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Final Report

**MID-TERM EVALUATION
CENITEC: STRENGTHENING DEMOCRATIC
PROCESSES PROJECT**

Project No. AID 519-0375

Prepared for:

USAID/El Salvador

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EXECUTIVE SUMMARY

1. Purpose of the activity evaluated. The Center for Technical and Scientific Research (CENITEC) is a Salvadoran PVO established in 1986 to contribute to the integration of Salvadoran society by promoting a fuller and more informed discussion of significant public policy and development issues with and among sectors of Salvadoran society. On March 30, 1990, USAID signed a four-year Cooperative Agreement with CENITEC to expand its work. The project consists of three components: a) research studies of contemporary issues; b) sponsorship of seminars to facilitate discussion of contemporary issues among leaders of different sectors of the society; and c) production and dissemination of publications. The life-of-project funding is \$2.5 million. The project contributes to Mission strategy by stimulating debate among different sectors of Salvadoran society in the context of the end of 12 years of civil war.

2. Purpose of evaluation and methodology used. This mid-term evaluation was carried out as scheduled by a social scientist and an economist, using CENITEC documents, interviews with CENITEC personnel, and interviews with participants in CENITEC events.

3. Findings and conclusions.

Institutional relationships: CENITEC was founded by members of the Christian Democratic Party (PDC) and has received funds since its inception from the Konrad Adenauer Foundation (KAF), the German Christian Democrat foundation. Despite efforts by its staff to carry out objective research and not favor the PDC in its events, it is perceived as a PDC organization because two key members have offices in the same building as CENITEC. While USAID funds do not pay for this space, both AID and KAF expressed discomfort with this arrangement and felt it would be beneficial to separate CENITEC from party officials' offices. However, the arrangement has not seriously affected CENITEC's work.

Studies: CENITEC complied with the research component of the Agreement by carrying out and publishing 10 economic studies; four more are in progress. The CENITEC research division has also published 12 50-page journal issues on economic policy. The research has been of good quality by Salvadoran standards; perhaps in response to the country situation, study topics have tended to be selected in response to current events instead of a long-range research plan. In addition, CENITEC has not carried out needed baseline studies, nor worked within the framework of even a simple macro-economic model, which it requires to formulate sound economic policy recommendations.

CENITEC has also neglected the area of social problems despite including rural and urban sociologists in its unsolicited proposal, arguing unconvincingly that it has been unable to find qualified social scientists. More likely, CENITEC has simply neglected social research in favor of economic research.

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Sponsorship of seminars: CENITEC has carried out 29 seminars attended by an average of 350 persons from a wide range of population sectors, including private sector individuals and organizations, universities, the media, mass organizations like peasant groups and unions, government officials, other research centers, and political parties, although the ARENA ruling party generally have not attended CENITEC events. At the outset, with El Salvador still in civil war but moving toward peace, the seminars were an important forum for the open exchange of ideas among different sectors and political tendencies.

CENITEC also includes lectures as part of its event sponsorship. The lectures have also been well attended, averaging 87 for 49 lectures, about two per month. Finally, CENITEC has held Closed Discussions with the idea of allowing for a frank exchange of views among a small number of key individuals involved in a particular topic which have had a mixed success. At present, with peace in hand, other organizations also have seminar-like events and "closed discussions," making it somewhat less necessary for CENITEC to engage in them than before, although the lectures continue as an important CENITEC forum.

Publications: CENITEC has four publications. Presencia is a general interest socio-political-economic journal begun before the project. It has lost readership and diminished in quality, even in the eyes of CENITEC senior staff, mostly due to poor management. In Seminarios, the various seminars are transcribed and published. Cuadernos de Investigación are publications of the economic studies carried out by the research division, and Política Económica contains economic policy statements. Presencia has a subscription list of 150, and 74 copies are given away. The two economics publications have subscription lists of around 190, while another 190 copies are given away, and university professors and students probably buy the most.

4. Principal Recommendations.

- * CENITEC should form a team of social scientists to carry out studies of social problems in El Salvador during the remaining period of the project. Funds to cover team activities could come from reducing the frequency of seminars.
- * CENITEC should carry out basic economic studies and acquire a basic macro-economic model and a price model to make sound projections and better recommendations. Also, it should program its research in advance and not simply respond to present circumstances.
- * In general, the seminar forum should be used to present the CENITEC social and economic research findings, and the number of seminars should be cut back by half, to allow CENITEC to fund social research and still provide a forum to present the research results.

- * CENITEC should continue the lectures at the present rate of about two per month, but they should stage most lectures in halls more accessible to less well-off residents of Salvador and in towns outside the capital city.
- * The Closed Discussion seemed more important during the first years of the project, but it should now be cancelled or, at the very least, be cut back sharply.
- * Presencia should be reorganized as the journal reporting social research to parallel those published on economics, thus giving CENITEC a voice on social issues.
- * The Seminario publication should be discontinued. Summaries of non-research seminars of particular interest could be summarized in publications, and for those seminars used to present in-house CENITEC research, the seminars would be carried out before final publication of research results.
- * CENITEC should be reorganized into two research departments, economic and social, and seminars organized under each department to present research findings. An institutional development unit should be established to look into ways CENITEC can produce products that can be marketed: consulting, information, and advisory services. This unit should also be used to aggressively seek new donor organizations to support part of its activities.

5. Lesson learned. Support of CENITEC activities demonstrates that AID can have a positive impact on the democratic process through support of organizations with loose ties to political parties, under certain conditions:

- a) USAID and the organization must agree to focus on scientific studies using rigorous and objective methodology, so that the project will not be accused of being frankly political by potential political opponents. Also, the rigor employed in the studies will provide information of real positive value to the political party (or parties) connected to the organization.
- b) Events sponsored by the organization must attract and include contrasting sectors of society, such as labor and management, campesino and landowner, and political parties.
- c) Publications policy must emphasize debate among differing political positions and tendencies.
- d) Participation must be sought from organizations with formal or informal party ties, such as research centers.
- e) USAID needs to carry out considerable ground work before funding such projects to make sure the target organization will follow the ground rules.

ACRONYMS

Political parties

PSD-CD	Partido Social Demócrata-Convergencia Democrática (Social Democratic Party-Democratic Convergence)
PDC	Partido Demócrata Cristiano (Christian Democratic Party)
MNR	Movimiento Nacional Revolucionario (National Revolutionary Movement)
FPL	Fuerzas Populares de Liberación (Popular Liberation Forces)
MPSC	Movimiento Popular Social Cristiano (Social Christian Popular Movement)
FMLN	Frente Farabundo Martí de Liberación Nacional (Farabundo Martí National Liberation Front)
ARENA	Alianza Republicana Nacionalista (National Republican Alliance)
UDN	Unión Democrática Nacionalista (Nationalist Democratic Union)
PCN	Partido de Conciliación Nacional (National Conciliation Party)
Movimiento Demócrata Cristiano Universitario	(Christian Democratic University Movement)
Juventud MNR	(MNR Youth)

University

UES	Universidad de El Salvador (University of El Salvador - national)
UCA	Universidad Centroamericano José Simeon Cañas (Jesuit)
UPES	Universidad Politécnica de El Salvador
UMA	Universidad Modular Abierta
UEVANGELICA	Universidad Evangélica (Protestant)
UEDISON	Universidad Tomás Edison
UJMDDELGADO	Universidad José Matías Delgado
U Tecnol	Universidad Tecnológica
UNSSA	Universidad Nueva San Salvador

Church

Arzobispado	Archbishopric, Catholic Church
Comité Menonita	Mennonite Church

Organizations related to Peace Process

Comisión Nacional Agraria	- National Agrarian Commission
Sub Comisión COPAZ	PNC por el FMLN
ISRI	Instituto Salvadoreño de Rehabilitación de Invalidos
CEPROFA	Centro de Prótesis de la Fuerza Armada

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Research Centers

CINAS Centro de Investigación y Acción Social (Center for Research and Social Action)

CESPAD Centro de Estudios para la Aplicación de Derecho (Center for Legal Application Studies)

IEJES Instituto de Estudios Jurídico de El Salvador (Institute for Legal Studies of El Salvador)

IIES/UCA Instituto de Investigaciones Económicas y Sociales/UCA (Economic and Social Research Institute/University of Central America)

IDH/UCA Instituto de Derechos Humanos/UCA (Human Rights Institute/UCA)

INVE/UES Instituto de Investigaciones Económicas (Institute for Economic Research/University of El Salvador)

ISEP Instituto Salvadoreño de Estudios Políticos (Salvadoran Institute for Political Studies)

PREIS Program Regional de Investigaciones Sociales (Regional Program for Social Research)-

FFE Fundación Frederich Ebert (Frederich Ebert Foundation)

FUNDE Fundación para el Desarrollo Económico y Social (Foundation for Social and Economic Development)

FLACSO Facultad Latino Americano de Ciencias Sociales (Latin American Social Sciences Faculty)

FKA/KAF Fundación Konrad Adenauer (Konrad Adenauer Foundation)

ISAM Instituto Salvadoreño de Acción Municipal (Salvadoran Institute for Municipal Action)

CEDEM Centro de Estudios Democráticos (Center for Democratic Studies)

FUSADES Fundación Salvadoreño para el Desarrollo Económico Social (Salvadoran Foundation for Socio Economic Development)

IDELA Instituto de Estudios Latinoamericanos (Latin American Studies Institute)

IDEA Iniciativas para el Desarrollo Alternativo (Alternative Development Initiatives)

ISPADE Instituto Salvadoreño para la Democracia (Salvadoran Institute for Democracy)

IDESES Instituto para el Desarrollo Económico Social de El Salvador (Institute for Socioeconomic Development of El Salvador)

FEPADE Fundación Empresarial para el Desarrollo Educativo (Foundation of Businessmen for Educational Development)

ASACS Asociación Salvadoreña de Cientistas Sociales (Salvadoran Association of Social Scientists)

JOURNALS

ECA Estudios Centroamericanos

CENITEC

DIES Dirección de Investigaciones Económicas y Sociales

/

Peasant Organizations/Unions/Cooperatives

UNATA Unión Nacional de Trabajadores Agrícolas
 ADC Alianza Democrática Campesina
 ANTA Asociación Nacional de Trabajadores Agrícolas
 CRIPDES Comité de Refugiados y Pobladores Desplazados
 UNOC Unión Nacional Obrero Campesino
 COANDES/ANDES Asociación Nacional de Educadores Salvadoreños
 CGT Confederación General de Trabajadores
 CTS Central de Trabajadores Salvadoreños
 FESINCONST Federación de Sindicatos de la Construcción
 AGEPYM Asociación General de Empleados Públicos y Municipales
 SITRALONB Sindicato de Trabajadores de la Lotería Nacional de Beneficencia
 FESACORA Federación Salvadoreña de Cooperativas de la Reforma Agraria
 ASTAC Asociación Salvadoreña de Trabajadores del Arte y la Cultura
 FEDECACES Federación de Cooperativas de Ahorro y Crédito de El Salvador
 FEDECOPADES Federación de Cooperativas de Producción Agropecuario de El Salvador
 FECORACEN Federación de las Cooperativas de Reforma Agraria Central
 FEDECONSUMO Federación de Cooperativas de Consumo
 COACES Confederación de Asociaciones Cooperativas de El Salvador

Journalists

INSISTEM Información Sistemizado
 TCS TV Telecorporación Salvadoreña (Canales 2-4-6)
 SINPESS Sindicato de Periodistas de San Salvador
 SALPRESS (News Agency)
 UPES Unión de Periodistas de El Salvador
 Diario de Hoy (newspaper)
 Cadena Central (TV)
 YSUCA Radio UCA
 BBC British Broadcasting Corporation
 Diario Latino (newspaper)
 APES Asociación de Periodistas de El Salvador
 NOTIMEX Agencia Noticias Mexicanas
 SEMANA (Magazine)
 TELEVISIA Televisión de Mexico
 Radio America
 El Mundo (newspaper)
 Canal 12 (TV)

Private Sector

Coord Intergremial Business association
 ANEP Asociación Nacional de la Empresa Privada
 SCIS Sociedad de Comerciantes e Industriales Salvadoreños (Business association)
 DIPROFA Distribuidores de Productos Farmaceuticos (Business association)
 INQUIFAR Industriales Químicos y Farmaceuticos (Business association)
 AMPES Asociación de Medianos y Pequeños Empresarios Salvadoreños (Business association)
 UDES Unión de Dirigentes Empresariales Salvadoreños (Business association)
 ASI Asociación Salvadoreña de Industriales (Business association)
 El Granjero Business
 Servinsa Business
 Ortiz y Valle Business
 Procafe Business
 La Continental Business
 Distal SA Business
 Sabater Business
 La Fabril Business
 Moderno Noble Business
 Mudisa Business
 Contexa Business
 Banco AC Business
 Banco Hiptecario Business
 Prov Indust. Business
 Desp Contable Business
 Of. Asesoría Business
 EDP/Sigma Business
 Avícola Salv. Business
 Bayer de ES Business
 Banco Salvadoreño Business
 Cafetaleras Business association
 Consejo Salvadoreño de Café Business association

Women's Orgs

Asociación de Mujeres Jueces
 UES-Secretaría de la Mujer
 Mujeres por la Dignidad y la Vida
 ADEMUSA Asociación de la Mujer Salvadoreña
 ORMUSA Organización de la Mujer Salvadoreña
 Asociación de Abogados Salvadoreños
 CEMUJER Centro para la Mujer
 CONAMUS Comité Nacional de la Mujer Salvadoreña
 IMU Instituto de la Mujer

International Organizations

PNUD (=UNDP) United Nations Development Program
 AID Agency for International Development
 F EBERT Frederich Ebert Foundation
 Cooperación de Holanda - Netherlands Aid
 ACNUR United Nations High Commission on Refuges
 ONUSAL United Nations Organization for El Salvador
 ONU United Nations
 Chile - Embassy
 Mexico - Embassy
 Peru - Embassy
 USA - Embassy
 Costa Rica - Embassy
 Venezuela - Embassy
 Honduras - Embassy
 Spain - Embassy
 Comunidad Judía
 ILANUD Latin American Legal Development Institute

Government

Min Agr Ministry of Agriculture
 Banco Reserva Central Reserve Bank
 Min Obras Publicas Ministry of Public Works
 Min Hacienda Ministry of the Interior
 Min Educacion Ministry of Education
 Min Rel Exterior Ministry of Foreign Relations
 Min Planificación/Miplan Ministry of Planning
 Min Justicia Ministry of Justice
 GAES Grupo Asesor Económico Social (Social Economic Advisor
 Group-Ministry of Planning)
 Banco Fomento Agrícola Agriculture Development Bank
 Min Economia Ministry of Economy
 Tribunal Electoral Supreme Electoral Tribunal
 INPEP Instituto Nacional de Pensiones de Empleados Públicos
 (National Institute for Public Employee Pensions)
 Asamblea (Leg) Legislative Assembly
 FIGAPE Fondo de Fomento y Garantía para la Pequeña Empresa
 Fiscalía Gral Attorney General's Office
 Procuraduría Attorney General's Office
 Consejo Central Elec Central Electoral Council
 Contraloría Cuentas National Accounting Office
 CDHN Gob Government Human Rights Office
 ISTA Instituto Salvadoreña de Transformación Agraria
 (Government Agrarian Reform Institute)
 CENTA Centro Nacional de Tecnología Agrícola (National
 Agricultural Technology Center)
 CEL Comisión Ejecutiva Hidroeléctrica del Río Lempa (national
 electric utility)
 Procuraduría Derechos Humanos - Human Rights Attorneys Office
 Academia Nacional de Seguridad Publica - National Academy for
 Public Safety
 Consejo Superior de Salud Pública - High Council on Public Health

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Others

CDC Comité de Defensa del Consumidor
CPDN Comité Pro-Debate Nacional
CODEFAM NGO
El Salvador 94
Casa de la Amistad NGO
PROVIDA (NGO)
CREFAC Centro de Reorientacion Familiar y Comunitaria NGO
PRODERE United Nations Program for Displaced People and Refugees
Fundación Maquilishuat NGO
Fundación José Napoleón Duarte NGO
Asociación de Abogados - Lawyer Group
Colegio Químicos Farmac. - Pharmacists group
Vigilancia Prof Quím Farm - Pharmacists group
CONCULTURA Consejo Nacional para la Cultura y el Arte

I. INTRODUCTION

A. Background

The Technical and Scientific Research Center (Centro de Investigaciones Técnicas y Científicas - CENITEC) is a Salvadoran PVO established in 1986 to contribute to the integration of Salvadoran society by promoting a fuller and more informed discussion of significant public policy and development issues with and among sectors of Salvadoran society.

CENITEC is governed by a Board of Directors which represents a diversity of interests (e.g. private sector and academic). CENITEC started its activities with financing from the Konrad Adenauer Foundation (KAF), which they used to establish an office and undertake a series of socio-economic-political studies. Currently, the institution receives funding from three sources: the KAF, its membership (the three hundred founders), and USAID, which supplies approximately 66% of the funding.

On August 21, 1987, USAID signed a Cooperative Agreement with CENITEC for \$600,000, which terminated on January 31, 1990. The purpose was to assist CENITEC in expanding its public education and outreach activities as a means of promoting research and analysis, and a wider discussion of public policy and development issues among economic, social, and political sectors of the society.

On March 30, 1990, USAID signed a follow-on four-year Cooperative Agreement with CENITEC to expand its work. Specifically, the project consists of three components:

- a) research studies of contemporary issues, including assessments;
- b) sponsorship of seminars, which facilitate discussion of contemporary issues among leaders of different sectors of the society; and
- c) production and dissemination of publications.

The authorized life-of-project funding is \$2.5 million.

During the first two years of the Agreement, the Research Unit has carried out 25 research studies. Examples are "Enterprises for the Americas Initiatives: A New Plan of the United States of America for the Region" and "Economic Policy and Rural Poverty in El Salvador."

Seminars and lectures have also been carried out. Different sectors of society, government institutions, labor unions, professionals, financial institutions, and others have participated in this program either as speakers or as audience.

Among the topics discussed are: "The Reconstruction in the Post-War: The Economic and Social Challenge," "An Agenda for the Peace and National Reconstruction: Political Aspects," and "The Political Participation of the FMLN."

As stipulated in the Agreement, USAID wishes to carry out a mid-term evaluation of CENITEC's activities to determine its effectiveness and impact on Salvadoran society. This evaluation is to (Scope of Work, pp. 3-4):

- a) Assess whether CENITEC's strategy, goals, objectives, and operating procedures are appropriate or if they should be modified. If modifications are recommended, detail what these are.
- b) Evaluate whether the project is on track in meeting project objectives.
- c) Evaluate the impact of CENITEC's outreach activities, such as its seminars, "charlas," and bi-weekly meetings. Based on CENITEC statistics, estimate numbers of individuals reached by each activity type, examine organizations attending different activities, characterize this organizational audience, and identify any potential targets not reached. With respect to publications, assess whether CENITEC has a formulated strategy, whether the publications are focused and effective, and if content and presentation are appropriate to accomplish CENITEC's stated objectives. Use CENITEC records to analyze the distribution of each publication and trend lines. Which periodicals appear to have a more active readership? Also, the assessment of the quality of the seminars and publications must be included.
- d) Assess the expectations of and direction given to CENITEC by both AID and the Konrad Adenauer Foundation and determine whether they are compatible and whether they assist or impede CENITEC in achieving its objectives.
- e) Survey the socio-economic issue areas covered by CENITEC research topics, charlas, and seminars, and devise a typology to summarize the intensity of coverage of these areas. Identify any gaps or areas given infrequent coverage. Compare results to requests for topics proposed in CENITEC's post-seminar evaluation forms.
- f) Evaluate the managerial and financial structure and capabilities of CENITEC. Areas to be addressed include appropriate assignment of tasks, level of morale, level of efficiency, and possibilities of self-sustainability of the project beyond the period of AID funding.

- g) Examine the relationship and communication between CENITEC and other Salvadoran institutions carrying out related activities. Assess the effectiveness of communication between CENITEC and these organizations and make necessary recommendations to improve formal or informal linkages with these organizations.
- h) Evaluate the effectiveness of methodologies and techniques used by CENITEC to implement activities.
- i) Assess whether CENITEC generates enough statistics to evaluate the impact of its activities and to pinpoint specific problem areas.
- j) Assess whether CENITEC has managed its resources in a cost effective manner, and whether the investment of resources has produced a reasonable return (strengthening democratic processes).
- k) Evaluate this project's contribution to USAID and broader Agency Strategic Objectives. Evaluator will also make recommendations as to how this impact/contribution might be heightened.
- l) Provide a summary with conclusions and specific recommendations as to how the project might be improved. This summary will include recommendations to guide the Mission in the continuation of the project implementation.

B. Evaluation Team and Methodology

The evaluation team was composed of two individuals. Dr. Cesar Ferrari is a Peruvian/Italian economist with broad experience in both Peru and elsewhere in Latin America, who has worked with several international agencies, including IDB, UNDP, Economic Commission for Latin America, Integración para America Latina (INTAL) and the German assistance agency, GTZ. Dr. Stephen Stewart is an American social scientist with extensive experience in neighboring Guatemala and elsewhere in Central America, with a long record of experience as a consultant on AID-funded projects. Both members of the evaluation team have previous experience in El Salvador.

The evaluation was carried out during a three-week period in October of 1992. The evaluation team methodology is based on collection of data from three sources: CENITEC records, CENITEC personnel, and persons who have participated in CENITEC events or who have seen CENITEC publications. CENITEC records include reports sent to the AID project officer and the more extensive records on which these reports are based regarding seminars, lectures (charlas), closed discussions, research topics, and

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publications. CENITEC personnel were interviewed to provide additional explanations regarding the records and the broader view of CENITEC activities.

Information was gathered from participants in CENITEC events through an interview instrument which provided both quantitative as well as qualitative data. The results of tabulation of the interview data are found in the Annexes.

II. CENITEC'S GOALS, OBJECTIVES AND STRATEGIES

A. Goals and objectives as stated by CENITEC

The goal of CENITEC as stated in its 1989 unsolicited proposal is to "consolidate democratic achievements [and to] continue advancing in this area." In its 1992-1993 Action Plan, CENITEC specified that its goals were to "consolidate democratic achievements and to establish more deeply the democratic process in the context of economic and social crisis." The Cooperative Agreement states that the "purpose of this Agreement is to assist CENITEC to enhance the democratic process in El Salvador."

CENITEC's objectives, again as stated in its proposal and repeated nearly identically in its 1992-1993 Action Plan, are:

1. Stimulate dialogue between different sectors with the object of analyzing the major problems confronting the country and arriving at a consensus as to their solution.
2. Analyze the principal problems of the country scientifically and objectively and proposed viable and realistic solutions to those problems.
3. Place the analysis before leading groups and before selected sectors of the population which are important to public opinion.
4. Promote knowledge of and discussion concerning these problems and the proposed solutions among different leading groups and selected sectors of the population which are important to public opinion, with the objective of seeking consensus and to place these problems and solutions in a context which favors the democratic process.

The Cooperative Agreement summarizes these objectives by stating the project will "encourage the participation of the different economic, social and political sectors of the society in seminars designed to promote discussion on contemporary issues [and by] developing of social issues studies, preparation of problem-solving proposals and promoting the discussion of contemporary issues among the leaders from various sectors."

The general strategy for CENITEC to achieve its goals and objectives through this project include (Project Agreement):

- (1) conduct studies of various contemporary issues in El Salvador;
- (2) sponsor seminars designed to bring together different sectors of the Salvadoran society to discuss contemporary issues; and

(3) disseminate the results of the studies and seminars through publication of various written materials.

This evaluation concludes that the overall goals, objectives, and strategies of CENITEC are generally appropriate and should not be modified. Suggested modifications involve some reorganization of the institution and minor modifications involving CENITEC activities, many of which are based on the problems of sustainability and the fact that the social, economic, and political climate of El Salvador is quite different now as compared with the time the project began, due to the end of the civil war, and the advance of the peace process and the adjustments this entails. For example, in later sections the evaluation will recommend that the seminar activity be reduced and savings invested in social research to complement the economic studies which at present characterizes CENITEC's research activity. In addition, the evaluation will recommend the extension of activities outside San Salvador, which was not viable at the project's inception, and modifications in the publications mix to reach sectors less accessible before.

Nonetheless, the project is generally on track in meeting project objectives. Research studies and seminars have been carried out, the themes of both studies and seminars have been relevant and contemporary, and their results have been published and disseminated both through sales and through selected gratis distribution.

B. CENITEC and the Christian Democratic Party

The existence of a research center studying economic, social, and political issues, at least in El Salvador if not in most countries, tends to presuppose a connection between the research center and a particular political party or political tendency, and CENITEC is no exception. CENITEC's ties, whether real or perceived, are with the Christian Democratic Party (PDC) of El Salvador.

The origin of these ties is obvious, in that the founding president (and still honorary president although now limited to opening and closing ceremonies) was Fidel Chávez Mena, PDC presidential candidate in the last election. In addition, CENITEC has received and continues to receive operating funds since its inception from the Konrad Adenauer Foundation (KFA), an arm of the German Christian Democratic Party. Because of this, the perception of the average educated Salvadoran is that CENITEC belongs to the PDC.

In fact, seven of the 21 individuals interviewed for this evaluation stated that CENITEC's primary or secondary goal was to promote the interests of the PDC in one way or another. Most

felt this goal was perfectly understandable and acceptable. Salvadoran political parties, said one interviewee, need serious and dedicated research institutes to help them make informed political decisions.

However, the directors of CENITEC continually stress the independence of CENITEC as regards party politics. They affirm that CENITEC is dedicated to carrying out technically sound studies which CENITEC, not the PDC, determines will be useful, and that these studies are or could be of use to various party persuasions, although they are admittedly directed toward the opposition. They place special emphasis on CENITEC's ability to convoke individuals from all philosophical viewpoints, including political parties of the left and right, the armed forces, the government, the church, the labor unions, and the private sector organizations. In fact, they argue, the PDC is often critical of CENITEC when CENITEC studies or pronouncements contradict the PDC, and they occasionally attempt to pressure Chávez Mena or others to "lean on" CENITEC to support the PDC, which CENITEC refuses to do.

The question is, if CENITEC is truly independent, why is still perceived as belonging to the PDC? The answer lies not only in the origins of CENITEC but also in the fact that one of the chief ideologues of the PDC, Gerardo Le Chevallier, has his own office at CENITEC which he routinely uses to receive visitors and interviewers. Chávez Mena also routinely uses CENITEC to meet with political allies, as the evaluation team was able to observe. The obvious impression these visitors come away with is that CENITEC is somehow part of the PDC organization. When asked about this, the Executive Director of CENITEC, stated that Le Chevallier was a member of the CENITEC association (along with some 30 others), which meets once a year to review CENITEC's operations, but that his use of the CENITEC office was due to the fact that it is simply nicer than his other office(s) and that he and CENITEC had become accustomed to this usage. The point needs to be made, however, that USAID funds are not used to pay rent on the CENITEC installations but rather these costs are covered through the Adenauer Foundation.

However, the Executive Director also felt that the perceived association of CENITEC with the PDC was not necessarily a problem but rather a blessing, although perhaps a mixed one. While the down side might be that the general public failed to recognize CENITEC's technical merits and independent posture because of its perceived relationship with the PDC, the up side was that research centers with no perceived political base were not taken seriously by anyone. It is thus better to be taken seriously because of the perceived association with the PDC than to be not taken seriously, in spite of the occasional unwanted side effects.

Senior CENITEC staff also felt that nearly all the other research centers also had ties to political parties, real or perceived. The following table shows the perceptions of two CENITEC senior staff regarding these centers (see Acronyms for full titles):

Research Center	Perception of political ties
CINAS	MNR
CESPAD	Leftist, maybe MPSC related (but not sure)?
IEJES	MNR perceived, but less than CINAS
IIES/UCA	Leftist, no party but close to CD/FMLN
IDH/UCA	Leftist, no party but close to CD/FMLN
INVE/UES	Leftist, no party
ISEP	Perceived as closer to PDC than CENITEC, receives funds from FKA
PREIS	Leftist, no party
FFE	MNR, since funds from German Social Democrats
FUNDE	FPL (=FMLN)
FLACSO	Leftist, because present director was FMLN
FKA	PDC (German Christian Democrat foundation)
ISAM	PDC, receives funds from FKA
CEDEM	Center Rightist, but not ARENA (and therefore little influence)
FUSADES	ARENA
CEMUJER	MNR
IDELA	Multi-party. Includes leftist MNR and conservative PCN

This evaluation concludes that CENITEC is in fact influenced in part by PDC leaders, but that they wisely allow CENITEC complete freedom to carry out research and events without PDC partisan interference. CENITEC's personnel, while not necessarily members of the PDC, have been selected in part for their generally centrist or, preferably, neutral political orientation. In fact, there are members of the current research staff who are sympathetic to a broad spectrum of political tendencies, from the FMLN to ARENA, but they are not active political operatives.

III. CENITEC AND ITS DONOR RELATIONSHIPS

A. CENITEC's relationship with USAID and KAF

USAID provides 66.2% of CENITEC's current budget through the project, the KAF provides 30.3%, and 3.5% is provided through sale of publications. Part of KAF's contribution is provided for rental of the building which houses CENITEC, as well as for administrative personnel, the unit for women's issues, and the Survey Unit (see VII.C. Financial Structure for details).

The KAF contribution for building rental is important, since two Christian Democratic Party (PDC) politicians, including the presidential candidate in the previous election, also use the building. The KAF representative in El Salvador would prefer that these politicians move their offices elsewhere, since in his mind their presence harms the credibility of CENITEC, and he has tried to persuade them to move, even offering to pay for new offices.

The KAF representative has a positive opinion of the USAID CENITEC project and of CENITEC in general. He feels that CENITEC's economic studies are of high quality in the Salvadoran context, but he would like them to begin using macro-economic models, and he said that KAF would be bringing in an economist to help in this area in the next few months. He would also like to see CENITEC move into the area of social research and has helped CENITEC to search for outside funding for such studies, but so far with no success.

One of USAID's principal concerns regarding CENITEC is that AID funds not be used to fund non-project, political activities by the PDC. The USAID project officer has also tried to get CENITEC to distance itself from the PDC politicians, and if possible to end the space-sharing of the building, but with no success. In the end, USAID should continue to monitor CENITEC to assure itself that PDC influence, as seen in the close proximity of PDC leaders to CENITEC, continues to be just a minor irritant and not a problem affecting the objectivity of CENITEC's activities.

B. Project contribution to USAID strategic objectives

1. Project's place in USAID strategy

The CENITEC project is considered by USAID to contribute to the strategic objective of promoting enduring democratic institutions and practices. The project does so through expanding public debate, which has the program output of both increasing civic awareness and expanding channels of

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communication and participation (USAID/El Salvador, Program Objectives Document FY93-FY97 and Action Plan, FY93-FY94, Annexes Table 2.3). More specifically, the project contributes to the achievement of LAC Objective II, Program Outputs 1 and 2:

- LAC Objective II: Support the evolution of stable, participatory democratic societies
- LAC Sub-Objectives: Strengthen civilian government institutions
Strengthen public participation in democratic processes
- Program Output 1: Increase Civic Awareness
- Program Output 2: Expand Channels of Communication and Participation

LAC or USAID?

Enduring democratic systems are characterized in part by meaningful political participation and peaceful competition. The CENITEC project promotes meaningful political participation by carrying out events in which a broad spectrum of society can participate in discussions of the meaningful issues of the day. In addition, as a think tank for the opposition, it produces economic studies which both help the opposition to clarify its political thinking and also stimulate the party in power to understand its own position in relation to the opposition. Through its events and publications, the project provides the public with necessary information to understand democratic practices and think through the issues.

In addition, the project contributes in other ways to further USAID objectives:

LAC Objective III: Respond to specific challenges

Mission Strategic Objective No. 1: Assist El Salvador make the transition from war to peace.

The project in general contributes by producing studies which provide information and analysis of the current economic situation in El Salvador as it makes the transition toward peace. According to many local observers interviewed for this evaluation, the economic problems and their solutions are key to winning the peace, and it is important to have objective and scientific studies and proposals from a variety of viewpoints to help Salvadorans select the most promising solutions.

The transition from war to peace is also furthered by the initiation of dialogue between parties previously in conflict. CENITEC has brought together widely differing sectors in its seminars both as speakers and as members of its audience in an attempt to stimulate cross-sector dialogue.

LAC Objective I: Support the achievement of broadly-based, sustainable economic growth.

Mission Strategic Objective No. 2: Increase Equitable Economic Growth

CENITEC has concentrated the bulk of its research efforts in the area of economic studies in an effort to seek solutions to a wide range of economic problems in El Salvador. It has specialists in macroeconomics, fiscal problems, monetary and credit areas, public finance, and international economic relations, a team designed to contribute to the development of policies to increase equitable economic growth. The contact that CENITEC has with government officials, both through its events and through its publications, thus contributes directly to Program Output 1, which is "Creation and Maintenance of Appropriate Economic Policy Framework," as well as indirectly to the other Program Outputs.

2. How project could increase contribution

While USAID strategic objectives highlight the importance of political participation and economic themes, they also stress the importance of social factors in a country like El Salvador where population density is high, where education and health services have been interrupted by civil war, and where the questions of political participation and economic growth require a clear understanding of the social dynamics of present-day El Salvador.

CENITEC has concentrated its research resources in the area of economics and neglected social problems, and it has focused on the latter area only in the context of occasional seminars or lectures. To play a more serious role in expanding debate and contributing to democratic processes, CENITEC needs to develop a social science research capability in line with its original proposal, when it projected a three-person social research team including both rural and urban sociologists. The increased staff should come from reducing funding for Seminars and Closed Discussions.

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IV. PROJECT IMPACT

A. CENITEC coverage of sectors: Events

1. Seminars: sector coverage

The data on sector attendance at seminars is somewhat unreliable, because the sectors are not identified consistently from one seminar to the next. Nonetheless, this information demonstrates tendencies in sector participation. The following chart sector participation, as determined by CENITEC, for the first 24 seminars.

Sectors	Seminars																								Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
Economists		1		1					1					1						1		1			= 7
Lawyers		1	1		1								1												= 5
Politicians		1		1	1				1	1		1		1	1	1									= 11
Students		1			1	1						1		1	1	1					1				= 8
Bankers		1	1					1																	= 3
Private sector	1	1								1					1	1					1	1	1	1	= 9
Government		1	1	1	1		1	1	1						1		1	1				1			= 11
Universities		1	1		1			1		1	1			1			1	1	1	1					= 11
Mass Organiz.*			1	1		1	1		1		1	1			1	1	1	1	1				1		= 13
Media			1				1	1					1	1	1			1							= 7
Military			1																						= 1
Research Inst			1	1	1	1		1		1	1			1	1	1	1	1	1	1	1	1	1	1	= 15
Professionals	1			1		1	1				1	1		1	1	1	1	1	1		1	1	1	1	= 14
Com. Human Rts					1																				= 1
International					1	1	1	1													1				= 5
Cooperatives					1	1																			= 2
Deputies			1							1	1	1				1	1				1	1			= 8

* Mass organizations refers to labor and peasant organizations.

The group which has had highest representation at the CENITEC seminars are members of research centers, and both professionals and universities are well represented, indicating that the seminars have attracted the Salvadoran intelligentsia. The high representation of politicians, government, and mass organizations would appear to demonstrate the importance of the seminars in the political area.

In order to better understand the sector representation in the seminars, it was decided to select a few seminars and study the attendance more closely. A recent seminar was carried out entitled Overall Evaluation of the Program of Structural Adjustment (Evaluación Global del Programa de Ajuste Estructural, August 21, 1992) to analyze the effects of the structure adjustment program of the ARENA government on the Salvadoran

people. Speakers at the seminar were Pedro Arriagada of FUSADES, Carlos Briones of IIES/UCA, Hector Dada of FLACSO, and Alexander Segovia of CENITEC. Attendance at the event was 310. Sector participation was listed as economists, government international organizations, financial sector, and students. The following chart provides a more detailed view of sectors and participation, and the broad level of participation is obvious.

<u>Private Sector Org</u>	<u>Journalists</u>	<u>Pol Party</u>	<u>Peasant</u>
El Granjero	INSISTEM	MNR	ASAC
Servinsa	TCS TV	FMLN	UNATA
Ortiz y Valle	SINPESS	PDC	ADC
Procafe	Diario de Hoy	PSD-CD	ANTA
La Continental	UPES	MPSC	UNOC
Distal SA	Cadena Central	UDN	
Sabater			
<u>Research Inst</u>	<u>Government</u>	<u>University</u>	<u>Unions</u>
IDEA	Min Agr	UES-	COANDES
CESPAD	Banco Reserva	UAE	CGT
FUSADES	Min Obras Publicas	UCA	CTS
ISPADE	Min Hacienda	UPES	
PREIS	Min Educacion	UMA	<u>Internatl</u>
IIES/UCA	Min Rel Exterior	UEvangelica	
CINAS	Min Planificación	UEdison	UNDP
IDESES	GAES	UJMDelgado	AID
FEPADE	Banco Fomento Agr		F Ebert
FLACSO	Min Economia		Cooperac.
FUNDE	Tribunal Electoral	<u>Others</u>	Holanda
IEJES	IPEP		
<u>Church</u>			
Arzobispado		CDC	
Comité Menonita		CPDN	
		CODEFAM	
		El Salvador 94	
		Casa de Amistad	
		CRIPDES	

Another seminar was held entitled Present Situation and Perspectives of the Peace Accords (Estado Actual y Perspectivas de los Acuerdos de Paz, October 22, 1991), to analyze the development of the peace negotiations between the government and the FMLN. Speakers were Fidel Chávez Mena of the PDC, Victor Valle of MNR, and Roberto Cañas of the FMLN. Sector participation was listed as professionals, journalists, universities, politicians, mass organizations, deputies, research institutes, and the government. The following chart provides a more detailed view of sectors and participation, and the broad level of participation is again evident.

<u>Private Sector</u>	<u>Government</u>	<u>International</u>	<u>University</u>
La Fabril	Min Planificacion	UNHCR	UES
Moderno Noble	Asamblea	UNDP	UEvangel.
Mudisa	FIGOPE	AID	UTecnol
Contexa	Fiscalia Gral	ONUSAL	UNSSA
ASI	Procuraduria	Costa Rica Emb	
Banco AC	Consejo Centrl Elec	USA Emb	<u>Unions</u>
Banco Hiptecario	Contraloria Cuentas	Peru Emb	
Prov Indust.	Min Hacienda	Mexico Emb	FESINCONST
	INPEP	Chile Emb	AGEPYM
<u>Research Inst</u>	Min Justicia	Venezuela Emb	SITRALONG
		Comun. Judia	ANDES
IEJES	<u>Pol. Party</u>	Fund. Ebert	
FUSADES		Spain Emb	
ISEP	UDN	Honduras Emb	
ISAM	PDC -	United Nations	
ASACS	MNR		
PREIS	PSD-CD	<u>Journalists</u>	<u>NGOs</u>
	PCN	YSUCA	CDHN Gob
<u>Peasant Org</u>	<u>Associations</u>	APES	PROVIDA
FESACORA	IMU	Diario Latino	CREPAC
CCC	ADES	BBC	CDC
UNOC	Cafetaleras	SALPRESS	PRODERE
ASTAC	Consejo de Cafe	INSISTEM	CRIPDES
FEDECACES	ASTAC	NOTIMEX	Casa de la
ACC	CONUMUS	SEMANA	Amistad
FEDECOOPADES	ADEMUSA	TELEVISA	
FECORACEN	AMPES	Radio America	

The total number of participants in 23 seminars for which data were readily available is 7989, or an average of 347 participants per event. Determining exact numbers is difficult, and two events were calculated at 1500 by CENITEC, although a non-CENITEC participant in one of the two events calculated the audience at 1800, so CENITEC does not appear to be inflating numbers. The conclusion evident in the above data is that the seminars have ample attendance from a broad spectrum of Salvadoran society, and thus contribute to increased dialogue on the important issues involving the strengthening of democracy.

There is one exception to sector coverage as regards political parties, however: ARENA, the party currently in power. It is possible that ARENA people attended the seminars but did not wish to identify themselves, but this would be notable in itself. The logical explanation for the conspicuous absence of ARENA is the political identification of CENITEC with the PDC, which the one ARENA interview mentioned repeatedly. On the other hand, ARENA's political allies, PCN, were present at seminars and also participated at least once in the Closed Discussions.

2. Lectures: sector coverage

CENITEC has carried out a total of 49 lectures with a combined total attendance of 4,244 persons for an average attendance of 87. These 49 lectures were staged over a 27 month period for an average of 1.8 lectures per month. In order to appreciate the diversity of the audience, as shown in the attendance sheets collected by CENITEC, the evaluation team presents two randomly selected lectures and the sectors participating in the audience, which demonstrate the broad spectrum of the sectors attending the lecture.

Lecture 1: July 12, 1991, Ricardo Córdova, lecturer. Lecture title: "An Agenda for Peace and National Reconstruction: Political Aspects." (Una Agenda para la Paz y la Reconstrucción Nacional: Aspectos Políticos). Attendance: 45

<u>Journalists</u>	<u>Universities</u>	<u>International</u>	<u>NGO</u>
TCS-TV El Mundo	UCA UNSSA	United Nations UNDP	PROVIDA
<u>Research Inst</u>	<u>Private Sector</u>		
ASACS PREIS	AMPES		

Lecture 2: March 30, 1992, Alexander Segovia, lecturer. Lecture title: "Analysis of the Results of 1991 and Perspectives for 1992" (Análisis de los Resultados del Año 1991 y Perspectivas para 1992). Attendance: 135

<u>Universities</u>	<u>Private Sector</u>	<u>Government</u>	<u>Pol Party</u>
U Edison UCA UES UPES UMA UTEC	Desp Contable Of. Asesoría EDP/Sigma Avícola Salv. Bayer de ES Banco Salvadoreño AMPES	Min Ag Min Educ Min Hacienda Asamblea Leg ISTA CENTA BCR CEL	MPSC PDC FMLN CD
<u>Journalists</u>	<u>NGOs</u>	<u>International</u>	<u>Church</u>
TCS-TV Canal 12 SINPESS APES	Com Defensa Consum. COACES Fund. Maquilishuat Fund. J.N. Duarte	AID IDB	Archbishopric <u>Research Inst</u> IDELA

3. Closed Discussions: sector coverage

CENITEC has carried out a total of 29 Closed Discussions. Attendance data are available on just 19 of these discussions, in part because the format and use of the discussions underwent modifications over time. At the beginning, the idea was to carry out the Closed Discussions with the same participants, and then publish the results in the newspaper to stimulate thought and debate on one or more relevant topics. Eventually, however, it was found that the publication of a document inhibited participation, and that participants should be selected according to the topic to be discussed.

CENITEC staff participated in the Closed Discussions along with outside participants. For the 19 Closed Discussions for which data are available, there were a total of 156 outside participants for an average of 8.2 per discussion. In the 18 Closed Discussions for which there are data on CENITEC participation, 73 CENITEC personnel were present for an average of four per discussion.

As regards sector coverage, of the 19 Closed Discussions for which there are data on numbers, only 13 have complete data on the institutional affiliation of the participants, 4 have incomplete data, and 2 have no data, although in many cases it is possible to reconstruct affiliation through personal knowledge. The following is a list of all the institutions in all of the Closed Discussions where affiliation of individual participants was available:

<u>Universities</u>	<u>Private Sector</u>	<u>Research Inst</u>	<u>Internatl</u>
UAE	AMPES	IEES-UCA	ILANUD
UCA	Coord Intergremial	FUSADES	AID
U Tecnológica	FEDECONSUMO	IEJES	CSAA
UES	ANEP	CESPAD	
U Evangélica	SCIS	ISEP	
	DIPROFA	CEDEM	
	INQUIFAR		

Women's Orgs

Asociación de Mujeres Jueces
 UES-Secretaría de la Mujer
 Mujeres por la Dignidad y la Vida
 ORMUSA
 Asociación de Abogados Salvadoreños
 CEMUJER
 CONAMUS

Associations

Comité Defensa Consumidor
 Fundación Maquilishuat
 CONCULTURA

<u>Government</u>	<u>Pol Parties</u>	<u>Prof Associations</u>
GAES	PDC	Asociación de Abogados
MIPLAN	MPSC	Colegio Químicos Farmac.
Min Salud Pública	PCN	Vigilancia Prof Quím Farm
TSE	Juventud MNR	
Banco Ctrl Reserva	Movimiento Demo Cris Univ	
Fiscalía Gral		
Procuraduría General		
Procuraduría Derechos Humanos		
Academia Nacional de Seguridad Publica		
Consejo Superior de Salud Pública		

Organizations related to Peace Process

Comisión Nacional Agraria
 Sub Comisión COPAZ PNC por el FMLN
 ISRI
 CERPROFA

B. CENITEC coverage of sectors: Periodicals

1. Subscriptions

CENITEC sells subscriptions to all of its publications except Seminarios. At present, subscriptions are as follows:

<u>Presencia</u>	150 subscriptions
<u>Política Económica</u>	193 subscriptions
<u>Cuadernos de Investigación</u>	185 subscriptions

The subscriptions are not classified by sector and it is thus not possible to determine which social or population sectors are being served by a particular publication if the publication is in the name of an individual person. Some subscriptions are institutional, however, which provides the opportunity of making some estimate of sector coverage. The most recent subscription list for Política Económica contains the following institutional types:

Non-government inst	12
Foreign institutions:	10
Private sector:	8
Government	6
Cooperatives	5
Labor unions	4
School/university	4
Church	1
Press	1

2. Complimentary copies

Complimentary copies of publications are distributed in two ways. First, the DIES provides 116 complimentary copies of Política Económica and Cuadernos de Investigación to a list of individuals and institutions compiled by the DIES itself. In addition, the Sales Unit provides 74 complimentary copies of all four publications to a list managed by the Sales Unit. Thus, 190 copies of each of the above publications are given away at publication, along with 74 copies of Seminarios and Presencia.

The list of 74 was established before the arrival of the present sales manager, and she is unaware of the reasoning behind it. The list includes eight business executives, three NGOs, two universities, 28 embassies, seven international organizations, and 10 for USAID, which accounts for 58 of the 74.

The list of 116 contains institutional affiliations for nearly everyone on the list. The government receives the most complimentary copies, and government entities involved in economic affairs the major portion of those: Banco Central de Reserva - 8, Ministerio de Economía - 5, Ministerio de Hacienda - 3, Ministerio de Planificación - 2. Twenty copies are sent to universities, over half of those to the UCA. Fifteen copies are sent to the press, and 18 are sent to individuals and institutions outside the country. International organizations other than USAID receive five copies; USAID receives three additional copies. Finally, international organizations receive five, NGOs receive seven, and the private sector receives eight.

The CENITEC complimentary copy policy seems correct where it focuses on the government, universities, the press, business executives, international organizations, and NGOs. It might review its policy regarding foreign embassies to focus on those countries which are active in assistance efforts, and it might shift its emphasis toward business associations of various kinds to increase its influence in this area.

3. Sales

CENITEC publications are sold at its Seminars and Lectures, and through a total of 122 outlets, 24 of these in Sonsonate, 7 in Santa Ana, 6 in San Miguel, and the rest in the greater metropolitan area of San Salvador. In San Salvador, 23 outlets are pharmacies, about 12 are supermarkets, and the rest are book, school, and office supply stores.

However, about 85% of all sales come from three outlets. The UCA bookstore sells about 55%, the Nueva Ghandy bookstore near the national university sells about 15%, and the Clásicos Roxil in Santa Tecla sells another 15%. However, rather than rely on just these three outlets, CENITEC continues to use the

others because they often have few but loyal customers who faithfully purchase each new publication at that outlet as they become available.

These sales outlets indicate that students and academics make up a large percentage of purchasers of CENITEC publications. Another indication of the importance of these publications to universities is the way sales of Política Económica jumped 600% in February of 1992 and then dropped the same amount in March. The explanation, of course, is that university professors assigned the publication in their classes. Similarly, in July of 1992, as the second semester began, Cuadernos sales jumped from under 400 to over 700.

On the other hand, the fame of the UCA bookstore as the most complete and varied one on contemporary political, economic, and social issues in El Salvador means that it is likely that many interested non-university individuals also go there to purchase these publications, including politicians, who receive no complimentary copies and, at least institutionally, do not have subscriptions.

As regards numbers purchased in 1992 through July (no good data exist before the present year), the two publications with the highest sales are Política Económica with 39.7% of total sales, Cuadernos de Investigación with 35.0%, followed by Seminarios with 15.5% and Presencia with 9.8%. However, during the same period, Presencia provided the most gross income (30.7%) followed by Cuadernos (27.1%), Política Económica (21.3%), and Seminarios (20.9%), the differences due to the high selling price of Presencia as compared to the others. See VII.F. below for more detailed economic analysis of publications.

C. Conclusions: sector coverage

1. Coverage successful; future directions

Based on the above information, the evaluation team concludes that CENITEC has indeed had an impact on Salvadoran society through its outreach activities, which clearly have sought out and touched a broad spectrum of the important decision-making groups and individuals in the country. CENITEC has done this through a multiple strategy of seminars, lectures, closed discussions, and publications, most of it carried out while the country was in the midst of civil war, during the delicate stages of peace negotiations, or at present as the process of implanting a new socio-economic structure is taking place.

As to the future, it is important that CENITEC continue to enjoy its outreach to these sectors as it continues to evolve.

But its techniques and methodologies may need to be modified to take into account changed circumstances. In general, the evaluation team believes that CENITEC should shift its focus in some areas from urban elite decision-makers to lower level urban and rural decision-makers.

Seminars The CENITEC seminars filled a real need in 1990 by bringing different sectors together to initiate dialogue on the important issues facing the country. At present this dialogue process is advanced to the point that the number of seminars could be reduced without reducing the present quality of dialogue. The seminars should be used in the future mainly to present research findings before these are published.

Lectures Lectures should be continued, but the focus in the future as regards coverage should be less the elite and more the lower level "decision makers" which the civil war and its end have made available to CENITEC. Thus, lectures in San Salvador should be given preferably not in fine hotels but in union halls, factories, schools in marginal areas, and other venues where less privileged individuals will be more likely to attend. Similarly, at least half of the lectures should be given outside San Salvador, and not just in the major towns of Santa Ana and San Miguel but in smaller towns, especially those affected by the civil war.

Closed Discussion CENITEC should consider cutting back the Closed Discussion and stage them only if truly necessary for discussion of issues with a small group of specialists. If possible, they should be conducted on the premises of CENITEC and involve fewer than 15 people.

Presencia When Presencia was established, it was the only journal available other than ECA, published by UCA, which had a distinctly leftist tone. At present, however, there are many new journals representing varying points of view, and the evaluation team believes that Presencia should be reoriented to focus on social issues to complement the economic topics covered by Cuadernos and Política Económica.

2. Possible new publications

Four individuals interviewed in the course of data collection for this evaluation expressed the opinion that CENITEC should develop a new publication designed for less educated readers. It is instructive that one of these individuals was a leader of the FMLN while another was a General in the Armed Forces. Such a publication might have the following characteristics: A monthly journal of perhaps 20 pages, published on newsprint, using simple language and illustrations, explaining important economic and social issues.

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Such a publication could provide CENITEC with the opportunity to reach a large and important readership and to play an important role in the civic education of post-war El Salvador. The publication should concentrate on economic and social issues, and it should be very careful to avoid the appearance of political indoctrination. If done well, the publication could have a significant impact on the expansion of debate based on sound fundamentals among less well-educated sectors of society.

V. ISSUE COVERAGE BY CENITEC

A. Process of issue selection

CENITEC's method for selecting themes for seminars, discussions, and talks and for determining research areas has developed into one of selection by committee. This committee is made up of the Director of the Seminar Division, Ivo Priamo Alvarenga, by the Director of the Research Division, Alexander Segovia, and the Executive Director of CENITEC, Christel de Arce. According to the committee members, this arrangement allows for a high level of coordination among the various divisions.

Seminar themes usually develop from two sources within CENITEC: research studies and Closed Discussion (Análisis Coyuntural) analysis. The research studies provide material for discussion which can and should be discussed in depth in a seminar, thus providing the researchers themselves with feedback concerning the data and analysis contained in the studies, and therefore nearly all research studies are eventually discussed in the seminar format.

The Closed Discussion also provides an excellent source of themes for seminars. The Closed Discussion format brings together, by invitation only, key individuals involved in some important way in a problem of significance for the country. The Closed Discussion forum permits a frank exchange of views and information as well as the chance to jointly propose solutions to the problem in question. At the end of these sessions, the participants are queried as to whether they believe the problem should be treated in a seminar. If they answer affirmatively, a seminar is developed based on the Closed Discussion.

Having stated the above, the logical question is how topics for research studies and themes for Closed Discussion are selected. As regards the research studies, the Director of the Research Division clearly plays the principal role in conjunction with the other committee members. It is thus important to note that individual personalities play a role in this selection, and the fact that there have been changes in the "committee" composition during the life of the project means that topic selection for research may be somewhat different at present than previously.

Issue selection in the past has depended much on the current political situation during the final period of civil war, and it was probably not difficult to select the most pressing issue for discussion. At present, however, with peace in hand and with the solution of long-term problems more important to the nation, in most cases this process should be involve the presentation of research results.

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B. Issue coverage: research topics

1. Issue coverage and DIES personnel

In looking into the coverage of research topics in CENITEC, it is enlightening to study the growth of the research division as such. The research arm of CENITEC is the Division of Economic and Social Research (División de Investigaciones Económicas y Sociales - DIES). Before the present project began, there were just two researchers at CENITEC, William Pleitez and Alexander Segovia, both economists. When the project began, Segovia was in Great Britain in a master's degree program, and Pleitez began as Director of the DIES as the AID project commenced, although Segovia returned in 1990 to CENITEC degree in hand.

CENITEC and the DIES carried out and published three studies in 1989 before the present project began. All three studies are primarily economic in nature. These were:

- (1) The Dimensions of Extreme Poverty in El Salvador (February, 1989)
- (2) The El Salvador Financial System: Analysis and Perspectives (May, 1989)
- (3) The Salvadoran Educational System: Problems and Implications for Economic Development (August, 1989).

CENITEC's original proposal in August, 1989, included a program for strengthening the DIES (Programa de Fortalecimiento de la Dirección de Investigaciones Económicas y Sociales). This program proposed the following personnel:

Director
Chief, Macroeconomic Studies
Chief, Social Studies
Economist specialized in public finance
Economist specialized in international economic relations
Economist specialized in banking and monetary relations
Economist specialized in political economy and development
Public administrator
Sociologist specialized in rural problems
Sociologist specialized in urban problems

In response to requests for clarification by AID regarding its unsolicited proposal, CENITEC in January of 1990 provided documentation stating among other things the general goals of the DIES, how DIES activities would contribute toward consolidating a more democratic society, and an illustrative list of 10 studies contemplated for the first year of the project. All 10 studies were primarily economic in nature.

When the project began in April, 1990, the DIES began to hire personnel to fill positions on its research staff. The 1990-91 DIES staff includes the following positions:

Director
 Chief, Macroeconomic Studies
 Chief, Social Studies
 3 unspecified specialists
 2 secretaries

Three studies by the DIES were published in the first project year (April, 1990 to March, 1991). All three studies are primarily economic. These were:

- (4) El Salvador's Non-Traditional Export Promotion Policy to Other Markets in the 1980s (September, 1990)
- (5) Basic Grain Policy in El Salvador: Analysis and Recommendations (January, 1991)
- (6) The Economic Effects of Non-Payment of Loans in Banks and Savings and Loan Associations in El Salvador (March, 1991).

In the 1991-92 project year, the DIES hired additional research personnel and at the same time clarified the specialist positions. The 1991-1992 DIES includes the following positions:

Director
 Chief, Macroeconomic Studies
 Chief, Social Studies
 Economist specialized in international economic relations
 Economist specialized in monetary and credit area
 Economist specialized in the productive sector
 Socioeconomist
 Economist specialized in public finance
 Research Assistant I
 Research Assistant II
 2 secretaries

Six studies by the DIES were published in this the second project year (April, 1991 to March, 1992) Once again, all six studies are primarily economic. These were:

- (7) The Agrarian Problem in El Salvador: Notes on a Polarized Agrarian Economy (April, 1991)
- (8) Reality and Perspectives for an Agricultural Development Bank in El Salvador (May, 1991)
- (9) The Salvadoran Agricultural Sector before and after the Agrarian Reform (June, 1991)
- (10) The Caribbean Basin Initiative: Achievements and Limitations (September, 1991)
- (11) El Salvador: Fiscal Deficit and Macroeconomic Policy, 1970/89 (January, 1992)

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- (12) Structural Adjustment and the Financial System in El Salvador (March, 1992)

In the present project year (April, 1992 to March, 1993), changes in the DIES personnel mix were limited to the removal of one of the two secretaries to make room for a third research assistant. One research study has been published and four are in press or in preparation. These are all primarily economic studies:

- (13) Deficiencies in the Present Consumer Price Index and a Proposed Methodology for the Design of a New Index (May, 1992)
- (14) Sociological and Economic Characteristics of the Rural Poor (not yet published)
- (15) The Problem of Mass Transport in El Salvador (not yet published)
- (16) A Study on the Official Development Bank (not yet published)
- (17) A Study on the Non-Official Development Bank (not yet published)

2. Emphasis on economics vs. social problems

When asked about the heavy emphasis on economic research and the paucity of research in other areas, particularly social problems, the CENITEC senior staff stated that they had simply been unable to find or attract competent social scientists, and they put forth various reasons. First, Salvadoran universities have trained fewer social scientists historically, and they are right in pointing out that the core non-economic social sciences, such as sociology, anthropology, and political science, are recent introductions into university curricula. Second, individuals with expertise in social problems are highly sought after by non-government organizations, and CENITEC has simply been unable to compete with these organizations for the small number of qualified social scientists available.

To this must be added a possible third reason CENITEC has had difficulty in finding social scientists for its staff: political correctness. CENITEC represents, if not the PDC directly, at least the political center that the PDC claims. It would not be willing to hire an avowedly leftist social scientist, regardless of the individual's ability, to direct CENITEC research, although it has hired junior economists sympathetic to, but not active in, both the left and the right. Those parties, say the senior staff at CENITEC, have their own "think tanks," like CESPAD and IEJES on the left and FUSADES on the right.

The evaluation team feels that CENITEC has been unable to find a sociologist or non-economic social scientist primarily

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because it has been more interested in doing economic research and has lacked sufficient interest in non-economic social research to continue seeking a qualified and acceptable social scientist. CENITEC might argue that many of the most pressing problems in El Salvador are economic problems and that focusing on these problems and their solutions is the best way to strengthen democracy in the country. It might also argue that the research team assembled by CENITEC can provide fairly complete coverage of economic problems, and that this coverage would not be as good or complete if the team were reduced to make room for one or more non-economic social scientists.

The evaluation team believes that CENITEC still needs to have an adequate impact in the social area. As will be detailed in section VII, the seminar and other activities should be reduced, and resources should be placed in social research, and the Presencia journal should be refocused to report on social issues.

3. Research quality in economics

By Salvadoran standards, CENITEC's research activities seem to be of good quality (see chapter on opinions). In fact, the language used to present their results is appropriate and most of the documents (Cuadernos de Investigacion) are well organized.

The members of the Research Department do not consider that their work has necessarily had a clear impact on the direction of economic policy, but they believe that the quality of their work has produced more debate on economic policy as well as more transparency in government economic actions. In any case, government officials admit that they follow CENITEC's work (see chapter on opinions). This seems to be the case for the privatization of the financial system where CENITEC's recommendations appear to have been carefully noted by the Central Bank. Another example is the legislation on consumer protection, where CENITEC's recommendations seem to have influenced the legislation finally approved.

However, to date most of CENITEC studies have been related to a broad survey of different economic topics (see section on issues coverage). There have been 13 studies between February, 1989, and May, 1992, covering all kind of issues from the dimension of poverty to export promotion policy, the economic effects of bad debts in the financing system, the fiscal deficit, the consumer price index, and so on. Most of the studies do not seem to be organized around a central research focus, and in the end, this research strategy has a negative effect on quality due to the lack of economies of scale in the research activity.

There are two suggestions which could help to organize CENITEC's research production in a better manner: (1) research

topics should be programmed in advance and (2) research publications should be classified by series. In relation to the first suggestion, CENITEC must overcome the natural tendency of institutions with a somewhat political agenda to determine the focus of activities in reaction to current political and economic events. Research topics should be defined according to the goals of the Department for a particular period of the workplan. The Research Department is currently working more in this fashion as personnel contribute in the elaboration of a new alternative economic program for El Salvador.

For the second consideration, it would be useful to plan several publication series for Cuadernos de Investigación, corresponding to each of the units of the Department, producing series of multiple publications on International Economics, Financial and Monetary Issues, Economics of the Public Sector and Production and Technology.

On the other hand, most CENITEC studies have not covered basic economic research. As a consequence, most of the recommendations in the CENITEC studies are not necessarily based on sound economic research with all the consequences that this may imply. For example, CENITEC has produced a study on export promotion policy in EL Salvador during the eighties. However, though that study tries to evaluate components of the export promotion policy, it does not cover the main export determinants. There is no attempt to measure the incidence of the exchange rate, the amount of subsidies, or the level of domestic economic activity, to mention just three possible factors, in the behavior of non-traditional exports.

As regards the external sector, CENITEC's research team is worried about slow private investment behavior and the negativity of the Salvadoran balance of trade. They are convinced of the need of increasing Salvadoran exports, especially non-traditional ones. However, they have not studied the total incentives structure and effective protection in the economy and the way these are affecting investment and exports. CENITEC also thinks there are certain sectors of the economy with comparative advantages that should be promoted, but they have not tried to develop a domestic resource cost study to identify in which sectors those static or dynamic comparative advantages exist.

More important, the Research Department does not possess sound studies on how the basic markets (the foreign exchange market, the money market, the labor market, and the energy market) are working in El Salvador. The Department has recently published in a newspaper commentary on the exchange market which was not the consequence of prior detailed work. This does not mean the analysis was necessarily wrong, but the stimulus for the commentary was most probably the feeling that it was important for CENITEC to be present in the debate and say "something" about

a market in which prices were moving too fast. It is difficult to make sound recommendations about exchange rate, monetary, and credit policy without a basic understanding of how those markets work. Without this understanding, recommendation can only be derived from ideology, which is not exactly good economics.

The lack of basic studies was not as much of a disadvantage when CENITEC was mostly dedicated to criticizing the propositions and policies, particularly the government. Now that CENITEC is trying to produce an alternative economic policy and program, however, it is a very important shortcoming. When the institution is trying to produce a new comprehensive policy that eventually could be the basis for the economic program of a new government, it must have basic studies such as those mentioned above.

Two other shortcomings should be mentioned in relation to CENITEC's research activities: (1) the Research Department seems to be lacking a general economic framework that can provide coherence among its recommendations regarding different market and economic situations, and (2) it lacks any type of quantitative model for better analysis and economic projections.

As regards the general economic framework, they are trying to produce it as a first step towards the alternative policy and program. However, as a matter of method, it is more logical to first have the basic studies and then the economic framework, or it again runs the risk of being determined more by ideology than by good economic procedures.

As to the lack of quantitative models, it can be said that without any such model, even a very simple one, it is difficult to make an economic program coherent and consistent. Any recommendation on the exchange rate or commercial policy will produce certain effects in exports/imports and consequently in the balance of payments, which will also have consequences in the fiscal sector as imports or exports are levied with certain taxes. But the collection of taxes will also take place in response to the level of economic activity, which may not match the one assumed in calculating the balance of payment or the monetary expansion.

Besides, if CENITEC plans to produce revenue through the sale of information, as the evaluation team has recommended to contribute to self-sustainability, (see chapter on managerial and financial issues) it will require a macro-economic model that will allow it to make certain projections for the whole economy. At the beginning, this could be just an accounting-consistency model to evolve later into a general equilibrium computable model. But CENITEC should have a price model at the very least if it is going to make projections about inflation, which is one

type of information required by businessmen in making their own sales and production projections.

In order to do basic economic analysis and sound projections, CENITEC needs to develop its own data base. The Unit of Statistics and Surveys is being organized for that purpose. CENITEC will thus be able to acquire a complete economic data base and a social data base as well, covering education, health, shelter, employment, and demography. The economic data will use secondary information provided by the Central Bank, Ministry of Planning and Ministry of Economics, and the social data will be collected from the home surveys with an universe of 2300 homes that the Unit began in May-June 1992.

At present, the Unit's economic data base just covers production up to 1991 and prices up to September of 1992. It still does not cover fiscal, trade, and monetary sectors. To cover these sectors, each unit collects and processes the required data for its own use, which is not cost efficient, since each analyst in the Department has to spend his/her time in getting the required information instead of having an assistant do the work.

The Unit is also planning to initiate a business survey with a universe of 400 firms. This survey will be useful for understanding business cost structure and the way particular policies will affect supply regarding basic prices and for understanding investment behavior by firms to assist in designing investment policy or to modify the structure of effective protection or incentives.

In summary, it will be very useful for CENITEC to speed up the organization of the Unit of Statistics and Surveys and provide it the required financial help, not only because it will provide a stronger basis for CENITEC research but also because it will contribute toward financial sustainability.

4. Topics for future social research

The evaluation team has suggestions for the direction of future social research, many of which may be seen to complement research work done in economics. For example, CENITEC's very first research publication looked at the dimensions of extreme poverty, and a study in progress focuses on the rural poor.

Social research could focus on the survival strategies of the poor: if they are unable to meet their basic needs, as the first study suggested, what is the survival response of the poor to this situation? what do they do without? how do they make scarce resources go farther? what are the family and social consequences, such as child labor, migration of family members, abandonment of spouses, and so on? how do different groups,

including those under FMLN control, differ in their response to poverty? what new social institutions have developed, or new roles for old institutions, in response to extreme poverty? A study of this type should eventually lead to the proposition of possible government and non-government policies, strategies, and programs aimed at alleviating the effects of poverty.

Population studies are another urgent area for social research in a country with the highest population density of any country in Latin America. One area of urgent concern is birth control, which also involves USAID strategic objectives. The upheaval caused by the civil war and the on-going need for migration to seek employment has caused notable shifts in the population with the potential to overload social services, such as schools, and to adversely affect the environment.

Two institutions with important potential roles in post-war El Salvador are labor unions and cooperatives, especially rural cooperatives. The development of government policy and non-government strategies requires an understanding of what union members expect from their unions, how they expect the union to act in response to management, how labor unions have evolved during the decade of conflict, what strategies are effective in negotiations with management, what is management's view and opinion of the different unions and their members, and how can labor-management relations be improved.

Cooperatives, in El Salvador as elsewhere, have often been less than successful in managing large farms, an important point in a country where agrarian reform has placed numerous farms in the hands of cooperatives. There is a need for case studies of individual cooperatives with varying types of experience: which cooperatives have been relatively successful, which have had a total lack of success, and why? What are the lessons to be learned from the more successful cooperatives and how can these lessons be transferred to less successful cooperatives? What is the nature of the inner workings of the cooperatives: to what extent are they democratic or run by a small group of insiders? how has this affected their economic success? what do cooperative members and leaders see as their most difficult problem?

These and other problems should be the focus of studies by CENITEC if it hopes to have a broad impact on post-war El Salvador.

C. Issue coverage: Seminars

1. Issue coverage

There have been a total of 29 Seminars since the project began. CENITEC records include the theme or themes of each Seminar for 23 of the 29 Seminars, one theme in 1990 was obviously human rights, and while the themes were not listed for the five most recent Seminars, in every case the theme or themes are fairly obvious. The following table lists eight issue areas, the number of times the issue was central to a Seminar, and the percentage of the total.

Theme	Number	Percentage
Economics	12	26.7%
Politics	12	26.7%
Social problems	10	22.2%
Law	6	13.3%
Public Admin.	2	4.4%
Human Rights	1	2.2%
Finance	1	2.2%
Culture	1	2.2%
	45	100.0%

2. Post-seminar evaluations and issue coverage

The Project Agreement stipulates that "upon conclusion of the seminar, participants will be asked to prepare an evaluation of all facets of the seminar, including quality of materials, seminar format and recommendations for future topics." CENITEC has carried out these evaluations as agreed, collecting information from participants through a special evaluation form, a copy of which is included in the Annexes of the present document. At the moment of evaluation, CENITEC had processed the data for just three of the seminars, although the mid-term evaluation team was assured that the evaluation forms for other seminars were being processed.

The evaluation form provides for the collection of opinions regarding the seminar itself: how the seminar theme was analyzed, the length of the seminar and of individual participation, the relevance of the theme at national and sector levels, and the organization of the event. In addition, the question of coverage of issues is probed through asking the sector (agricultural, commercial, public, etc.) of the respondent, what themes he or she would like to see analyzed in future events, whether those themes would be of general or purely sectoral interest, what themes should be treated in CENITEC

publications, and what kinds of activities CENITEC should promote.

It appears that CENITEC has not understood how the data should be processed so that they can contribute in a useful way to the seminar and publication program. The key to processing the data is to realize that the opinions regarding the seminar itself should be processed separately, as they are now, but that the data regarding themes for future events and publications should be processed together. In other words, as regards issues or themes, CENITEC would benefit from the aggregate responses from all seminars, not just individual seminars. Clearly, the variables to use in cross tabulations of both the individual seminars and the future events and publications is the same: the sector and profession of the individual respondent.

By doing this, CENITEC would eventually acquire an extensive and useful data base regarding future themes and publication topics. That the present format provides little input regarding themes can be seen in the fact that the computer pages have not even been cut and thus not consulted regarding future themes from the evaluation of the seminar on reconstruction.

The evaluation team asked CENITEC to do this processing for the three seminars for which the data had already been keyed. The raw data and the data reorganized into basic themes is found in the Annexes. In summary, 41% of the requests were for topics classified as economic, 27% were related to the postwar era and problems of adjustment, 15% were social topics, 6% were political themes, 2% involved women, and 8% were other topics.

The evaluation team believes that seminars in the future should be used to present the findings of both the social and economic research units. The seminar should involve taping and note-taking but only to provide important feedback to the research unit to improve the eventual publication.

D. Issue coverage: Closed Discussion

The Closed Discussion activity (called Análisis de Coyuntura in Spanish, roughly translating as "present situation analysis") has evolved at CENITEC since the project began. The original idea was to have a small, more or less permanent group meet regularly to discuss the important issues of the moment and then to publish its findings in the local news media as a contribution to democratic dialogue. However, after about six such publications, they concluded that the discussions themselves were valuable and that they should limit them to preparing a summary of the discussions for the participants. Also, during this early stage several topics were discussed, while later the discussions were limited to just one topic.

The Closed Discussions have occasionally resulted in CENITEC's mounting a seminar open to the public on the same topic or preparing a Lecture on the subject. Three seminars and two Lectures occurred as a result of Closed Discussions.

CENITEC apparently kept less careful records on the Closed Discussions than on other activities, as will be clear from the table in the Annexes. The information available on the Closed Discussions between May 18, 1991, and the end of the year is limited to the date and topic.

Theme	N	%
Peace Process	12	25.5%
Economics	8	17.0%
Social Problems	6	12.8%
Politics	4	8.5%
Legal	4	8.5%
Agrarian Reform	3	6.4%
Health	3	6.4%
Foreign Affairs	2	4.3%
Culture	2	4.3%
Women	2	4.3%
<u>Presencia/CENITEC</u>	1	2.1%
	47	100.0%

The evaluation team believes that the Closed Discussion forum should be limited as regards numbers to a small group, perhaps 10-15 individuals, which will make it possible to have lively discussions. In addition, the Closed Discussions should be held at CENITEC and not elsewhere, thus reducing the investment of funds in this activity, funds which could be used in other areas, such as social research. Finally, CENITEC should feel no urgency to conduct Closed Discussions. If there is no topic or issue which requires discussion in this particular forum, it should not attempt to "create" such issues.

E. Issue coverage: Lectures

CENITEC has sponsored 49 Lectures, although its personnel have participated in many more that were sponsored by other institutions. Occasionally, the same or similar Lecture has been presented more than once in different venues. In every case, the theme or themes of the Lectures can be found in CENITEC records. The following table shows the themes and percentages.

Theme	Number	Percentage
Politics	23	41.8%
Economics	12	21.8%
Law	10	18.2%
Social Problems	6	10.9%
Finance	2	3.6%
Foreign Affairs	1	1.8%
Women	1	1.8%
	55	100.0%

CENITEC's lectures are an important vehicle to present important views to the public. CENITEC should attempt to bring these lectures increasingly to people outside San Salvador, especially given the increasing climate of peace in the countryside.

F. Issue coverage: Presencia

1. Issue coverage

In order to better understand the issue coverage of Presencia, a table was prepared (see Annex) detailing the journal number, number of pages per article, shortened article title and author, and the principal theme and subtheme of each article. Content areas were politics, economics, human rights, social issues, culture (including literature, art, architecture, and history), foreign affairs, and women. The article theme was identified in every case, while subthemes were identified where possible. If a subtheme was not identified (shown as Var), it was because it covered a variety of subthemes or no one subtheme in particular.

Six numbers are reviewed, all published during the project: Nos. 9, 10-11 (shown in the table as 10), 12, 13, 14, and 15-16 (shown as 15). Article themes were given a score of two, subthemes a score of one, and the scores were then added and averaged against the total number of points available. The total coverage of articles in each theme area is presented at the end of the table.

As the table makes clear, politics and economics dominate the content of Presencia with a total of 63.8% of total coverage. Social issues and foreign affairs each represent about 10% of the coverage, followed by human rights and culture. Women receive only a 1.4% coverage from one article in which women's rights were the primary theme. It should be noted that this analysis looks only at individual articles. If number of pages were the criterion, the theme of culture would rank higher, since one

article's 112 pages was well over half the issue, and another article had 60 pages, about one-third of the issue.

Theme	Rating	%
Politics	53	38.4%
Economics	35	25.4%
Social	15	10.9%
Foreign affairs	14	10.1%
Human Rights	10	7.2%
Culture	9	6.5%
Women	2	1.4%
Total	138	100.0%

2. Presencia: editorial problems

A look at editorial problems helps in understanding the direction Presencia has taken as regards issue coverage, especially during the present project. When Presencia was first published, it's mission was to provide an alternative to ECA, the social, political, and economic analysis journal published by the Jesuit university, UCA. An alternative source of information was needed, it was argued, due to the perception that ECA was avowedly leftist in orientation.

The CENITEC senior staff felt that the journal fulfilled its mission, particularly in the first eight issues published before the present project began. But the staff itself felt that Presencia has been reduced as regards quality of content and presentation since that time (six issues: 9, 10-11, 12, 13, 14, 15-16), and it is interesting to note where the staff feels the blame lies, particularly in light of the special relationship of CENITEC with the PDC. CENITEC hired an individual to run the Presencia operation when the project began, who unfortunately functioned poorly as head of Presencia, according to the staff. He was disorganized, did not follow up on contributors who had promised articles for the journal, neglected the presentation factors (graphics, photos, illustrations) in the journal, and in general was unable to keep the journal up to high standards. This individual resigned two months ago, another was hired who also left recently, and Presencia is still without clear direction.

Presencia's relatively low readership, coupled with poor editorial leadership, has led the evaluation team to recommend that it be reorganized. The journal should be made the flagship journal for social research paralleling the two journals reporting economic studies, Cuadernos and Política Económica.

G. Overall view of issue coverage

In order to acquire an overall view of issue coverage at CENITEC, the individual charts presented above have been joined into one and the rating percentages for the primary issues have been averaged. Some categories were collapsed into others. Finance was included in economics, public administration in politics, agrarian reform and health into social problems, the consideration of Presencia into culture. The results are presented below.

Theme	Publications				Events			Avg.
	Polit Econ.	Cuadern Inves.	Pres-encia	Avg. Publ	Closed Discs.	Lecture	Seminar	
Econ.	100.0	82.0	25.4	69.1	17.0	25.4	28.9	23.8
Polit.	---	4.0	38.4	14.1	34.0	41.8	31.1	35.6
Social	---	11.0	10.9	7.3	25.4	10.9	22.2	19.5
Law	---	---	---	---	8.0	18.2	13.3	13.2
Intrnatl	---	4.0	10.1	4.7	4.3	1.8	---	2.0
Culture	---	---	6.5	2.1	6.4	---	2.3	2.9
H Rights	---	---	7.2	2.4	---	---	2.2	0.7
Women	---	---	1.4	0.4	4.3	1.8	---	0.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

The result of this exercise demonstrates that CENITEC has maintained a constant focus first on economics in its publications and political issues in its events. Social issue coverage of only 7.3% in publications, reflecting the lack of research, needs to be improved to meet CENITEC's objectives. The evaluation team concludes that CENITEC has carried out fairly high quality studies of contemporary economic issues in El Salvador, most with considerable relevance for establishing and carrying out economic policy actions by present and future governments, although they are too disperse and concentrate too much on diagnosis and criticism and not in recommendations.

CENITEC should carry out basic economic studies like the functioning of basic markets, the determinants of basic variables (investment, exports, etc.), and effective protection and domestic resource costs, in order to make good recommendations. CENITEC should also have a basic macro-economic and price model to be able to make sound projections. These will be useful in the future for CENITEC as it works toward financial self-sustainability. Above all, all of these CENITEC economic research studies should be planned and programmed with a view toward the needs of the institution as a research center and not in response to political pressures.

In the area of social problems CENITEC, despite of its apparent intention of carrying out studies of social issues, as

shown in its original unsolicited proposal, has not done so. CENITEC should take steps to remedy this situation. It should form a team of social scientists to carry out studies of social problems in El Salvador during the remaining period of the project. The suggested minimum team would be one senior social scientist director, one rural and one urban sociologist. Funds to cover the salaries and fieldwork costs of this team should come from reducing the frequency of seminars and other related expenditures. The minimum team should be able to complement its activities through outside contracting of individuals or studies.

VI. OPINIONS OF SOCIAL AND ECONOMIC AGENTS ABOUT CENITEC

A. Overall view of the interviews and instrument

To collect perceptions on CENITEC, the evaluation team interviewed a broad spectrum of persons from different institutions and organizations who are important decision makers in El Salvador. The 21 persons interviewed came from research institutions (2), universities (2), non-government organizations (2), peasant organizations (1), government (2), armed forces (2), political parties (5), international organizations (2), entrepreneurial organizations (2), and the media (1). The interview questionnaire included questions about the interviewee's knowledge of CENITEC and his/her opinion about CENITEC's relationship with other institutions, its research activities, its public events, and its publications.

When a study of perceptions is carried out it should not be forgotten that historical circumstances play an important role in the determination of those perceptions. Thus, the actual circumstances of the Salvadoran situation, one of peace and reconstruction after a recent civil war, made some questions and answers more relevant. It is notable that most of the interviewees agreed on the need for an institution like CENITEC which contributes to the building of an economic and social consensus.

In this context, it should be remembered that an individual answer may be distorted due to lack of information, particular interests, or ideological bias. However, the grouping of answers shows a tendency which approximates reality. Matching it with actual facts produces a better understanding of reality, in this case CENITEC's efficiency and impact on Salvadoran society.

The complete questionnaire and the answers given by interviewees is found in the Annex.

B. Interviewee's knowledge of CENITEC

Most of the persons interviewed, 18 out of 21 (85.7%), thought that CENITEC was primarily an academic institution although at least 10 persons (47.6%) thought it was also a political organization. In fact, most of them said that CENITEC was an academic institution carrying out political activities. As such, most of them felt it was natural that CENITEC's main objectives were to elaborate socio-economic studies (71.4%), to contribute to the economic debate (14.3%), and to promote the Christian Democratic Party (14.3%). In regard to secondary objectives, the opinions were divided, but most of the interviewees thought that CENITEC's objective was to promote the

Christian Democrats (19.0%) and to promote dialogue among the members of Salvadoran society.

Almost all interviewees, 20 out of 21 (95.2%), thought that CENITEC's objectives were appropriate, because it was necessary to have research centers in El Salvador (42.9%) and that parties should have their own centers (14.3%). Only one of the interviewees thought that CENITEC should change its objectives, and that individual was an ARENA deputy. Similarly, 20 out of the 21 had a good opinion about CENITEC, and again, the only one that had a bad opinion was the ARENA deputy who said that CENITEC should change its objectives. Throughout the whole interview she showed her dislike for CENITEC and for what she thought it represented.

Part of the good impression that people have about CENITEC is due to its publications and events but not necessarily because they have extensive personal knowledge of them. 71.4% of the interviewees said that they receive many of CENITEC's publications, 9.5% said they receive few of them and 14.3% said they receive no publications at all. 33.3% said they frequently attend CENITEC's events but 38.1% said they do not go often and 28.6% that they do not go at all. So it seems that publications are more important for the good name of CENITEC than the events.

C. CENITEC's institutional relationships

Regarding CENITEC's relationship with other institutions, 57.1% of the interviewees said their own institutions had frequent relationships with CENITEC. However, only 42.9% thought that other similar institutions had similarly frequent relations. On the other hand, 38.1% said that CENITEC had infrequent relations with their own institutions and 47.6% thought relationships were infrequent with other similar institutions. Nobody said that CENITEC has no relationships with similar institutions.

Similarly, 66.7% of the interviewees said their relationships were good, either with their own institutions or with similar ones, 19.0% thought they were average, and just one, the person mentioned before, said that the relationship between CENITEC and her institution was bad. This perception of the type of relationship that CENITEC has with other institutions is probably one of the reasons that contributes to CENITEC's high prestige. That good relationship was considered useful for most of the interviewees (71.4%), who thought it allowed for a reciprocal enrichment for both institutions (28.6%) or allowed for a better understanding of the Salvadoran economy (28.6%).

To improve that relationship, some of the interviewees (23.8%) thought that it would be useful to have joint meetings

for the purpose of having academic discussions on the research being developed. Others (19.0%) thought it should be more an exchange of information on their research, statistics or economic projections.

The following chart shows the frequency and quality of CENITEC's relationship with different kinds of institutions and organizations with all sectors of Salvadoran society as seen by the persons interviewed:

CENITEC institutional relationships
(% of persons interviewed)

	1	2	3	4	5	6	7	8	9	10
frec	4.8	4.8	42.9	61.9	61.9	28.6	42.9	61.9	14.3	57.1
no fre	66.7	33.3	28.6	14.3	23.8	23.8	28.6	14.3	61.9	9.5
no rel	4.8	19.0	0.0	4.8	0.0	0.0	0.0	0.0	4.8	4.8
good	14.3	9.5	52.4	61.9	76.2	28.6	57.1	66.7	23.8	61.9
regul	52.4	14.3	14.3	14.3	9.5	19.0	14.3	9.5	52.4	4.8
bad	9.5	19.0	0.0	0.0	0.0	0.0	0.0	0.0	4.9	4.8

where: 1 = government; 2 = armed forces; 3 = religious org.;
 4 = research c.; 5 = universities; 6 = ngo;
 7 = pol. part.; 8 = labor org.; 9 = entrepren. org.;
 10 = media

As can be seen from the above chart, most interviewees thought that CENITEC had more frequent relationships with research centers and universities, which is understandable given its nature, and with labor organizations, which may be the result of its closeness to the Christian Democratic party or with the left in general.

The good relationships that CENITEC has tried to maintain with all organizations and institutions in Salvadoran society is shown by the low percentage of interviewees that see CENITEC as having bad relationships even with the government (9.5%) or the armed forces (19.0%), considering that it is thought to be a think tank of the opposition.

D. Opinions on CENITEC research

More than half of the interviewees (52.4%) said that they were well acquainted with CENITEC's research and less than that (42.9%) said that they did not know much about it. However, 90.5% of the interviewees said that CENITEC's research was of very good quality. 85.7% thought that the research was very useful, that it "helped the country to understand different topics." Some (19.0%) stated that they thought the studies were done with academic rigor and others (19.0%) thought language and presentation in the studies were adequate.

61.9% of the interviewees thought that topics studied by CENITEC were important. 57.1% asked CENITEC to study social issues, 71.4% economic ones and 28.6% political. On the other hand, 23.8% asked CENITEC to produce regular reports on the situation of the economy (informes de coyuntura). To answer those demands, particularly the social studies and the situation reports, CENITEC would have to develop its social component and reinforce its economic technical unit (see VII).

E. Opinions on CENITEC events

Most of the interviewees had participated in CENITEC seminars (81.0%) and lectures (66.7%) and few of them (38.1%) in its closed discussions (análisis de coyuntura). 81.0% thought the seminars were of good quality and very useful, mainly (28.6%) because they allow the discussion of different positions.

However, only 38.1% of the interviewees thought the lectures were of good quality or were very useful. Similarly, the quality of the closed meetings was considered good just for 33.3% and useful for 23.8% of the interviewees. According to the above, it would be fair to say that the important economic and social agents are less interested in the lectures and closed meetings and more interested in the seminars.

Despite their preferences and interests, 66.7% of the interviewees thought CENITEC's events were well organized. They said the attendance was good (52.4%), the dates and time were right (66.7%), and the moderators acted correctly (52.4%). They said that the seminars should concentrate on economic issues (61.9%), social issues (42.9%) and political ones (52.4%).

F. Opinions on CENITEC publications

The following chart shows which CENITEC publications are received by the interviewees and the way they get them. As will be noted, the most popular publication is Política Económica, followed by Presencia and Cuadernos de Investigación. But only

few of them are purchased. 81% of the interviewees said the publications were useful. 76.2% said the presentation and the contents were good and 71.4% thought that the topics covered by them were always adequate. Asked about the best publication, 52.4% of the interviewees said it was Política Económica, 28.6% said Presencia and 9.5% Cuadernos de Investigación. Nobody showed a preference for Seminarios. Política Económica was also mentioned by most of the interviewees (47.6%) as the publication most preferred by other persons due mainly to the content of the publication (28.6%).

Reception of CENITEC's publications

Presencia	15	71.4%
Politica Economica	18	85.7%
Cuadernos de Investigacion	15	71.4%
Seminario	10	47.6%
donation	8	38.1%
buy	4	19.0%
both	6	28.6%

When asked which topics should be treated by CENITEC publications, as shown below, the preferred topic was economics and in particular economic situation reports. The interviewees answered the following way:

Topics to be covered by CENITEC publications

social	8	38.1%
health	1	4.8%
social security	1	4.8%
peace	2	9.5%
reconstruction	2	9.5%
job security	1	4.8%
economics	16	76.2%
public investment efficiency	1	4.8%
international economics	2	9.5%
production development	1	4.8%
agriculture	1	4.8%
industry	1	4.8%
monetary issues	1	4.8%
"informe de coyuntura"	4	19.0%
long run topics	2	9.5%
ecology	1	4.8%
politics	6	33.2%
democratic society	1	4.8%
civil-military relationship	1	4.8%
history	1	4.8%

VII. MANAGERIAL AND FINANCIAL ISSUES

A. The managerial structure of CENITEC:

CENITEC's basic organization is composed of a General Assembly, a Steering Committee, a Presidency, an Executive Direction and four Departments (Research, Seminars, Publications and Administration). The basic objectives and strategic lines of CENITEC and its basic organization were approved in 1986 by the General Assembly and are found in the Statutes of the organization.

According to the Statutes, CENITEC's ultimate decision-making body is the General Assembly integrated by the founding members, around 30 persons. It meets once a year to approve the yearly budget and the annual report (Memoria) and on special occasions to modify the Statutes.

The main decision-making body within the institution is the Steering Committee (Junta Directiva) composed of seven members. It chooses the President among its members, designates the Executive Director, hires the personnel, approves the detailed organization and procedures of the institution, and supervises the execution of CENITEC's workplan and its annual budget.

The legal representation of the institution is held by the President. He maintains contacts with other institutions and organizations, in particular those related to the political parties and bodies. The administration of the organization is in the hands of the Executive Director but there is also an informal Coordinating Committee composed of the directors of the departments and the Executive Director. This Committee jointly decides the most important administrative and technical issues which affects CENITEC.

B. Assignment of tasks

CENITEC is still lacking an updated Manual of Organization and Procedures where the specific objectives, lines of command, responsibilities, and tasks of each part of the organization are specified. For that reason, the responsibilities and tasks of each department are not well identified and are still in a process of being defined.

This deficiency has been partially solved by the Department of Administration and Finance, in charge of General Services, Procurement and Accounting. The Department has put together a manual of procedures for inventories and distribution of publications, and it has a policy on personnel and salaries and also a manual of functions. However, the manual is not up to date, since it includes as a function of the Administrative

Manager the supervision of the Unit of Sales which is now incorporated into the Department of Publications.

The Department of Publications was supposed to be in charge of all publications of the institution. There is a job description for each member of the department but there is no a manual specifying each persons main functions and responsibilities. However, to avoid problems and conflicts with other departments relating to publication delays, journal publication is now the responsibility of the department which produces their content. In this way, Political Economy (Politica Economica) and Research Reports (Cuadernos de Investigacion), two of the main publications of CENITEC, are the responsibility of the Department of Research, while Seminar (Seminario), which covers the proceedings of the seminars and lectures, is produced by the Department of Seminars.

As a consequence, the Department of Publications is in charge only of the trimonthly journal Presencia, which is not even the largest publication at 1500 issues: Politica Economica regularly has a publication of 2500 issues, Cuadernos de Investigacion has 2000, and Seminario has 1000. However, the Department of Publications still handles the sale of all four publications, because the Sales Unit is located there instead of being part of the Department of Administration.

The Department of Seminars is in charge of organizing the Seminars, Lectures, and Closed Discussions. The Department is made up of a director, an events manager, and two secretaries whose tasks are specified in a manual. It organizes the logistics of all those events, but the actual management of these events is carried out by Department of Research personnel where almost all the technical personnel of CENITEC are found. They participate, moderate events, or prepare basic documents for all events.

The most important observation that can be made to the actual assignment of tasks is in relation to the Department of Research, responsible for the development of social and economic studies. The content and quality of its studies is analyzed elsewhere (see chapter on research) but in general terms it can be said that almost all its work is related to economic issues. It is also organizing a Surveys Unit to work on consumer (homes), production (firms), and price (markets) surveys.

If CENITEC were an institution dedicated only to economic studies, this would not be a problem, but as it is supposed to produce social studies as well, the present organization does not seem to be the most adequate for that purpose.

C. Financial Structure

CENITEC does not have a consolidated budget where all its income is put together regardless of its source, which makes it extremely difficult to work out in detail its overall financial situation. A first task for better CENITEC management and for future financial analysis, in particular as regards the definition of a strategy for getting a self-sustained organization, should be the preparation of such a budget.

However, it is widely known that CENITEC is mainly financed by USAID and the Konrad Adenauer Foundation (KAF) from Germany. According to AID's "Strengthening Democratic Process Project" document, AID provides 66.2% of CENITEC's total funds, KAF provides 30.3% and the remaining 3.5% is provided through the sale of CENITEC's publications.

This situation of high dependence on donors by CENITEC makes its future very vulnerable unless a self-sustainable financial structure is developed. That new scheme of financing should be developed soon, since the remaining USAID monies will only be available for the next 20 months, ending in June 1994.

It has been possible to work out a total budget only for personnel. It amounts to US \$ 26,949 per month, equivalent to US \$ 323,390 per year. 74.6% of that budget is financed with resources provided by USAID, with the remaining 25.4% donated by the KAF.

Monthly Budget of Personnel

Department	C/	\$	yearly \$	No	Ave sal	%	Source
Research	99,220	11,673	140,075	13	10,775	43.3	AID
Seminars	24,490	2,881	34,574	5	6,914	10.7	AID
Publications	47,288	5,563	66,760	17	3,927	20.6	AID
	170,998	20,117	241,409	35	6,897	74.6	
Administrat	29,675	3,491	41,894	8	5,236	12.9	KAF
Women	9,000	1,059	12,706	3	4,235	3.9	KAF
Surveys	19,395	2,282	27,381	8	3,422	8.5	KAF
	58,070	6,832	81,981	19	4,314	25.4	
Total	229,068	26,949	323,390	54	5,988	100.0	

As can be seen, the Department which uses the largest amount of resources of the personnel budget is Research (43.3%), followed by the Department of Publications (20.6%). Research also has the most qualified and most highly paid personnel (US \$

10,775 per year on the average) in CENITEC, although it has less personnel (13) compared to Publications (17), which has a personnel with a very low average salary (US \$ 3,927 per year).

In general terms, salaries paid with USAID funds are higher than salaries paid with KAF funds. It is the consequence of the way that the funds are assigned: most of the resources coming from AID are used to pay technical personnel while KAF are used to paid auxiliary or administrative personnel.

Also, it should be mentioned that CENITEC just developed a consolidated budget for AID financing at the request of the evaluation team; it had not previously done so. All departments had a different budget structure making analysis difficult. For the present exercise, the following consolidated budget had to be specially estimated by the evaluation team from each department's budget:

CENITEC's Budget funded by USAID for year April 1992 - March 1993

(in US dollars and %)

Items	Departments							
	Publications		Seminars		Research		Total	
salaries	87,729	45.3	43,231	19.9	166,301	59.4	297,261	43.1
personnel	16,239	8.4	17,954	8.3	29,448	10.5	63,641	9.2
services	28,221	14.6	84,908	39.2	23,682	8.5	136,811	19.8
printing	49,080	25.4	42,945	19.8	33,129	11.8	125,153	18.1
equipment	12,270	6.3	27,696	12.8	27,362	9.8	67,327	9.8
Total	193,538		216,734		279,922		690,194	
	28.0%		31.4%		40.6%		100.0%	

Considering the AID financing for the year running from April 1992 to March 1993, the Department with the largest budget is Research (US \$ 279,922), followed by Seminars (US \$ 216,734) and Publications (US \$ 193,538). On the other hand, the item with the largest assignment is salaries with US \$ 297,261, equivalent to 43.1% of the total budget. Services, including advertisement and rental for events, receive US \$ 136,811, equivalent to 19.8%, printing receives US \$ 125,153, or 18.1%. Advertisement and rentals alone account for US \$ 72,638.

That financial structure seems to have been reasonable and adequate for the first period of the CENITEC project, since at the beginning, it was necessary to make the project and its activities widely known for them to have the desired effect of

improving public debate. In this context, the seminars, lectures, and closed discussions were highly useful and the best way of working with Salvadoran society. It was also necessary to invest sums of money in advertising which under other circumstances could be considered excessive. In addition, the broad spectrum that CENITEC's seminars and lectures covered was also necessary for the purpose making CENITEC's activities known and attracting a wide range of audience participants.

Today, however, the needed prestige has been achieved, and CENITEC's main effort now seems to be to produce an alternative policy to the present government's policy. This being the case, it also seems reasonable that CENITEC adjust its budget so that its economic and social research activities be strengthened. If CENITEC is to provide alternative policies that could eventually be used by the next government, they need to be coherent, consistent, and well founded on basic economic and social studies and more modern tools and economic models which CENITEC is lacking at present (see chapter on research).

It is also necessary that CENITEC reinforce its research activities since they will probably be the basis for its self-financing through the sale of information, advisory, and consultant services. To carry out this research capability strengthening, the seminars, lecture, and closed discussions should be significantly diminished and focused on presenting the results of CENITEC's research. If that 31.4% of the budget that the Department of Seminars receives today were reassigned to the Department of Research, it would probably allow CENITEC to develop a significantly greater number of basic economic and social studies. El Salvador needs studies of this type to help orient the country as it rebuilds from civil war, and the impact of these studies would have greater impact in the future than continued seminars.

D. Level of efficiency and return of investment

Considering the quality of its research, measured by Salvadoran standards and praised by most of the persons interviewed (see chapter on opinions), the number of events organized, the impact they have had on public opinion as seen by social and economic agents (see chapter on opinions), and the number and quality of the documents published (see chapter on publications), it would be fair to state that CENITEC has obtained a high level of efficiency in its work. In that sense, CENITEC has used the financing it has received in a useful way. CENITEC has been very efficient also in reaching different economic and social agents in El Salvador. Most of its events are well attended, its documents are widely read, and its opinion is highly respected.

Although it is widely recognized as a think tank of the opposition to the present government, most of the persons interviewed, including government officials and representatives of other research centers, consider CENITEC to be a serious institution without an ideology bias and one which does not criticize for the sake of criticism or to support identifiably partisan positions. The interviewees think it is worthwhile for El Salvador to have an organization as CENITEC which can provide alternative points of views on the economic and social process. In that sense, the return of investment measured by the way CENITEC has contributed to the strengthening of the democratic process in El Salvador, could be considered high.

E. Level of morale

The high opinion that most economic and social agents have regarding CENITEC's work has made directors and members of CENITEC very proud of their work. They understand that the few resources they have, especially financial, have kept them from having a better physical infrastructure and a larger technical personnel base to produce more studies and publications and to obtain higher levels of quality in their work. They believe they have participated in the development of a highly respected institution that produces important studies, documents, and events with very few resources as compared to the amount that has been given to its competition, especially FUSADES.

The morale of CENITEC's personnel is very high. They feel they are contributing to the definition of the social and economic agenda of the country, producing alternative economic and social points of view for the country, and working in the most important think tank for all opposition political parties in El Salvador. They believe they are respected by almost all economic and social agents in El Salvador and, in fact, this seems to be the real situation (see chapter on opinions).

F. Possibilities of self-sustainability

In the present circumstances, even with high morale and having obtained a high level of efficiency in its present work, CENITEC is not able to sustain itself unless it goes through some fundamental changes regarding its organization and the products it produces.

At present, the only products that CENITEC sells are the publications ("Presencia", "Politica Economica", "Cuadernos de Investigacion" and "Seminarios"). The administration of CENITEC estimates the costs by including the direct cost involved in its publication (printing) and the related indirect costs for each edition of each magazine, estimated as a proportion of the time

On the other hand, given its well known reputation and expertise, CENITEC could produce several new products for which markets already exist. CENITEC could sell information, consulting, and advisory services to firms, international agencies, and other organizations that would be willing to pay for its services. If it is well managed, the sale of services could provide resources for other research for which it is more difficult to find outside financing but which are still of interest to the objectives of CENITEC.

The information that CENITEC actually produces is not of commercial value. However, it could fairly easily produce information to be sold to firms for its better management. It could produce some kind of regular economic report as some interviewees have sought (see chapter on opinion). Every three months CENITEC could issue an "informe de coyuntura" with statistics and economic projections. For that purpose the actual development of its Survey Unit would be very useful. Also the Survey Unit could produce other surveys required for particular firms.

A potential problem with this suggestion is that confusion may arise between CENITEC's identification as a research center and a CENITEC consulting firm that does surveys and market studies. Unless the dividing line between the two areas is clearly marked and understood, and unless the role of consulting as a producer of revenues for the research side is clear, CENITEC could lose its identity and dedication to its original objectives.

There are also other ways of getting funds besides selling information and services. There are many international institutions which provide monies for studies of interest to them, particularly on social issues like poverty and women. To break into this area, it is necessary that CENITEC develop an expertise in social issues that it still lacks. But it is also necessary that CENITEC develop an aggressive policy of looking for resources, visiting different institutions, and sending information to them regarding its expertise and experience.

G. The need for new organization

In light of the above analysis, the evaluation team suggests that CENITEC should be reorganized. The suggested changes outlined below are intended to be illustrative, especially since CENITEC is expected to contract a self-sustainability and institutional strengthening study. They do, however, propose the broad lines of improvements and solutions to problems and situations found during the evaluation.

The suggested reorganization would begin with the elimination of the departments of Publications and Seminars and the creation of a new Department of Social Studies. Each department (or division), Economics and Social Studies, would be in charge of its own publications and would mount its own seminars.

An independent Department of Social Studies would be able to establish an agenda of relevant social research. The evaluation team does not feel that CENITEC's economists will be able to establish such an agenda by themselves. Someone with a truly social science orientation is required to determine the future CENITEC social science agenda, regardless of whether that agenda is carried out by contract or by regularly hired personnel. Possible illustrations regarding social science research:

- 1) hire a social scientist to establish the research agenda, and then follow up by hiring regular social scientists to do the research;
- 2) regular hire head of social research to establish and oversee social research, which would be contracted;
- 3) contract social scientist to work temporarily with CENITEC to establish social research agenda. On basis of this consultancy, which will provide recommendations for social research, the social research itself will be contracted.

The natural tendency of an economist is to study all issues from an economic point of view. The study of social issues, including the quality and orientation of education, primary health care, population growth and migrations, social institutions, social safety and violence, and other related topics of high important in an overpopulated country as El Salvador which has recently finished a civil war, requires specialized professionals.

There are no such professionals at present in CENITEC. In order to study those topics CENITEC should consider hiring at least three social scientists. However, to have a balanced institution without concentrating all technical personnel in just one department and also to stimulate competition within CENITEC, it would be wise to organize a Department of Social Studies parallel to a new Department of Economic Studies. The actual Department of Research should become the Department of Economic Studies.

The Social Department should cover the topics mentioned above. The Economic Department should cover the financial and monetary sector, including savings, credit and investment, trade and international economics, the fiscal sector and production and technology. In that way, social and economic research can be

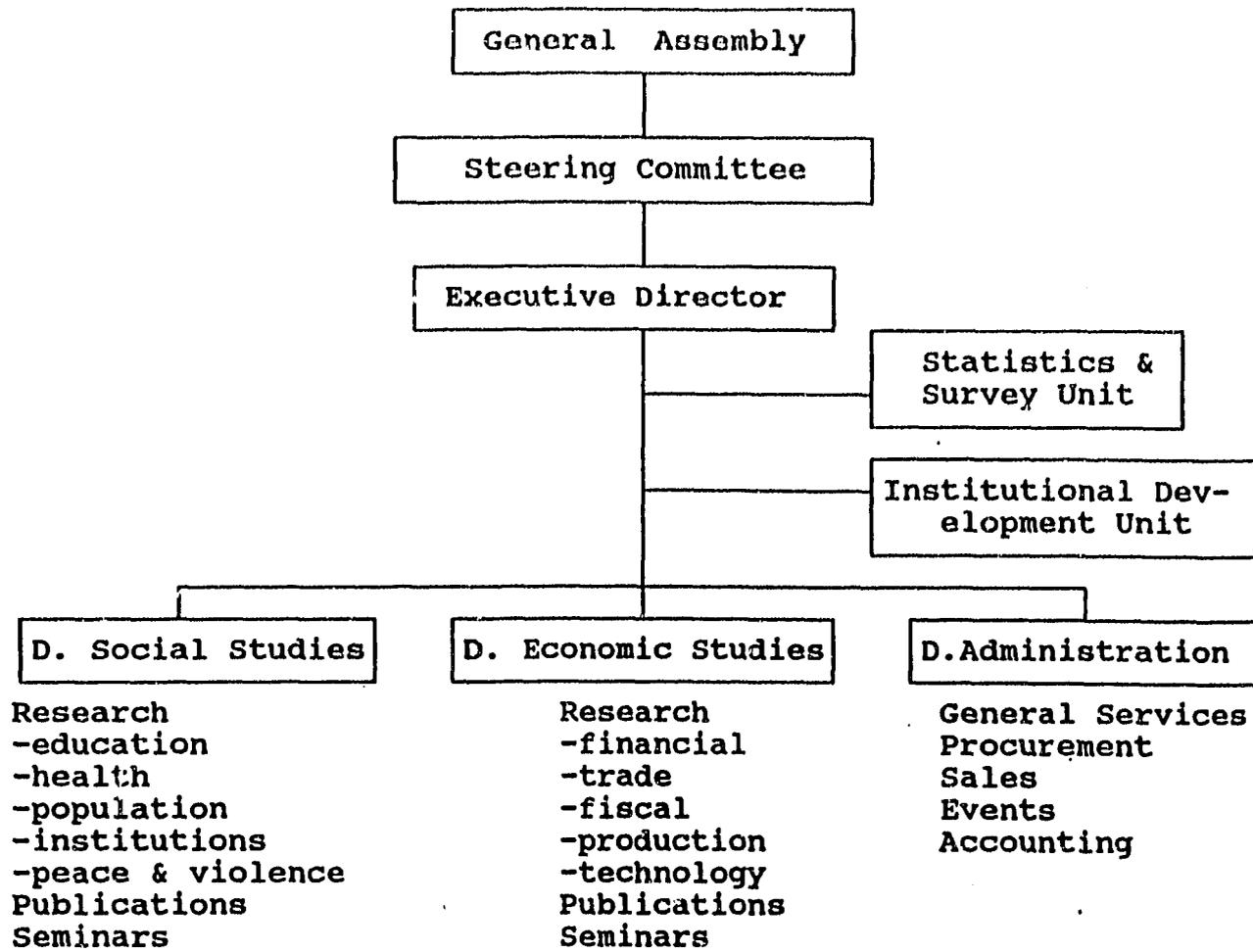
developed in a parallel manner without interfering with each other. With the existence of the Department of Social Studies, the Surveys Unit, could produce services for both departments.

The responsibilities for "Politica Economica" and "Cuadernos de Investigacion" would rest in the Department of Economic Studies, as it is now, and "Presencia" would be reoriented toward social topics under the Department of Social Studies (see chapter on publications). If seminars are published, they would be the responsibility of the department related to the topic of the specific event.

In this new organization the Unit of Statistics and Surveys should be under the Executive Director and the Sales Unit, and the manager of events and the manager in charge of production of publications should move into the Department of Administration.

The need to develop a new scheme of financing based on self-sustainability and of making it work quickly requires the creation of a Institutional Development Unit under the Executive Director. The Unit should be run by a highly qualified professional in management (preferably an MBA) to work out the details that the consulting for financial sustainability would require.

The new organization would have the following chart:



VIII. CONCLUSIONS AND RECOMMENDATIONS

A. Overall achievement

Conclusion: The overall goals, objectives, and strategies of the project are appropriate, and CENITEC has advanced reasonably well toward the achievement of its goals and objectives.

B. Conduct studies of contemporary issues

Conclusion: CENITEC has carried out fairly high quality studies of contemporary economic issues in El Salvador, but they are too disperse and concentrate on diagnostics and criticism and are not based on basic studies and macro-economic models. Also, in spite of its apparent intention of carrying out studies of social problems, it has not done so.

Recommendation: CENITEC should form a team of social scientists to carry out studies of social problems in El Salvador during the remaining period of the project. The suggested makeup of the team is one senior social scientist director, one rural sociologist, and one urban sociologist. Alternatively, CENITEC could contract social research studies. Funds to cover team activities should come from reducing the frequency of seminars.

Recommendation: CENITEC should carry out basic economic studies and acquire a basic macro-economic model and a price model to make sound projections and better recommendations.

Recommendation: CENITEC should program its research in advance and not simply respond to present circumstances.

C. Sponsor seminars to bring together different sectors of Salvadoran society

1. Seminars

Conclusion: The CENITEC seminars brought together a broad spectrum of important decision-making groups in Salvadoran society to play an important role in bringing Salvadoran people toward peace after a bloody civil war. It did so by staging the seminars around issues which the contemporary situation showed were in need of urgent discussion. At present, however, the country situation has changed, and with other organizations also organizing seminars and forums, the urgency of keeping the seminar forum available has waned.

Recommendation: The seminar forum should be used primarily to present the findings of CENITEC social and economic research, and the number of seminars should be cut back by half. At the same time, CENITEC should remain sensitive and flexible, and it should be ready to use the form for topical issues of national or sector importance. This change would allow CENITEC to fund social research and still provide a forum to present the results of this social research, as well as on-going economic research.

2. Lectures

Conclusion: The CENITEC lectures have also brought a broad spectrum of Salvadoran society together to hear speakers on important contemporary issues. The lecture format permits the presentation of important topics to individuals unused to reading and is thus a vehicle for involving less educated people in issues of the day, but they are of less interest to high level decision-makers.

Recommendation: CENITEC should continue the lectures at the present rate of about two per month, but they should stage the majority of lectures in halls more accessible to less well-off residents of San Salvador and in towns outside the capital city.

3. Closed Discussions

Conclusion: This modality developed slowly in CENITEC as a way to stimulate debate by publishing opinions collected at meetings of a small group of key individuals whose identity was not to be disclosed. It later evolved into a forum in which individuals involved in a specific topic could meet others and discuss a matter of urgency at the moment. This technique showed mixed results, some Closed Discussions producing good results while others did not.

Recommendation: Like the seminars, the Closed Discussion seemed more important during the first years of the project, but it should now be cancelled or, at the very least, be cut back sharply.

4. Sector participation

Conclusion: CENITEC has achieved broad participation from a wide variety of sector in Salvadoran society, but it has lacked participation from politicians from the ruling ARENA party, chiefly because it is seen as an arm of the opposition PDC, a perception stemming in part from PDC politicians sharing the CENITEC facilities.

Recommendation: CENITEC should either seek new facilities for itself, or convince the PDC politicians currently sharing its facilities to seek their own offices apart from CENITEC.

D. Disseminate the results of studies through publications

1. General

Conclusion: CENITEC prints too many copies of its publications, most of which are warehoused. The changes in El Salvador cause articles in Presencia and the seminar write-ups to be rapidly out of date and with little future interest.

Recommendation: CENITEC should print fewer copies, possibly half of present production, depending on market studies. CENITEC should reduce the size of the editions and concentrate on the two most popular publications, Política Económica for economic topics and Presencia for social issues, plus Cuadernos de Investigación for longer studies, looking to progressively increase their price and reach a larger market in order to reduce the size of the subsidy.

2. Presencia

Conclusion: This journal has been less successful during the project, due to poor management and an uncertain role in CENITEC's publication mix. An unrealistically high number of issues are printed in view of low circulation.

Recommendation: Presencia should be reorganized as the journal reporting social research to parallel those published on economics, thus giving CENITEC a voice on social issues.

3. Seminarios

Conclusion: The write-up of the seminars has not sold well, and more complimentary copies are given away than sold. The process of preparing the write-up requires painstaking work of transcribing tapes by junior staff; it cannot be done just by a secretary. This staff could be better used in other tasks, such as junior staff in social research projects.

Recommendation: The Seminario publication should be discontinued. Summaries of seminars of particular interest could be summarized in publications, and seminars reporting in-house CENITEC research could be carried out before final publication of research results and seminar commentaries incorporated into the final document.

4. Cuadernos de Investigación and Política Económica

Conclusion: These journals are currently the ones which sell the best, mostly because they are of interest to university professors who assign them for use in class.

Recommendation: CENITEC should organize Cuadernos de Investigación in a series format to reflect research on specific, planned economic topics. Marketing of Política Económica should be organized to take advantage of the existing university market.

5. New Publications

Conclusion: In the present climate in El Salvador, there is a need for publications which speak in a balanced, objective way to a less well-educated audience on economic, social, and political themes using simple language and illustrations.

Recommendation: CENITEC should explore the possibility of producing a new publication directed to less educated audiences, printed using newsprint, and explaining basic economic, social, and political concepts in clear, simple language. Special care must be taken to avoid the appearance of using the publication for political purposes.

E. Organization of CENITEC

Conclusion: CENITEC lacks certain organizational tools, such as updated manuals of operation and a consolidated budget. The present organizational responds to a mix of activities, such as seminars and solely economic research, which should be reorganized. CENITEC's present organization and products do not guarantee financial self-sustainability.

Recommendation: CENITEC should consider reorganization. An illustrative plan would be to reorganize into two research departments, economic and social, with seminars organized under each department to present research findings. An institutional development unit would be established to look into ways in which CENITEC can produce products that can be marketed: consulting, information, and advisory services. This unit would also be used to aggressively seek new donor organizations to support part of its activities. Also, the Statistics and Surveys Unit should be strengthened.

IX. LESSON LEARNED: AID support for "political" think tanks

The present project supporting CENITEC activities would seem to demonstrate that USAID can have a positive impact on the democratic process through support of organizations with ties to political parties, without the appearance of openly supporting one party over another. Such projects should function well under certain conditions:

- a) USAID and the target organization must agree to focus on studies that are highly scientific using rigorous and objective methodology. If this is done, the project will be less likely to be accused of being frankly political by real and potential political opponents. Also, the rigor employed in the studies will provide information of real positive and constructive use to the political party (or parties) connected to the organization.
- b) Events sponsored by the organization need to dedicate special effort to attracting and including many different sectors of society, particularly contrasting sectors such as labor and management, campesino and landowner, and opposing political parties. Opposition parties must be shown that they are given equal weight with the party represented by the organization, both as speakers and through audience mix.
- c) Publications policy, at least in multiple article journals such as Presencia, needs to emphasize debate among differing political positions and tendencies.
- d) While participation may be sought directly from political parties opposed to the party connected to the organization, in any case this participation may be indirect through concentrated participation from pseudo-party organizations (organizations with informal ties to political parties), such as research centers like the organization supported by the project.
- e) USAID needs to carry out considerable ground work before funding such projects to make sure the target organization will follow the ground rules. There is always the risk that the think tank project will simply be used as a support mechanism for political friends.

If at all possible, USAID should support several organizations in a particular country and not just one. By doing so, USAID will be seen as supporting the democratic process and not simply a particular participant in the local political process. In addition, the development of such organizations should strengthen the policy making process for all political parties through access to and use of objective and scientific studies. It is important that all of the most important

political tendencies have more or less equal access to such studies developed by personnel who are technical and scientific but also sympathetic to the general position of the particular political tendency.

In the context of El Salvador, for example, there is a tendency to identify FUSADES with the ruling ARENA party, CENITEC with the center-left PDC, and IEJES with the more left wing MNR. All three institutions have AID projects, and although the projects with FUSADES and IEJES are not strictly parallel to the CENITEC project as think tank support, they do give the impression of even handedness on the part of AID.

CENITEC Midterm Evaluation**ANNEXES**

- I. Scope of Work
- II. Detailed Workplan
- III. Persons Interviewed
- IV. Lectures by Cenitec (~~Charles~~)
- V. CENITEC Seminars
- VI. Closed Discussions
- VII. Presencia
- VIII. Themes Suggested for Future Seminars
(Organized by Themes)
- IX. Results of Interviews

ANNEXES

- I. **Scope of Work**
- II. **Detailed Workplan**
- III. **Persons Interviewed**
- IV. **Lectures by CENITEC (Charlas)**
- V. **CENITEC Seminars**
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- VII. **The Journal Presencia**
- VIII. **Themes Suggested for Future Seminars**
- IX. **Results of Interviews**

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Annex I

SCOPE OF WORK

ANNEX I: SCOPE OF WORK

ATTACHMENT I

MID-TERM EVALUATION
STRENGTHENING DEMOCRATIC PROCESSES PROJECT
CENTER FOR TECHNOLOGICAL AND SCIENTIFIC RESEARCH-CENITEC

SCOPE OF WORKI. ACTIVITY TO BE EVALUATED

Project No.: ATD 519-0375

Title: Strengthening Democratic Processes

Cost:	Total:	\$3,778,507
	Agreement:	\$2,500,000
	Counterpart:	\$1,148,507
	Program Income:	\$ 130,000

Authorization Date: 03/29/90

PACD: 06/30/94

BEST AVAILABLE COPYII. PURPOSE OF THE EVALUATION

The purpose of this contract is to carry out a mid-term evaluation of the CENITEC project in order to appraise progress in implementation, assess the likelihood of achieving project objectives, identify elements constraining its successful execution and report lessons learned to date.

The evaluation will be used as an independent assessment of the validity of this approach to enhance the democratic process in El Salvador.

III. BACKGROUND

The Centro de Investigaciones Tecnológicas y Científicas (CENITEC) is a Salvadoran PVO established in 1986 to contribute to the integration of Salvadoran society by promoting a fuller and more informed discussion of significant public policy and development issues within and among sectors of Salvadoran society.

CENITEC is governed by a Board of Directors which represents a diversity of interests (e.g. private sector and academic). CENITEC started its activities with financing from the Konrad Adenauer Foundation, which they used to establish an office and undertake a series of socio-economic-political studies. Currently, the institution receives funding from three sources: the Konrad Adenauer Foundation; its membership (the 300 founders); and USAID, which supplies approximately 66% of the funding.

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On August 21, 1987, USAID signed a Cooperative Agreement with CENITEC for \$600,000, which terminated on January 31, 1990. The purpose was to assist CENITEC in expanding its public education and outreach activities as a means of promoting research and analysis, and a wider discussion of public policy and development issues among economic, social and political sectors of the society.

On March 30, 1990, USAID signed a follow-on four-year Cooperative Agreement with CENITEC to expand its work. Specifically, the project consists of three components: a) research studies of contemporary issues, including assessments; b) sponsorship of seminars, which facilitate discussion of contemporary issues among leaders of different sectors of the society; and c) production and dissemination of publications. The authorized life-of-project funding is \$2.5 million.

During the first two years of the Agreement, the Research Unit has carried out 25 research studies. Examples are: "Enterprises for the Americas Initiatives: A New Plan of the United States of America for the Region," and "Economic Policy and Rural Poverty in El Salvador."

Also seminars and "charlas" have been carried out. Different sectors of society, government institutions, labor unions, professionals, financial institutions, etc. have participated in this program either as speakers or audience. Among the topics discussed are: "The Reconstruction in the Post-War: The Economic and Social Challenge," "An Agenda for the Peace and the National Reconstruction: Political Aspects," "The Political Participation of the FMLN."

USAID wants to carry out a mid-term evaluation of CENITEC's activities to determine its effectiveness and impact on Salvadoran society. The following scope of work describes the services and activities needed to accomplish this evaluation.

IV. STATEMENT OF WORK

After arrival at Post the Contractor will be briefed by USAID and then expend not more than two days in preparing a detailed work plan. The work plan will schedule the activities of each team member, lay out the objectives for each activity, specify the kind of information to be sought, how the information will be validated, the analytic framework in which it will be utilized and the product that will be developed.

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The work plan, which must be approved by the Office of Democratic Initiatives (ODI), is considered a critical element in the evaluation exercise. It is intended to demonstrate that the consultants and USAID/ODI are fully agreed as to points to be addressed in the final product, the methodology utilized to develop those points and the kind of evidence upon which observations are based.

Upon arrival to El Salvador, the Contractor will review the following, and other documents, as appropriate, which will be provided to consultants by USAID: 1) CENITEC Unsolicited Proposal; 2) CENITEC Cooperative Agreement; 3) CENITEC's quarterly reports, P.T.s. Amendments, etc.; 4) Other useful background information for the preparation of the report.

The work plan must, at minimum, address the activities required to produce the final mid-term evaluation report that will:

- a) Assess whether CENITEC's strategy, goals, objectives, and operating procedures are appropriate or if they should be modified. If modifications are recommended, detail what these are.
- b) Evaluate whether the project is on track in meeting project objectives.
- c) Evaluate the impact of CENITEC's outreach activities, such as its seminars, "charlas," and bi-weekly meetings. Based on CENITEC statistics, estimate numbers of individuals reached by each activity type, examine organizations attending different activities, characterize this organizational audience, and identify any potential targets not reached. With respect to publications, assess whether CENITEC has formulated a strategy, are focused and effective, and if content and presentation are appropriate to accomplish their stated objectives. Use CENITEC records to analyze the distribution of each publication and trend lines. Which periodicals appear to have a more active readership? Also, the assessment of the quality of the seminars and publications must be included.
- d) Assess the expectations of and direction given to CENITEC by both AID and the Konrad Adenauer Foundation and determine whether they are compatible and whether they assist or impede CENITEC in achieving its objectives.

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- e) Survey the socio-economic issue areas covered by CENITEC research topics, charlas and seminars and devise a typology to summarize the intensity of coverage of these areas. Identify any gaps or areas given infrequent coverage. Compare results to requests for topics proposed in CENITEC post-seminar evaluation forms.
- f) Evaluate the managerial and financial structure/capabilities of CENITEC. Areas to be addressed include appropriate assignment of tasks, level of morale, level of efficiency, and possibilities for self-sustainability of the project beyond the period of AID funding.
- g) Examine the relationship and communication between CENITEC and other Salvadoran institutions carrying out related activities. Assess the effectiveness of communication between CENITEC and these organizations and make necessary recommendations to improve formal or informal linkages with these organizations.
- h) Evaluate the effectiveness of methodologies and techniques used by CENITEC to implement activities.
- i) Assess whether CENITEC generates enough statistics to evaluate the impact of its activities and to pinpoint specific problem areas.
- j) Assess whether CENITEC has managed its resources in a cost effective manner, and whether the investment of resources has produced a reasonable return (strengthening the democratic process).
- k) Evaluate this project's contribution to USAID and broader Agency Strategic Objectives. Evaluator will also make recommendations as to how this impact/contribution might be heightened.
- l) Provide a summary with conclusions and specific recommendations as to how the project might be improved. This summary will include recommendations to guide the Mission in the continuation of the project implementation.

V. REPORTING REQUIREMENTS

The contractor shall provide USAID the following reports:

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1. A Work Plan

This is described in the above Section IV. It must be provided within three working days after the arrival of the contractor. The work plan will be presented, as part of the entry interview, to the Mission Evaluation Committee.

2) A Draft Report

At least seven working days before leaving El Salvador, the contractor shall give to AID/ODI a copy of a draft report in English, which shall contain the same sections outlined in the evaluation report sections. The contractor will participate in reviews of this draft with designated USAID officers and in a senior staff review to be held three days after the date of submission of the draft. The draft will be returned to the contractor with the corresponding comments/recommendations within two days after senior staff review takes place.

3) A Final Report

Immediately before departure, the consultants will prepare and deliver 5 copies of a final draft report, incorporating drafting or substantive changes, if any. Final evaluation reports, 15 English copies and 5 in Spanish, are to be submitted to USAID/ODI by the evaluation team no later than four weeks after the evaluation team departs country, incorporating clarifications and/or additions requested by the Mission.

The evaluation report will include the following sections:

(A) An Executive Summary, including purpose of the evaluation, methodology used, findings, conclusions and recommendations. It will also include comments on development impact and lessons learned. It should be complete enough so that the reader can understand the evaluation without having to read the entire document.

(B) A copy of the scope of work under which the evaluation was carried out. The methodology used will be explicitly outlined and will contain the requirements to assess how (and how successfully) the project being evaluated fits into the Mission's overall strategy. Any deviation from the scope will be explained.

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(C) A listing of the evaluation team, including host country personnel, their field of expertise and the role played on the team.

(D) A clear presentation of the evaluation recommendations, in a separate section of the report so that the reader can easily locate them,

(E) The project's lessons learned should be clearly presented. These should describe the causal relationship factors that proves critical to project's success or failure, including necessary political, policy, economic, social and bureaucratic preconditions within the host country and AID. These should also include a discussion of the techniques or approaches which proved most effective or had to be changes and why. Lesson to replicability and sustainability will be discussed.

(5) A paginated Table of Contents.

4. AID Evaluation Summary

The contractor will complete the abstract and detailed summary portion of the "AID Evaluation Summary", for submission with final report. USAID/El Salvador will provide the team with appropriate forms and guidance.

VI. METHODOLOGY

The contractor shall work under the direct supervision of the USAID/El Salvador Office of Democratic Initiatives. This study is to be carried out in El Salvador.

Contacts necessary to gather primary data and interviews will be facilitated by USAID/El Salvador.

The contractor will certify that under the Executive Privilege Procedure of the USG, no copies of any documents prepared and/or obtained in the process of carrying out its work will be made available to any person(s) or institution(s) without the prior written consent of USAID/El Salvador.

VII. SCHEDULE AND LEVEL OF EFFORT

We expect services to commence on or about July 1992. A six day work week is authorized.

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VIII. COMPOSITION OF TEAM AND CONSULTANT QUALIFICATIONS

The evaluation team will be composed of two persons, each with advanced degrees in a social science. One will have conducted socioeconomic research in Latin America and have used Spanish language sources extensively. Another team member should have experience in financial analysis and organizational development consulting. Ideally, the combination of team members' experience will include experience in research institute development and/or publishing in the social sciences.

In addition to those qualifications explained above, consultants must comply with the following requisites:

1. Bilingual in English and Spanish (S-1, R-4)
2. Demonstrated ability to evaluate and offer recommendations on AID projects.
3. Management and organizational experience is necessary.
4. Skills in writing and experience in dealing with government and private officials.

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Annex II

DETAILED WORKPLAN

ANNEX II: DETAILED WORKPLAN FOR THE EVALUATION, INCLUDING DATA SOURCES, PERSONS TO BE INTERVIEWED, AND INTERVIEW FORM

September 29, 1992

MID-TERM EVALUATION
STRENGTHENING DEMOCRATIC PROCESSES PROJECT
CENTER FOR TECHNOLOGICAL AND SCIENTIFIC RESEARCH-CENITEC

WORKPLAN

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1. INTRODUCTION

This workplan is submitted to AID/ODI by Checchi consultants Dr. Cesar Ferrari and Dr. Stephen Stewart in fulfillment of AID requirements. The workplan details the primary data sources (CENITEC data and reports, interviews with CENITEC personnel, interviews with beneficiaries of CENITEC activities) which will be used in addressing the questions detailed in the evaluation Scope of Work on pp. 3-4. In addition, it provides a list of CENITEC activity participants/beneficiaries to be interviewed and the consultant who will carry out the different interviews. Finally, it includes the instrument to be used in carrying out these interviews. No formal instrument will be prepared for CENITEC personnel, who will be interviewed repeatedly as needed.

2. QUESTIONS FROM SCOPE OF WORK AND CORRESPONDING DATA SOURCES

Starred items were given special emphasis by ODI project officer. Letters in parenthesis correspond to items in Scope of Work. These are primary data sources; CENITEC personnel will be interviewed on all items.

<u>Evaluation Items</u>	<u>Primary Data Source</u>
* (a) CENITEC goals appropriate	Participant interviews
* (b) Project on track to meet goals	CENITEC interviews
* (c) Outreach impact of activities	CENITEC statistics Participant interviews
(d) AID/Adenauer compatibility	CENITEC interviews
(e) Issues focused on, incl coverage gaps	CENITEC reports Participant interviews
* (f) CENITEC's management & financial capacity	CENITEC data/reports CENITEC interviews
* (g) CENITEC relations with other institutions	CENITEC interviews Participant interviews

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(h)	CENITEC techniques & methodologies	Participant interviews
(i)	CENITEC statistics adequate	CENITEC stats/data
*(j)	Cost effectiveness of activities	CENITEC data CENITEC interviews
(k)	Project relates to strategic obj's	AID documents
(l)	Concl/recs	Consultant analysis

3. PARTICIPANTS TO BE INTERVIEWED

The following is the list of participants to be interviewed to acquire information on the appropriateness of CENITEC goals and strategies, impact of CENITEC activities, relevance of issues focused on by CENITEC, CENITEC's relations with other institutions, and the adequacy of CENITEC techniques and methodologies. The list was developed by the consultants from a master list provided by CENITEC. Interviewees are grouped by sector, and in most cases one consultant will be responsible for covering all interviews in a particular sector. A total of 34 interviews are planned. CENITEC will assist the consultants in making appointments.

Centros de Investigación Consultant responsible: Ferrari

IIES - UCA: Dr. Carlos Briones
PREIS: Lic. Roberto Rubio
F Ebert: Ekard Wild
FLACSO: Dr. Hector Dada
F Adenauer: Dr. Richard Jakob
FUSADES: Dr. Pedro Arriagada

Partidos Políticos Consultant responsible: Stewart

ARENA: Dr. Armando Calderón Sol or
Dr. Jaime Romero Ventura
PDC: Ing. Roberto Viera or
Lic. Jorge Arriaza
PCN: Lic. Ciro Cruz Zepeda or
Dr. Alejandro Dagoberto Marroquín or
Dr. Hernán Contreras
MNR: Dr. Victor Valle or
Lic. Ricardo Córdova Mancía or
Lic. César Ramírez
UDN: Mario Aguiñada Carranza
CD: Dr. Rubén Zamora
FMLN: PC: Schafick Handal or
Miguel Sáenz Varela

ERP: Joaquín Villalobos or
Marisol Galindo
FPL: Javier Castillo

Universidades Consultant responsible: Ferrari

Universidad Nacional Dr. Fabio Castillo, Rector
U José Matías Delgado Dr. David Escobar Galindo
UCA Lic. Javier Ibizate

Sector Laboral Consultant responsible: Stewart

UNTS: Ismael Merlos
ADC: Miguel Aleman
AGEPYM: Alfredo Arévalo

Sector Empresarial Consultant responsible: Ferrari

ANEP: Camilo Bolaños or Hector Vidal
AMPES: Rufo Bondanza or Otto Rodríguez
ASI Hugo Barrera or Pablo Tesak
Camera de Comercio
Luis Cardenal/Julio Mayorga/Jorge Zablah/
Mauricio Choussy/ Hipólito Murillo/Edmundo Guirón

GOES Consultant responsible: Ferrari

Banco Central Ing. Roberto Orellana Milla
Min Planificación Lic. Mirna Lievano de Márquez
GAES Lic. Evelyn Yacir

Fuerza Armada Consultant responsible: Stewart

Gen Mauricio Ernesto Vargas - Sub Jefe de Estado Mayor

Academia de Seguridad Pública Consultant responsible: Stewart

Dr. Mario Bolaños or Lic. Oscar Castro Arraujo

Iglesia Consultant responsible: Stewart

Mons Rivera y Damas or Mons Rosa Chávez or Mons Urioste

Medios de Comunicación Consultant responsible: Stewart/Ferrari

Prensa Gráfica José Alfredo Dutriz or Eduardo Torres
TCS Lic. Lorena Koberg de Sandoval
Diario Latino Jorge Armando Contreras

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4. KEY DATES

9/30 Workplan turned in. Data collection begun.
 10/5 Workplan approval meeting w/AID, 1 p.m..
 10/9 Data collection ends. Writing begins.
 10/13 First draft turned in to AID, 8 a.m.
 10/15 Meeting w/AID on first draft, 8:15 a.m..
 10/17 Final draft turned in to ODI project officer.

5. INTERVIEW INSTRUMENT

Evaluación de CENITEC

DATOS GENERALES:

1. Nombre de la persona entrevistada: _____
2. Profesión/Ocupación: _____
3. Institución y cargo: _____
4. Lugar y Fecha: _____

CONOCIMIENTOS GENERALES SOBRE CENITEC:

1. ¿Qué tanto conoce sobre CENITEC? ¿Qué tipo de institución es?
 Académica ___ Política ___ Cultural ___ Otro tipo _____
2. ¿Cuál piensa es el objetivo primordial de CENITEC? _____
3. ¿Cuáles son los objetivos secundarios? _____
4. ¿Qué piensa de ellos? Apropriados ___ Inapropiados ___
5. ¿Porqué? _____
6. ¿Los objetivos de CENITEC deberían modificarse? Si ___ No ___
7. Si es que sí, ¿Cuáles debería ser esos nuevos objetivos?

8. ¿Que opinión general tiene de CENITEC?

9. ¿Recibe publicaciones de CENITEC?
 Muchas ___ Pocas ___ Ninguna ___

10. ¿Participa de las reuniones convocadas por CENITEC?
 Frecuentemente ___ Pocas veces ___ No participa ___

OPINIONES SOBRE LAS RELACIONES DE CENITEC

1. ¿Cómo son las relaciones de su institución con CENITEC?
 Frecuentes ___ Poco frecuentes ___ No hay relación ___
 Buenas ___ Regulares ___ Malas ___
2. ¿Le son de utilidad?
 Mucha ___ Poca ___ Ninguna ___
3. ¿Porqué? _____
4. ¿Cómo podrían mejorarse las relaciones de CENITEC con su institución?
 Intercambio de información ___ Reuniones conjuntas ___
 Investigaciones conjuntas ___ Publicaciones conjuntas ___
 Relaciones sociales ___
 Otras _____
5. ¿Cómo son las relaciones de CENITEC con otras instituciones similares a la suya?
 Frecuentes ___ Poco frecuentes ___ No hay relación ___
 Buenas ___ Regulares ___ Malas ___
 Observaciones: _____
6. ¿Cómo son las relaciones de CENITEC con el resto de instituciones?

	<u>Frecuencia</u>	<u>Calidad</u>
Gobierno	_____	_____
Fuerzas Armadas	_____	_____
Religiosas	_____	_____
Centros de inv.	_____	_____
Universitarias	_____	_____
No Gubernamentales	_____	_____
Partidos políticos	_____	_____
Laborales	_____	_____
Empresariales	_____	_____
Prensa/TV	_____	_____
Otros	_____	_____

Frecuentes=1, Poco frecuentes=2, No hay relación=3
 Buenas=1, Regulares=2, Malas=3

OPINIONES SOBRE INVESTIGACIONES DE CENITEC

1. ¿Conoce las investigaciones que realiza CENITEC?
 Mucho ___ Poco ___ Nada ___
2. ¿Qué opina de las que conoce?
 Muy buena calidad ___ Poca calidad ___ Ninguna ___
3. ¿Cree que son de utilidad? Mucha ___ Poca ___ Ninguna ___

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4. ¿Porqué?
 Ayudan a esclarecer temas para el país _____
 Contribuyen a la toma de decisiones _____
 Difunden conocimientos _____
 Lo ilustran _____
 Ayudan a definir su opinión _____
 Otros _____
5. ¿Le parece adecuada la metodología que CENITEC emplea?
 Siempre _____ Mayor parte de la veces _____ Pocas veces _____
 Nunca _____
6. ¿Porqué? _____
7. ¿Piensa que tratan los temas importantes para el país?
 Siempre _____ La mayoría de las veces _____ Pocas veces _____
 Nunca _____
8. ¿Que temas espera que CENITEC investigue?
Sociales _____
 Educación _____ Salud _____ Previsión Social _____
 Pobreza _____ Paz _____ Reconstrucción _____ Justicia _____
 Reforma agraria _____ otros _____
- Económicos** _____
 Fiscales _____ Tributación _____ Gasto fiscal _____
 Eficiencia de la inversión pública _____ Privatización _____
 Exportaciones _____ Importaciones _____
 Promoción de inversión extranjera _____
 Promoción de inversión privada _____
 Desarrollo productivo _____ Agricultura _____ Industria _____
 Pequeña y mediana empresa _____
 Monetarios _____ Créditos _____
 otros _____
- Políticos** _____
 Partidos _____
 Organización política del país _____
 Concertación _____
 Otros _____
- Culturales** _____
 Otros _____
9. ¿Ha participado de alguna investigación de CENITEC?
 Siempre _____ Pocas veces _____ Nunca _____
10. ¿Le interesaría participar?
 Siempre _____ Pocas veces _____ Nunca _____
11. ¿Cómo piensa que podría participar?

OPINIONES SOBRE REUNIONES DE CENITEC

1. ¿Conoce los tres tipos de reuniones de realiza CENITEC?
Sí ___ No ___

2. ¿Ha participado alguna vez en
seminario ___ charla ___ análisis coyuntural ___?

Seminarios

3. ¿Qué le parece el seminario (si lo conoce)?
Buena ___ Regular ___ Mala ___

4. ¿Porqué? _____

5. ¿Cree que son de utilidad?
Mucha ___ Poca ___ Ninguna ___

6. ¿Porqué? _____

Charlas

7. ¿Qué le parece la charla (si la conoce)?
Buena ___ Regular ___ Mala ___

8. ¿Porqué? _____

9. ¿Cree qué son de utilidad?
Mucha ___ Poca ___ Ninguna ___

10. ¿Porqué? _____

Análisis coyuntural

11. ¿Qué le parece el análisis coyuntural (si lo conoce)?
Buena ___ Regular ___ Mala ___

12. ¿Porqué? _____

13. ¿Cree qué son de utilidad?
Mucha ___ Poca ___ Ninguna ___

14. ¿Porqué? _____

15. ¿Interviene en las reuniones?
Siempre ___ A veces ___ Nunca ___

16. ¿Porque? _____

17. ¿Qué piensa de la organización de las reuniones?
 Bien organizadas _____ Regular _____ Desorganizadas _____

18. ¿Porqué?
 Mucha gente _____ Poca gente _____ Participantes adecuados _____
 Lugar y hora adecuados _____ Inadecuados _____
 Moderador adecuado _____ Inadecuado _____
 Otros _____

19. ¿Que temas deberían tratar con más frecuencia?

Sociales _____
 Educación _____ Salud _____ Previsión Social _____
 Pobreza _____ Paz _____ Reconstrucción _____ Justicia _____
 Reforma agraria _____ otros _____

Económicos _____
 Fiscales _____ Tributación _____ Gasto fiscal _____
 Eficiencia de la inversión pública _____ Privatización _____
 Exportaciones _____ Importaciones _____
 Promoción de inversión extranjera _____
 Promoción de inversión privada _____
 Desarrollo productivo _____ Agricultura _____ Industria _____
 Pequeña y mediana empresa _____
 Monetarios _____ Créditos _____
 otros _____

Políticos _____
 Partidos _____
 Organización política del país _____
 Concertación _____
 Otros _____

Culturales _____
 Otros _____

OPINIONES SOBRE PUBLICACIONES DE CENITEC

1. ¿Cuáles recibe?
 Presencia _____ Política Económica _____
 Cuadernos de Investigación _____ Seminario _____
2. ¿Porqué medio las recibe?
 Obsequio _____ Compra _____ Ambas _____
3. ¿Cree qué son de utilidad?
 Mucha _____ Poca _____ Ninguna _____
4. ¿Porqué? _____

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5. ¿Le parecen de calidad en la presentación?
Bastante buenas ____ Regulares ____ Malas ____
6. ¿Le parecen de calidad en el contenido?
Bastante buenas ____ Regulares ____ Malas ____
7. ¿Cuál de las publicaciones es la que más le gusta? _____
8. ¿Porqué? _____
9. Entre las personas que usted conoce, ¿que reciben las publicaciones de CENITEC, ¿cuál de las publicaciones es la que más les gusta?

10. ¿Porqué? _____
11. ¿Los temas que trata en las publicaciones de CENITEC son adecuados?
Siempre ____ A veces ____ Nunca ____
12. ¿Que temas deberían tratar con más frecuencia?

Sociales

Educación ____ Salud ____ Previsión Social ____
Pobreza ____ Paz ____ Reconstrucción ____ Justicia ____
Reforma agraria ____ otros _____

Económicos

Fiscales ____ Tributación ____ Gasto fiscal ____
Eficiencia de la inversión pública ____ Privatización ____
Exportaciones ____ Importaciones ____
Promoción de inversión extranjera ____
Promoción de inversión privada ____
Desarrollo productivo ____ Agricultura ____ Industria ____
Pequeña y mediana empresa ____
Monetarios ____ Créditos ____
otros _____

Políticos

Partidos ____
Organización política del país ____
Concertación ____
Otros _____

Culturales

Otros _____

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Annex III

PERSONS INTERVIEWED

**ANNEX III: PERSONS INTERVIEWED
DR. CESAR FERRARI**

CENTROS DE INVESTIGACION:

IIES - UCA	:	Dr. Carlos Briones -8/10/92 - 3pm.	734400
PREIS -	:	Lic. Roberto Turcios- 6/10/92-12.30 m.	240610
FLACSO	:	Dr. Héctor Dada - 6/10/92- 10.am.	240878
F.K.A.	:	Dr. Richard Jakob- 30/9/92- 10 am.	981221
FUSADES	:	Dr. Pedro Arriagada-9/10/92-3.00 pm.	783362
ONU	:	Dr. Walter Franco-5/10/92-10.00 am.	790514

UNIVERSIDADES:

UCA	:	Lic. Javier Ibizate- 2/10/92-10.00 am.	734400
-----	---	--	--------

SECTOR EMPRESARIAL :

AMPES	:	Sr. Otto Rodríguez- 5/10/92- 8.30 am.	816551
ASI Y CAMARA DE C.:	:	Dn. Jorge Zablah Touché-6/10/92- 11.00 am.	233011

GOES:

BANCO CENTRAL	:	Lic. Gino Betaglio- 8/10/92-10 a.m.	710011
GAES	:	Lic. Evelyn Yacir- 7/10/92- 4.30 pm.	811760

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**ANNEX III: PERSONS INTERVIEWED
DR. STEPHEN STEWART**

PARTIDOS POLITICOS :

ARENA	:	Carmen Elena de Escalón-Dip.	7/10/92 - 11.30 am.	713214
PDC	:	Ing. Roberto Viera- Dip.	5/10/92 - 10.00 am.	251762
MNR	:	Lic. Ricardo Córdova -	7/10/92- 10.00 am.	230838
C.D.	:	Dr. Rubén Zamora -	8/10/92 - 8.30 am.	713428
 FMLN:				
P.C.	:	Schafick Handal-	8/10/92 - 5.00 pm.	261053
FPL	:	Javier Castillo-	5/10/92- 8.30 am.	

SECTOR LABORAL:

ADC : Miguel Alemán 2/10/92 2.30 pm.

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FUERZA ARMADA:

General Mauricio Ernesto Vargas-Sub Jefe Estado Mayor - 5/10/92-3.00 pm.
244965

ACADEMIA DE SEGURIDAD PUBLICA:

Dr. Mario Bolaños -2/10/92 - 4.30 pm. 280342

MEDIOS DE COMUNICACION:

DIARIO LATINO : Sr. Francisco Elías Valencia 6/10/92 - 9.00
221009

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Annex IV

LECTURES BY CENITEC (Charles)

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ANNEX IV: LECTURES (CHARLAS)C H A R L A SINFORME DE ACTIVIDADES DE LA DIRECCION DE SEMINARIOSPERIODO ABRIL 90/ MAYO 92

Nombre Charla	Materia	Ponente	Día	Asistentes
1. Juicio Político del Primer Año de Gobierno de ARENA.	Política	Dr. Ivo Priamo Alvarenga	28-06-90	37
2. Los cuerpos de Seguridad y la Fuerza Armada.	Política	Cnel. Mariano Castro Morán	12-07-90	43
3. La educación como parte de la solución a la crisis nacional.	Social	Dra. Beatrice	26-7-90	111
4. La polít. Económica de ARENA. Parte I. Promesa y Realidad. (Sólo para periodistas nacionales y extranjeros)	Economía	Dr. William Pleitez Lic. Alex Segovia Ing. Herman Rosa Chávez	16-08-90	29
5. Concordancias y Diferencias entre las propuestas del GOES y el FMLN.	Di-Política	Lic. Gerardo Le Chevallier	13-09-90	58
6. El significado de los observadores internacionales en las próximas elecciones.	Política	Ing. Marta Estela Ríos de Jurado	30-09-90	43
7. Proyecto de Privatización de la Banca. (sólo para periodistas nacionales y extranjeros.)	Economía	Dr. Claus-Peter Zeitinger Dr. Ramón Rosales	04-09-90	46
8. El proceso de negociación y paz en Venezuela.	Política	Dr. Rafael Caldera	18-10-90	150

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NOMBRE DE LA CHARLA	MATERIA	PONENTE	DIA	ASISTENTES
9. Fomentará el matrimonio el futuro Código de Fam.	Política	Dra. Beatrice de Carrillo	17-1-91	63
10. El Proyecto de Ley de Crédito de los trabajadores. Se está realmente creando el Banco de los Trabajadores.	Economía	Lic. Jorge Arriaza	25-1-91	45
11. El Proyecto de Ley del Banco de Tierras Agrícolas.	Economía	Dr. José Antonio Candray	14-2-91	60
12. La formación religiosa de los hijos en el futuro código de Familia.	Social	Mons. Ricardo Urioste	28-2-91	35
13. Los Derechos del hombre y el futuro Código de la Familia Salvadoreña.	Derecho	Dr. José Humberto Velásquez	7-3-91	83
14. El papel de la izquierda en la Asamblea Legislativa.	Política	Dr. Ivo P. Alvaranga.	5-4-91	60
15. La Independencia judicial y la reforma penal del caso colombiano.	Derecho	Dr. German Silva	17-4-91	45
16. Presidencialismo y teoría constitucional.	Derecho	Dr. Leopoldo Schiffrin	18-4-91	39
17. Investigación, fuentes y metodología en la preparación de reformas jurídicas normativas.	Derecho	Dr. Richard	22 y 23-4-91	35
18. Recursos extraordinarios ante la Corte Suprema de Justicia.	Derecho	Dr. Marco Sarmento	2-5-91	57

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NOMBRE DE LA CHARLA	MATERIA	PONENTE	DIA	ASISTENTES
19. Política Crimi- nal frente al tráfico de dro- gas y la adición.	Derecho	Dr. German Sil- va.	3-5-91	62
20. Los Derechos Hu- manos y el Proce- so Penal.	Derecho	Dr. Leopoldo Schiffrin	17-5-91	55
21. Una agenda para la paz y la re- construcción na- cional: Aspectos Políticos.	Política	Lic. Ricardo Córdova	15-7-91	45
22. Una Agenda para la Paz y la Re- construcción na- cional: experien- cias en otros paí- ses: Vietnam, Zimbawe, Argelia y Colombia.	Política	Lic. César A. Ramírez	24-7-91	121
23. Una agenda para la paz y la re- construcción na- cional: aspectos ecológicos.	Política	Dr. Francisco Serrano	20-7-91	95
24. Una agenda para la paz y la re- construcción na- cional: Derechos Humanos.	Política	Lic. Benjamin Cestoni	14-8-91	61
25. Una agenda para la paz y recons- trucción nacional: Desmovilización y Democratización en Nicaragua.	Política	Dr. Phillip Williams	12-9-91	72
26. Una agenda para la paz y la re- construcción na- cional: Aspectos Jurídicos.	Política y Derecho	Lic. Félix Ulloa	24-9-91	83
27. Una agenda para la paz y la re- construcción na-	Política Social	Dr. Heriberto Alvayero	-10-91	82

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cional: el papel
de las iglesias.

- | | | | | |
|---|----------|--|----------|-----|
| 28. Democracia hoy. Conjuntamente con Alianza Francesa. | Politica | Prof. Guy Hermet | 14-10-91 | 125 |
| 29. La encíclica Centesimus Annus y su influencia en la consolidación en el proceso de paz en El Salvador (celebrada en Sonsonate) | Politica | Sr. Raúl Avelar
Dr. Fidel Chávez
Padre Walter Guerra | 9-11-91 | 132 |
| 30. La encíclica Centesimus Annus y su influencia en la consolidación en el proceso de paz en El Salvador (celebrada en S.S) | Politica | Srta. Ana María Godoy
P. Octavio Cruz
Dr. Fidel Chávez
Lic. José Antonio Blanco | 13-11-91 | 123 |
| 31. La encíclica Centesimus Annus y su influencia en la consolidación en el proceso de paz en El Salvador (celebrada en San Miguel) | Politica | Dr. Fidel Chávez
Dr. Carlos Castro | 7-12-91 | 90 |
| 32. Comercio e inversión en C.A.: Análisis de los modelos económicos de América Latina y las Perspectivas de cambios. | Economía | Sr. Allen Manuel | 22-1-92 | 108 |
| 33. La concertación Política en Chile. | Politica | Dr. Guillermo Yunge | 30-1-92 | 45 |
| 34. Procesos de Democratización en el mundo: los casos de Europa Oriental y Centro América. | Politica | Dr. Josef Thesing
Comentaristas:
Dr. Horacio Trujillo
Lic. Francisco Irujo | 20-2-92 | 222 |
| 35. Concepto y perspectiva | Derecho | Dr. Mauricio Molina | 10-3-92 | 111 |

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- pectivas de la
Procuraduría de
Derechos Humanos.
- Fonseca, Procurador
de Derechos Humanos.
36. Alcances del IVA Economía Lic. Rogelio J. Tobar 17-3-92 253
37. Proceso de Demo-Política Dr. Luis Maira 21-3-92 85
cratización
y reconciliación
La experiencia
chilena y C.A.
Comentaristas:
Lic. Francisco Lazo
Dr. Ivo Priamo Alvarenga
Sr. Eduardo Sancho
Lic. Ulises de Dios Guzmán
38. Análisis de los Economía Lic. Alexander 30-3-92 135
resultados del
año 1991 y pers-
pectivas para
1992.
Segovia
39. Restauración Social Dr. Fabio Castillo 23-4-92 131
académica de
la Universidad
Nacional
40. El diferendo li- Derecho Dr. Abel Salazar 30-4-92 87
mitrofe terrestre Pol.
insular y marítimo
con Honduras y la
Defensa de nuestra
soberanía.
Rodezno
41. El rol del Banco Economía Dr. Roberto Zahler 5-5-92 98
Central en las
políticas macroe-
conómicas de Chile.
42. El papel de la in-Social Lic. Julia Evelin 18-5-92 125
formática dentro
del proceso de
reconstrucción
nacional.
Martínez
43. Evolución re- Economía Lic. Alexander Se- 23-5-92 58
ciente de la economía
salvadoreña y pers-
pectivas para 1992
(San Miguel)
govia.
44. Lógica de la Economía Dr. Erwin P. Geiger 27-5-92 90
Privatización Finanzas

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45. Evolución reciente de la economía salvadoreña y perspectivas para 1992. (Usulután)	Economía	Lic. Julia Evelin Martínez	30-5-92	45
46. Reflexiones sobre el proceso de saneamiento y privatización del Sistema Financiero en El Salvador.	Economía	Lic. Francisco Sorto	16-06-92	75
47. Perspectivas de paz en el medio oriente.	Político	Lic. David Cohen	29-07-92	77
48. Mujer y trabajo en tiempos de crisis.	Social	Dra. Orlandina de Oliveira	31-08-92	140
49. La estrategia de comunicaciones en la democratización del país. La franja televisiva del "NO" y la campaña de 1989.	Comunicaciones	Lic. Juan Enrique Forch	29-09-92	140

Annex V

CENITEC SEMINARS

ANEX V : SEMINARS

ACTIVIDADES DE LA DIRECCION DE SEMINARIOS
PERIODO: ENERO-DICIEMBRE 1990

SEMINARIOS

Fecha de aprobación y No. PIL	Fecha del evento	Nombre de la actividad	Materia	Objetivo	Ponente	Participantes	Asistencia
	24-1-90	Significado y consecuencias de las recientes reformas tributarias	Economía y Derecho	Reconocer el significado de las recientes reformas tributarias y sus consecuencias en los diferentes sectores de la vida nacional	Lic. Rafael Alvarado Cano	Economistas Administradores de Empresas Abogados Auditores Políticos Estudiantes Técnicos Bancarios Contadores Empresarios Agrónomos Inst. Financiero	363
	7-2-90	Impacto del programa económico de gobierno para 1990: políticas y metas.	Economía y Administración Pública	Analizar el programa económico del gobierno, sus políticas y metas y los resultados esperados para 1990.	Lic. Mirna Liévano de Márquez	Economistas Abogados Administradores de empresas Gobierno Universidades Inst. Bancarios Público en general	328
	21-3-90	El parlamento centroamericano: origen, composición y procedimientos.	Política y Derecho	Analizar exhaustivamente los aspectos legales, electorales y sustantivos del parlamento centroamericano así como los efectos positivos que ese foro supranacional tiene para la región centroamericana, específicamente para alcanzar una paz que nos permita a los 5 países desarrollarnos económica, política, cultural y socialmente sin los espectros de la guerra.	Lic. Roberto Carpio Nicolle Dr. José Luis Lovo Castelar Dr. José Humberto Posada Dr. Gastón Ovidio Gómez Dr. Abel Salazar Rodezno Dr. José Antonio Orantes Dr. Francisco Bertrand G.	Abogados Políticos Diputados Universidades Gobierno Organizaciones Populares Medios de Comunicación Fundaciones Militares	163

Hasta junio de 1991, los seminarios se aprobaban en bloque junto con el respectivo Plan de Acción. Por eso en un primer período no aparece el número y la fecha de la PIL.

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Fecha de aprobación y No. PIL	Fecha del evento	Nombre de la actividad	Materia	Objetivo	Ponente	Participantes	Asistencia
	25-6-90	El balance económico social del primer año del gobierno ARENA	Política y economía	<ul style="list-style-type: none"> - Proporcionar elementos de análisis a todos los sectores respecto al modelo económico del gobierno de ARENA y por ende desmistificar el discurso ideológico con la intencionalidad real de la política económica. - analizar objetivamente las promesas realizadas hace un año al pueblo salvadoreño por el gobierno de ARENA y resultados obtenidos a la fecha. - Ofrecer recomendaciones a la administración gubernamental en el campo económico y social para solucionar la crisis nacional. - Contribuir al logro de la paz y propiciar la armonía y justicia social. 	Dr. William Pleitez Lic. Alex Segovia Ing. Herman Rosa Chávez	Gobierno Inst. de Investigación Organizaciones populares Estudiantes Profesionales Economistas	455
	31-7-90	La procuraduría de derechos humanos: experiencias de Guatemala y Costa Rica.		<ul style="list-style-type: none"> - Conocer y analizar la experiencia de Guatemala y Costa Rica con la creación de la procuraduría de derechos humanos. - Discutir la importancia que tiene para El Salvador la creación de una institución similar. 	Lic. Ramiro de León Carpio Dr. Odilón Méndez Dr. Alejandro Gómez Vides	Colegio de Abogados Comisiones de Derechos Humanos Partidos Políticos Universidades Org. Internacionales Asoc. Cooperativas Institutos Gubernamentales	243

Fecha de aprobación y No. PIL	Fecha del evento	Nombre de la actividad	Materia	Objetivo	Ponente	Participantes	Asistencia
	5-9-90	El futuro de las asociaciones cooperativas en el sector reformado	Social	<ul style="list-style-type: none"> - Analizar la situación jurídica actual de las Asociaciones Cooperativas y su futuro en relación al proyecto de ley sobre la consolidación de la reforma agraria, a presentarse próximamente a la Asamblea Legislativa. 	Lic. Raúl García Prieto Lic. Ramón Aparicio Sr. Marco Tuño Lima Sr. Simón Parada Sr. Miguel Alemán Lic. Víctor Antonio Orellana	Miembros Cooperativas sector reformado Periodistas Partidos políticos Institutos de investigación Profesionales Estudiantes Org. Populares Organizaciones Internacionales	461
	5-10-90	La privatización de la Banca Comercial	Economía y Finanzas	<ul style="list-style-type: none"> - Determinar las posibilidades que tiene la reprivatización, para superar la crisis del sistema financiero salvadoreño. - Discutir los principales aspectos jurídicos-económicos de la privatización de la banca en forma objetiva y apolítica en relación a los problemas que persisten en el sector financiero. - Conocer los planteamientos de los diferentes agentes económicos, políticos y sociales con respecto a la privatización de la banca comercial. - Contribuir a la formulación de una propuesta concertada de reforma del sistema financiero salvadoreño. 	Ing. Roberto Orellana Mila Lic. José Carlos Bonilla Dr. Claus Peter Zeitenger Dr. Ramón Rosales Lic. Manuel Ernesto Rivera Lic. Luis Argueta Anillón Lic. Eduardo Meléndez Flores Dr. Gabriel Piloña Araujo Lic. Rafael Umaña Amaya Dr. William Pleitez	Periodistas Institutos Financieros Institutos Gubernamentales Organizaciones Internacionales Sindicatos Prof. Independientes	

Fecha de aprobación y No. PIL	Fecha del evento	Nombre de la actividad	Materia	Objetivo	Ponente	Participantes	Asistencia
	10-90	Análisis del anteproyecto del código de familia	Derecho	<ul style="list-style-type: none"> - Proporcionar un conocimiento adecuado de las nuevas disposiciones en torno a la familia. - Alcanzar conclusiones y recomendaciones que mejoren el anteproyecto del código de familia. - Facilitar la discusión a nivel nacional sobre temas de derecho. 	Dr. Gerardo Trejos Dr. Diego Pabrit Dr. José Humberto Velas	Vicepresidencia de la República Procuraduría General de la República FUSADES Secretaría Nacional de la Familia UCA Institutos de investigación UNICEF	225
	12-90	Alcances y límites de la estrategia social del gobierno	Política y social	<ul style="list-style-type: none"> - Analizar la parte social del plan general del gobierno. - Plantear propuestas alternativas para mejorar la parte social del programa del gobierno. - Propiciar la discusión de las partes económica y social de una estrategia global, para mejor comprensión de la interrelación entre ambos 	Lic. Francisco Flores Lic. Sandra de Barraza Lic. Julia Evelyn Martínez	Funcionarios públicos Partidos políticos Economistas Sindicatos obreros-campesinos	200

ACTIVIDADES DE LA DIRECCION DE SEMINARIOS

ENERO 91 - SEPTIEMBRE 92

Fecha de aprobación y No. PIL	Fecha del evento	Nombre de la actividad	Materia	Objetivo	Ponente	Participantes	Asistencia
	31-1-91	La elección de los diputados nacionales y al parlamento centroamericano	Política	<ul style="list-style-type: none"> - Propiciar un claro entendimiento de lo que significa la importancia de elegir diputados a un parlamento centroamericano. - Reiterar la importancia de contar con un organismo con características internacionales para posibilitar el desarrollo económico, social y cultural de Centroamérica unida. - Facilitar el entendimiento de lo que son los diputados nacionales y de la forma en que representaran a la población salvadoreña. 	Dr. José Mario García Dr. Ramiro Méndez Azahar Dr. Pablo Mauricio Abergue	Candidatos a diputados de la Asamblea Organizaciones Gremiales Universidades Instituciones de Investigación	62
	19-3-91	La erradicación de la pobreza en El Salvador. Elementos para un enfoque alternativo	Economía y social	<ul style="list-style-type: none"> - Contribuir a la formulación de estrategias tendientes a erradicar la pobreza en el país. - Dar a conocer a los sectores interesados planteamientos alternativos al respecto del problema de la pobreza. 	Dr. William Pleitez Lic. Juan Héctor Vidal Lic. Rafael Rodríguez Loucel Dr. Carlos Briones	Profesionales Organizaciones Populares Universidades Institutos de Investigación Todo público	93
	22-3-91	El movimiento sindical de la Asamblea Legislativa	Política y social	<ul style="list-style-type: none"> - Conocer las perspectivas del movimiento sindical dentro de la nueva correlación paritaria en la Asamblea Legislativa. 	Sr. Marco Tufo Lima Sra. Amanda Villatoro Sr. Ricardo Soriano Sr. Carlos Hernández	Organizaciones populares Profesionales Diputados Partidos políticos	151
13 junio-91 PIL-15	24-5-91	La reforma constitucional del órgano judicial	Derecho y Admon. pública		Dr. Roberto Oliva Dr. José María Méndez Dr. Mario Antonio Solano Dra. Beatrice de Carrillo Dr. Ivo Prámo Alvarenga	Abogados Economistas Periodistas Estud. de Derecho	189

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Fecha de aprobación y No. PIL	Fecha del evento	Nombre de la actividad	Materia	Objetivo	Ponente	Participantes	Asistencia
23-1-91 PIL-20	28-6-91	El segundo año de la gestión gubernamental: Evaluación económica.	Economía	<ul style="list-style-type: none"> - Evaluar resultados alcanzados del programa de Gobierno al segundo año, contrastando con las metas fijadas y los resultados obtenidos. - Formular recomendaciones al Gobierno que contribuyan a alcanzar las metas no logradas. - Dar a conocer los puntos de vista de los distintos sectores de la vida nacional sobre la gestión económica del actual Gobierno. 	Dr. Pedro Arriagada Dr. William Píeitez Lic. Juan Héctor Vidal Dr. Orón Soils Lic. Rafael Umaña Lic. Alfonso Goitia Lic. Jorge Arriaza	Profesionales Periodistas Universidades Políticos Organizaciones Diputados Institutos Asociaciones	168
13-6-91 PIL - 15	4-5- 7-91	El papel de los medios de comunicación en el proceso de reconciliación post-bélica	Social	Analizar públicamente aspectos sumamente cruciales para la reconciliación nacional, una vez se haya dado el cese de fuego y oportunamente el acuerdo de paz.	Srta. Carmen Aguilar (México) Sr. Fernando Prieto (Colombia) Sr. Julio César Montoya Sr. Rosalío Hernández Colorado Sr. Enrique Castro Sr. Jorge Armando Contreras Sr. Alfonso Salazar Sr. Carlos Mario Pérez Sr. Carlos Mario Márquez	Periodistas de los diferentes medios de comunicación. Estudiantes de medios de la comunicación	189
12-8-91 PIL-20	27-8-91	La reconstrucción en la post-guerra: el desarrollo económico y social.	Política, economía y social	Discutir principales retos que en el campo económico y social tendrá que enfrentar el país en el periodo post-bélico	Lic. Claudia Noubleau de Anaya Lic. Francisco Javier Ibsate Lic. Alexander Segovia Sr. Mario Cabrera Dr. José Monsanto Dr. Fabio Castillo Sr. Walter Franco Lic. Aberto Arene	Funcionarios públicos Empresa privada Organizaciones Laborales Instituciones de Investigación Partidos políticos Profesionales en general Estudiantes Personas particulares	544

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Fecha de aprobación y No. PIL	Fecha del evento	Nombre de la actividad	Materia	Objetivo	Ponente	Participantes	Asistencia
19-9-91 PIL-24	2-10-92	Alcances y limitaciones de iniciativa para las Americas: ¿Cómo C.A. puede aprovechar mejor sus ventajas?	Economía	Analizar las potencialidades para la región C.A. en general	Dr. Mark Rosenberg Lic. Carlos Orellana Sr. Albert Nahas	Profesionales Estudiantes Universitarios Partidos políticos Organizaciones Laborales Diputados Inst. de Investigación Asociaciones empresariales	98
17-10-91 PIL-27	29-10-91	Estado actual y perspectivas del acuerdo de paz.	Política	Informar al público del estado actual del acuerdo de paz y prever la época y las condiciones en que terminara el conflicto salvadoreño	Dr. Fidel Chávez Mena Dr. Victor Valle Lic. Roberto Casas	Profesionales Periodistas Universidades Políticos Organizaciones populares Diputados Inst. de Investigación Público en general Gobierno	623
9-1-92 PIL-33	20-1-92	Análisis de los acuerdos de paz	Política	Analizar las implicaciones de los acuerdos de paz para el futuro político, económico y social de El Salvador.	Dr. Armando Calderón Sol Dr. Victor Valle Dr. Fidel Chávez Mena Sr. Joaquín Villatoro	Org. populares Universidades Profesionales Gobierno Inst. de Investigación Todo público	1.500

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Fecha de aprobación y No. PIL	Fecha del evento	Nombre de la actividad	Materia	Objetivo	Ponente	Participantes	Asistencia
10-12-91 PIL-32 REPROGRAMADO 9-1-92 PIL-33	31-1-91	La Fuerzas sociales ante el reto de la concertación económica y social	Política, economía y social	Determinar el papel que deberán desempeñar las distintas fuerzas sociales en el foro para la concertación económica y social a instalarse próximamente en cumplimiento de los acuerdos de New York entre el GOES-FMLN	Dr. Guillermo Yunge Sr. Orlando Arévalo Lic. Alexander Segovia Sr. Pedro Dalmau Dr. Carlos Biones Lic. Ernesto Vilanova	Economistas Org. populares Institutos Universidades	124
3-2-92 PIL-35	3-2-92	La participación política del FMLN	Política	Propiciar la reconciliación y la consolidación de la paz	Dr. Fidel Chávez Mena Dr. Jaime Romero Ventura Sr. Schaek Handal	Cuerpo Diplomático Empresarios Diputados Organizaciones Institutos Estudiantes Profesionales	1500
9-1-92 PIL-33	4-2-92	Limitaciones del actual índice de precios al consumidor y propuestas de un índice de precios alternativo	Economía	Analizar las limitaciones que presenta el actual IPC como indicador confiable de la evaluación de la inflación. Además presentar una propuesta del CENITEC de un IPC alternativo	Dirección de Investigaciones Económicas y Sociales del CENITEC	Gobierno Economistas Diputados Profesionales Gremiales	50
9-1-92 PIL-33	6-3-92	Las perspectivas de la caicultura	Derecho	Dar a conocer a la opinión pública la situación de la caicultura. Analizar las perspectivas integrales de la caicultura a mediano y largo plazo. Fijar elementos de una política cafetatera.	Ing. Rubén Pineda Lic. Carlos Orellana Dr. Rodolfo Borjas Ing. Ricardo Alfaro Castillo	Gremiales Profesionales Inst. de Investigación	130
4-3-92 PIL-38	11-3-92	Propuestas de recopilación de leyes agrarias	Político, social y derecho	Fomentar la producción de documentos con propuestas tendientes a unificar y armonizar las leyes agrarias	Ing. Simón Parada Sr. Orlando Arévalo Dr. Ivó Priamo Alvarenga Sr. Ismael Merlos	Org. Campesinas Gremiales	130

Fecha de aprobación y N° PIL	Fecha del Evento	Nombre de la Actividad	Materia	Objetivo	Ponente	Participantes	Asistencia
20.03.92 PIL -40	28.04.92	SEGURIDAD CIUDADANA	POLITICA SOCIAL	PROPICIAR EL INTERCAMBIO DE IDEAS SOBRE COMO GARANTIZAR EFICACIA DE NUESTRO ACTUAL SISTEMA DE SEGURIDAD PUBLICA PRECISAMENTE EN EL MOMENTO EN QUE ESTE PARECE TAMBALEAR ANTE LA RECIENTE ESCALADA DELINCUENCIAL.	LIC.GERARDO LE CHEVALLIER DR. GINO COSTA Dr. AGUSTIN GARCIA C. SR. SCHAFICK HANBAL TTE.ONEL.MICHAEL LELIEVRE	PARTIDOS POLITICOS INSTITUTOS DE INVESTIGACION.GOBIERNO.PERIODISMO	172
12.06.92 PIL - 46	19.06.92	LAS ARTESANIAS COMO FUENTE GENERADORA DE EMPLEOS Y DIVISAS A TRAVES DE LAS EXPORTACIONES.	ECONOMICO-SOCIAL	CONTRIBUIR A PROVEER DE INFORMACION TECNICA EN MATERIA DE EXPORTACIONES A TODOS AQUELLOS ARTESANOS QUE PUEDAN GENERAR EMPLEOS Y DIVISAS PARA EL PAIS, DEBIDO A SU POTENCIAL EXPORTADOR.	SR.MARCO TULLIO GARCIA.TOMAS SUAREZ.ING.FRANCISCO MEJIA.LIC.GERARDO TABLAS.SR. ERNESTO CAMPOS.LIC. CARLOS ORELLANA MERLOS.	ARTESANOS EMPRESARIOS GOBIERNO EXPORTADORES DE ARTESANIAS INSTITUTOS DE INVESTIGACION	155
12.06.92 PIL - 46	06.07.92	EL PATRIMONIO ARQUITECTONICO UN VALOR NACIONAL QUE SE PIERDE.	CULTURAL	HACER CONCIENCIA SOBRE EL VALOR DEL PATRIMONIO ARQUITECTONICO NACIONAL Y LA NECESIDAD DE TOMAR MEDIDAS PARA EVITAR SU DETERIORO.	ARQ. CLAUDIA ALVORO DE HATA DR. MARIO SOLANO ORA. ANN WEBSTER SMITH ARQ. VICTOR SANDOVAL.	ARQUITECTOS INGENIEROS UNIVERSIDADES INSTITUCIONES CULTURALES	116
02.07.92 PIL - 40	21.06.92	LA EVALUACION GLOBAL DEL PROGRAMA	ECONOMICO	EVALUAR EL PROGRAMA DE AJUSTE ESTRUCTURAL ACTUALMENTE EN MARCHA, CON EL PROPÓSITO DE DETECTAR SUS PRINCIPALES LOGROS Y LIMITACIONES	DR. PEDRO ARRIAGADA DR.CARLOS BRIONES DR. HECTOR OADA LIC. ALEX SEGOVIA	ECONOMISTAS GOBIERNO ORGANISMOS INT. SECTOR FINANC. ESTUDIANTES	310
22.09.92	30.09.92	TRANSICION A LA DEMOCRACIA EN CHILE Y EN EL SALVADOR	POLITICO	HACER UN ANALISIS A PROFUNDIDAD DE LA TRANSICION CHILENA A LA DEMOCRACIA CON MIRAS A QUE SIRVA COMO TERMINO DE COMPARACION PARA LOS PROCESOS DE DEMOCRATIZACION EN EL SALVADOR Y AMERICA LATINA	DR. LUIS MAIRA DR. MARIANO RUIZ ESQUIDE	INSTITUTOS DE INVESTIGACION SECTOR FINANCIERO SECTOR PUBLICO Y PRIVADO UNIVERSIDADES INST. POLITICOS MED.DE COM. PUBLICO EN GRAL.	250

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V. OPINIONES SOBRE PUBLICACIONES DE CENITEC

ENTREVISTADOS:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	TOTA	%	
1. Recepcion																								
Presencia	1	1	1		1	1	1	1	1	1	1	1			1	1				1	1	15	71.4%	
Politica Economica	1	1	1		1	1	1	1	1	1	1	1		1	1	1		1		1	1	18	85.7%	
Cuadernos de Investigacion	1	1	1		1	1	1	1	1	1	1	1		1	1	1		1		1	1	15	71.4%	
Seminario	1	1	1		1	1	1	1	1	1	1	1										10	47.6%	
2. Medio de adquisicion																								
donacion					1	1						1		1			1					1	8	38.1%
compra	1	1							1						1	1		1				4	19.0%	
ambos			1				1	1		1	1									1		6	28.6%	
3. Utilidad																								
mucha	1	1	1		1	1	1		1	1	1	1		1	1	1	1	1		1	1	17	81.0%	
poca								1											1			2	9.5%	
ninguna																						0	0.0%	
4. Porque?																								
esclarecen temas para el pais	1									1	1											3	14.3%	
son sesgadas																			1			1	4.8%	
diffunden conocimientos					1																	1	4.8%	
ilustran personalmente					1												1					2	9.5%	
son serias																1				1		2	9.5%	
ayudan a reflexionar		1										1									1	2	9.5%	
presentan opiniones alternativas						1									1							2	9.5%	
deben ser mas accesibles								1												1	1	3	14.3%	
																					1	2	9.5%	
5. Calidad de presentacion																								
bastante buena	1	1	1		1	1	1		1	1	1			1	1	1	1	1		1	1	16	76.2%	
regular												1								1		2	9.5%	
mala																						0	0.0%	
6. Calidad de contenido																								
bastante buena	1	1	1		1	1	1		1	1	1	1		1	1	1	1	1		1	1	16	76.2%	
regular																				1		2	9.5%	
mala																						0	0.0%	
7. Mejor publicacion																								
Presencia						1			1		1		1								1	1	6	28.6%
Politica Economica	1	1			1	1			1	1	1		1	1	1	1	1		1			11	52.4%	
Cuadernos de Investigacion									1													2	9.5%	
Seminarios																						0	0.0%	
8. Porque?																								
mas actual	1	1							1													3	14.3%	
mejor contenido									1			1		1		1	1	1				6	28.6%	
presenta opinion de PIDC																			1			1	4.8%	
enseña sobre el pais	1																					1	4.8%	
contenido mas variado											1		1								1	3	14.3%	
tematica preferida			1		1																	3	14.3%	
nuestra opinion de autores						1					1					1						2	9.5%	
ayuda mas							1			1												2	9.5%	
9. Preferencia de las personas																								
Presencia						1			1		1										1	1	5	23.8%
Politica Economica	1	1			1		1	1			1		1	1	1	1		1				10	47.6%	
Cuadernos de Investigacion																			1			1	4.8%	
Seminarios																						0	0.0%	
10. Porque?																								
mas actual	1				1					1						1						4	19.0%	
mejor contenido												1		1								2	9.5%	
enseña sobre el pais	1													1								1	4.8%	
vinculado al quehacer		1													1							2	9.5%	
contenido mas variado						1			1		1											4	19.0%	
mas accesible																						1	4.8%	

V. OPINIONES SOBRE PUBLICACIONES DE CENTEC (CONT)

ENTREVISTADOS:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	TOTAL	%	
11. Temas adecuados																								
siempre		1	1		1	1	1		1		1	1	1		1	1		1	1	1	1	15	71.4%	
a veces	1							1		1				1								4	19.0%	
nunca																						0	0.0%	
12. Temas que deberían tratarse																								
sociales																								
sociales	1				1		1							1		1					1	1	7	33.3%
salud							1																1	4.8%
prevision social													1										1	4.8%
paz							1																1	4.8%
Construcción														1								1	2	9.5%
sociales con vision economica																						1	1	4.8%
seguridad ocupacional																						1	1	4.8%
economicos																								
economicos	1	1	1		1	1		1			1	1	1	1	1	1		1			1	1	15	71.4%
eficiencia inversion publica															1								1	4.8%
economia internacional																1						1	2	9.5%
desarrollo productivo																							1	4.8%
agricultura																							1	4.8%
industria																							1	4.8%
monetarios																							1	4.8%
informe de coyuntura	1	1			1							1											4	19.0%
estructura de la economia			1																				1	4.8%
temas de largo plazo						1						1											2	9.5%
ecologia													1										1	4.8%
politicos																								
politicos							1		1		1			1				1	1				6	28.6%
cumplimiento de acuerdos																		1					1	4.8%
organizacion politica														1									1	4.8%
Aceptacion sociedad democratica									1														1	4.8%
area civico-militar																			1				1	4.8%
historia											1												1	4.8%

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Annex VI

CLOSED DISCUSSIONS

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ANNEX VI: CLOSED DISCUSSIONS, INCLUDING NUMBER, DATE, TITLE, THEME, INVITED PARTICIPANTS, CENITEC PARTICIPANTS, AND RESULTS

No.	Date	Title	Theme(s)	Inv	CEN	Result
1	?	Guerra Medio-Oriente?	?	?	?	?
2	3-??-91	Registro Social Propiedad	Legal Social Peace Pr.	?	?	News publ
3	3-15-91	Consideraciones sobre elecciones recién pasadas	Politics	5	2	News publ
4	4-5-91	Reforma al Artículo 248	Legal Peace Pr	5	?	News publ
5	?	? ?	?	?	?	?
6	5-3-91	Nueva Asamblea y las Reformas Constitu- cionales	Politics Legal Peace Pr	?	?	News publ
7	5-17-91	Sabotaje Electricidad, Relación Periodistas con Asamblea Legislativa, Ratificación Acuerdos Reformas Constitucionales	Peace Pr Politics			
8	7-14-91	Las Tomas de Tierras	Peace Pr Ag Reform			
9	7-19-91	Cumbre Centroamericano, Escuadrones de la Muerte	F Affairs Peace Pr			
10	8-2-91	Aumentos en las Tarifas Eléctricas	Economic Social			
11	8-16-91	Influencia de Caficultura en el Desarrollo Nacional	Economic			
12	9-13-91	El Problema de la Sequía y como enfrentarla	Economic			
13	9-26-91	Sequía, granos básicos y Control de Precios	Economic			
14	10-30-91	Concertación Económica y Social	Economic Social			
15	11-18-91	Pequeña y Microempresa en Concertación Económica y Social	Economic Social Politics			
16	1-27-92	Foro Concertación	Peace Pr	5	3	Seminar

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		Económica Social creado por Acuerdos de NY	Economics Social				CENITEC
17	1-30-92	Foro Concertación Económica Social creado por Acuerdos de NY	Peace Pr Economics Social	7	3		Seminar CENITEC
18	2-13-92	Cuestiones Agrarias de Acuerdos de Paz	Peace Pr Ag Reform	21	3		---
19	3-9-92	Necesidades Legislativas de Postguerra	Peace Pr Legal	6	6		---
20	3-27-92	Diferendo con Honduras	F Affairs	2	3		Lecture
21	3-31-92	Los Acuerdos y el Tema Agrario	Peace Pr Ag Reform	6	6		Seminar CENITEC
22	4-8-92	Protección de Patrimonio Arquitectónico	Culture	8	3		Seminar CENITEC
23	4-29-92	Protección de Patrimonio Arquitectónico	Culture	4	3		Seminar CENITEC
24	5-28-92	Corrupción Educ Superior	Education	5	3		Lecture
25	6-18-92	Policia Nacional Civil	Peace Pr	8	3		---
26	6-26-92	Medicinas y Reforma al Código de Salud	Health	18	5		---
27	6-30-92	Incorporación de los Lisiados de Guerra	Peace Pr Health	4	2		---
28	7-1-92	Medicinas y Reforma al Código de Salud	Health	13	6		---
29	7-27-92	Constitución Salvadoreña y su Capacidad para Retos del Futuro	Peace Pr	3	6		---
30	7-31-92	Indice de Precios al Consumidor	Economics	5	6		---
31	8-20-92	Futuro de la Revista Presencia	CENITEC	10	5		---
32	9-2-92	Convención Prevenir Violencia contra la Mujer	Women	15	8		Possible Seminar
33	9-10-92	Convención Prevenir Violencia contra la Mujer	Women	9	3		Possible Seminar

Notes: Question mark means no data available.
participantes. CEN = CENITEC participants.

Inv = Invited

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Annex VII

THE JOURNAL PRESENCIA

ANNEX VII : THE JOURNAL PRESENCIA, INCLUDING VOLUME NUMBER, PAGES, TITLE, THEME AND SUBTHEME, AND AUTHOR

No/pgs	Title of article	Theme	Subt.	Author
9/9	Discurso Toma Posesion Cristiani	Pol	Var	Cristiani
9/5	Trabajadores gobierno Cristiani	Soc	Var	A Villatoro
9/16	Eval Año de Gestión Económico	Econ	Pol	R Rodríguez L
9/13	Pol Macroecon 1 Año Cristiani	Econ	Pol	R Rivera M
9/23	Pol Macroecon de ARENA: Gestión	Econ	Pol	DIES
9/19	Situación Der Humanos: Cristiani	HR	Pol	CDHES/No Gob
9/12	Programa Económico: Donde Ahora?	Econ	Pol	FUSADES
9/9	Meses de Cal, Meses de Arena	Pol	Var	I Alvarenga
9/12	Primer Año Gobierno Cristiani	Pol	Var	EdJ Guerra
9/23	Desarrollo Intgral/Rel de Trabajo	Soc	Econ	HJ Rosner
9/10	Armonización Fiscal Centroamer.	Econ	FAf	A Magaña
9/5	Implicaciones Perestroika	Pol	Var	M Escotet
10/28	Desempeño Bancaria: Medición	Econ	Var	C Glower
10/12	Sistema financiero El Salvador	Econ	Var	R Umaña
10/21	Ahorro nacional, 1958-85	Econ	Var	O Menjívar
10/9	Privatización: para qué?	Econ	Pol	A Montoya
10/10	Proyecto privatización bancaria	Econ	Pol	F Barrientos
10/14	Actuación Estado Centro America	Pol	Soc	O Morales
10/22	Filosofía financiera: AMPES	Econ	Var	AMPES
10/7	Mujer en proceso democratización	Women	HR	CIM-CENITEC
10/37	Balance Derechos Humanos: 1990	HR	Pol	CDHES
12/9	Relaciones externas en decada 90	FAf	Pol	A Salazar
12/5	Relaciones internacionales 90	FAf	Var	R Acevedo
12/14	Problems integración centroamer	FAf	Var	M Valdés
12/29	Relaciones hemisféricas	FAf	Econ	G Tobón
12/16	Iniciativa para las Américas	FAf	Econ	ODCA
12/20	Transición a la democracia	Pol	Var	F Ulloa
12/5	Perspectivas nueva Asamblea	Pol	Var	A Villatoro
12/14	Solución de la vivienda	Soc	Cult	J Paz
12/60	Bicicleta al pie de la Muralla	Cult	Var	A Menén
12/14	Novísima poesía salvadoreña	Cult	Var	6 poets
13/6	Editorial: Paz y Reconstrucción	Pol	Econ	CENITEC
13/10	Redistrutivo/Manejo Macroecon	Econ	Pol	A Segovia
13/11	Reconstrucción de postguerra	Econ	Pol	F Ibisate
13/11	Plan de Recup Económica Social	Econ	Soc	C Noubleau
13/6	Concertación Nacional	Pol	Var	A Arene
13/5	Reconstrucción: Desafío	Pol	Var	M Carbrera
13/45	Centesiumus Annus	Rel	Pol	J Pablo II
13/14	Comentario, Centesiumus Annus	Rel	Pol	Jovel/Duarte
13/19	Situación Derechos Humanos	HR	Pol	CDHES

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14/8	Editorial: Herencia y Futuro	Pol	Var	CENITEC
14/10	Interrelaciones del Estado	Pol	FAf	J Lovo
14/5	Controversia con Honduras	FAf	Soc	A Salazar
14/11	Propuestas de Reforma del Estado	Pol	Soc	R Girón
14/14	Reflexions Descubrimiento América	Soc	Var	M López
14/112	Tierra: Pedro de Alvarado	Cult	Var	R Lindo
15/18	Análisis Acuerdos de Paz	Pol	Var	Valle et al
15/12	Gobernar lo ingobernable	Pol	Var	E Colindres
15/7	COPAZ: Reto Histórico	Pol	Var	H Silva
15/10	Concertación Social de COPAZ	Pol	Soc	C Ramírez
15/8	Reflexiones Desafíos Nacionales	Pol	Var	A Arene
15/12	Agotamiento de Recursos Internos	Pol	HR	VH Tobar
15/13	Reflexiones Legalidad Tributaria	Econ	Pol	A Magaña
15/12	Economía Social de Mercado	Soc	Econ	R Jakob
15/20	Camilo Pintor Pintor del Pueblo	Cult	Var	J Cornejo
15/14	Ley Procuraduría Derechos Humanos	HR	Pol	A Legisla

THEMES SUGGESTED FOR FUTURE SEMINARS

ANNEX VIII: THEMES SUGGEST FOR FUTURE SEMINARS (ORGANIZED BY THEMES)

THEME (N = 328)	# REQUESTS	%
Temas Económicos	16	4.87
Control de Precios	1.	0.30
El GATT	1	0.30
El Plan de las Américas	1	0.30
El Sector Informal de la Economía	2	0.61
Fenómenos Naturales y sus Efectos en Econ	1	0.30
Sistema Financiero	4	1.22
Sistema Tributario	1	0.30
Privatización	6	1.83
Privatización de Banca Comercial	1	0.30
Privatización de Inst Autónomas	2	0.61
La Deuda Externa	1	0.30
Industria y Comercio en El Salvador	2	0.61
Integración Económica	7	2.13
Rel Económicas con 1er Mundo/Org Internac	9	2.74
Sector Agroexportador	3	0.91
Sector Granos Básicos	1	0.30
Medio Ambiente: Ecología y Desarrollo Econ	10	3.05
El PAE y el Actual Gobierno	19	5.79
Papel de Microempresa en Desarrollo Econ	1	0.30
Papel de Tecnología en el Desarrollo	2	0.61
Educación y Desarrollo Económico	18	5.49
Pobreza y el Desarrollo Económico	3	0.91
Reconversión Industrial	1	0.30
Remesas Familiares y la Economía Nacional	1	0.30
Transnacionales y la Economía Nacional	1	0.30
Modelos de Desarrollo Alternativos	13	3.96
Reactivación Sector Agropecuario	4	1.22

	135	41.00
Temas Sociales	3	1.21
Control de la Natalidad	1	0.30
Salud	7	2.13
Seguridad Alimentaria	1	0.30
Educación Universitaria	1	0.30
Educación Popular	3	0.91
La Juventud y la Postguerra	3	0.91
Construcción y Vivienda	3	0.91
Cooperativismo en El Salvador	3	0.91
Empleo Rural y Urbano	2	0.61
Tercera Edad	1	0.30
Tenencia de la Tierra	1	0.30
Reforma Agraria	6	1.83
Derechos Humanos	8	2.44
Concientización Sindical	3	0.91
Sindicalismo en El Salvador	3	0.91

	49	15.00

Temas Políticos	2	0.61
Papel de los Partidos Políticos	1	0.30
Proceso Político en El Salvador	1	0.30
Orgs Sociales en el Proceso Político	2	0.61
Partidos Políticos en la Postguerra	1	0.30
El Proceso Democrático	7.	2.13
El Proceso Democrático en El Salvador	1	0.30
Medios de Comunicación en Proceso Polit	4	1.22

	19	6.00

La Mujer		
Papel de la Mujer en la Postguerra	2	0.61
Mujer Salvadoreña	4	1.22
Derechos de la Mujer	1	0.30

	7	2.00

Periodo de la Postguerra	16	4.88
Papel de la Fuerza Armada	18	5.49
Apoyo de las ONG a las Repoblaciones	1	0.30
Papel de la ONUSAL	3	0.91
Papel de ONGs	5	1.52
Papel del FMLN	7	2.13
El Proceso de Negociación-Diálogo	2	0.61
Concertación Económico y Social	7	2.13
Iglesia en el Proceso de Paz	2	0.61
Reconstrucción en la Postguerra	6	1.83
Los Desplazados	1	0.30
La Guerra en El Salvador	3	0.91
La Guerra Psicológica	1	0.30
Proceso de Diálogo en El Salvador	15	4.57

	87	27.00

Otros Temas	18	5.49
Parlamento Centroamericano	1	0.30
Temas Culturales	1	0.30
Reformas Constitucionales	4	1.22
Reformas al Sistema Judicial	2	0.61

	26	8.00

Annex IX

RESULTS OF INTERVIEWS

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ANNEX IX: RESULTS OF INTERVIEWS

ENTREVISTADOS:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	TOTA	%	
CONOCIMIENTOS SOBRE CBNITEC																								
1. Tipo de institucion																								
academica																							18	85.7%
politica	1	1	1		1	1	1	1	1	1	1	1	1		1	1	1	1	1		1	1	10	47.6%
otra	1	1	1	1							1												1	4.8%
2. Objetivo principal																								
elaborar estudios /																								
buscar alternativas	1				1																		1	4.8%
estudiar para asesorar		1				1		1	1	1	1	1	1										15	71.4%
promover Democracia Cristiana			1													1	1						2	9.5%
contribuir al debate economico				1														1	1				1	4.8%
formar a la opinion publica									1		1								1	1			3	14.3%
3. Objetivos secundarios																								
promover ec. social de mercado														1	1								3	14.3%
promover dialogo	1				1																		2	9.5%
realizar critica constructiva	1					1						1											2	9.5%
preparar planes de desarrollo		1														1							3	14.3%
promover Democracia Cristiana							1																2	9.5%
contribuir al consenso -											1												2	9.5%
elaborar estudios									1											1	1		4	19.0%
formar gente													1									1	2	9.5%
4. Objetivos adecuados																								
apropiados																							1	4.8%
inapropiados	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	20	95.2%	
5. Porque?																								
se necesitan centros de investigacion																							1	4.8%
ayudan a comprender realidad nacional	1								1	1													9	42.9%
se requiere asesoria	1			1							1			1			1				1	1	2	9.5%
partidos deben tener c. de investigacion		1																					1	4.8%
debe haber espacio de debate			1			1																	2	9.5%
pais necesita mas informacion					1		1						1										1	4.8%
investigaciones sesgadas														1									3	14.3%
6. Objetivos deben modificarse																								
si																							1	4.8%
no																							1	4.8%
ampliarse	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	18	85.7%	
7. Nuevos objetivos																								
promover estado de derecho																							1	4.8%
investigar imparcialmente	1																						1	4.8%
8. Opinion general																								
buena																							1	4.8%
regular	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	4.8%
mala																							20	95.2%
9. Recibe publicaciones																								
muchas																							0	0.0%
pocas	1	1		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	4.8%
ninguna			1																				15	71.4%
10. Participa de reuniones																								
frecuentemente																		1	1				2	9.5%
pocas veces					1	1																	3	14.3%
no participa	1	1									1	1											7	33.3%
																							8	38.1%
																							6	28.6%

ENTREVISTADOS:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	TOTA	%	
II. RELACIONES DE CENITEC																								
1. Con su institucion																								
Frecuentes	1	1	1			1	1			1		1	1	1	1		1				1		12	57.1%
Poco frecuentes				1	1			1	1		1					1		1				1	8	38.1%
No hay relacion																							0	0.0%
Buenas																								
Regulares	1	1	1		1	1	1	1			1	1	1	1		1	1				1	1	14	66.7%
Malas																				1			1	4.8%
2. Utilidad																								
Mucha	1	1	1		1	1		1	1	1	1	1	1	1	1		1					1	15	71.4%
Poca							1									1		1				1	4	19.0%
Ninguna				1															1				2	9.5%
3. Porque																								
promueve nuestros objetivos	1								1							1	1	1					2	9.5%
permiten mejores conocimientos	1				1					1						1	1	1					6	28.6%
enriquecimiento reciproco		1								1		1	1	1		1					1		6	28.6%
recibimos asesoria necesaria			1		1			1															3	14.3%
no conviene al CENITEC							1																1	4.8%
solo critica																			1				1	4.8%
4. Como puede mejorarse relaciones																								
no se requiere mas	1													1		1							3	14.3%
Intercambio de informacion					1			1				1						1					4	19.0%
siendo imparciales																			1				1	4.8%
reuniones conjuntas		1		1											1						1	1	5	23.8%
investigaciones conjuntas					1					1		1						1					4	19.0%
publicaciones conjuntas											1										1		2	9.5%
CENITEC debe acercarse mas											1		1						1		1		4	19.0%
institucion debe participar mas			1		1				1														3	14.3%
depende de gobierno						1																	1	4.8%
5. Con instituciones similares a la propia																								
frecuentes	1	1					1			1		1	1	1			1				1		9	42.9%
poco frecuentes			1		1	1		1			1				1	1		1	1		1		10	47.6%
no hay relacion																							0	0.0%
buenas	1	1	1		1	1	1	1			1	1	1	1			1				1	1	14	66.7%
regulares															1	1							3	14.3%
malas																							0	0.0%
6.1. Relaciones con Gobierno																								
frecuentes																1							1	4.8%
poco frecuentes	1	1	1		1	1	1		1		1	1	1	1		1					1	1	14	66.7%
no hay relacion																			1				1	4.8%
buenas	1	1									1												3	14.3%
regulares			1		1	1	1		1		1		1	1	1	1						1	11	52.4%
malas																				1	1		2	9.5%
6.2. Relaciones con Fuerzas Armadas																								
frecuentes			1																				1	4.8%
poco frecuentes	1				1				1		1		1		1						1		7	33.3%
no hay relacion						1								1		1						1	4	19.0%
buenas	1										1												2	9.5%
regulares					1				1			1											3	14.3%
malas						1								1	1						1		4	19.0%
6.3. Relaciones con O. religiosas																								
frecuentes					1	1	1	1	1			1	1		1							1	9	42.9%
poco frecuentes	1	1	1								1			1							1		6	28.6%
no hay relacion																							0	0.0%
buenas	1	1			1	1	1	1	1		1		1		1							1	11	52.4%

ENTREVISTADOS:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	TOTA	%		
II. RELACIONES DEL CENITIC (cont)																									
6.4. Relaciones con Centros de Inv.																									
frecuentes																									
poco frecuentes	1				1	1	1	1	1	1		1		1	1						1		13	61.9%	
no hay relacion			1																				3	14.3%	
buenas																							1	4.8%	
regulares	1		1		1	1	1	1	1	1		1		1	1								13	61.9%	
malas											1		1	1			1					1	3	14.3%	
																							0	0.0%	
6.5. Relaciones con universidades																									
frecuentes	1				1	1	1	1	1	1		1		1	1								13	61.9%	
poco frecuentes		1																					5	23.8%	
no hay relacion											1		1	1								1	1	13	61.9%
buenas	1	1	1		1	1	1	1	1	1	1		1	1									0	0.0%	
regulares	1	1	1		1	1	1	1	1	1	1		1	1									0	0.0%	
malas												1	1	1	1	1						1	1	16	76.2%
																							2	9.5%	
																							0	0.0%	
6.6. Relaciones con no gubernamentales																									
frecuentes	1				1					1				1	1	1							6	28.6%	
poco frecuentes			1			1																	5	23.8%	
no hay relacion												1											0	0.0%	
buenas	1				1																		0	0.0%	
regulares										1		1		1	1								6	28.6%	
malas			1		1								1	1									4	19.0%	
																							0	0.0%	
6.7. Relaciones con partidos politicos																									
frecuentes																									
poco frecuentes	1	1	1		1	1		1				1	1	1	1	1						1	9	42.9%	
no hay relacion											1	1											6	28.6%	
buenas	1	1	1																				0	0.0%	
regulares												1	1	1	1	1							0	0.0%	
malas					1	1				1													12	57.1%	
																							3	14.3%	
																							0	0.0%	
6.8. Relaciones con laborales																									
frecuentes	1	1	1		1	1		1	1					1	1	1							13	61.9%	
poco frecuentes																							3	14.3%	
no hay relacion																							0	0.0%	
buenas	1	1	1		1	1		1	1					1	1	1							14	66.7%	
regulares																							2	9.5%	
malas											1												0	0.0%	
6.9. Relaciones con empresariales																									
frecuentes																									
poco frecuentes		1	1																				3	14.3%	
no hay relacion	1				1	1		1			1	1	1	1	1	1							13	61.9%	
buenas	1	1	1																				1	4.8%	
regulares					1	1		1			1	1	1	1	1	1							5	23.8%	
malas											1	1	1	1	1	1							11	52.4%	
6.10. Relaciones con prensa/tv																									
frecuentes																									
poco frecuentes	1				1	1		1	1		1	1	1	1	1								12	57.1%	
no hay relacion																							2	9.5%	
buenas	1				1	1		1	1		1	1	1	1									1	4.8%	
regulares		1			1	1		1	1		1	1	1										13	61.9%	
malas																							1	4.8%	
																							1	4.8%	

III. OPINIONES SOBRE INVESTIGACIONES DE CENITEC

ENTREVISTADOS:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	TOTA	%	
1. Conocimiento sobre investigaciones																								
Mucho	1	1				1			1	1		1		1	1	1			1	1		1	11	52.4%
Poco			1		1		1	1			1		1					1	1			1	9	42.0%
Nada				1																			1	4.8%
2. Opinión sobre calidad																								
Muy buena	1	1	1		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		19	90.5%
Poca																						1	1	4.8%
Ninguna																						0	0	0.0%
3. Opinión sobre utilidad																								
mucha	1	1	1		1	1	1	1	1	1	1	1		1	1	1	1	1			1	1	18	85.7%
poca													1										1	4.8%
ninguna																				1			1	4.8%
4. ¿Porque?																								
esclarecen temas para el país	1	1	1		1	1	1	1	1	1	1	1		1	1	1	1	1			1	1	18	85.7%
contribuyen a tomar decisiones						1	1	1	1	1								1	1				8	38.1%
difunden conocimientos							1	1		1					1		1	1					7	33.3%
ilustran personalmente								1	1								1	1					5	23.8%
ayudan a definir opinión						1	1			1							1	1					8	38.1%
hay sinceridad, no hay apasionamiento		1																					1	4.8%
presentan puntos de vista diversos											1												1	4.8%
falta circulación													1										1	4.8%
no son imparciales																					1		1	4.8%
material para docencia																						1	1	4.8%
5. Conveniencia de metodología																								
siempre						1	1		1			1			1	1	1						7	33.3%
mayor parte de las veces	1	1	1		1					1	1							1					8	38.1%
pocas veces																							1	4.8%
nunca																					1		1	4.8%
6. ¿Porque?																								
faltan estudios de base	1																					1	2	9.5%
tienen seriedad académica										1		1			1	1							4	19.0%
no tienen modelos de análisis			1																			1	2	9.5%
falta concretar propuestas											1												1	4.8%
necesitan más especialistas			1																				1	4.8%
usan debates para sistematizar				1		1				1													3	14.3%
presentación/lenguaje adecuado					1				1	1		1											4	19.0%
es ágil																		1					1	4.8%
no son imparciales																						1	1	4.8%
7. Importancia de temas																								
siempre	1	1			1	1		1	1	1	1	1			1	1	1	1	1	1	1		13	61.9%
mayoría de veces			1				1			1			1	1							1	1	7	33.3%
pocas veces																							0	0.0%
8. Temas que debe investigar																								
sociales	1		1			1	1			1	1			1			1	1					12	57.1%
educación	1		1														1						3	14.3%
salud	1		1														1						3	14.3%
gasto social											1												1	4.8%
pobreza																		1				1	3	14.3%
reconstrucción						1							1									1	3	14.3%
prevision social													1										1	4.8%
reforma agraria							1		1											1			3	14.3%
derechos humanos								1															1	4.8%
economicos	1	1	1		1		1	1	1	1	1	1		1	1	1		1				15	71.4%	

SOBRE REUNIONES DE CENITEC

ENTREVISTADOS:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	TOTA	%	
1. Conocimiento sobre tipo de reuniones																								
si	1	1					1		1	1		1		1			1	1	1	1	1		12	57.1%
no			1		1	1		1			1		1		1	1							8	38.1%
2. Participacion en seminarios																								
seminarios	1	1	1		1	1	1		1	1	1	1	1	1		1	1	1		1	1		17	81.0%
charlas	1	1			1	1	1		1	1			1	1		1		1	1	1	1		14	66.7%
analisis de coyuntura		1	1				1		1	1		1	1					1					8	38.1%
3. Calidad de seminarios																								
buena	1	1	1	1	1	1	1	1	1	1	1	1	1	1				1	1		1		17	81.0%
regular																				1		1	2	9.5%
mala																1							1	4.8%
4. Porque?																								
son sesgados																1				1			2	9.5%
temas son oportunos												1											1	4.8%
incrementar participacion											1												1	4.8%
logran sembrar		1				1																	2	9.5%
se debaten diferentes posiciones			1	1			1	1		1											1		6	28.6%
abordan temas importantes					1						1												2	9.5%
convocan mucha gente						1													1				1	4.8%
buenos ponentes									1	1	1		1						1				5	23.8%
bien organizados														1			1						2	9.5%
ponentes debiles/temas dispersos																					1		1	4.8%
5. utilidad																								
mucha	1	1	1	1	1	1	1	1	1	1	1	1	1	1				1	1		1		17	81.0%
poca																				1		1	2	9.5%
ninguna																1							1	4.8%
6. Porque?																								
une diferentes gentes	1					1																	2	9.5%
esclarecen temas para el pais					1								1					1	1		1		5	23.8%
son sesgados																	1			1			2	9.5%
difunden conocimientos						1																	2	9.5%
permiten varias opiniones/dialogo...			1							1	1	1	1	1									6	28.6%
ayudan a definir opinion		1																					2	9.5%
forman consenso									1														1	4.8%
7. Calidad de charlas																								
buenas	1				1	1	1			1	1								1		1		8	38.1%
regular		1						1								1				1		1	5	23.8%
mala																							0	0.0%
8. Porque?																								
temas actuales	1										1												2	9.5%
son sesgados																	1				1		2	9.5%
incrementar participacion																						1	1	4.8%
demasiado tecnicas		1																					1	4.8%
buenos expositores					1	1				1										1			4	19.0%
ponentes debiles/temas dispersos																						1	1	4.8%
9. utilidad																								
mucha	1	1			1	1	1				1									1	1		8	38.1%
poca									1												1		2	9.5%
ninguna																	1						1	4.8%
10. Porque?																								
son populistas	1	1			1													1					1	no

IV. OPINIONES SOBRE REUNIONES DE CENITEC (cont)

ENTREVISTADOS:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	TOTAL	%		
11. Calidad de analisis de coyuntura																									
bucna		1	1				1		1	1		1	1							1	1		7	33.3%	
regular														1									3	14.3%	
mala																							0	0.0%	
12. Porque?																									
agiles para reaccionar									1														1	4.8%	
reune diferentes gentes										1										1			1	4.8%	
son sesgados														1									1	4.8%	
depende de tema y participantes												1											1	4.8%	
presentan nuevas experiencias													1										1	4.8%	
se debaten diferentes posiciones			1										1										2	9.5%	
13. utilidad																									
mucha		1	1			1				1		1											5	23.8%	
poca														1							1		2	9.5%	
ninguna																							0	0.0%	
14. Porque?																									
une diferentes gentes			1																					1	4.8%
esclarecen temas para el pais						1																		1	4.8%
son sesgados																			1					1	4.8%
no retroalimentan decisiones														1								1		2	9.5%
tomian diversas opiniones			1										1											2	9.5%
15. Intervencion en reuniones																									
siempre									1									1	1				1	4	19.0%
a veces		1	1							1		1		1		1						1	7	33.3%	
nunca	1				1	1					1		1										5	23.8%	
16. Porque?																									
interes			1										1										1	3	14.3%
no ha sido solicitado											1						1							1	4.8%
razones personales					1								1										3	14.3%	
dando ponencias		1	1																			1		3	14.3%
somos observadores	1					1																		2	9.5%
17. Organizacion de reuniones																									
bien organizadas		1	1			1	1		1	1	1	1	1	1		1	1	1				1	14	66.7%	
regular	1				1									1							1		4	19.0%	
desorganizadas																							0	0.0%	
18. Calidad de organizacion																									
mucha gente	1	1	1			1	1					1	1	1			1		1				11	52.4%	
poca gente																				1			1	4.8%	
participantes adecuados			1						1	1	1	1	1				1	1					8	38.1%	
poca seleccion en participantes					1										1							1	3	14.3%	
lugar y hora adecuada	1		1		1	1	1		1	1			1	1			1	1	1			1	14	66.7%	
lugar y hora inconvenientes		1									1	1											3	14.3%	
moderador adecuado	1	1	1		1	1			1				1					1	1			1	11	52.4%	
moderador inadecuado																	1						2	9.5%	
19. Temas que deberian tratarse																									
sociales		1					1	1		1				1	1		1				1		9	42.9%	
salud								1															1	4.8%	
prevision social															1								1	4.8%	
pobreza		1																					1	4.8%	
reconstruccion							1								1								2	9.5%	
reforma agraria										1											1		2	9.5%	
seguridad ocupacional								1															1	4.8%	

OPINIONES SOBRE REUNIONES DE CENITEC (cont)

PREVISTADOS:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	TOTA	%		
Temas que deberían tratarse (cont)																									
temas económicos	1	1	1			1			1		1	1	1	1		1	1				1	1	13	61.9%	
temas de capacitación						1				1														1	4.8%
temas de eficiencia inversión pública										1														1	4.8%
temas de desarrollo productivo																								1	4.8%
temas de cultura																								1	4.8%
temas de gerencia																								1	4.8%
temas de estadísticas																								1	4.8%
temas de ayuntamiento																		1						1	4.8%
temas de estructura de la economía				1																				1	4.8%
temas de tecnología													1											1	4.8%
temas de recursos humanos	1	1			1	1	1		1		1	1		1			1	1						11	52.4%
temas de estudios	1																							1	4.8%
temas de organización política						1																		2	9.5%
temas de capacitación					1				1															2	9.5%
temas de recursos humanos	1																							1	4.8%
temas de acción judicial			1																					1	4.8%
temas de comunismo político									1															1	4.8%
temas de participación ciudadana											1													1	4.8%
temas de relaciones																		1						1	4.8%
temas de servicio cívico-militar																			1					1	4.8%