience
Best indicators are used		
Best indicators are not used		
Not sure		

Examples of alternative indicators to allow for transparent, accountable, fact-based monitoring of the PFG (Q16) – Coded and non-responses.

Indicators	Freq	Percent

## ANNEX 3: DATA COLLECTION INSTRUMENTS

### Semi-structured Interviews

#### Interview Guide 1 - PFG LEADERSHIP

**Background Information:** The Partnership for Growth (PFG) aims to achieve accelerated, sustained, broad-based economic growth in partner countries, including El Salvador and the Philippines, through bilateral agreements between the United States Government (USG) and the partnering countries' national governments. Using principles set forth in President Obama's September 2010 Presidential Policy Directive on Global Development, the PFG requires rigorous, joint analyses of countries' individual constraints to growth in order to develop joint action plans to address the most pressing of these constraints and to establish high-level mutual accountability for the goals and lines of action (LOAs) selected to alleviate them. This interview guide was designed to collect information on cross-cutting questions about the program.

**Respondent Type:** The targeted respondents for this semi-structured Interview Guide # 1 are current and former USG and GOES officials who have held or hold leadership positions within the PFG initiative, particularly POCs and others at their level who will be more informed of the implementation of PFG.

**Central Focus of Questions:** This guide includes (i) cross-cutting questions on the PFG Whole of Government Approach (WGA), changes in operational efficiency and work load, as well as on non-assistance; and (ii) El Salvador specific questions on the remedial capacities of the JCAP, on M&E issues, and on the mid-term performance of selected goals as related to the desired outcomes. The interviewer will note that the term Whole of Government Approach is not known to all parties, especially in El Salvador. Be prepared to probe with the terms inter-agency cooperation or inter-agency coordination.

**Methodology.** Semi-structured interview. Approximately 1 hour.

#### INTERVIEW QUESTIONS

##### A. CROSS-CUTTING

##### Advantages and disadvantages of the PFG approach in general

1. Based on your role as a Goal-Lead within the PFG initiative has the PFG approach resulted in changes in the way responsibilities and leaderships are shared or exercised within or among the USG agencies directly involved in your goal? If so, how? What are the principal advantages and disadvantages of these changes?

2. Has the PFG resulted in changes in the implementation coordination process between USG and GOES agencies? If yes, how? What are the main advantages and disadvantages of these changes?
  3. Has the PFG process resulted in changes in levels or forms of funding allocation for the PFG goal and LOAs you are leading? Please explain.
- 

**The following questions seek responses concerning the PFG process – in particular the Constraint Analysis (CA) and the Whole of Government Approach (WGA) – and whether these new approaches have demonstrated improvements over pre-PFG assistance approaches.**

*[Information obtained within this section will feed into CCQ1 (advantages/disadvantages of the PFG approach to development assistance), CCQ2 (PFG impact on workload, and CCQ3 (on the role of “non-assistance”).*

### **Regarding the WGA (to USG ONLY)**

*The Whole of Government Approach (WGA) is relevant to identifying areas for assistance, selecting interventions, and determining implementation coordination. The approach reflects efforts to align each agency’s activities to achieve a common objective.*

4. In your opinion, has the WGA led to change in the way the USG delivers development assistance in El Salvador? What kind of change? Please provide specific example(s).
5. In your opinion, compared to previous forms of development assistance, has the WGA approach in El Salvador led to:
  - a. Change(s) in which areas for assistance and development initiatives are selected? (Please explain and/or provide example(s))
  - b. Change(s) in design of development initiatives? (Please explain and/or provide an example(s))
  - c. Change(s) in management of development initiatives? (Please explain and/or provide an example(s))
  - d. Change(s) in coordination of development initiatives? (Please explain and/or provide an example(s))
  - e. Change(s) in operational efficiency? (Please explain and/or provide example(s))
  - f. Change(s) in workload? (Please explain and/or provide example(s))

### **Regarding the WGA (to GOES ONLY):**

*The Whole of Government Approach (WGA) is relevant to identifying areas for assistance, selecting interventions, and determining implementation coordination. The approach reflects efforts to align each agency’s activities to achieve a common objective, hence promoting inter-agency coordination and collaboration*

**NOTE FOR THE INTERVIEWER:** Interviewers should prompt with “interagency efforts/collaboration” since WGA is not a widely used term.

6. How is the WGA being implemented within the El Salvadoran Government?
  7. In your opinion, compared to traditional forms of development assistance, has the WGA led to:
    - a. Change in design of development initiatives? (Please explain and/or provide an example)
    - b. Change in coordination of development initiatives? (Please explain and/or provide an example)
    - c. Change in operational efficiency? (Please explain and/or provide example)
    - d. Change in workload? (Please explain and/or provide example)
- 

### **On non-assistance (Both USG and ES)**

*“Non-assistance” tools include diplomatic engagement, convening authority, and other forms of non-monetized assistance to engage both governmental and non-governmental stakeholders in support of catalytic policy change and development priorities.*

8. What contribution has non-assistance made to the PFG process in El Salvador? Please provide specific examples.
9. How can non-assistance (within the context of El Salvador) be best utilized moving forward?

### **EL SALVADOR - SPECIFIC QUESTIONS**

The following questions seek responses concerning whether the PFG has been developed in such a way to allow for the eventual determination of their impact on addressing the identified constraints and desired outcomes. This focuses on the Joint Country Action Plan (JCAP), implementation teams, and their work plans.

*[Information obtained will feed into CSQ2 (if JCAP goal level commitments are capable of achieving the constraint level objectives and goals).*

### **Joint Country Action Plan (JCAP)**

As you know, the Constraints Analysis (CA) was centered on identifying the central binding constraints to growth, but did not identify remedies to address these. To address these remedies, the **JCAP** was produced.

10. What indications do you have that the JCAP is performing its central task of guiding the PFG to perform and move in the right direction?
  11. To what extent are the goal level commitments set forth in the JCAP capable of achieving the constraints-level objectives and outcomes?
  12. Are the goals and LOAs in the JCAP well defined remedies to overcome the constraints?
  13. Were there additional goals and LOAs that you think should have been included in the Initiative that do not already exist? If yes, please list and explain.
- 

### **Implementation Teams**

The M&E Addendum to the JCAP announced that “The governments of El Salvador and the United States have established **implementation teams** (e.g. Goal Leads, counterparts, Working Groups, Constraint Leads) that include representatives of each agency responsible for executing a LOA to coordinate the JCAP process and ensure communication. The teams are to meet regularly to develop [various tasks].”

14. How and when were the implementation teams formed?
15. How do they operate?
16. How have they performed on the [various tasks] they are charged with?

### **Work Plans**

The M&E Addendum to the JCAP also explains that each implementation team will develop “**work plans**” for each LOA.

17. To your knowledge, have the work plans referenced been developed?
  18. When were the work plans developed (provide number that exist, if able)? Are they produced within a certain frequency? And are they uniform across participating agencies?
  19. If they were not developed: why not?
  20. What mechanism is used to measure performance of a specific LOA if no work plan was developed?
- 

### **Evidence-Based Decision Making and Fact-Based Monitoring**

**The following questions are in reference to PFG’s overarching goal of promoting evidence-based decision making and fact-based monitoring.**

*[Information obtained will feed into CSQ2 (PFG emphasis on quantitative and objectively verifiable evidence feeding into decision making and fact-based monitoring)].*

21. The PFG model places specific emphasis on [1] **evidence-based decision making** and [2] **fact-based monitoring**.
  - a. Is quantitative and objectively verifiable information being used to manage JCAP implementation in order to achieve and measure results? Please explain how.
  - b. How is evidence-based decision making part of managing PFG? (Please illustrate and/or provide an example).
  - c. How is “fact-based monitoring” designed and managed under PFG? (Please illustrate and/or provide an example).
  
22. As stated in the M&E Addendum, the PFG is producing **semi-annual scorecards, which will track LOA indicators**.
  - a. How is consensus reached in determining which indicators are included within each goal, given that various agencies and two governments are involved in decision making?
  - b. Can you identify a specific case in which consensus was lacking? Why was there a lack of consensus and how was an agreement attained?
  - c. How are LOA-level indicators taken into account when preparing the scorecards?
  - d. From your point of view, how do you assess the role of the PFG scorecards in monitoring performance and making sure the necessary outputs are produced to achieve the desired PFG objectives?
  - e. Given that the PFG includes 153 LOAs, how do you identify under-performing LOAs, and what systems are used to assess their impact on outcomes?
  
23. The M&E Addendum also states that high level representatives of both governments will perform a **yearly “general review of JCAP implementation”** (each November from 2012 to 2016).
  - a. What format did the yearly November reviews of 2012 and 2013 take? What information was reviewed? Who participated?
  - b. Which indicators were reviewed to gauge progress towards successfully addressing the two constraints? How were the LOA level indicators taken into account for the 2012 and 2013 November reviews?

- c. Was there a common methodology for the 2013 and 2012 reviews? If changes were made to the review methodology, what were the changes and why were they made?
  - d. Did the conclusions of the review lead to specific actions (e.g. to overcome an obstacle identified during the review)? If “yes”, what were these actions and how have they been enacted?
24. The M&E Addendum states that progress **on the security constraint** would be gauged in particular through 3 indicators (national homicide rate; public security perception; and prosecutions and convictions as a percentage of reported violent crimes).
- a. Was a written review of these indicators produced for the November 2012 and November 2013 reviews? If not, how was the review of these indicators performed?
25. Likewise, the M&E addendum states that progress on the **tradables constraint** would be gauged in particular through 3 indicators (per capita GDP growth; exports as a percentage of GDP; foreign direct investment as a percentage of GDP).
- a. Was a written review of these indicators produced for the November 2012 and November 2013 reviews? If not, how was the review of these indicators performed?
- 

## Being on target, course-corrections, and moving forward

*[Information obtained will feed into CSQ3 (if selected interventions are on target and creating the necessary outputs to achieve the desired outcomes)].*

26. Today, at the mid-term of implementation of the PFG approach, what evidence exists to demonstrate whether the **overall El Salvador PFG performance** is on target and creating the necessary outputs to achieve the desired outcomes?
27. For each of the two constraints, and for each of the **selected goals** *[interviewer should name the goal that is applicable to the respondent, if respondent does not work with a specific goal, ask question in general]*, are the various interventions GOES and USG committed to in the JCAP on target? Provide examples. If not on target, can you share reasons why they are behind?
28. In practice, under each constraint, and for the **selected goals** *[interviewer should name the goal that is applicable to the respondent, if respondent does not work with a specific goal, ask question in general]*, which M&E mechanisms are used to evaluate if interventions are on target or below target?
29. To what extent are the results of not only the goal level outputs, but the LOA level outputs (as committed to by USG or GOES under the JCAP) subject to periodic discussion among the PFG partners?

## Interview Guide 2 – PFG ARCHITECTS

**Background Information:** The Partnership for Growth (PFG) aims to achieve accelerated, sustained, broad-based economic growth in partner countries, including El Salvador and the Philippines, through bilateral agreements between the United States Government (USG) and the partnering countries' national governments. Using principles set forth in President Obama's September 2010 Presidential Policy Directive on Global Development, the PFG requires rigorous, joint analyses of countries' individual constraints to growth in order to develop joint action plans to address the most pressing of these constraints and to establish high-level mutual accountability for the goals and lines of action (LOAs) selected to alleviate them. This interview guide was designed to collect information on cross-cutting questions about the program.

**Respondent Type:** The targeted respondents for this semi-structured Interview Guide # 2 are stakeholders directly involved with the design and planning of the El Salvador PFG, or whose inputs were sought after for these processes. The stakeholders mainly include USG and GOES officials (current and former), members of the Growth Council, representatives from private sector and other civil society organizations, as well as independent experts.

**Central Focus of Questions:** The focus of the interview questions are on the PFG overall objectives, the role that Whole of Government Approach (WGA); Constraint Analysis (CA), Joint County Action Plan (JCAP), non-assistance, monitoring and evaluation (M&E), and yearly performance reviews, play in the PFG performance.

**Methodology:** Semi-structured interview. Approximately 1 hour.

### INTERVIEW QUESTIONS

#### On the WGA:

*The Whole of Government Approach (WGA) is relevant to identifying areas for assistance, selecting interventions, and determining implementation coordination. The approach reflects efforts to align the activities of each agency in order to achieve a common objective"*

1. Have any changes been realized with how the design of development assistance initiatives (particularly in El Salvador) has been approached as result of the initiation of the WGA approach?
    - a. If yes, what are the changes?
    - b. Please cite specific examples
  
  2. Have there been distinctive differences between the PFG approach and other economic-growth development approaches?
    - a. Please cite examples
-

## **On the JCAP**

The El Salvador CA was centered on identifying the central binding constraints to growth, but not on identifying remedies to address these. To address these remedies, the JCAP was produced. Is the JCAP fulfilling its role?

3. Are there any indication that the JCAP is leading towards the achievement of constraints-level objectives and outcomes?
  4. Is there any evidence that the goal-level commitments set forth in the JCAP have been effective in achieving the constraints-level objectives and outcomes?
- 

## **On non-assistance**

*“Non-assistance” tools include diplomatic engagement, convening authority, and other forms of non-monetized assistance to engage both governmental and non-governmental stakeholders in support of catalytic policy change and development priorities.*

5. What contribution (if any) has non-assistance made to the PFG process, in relation to El Salvador?
  6. How can non-assistance (within the context of El Salvador) be best utilized moving forward?
  7. How do you think PFG can best measure “non-assistance” and its contribution to reaching its overall objectives for the PFG initiative in El Salvador?
- 

## **On evidence-based decision making and fact-based monitoring**

The PFG places specific emphasis on evidence-based decision making, fact-based monitoring, and quantitative verifiable information.

8. With the initiation of the PFG, have changes been realized in terms of improving monitoring systems?
9. How was evidence-based decision making designed for the PFG initiative? What mechanisms were included in the design to inform its appropriate implementation? Please illustrate and/or provide an example.
10. How is “fact-based monitoring” designed and managed under PFG? What mechanisms were included in the design to inform its appropriate implementation? (Please illustrate and/or provide an example).

The M&E Addendum also states that high level representatives of both governments will perform a yearly “**general review of JCAP implementation**” (each November from 2012 to 2016).

11. What was envisioned to be the outcome of these yearly meetings? Please provide specific examples.
  12. Do you know if these meetings have occurred and have the proposed outcomes been realized?
- 

### **On the PFG Main Constraints**

Progress **on the security constraint** is gauged in particular by 3 indicators (national HOM rate; public security perception; prosecutions and convictions as a percentage (%) of reported violent crimes).

13. What was the rationale for choosing these three indicators among others?
14. Why were 3 indicators chosen, and not more / less?

Progress on the **tradables constraint** is being gauged in particular by 3 indicators (per capita GDP growth; exports as a percentage of GDP; foreign direct investment as a percentage of GDP).

15. What was the rationale for choosing these three indicators among others?
  16. Why were 3 indicators chosen, and not more / less?
- 

### **On the PFG at Mid-Term**

17. Today, at mid-term, is there any evidence that the overall ES PFG performance is on target and creating the necessary outputs to achieve the desired outcomes?

The CA identifies challenges including bureaucratic inefficiency, inconsistency of judicial decisions and in general comparatively low quality of public administration performance.

18. What risk do these pose for PFG performance, if any?
19. If there are risks, what mechanisms is the PFG using to diminish these risks?

## Interview Guide 3 - PFG Goal Leads

**Background Information:** The Partnership for Growth (PFG) aims to achieve accelerated, sustained, broad-based economic growth in partner countries, including El Salvador and the Philippines, through bilateral agreements between the United States Government (USG) and the partnering countries' national governments. Using principles set forth in President Obama's September 2010 Presidential Policy Directive on Global Development, the PFG requires rigorous, joint analyses of countries' individual constraints to growth in order to develop joint action plans to address the most pressing of these constraints and to establish high-level mutual accountability for the goals and lines of action (LOAs) selected to alleviate them. This interview guide was designed to collect information on cross-cutting questions about the program.

**Respondent Type:** The targeted respondents for this semi-structured Interview Guide # 3 are active and former GOES and USG Goal Leads who have directly worked on respective goal(s).

**Central Focus of Questions:** This guide includes cross-cutting questions to gauge changes in the operational efficiency, selection, coordination, design, and management of development interventions under the PFG strategy as compared to previous / other approaches.

**Methodology:** Semi-structured interview. Approximately 1 hour.

**Overall Note to Interviewer:** *Some of the Goal Leads are LOA Implementers, therefore there will be the need to ensure that repetitive questions are not asked. The evaluation coordination team will ensure that the appropriate guide is provided to the interviewer.*

### INTERVIEW QUESTIONS

#### Advantages and disadvantages of the PFG approach in general

1. Based on your role as a Goal-Lead within the PFG initiative, has the PFG approach resulted in changes in the way responsibilities and leaderships are shared or exercised within or among the USG agencies directly involved in your goal? If so, how? What are the principal advantages and disadvantages of these changes?
  2. Has the PFG resulted in changes in the implementation coordination process between USG and GOES agencies? If yes, how? What are the main advantages and disadvantages of these changes?
  3. Has the PFG process resulted in changes in levels or forms of funding allocation for the PFG goal and LOAs you are leading? Please explain.
-

The following questions seek responses concerning how the Whole of Government Approach (WGA) and Joint Country Action Plans (JCAP) have demonstrated improvements (or not) over pre-PFG assistance approaches

### **Regarding the WGA:**

*The Whole of Government Approach (WGA) is relevant to identifying areas for assistance, selecting interventions, and determining implementation coordination. The approach reflects efforts to align each agency's activities to achieve a common objective, hence promoting inter-agency coordination and collaboration*

*[NOTE FOR THE INTERVIEWER: Interviewers should prompt with "interagency efforts/collaboration" since WGA is not a widely used term.]*

4. Are you aware of the WGA as described?
5. In your role as a Goal Lead, have you experienced how the WGA is being implemented within the PFG initiative? Please provide specific examples.

*[NOTE FOR INTERVIEWER: If the interviewee is not aware of the WGA under his/her goal: skip c) and d)]*

6. In your opinion, compared to traditional forms of development assistance, has the WGA led to:
  - a. Change(s) in the design of development initiatives? (Please explain and/or provide an example)
  - b. Change(s) in the coordination of development initiatives? (Please explain and/or provide an example)
  - c. Change(s) in operational efficiency? (Please explain and/or provide example)
  - d. Change(s) in workload? (Please explain and/or provide example)
7. Has the WGA impacted the performance of the activities you are directing as a Goal Lead? If yes, please explain and provide examples.

---

### **Changes in development approach due the introduction of the Joint Country Action Plan (JCAP):**

As you know, while the Constraints Analysis identified the central binding constraints to growth, the Joint Country Action Plan (JCAP) defines the remedies to address these.

8. As a Goal Lead, how do you relate to the other JCAP goals, goal leaders, and the JCAP in general?
9. As a Goal Lead, do you consider that the JCAP is performing its central role in guiding the PFG to perform and move in the right direction?

10. For your goal, does the JCAP provide sufficient guidance on performance benchmarks for the LOA?
- 

**On non-assistance as an inherent part of the PFG:**

*“Non-assistance” tools include diplomatic engagement, convening authority, and other forms of non-monetized assistance to engage both governmental and non-governmental stakeholders in support of catalytic policy change and development priorities.*

11. What role is non-assistance playing under your goal? Please provide an example.
12. Please provide examples of specific cases, e.g. of enhanced goodwill, access, receptivity, collaboration or additional or different resources (non-monetized ones, local level ones, etc.)
13. Are there any requirements/ instructions received from PFG leadership in identifying or documenting "non-assistance"? Please provide specific examples.
14. Are you able to measure progress on “non-assistance”, if yes, what types of indicators are typically used?
15. How can non-assistance be best utilized under your goal going forward?
- 

**On Workplans:**

The JCAP M&E addendum explains that each implementation team will develop a “workplan” for each LOA.

16. For each of the LOAs under your goal, was a workplan developed? If no, why not? If yes, who developed the workplan?
17. For each LOA under your goal, does the workplan include any of the following to promoted measurability:
- a. Indicators; baselines; benchmarks.
  - b. Were these developed by the implementation team? If not by the implementation team, how were they established?
18. How do you measure performance of a specific LOA if no workplan was developed?
-

## **On evidence-based decision making and fact based-monitoring:**

As you know, the PFG model places specific emphasis on [1] evidence-based decision making and [2] fact-based monitoring.

19. For your goal, how do you use quantitative and objectively verifiable information to manage implementation in order to achieve and measure results?
20. For your goal, please provide examples of evidence-based decision making? What role (if any) does “quantitative verifiable information” play in this decision making?
21. Please explain how “fact-based monitoring” is an integral part of your goal implementation? What role (if any) does “quantitative verifiable information” have in this?
22. Is there a specific M&E plan for your goal as a whole? Is there an M&E plan for each of the LOAs under your goal? When and how were these formulated?
23. Do you use a PFG-issued or a goal-specific M&E indicator system? How do the LOA feed into this? How does your system feed into the PFG system in general?

The PFG produces **semi-annual scorecards** per goal. LOA level work plan generated indicators are meant to feed into these:

24. For your goal, how is consensus reached on the scorecard, given that various agencies and two governments are involved? If there was lack of consensus, how was it overcome?
25. For you goal, please explain how the LOA level (work plan) indicators fed into the scorecards?

**Progress on the security constraint is gauged in particular from 3 indicators** (national HOM rate; public security perception; prosecutions and convictions as a percentage (%) of reported violent crimes). *[Note to Interviewer: only ask for goal leads working in the crime and insecurity constraint; Note that you might not receive very much input on these, and should skip over quickly, if you do not]*

26. To what extent do these three indicators reflect performance under your goal?
27. If any, which other indicator would you like to see included, as related to your own goal?

**Progress on the tradables constraint is gauged in particular by 3 indicators** (per capita GDP growth; exports as a percentage of GDP; foreign direct investment as a percentage of GDP). *[Note to Interviewer: only ask for goal leads working in the low productivity and tradables constraint; Note that you might not receive very much input on these, and should skip over quickly, if you do not]*

28. To what extent do these three indicators reflect performance under your goal?

29. If any, which other indicator would you like to see included, as related to your own goal?

**On being on-target and creating the necessary outputs to achieve the desired outcomes:**

30. At mid-term of PFG implementation, is there any evidence that the overall ES PFG performance is on target and creating the necessary outputs to achieve the desired outcomes? Please provide specific example(s).

31. Is your goal(s) on target (or behind target)? Which M&E mechanisms are used to evaluate if goal(s) are on target (or behind target), beyond the scorecards?

32. Have there been any major changes to how the PFG approach is implemented, specific to your goal(s)? If yes, what are they? And why have they been instituted?

33. Please provide examples of successes made and challenges faced with implementing your goal(s).

34. In what way do you coordinate with LOA(s) implementers within your goal to ensure that the performance of your goal is on target?

## Interview Guide No. 4 - LOA IMPLEMENTERS (only for selected goals)

**Background Information:** The Partnership for Growth (PFG) aims to achieve accelerated, sustained, broad-based economic growth in partner countries, including El Salvador and the Philippines, through bilateral agreements between the United States Government (USG) and the partnering countries' national governments. Using principles set forth in President Obama's September 2010 Presidential Policy Directive on Global Development, the PFG requires rigorous, joint analyses of countries' individual constraints to growth in order to develop joint action plans to address the most pressing of these constraints and to establish high-level mutual accountability for the goals and lines of action (LOAs) selected to alleviate them. This interview guide was designed to collect information on cross-cutting questions about the program.

**Respondent Type:** The targeted respondents for this semi-structured Interview Guide # 4 are the implementers of all or selected lines of action (LOA) under the selected goals. The interview will be performed primarily with the chiefs of party, directors, and/or coordinators or their representatives.

**Central Focus of Questions:** The guide includes questions regarding the performance of PFG, the monitoring of activities, evidence based decision making, non-assistance, and beneficiaries.

**Methodology:** Semi-structured interview with COP / director / coordinator. Given the detailed questioning, the COP will most likely be joined by team members, or part of the interview will be realized with team members directly. About 1 hour (per LOA team).

**Overall Note to Interviewer:** *Some of the Goal Leads are LOA Implementers, therefore there will be the need to ensure that repetitive questions are not asked. The evaluation coordination team will ensure that the appropriate guide is provided to the interviewer.*

### INTERVIEW QUESTIONS

The following questions seek responses concerning whether the PFG has been developed in such a way as to allow for the eventual determination of their impact on addressing the identified constraints and desired outcomes. This focuses on the JCAP, implementation teams, and their workplans.

#### On the JCAP

1. To what extent are the activities you implement guided by the goal-level commitments set forth in the JCAP?
2. What indications do you have that the LOA(s) you and your team are implementing, contribute to the corresponding goal as established in the JCAP?

## On implementation teams

*The M&E addendum to the JCAP explains that implementation teams would be formed, to include representatives of each agency responsible for executing an LOA. These implementation teams would help coordinate the JCAP process and ensure communication. The implementation teams would meet regularly to develop various tasks. [These tasks are specified in the M&E addendum].*

3. For your LOA, does such an implementation team exist?  
*[Noted to Interviewer: If NO, please go on to 2.3]*
4. If yes, when and how was it formed? Who is included in the implementation team?
5. For your LOA, how has the implementation team been operating and what is their performance?

## On Workplans:

*The JCAP M&E addendum explains that each implementation team will develop a workplan for each LOA.*

6. For your LOA, when and how was a workplan developed? What role has the implementation team played in this?
7. For your LOA, does the workplan include any of the following to promoted measurability:
  - a. Indicators; baselines; benchmarks.
  - b. Were these developed by the implementation team? If not by the implementation team, how were they established?
8. If there are no workplans for your LOA, how is progress measured?

---

## The following questions seek responses concerning evidence based decision-making and fact based-monitoring.

As you know, the PFG model places specific emphasis on **[1] evidence based decision making and [2] fact-based monitoring.**

9. Does your LOA have a specific M&E plan? When and how were these formulated?
10. How is progress measured for your LOA? Do you have set indicators for measuring progress? Please explain and provide specific examples.

11. Have any changes been made to your LOA targets, if yes, what are these and why were the changes made?

The PFG is producing **semi-annual scorecards** per goal. LOA-level workplan-generated indicators are meant to feed into these.

12. How do your activities feed into the scorecards?

The PDF performs a **yearly “general review of JCAP implementation”** (November 2012, 2013)

13. Are you aware of these annual meetings? Did you participate in the 2012 and/or 2013 reviews?

14. Were indicators for your LOA included in these annual reviews? If yes, what role did you play?

15. Did the conclusions of the review induce changes for your LOA? Please explain.
- 

**The following questions seek responses concerning beneficiaries:**

16. How are the beneficiaries of your activity defined?

17. How do you monitor and evaluate impact among them?

18. Is the monitoring strategy defined generally by a PFG methodology or does each LOA have its own specific methodology?

19. Is gender equality among beneficiaries considered as a measure? If yes, how are you working towards attaining this measure? And how is gender equality measured with the LOA?

## Interview Guide No. 5 – INDEPENDENT EXPERTS

**Background Information:** The Partnership for Growth (PFG) aims to achieve accelerated, sustained, broad-based economic growth in partner countries, including El Salvador and the Philippines, through bilateral agreements between the United States Government (USG) and the partnering countries' national governments. Using principles set forth in President Obama's September 2010 Presidential Policy Directive on Global Development, the PFG requires rigorous, joint analyses of countries' individual constraints to growth in order to develop joint action plans to address the most pressing of these constraints and to establish high-level mutual accountability for the goals and lines of action (LOAs) selected to alleviate them. This interview guide was designed to collect information on cross-cutting questions about the program.

**Respondent Type:** The targeted respondents for this semi-structured Interview Guide # 5 are independent experts. Experts include academics, subject matter experts, journalists and others who contribute to public debate on the PFG in general or specific areas of the PFG, but are not responsible for directing or implementing components of the PFG. The guide includes cross-cutting questions (to gauge changes in the operational efficiency, selection, coordination, design, and management of development interventions under the PFG strategy as compared to previous / other approaches) as well as goal and LOA level related questions (the latter in particular will be contextualized by the SME interviewer for the specific area of expertise of the interviewee at hand).

**Methodology:** Semi-structured interview with independent experts, approximately 1 hour.

### INTERVIEW QUESTIONS

#### **Advantages and disadvantages of the PFG-WGA approach:**

*The Whole of Government Approach (WGA) is relevant to identifying areas for assistance, selecting interventions, and determining implementation coordination. The approach reflects efforts to align each agency's activities to achieve a common objective*

*[Note to Interviewer: it is likely that the independent experts will not know too much about WGA, so when analyzing be careful to denote if there was confusion with the response.]*

1. From your point of view, has the PFG WGA approach in El Salvador led to change coordination between the GOES and the USG on selecting, planning and implementing growth-oriented development programs? If yes, what changes in leadership, coordination and distribution of responsibilities have you observe? Please provide specific examples.
2. What are the principal advantages and disadvantages of the PFG WGA approach to development?

**The role of “non-assistance” under the PFG:**

*“Non-assistance” tools include diplomatic engagement, convening authority, and other forms of non-monetized assistance to engage both governmental and non-governmental stakeholders in support of catalytic policy change and development priorities.*

3. In your opinion (if you are aware of this concept), what contribution has non-assistance made to the PFG process in El Salvador? Please provide specific examples.
4. How do you think non-assistance has contributed to the PFG initiative in El Salvador?
5. How do you think PFG can best measure “non-assistance” and its contribution to reaching its overall objectives for the PFG initiative in El Salvador?

**Constraint selection and performance**

6. Are you know, the PFG initiative in El Salvador selected two constraints – crime/ insecurity and low productivity in tradables constraints. Within these constraints, 20 goals and 153 LOAs have been created to address the constraints. Based on your observations of the PFG initiative in El Salvador, what is your opinion on the effectiveness of the program in responding to these constraints? Please provide specific examples.
7. Would you have chosen other goals or LOAs to address these constraints? If yes, please mention and explain why.

**The use of quantitative, objectively and verifiable information to achieve and measure results:**

8. How do the PFG performance indicators and its M&E methodology compare to practices used in pre-PFG approaches?
9. In your opinion or within your expertise, how relevant, objective and verifiable are the quantitative indicators the PFG is using? Please provide specific examples if known.

**On JCAP Goal-Level Commitments**

As you know, the Constraints Analysis (CA) was centered on identifying the central binding constraints to growth, but did not identify remedies to address these. To address these remedies, the **JCAP** was produced.

10. In your opinion, to what extent are the goal-level commitments set forth in the JCAP capable of achieving the constraints-level objectives and outcomes?
11. Do you think the goals and LOAs in the JCAP are well defined remedies to overcome the constraints? Please explain why.
12. Were there additional goals and LOAs that you think should have been included in the Initiative that do not already exist? If yes, please list and explain.

**On being on target and creating the necessary outputs to achieve the desired outcomes:**

13. From your point of view, how do you assess the role of the PFG scorecards in monitoring performance and making sure the necessary outputs are produced to achieve the desired PFG objectives?
14. Which indicators or measuring instruments other than the scorecards are best suited to clarify the relation between development activities, goal-level commitments and constraint level objectives and outcomes?

## Confidential Online Surveys

### **Partnership for Growth Government Agency Survey**

Partnership for Growth Government Agency Survey

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Dear respondent,

You are receiving this questionnaire because of your general knowledge and/or affiliation with the Partnership for Growth program (PFG) between the Governments of El Salvador and the United States of America, and the Philippines and the United States.

This is a confidential survey and your identity will be known only to the evaluation team and will not be shared. All survey responses are treated by Optimal Solutions Group, LLC in strict confidentiality. Individual responses will not be reported or made public, except to the extent required by law. This is to ensure that your responses can be as frank as possible, without concern for the possible sensitivities of any other parties. It is a brief questionnaire that should take less than 20 minutes to complete. Your participation is absolutely voluntary. If you wish not to answer a question, simply skip it and move to the next one. By participating in this survey you are giving your informed consent.

The confidential information you provide will be invaluable to the successful conduct of the PFG evaluation. Please complete the survey no later than May 12, 2014. If you have any questions or issues please contact Optimal at [pfgsurvey@optimalsolutionsgroup.com](mailto:pfgsurvey@optimalsolutionsgroup.com).

Thank you in advance for your cooperation.

## Partnership for Growth Government Agency Survey

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The Partnership for Growth (PFG), was initiated in 2011 through bilateral agreements between the United States Government (USG) and partnering countries' national governments (El Salvador and the Philippines) with the aim of achieving accelerated, sustained, broad-based economic growth in partner countries. The PFG requires the identification of countries' constraints to growth in order to develop a joint plan to address the most pressing of these constraints. It also requires transparency, mutual accountability and fact-based monitoring and evaluation. The following questions request information on the PFG's ability to meet these goals.

**This portion of the survey asks questions concerning your assignment and workload on PFG.**

Q1. To the best of your recollection, when did you begin work on PFG?

- More than 2 years ago
- Between 1 and 2 years ago
- One year ago or less

Q2. For your agency/ institution, did you have a role in the planning and development of PFG?

- Yes
- No

Q3. For approximately how many weeks were you involved in the planning and development of PFG?

(please enter a non-negative, numeric value only)

Q4. During the PFG planning and development stages, approximately how many hours per week, on average, did you dedicate to these tasks?

- Zero
- 1 to 5 hours
- 6 to 10 hours
- 11 to 15 hours
- 16 to 20 hours
- More than 20 hours per week

Q5. What is or was your specific PFG assignment? (Select All that Apply)

- Leadership
- Goal lead
- Project management
- Project implementation
- Monitoring and Evaluation
- Other

Q6. Do you have experience planning, implementing or monitoring development projects outside of PFG?

- Yes
- No

Q7. As a result of your involvement with PFG, has/did your workload

- Increased significantly
- Increased somewhat
- Stayed about the same
- Decreased somewhat
- Decreased significantly

Q8. On average, about how much time per week do/did your PFG responsibilities require?

- Zero
- 1 to 5 hours
- 6 to 10 hours
- 11 to 15 hours
- 16 to 20 hours
- More than 20 hours per week

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Q9. As a result of your involvement with PFG, for each of the tasks in the table, has/did your workload...

	Increase significantly	Increase somewhat	Stay about the same	Decrease somewhat	Decrease significantly
PFG task coordination with colleagues within my government	●	●	●	●	●
PFG task coordination with colleagues in other (partner) governments	●	●	●	●	●
Monitoring progress (indicators, site visits, milestones) of PFG tasks	●	●	●	●	●
Communicating on PFG with my superiors and senior leadership in my government	●	●	●	●	●
Managing PFG activities	●	●	●	●	●
Designing and/or procuring PFG activities	●	●	●	●	●
Other administrative tasks	●	●	●	●	●

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Q10. On average, about how many hours per week are/were dedicated to the PFG tasks in the table?  
(please enter non-negative, numeric values only)

	<b>Average Hours per Week</b>
PFG task coordination with colleagues within my government	<input type="text"/>
PFG task coordination with colleagues in other (partner) governments	<input type="text"/>
Monitoring progress (indicators, site visits, milestones) of PFG tasks	<input type="text"/>
Communicating on PFG with my superiors and senior leadership in my government	<input type="text"/>
Managing PFG activities	<input type="text"/>
Designing and/or procuring PFG activities	<input type="text"/>
Other administrative tasks	<input type="text"/>
	<input type="text"/>

We would now like to ask you a few brief questions about your perceptions of the PFG approach.

Q11. In your opinion, compared to other approaches to development assistance intended to affect economic growth, does the PFG represent

- A significant improvement
- An improvement
- No change
- A step backwards
- A significant step backwards
- Don't know

Q12. In your opinion, is PFG meeting its goal of advancing economic growth in El Salvador?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know

Q13. One of PFG's goals is to employ "non-assistance" development tools. "Non-assistance" tools include diplomatic engagement, convening authority, and other forms of non-monetized assistance to engage both governmental and non-governmental stakeholders in support of catalytic policy change and development priorities. Have you seen non-assistance tools being used in the PFG activity you are or were involved with?

- Yes
- No
- Not sure

Q14. Can you briefly describe the non-assistance tools you have seen, and how they were used?

Example  
no. 1:

Example  
no. 2:

Example  
no. 3:

Q15. In your opinion, are the appropriate indicators being used to allow for transparent, accountable and fact-based monitoring of the PFG?

- The best available indicators are being used
- Some of the best available indicators are being used
- The best available indicators are not being used
- Not sure

Q16. Can you provide some examples of alternative indicators to allow for transparent, accountable, fact-based monitoring of the PFG?

Example no. 1:

Example no. 2:

Example no. 3:

Q18. In your opinion, what are the main strengths of PFG program?



Q19. In your opinion, what are the main weaknesses of PFG program?



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Survey Completed

**Thank you for your valuable contribution to the PFG evaluation!**

*Encuesta para Agencias Gubernamentales – Asocio para el Crecimiento*

Encuesta para Agencias Gubernamentales – Asocio para el Crecimiento

Page 1 of 14

Estimado encuestado:

Usted está recibiendo este cuestionario debido a su conocimiento general y/o afiliación al programa de Asocio para el Crecimiento (APC) entre los gobiernos de El Salvador y los Estados Unidos de América, y las Filipinas y los Estados Unidos.

Esta es una encuesta confidencial. Su identidad solamente será conocida por el equipo de evaluación y esta no será compartida. Todas las respuestas de las encuestas son manejadas por Optimal Solutions Group, LLC bajo la más estricta confidencialidad. Las respuestas individuales no serán reportadas o hechas públicas, salvo hasta el grado requerido por la ley. Esto para asegurar que sus respuestas puedan ser lo más sinceras posibles, sin preocuparse por las posibles sensibilidades de cualquier otra parte. Se trata de un breve cuestionario el cual debería tomarle aproximadamente 20 minutos completarlo. Su participación es absolutamente voluntaria. Si no desea responder una pregunta, simplemente omítala y pase a la siguiente pregunta. Al participar en esta encuesta, usted está dando su consentimiento informado.

La información confidencial que usted proporcione será de gran valor para el buen desarrollo de la evaluación del APC. Por favor complete esta encuesta a más tardar el 12 de mayo del 2014. Si usted tiene alguna pregunta o comentario, por favor contacte a Optimal al correo [pfgsurvey@optimalsolutionsgroup.com](mailto:pfgsurvey@optimalsolutionsgroup.com).

Muchas gracias de antemano por su cooperación.

El Asocio para el Crecimiento (APC) se inició en el 2011 por medio de acuerdos bilaterales entre el Gobierno de los Estados Unidos (USG) y los gobiernos nacionales de los países asociados (El Salvador y las Filipinas) con el objetivo de lograr un crecimiento económico acelerado, sostenido y de base amplia en los países asociados. El APC requiere de la identificación de las restricciones para el crecimiento en los países, con el fin de desarrollar planes de acción conjuntos para hacer frente a las más apremiantes de estas restricciones. También se requiere de transparencia, rendición de cuentas mutua y del monitoreo y evaluación basados en los hechos. Las siguientes preguntas solicitan información sobre la capacidad del APC para cumplir estas metas.

**Esta sección de la encuesta formula preguntas relacionadas con sus tareas y carga de trabajo dentro del APC.**

---

Q1. Según su mejor estimación, ¿cuándo empezó a trabajar en el APC?

- Hace más de 2 años
- Hace 1-2 años
- Hace un año o menos

Q2. ¿Desempeñó usted un rol en la planificación y desarrollo del APC para su agencia/institución?

- Sí
- No

Q3. ¿Aproximadamente por cuántas semanas estuvo usted involucrado en la planificación y desarrollo del APC?

(Por favor, introduzca un valor no negativo)

Q4. Durante las etapas de planificación y desarrollo del APC, ¿aproximadamente cuántas horas por semana, en promedio, le dedicó usted a estas tareas?

- Cero
- De 1 a 5 horas
- De 6 a 10 horas
- De 11 a 15 horas
- De 16 a 20 horas
- Más de 20 horas por semana

Q5. ¿Cuál es o fue su tarea específica dentro del APC? (Seleccione todas las que Apliquen)

- Liderazgo
- Gerentes de Meta
- Gestión de proyectos
- Implementación de proyectos
- Monitoreo y Evaluación
- Otra

Q6. ¿Posee usted experiencia en la planificación, implementación o monitoreo de proyectos de desarrollo que no sean del APC?

- Sí
- No

Q7. Como resultado de su involucramiento con el APC, su carga de trabajo se ha

- Incrementado significativamente
- Incrementado un poco
- Permanecido relativamente igual
- Reducido un poco
- Reducido significativamente

Q8. En promedio, ¿cuánto tiempo por semana en total le requieren o le requirieron sus responsabilidades con el APC?

- Cero
- De 1 a 5 horas
- De 6 a 10 horas
- De 11 a 15 horas
- De 16 a 20 horas
- Más de 20 horas por semana

Encuesta para Agencias Gubernamentales – Asocio para el Crecimiento

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Q9. Como resultado de su participación en el APC, para cada tarea en el cuadro, su carga de trabajo se ha...

	Incrementado significativamente	Incrementado un poco	Permanecido relativamente igual	Reducido un poco	Reducido significativamente
Coordinación de tareas del APC con colegas dentro de mi propio gobierno	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coordinación de tareas del APC con colegas dentro de otros gobiernos (asociados)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitoreo del progreso (indicadores, visitas al sitio, hitos) de las tareas del APC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comunicación sobre el APC con mis superiores y el alto liderazgo de mi gobierno	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gestión de actividades del APC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diseño y/o adquisición de actividades del APC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Otras tareas administrativas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10. En promedio, ¿aproximadamente cuántas horas por semana dedica/dedicaba usted a las tareas del APC descritas en el cuadro?

(Por favor, introduzca valores no negativos)

	Promedio de Horas por Semana
Coordinación de tareas del APC con colegas dentro de mi propio gobierno	<input type="text"/>
Coordinación de tareas del APC con colegas dentro de otros gobiernos (asociados)	<input type="text"/>
Monitoreo del progreso (indicadores, visitas al sitio, hitos) de las tareas del APC	<input type="text"/>
Comunicación sobre el APC con mis superiores y el alto liderazgo de mi gobierno	<input type="text"/>
Gestión de actividades del APC	<input type="text"/>
Diseño y/o adquisición de actividades del APC	<input type="text"/>
Otras tareas administrativas	<input type="text"/>
	<input type="text"/>

Ahora nos gustaría hacerle unas breves preguntas sobre sus percepciones del enfoque APC.

Q11. En su opinión, en comparación con otros enfoques de ayuda para el desarrollo que tienen la intención de influir en el crecimiento económico, representa el APC

- Una mejora significativa
- Una mejora
- Ningún cambio
- Un retroceso
- Un retroceso significativo
- No sé

Q12. En su opinión, ¿está el APC cumpliendo con su meta de hacer avanzar el crecimiento económico en El Salvador?

- Muy de acuerdo
- De acuerdo
- Ni de acuerdo ni en desacuerdo
- En desacuerdo
- Muy en desacuerdo
- No sé

Q13. Una de las metas del APC es la de emplear herramientas de desarrollo de “no-asistencia”. Las herramientas de “no-asistencia” incluyen el involucramiento diplomático, la autoridad convocante y otras formas de asistencia no monetizadas para involucrar a las partes interesadas, tanto gubernamentales como no gubernamentales, en el apoyo de las prioridades de desarrollo y cambios de política catalíticos. ¿Ha observado usted evidencia del uso de herramientas de desarrollo de “no-asistencia” en la actividad de APC en la que usted está o estuvo involucrado?

- Sí
- No
- No estoy seguro