

Capacity Development Module Technical Report

The Project's main objective is to develop the TTI Center's capabilities in generation and use of studies of Impact Evaluation.

The specific objectives of the project's are:

- To develop an online learning platform that offers resources to form and guide researchers on Impact Evaluation.
- To develop and offer seven in classroom courses of impact evaluation methods based on the interests and needs of each the participant TTI centers.
- To mentor the design and development of relevant policies impact evaluation designs
- To support the development of institutional strategies that includes impact evaluation as part of the business model of the TTI centers.
- Increase the probability of TTI centers to access funding and academic spaces by better using impact evaluation methods' analysis.

1. Please describe the activities and products developed as part of the module

During the module the following activities took place:

Table 1: Description of products developed (until May 2018)

Immediate result	Product	Description
I. To develop an online learning platform that offers resources to form and guide researchers on Impact Evaluation.		
More learning IE resources available for module participating and non-participating ILAIPP centers.	<ul style="list-style-type: none"> • Online ARU-Learning Platform 	<p>ARU-Learning is a platform that focuses on providing learning materials to members of ILAIPP centers participating in the module and public in general. The platform was developed at the begging of the module, to support the training workshops given in different countries.</p> <p>This platform offers manuals; papers of IE of the region that can serve as examples, for future researches; webinars; and additional resources. The platform also contains the materials covered during the training workshops. Usernames and password were given to module participants.</p> <p>During the period of greatest activity (training workshops season), the site had a visit time average of</p>

Immediate result	Product	Description
		<p>6 minutes and 12 visits a day.</p> <p>During the third semester of the module, the platform was filled with complementary learning materials and documents. These materials were available for the mentorship beneficiary researchers as source of literature review.</p>
II. To develop and offer seven in classroom courses of impact evaluation methods based on the interests and needs of each the participant TTI centers.		
Develop Impact Evaluation capacities in participating centers	<ul style="list-style-type: none"> • Training workshops in beneficiary countries 	<p>Eight <i>in classroom</i> courses were coordinated by ARU and the beneficiary centers; as a result, training workshops were given in Guatemala (with participation of ASIES); Ecuador (with participation of FARO); El Salvador (with participation of FUSADES and FUNDAUNGO); Paraguay (with participation of members of CADEP and ID); Bolivia (with participation of ARU and INESAD), around July and September of 2017 (except for the open seminar organized in Bolivia, on May 27th)</p> <p>These events were adjusted to each center's preferences and needs that were communicated during previous online technical meetings with each beneficiary center.</p> <p>(i) Formal courses (of at least 20 hours), (ii) short training events of one day, (iii) open seminars and (iv) technical assistance meetings were the formats in which the training workshops were given according to each center's preferences.</p> <p>Almost 260 people attended these events (of whom at least 60 were members of TTI centers). In addition to this, 19 events (types (iii) and (iv) took place.</p> <p>In the third semester of the module, ARU coordinated with GRADE (Analysis for Development Group in Spanish) to sponsor and support the participation of two IEP (Institute of Peruvian Studies in Spanish) researchers in an IE course given by GRADE (See annexes).</p>
III. To mentor the design and development of relevant policies impact evaluation designs		
Develop skills required to participate in calls	<ul style="list-style-type: none"> • Proposal Call • Technical meetings 	<p>On the last week of September, the Evaluation Proposal Call was announced. All the ILAIPP members participating in the Impact Evaluation Module were communicated and invited to send an evaluation proposal of a project, program of public policy in their</p>

Immediate result	Product	Description
		countries that could be evaluated using Impact Evaluation methodologies. The call of proposals was open until October 31 and four proposals were received.
Proposal's evaluations and feedback on proposals	<ul style="list-style-type: none"> • Evaluation Template • Expert's evaluations • Technical meetings 	The three international experts and a member of ARU evaluated the proposals during two weeks (November 1 to 15) in order to evaluate the quality of the evaluation designs and their feasibility. After the proposals' evaluation, each expert was assigned an ILLAIPP center to mentor throughout the mentorship, based on their experience and areas of expertise.
Winning proposals and mentors name announcement a	<ul style="list-style-type: none"> • Technical meetings between research groups, experts and ARU members. 	<p>On November 17, the winning proposals were announced as well as the name of the experts on charge of mentoring each evaluation group. The mentors were chosen based on the countries they had given the <i>in classroom</i> courses, their areas of expertise and related experience to the topic of the evaluations.</p> <p>The winning proposals and their mentors were:</p> <ol style="list-style-type: none"> I. "Impact Evaluation of the School Packages Program in El Salvador" by Fundación Dr. Manuel Guillermo Ungo (FUNDAUNGO -El Salvador). Mentor: Ryan Cooper. II. "Child Work as Contribution to the family Economy: Impact on education" by Investigación para el Desarrollo (ID - Paraguay). Mentor Ryan Cooper. III. "The effect of Border Disputes: Evidence of Territorial Relocation at the Cantonal Level in Ecuador" by FARO Group (FARO - Ecuador). Mentor: Pablo Vidueira. IV. "Effect of Non/Contributory Pension: The Paraguayan Case" by Centro de Análisis y Difusión de la Economía Paraguaya (CADEP - Paraguay). Mentor: Werner Hernani. <p>A period of two months was given to work and finish the proposed evaluations, but given the end of year recesses, it was asked send a first draft of the evaluation documents instead.</p>
Elaboration of documents	<ul style="list-style-type: none"> • Evaluation documents' first drafts • Systematized data bases 	Progress in the evaluation documents was made by the constant communication between the ILAIPP centers research groups, the mentors and ARU members. Planning meetings with each research group were organized to design a work plan. The ILAIPP research groups worked independently with

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	<ul style="list-style-type: none"> Systematized data base programs 	the mentor with support of ARU members, especially in research areas. ARU members were assigned to each ILAIPP research group to assist with information systematization, data management and methodology application and/or result estimations. However, the experts and the research groups chose the methodology to be used. During this period of time the literature reviews, evaluated programs' description, data systematization and indicators construction were made. On February 17, the evaluations' first drafts were sent ARU, except for CADEP's document, which was sent on May, because of communication delays between the experts and the research group.
Documents' Presentation and evaluation	<ul style="list-style-type: none"> Impact Evaluation Symposium in Latin American Think Tanks 	<p>On May 21st, researchers from each mentored beneficiary center and ARU; gathered in order to present, evaluate and discuss documents elaborated during the mentorship.</p> <p>This meeting served to discuss and debate the methodologies applied, the impacts discovered and the implications for policy making.</p> <p>Also the researchers had an early experience in presenting an IE document in a familiar, nevertheless academic environment, where they could practice useful skills to present their findings.</p>
IV. To support the development of institutional strategies that includes impact evaluation as part of the business model of the TTI centers.		
Support in the development of new institutional strategies and evaluation agenda	<ul style="list-style-type: none"> Technical assistance meetings 	<p>15 technical meetings took place after each course in the beneficiary countries (except for FARO that assigned more time to technical assistance for each department, reducing training time) during the training workshops (July to September 2017).</p> <p>These meetings were attended by experts, researchers of the centers and sometimes, external actors. During these meetings, the international expert and ARU's researchers explored and analyzed opportunities to expand the center's program evaluation agendas and to include IE as an institutional practice.</p>
	<ul style="list-style-type: none"> Closing Module meeting 	The participating researchers of TTI centers and members of ARU attended a closing module meeting on May 21 st in Montevideo in order to share their experiences during the module training workshops and mentorship. During this meeting the researchers

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		<p>also shared the changes generated in each of their institutions promoted by their participation of the module; the limitations and difficulties they had; their personal and institutional capability current needs.</p> <p>During this meeting, the institutional experiences exchange opened the door to between-center support in the process of adopting impact evaluation as part of the business model and to future cooperation in evaluation researches.</p>
V. Increase the probability of TTI centers to access funding and academic spaces by better using impact evaluation methods' analysis.		
Promote TTI centers as IE researchers in their countries	<ul style="list-style-type: none"> Training workshops 	<p>After the training workshops (July to September 2017), the beneficiary TTI centers got engaged in open meetings (see FARO open seminar invitation in the annexes) and technical assistance meetings in order to become more noticeable to institutions that might be interested in demanding IE researches.</p> <p>Also, during these events, almost all participants of the module had the opportunity to position in their national markets and to promote national policy evaluation agendas by discussing the importance of Impact Evaluation with different actors.</p> <p>Finally, TTI research centers had the opportunity to strengthen their links with around public and private research institutes, academia and international cooperation institutions, during the open seminar and in some cases, technical assistance meetings. During this seminars around 60 non ILAIPP institutes participated.</p>
Motivate mentorship beneficiaries to participate in exchanges with TTI and non-TTI research centers, international cooperation, and academia.	<ul style="list-style-type: none"> Impact Evaluation Symposium in Latin American Think Tanks 	<p>During this meeting the TTI mentorship beneficiaries had the opportunity to develop their analysis skills and also gain more experience in presenting, discussing and debating about IE documents in a more academic and found raising space.</p>
	<ul style="list-style-type: none"> Participation in the 11th annual meeting of Impact Evaluation Network (IEN) 	<p>On May 22nd and 23rd, the group of researchers attending the closing meeting and IE Symposium (May 21st); participated in the Impact Evaluation Network Annual Meeting in Montevideo.</p> <p>Through their participation in this event, the researchers had the opportunity to get in touch with researchers currently working in IE, learning about applications of new methodologies and evaluations of different programs in the region. Their participation</p>

Immediate result	Product	Description
		introduced them to new networking opportunities with academic and international cooperation institutions, as well as experienced experts in the area.

2. What results were accomplished at the level of individual participants?

The courses and training workshops participants were given tools to develop skills in the following areas:

- 1) Impact Evaluation skills: the participants of the in classroom experiences, received an introduction to Impact Evaluation theory, methodologies and in some cases, software use for IE.
- 2) Business relationships: the participants of the training workshops received assistance and advice on how to become more noticeable to IE demanding institutions. Also they received advice on how to promote IE as a financing tool.

Most of the participants of the mentoring process improved their skills in the following areas:

- 1) Database management: the database management skills of the participants were strengthened by the practice on preparing databases for result estimations. ARU members assisted the research groups in the systematization and harmonization of information.
- 2) Impact Evaluation planning: each research group was guided through the process of planning an impact evaluation in order to develop their evaluations' designs, prior to the evaluation itself.
- 3) Quasi-experimental methodologies definition: the knowledge acquired during the *in classroom* courses was applied during this step of the mentorship. Each research group had to choose a methodology by studying the data and theory, testing it, and exploring alternative methodological options, with guidance of the assigned mentors.
The quasi-experimental methodologies definition is a big achievement for the research groups, because it helps them gain experience in the result estimation process.

3. What results were accomplished at the level of organizations?

The participation on the courses, training meetings and mentorship reinforced the institutional participation in IE research and document elaboration.

Centers	Changes as declared by participants of the module
FUSADES	After participating in the module, Impact Evaluation started being applied and promoted in the Economic Research department. Also more at an institutional level, there is more general knowledge about IE and how it is implemented, which facilitates IE research program applications and promotion. Also thanks to the open events organized with other institutions they have had a better relationship with IE research demanders and research partners.

ASIES	<p>After participating in the module, an IE research document was elaborated and later published by the institution. The publication title is “The Departments and the Construction of the National Territory in Guatemala 1825-2002”, ASIES & Fundación Soros, 2018. Also the evaluation department was reinforced.</p>
FUNDAUNGO	<p>Through their participation in the IE module, FUNDAUNGO researchers were able to develop their first IE research document at an institutional level.</p> <p>As a result to the open seminar carried in El Salvador, FUNDAUNGO strengthened their ties with international institutions like BID, UNICEF and Canada Embassy. This connections helped FUNDAUNGO coordinate and participate in “La Semana de la s Políticas Públicas”.</p> <p>This event promotes impact evaluation and evidence based public policies. On 2017 impacts of the “Ciudad Mujer en El Salvador” program were being discussed.</p> <p>On 2018, FUNDAUNGO organized the Public Policy Week with participation of institutions like Inter American Back of Development (BID), PNUD and USAID. During this event they arraigned to receive capacitation from a BID’s senior economist on program evaluation with focus on gender.</p>
FARO	<p>After the <i>in classroom</i> experience and a big seminar open to the public, a new IE department was funded at an institutional level, so that IE has a permanent research agenda in the institution.</p> <p>Also, as a result of the close work with the international expert, Grupo Faro stablished a research agenda with their tutor Pablo Vidueira, who will be assisted them in other evaluation projects.</p> <p>After the mentorship, FARO engaged in the elaboration of other evaluation projects and participated in IE calls. For example, they evaluated the “Remprende” program as a partner of BID and a group of private enterprises and participated in a call from the Development Bank of Latin America (CAF).</p>
CADEP	<p>Given their participation in the module, CADEP created a new institutional mode to apply to IE research calls and promote this area of research at an institutional level.</p> <p>The researchers in CADEP and ID (from Paraguay) greatly benefited from the offer of a flexible training workshop; given that there are almost no learning opportunities in the field at a national level.</p> <p>After their participation in the mentorship and elaborating their research document, they published a “Policy Note” with their findings to reach a national public. The note had a strong national impact.</p>
ID	<p>The participation in the IE module affected each department of the institution in a different way, since researchers from all the departments engaged in the <i>in classroom</i> courses and technical meetings. In general IE research was</p>

	adopted in every department and it is now considered as part of the research in every area of study.
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4. Please describe the activities associated with producing knowledge products and their results

The mentorship was the strongest period of knowledge products production. As a result of this element of the module, four research documents were elaborated by four different ILAIPP centers.

The mentorship period started with a proposal call; continued with ILAIPP center's research work and document elaboration, guided by and international expert tutor and support from ARU team, through continuous meetings and communication; finally, after an evaluation of the documents, these were discussed and presented in a meeting in Montevideo on May 2018.

5. Please describe lessons learned and any other additional reflections emerging from the implementation of the module

Some of the lessons learned through the module's implementation were:

The flexibility of the courses content and agenda and the technical meetings to adjust the courses to the center's needs were crucial to guarantee the best exploitation of the module for each participant center.

It is important to consider strengthening information management and data processing skills of the research groups, given that this was required at higher levels during the development of the evaluations.

The mentoring process should establish an information diffusion mechanism in order to motivate research in impact evaluation at an institutional level in ILAIPP centers.

Despite the efforts made to motivate participation of ILAIPP centers in the Evaluation Proposal Call, the number of proposals received did not allowed strong competition between research groups.

In order to promote the use of the online platform, continuous advertising in the ILAIPP social networks and others is needed.

Given the heterogeneity of areas of expertise between the ILAIPP participating centers, the creation of a network for joint research has a great potential. The creation of this network has been discussed with all the module participant centers which agree to the creation of the "ILAIPP Evaluators Network", which is hope to be launched this year.

6. Any recommendations to TTI?

- There are a lot of opportunities in each country to develop a research agenda on impact evaluation, however there is an existing problem with supplies for researchers. The main problem is the lack of data and many of the research opportunities couldn't be develop without this information. TTI could help the institutions if they could support data collection training for research teams.
- It is important to support TTI grantees with the strengthening of institutional networks to show their capacity in the area of the training modules. The possibility to develop

relations with possible funders is important to apply new knowledge from all the capacity development modules.

- ILAIPPS's impact evaluation network could be a possibility to complement the capacities of the institutions as part of the financial sustainability strategies.
- Training modules could be designed specifically for the needs of each center, allowing the institutions to become involved as co-organizers of the modules and to take better advantage of the capacities and experiences of the organizing centers.