

AGENCY FOR INTERNATIONAL DEVELOPMENT
UNITED STATES OF AMERICA A. I. D. MISSION
TO EL SALVADOR
C/O AMERICAN EMBASSY.
SAN SALVADOR, EL SALVADOR, C. A.

17-ARH-859
86480

ACTION MEMORANDUM FOR THE MISSION DIRECTOR

Date: October 16, 1992, *JA*
From: John Anderson, A/D/ODI
Subject: Project Closeout for Project 519-0344

In accordance with Handbook 3, Chapter 14, and USAID/El Salvador policy, attached is the Project Assistance Completion Report (PACR) for the Centro de Investigaciones Tecnológicas y Científicas (CENITEC) Project No. 519-0334, which was a Cooperative Agreement. The Project terminated on schedule March 31, 1990 and was followed by the Strengthening Democratic Processes Project No. 519-0375 also with CENITEC.

The PACR summarizes accomplishments of the Project, including its final evaluation and orderly close out. There are no outstanding actions.

Recommendation: That you approve the attached Project Assistance Completion Report.

Approved: *J. L. Larson*
Disapproved: _____
Date: *11/14/92*

Drafted by: MHerrera, ODI *MHerrera* date *10/16/92*

Cleared by:

TMcKee, DPP	<i>LE/Deal</i>	date	<i>10/20/92</i>
DArnold, CONT	<i>Dny</i>	date	<i>11/4/92</i>
LKMcGhee, CO	<i>lmc</i>	date	<i>10/22/92</i>
<i>Deal</i> MDeal, PRJ	<i>Deal</i>	date	<i>10/30/92</i>
JLlovaas, DDIR	<i>JLlovaas</i>	date	<i>11/14/92</i>

PROJECT ASSISTANCE COMPLETION REPORT

PROJECT No. 519-0334-A-00-7253-00
CENTRO DE INVESTIGACIONES TECNOLOGICAS Y CIENTIFICAS (CENITEC)

I. SUMMARY OF THE PROJECT

The Project began on August 21, 1987, and ended March 31, 1990. The Project was designed to enable CENITEC to establish and carry out a seminar program to bring together different sectors of Salvadoran society, conduct studies of various contemporary issues in El Salvador, and to disseminate the results of studies and seminars through publications.

A. Purpose of the Project

The purpose of the Project was to assist CENITEC to expand its public education and outreach activities, as one means of promoting a further and more informed discussion of significant public policy and development issues among sectors of Salvadoran society.

B. Project Components

The Project had four interrelated components, as follows:

a) Seminar Program: It included seminars on a variety of themes, and the weekly "Charlas" that began in late June of 1989.

b) Information and Publication Program: Presencia, a quarterly journal, was used to disseminate the results of the studies and seminars.

c) Research Program: A research unit, with very limited professional resources, was organized in 1989 to conduct studies of various contemporary issues in El Salvador.

d) Technical Assistance Program: This program was designed to provide technical assistance to senior officials of the Government of El Salvador in formulating and/or modifying public policy. In practice, this program did not work, and through mutual agreement between USAID and CENITEC the technical assistance component was suspended in January 1989.

C. Analysis of the Present Status of the Project

Publications were printed and seminars were successfully held. The Project successfully ended.

II. FINANCIAL STATUS

	<u>OBLIGATIONS</u>	<u>EXPENDITURES</u>
1. Operational Costs	\$ 29,410	\$ 29,410
2. Program Costs	522,166	522,166
3. Audit	5,530	5,530
4. Contingencies	8,862	8,862
	<u>\$565,968</u>	<u>\$565,968</u>

III. PROJECT ACCOMPLISHMENTS

A. End of Project Status
Planned

Accomplished

1. Dialogue between various sectors of Salvadoran society will exist.

Seminars were held and publications were printed. These concern issues of national interest were representative of various sectors of Salvadoran society.

2. Salvadorans informed and high level discussion exists concerning socio-economic issues of national interest.

Publications were printed and seminars were successfully held.

3. GOES receives regular policy guidance and technical assistance from CENITEC.

Only one technical assistance was provided to the Instituto Regulador de Abastecimientos (IRA). In January 1989, through mutual agreement, the technical assistance component was suspended.

B. Major LOP Outputs

Accomplished

1. 24 seminars and studies on contemporary issues in El Salvador. 40 seminars and studies were successfully conducted. The initial target was exceeded.
2. Disseminate the results of the seminars and studies through publications of written material. Eleven major publications were printed, newspaper articles were also published.
3. Provide technical assistance to senior officials of GOES, in the formulation and/or modification of policies. T.A. in assisting the IRA in establishing a pricing policy begun in January 1988 and was completed in March 1989. No other T.A. was planned until PACD.

IV. EVALUATIONS AND AUDITS

A. Evaluations

The evaluation of CENITEC was prepared by Research Triangle Institute from August 19 to September 2, 1989. The evaluation team consisted of RTI staff member Dr. Allan Austin and RTI Consultant Mr. Carlos Ayerbe. Major findings of the evaluation are: (1) The top leadership of CENITEC, and CENITEC as an institution, are viewed as closely affiliated with the Christian Democratic Party (PDC). In the near future there is little possibility that this perception can be changed; (2) the outreach activities of CENITEC — the "charlas," seminars and publications — are considered to be relatively impartial and effective vehicle for promoting discussion of national policy issues; and (3) substantial progress has been achieved in the two year period that CENITEC has received support from USAID and viable programs now exist in publications, seminars, and research. All other recommendations were implemented under follow-on Project.

B. Audits

An audit of CENITEC was conducted by Aguirre, Paredes y Asociados, Certified Public Accountants, for the period ended March 31, 1990. Aguirre, Paredes y Asociados audited every year CENITEC financial activities.

V. SUMMARY OF LESSONS LEARNED

A. Lessons learned

1. In El Salvador it is possible for a politically affiliated institution to develop a reputation for objective, impartial outreach activities.
2. The development of a think-tank institution is much more complex and constructing physical facilities and requires a correspondingly longer time frame.
3. It would be helpful, in the future, for any institution that is to be evaluated to carry out its own internal evaluation before the arrival of the external evaluators. The institution should be aware of the format to be followed by the external evaluators and use the same in the internal evaluation. This would force the institution to give serious consideration to its own strengths and weaknesses and would provide a useful body of data for the external evaluators.

VI. RECOMMENDATIONS

1. Recommendation: One of the most important recommendations was that USAID should continue to support CENITEC's outreach activities unless the liabilities supporting an institution identified with the political opposition are judged to be too strong.

Action Taken: New 4-year, \$2.5 MM Project, Strengthening the Democratic Process (519-0375), was signed on March 30, 1990.

2. Recommendation: CENITEC should devise an evaluation instrument that allows each member of a seminar audience to critically evaluate all aspects of the presentation.

Action Taken: A format was designed and is distributed among participants of each seminar to be filled out.

3. Recommendation: CENITEC should develop a system to summarize the main points of each of its seminars, publish the summaries, and give them wide distribution.

Action Taken: A system was designed and implemented under follow-on Project.

4. Recommendation: The program of "charlas" should continue.

Action Taken: It continued until PACD and it is part of CENITEC activities in the new Project.

5. Recommendation: CENITEC should continue to investigate ways to reduce the cost and improve the format of Presencia.

Action Taken: Smaller, less costly format has been used.

6. Recommendation: The Technical Assistance component should remain suspended for the time being, but should be periodically reconsidered in the future.

Action Taken: The technical assistance to the GOES was suspended in January 1989, and was not included in the new Project.

VII. POST-PROJECT MONITORING AND FOLLOW UP ACTIONS

The evaluation carried out in August 1989, recommended that USAID should continue to support CENITEC's outreach activities. Based on this, on March 30, 1990, USAID signed a follow-on four year cooperative agreement with CENITEC to enable it to expand its work. The authorized expenditure for the length of the Project is \$2.5 million.

By the extension of this Project, CENITEC can continue to enhance the democratic process by encouraging the participation of different economic, social and political sectors of society. It will also address social problems, prepare problem-solving proposals and promote discussion of issues among the leaders of different sectors of society.