UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
DOMINICAN REPUBLIC

PROGRAM FOR POLITICAL EDUCATION AND MANAGEMENT, 2ND PHASE
(FORMATION OF YOUNG LEADERS, FYL)

DEVELOPMENT EFFECTIVENESS EVALUATION STUDY

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EXECUTIVE SUMMARY

This document presents an assessment of the *development effectiveness* of the USAID-sponsored program for the *formation of young leaders* (FYL) on its 2nd phase in the Dominican Republic, to the extent that such effectiveness can be gaged by the observable modernization changes induced by the Program in the way the political system does business in the country. The study logically follows the evaluation of the Program's 1st phase, completed in 2008. However, of necessity and by design, the 2nd phase established a more stringent methodological framework for the present study, including a better focus on evaluation metrics and the use of control and treatment groups to better establish attribution of results. These methodological precisions, plus changes operated in the intervention itself, created discontinuities in the evaluation premises between the first and the second phases that render impossible for this study to be valid for the Program as a whole, from a strict epistemological point of view. However, this circumstance has not precluded the reaching of important conclusions and lessons for the intervention as a whole; the same that are disclosed in what follows.

The document is divided in three large sections. First, a *Preface on evaluability* is included for the more technically inclined reader, where the above mentioned design constraints and other methodological issues are discussed. Second, the principal body of the study is presented, discussing its main findings and conclusions about the *results chain* -outputs, outcomes and impacts- achieved by the operation, both from a quantitative and qualitative point of view, as well as a section on recommendations. Finally, a statistical appendix is included, where all relevant data have been compiled for the record.

Relevant findings

The main section of the report starts by showing that the program did submit its expected deliverables (outputs) well enough in terms of quantity, quality and opportunity, so that the ensuing results (outcomes & impacts) can be claimed to be at least time-correlated with, and attributed to, the Program. The rest of the main section focuses on probing whether the Program's development hypothesis materialized through the following results chain: *Young leaders trained* ➡ *Knowledge gained* ➡ *Individual attitudes changed* ➡ *Organizations' practice change*d, toward a more democratic, transparent and institutionalized political system. The section ends with a discussion of the relevant study conclusions and recommendations.

Since the discontinuities above described precluded a coherently comparative research of the totality of changes that may have occurred since the program's first phase, it follows that the time relevant for observation of the results chain by the present research is not the full eight years of the two phases, but only the time elapsed since the Program resumed activities in 2009. In turn, this time span cannot, generally, be considered enough for *development impacts* strictly defined -in this case: permanent changes in organizational structures and practices- to have fully materialized yet. Still, the available evidence of *development outcomes*, including intermediate behavioral changes observed in young leaders, is more abundant and robust now than was ever found in the Program's 1st phase.

This provides enough grounds to expect the values and habits instilled by the Program in young leaders to eventually yield structural organizational changes, as the several cohorts of program graduates first promote them internally or, by rising through the rank and file of organizations, possibly even enforce them in the future. Specifically concerning the Program's development outcomes, the study investigates in detail the attitudinal and behavioral changes observed in Program graduates, both as *trend results* measured during the execution of the Program's 2nd phase (period 2009-2011) and as *end results* measured after its closing (2012). The field surveys allowed a systematic comparison between attitudes and behaviors of individuals from the treatment and control groups, as measured by the following six pre-defined results indicators, required by USAID: (i) *knowledge gained*; (ii) *implementation of training courses for the organizations' grassroots*; (iii) *submission of proposals for organizational reform; (iv) increased management responsibility for young leaders*; (v) *increased participation of young leaders in election processes*; and (vi) *increased young leaders' involvement in mechanism of municipal participation or inter-party dialogue initiatives*. Comparison with individuals of control groups was impractical in the case of indicators of *knowledge gain* for reason discussed in the text. Researchers added the measurement of a seventh indicator: *increased participation of young leaders in practices of transparency and accountability*.

The data on the *trend* outcomes, measured at the *base-line* point, *year-end* point of each cohort and p*rogram*-end point through surveys administered to the same set of individuals at each point, evidence how behaviors and attitudes of the graduates (treatment group) clearly start to differ after the courses from those of the control group in all cohorts, even while the Program was still under execution. The behavioral and attitudinal trend differences are more consistent and statistically significant -i.e. more attributable to the Program- in cohorts 2009 and 2010. This result does not reflect negatively on the Program's effectiveness because, in the researchers' opinion, the *base-line – year-end – program-end* series for cohorts 2009 and 2010 are better representations of a true behavioral evolution than that for the 2011 cohort. There are two reason for this: (i) the 2011 cohort includes only two points of measurements (base-line and program-end); and (ii) more time for change in behavior naturally elapsed for the 2009 & 2010 cohorts until the Program ended in 2012.

Another clear trend result established by the present study, in what concerns the Program's development outcomes, is the pronounced and statistically significant equalization effect the program produced between sexes, concerning all measured outcome indicators. Very frequently starting with lower values at the base-line, young female leaders consistently showed progress in all relevant indicators, and frequently end up with roughly equal or higher values than those of their male counterparts. Female participants in the Program also surpass the normal percentage of participation of women in leadership positions currently existing in the political parties participating. This constitutes another clear contribution of the Program toward equalization between sexes in the political system.

Program impacts were expected to be visible structural transformations in the participating organizations, formally instituting: (i) *gender equity and youth participation*; (ii) *extended training for party members*; (iii) *improved transparency and accountability*. The study found no evidence that the Program has so far induced any but the most tentative modernization processes inside the political

organizations involved, concerning the mentioned institutional transformations. There is, however, clear evidence for early and localized evolutions on issues such as gender equity, upward movement of graduates -especially to local leadership positions- and a minimal, but visible, transformation process to expand political education and more transparent practices. This evidence, which in some cases is circumstancial but in most cases is supported by hard and statistically significant data, suggests the presence of what we may call "trend impacts", both general and specific. For instance, there are reasons to argue that some of the behavioral outcomes found to be statistically significant in Program graduates may already be entrenched enough in their normal practice as to keep contradicting prevailing attitudes and be maintained in the face of strong currents in the opposite direction; which may very well be the mark of a true behavioral precursor of longer term, more structural changes to come.

It can also be reasonably expected that the progresively increasing presence of Program graduates in positions of leadership at all levels of the parties will eventually result in their greater weight on institutional decisions an reform processes. So, because impacts usually require extended periods to mature in practice, the longer-term changes that apparently are currently brewing just under the surface as a result of the Program may just need additional time and care to become open institutional transformations. Therefore, as it was the case with the evaluation of the 1st phase, the present study is forced to conclude that young leaders educated in the modern democracy paradigm by the Program perhaps must still gain further access to power positions in order to be more effective at their institutional change initiatives.

Main conclusions

The facts that: (i) all intermediate and final products of the Program were actually delivered in the quantity generally expected, with appreciable quality, and -controlling for the fact that there was a delay at the start, for reasons specified in the main text- within the time stipulated at inception; and (ii) statistically significant differences have been documented between base-line and later measurements, and between treatment and control groups, provide grounds for attribution of results to the workings of the Program, both in knowledge gained and in the ensuing behaviors observed.

The statistical significance test applied to the scores achieved by students in the Program's courses proved beyond any reasonable doubt that participants did aquire new knowledge and skills that were relevant for the eventual development of their leadership and political management competencies; especially in the case of young female leaders, whose knowledge levels the Program clearly equalized with those of the male young leaders participating. Direct comparisons with the knowldege gain of individuals from the control groups were not feasible; but, because the study factored in the possibility that individuals of the control groups might have received separate, relevant training, independent of the Program during the same period, and because results showed statistically significant differences between the two groups on that variable, with a negligible weight of such equivalent training in control groups, the conclusion is reached with high degree of confidence that the observed differences in behaviors between the two groups are more aptly

correlated with the presence of political training in the Treatment Groups, and the lack thereof in the Control Groups, than with mere chance or other factors uncontrolled-for.

The conclusion about knowledge gain based on the hard evidence of statistics and likelihood tests applied to scores must be complemented by the qualitative opinion of senior political leaders interviewed, who felt that the gain of knowledge in young leaders went beyond the sole acquiring of theoretical concepts and practical skills, to actually include "experiencing politics" in a way different than that imposed by the currently dominant political culture. This aspect of the knowledge gain has been generally associated with the sort of interfacing and networking with other political and social leaders that the Program allowed among its students during the courses: a kind of interfacing in which adversaries are not necessarily seen as "enemies", and discussions can be based on principles, ideas, rational arguments and programmatic proposal, rather than on pure sectarian prejudices; and a kind of networking conducive to healthy primary relations, instead of the usual inter-party confrontation and rancor. These are all important qualitative insights suggesting that at least some evolution toward more constructive exchange practices and relations among political leaders, and between them and the citizenry at large, showed up during the Program courses.

The conclusions concerning other more permanent behavioral outcomes, that would presumably be associated with the knowledge gained from the courses, are more complicated. The study found that Program designers did include in the expected results chain behavioral outcomes that could be heavily interfered by factors originating outside the Program's influence domain, and made the implicit assumption that those factors would concur with the Program development goals. Cases in point are the outcomes measured by indicators such as: the *promotion of young leaders to positions of higher responsibility*, or the *participation of young leaders as candidates in election process*es; which chiefly depend on decisions basically made by the current senior leadership of the organizations involved, and do not necessarily have much to do with knowledge gain or, for that matter, with any behavioral decision by the young leaders themselves. Much less vulnerable to such extraneous factors are other behavioral outcome indicators, such as: *Implementation of training courses for the organizations' grassroots;* the *submission of proposals for organizational reform;* the *increased young leaders' involvement in municipal participation or inter-party dialogue initiatives;* and the *increased young leaders' transparency & accountability*. The study has found sizable differences in results between the latter type of outcome -herein called *type A*- and the former type -herein called *type B*.

Concerning type B indicators, the Program implicit assumption was that the current leadership of the participating political parties and C.S.O.s would promote the appointment -or the election- of graduates from the Program to positions of higher responsibility within each organization, in order to take advantage of the "investment" made in the training of those young leaders and to further the organization's advancement and institutional strength. Since these expectations are rational and the resulting promotions would, presumably, contribute to the effectiveness of the Program by placing progressively increasing numbers of graduates in decision-making positions, the underlying development hypothesis is cogent and essentially acceptable. However, the fact remains that the necessary concurrent factor -the decision to promote the young leaders- ultimate lies with the

organization's current senior leadership or the relevant election processes, and not within the Program's influence domain. Therefore, not achieving this particular type of outcome cannot be necessarily held against the quality of the Program's performance; but not having made the concurrence of such an important external factor explicit enough as a critical assumption in the intervention's logical framework -so that an appropriate risk management strategy might have been pursued- can certainly be held against the quality of the Program's design.

Predictably enough, the research data shows, as a general rule, that there are much greater and statistically significant changes, both between base-line and later measurements, and between the treatment and control groups, in what concerns type A indicators than those found concerning type B indicators. The forced conclusion is, therefore, that type A outcome indicator differences are generally better correlated with the workings of the Program; while type B outcome indicator results suggest the presence and workings of other factors, external to the Program. Behavioral changes measured by type A indicators have been also found to be mostly positive (upward trend) and fairly pronounced in the Treatment groups during Program execution; while the trend in Control groups concerning the same type A indicators was generally much flatter or outright downward (negative changes) in many cases, during the same period. This forces the conclusion that the Program was successful in inducing those behaviors that were more clearly under its influence domain.

The most salient conclusion concerning type A outcome indicators is that, although the research confirms positive changes in the treatment groups during the execution of the Program well above those of the control group, in behaviors relating to *training directed to the organizations' grassroots* and *submission of reform proposals*, the most statistically significant behavioral changes occurred in the areas of *inter-party dialogue* and *accountability practices*. The upward (positive) behavioral changes concerning the dialogue of graduates with political adversaries stand out, particularly because they dramatically contrasts with the clear downward trend of that behavior in the control individuals during the same period. Because this last trend could be expected in times of high political tension -as was the period of Program execution, during which two major political elections occurred- the fact that Program graduates have behaved in the opposite direction, with high statistical significance during that period, is a very salient Program outcome. Also worth emphasizing are the statistically significant differences between the treatment and control groups concerning behaviors of transparency and accountability toward superiors, subordinates and the general public. These results are remarkable because they also contrast with an observed downward trend in the corresponding behavior of individuals in the control groups, during the same period. The positive trend in the treatment groups is even more remarkable in the case of disclosure toward the outside public, because this is neither a mandatory, nor a normally expected behavior -as, for instance, reporting to superiors might be in hierarchical organizations such as political parties- and arguably constitutes a truer sign of transparency. Behavioral changes have been generally found to be even more preponderant, stronger and more statistically significant in the case of young female leaders than in their male counterparts, in all cohorts and in all type A outcome indicators.

Therefore, there are grounds to support the conclusion that these new Program-induced behaviors may very well be precursor signs of more permantent transformations to come, as such behaviors

get entrenched enough in the young leaders' normal practice to even contradict prevailing attitudes; and the demostration effect of such behaviors generate some contagion inside their organizations; and as the clear gender equalization effect of the Program strengthen the young female leaders' positions and their weight in future decision along the direction they are showing in their behavior; i.e.: one which is more inclined to education, institutional reform, inter-party duialogue and habits of transparency. However this conclusion is dampened by the more dismal results obtained in the type B outcome indicators, which show that the external factors required to concur in order for these outcomes to materialize, have not necessarily concurred; especially in the case of those associated with decisions by current senior leadership in the political parties.

Not all type B indicators showed "dismal" results during the Program execution. Concerning the *participation of young leaders as candidates in election process*es the observed trend has been positive in all course cohorts, both in the individuals of control and treatment groups. The problem is, however, that not only changes in the value of that indicator are relatively small and not statistically significant, but that the trend is exactly the opposite in what concerns *young leaders being promoted (*appointed*) to higher positions*. This trend has been verified also both in control and treatment groups, with small and not statistically significant differences between the two, as well. Since statistical tests suggest a low correlation with the workings of the Program, the conclusion is forced that these results should be taken as consequences of factors operating outside the influence domain of the intervention. The fact remains, however, that the promotion decisions made by current senior leadership of the organizations appear not to have aligned with the Program development hypothesis, quite as expected.

The evidence also gives ground to the conclusion that the relative lack of support by authorities, especially in political parties, has not only affected the promotion of Program graduates up the organizational ranks. It has also been manifest in the somewhat tepid reception of graduates' initiatives inside the organizations. Surveys show that significant pluralities or majorities of graduates have developed and submitted proposal both in the area of education and in the area of institutional reforms, toward modernization in practices and procedures. But also significant pluralities or majorities have reported that their initiatives in the educational area did not necessarily meet with a corresponding proactivity on the part of the senior leadership in their respective political organizations. The relative resistance, or lack of attention, from senior leaders to the institutional reform initiatives of the Program graduates can also be inferred from the relative small proportion of young leaders reporting that such initiatives were approved or met with success. Even among those who felt that their initiatives succeeded, in both areas of concern, very small proportions of survey respondents cared to mention specifically that authorities in their organizations have lent support to the initiatives

Additional complementary conclusions are afforded by data from field surveys done after the closing of the Program, which shed light on the medium-term persistence of behavioral changes observed during the Program execution, thus allowing some confirmation of changes, or providing important qualifications to those trend results; as well as additional qualitative angles for interpretation of the data. These ex post surveys have revealed an all important exception to the general lackluster

support from senior leadership in political parties, that we discussed above. This prominent exception relates, once again, to the performance of young female leaders participating in the Program. A first important general conclusion on female young leaders is that, not only they have consistently outperformed male young leaders in all type A behavioral outcomes, but they have done so in type B behavioral outcomes as well. For instance, despite the downward trend in the promotion of young leaders in general -treatment and control groups- the opposite has consistently occurred in the case of female graduates who, as a final result, have been promoted in greater proportions than their male counterparts; the majority of promotions occurring to provincial or muncipal levels and below in the organizations.

Also, the ascend of young leaders to positions of higher responsibility does not only occur through direct promotion (appointment) but also through open election processes. In this sense, the ex post data confirms that a significant majority of program graduates have run for elective posts, and that also a significant portion of those running have actually won the elections they run in. This result is even more pronounced in the case of female graduates, with statistically significant differences with respect to the electoral succes of male graduates. The conclusion follows, therefore, that, if sustained, the more abundant presence of Program female graduates in leadership posts within the organizations, promoted by appointment or by election, can be expected to eventually result in a greater weight exerted by women on institutional decisions and reform processes, especially within the political parties.

Finally, another important conclusion concerning female young leaders is that they have also been significantly more succesful than male young leaders in having their initiatives and proposals approved by the superiority in their political parties. All these results confirmed for female Program graduates restores much credence to the conclusion that long term impacts of the Program, although not openly evident yet, may indeed be just "brewing under the surface" and require additional time and care to be realized.

Recommendations

The section on recommendations include a number of sugestions based on the study analysys and conclusions, and designed to feed-back political parties, the private sector, civil society organizations and the USAID mission, about ways to build on achievements and keep improving performance in future political modernization efforts of this type. Recommendations run the gamut from issues of methodology and program design through ways to improve the intervention development effectiveness and sustainability. First, in the researchers opinion, the fact that the study yields enough precursor evidences to suggest that at least some of the final structural transformations intended by the Program (1st and 2nd phases) may be already in the offing -albeit not openly visible yet- argues in favor of maintaining this development intervention with the design improvements suggested; and this not only in order to ensure long term impacts, but also to avoid the wastage represented by the possibility that hard-fought-for changes, which are still budding, may be reversed at the end by the forces resisting modernization, for want of a more prescient and perseverant educational effort.

Researchers also recommend increasing the intervention's potential to induce structural changes by better identifying possible threats to effectiveness originating outside the interventions' curfew (external factors) that may be mitigated through risk management strategies; and better targeting factors retarding political modernization which are anchored in the social environment. Ways are suggested to adjust the course's design to further help young leaders in sharpening the focus and enhancing the practical feasibility of their reform proposal within their respective organizations. These include inducing more systematically in the participants the practice of external outreach, especially vis-à-vis the community at large, and finding ways to strengthen the graduates' ability to identify and handle issues of incidence and viability of organizational change, and to better flesh out their initiatives with colleagues and superiors. Other recommendations refer to ways of making the learning experience of participants in the Program courses more result-oriented, including the addition of practical activities, shared with other leaders, as part of the curricular design, and emphasizing the training on digital networking early on in the courses, in order to elicit in the participants the associated habits as soon as possible in the process.

Recommendations are also included for better handling key methodological design aspects that, in the researchers' opinion, produced difficulties that could be avoided concerning the measurement of Program development results; such as the decision to repeat each year the selection of control and treatment groups, which may have exacerbated sensitivities concerning the selection criteria and processes. It is also recommended to apply demographic proportionality criteria in programming courses per region, and a closer supervision of program monitoring studies, to preclude such practices as the application of excessively prolific survey questionnaires and undue changes in survey questions. Finally, some suggestions are also included concerning longer term sustainability of the effort, by better inducing and increased involvement of local resources, and ownership of the Program by the political leadership in the country.

PREFACE ON PROGRAM EVALUABILITY

I. Conceptual approach and constrains

1.1 While methodological changes in the monitoring and evaluation framework for the Program's 2nd phase have been thoroughly incorporated to the present study, in part based on recommendations of the 1st phase's evaluation study, the evaluation herein presented keeps the main conceptual approach used in that previous evaluation. Specifically, this study assesses the development results of the Program based on the measurement of indicators, in line with the stipulations of the *Log Frame* methodology. These and other issues of evaluability are discussed below.

A. Issues on the Program metrics

1.2 According to the study scope of work (s.o.w.) a technical assistance provided to executors before the start of the Program's 2nd phase suggested changing the evaluation metrics from "benchmark indicators" to "pure" (non-directional) indicators. This implied a substantial conceptual change in the way the Program´s performance was to be judged, in comparison to what was done in the 1st phase.[1]

1.3 The present researchers recognize that there may be valid reasons to choose non directional indicators, not the least of which is that specific indicator targets may be hard to establish in the absence of enough proven theory or experience in particular interventions; especially in what concerns expected *outcomes* and *impacts.* However, by providing clear directionality to interventions, the use of benchmark indicators aligns well with the current USAID Evaluation Policy that, for purposes of accountability … *requires comparing performance to ex ante commitments and targets*…[2]. Also, the present researchers have confirmed that the Program designer stressed the need for setting targets on *indicators reference sheets*, developed for that purpose, as well as the importance of establishing methods for target setting. Therefore, as it was the case in the evaluation of the Program's 1st phase, researchers approached the present evaluation by, whenever possible, first assessing whether the program under investigation achieved or not its own ex-ante stated operational targets and development objectives.

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[1] In the standard *log frame* model, metrics are not understood as just "indicators" in the common parlance sense of the word. The model requires "benchmark indicators"; i.e., metrics that, beside a precise formula for measuring changes in the relevant variables, also include a "standard" (target or reference value) against which to judge changes actually achieved and in comparison with a starting value (base-line). This approach directly associates metrics with program objectives and provides a clearer-cut gage for the "desirability" of actual results. For instance, as opposed to the indicator*: Tons of produce/Hectare*, the benchmark indicator: *Yield to increase from 2 to 5 Tons of produce/Hectare in 3 years*, allows program/policy managers to judge more precisely if actual yields achieved were acceptable or not. Conversely, "pure" indicators make evaluations to focus on: (i) providing a non-normative judgment on performance (i.e.: not based on comparison to any target); and (ii) judging the incidence and quantum of results, not their direction.

[2] See *Purposes of Evaluation* USAID Evaluation Policy www.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf , p. 2

1.4 Other unintended or indirect program consequences, as well as the role of any external factor at play in shaping the actual end-results, were also to be studied; but only second to judging effectiveness against the program's original intent. This brings to the fore the issue of *evaluability at entry* of the this 2nd phase of the Program, i.e.: the extent to which the Program's performance can be judged against a pre-ordained set of rules and measures established in its own internal documentation, and/or whether those elements were present at the outset.

B. Issues on the Program's expected Results Chain

1.5 The modern conceptual approach to judging development effectiveness requires that projects identify ex ante the *results chain* they will pursue with their execution, as well as the set of associated performance metrics and envisioned factors that may represent risks to effectiveness.[3] Based on the definitions by the *Development Assistance Committee of the OECD,* our operational understanding of the relevant result chain is illustrated in figure A[4]. If a development program can be succinctly understood as the binomial: ACTION ➡ RESULTS the "results" member can then be though to include the directional and sequential set of *outputs*, *outcomes* and *impacts* expected from the deployment of the program's inputs; set which normally is laid out in a program's so called Logical Framework or *log frame*. For purposes of the present research we define the elements of the relevant results chain as follows:

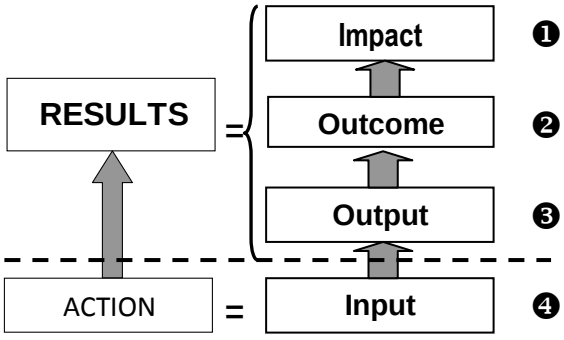


Figure A: The Results Chain

(i) Outputs: First tangible results. Clear throughput coming directly off program activities. Outputs are usually equivalent to the so-called program "deliverables", upon which management has maximal direct control.

(ii) Outcomes: Second tier results. Immediate changes taking place in the program's target reality, imputable to a program's output delivery or the output's onset/workings at the end of execution. Program managers normally have no direct control on this category of results, yet outcomes form part of the causal hypothesis explicit or implicit in most program designs. From an ex post viewpoint, outcomes may be directly or indirectly attributable to outputs and dimmed positive or negative, intended or not.

(iii) Impacts: Third tier results. Changes attributable to the program, taking place over a longer time span after execution has finished, and/or in a wider, more complex and farther reaching context surrounding the program's target reality. Control over this category of results is even more problematic and attribution more difficult to establish or argue; usually requiring from the outset the establishments of control groups and experimental designs and settings. Yet,

[3] See proceedings of the *International Conference on Financing for Development*, Monterrey, México, 2002; and the *Marrakech International Roundtable on Results*, 2004.
[4] See OECD DAC Working Party's *Glossary of Key Terms in Evaluation and Results Based Management, p. 33.*

impacts also form part of the causal hypothesis explicit or implicit in most program designs. From an ex post viewpoint, impacts may be directly or indirectly attributable to outcomes and dimmed positive or negative, intended or not.

(iv) Intermediate results: Earlier outputs, outcomes or impacts, attributable to the program. Intermediate outcomes or impacts can possibly occur while the program is still under execution. From an ex post viewpoint, intermediate results may be directly or indirectly attributable to the related elements in the results chain and dimmed positive or negative, intended or not.

(v) In "ex ante" *log frame* parlance, impacts correspond to the professed *goal* of a program; outcomes relate to its intended *purpose;* and outputs are directly associated with the program's *components.*

1.6 Although by its scope of work the present evaluation's purported focus is the high-end portion of the results chain (possible *impacts*) the research does not ignore precursor elements in the results chain for two main reasons. First, the exclusive emphasis on establishing impacts without verifying in the same breath the concomitant occurrence of precursor outputs and outcomes would leave the final argument without proper grounds for attribution (i.e. to be able to impute the former to the latter, by at least arguing time correlation thereupon). Secondly, given the short time elapsed since the program 2nd phase's start, impacts -as strictly defined- may very well have not had time to fully mature yet, while other important elements of the results chain -especially outcomes- might arguably be more feasible and currently visible. The present evaluation, therefore, studies the program's whole result chain to the extent that is evaluable at this point in time.

1.7 Beyond the refining of the program´s Results Framework, major modifications made for the 2nd phase of the Program included the introduction of *control* and *intervention* groups, and changes in field measurements to be made by the program´s executors in the 2nd phase. The present researches have adapted their study to these conditions; however, the following conceptual precisions were adopted in order to maintain the research´s consistence with standard evaluation theory and practices.

C. Issues on the evaluation design

1.8 As noted above, and complying with the new USAID Evaluation Policy, the study´s s.o.w. indicated that the Agency has mandated an "experimental" design for the Program´s impact evaluation (IE), whereby *control* and *intervention* groups have been established to ensure that measured changes in the relevant variables are clearly attributable to the intervention -on the basis of the "theory of change" (cause and effect model) for the Program- and to provide … *control for factors other than the intervention that might account for the observed change*.[5] Researchers have followed these

[5] See USAID Evaluation Policy, in www.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf, p. 2

directives in the present evaluation; but, in doing that, they have also taken into consideration the following important caveats to the conceptual approach outlaid by the USAID policy, in order to comply with standard *Log Frame* conceptual approach and best practices.

1. Attribution hypothesis in the program's expected results chain

1.9 The present researchers recognize that the issue of "attribution" (in other words: the assertion of *cause-effect*) not only concerns the *impacts* of an intervention, but is actually relevant to all elements of the Results Chain. The standard *Log Frame* approach to evaluation of development projects postulates that the expected results chain of an intervention is, in fact, a cause-effect model (program theory) in which each element of the *ordered set* would be attributable to the element just below in the sequence, as was depicted in figure A of the previous section.

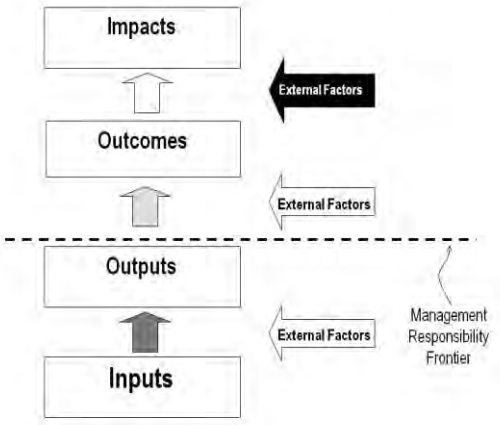


Figure B: Attribution and External Factors in the Results Chain

1.10 But the standard *Log Frame* conceptual approach also asserts that this attribution may always be limited, qualified or otherwise affected by factors originating outside the control domain of the intervention (external factors) that generally act as disturbing vectors, negatively or positively influencing results (all results, not only the *impacts*). Notice that, beside the upward vectors depicting the causation (attribution) sequence expected in a generalized results chain, figure B depicts such external factors as horizontal vectors on the right-hand side of the figure.

1.11 Furthermore, the control that the intervention (i.e. the program itself, through their managers, etc.*) can exert on the causation process would only be really strong in the "early*" portion of the sequence, below what in *Log Frame* parlance is called the *Management Responsibility Frontier*. Notice, in figure B, how this early portion is depicted by the darkest upward vector linking *inputs* and *outputs* below the frontier. Notice also how this control grows weaker (fainter vectors) the farther we go upward toward the "late" portion of the sequence of results, implying that beyond that frontier managers and executors of an intervention don not exert effective control on results.

1.12 By the same logic, the opposite is expected to be true for the external factors, which would exert the strongest possible influence (see darker leftward vectors in figure B upper right-hand side) on the "late" portion of the chain (expected outcomes and impacts) and a weaker influence below the *Management Responsibility Frontier*, where control of factors by the intervention is maximal (see the faintest leftward vector on figure B lower right-hand side).

1.13 Also, the same logic is applicable if the Results Chain is further subdivided into a more detailed sequence, as depicted in Figure C. The increasingly darker shade of the leftward vectors in the figure illustrates that the section of the results chain where outside factors may really start to be significant -adding or subtracting- for results is the section beyond the delivery of outputs onward. Thus, it is for this section of the Results Chain that the use of control and intervention groups becomes significant to cancel out the effects of chance or of any other unknown external factor that may add to, or subtract from, "net" program results. Consequently, the researchers have used this approach to gage results attributable to the intervention not only in terms of *impacts* (final), but also in terms of every other result for which the changes can be compared between control and intervention groups; thereby strengthening and clarifying the attribution argument for intermediate outcomes, final outcomes, and intermediate impacts as well. So, based on the above discussion and terminology, the researchers understand the expression *Impact Evaluation* (IE) to really mean: *Development Results Evaluation,* for which the "experimental" design mentioned in the study´s s.o.w. has been adopted. [6]

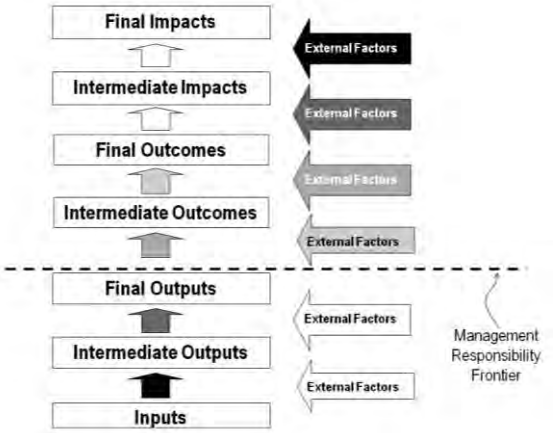


Figure C: Attribution & External Factors, nuanced Results Chain

1.14 By the same token, and in terms of the accountability lessons to be learned from the present study, the present researchers recognize that the *attribution* of development outcomes and impacts to the FYL program are primarily a function of the quality of the program's design and theory, and not the direct responsibility of the intervention´s management -provided outputs are delivered in time, quantity and quality by the executing agency in charge of implementation, as expected. This is also in line with language in the current USAID Evaluation Policy that has essentially recognized the nuanced distinction between *control* and *influence.*[7] Control -however not absolute- can only be associated with *outputs,* while it is completely lost in the case of *outcomes* (and *impacts*). Also

[6] It is also appropriate to clarify in passing that, strictly speaking, full control over all variables except for the ones under study (dependent variables) is only possible in the realm of the "closed" systems of physics and chemistry, where the number of variables in a particular systems can be said to be finite; and, thus, truly controlled "experiments" can be devised for research. In "open" systems with possibly infinite variables and factors influencing behavior -as human systems are- truly experimental research or intervention designs are not generally deemed possible. Therefore, the researchers adhere to standard technical language and practices, and the present research is presented as based on a "quasi-experimental" project design, an expression more adequate for social sciences.

[7] In its section on *Accountability* the Policy advocates measuring …*outputs and outcomes that are under the control or the sphere of influence of the Agency.* (My emphasis) See USAID Evaluation Policy, in www.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf, p. 3

interventions can only claim *influence* on outcomes and impacts: and one that would chiefly depend on the correctness of the cause-effect hypothesis adopted in the program´s theory of change.

1.15 Therefore, to enhance the feed-back to stakeholders involved in the FYL program, the present researchers went beyond the sole statistical control for outside factors afforded by the quasi-experimental design of the present evaluation, and complemented the study with specific, qualitative identification of such external factors that may have affected the effectiveness of the program in terms of *outcomes* and *impacts* (intermediate and final). Finally, while understanding the quasi-experimental design is not relevant to the section of the results chain below the *Management Responsibility Frontier,* the researchers have identified factors outside the control domain of management that may have affected *outputs* (deliverables) through direct research of the operational conditions of the program´s execution.

2. Field measurements

1.16 The study's s.o.w. stipulates that the evaluation should analyze the quantitative data already compiled by the program´s executor, who were expected to have made: (i) three yearly base-line surveys; (ii) three year-end surveys; and (iii) a program-end survey with intervention and control groups. This implies, therefore, a "moving base-line". The researchers also understand that the present evaluation has been requested to produce a separate, independent research on results that may confirm, qualify or otherwise complement results found by the Consortium's measurements during program execution. Certainly, independent corroboration of program results falls in line with current Agency policy that calls for evaluations that … *are not subject to the perception or reality of biased measurement or reporting due to conflict of interest or other factors*.[8]

1.17 The present study, therefore, includes field measurements of program results in samples from intervention and control groups additional to, and separate from, the measurement previously made by the Program itself during execution. In these new measurements, the present researchers have applied rigorous techniques to reach a high level of statistical significance and power in the comparison between intervention and control groups, commensurate to those applied by the executors (hereinafter: "the Consortium"). When sub-group comparisons have been made along criteria such as gender, organization and region, statistical significance of results has critically depended on the researchers' ability to maintain a proper balance of sample size not only between the general intervention and control groups as a combined whole, but in the corresponding subdivisions of such samples as well. This has been normally possible, with the exception of the *East* and *North-East* regions of the study. In the case of these two regions the subdivision of the statistical sample in a matrix by gender and organizations yielded too many "empty cells" in the matrix, forcing researchers to lump the two regions into a single one, to obtain proper representation, by sub-categories.

[8] USAID Evaluation Policy, www.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf, p. 6

1.18 Also, since the present researcher's field surveys had to be based essentially on the same general population participating in the program, both as "eligible" candidates (control group) and "actual" participants (intervention group) in the Program, consistency of the researchers' survey results with the stipulations of USAID has depended on the extent to which the Consortium has been able to faithfully apply the strategy and procedure for *assignment* of target population individuals to available "seats" in the Program´s courses, as agreed with the Technical Assistance given to the Consortium and referenced in the s.o.w. Researchers found that executors did change the selection criteria used in the 1st phase of the Program, essentially based on aptitudes within the boundaries of a quota system agreed on with the parties, replacing it with a random assignment procedure within the said quota system, as requested by USAID for the 2nd phase.

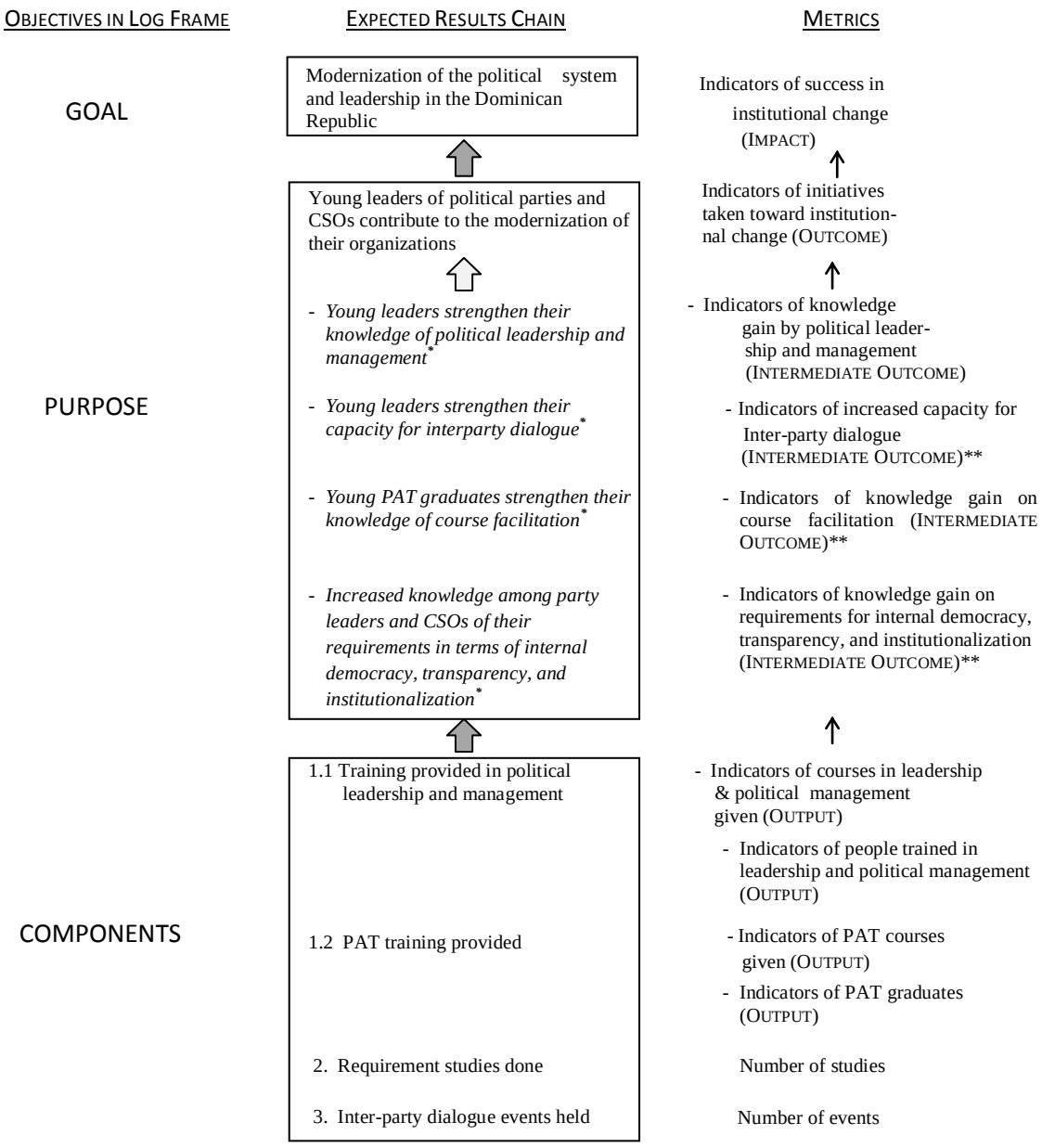
1.19 The s.o.w. pointed out the existence of potential threats to the balance between intervention and control groups. These threats were: (i) restrictions in the anticipated *application pool*, (ii) the rigid *quota system* agreed on with the political parties; and (iii) the policy of accommodating re-applicants to the program course in a year by extracting them from the control group of the previous year. It was thought, specifically, that these threats might make the control group biased towards the region, party and gender submitting the most applications to the program. This bias was expected to appear especially during the first year of the Program 2nd phase, and the Consortium was to find ways and means to avoid this bias in the actual selection, whenever it might appear. Researchers found that, despite the strain that random selection exerted on the political parties' expectations concerning the Program, executors did make their best efforts to avoid bias and maintain proper statistical balance in the selection process.

II. Is this Program *results chain* clearly identifiable and evaluable?

2.1 Within the approach outlaid above, the researchers' first order of business has been to identify clearly the program's results chain, benchmark indicators, and possible ineffectiveness risk factors identified at the start. On this score and with the exemption of risk factors -which were not identified ex ante- the documentation review renders improved results in comparison to those of the Program's 1st phase. In effect, the requirements of evaluability at entry, as defined above in paragraph 1.4 of this section, have been better fulfilled in the Program 2nd phase's design. Designers clearly made an effort to adopt a more streamlined, prudent, less ambitious and more measurable expected chain of results for this stage of the effort; as well as to establish a more balanced and concise set of indicators, thus heeding recommendations #6 and #7 of the 1st evaluation study. They also identified useful metrics to gage the program results.

2.2 According to the scope of work of the present study the general structure of the 2nd phase of the *Formation of Young Leaders* Program is presented on the next page. That structure presents the Program's objectives as narrated in the Logical Framework and as associated to the expected Results Chain. The corresponding metrics expressed in a generalized way are also included. Minor imprecisions and deviations from standard concepts and language have been corrected or explained in a footnote.

PROGRAM'S 2ND PHASE LOGICAL STRUCTURE



(*) Items that were somewhat misplaced by the s.o.w. in the "component" (outputs) row of the *log frame*, when in fact they are outcomes.
(**) Indicators that would have been necessary, but that were not considered in the Program

2.3 Accordingly, significant changes in political party behavior by virtue of initiatives undertaken by young leaders who had been exposed to the FYL Program, was the main expected result chain stipulated by the Program from the beginning. In other words: the deployed education and technical assistance effort was supposed to have made development sense to the extent that it had induced transformations towards *modernizing the political system and leadership in the country*. Unfortunately, target values for this *results chain* were only identified clearly for final output indicators, and were "moving" and inconsistent for the indicators in the rest of the results chain.

A. Comparability with evaluation of the 1st phase

2.4 The above specified expected results chain is essentially equivalent to that of the reconstructed Results Chain of the program's 1st phase, as is shown in the following table. As before, minor deviations from standard concepts and language have been corrected and explained in a footnote.

EXPECTED RESULTS PHASE 1	EXPECTED RESULTS PHASE 2	INDICATORS PHASE 1	INDICATORS PHASE 2
ORGANIZATIONS' PRACTICES MODIFIED (Impact) ⇧	Modernization of the political system and leadership in the Dominican Republic	- Indicators of induced Institutional change	- Number of political parties that institute mechanisms for strengthening both gender equity and youth participation in their parties. - Percentage of political parties that institutionalize training programs - Number of political parties that institutionalize mechanisms for transparency and accountability in accordance with the Electoral Law
INDIVIDUAL ATTITUDES CHANGED (Outcome) ⇧	Young leaders of political parties and CSOs contribute to the modernization of their organizations	- Indicators of reform initiatives undertaken	- Percentage of young leaders providing accountability of their acts or encouraging accountability within t heir organizations - Number of young leaders who implement courses for the party base* - Number of institutional reform proposals presented by young leaders that are implemented by their organization* - Number of young leaders who have increased their level of management in their organization* - Percentage of young leaders who increase their participation in electoral processes* - Percentage of young leaders who increase their participation in mechanisms of municipal participation or in inter-party dialogue initiatives * - Number of participants who implement courses within their organization through the PAT project ** - Network established by graduates with representation from political parties and CSOs **
KNOWLEDGE GAINED (Intermediate Outcome) ⇧	-Young leaders strengthen their knowledge of political leadership and management -Young PAT graduates strengthen their knowledge of course facilitation -Increased knowledge among party leaders and CSOs of their requirements in terms of internal democracy, transparency and institutionalization	-Learning & academic indicators	- Percentage of participants who increase the knowledge on political management and leadership* **
YOUNG LEADERS TRAINED (Output) ⇧	- Young leaders participate in leadership and political management courses - Young leaders participate in PAT training - Political leaders participate in training on requirements for internal democracy, transparency and institutionalization	- Rates of graduation, desertion	- Number of people trained in political management (graduates disaggregated by course type) - Number of participants trained in facilitating the political management course (graduates of PAT) - Number of representatives of political parties and CSOs that participate in meetings and socialization events on the topic requirements for internal democracy, institutionalization and transparency
TRAINING PROVIDED (Intermediate Output)	- Leadership, political management & PAT training - Studies on modernization - Inter-party dialogue	- Indicators of courses & seminars given	- Courses given on leadership and political management*** - Courses given on facilitating the political management course*** Percentage of graduates and students participating in program webpage and virtual forum - Number of studies created on the modernization requirements of the political system including gender equity and women empowerment - Number of events to strengthen inter-party dialogue

NOTE: Indicators marked with (*) are the ones the s.o.w. indicates should be measured and compared in Control and Treatment groups. Indicators marked with (**) appear originally misplaced as pertaining to outputs, instead of outcomes. Indicators marked with (***) are not included in the s.o.w. but are required to measure intermediate outputs

2.5 However, despite this congruity, the extent of changes adopted for the 2nd phase has created discontinuities in the evaluation premises between the two phases, rendering impossible the goal of making the present evaluation epistemologically valid for the Program as a whole. Particularly, changes in the *Input* ⇒*Output* section of the program's extended Results Chain arguably modified the underlying attribution hypothesis, making the outcomes and impacts of phase two not directly

comparable to those of the first phase. First, while the treatment effort in phase one concentrated largely on "regular" *political training* courses, the number of these decreased while other components (outputs) were added to help induce institutional change. Components such as *Modernization Studies* and *Interparty Dialogues* were important complementary interventions in phase two, effectively diversifying the lower tranche of the Results Chain, as depicted in figure D.

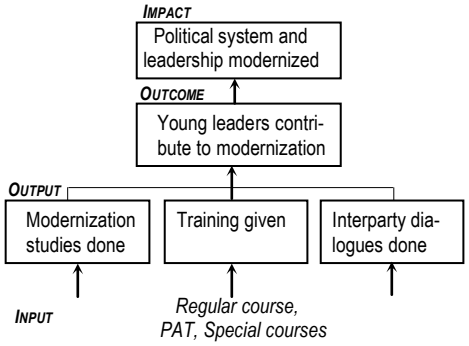


Figure D: 2nd phase's more diversified Results Chain

2.6 Second, the inputs of the program also changed. The contents of the regular course underwent appreciable modifications through a curriculum redesign and more teaching hours, as well as the addition of a special tutorship effort to help students along in the preparation of their subsequent institutional proposals. Participants were trained to facilitate these regular courses down the line in their organizations through the so-called P.A.T. component, which was a much more important output than it ever was in the first phase. Also, specialized courses were added. Therefore, beside the fact that the evaluation framework of the 1st phase of the Program is not methodologically consistent with that of the 2nd phase; results of the Program's 2nd phase cannot be attributed to inputs qualitatively and quantitatively comparable to those of the 1st phase of the Program either.

B. <u>Comparability with surveys made during execution of the Program 2nd phase</u>

2.7 The present researchers have also encountered other issues of comparability, relating to the *base-line*, *year-end* and *program-end* surveys made by the Consortium during execution. The first of these issues is the profusion of variables in the resulting data bases, suggesting that a number of measurements were made well beyond the set of indicators stipulated in the program monitoring and evaluation system. Also most of the variables appeared to bear little direct pertinence or significance in terms of what the present evaluation aims to establish. A second issue relates to fact that the number and narrative of the resulting variables actually changed between the various base-line surveys, and even between the base-line survey and the year-end survey of the same period. This compromised the comparability of results, not only between the several survey cohorts but also between the base-line and the year-end results within a given year. Thirdly, even within the same variable, the way actual questions were posed to participants also changed between surveys, adding uncertainty about what was being measured and further compromising comparability of results.

2.8 In making comparative analyses, the present researchers resolved the limitations above indicated, by ignoring most variables in the surveys data base and restricting the comparison only to those variables that complied with the following conditions: (i) were mostly common to all surveys –i.e.: save for minor stylistic variations in the narrative-; (ii) were present in the base-line, the end-year and the program-end surveys; and (iii) were pertinent to the limited set of indicators slated in the s.o.w. to be measured in the field, on both the control and the treatment groups.

EVALUATION OF THE PROGRAM FOR FORMATION OF YOUNG LEADERS, 2ND PHASE

I. Introduction

A. Goal of the study

1.1 The present study investigates the degree of success (development effectiveness) of the USAID-sponsored FYL Program in its 2nd phase in the Dominican Republic, as measured by the observable transformations in the way the political leadership and system do business in the country (toward modernization), and inasmuch as these transformations are attributable to the changes in competencies and behavior patterns induced by the intervention in its target population (young political and social leaders). The overarching goal of the evaluation is to identify sustainable results and practices that could be shared with political parties, the private sector, civil society organizations and the USAID mission, to successfully further the modernization of the political system and leadership in the D.R.

B. Focus of research

1.2 The present researchers endeavored to measure the program´s effectiveness, analyze its implications, identify lessons and provide feed-back on the Program's operational and strategic guidelines. The research addressed, among others, the following key issues:

(i) the modernization and democratization of political parties;
(ii) the adoption of training programs as a standard practice by political parties;
(iii) the importance given to training programs by political parties;
(iv) the increased participation of young leaders on these training programs;
(v) the promotion of young leader to party leadership positions; and,
(vi) the training imparted to young leaders in the political parties´ schools

The researchers applied mixed tools to answer the above key research questions, among others, using quantitative data on results, as well as qualitative information from interviews; yet also avoiding conclusions based on anecdotes, hearsay or sole compilation of people´s opinions.

1.3 Seeking to frame the study on the wider possible international consensus about the relevant underlying theory and notions, the Researchers performed the evaluation within the conceptual approach to *development effectiveness* as laid out in the *Monterrey Consensus* and in the *Marrackech Memorandum;* and focused on the notion of *Results Chain* as established through international agreement by the *OECD.*[9] Particularly, the researchers concentrated on assessing the Program's sequence of its *outputs, outcomes,* and *impacts;* critically investigating the associated

[9] For a summary of these consensus-based concepts, see: (i) proceedings of the *International Conference on Financing for Development*, Monterrey, México 2002; (ii) proceedings of the *Marrakech International Roundtable on Results*, 2004; and (iii) the OECD, DAC Working Party's *Glossary of Key Terms in Evaluation and Results Based Management*

metrics and giving prime attention to the attribution issues that may arise between the means deployed by the Program and its imputed results. [10]

1.4 Attribution is inferred by carefully comparing changes observable in the program´s *treatment groups*, with changes observed in the *control groups*; thereby establishing that any variations between the two were correlated with the program intervention (deployed inputs and delivered outputs). In order to guaranty a scientifically acceptable level of confidence in the attribution of results, researchers applied adequate statistical techniques to systematically minimize the effect of random errors in the measurement process, as well as that of inherent variations in the measured variables.

1.5 The evaluation purports to shed light on "later" elements of the results chain (*impacts*), yet not ignoring precursor elements -which are arguably more feasible, and currently visible, given the time elapsed since the program's start- such as *outcomes.* Particularly, the correct delivery of *outputs* will be also ascertained in order to establish the plausibility of links and maximize attribution in the whole chain of results: *outputs-outcomes-impacts*. In this process researchers also endeavored to discover and substantiate intermediate results imputable to the Program, as well as to identify *external factors* that might have affected causal processes and explain away ineffectiveness.

1.6 Finally, attribution is argued herein not in the strict sense of *causality*, but in the sense of statistical correlation between the Program's deployed means, on one side, and imputed results on the other. The researchers probed the underlying hypothesis through high power tests for *statistical significance*, so that the probability of results occurring by chance is minimized and confidence in the resulting inference is maximized.

C. Information & data collection

1.7 The researchers used: (i) content-analysis of the documental evidence, including that from intermediate field surveys performed during program execution; (ii) direct field research of target populations, based on appropriate statistical samples; (iii) interviews with key non target actors and stakeholders; and (iv) qualitative analysis of data compiled.

1.8 Measurements already available were reviewed to establish evidence for such results as courses given, complementary activities done, learning achievements, etc. and the changes induced in the relevant target reality, such as modifications in behavior patterns by political and social leaders and internal practices and demeanor of political parties and organizations of the civil society in the areas of interest; as well as their relations with the body social beyond the organizations' boundaries. New

[10] *Inputs*, as well as other elements, are also sometimes included in the definition of a generalized *Results Chain* (See, for instance, OECD, DAC Working Party's *Glossary of Key Terms in Evaluation and Results Based Management, page 33).* However, not being "results" of the intervention in any strict sense of the word, *inputs* are not included among the subjects of the present research as a relevant part of the Results Chain. For further clarification of the notion of *Results Chain* and other technical concepts used in the present evaluation see the *Preface on Evaluability*.

field measurements were done for the set of indicators mandated by the s.o.w., both in the Control and Treatment groups, paying special attention the appropriateness of the statistical samples used.

1. Statistical sampling

1.9 The Researchers carefully selected an appropriate sample of the treatment group (Program´s target population) and the control group combined, to collect primary data during the study´s field work. Because establishing the after-program difference between the treatment and control groups is essential to establish results attributable to the Program, confidence was maximized in the capacity of the study to ensure that any such difference were not due to random errors arising from the measuring process or from chance variations in the relevant variables. The Researchers maximized this confidence by increasing the power of the study´s statistical test, establishing a *sample size*, a level of *statistical significance* and anticipated *effect size* that minimized possibly confounding factors, including the selection bias.

1.10 The Researchers used the specialized software application *Statistical Package for the Social Sciences* (SPSS) to determine the minimum sample size required to reach 80% power in the statistical test, and estimated the parameters consistent with this upper bound of the required sample size; namely: 0.4 standard deviations for the *effect size*; 0.05 for statistical *significance level*; and 0 for the *variations explained by co-variants* (R2). While maintaining the resulting sample size of the combined population constant, the study endeavored to select an equal number of individuals from the treatment group and from the control group for the field research, in order to increase the power of the statistical test as much as possible. These were general "study goals" that the researchers tried to achieve, whenever the data available permitted. It is important to note, however, that a different situation was encountered between, on one hand, the analysis of the Consortium's databases on the indicators measured during program execution -which was based on the universe of the population surveyed- and, on the other, the analysis of the ex post evaluation survey, which was done by the present researchers based on a statistical sample of the population.

1.11 By establishing the above parameters for statistical significance, the Researcher sought to guarantee that there was a minimum chance (below 5%) that research results occurred only by chance. Also, since the effect size is usually expressed in terms of standard deviations of the variable under study, the Researchers reviewed and analyzed previously collected data, including the base-line measurements, to establish the mean and variance of the relevant variables.

2. Field work

1.12 Beside the program direct beneficiaries; i.e. the set of alumni who received the program's courses and are the expected "main vectors" of change, and the members of the control groups in their different subdivisions, non-target stakeholders who were also studied during the field work included: (i) the political and social leaders under which the direct participants operate routinely; (ii) lecturers and academics who dictated the program courses; and (vi) program managers in charge of coordinating and supervising program activities.

II. Main findings and analysis

A. Program intermediate outputs

2.1 The first line of products delivered by the Program includes: (i) Training courses; (ii) Inter-party dialogue events; and (iii) Studies on modernization requirements for the political party system. These products included several sub-products as summarized in table 1 below.

PRODUCTS	SUB-PRODUCTS
Training courses	Regular course on Leadership & Political Management
	P.A.T courses for training trainers in the Regular Course
	Specialized courses
Inter-party dialogue events	Regional encounters
	Regional dialogues
	Young Leaders Congress & Network
Studies on modernization requirements	Focus group meetings
	Events for socialization of focal group meetings results
	Diagnosis of the party system

Table 1: FYL Program 2nd phase's first line of deliverables

2.2 The delivery of these early products were the basic means towards achieving the Program's main output, namely: YOUNG LEADERS TRAINED on proper concepts and practices to improve internal democracy, transparency and institutionalization of organizations; and to further promote the rest of development outcomes and impacts, up the Program's expected results chain; namely: actual KNOWLEDGE GAINED by these young leaders on values and skills for modern leadership and political management; which should in turn induce INDIVIDUAL ATTITUDES CHANGE in them, leading toward reform initiatives in their respective organizations; which should eventually contribute to the ORGANIZATIONS' PRACTICE CHANGE toward a more democratic, transparent and institutionalized political system in the country.[11]

1. Courses given[12]

2.3 In this area, as well as in what concerns other concurrent events or products associated, such as inter-party dialogues and studies on modernization requirements, the Program's performance is mixed if compared to the reference number of courses and other concurrent events/products that were to be delivered, according to the Consortium's original *Proposal for 2008 - 2012*. In some areas the Program exceeded such numbers and in others fell short, as it is explained in detail below. It

[11] For a more detailed specification of the Program's expected development results chain, see the present study's *Preface on Evaluability*, p. ix.

[12] The researchers did not find any unambiguous, "official", ex ante documentation on program targets for this level of intermediate outputs. Therefore, when targets are mentioned herein, in connection with these intermediate outputs, they should be taken only as *reference values*, intended to give intermediate outputs a general context, as provided by the Consortium document: PROGRAMA PERMANENTE DE FORMACIÓN JÓVENES LÍDERES DE PARTIDOS POLÍTICOS Y ORGANIZACIONES DE LA SOCIEDAD CIVIL DE REPÚBLICA DOMINICANA. PROPUESTA PARA LA SEGUNDA FASE 2008-2012 *(Proposal for 2008-2012).*

must be mentioned that two factors not entirely under the full control of executors affected the organization and execution of program activities. First, preparatory actions and interfacing with the USAID prior to execution of the Program took longer than expected, delaying the actual start and effectively reducing the execution time estimated in the original *Proposal for 2008 – 2012*. Secondly, the execution of the Program partially coincided with two major national election processes (legislative and presidential); which in the political context of the Dominican Republic represents powerful diverters of energy and attention of political leaders and militants; and, in this case, tended to hinder arrangements and attendance to events.

a. Regular leadership & political management courses

2.4 During the three year execution of the Program's 2nd phase, 18 of these courses were organized and dictated -3 in each of the 6 regions of the Program- with a total of 839 young leaders actually participating[13]. This represents not only a fraction of the courses originally intended in the *Proposal for 2008 – 2012*, (75% and 74% of targets in courses and participants, respectively) but, most importantly, it also represents a noticeable decrease in the number of courses given, in comparison to the 1st phase, when this "regular course" was by far the most important output of the intervention.[14] This, together with the presence and added importance of other components in the Program, that were not present or were not so prominent in the 1st phase, make for a somewhat diminished quantitative weight of this particular component in the general structure of the Program during the 2nd phase. In contrast, however, the regular course underwent a major internal overhauling intended to increase its qualitative focus on, and contribution to, the learning outcomes and transformation practices expected from the Program in this new phase.

2.5 In order to better align its contents with the intended result indicators, the regular course was subjected to a curricular reform whereby new relevant subject matters were included along the three main axes of: (i) organizations' internal democracy; (ii) transparency in management; and (iii) institutional strengthening. This resulted in an increase in academic hours from the original 72 to 88 in the new curriculum[15]. Also, the inclusion of a special tutorship program, designed to aid students in preparing subsequent initiatives in their organizations, was expected to increase the focus of the course's inputs on inducing the actual behavioral changes and practices expected by the Program.

2.6 Finally, learning resources not present in the course during the 1st phase were added, such as a *course web-page* and a *virtual classroom*, to help strengthen both the teaching and tutorship efforts, and to afford the participants digital access to course materials and bibliography; therefore expanding and diversifying their learning experience.[16] So, despite the fewer courses, these innovations towards a more flexible teacher-student relation, and the other changes indicated above should have made the course actually more effective in inducing the expected program results.

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[13] See: *Memorias. Programa: Formación de Jóvenes Líderes Políticos en la Republica Dominicana. Segunda Fase. Diciembre 2008 – Julio 2012.* (Hereinafter: *Memoirs*) pp. 12, 21, & 37.
[14] Ibid. p. 12
[15] Ibid. p. 25 & 27
[16] Ibid. p. 29

b. P.A.T. courses to train trainers in the regular course

2.7 The P.A.T. (Spanish acronym for *Technical Assistance Program*) was a program component already present in the 1st phase, but that experienced a substantial conceptual transformation and gain much significance and importance in the 2nd phase of the Program.[17] However, having turned essentially into a multiplier of the regular course, albeit in the form of workshops of less complexity at the grassroots level of each organization, the P.A.T. component instead of diminishing the importance in the Program of the regular course, should have effectively enhanced its effectiveness to shape and induce the expected program results.

2.8 One P.A.T. course was given in each of the three years of the Program 2nd phase, with a total effective participation of 118 graduates from the regular courses, who were trained as facilitators of workshops down the organizational line. Having been selected with the concurrence of the *Political Education Schools* of the respective organizations involved in the Program, these graduates participated in a series of training activities designed to equalize the level of knowledge for all chosen graduates, both in the contents of the future workshops and in adequate facilitation techniques. The training also included the preparation of the workshops themselves, the evaluation of lessons learned, and the identification of possible improvements. The resulting multiplication process amply exceeded the targets envisioned in the original *Proposal for 2008 – 2012*, of 20 workshops with 800 participants. By the end of the Program in 2012, graduates reported having organized and facilitated 193 workshops with a total participation of 4,637 individuals at the grassroots level.

c. Specialized courses

2.9 Finally, specialized training courses were also given to participants both inside and outside the main target population of the Program, focusing on matters generally associated with the modernization of the political systems, such as: (i) *Gender in the legislative process*; (ii) *Public information & political journalism*; and (iii) *Negotiation & conflict resolution.* One course was given on each of the first two subjects, attended by 26 and 50 participants, respectively; with the second in the form of an actual Diplomat particularly directed to journalist actively working for important media outlets in the country. On the third subject, a total of 6 courses -out of 7 planned- were given during the three years of the Program; yet only 4 of those were actually directed to the originally intended population, that is: the delegates representing political parties in the country's electoral body. As compensation, the *Negotiation & conflict resolution* course was given twice to members of the young leaders' network.[18] The number of specialized courses given was 8, which is below the number for these courses set out in the original *Proposal for 2008 – 2012,* whereby the Consortium had planned 11 of these courses for the whole duration of the Program.

[17] The P.A.T. was originally included in phase one of the Program with the idea of helping strengthen and further institutionalize the *political education schools* in each participating political party. Having achieved meager results in the prior phase, for the present phase the component was modified into a training course specifically designed to train the best graduates from the regular courses, for the eventual facilitation of related workshops to other members inside their respective organizations.

[18] See *Memoirs,* pp. 47, 49, 52, 53 & 55.

2. Inter-party dialogue events

2.10 After a national encounter of participating young leaders at the start of the 2nd phase in 2008, the Program organized 6 regional encounters -one in each of the Program's regions- with an attendance of 461 participants. These encounters, in turn, lead to the realization of 6 regional dialogues between political parties, attended by 430 young leaders representing the various organizations. All this activity finally led to a *National Young Leaders Congress* attended by 395 individual, as well as the consolidation of the *Young Leaders Network* in which 712 individuals participated. [19]

3. Studies on modernization requirements

2.11 During the execution of the Program 2nd phase, the study: *Diagnóstico del Sistema de Partidos Políticos* was updated up to 2010 in its chapter on the Dominican Republic. The updating was based on the organization of 7 focus group meetings, attended by 44 representatives of the political parties' leadership in the country. Results of these focus group meetings were subsequently divulged and further discussed in other 6 meetings convened for that purpose, with participation of a wider audience of 461 members of the political parties involved.

B. Program terminal outputs

2.12 Beyond the participants in inter-party and study activities, the Program expected final outputs mainly consisted of the graduates from the training, tutoring and technical assistance effort; specifically from: (i) regular courses; (ii) PAT courses; and (iii) specialized courses. They are considered the main vectors for the eventual behavioral and institutional changes intended in the political system.

1. Graduates from the regular courses

2.13 Based on Program basic selection criteria, during the three years of execution 1,433 young leaders were chosen -out of applicants from a potential list of 21 political parties and 105 civil society organizations- as candidates eligible to take the Program regular course. Of these, 839 young leaders were actually selected randomly to participate in the courses, for a participation rate of 58.5% (See figure 1.) In accordance with the Program's quasi-experimental evaluation design, this group constitutes the *treatment* population. Conversely, the 594 eligible Young Leaders that were not chosen through the random selection procedure constitute the *control* population, for purposes of the Program evaluation. As also depicted in figure 1, a preponderance of participants in the course eventually did graduate from it; with a desertion rate of only about 6%.

Figure 1: Regular Course, Participation, Graduation & Desertion.
Source: FYL 2nd phase *Memoirs*, p. 37

[19] See Memoirs, pp. 12, 73, 74, 77, 78 & 79

2.14 Concerning this line of final outputs the Program's performance was just shy of its general target of graduating 270 leaders a year; a number of graduates which was actually achieved only in the last year of the execution (See figure 2). However, this concerned only the target of total graduates per year; for, as can be also seen in figure 2, the annual targets set out for female graduates (100) were consistently exceeded throughout the three years of execution.

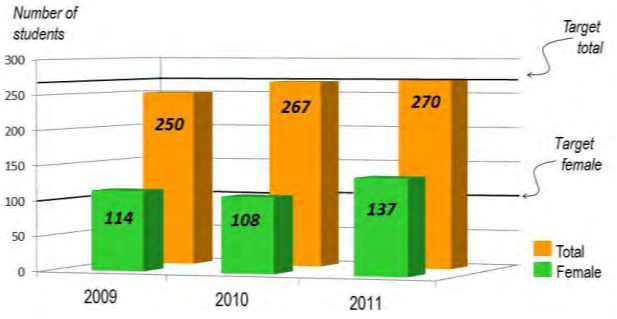


Figure 2: Regular Course graduates, actual & target
Source: FYL 2nd phase *Memoirs*. p. 37

2.15 This latter output is remarkable in itself, for the mentioned proportion is way above the actual share of women in real positions of political leadership in the country. In this context, and as we mentioned in the evaluation report for the 1st phase, 33% is generally considered by political parties in the country as a target rate for women in representative and leadership positions; yet, in actual fact, this rate is not complied with in many cases. Therefore, the present Program's performance in both targeting and incorporating young female leaders in their regular training activities has been very beneficial to women.

2.16 Of all young leaders who graduated from the regular course, the proportion of graduates from each of the 6 regions of the Program does not vary significantly, making the distribution of graduates by regions remarkably uniform as can be seen in figure 3. On the contrary, and due to the fact that, by design, the vast majority of young leaders chosen to participate in the Program has come from political parties, a significant majority of graduates are young political leaders, as opposed to young leaders coming from Organizations of the Civil Society (OSC).

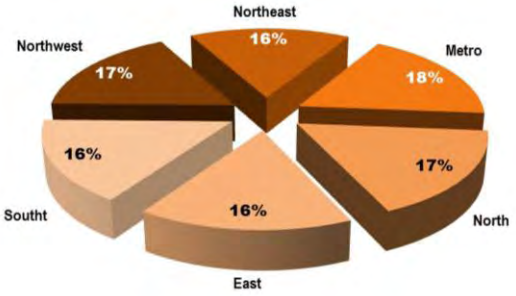


Figure 3: Regular Course graduates, distribution by regions
Source: FYL 2nd phase *Memoirs*, p. 38

2.17 In effect, despite the large list of OSC potentially participating in the Program, the distribution of graduates between Political parties and OSC as depicted in figure 4 reveals a commanding 87% of graduates belonging to political parties; result which, as indicated, is in line with, and was to be expected from, the Program own design and purpose. Also see in figure 4 how, of this last percentage, a significant portion of graduates (77%) belongs to the two largest parties in the country, PLD (41%) and PRD (36%), with the remainder 23% belonging to 19 other minority parties that also participated in the Program's 2nd phase. This distribution arguably represents a generally good cross section of the comparative electoral "size" of the different organizations at the moment of the Program, and

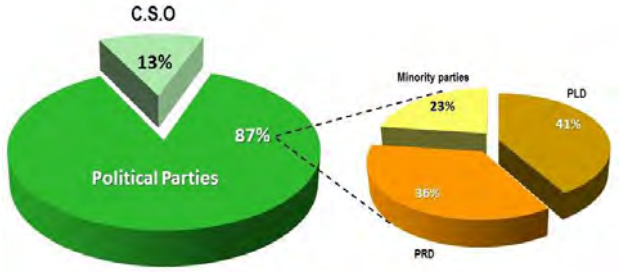


Figure 4: Regular Course graduates, by organizations
Source: FYL 2nd phase *Memoirs*, p. 38

therefore constitutes a mostly acceptable approximation to the number of leaders, militant and sympathizers as a whole within each organization.

2. Graduates from the other courses

a. The PAT Courses

2.18 From the executors' data it is understood that all 118 reported participants in the PAT courses graduated, and that during the three years of the Program 64 of those young leaders eventually went on to organize and dictate 193 related workshops at their respective parties' grassroots level; reportedly training in the relevant subject matters 4,673 militants in 6 of the 21 parties present in the original list of potential participants. This, as depicted in figure 5, constitutes a significant multiplier effect of the Program; especially in view of the fact that the organizations involved in this multiplication process included the 4 largest political parties in the country at the moment of training.[20]

Figure 5: PTA courses, graduates & multiplier effect
Source: FYL 2nd phase *Memoirs*, pp. 62 & 63

b. The specialized courses

2.19 Finally, on what concerns the specialized courses given to the target population of the Program, as well as to other relevant individuals, a total of 229 participants took those courses during the 3 years of the Program, of which 208 graduated (33% women) for an overall desertion rate of 10%.[21] However, this average rate really masks what in fact happened during the course of *Gender in the Legislative Process*, where the desertion rate reached 41%. (See figure 6) Also, graduates from the *Negotiation & Conflict Resolution* course given to members of the Young Leader Network basically made up for the under-performance concerning the target population which this line of training was really intended to. The case of this and the *Gender in the Legislative Process* course are instances in which external factors associated with the nature of the country's political process itself played a role in shaping Program results. The energies and time consumed during the long concurring electoral processes, by the authorities and officers which were the targets of these courses, hindered attendance and graduation rates. Desertion of congressmen and women has been particularly sensitive, as it may have diminished the potential effect on including the gender perspective in legislation.

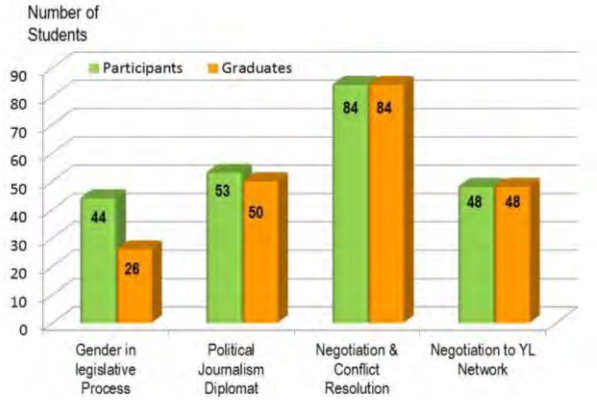


Figure 6: Specialized courses, graduates by subject
Source: FYL 2nd phase *Memoirs*, pp. 47, 49, 52, 53 & 55

[20] See Memoirs, pp. 62 & 63
[21] See Memoirs, p. 12

C. Program intermediate outcomes

2.20 The first line of outcomes expected from the Program is the knowledge actually gained by the graduates, from the training, tutoring and technical assistance provided. Accordingly, the *percentage of participants who increase the knowledge of leadership and political management* is the particular indicator associated to the Program intermediate outcomes that the USAID has specifically required to be measured in the present study. We first present below the relevant measurements published by the Program executors, concerning: (i) graduates academic performance; and (ii) index of knowledge gain, as presented in the Consortium's documentation.[22]

1. Academic performance scores

2.21 The academic evaluation system established by the Program included an *entry test* to determine, on a scale from 0 to 100 points, the level of basic knowledge in the relevant subjects of all students enrolling in the regular course –*the Leadership and Political Management course*. Also students were subject to a composite evaluation during the course, yielding a total *exit score*. Exit scores had a passing grade of 70 points on the same scale of 100 points, and the two markers were used by the Program as a measure of learning by students.

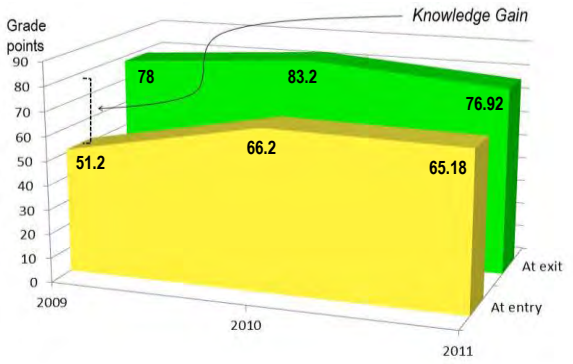


Figure 7: Regular courses, average students' scores
Source: FYL 2nd phase *Memoirs*, p. 33

2.22 Based on these first metrics, the Executors present average scores of graduates both at entry and at exit, suggesting in general an increase in knowledge for each of the cohorts (2009, 2009 and 2011 courses). An improvement of *entry* scores is observed from an average 51.2 in the first cohort (2009), to little more than 65 in the last cohort (2011); as well as a slight decrease in the average *exit* scores from 78 in the first cohort, to about 77 in the last.[23] Despite the fact that the middle cohort (2010) increased its average exit score to 83.2, the improved entry scores throughout the program execution and the relative dip in the final cohort exit score make up for a reduction and flattening of the distance between entry and exit scores during the three years of program execution, as depicted in figure 7.

2.23 Average scores produce a first approximation to estimating knowledge gain by graduates; but the academic figures published by the Program does not provide a measure of the variance of these scores, so they cannot help ascertain the dispersion of the figures and its effect on averages.

[22] Knowledge gain is traditionally measured through indirect means. Specifically, grades achieved by students in tests and other forms of academic scoring are normally taken as proxy measures of actual learning. Since there was no practical or meaningful way of re-making those tests again to graduates in the context of the present research, the study bases its conclusion on the scores obtained by students in tests and other academic evaluations administered by the Program during its execution, and as presented in the executors' documentation and data base. As it turns out, then, this indicator of knowledge gain is the exception among the 6 indicators required to be directly measured in the field by the present study.

[23] See Memoirs, p. 33

2. Learning indexes

2.24 As a composite grade, the exit score discussed in paragraph 2.21 of this section measured the following six items: *attendance*, *intermediate tests*, *tutorships*, *final test* and *participation in class*. Of these constituent grades, executors singled out the results of the *final test* and compared them to the results of the *entry test* to build what they call *Learning Index I.* Specifically this index is calculated as the arithmetical difference between the grades from the entry and final tests. A second index (*Learning Index II*) is related to the average scores discussed in the previous section, and is calculated as the arithmetical difference between the grades from the entry test, and those of the composite exit score.

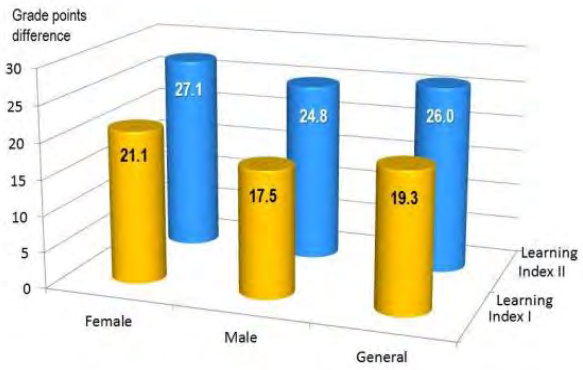


Figure 8: Regular courses, knowledge gain estimates
Source: FYL 2nd phase *Memoirs*, p. 34

2.25 Average figures for these indexes as depicted in figure 8 in general suggest a greater knowledge gain of graduates when the learning is estimated based on the composite exit score (general average difference of 26.0 points) than when it is estimated based just on the final test score (general average difference of 19.3 points). It is worth mentioning, as well, that these indexes consistently show greater knowledge gain among women that among men graduates of the Program regular course. In effect, as can be also seen in figure 8, female graduates score higher point differences than male graduates in both indexes. Here again, the average index estimates discussed above represent a first rough approximation to the knowledge gain achieved by graduates; but the absence of data on the variance of these indexes between students, in the available documentation published by executors, precludes an analysis of how dispersed the underlying scores were in the population. Also the information available does not provide evidence that similar efforts were made by the Program to measure the knowledge gain in the other courses provided.

3. Dispersion of graduates knowledge gain by cohort, sex and region

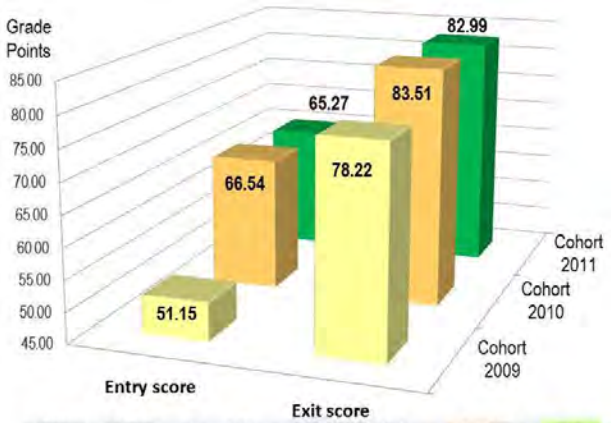
2.26 In order to complement the analysis of knowledge gain based on the average figures presented above, the present researchers subjected the Program's data base on academic scores and learning indexes to several forms of *variance analysis*, in order to establish how correlated and statistically significant those average measurements of Program outcomes were.[24] Specifically, *Student* **t** tests for paired observations were applied, comparing individual difference between *entry* scores, on one hand, and *final test* scores and *exit* scores, on the other, for each graduate in the three cohorts of the

[24] Like any other "central trend" measure, average score values can be influenced by how the individual scores are actually distributed across the relevant value scale, even to the point of sometimes obscuring their real underlying meaning. Think, for instance, of the case of a course with a few gifted individuals getting extremely high scores, thus "pulling upward" the average grade for the whole class, and maybe so much so that the resulting average does not really reflect the real scores of the vast majority of individuals in the cohort. Therefore, central trend measures should be complemented with estimates of the "dispersion" (variance) of those individual scores and of how this dispersion influences the central trend figures.

study. How the knowledge gain figures varied depending on particular independent variables of the population was also separately measured, through the application of a general linear model (GLM) for *multifactor variance analysis*. In what follows, measurements are presented on the variables *sex* and *region*, which are the only variables for which statistically significant results have been found.

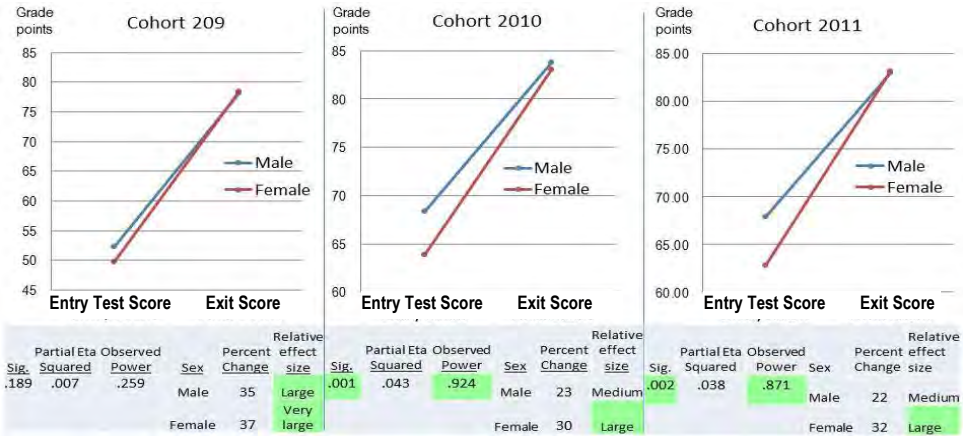
a. Knowledge gain based on exit scores

2.27 Results of the Student **t** two-tailed test applied on the individual differences between the *entry* and *exit* scores (equivalent to Program's Learning Index II) for each of the cohorts are depicted in figure 9. Columns in the figure show the average grades obtained by graduates, and the table below the figure presents the variance values resulting from the Student **t** tests. Notice that the **r** values in the table are consistently low for all cohorts, indicating that individual scores are highly dispersed among the population. At the same time **p** values at the extreme right of the table are also noticeably low, indicating that results are very statistically significant.[25] These results suggest that the measurements are systematically related to each other and confirm that the knowledge gain thus measured is certainly attributable to the workings of the Program.



t 2009 =	28.499	gl =	249	p =	0.000 (2 colas)	r =	0.227	p =	0.000
t 2010 =	27.890	gl =	266	p =	0.000 (2 colas)	r =	0.277	p =	0.000
t 2011 =	24.769	gl =	257	p =	0.000 (2 colas)	r =	0.194	p =	0.002

Figure 9: Correlation & significance of knowledge gain. Difference between entry test scores and exit scores. Student **t** tests results



Sig.	Partial Eta Squared	Observed Power	Sex	Percent Change	Relative effect size
.189	.007	.259	Male	35	Large
			Female	37	Very large
.001	.043	.924	Male	23	Medium
			Female	30	Large
.002	.038	.871	Male	22	Medium
			Female	32	Large

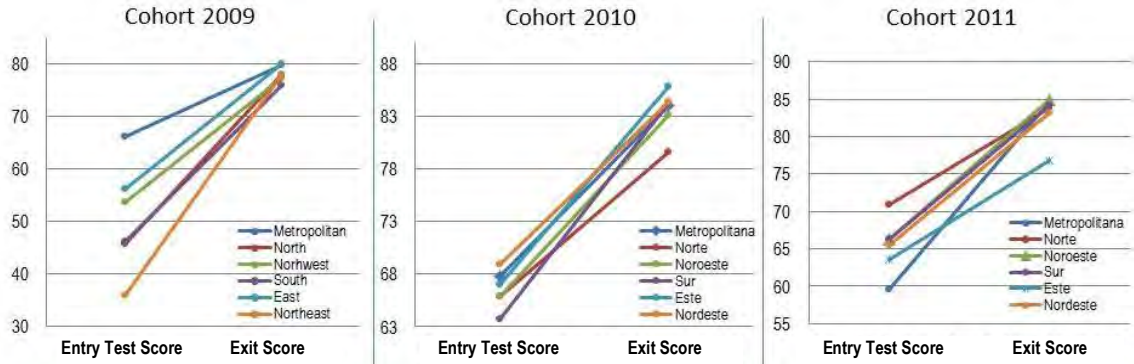
Figure 10: Knowledge gain by sex. Multifactor analysis based on differences between entry test scores and exit scores.

2.28 As depicted in figure 10, the variance of the knowledge gain index II, analyzed by sex, shows that female young leaders consistently start out at lower grades as compared to male young leaders. However, they always gain enough knowledge as to mostly catch up with male leaders at the end of courses. Figure 10 shows this clear progress of female leaders surmounting average differences of between 4 and 5 points in the 2010 and 2011 cohorts. Note also that for these two cohorts, where

[25] Note that **p** represents the probability that the observed results are due to mere chance or unknown factors.

the equalizing effect is clearer, the GLM yields statistics for high *significance* (.001 and .002) and large *observed power* (.924 and .871). Finally note that the observed relative effect size is *large* or *very large* for female leaders as measured in percentage points (see last row of the table below figure 10). All of the above means that the effect of the Program regular courses in the knowledge gained by young female leaders who participated was a clear and substantial development outcome of the Program in all cohorts.

2.29 Similar equalizing trends among the regions of the Program are observed in all cohorts; especially in cohorts 2009 and 2011. The analysis based on the GLM yields that not only the participants from all regions clearly gained knowledge as measured herein, but also that starting from very disparate scores -a difference between regions of about 10 to 30 points in the entry test scores- to notably uniform scores at the end of the regular course; with differences generally under 3 points between regions in the exit scores. From one cohort to the other, no particular region consistently starts below or above the rest, in terms of entry scores; as they all seem to interchange scoring positions randomly at the entry point. See in figure 11 how, for instance, the Metropolitan region starts way



Sig.	Partial Eta Squared	Observed Power	Region	Percent Change	Relative effect size
.000	.408	1.000	Metropolitan	21	Medium
			North	71	Very large
			Norhwest	44	Large
			South	64	Very large
			East	42	Large
			Northeast	116	Huge

Sig.	Partial Eta Squared	Observed Power[a]	Region	Percent Change	Relative effect size
.014	.054	.849	Metropolitan	24	Medium
			North	21	Medium
			Norhwest	26	Medium
			South	32	Large
			East	28	Medium
			Northeast	22	Medium

Sig.	Partial Eta Squared	Observed Power[a]	Region	Percent Change	Relative effect size
.000	.134	.999	Metropolitan	42	Large
			North	18	Medium
			Norhwest	28	Medium
			South	27	Medium
			East	21	Medium
			Northeast	27	Medium

Figure 11: Knowledge gain by regions. Multifactor analysis based on differences between entry test scores and exit scores.

above the rest in the courses for year 2009, while in the courses for 2011 the Metropolitan region starts as the one with lowest entry scores. Regardless, all regions end up with very similar higher scores in these two cohorts, which strongly suggests that the Program has in fact contributed to equalize the knowledge of the skills and theoretical contents it imparted to young leaders throughout the whole country. Actually the converging trend is observed in all regions in the great majority of cases, except two cases that do not converge: the North region in cohort 2010, and the East region in cohort 2011. Also note, in the table below figure 11, that the tests results from the GLM show strong statistical significance for this equalizing trend in all cohorts (Sig. = .000; .014; and .000. for the three cohorts respectively) and very high observed power (1.000; .849 and .999 for the three cohorts respectively): a testament that the “leveling off” of the field in all regions, in terms of

leadership and political management knowledge, was also a clear and substantial development outcome of the Program.[26]

b. Knowledge gain based on final tests scores

2.30 As a matter of interpretation, the present researchers feel that the measure of learning stipulated by the Program as *Learning Index I* (difference between the *entry test* score and the *final test* score) is a more apt gage of the true gain in knowledge by graduates, because it directly measures the difference from one test to another test -since the entry scores also come from a single test. *Learning Index II*, on the other hand, has the complicating characteristic of including in the exit grade other scoring components that are not directly comparable to what was measured in the entry score, as discussed in paragraph 2.24 of this section above. Therefore, in what follows, the Program data base on Learning Index I is also subjected *to Student* **t** tests for paired observations and a multi-factor variance analysis based on a General Linear Model (GLM), in order to establish criteria for correlation and statistical significance of the tests and other academic evaluation measurements done during the years of program execution.

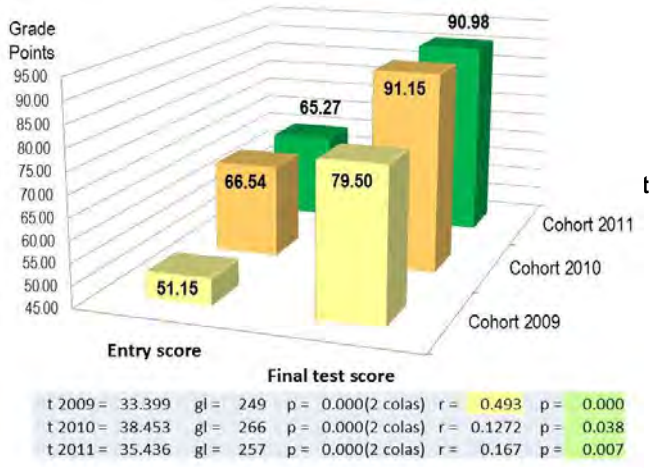


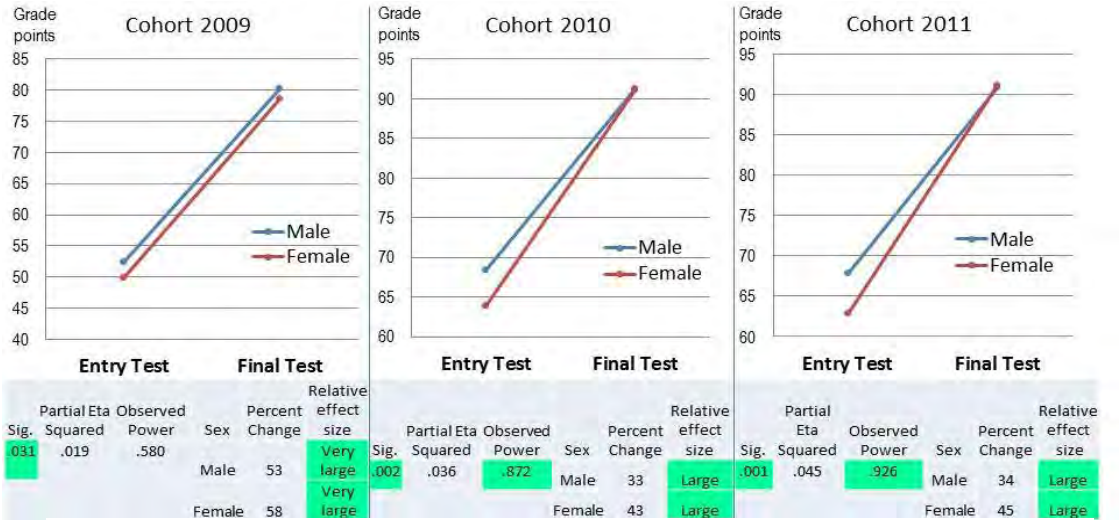
Figure 12: Correlation & significance of knowledge gain. Difference between entry test and final test scores. Student **t** tests results

2.31 As in the case of figure 9, columns in figure 12 show the average grades obtained by graduates, and the table below the figure presents the variance values resulting from the Student **t** statistical tests applied on the data by researchers. Notice that, judging by the low correlation values (**r**)**,** the difference between the two scores involved in Knowledge Gain Index I are, again, fairly dispersed among the students taken the regular courses. The exception to this general result shows up in cohort 2009, for which the correlation is moderate (**r** = 0.493) Also the very low **p** values at the extreme right-hand side of the table (0.000; 0.038 and 0.0007 for the three cohorts respectively) suggest that the results are very statistically significant. Therefore, statistical tests do confirm that the knowledge gain as measured by Learning Index I can be strongly attributed to the participation of young leaders in the Program's regular course.

2.32 The variance analysis of differences between entry test scores and final test scores done through the GLM also shows that, while always starting at lower scores, female young leaders taking the

[26] Note that the value **Sig.** is the General Linear Model's equivalent to the Student **t** test's **p** value; i.e. an estimate of statistical significance, as measured by the probability of attributing results to the intervention when, in reality, they are due to mere chance or unknown factors other than the intervention. In turn, the value of **Power** is the probability of not making the opposite mistake, i.e.: not recognizing attribution of results, when in fact they can be attributed to the intervention. The reader will notice that the **Power** and **Effect Size** estimators are included in the present report only when and if statistical significance is found (**p** or **Sig.** ≤ 0.05)

Program's regular courses consistently gain enough knowledge as to equalize that of male young leaders by the end of the training. The progress of female young leaders is especially noticeable in cohorts 2010 and 2011 of the regular courses, where they are shown to have actually caught up with their male counterparts (see figure 13). Notice that with statistical significance values of 0.031; 0.002; and 0.001 respectively for cohorts 2009, 2010 and 2011, and effect size estimated to be *large* or *very large* for all the population, the results of this test portray a strong Program outcome in leveling of the playing field between male and female young leaders in terms of knowledge. This is especially true for cohorts 2010 and 2011, where the statistical significance and the large effect size, are coupled with a very high observed **Power** too, as depicted in the table under figure 13. Results are equally significant from a statistical point of view when the GLM is applied to investigate the correlation between knowledge gain measured by Learning Index I and the variable "region". The statistical significance values range between 0 and 0.002, and the observed power ranges between 0.872 and 1, with noticeable differences between entry test scores and the final test scores.[27]



Sig.	Partial Eta Squared	Observed Power	Sex	Percent Change	Relative effect size
.031	.019	.580	Male	53	Very large
			Female	58	Very large

Sig.	Partial Eta Squared	Observed Power	Sex	Percent Change	Relative effect size
.002	.036	.872	Male	33	Large
			Female	43	Large

Sig.	Partial Eta Squared	Observed Power	Sex	Percent Change	Relative effect size
.001	.045	.926	Male	34	Large
			Female	45	Large

Figure 13: Knowledge gain by sex. Multifactor analysis based on differences between entry test and final test scores.

2.33 Finally, and in order to verify the comparability of the three different scores, (Entry test score, Final test score and Exit score) a Pearson bivariate correlation test was applied to the relevant data. Results show a positive and low to moderate correlation between the scores, as well as high statistical significance of the data. So, it can be said that this test, as well as the other variance analysis tests presented herein and discussed at length in the sections above, provide complementary verification of the dispersion and the statistical significance of the results found; thus generally confirming results from the analysis based on average values published by the Consortium

[27] The important caveat concerning these results is that, curiously, while the knowledge gain is clearly verified in all regions for all the course cohorts studied, the equalization of knowledge between the regions that appears to have been induced by the Program in all cohorts concerning Learning Index II, does not show up again in any cohort when the same statistical analysis is applied to the data corresponding to Learning Index I. Since no basic course characteristics, such as curricular contents, academic hours, etc. suffered any changes during the Program execution, these results have no apparent explanation.

in the Program Memoirs and discussed in paragraphs 2.21 through 2.25 of this section. The evolution of average scores is portrayed in figure 14.

2.34 A particular situation is worth mentioning concerning the average exit score for cohort 2011. When the Program's data base was independently used in calculations and subjected by the present researches to the several statistical tests explained above, the average value that resulted for that particular score (82.96) widely contradicted the figure published in page 33 of the Program Memoirs (76.92). Also, while figures published in table 2, page 34, of the Memoirs show that average knowledge gain based on *exit scores* (learning index II) appear generally to be higher than that based on *final test scores* (learning index I) the variance analysis show that the opposite is true: i.e. the analysis confirms that the differences *from test to test* are actually greater than those between the *entry tests* and the final composite grades represented by the *exit scores*. Now, since the entry test and the final test are more directly comparable to one another -because they are free of the additional scoring elements represented by the composite exit score- in our view the *test to test* difference (learning index I) is a better gage of knowledge gain. Consequently the mentioned average difference, as calculated by the present researchers, actually argues better in favor of the Program.

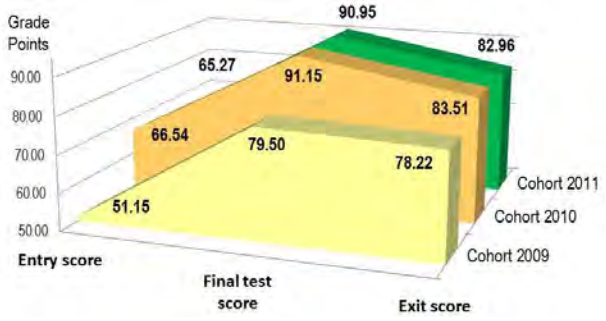


Figure 14: Average score values, bivariate correlation analysis

D. Program terminal outcomes

2.35 The final line of outcomes expected from the Program is the attitudinal and behavioral changes presumably induced by the knowledge gained by graduates, and evidenced by the observable actions and initiatives exhibited by the young leaders after graduation. As requested by the USAID, the elements to be documented as evidence of the program final outcomes include: (i) implementation of training courses for the organizations' grassroots; (ii) submission of proposals for organizational reform; (iii) increased management responsibility bestowed on young leaders; (iv) increased participation of young leaders in election processes; and (v) increased young leaders' involvement in mechanism of municipal participation or inter-party dialogue initiatives[28]. Additional actions included in the present study as evidence of relevant attitudinal and behavioral changes are: increased habits of transparency and accountability.

2.36 Final program outcomes are herein studied from two different angles. First, we study the observable evolution during the Program execution of the relevant indicators on those individuals in each cohort

[28] It must be noted that changes *iii* and *iv* depend so heavily on factors outside the influence of the intervention (decisions by the organization's current leadership) that they can just minimally qualify as true Program outcomes. That is, there are cogent reasons for these outcomes to be legitimately included in the Program's development hypothesis; but, because the development hypothesis in the present case is based on such critical assumptions (i.e.: the concurrence of external factors) the actual achievement of those outcomes do not necessarily depend only on how well the Program has been executed.

(2009, 2010, and 2011) who participated in the *base-line* and *year-end* surveys for their cohort, and were also chosen to participate in the final survey at the end of Program.[29] Second, we study the total, ex post change in behavior patterns of a statistically significant sample of population, based on a new field survey done after the Program closing (ex post survey). Both analyses focus on the five indicators enumerated in paragraph 2.35 of this section above, and discuss significant differences in the associated dependent variables between the *Treatment* and *Control* groups, in what concerns the results of training activities.

2.37 Given the quasi-experimental framework set out for the program evaluation, the validity of conclusions to be drawn from these two analyses depends heavily on the fact that treatment and control groups were chosen randomly at the Program start, from a general population of equally eligible individuals, as has been reported by the Consortium. Also the control group -defined in this program as those generally eligible individuals who were not chosen for Program's regular course- has not been precluded from receiving any other separate political training, from any other source that might induce comparable behavioral changes. Therefore, for proper comparison, we should also control for these independent factors as they might influence the control group independently. So, before discussing results, a section is included below to gage these issues of comparability.

1. Comparability between Treatment & Control groups

   a. Basic independent variables as confounding factors

2.38 *Pearson* Chi-square and *Student* **t** tests, applied to both groups for the three cohorts of the Program's regular courses, confirm that there is no statistically significant differences at the start between the individuals of the treatment and control groups in what concerns basic independent variables, such as: *age, incomes*, and *seniority;* the latter both in the sense of time belonging to their particular *organizations*, and in the sense of time in the *position* individuals were holding at the moment they were surveyed. The fact that no such differences have been found between the two groups on these variables represents an independent, ex post confirmation of the randomness of the original selection of individuals to conform the Treatment and Control groups, and argues in favor of the significance of results discussed below in the present report. This is particularly important in the case of the variables: (i) *time in the organization,* and (ii) *time in the position*; since seniority may presumably influence the chances for a young leader's promotion and increase in management responsibility over the short run, within the organization he or she belongs to, as well as in his/her ability, power or influence to promote institutional changes in the organization; both of which constitute important behavioral patterns where changes are expected as a result of the present intervention. Therefore, since no statistically significant differences have been found between the two groups before the start of the Program's intervention, any difference in these variables measured after the Program's regular courses ended in each case may not, arguably, be attributable

[29] Notice that this procedure allows the comparison of indicators on the same persons at each measurement point, thus tracking the evolution of the same group in each cohort, from the point that they entered the Program's regular courses, through the end of the courses, all the way to the Program's closing.

in general to a previously acquired condition of seniority, as being more typical in individuals belonging to one or the other group, within the respective organizations.[30]

2.39 The tests performed by the present researchers on both Treatment and Control groups generally bear the conclusion that they were, in fact, chosen at random. The exception to this result shows up in the variable: *affiliation* -to a party or a C.S.O. The present researchers understand that this constitutes a design feature of the Program, whereby even if the participation of organizations of the Civil Society in Dominican Republic was expected and encouraged by Program designers and executors, the principal population target of the political and social training effort was indeed those young leaders from the political parties, at the different organizational levels and in the different regions of the country where the Program was executed. Sure enough, *Chi-square* tests show in all measurement points that young leaders who are members of political parties consistently are in the majority within the *Treatment* Group; while members of C.S.O. consistently are in the majority within the *Control* Group, with ***p*** *values* of .044; 0.0003; and 0, for cohorts 2009, 2010 and 2011 respectively.

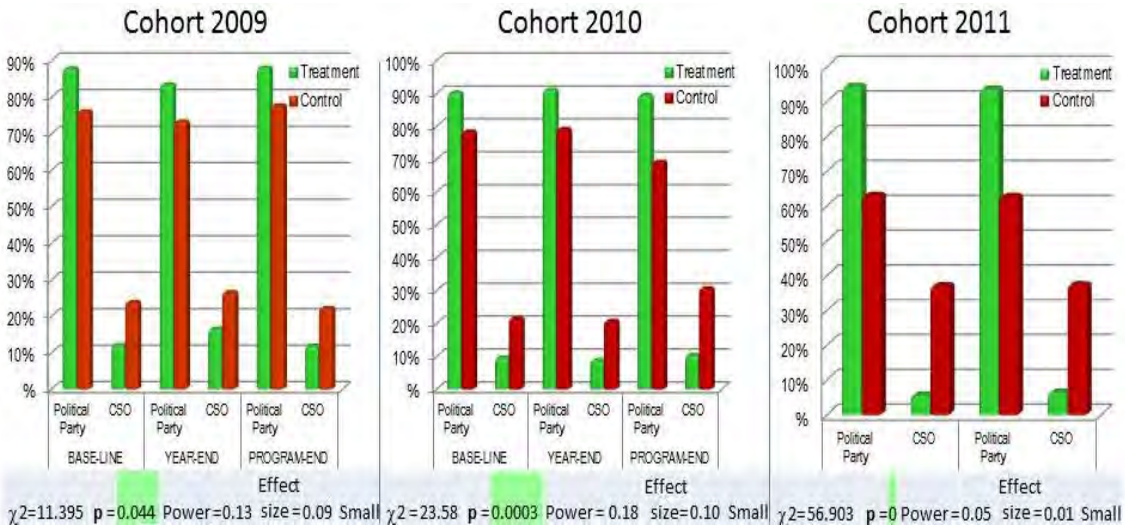


Figure 15: Affiliation of individuals to political parties or CSO in Treatment and Control groups. *Chi-square* test results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

2.40 The very low values of **p** in this particular test confirm that this consistent difference is most probably not due to mere happenstance and that, certainly, a bias was present during the selection process toward choosing proportionally more political leaders than social leaders for participation in the training activities of the Program; and in particular in the regular courses (See figure 15)

[30] *Chi-square* tests applied on other general available variables, such as *occupation* and *sector of employment*, yield no conclusive results for all cohorts, or confirm the absence of statically significant differences between treatment and control groups (as in the case of the 2011 cohort). On the other hand, ***t*** *(2 tailed)* tests on the distribution among the two groups of the variables: *age*, *income*, *time in the organization* and *time in the position* consistently give high ***p*** *values*, (with the exception of the base line for 2011) with the following ranges: .160 - .840; .173 - .873; .066 -.764 and .012 - .723 respectively.

b. Parallel training as a confounding factor

2.41 Survey data exists about to what extent both Control and Treatment groups received training on political/social issues during the relevant period. This data is of little value added in the case of the Treatment Group, for the training received by this group generally refers to that of the Program itself. Yet, the data is useful to find the presence of equivalent trainings that the Control group might have received. As shown in figure 16, surveys confirm a wide difference between the groups, with high statistical significance in all cohorts (Chi-square **p** values of 0.011; 0.013; & 0.006, respectively)[31]

2.42 The statistically significant low incidence of equivalent training received by the Control group, as compared to the Treatment group, points toward a negligible weight of such equivalent training as a

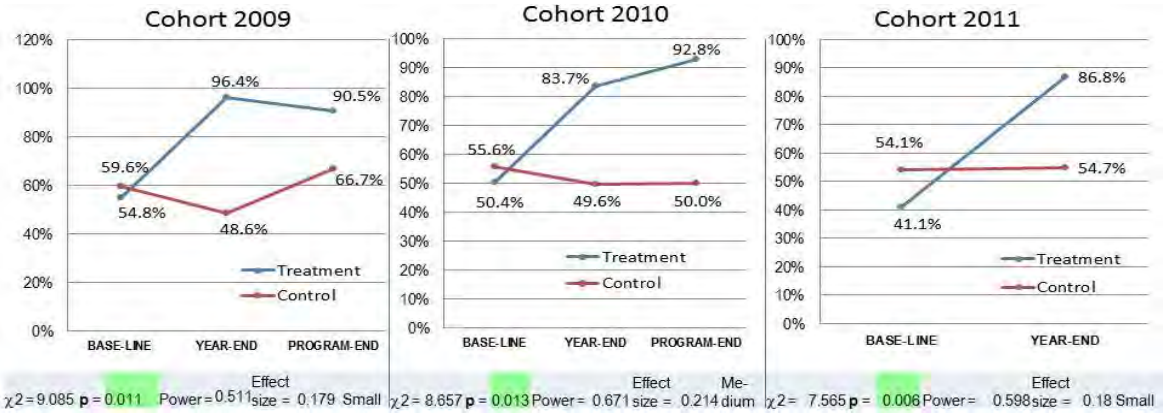


Figure 16: Percentage of young leaders who received political training. *Chi square* tests results.
Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

confounding factor for comparability of results, and argues in favor of attributing observable behavioral differences to the effects of the Program's training.

2. Outcome trends during execution

a. Education of organizations' grassroots

2.43 If compared to the 1st phase of the Program, the *regular course* in the 2nd phase should, by design, be expected to generate a greater multiplier educational effect -if measured by the training activities directed toward the organizations' grassroots as a result of the Program- because specific Program inputs and outputs were deployed to promote such particular effect, through the P.A.T. component. In paragraph 2.18 of this section above, we already discussed this multiplier effect as observed from the point of view of Program outputs. Now, the field surveys generally confirm also behavioral changes in the treatment group well above those of the control group, in terms of the percentage of individuals increasing their activities of training directed to the organizations' grassroots. In each of

[31] It can be argued that, in general, the *base-line – year-end – program-end* series for the cohorts of 2009 and 2010 are a much better representation of a true behavioral evolution, than that for the 2011 cohort. This is not only because the latter includes only two points of measurements (base line and program end), but because more time for change in behavior was allowed to the 2009 & 2010 cohorts until the Program ended in 2012.

the different cohorts, between 10% and 20% more individuals of the treatment group engaged in those activities when compared with the base line values, as depicted in figure 17.

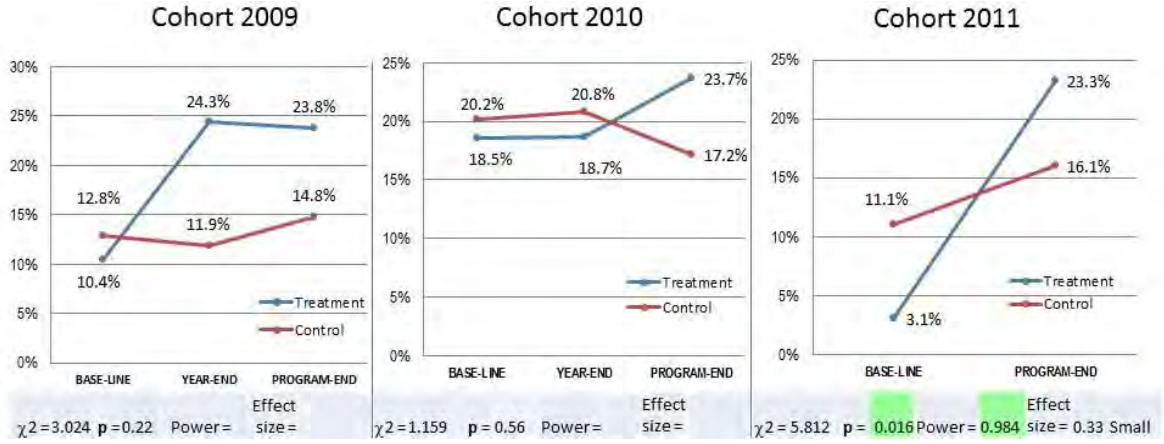


Figure 17: Percentage of young leaders who gave training to the organizations' grassroots. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

2.44 The above results are notable because on this score the treatment groups consistently start below the control groups in each of the cohort, as can also be appreciated in figure 17. See that the trend difference between the treatment and control groups on this particular behavioral outcome is most noticeable in cohort 2011, with a jump of 20 percentage points of those young leaders engaging in education multiplication activities, while the corresponding increase in the control group was only 5 percentage points. This difference is particularly significant from the statistical point of view, as the **p** value coming out of the Chi-square test was 0.016, indicating a low probability that this diverging trend may have appeared just by chance. Also notice that the value of **Power** resulting from the test in the case of the 2011 cohort is extremely high (0.984), adding strength to the argument that the differences found are closely correlated with the Program intervention in the case of cohort 2011.

2.45 Now, as shown in figure 18, the most significant trend that can be associated with this particular

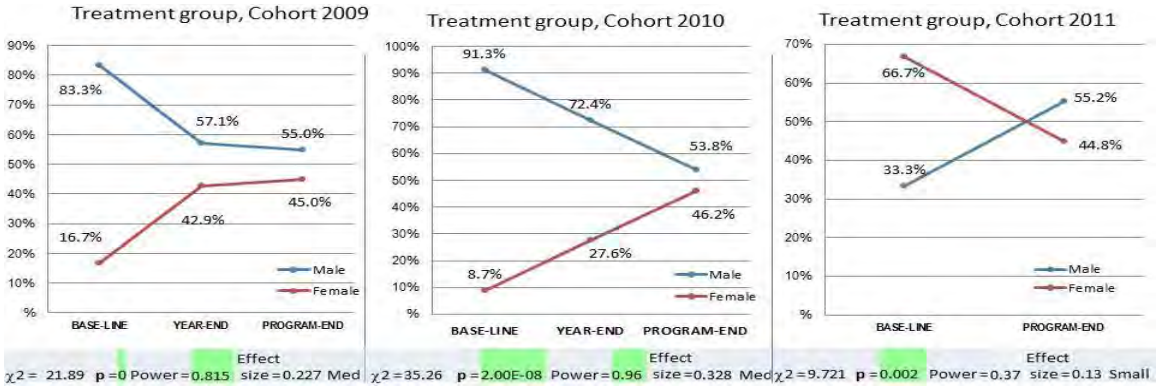


Figure 18: Percentage of Young leaders of the treatment group giving training to the organizations' grassroots, by sex. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

outcome is the clear tendency towards equalization between sexes observed within the Treatment Group in cohorts 2009 and 2010, as measured by the percentage of young leaders in each sex

engaging in training multiplication activities after graduating from the regular course. This equalizing trend is quite pronounced, with the percentage of female leaders engaged in such activities starting way below that of male leaders at the base line, and increasing significantly after the *regular course* of those years. This general trend is contradicted by the results for the 2011 cohort, for which the tendency is actually reversed, as differences on this score between the sexes widen in favor of male leaders. However, results for this cohort are not only somewhat less statistically significant than in the case of the other two cohorts, but also less representative of the true behavioral evolution of a particular cohort of graduates, for the reasons discussed in footnote 31, above.

2.46 As it was shown in figure 18, the percentage of female leaders in the treatment groups engaging in education multiplication activities consistently start way below that of male leaders at the base lines for 2009 and 2010, and then experience a sharp increase of about 30 percentage points. Also, the values of **p** are shown to be extremely low (0 and 2.00 x 10^{-8}) as are high the values of **Power** yielded by the test in cohort 2009 and 2010 (0.815 and 0.96 respectively), which adds statistical significance to the results obtained for those two cohorts. So, despite the odd case of cohort 2011, the longer trend evolution represented in cohorts 2009 and 2010 appear to confirm, with a higher degree of confidence, that the Program has indeed induced equalization of behaviors between sexes in what concerns the education multiplier effect.

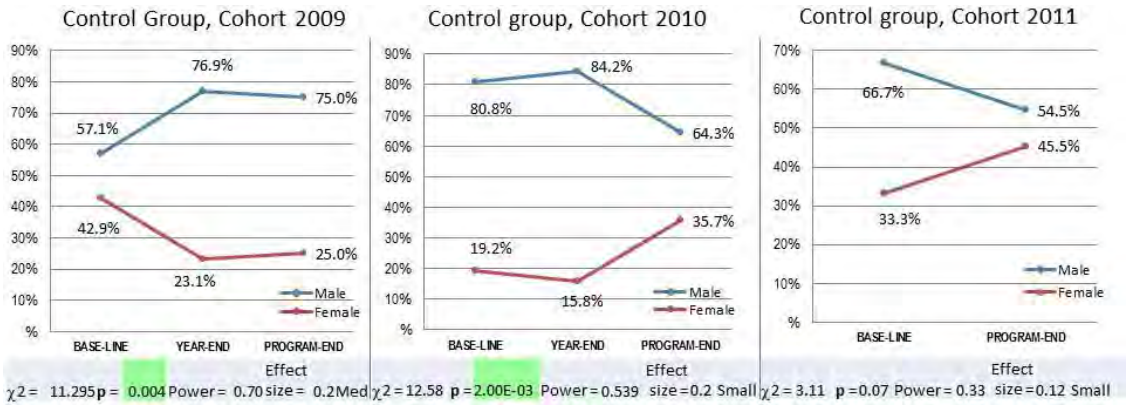


Figure 19: Young leaders of the control group giving training to the organizations' grassroots, by sex. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

2.47 It is worth noticing that the same trend towards equality can be generally seen to occur between male and female leaders in the control groups for the 2010 and 2011 cohorts; although much less pronounced than in the case of the Treatment Group, as can be seen comparing numbers and charts of figure 19 with those of figure 18. This result, therefore, can be attributed to the general equalizing trend between sexes experienced by society at large and also reflected, however in much more limited way, in the normal practice of political parties and other organizations. However, the observed trend differences in cohort 2009 -one which, incidentally, shows high statistical significance, with a *Chi-square* **p** value of 0.004- is actually a diverging trend; i.e.: the percentage of young female leaders engaged in multiplication training tends generally to decrease with time, with respect to the base line value, and in comparison to that value in the young male leaders in the

control group. Yet the trend is converging between male and female young leaders participating also in cohort 2010, with high levels of statistical significance as well (**p** value of 0.002)

b. Submission of proposals for organizational reform

2.48 Beyond an increase in the active promotion of political and social education for other members of the organization at the grassroots level, another important behavioral outcome sought by the Program was an increase in reform initiatives taken by the Program's regular course graduates, to the extent that those initiatives were aimed at democratizing and modernizing their organizations. The 2nd phase of the Program should also be expected by design to have induced enhanced results on this score, as compared to those of the 1st phase, because a special tutorship effort focused on this outcome was included for the 2nd phase. As seen in figure 20, the trend generally observed during the Program's execution certainly points toward such increase in the young leaders' pro-activity toward organizational reforms after taking the regular course, as measured by the percentage of graduates promoting initiatives of that sort. This percentage increased between about 10 and 25 percentage points from the base line values, depending on the cohort. Also, the behavioral changes observed in the treatment groups are significantly more pronounced than, and generally in the opposite direction of, those of the control groups. This certainly suggests an outcome associated with the young leader's participation in the Program's regular course. Nevertheless, the values of **p** from Chi-square tests consistently above 0.05 for all cohorts suggest, to the contrary, that such differences are not statistically significant for this particular outcome indicator; which argues against the said correlation (see values in the table under figure 20).

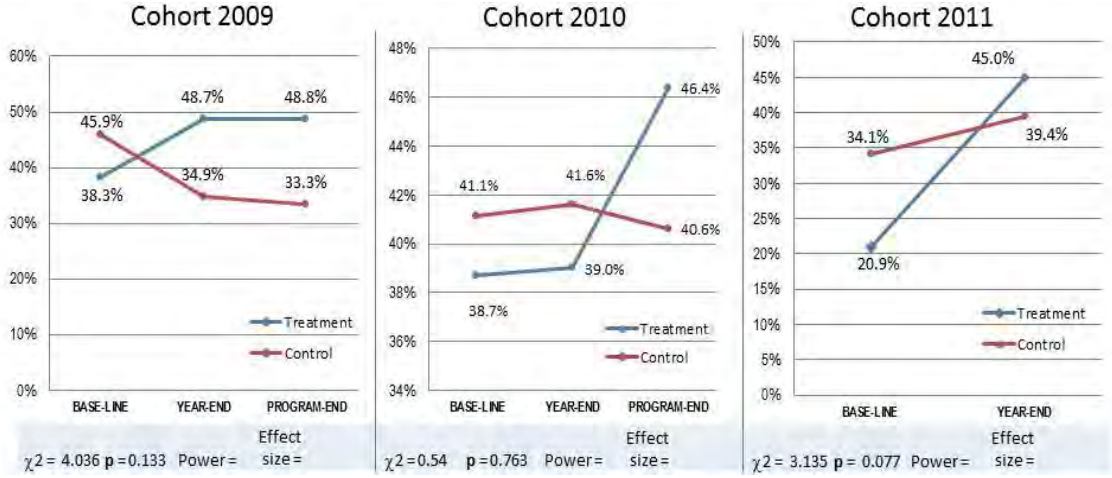


Figure 20: Young leaders proposing reform initiatives within their organizations. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

2.49 As it was the case with the indicator concerning the educational multiplier effect of the Program, the evolution of the indicator on proactivity of young leaders in terms of organizational reform proposals also shows a tendency toward equalization between sexes within the treatment groups, in all cohorts studied. In terms of the percentage of individuals effectively making reform proposals this converging trend clearly occurs between the base-line and the year-end measurements, for the young leaders participating in cohort 2009. Then it actually turned into a diverging trend between

the year-end and the program-end measurements (see first chart in figure 21). Yet, the program-end measurements still show a shorter difference between female and male young leaders, than that measured at the base-line survey. This difference is statistically significant, judging from the value of **p** yielded by the Chi-square (0.011). Also as in cohort 2009, young female leaders in cohort 2010 and 2011 start out way below the level shown by young male leaders at the base line; and then, after the course, experience a visible increase in pro-activity (see figure 21)

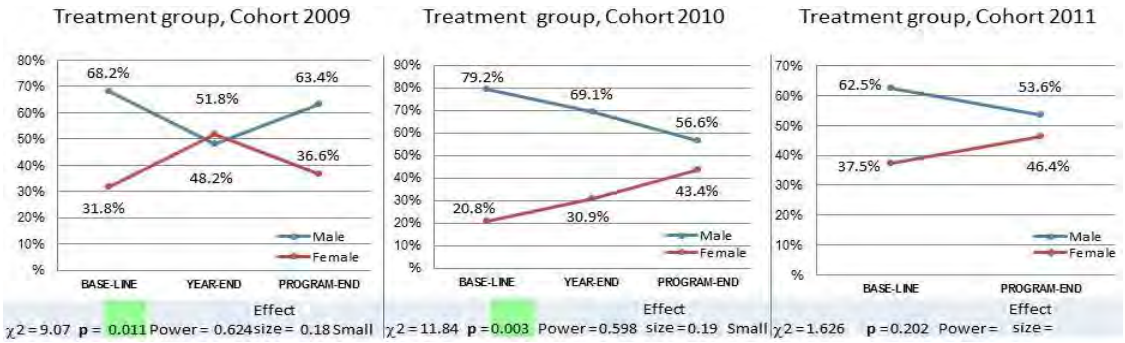


Figure 21: Young leaders of the treatment group proposing reform initiatives, by sex. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

2.50 Specifically, out of the total of young leaders engaging in promoting organizational reforms in their respective organizations, the percentage of young female leaders increase between 5 and 12 points, while that of young male leaders decrease between 4 a 22 points, depending on the cohort. Chi-square **p** values of 0.003 for cohort 2010 respectively suggest that the observed behavioral trend differences among graduates in this cohort are even more statistically significant and, thus, correlated with the participation of the young leaders in the Program's regular course.

2.51 A somewhat similar trend toward equalization between sexes in terms of proactivity toward institutional reforms can also be observed in the behavior of the control groups, (see figure 22); a trend that can be attributed again to the general gender equalization process being experienced in political organizations. However, in the case of cohort 2009 the trend is virtually flat (neither converging nor diverging). Also in the cases when convergence occurs it is much less pronounced than that the leaders who participated in the Program and shows no statistical significance, except in the case of the 2010 cohort (see middle chart in figure 22)

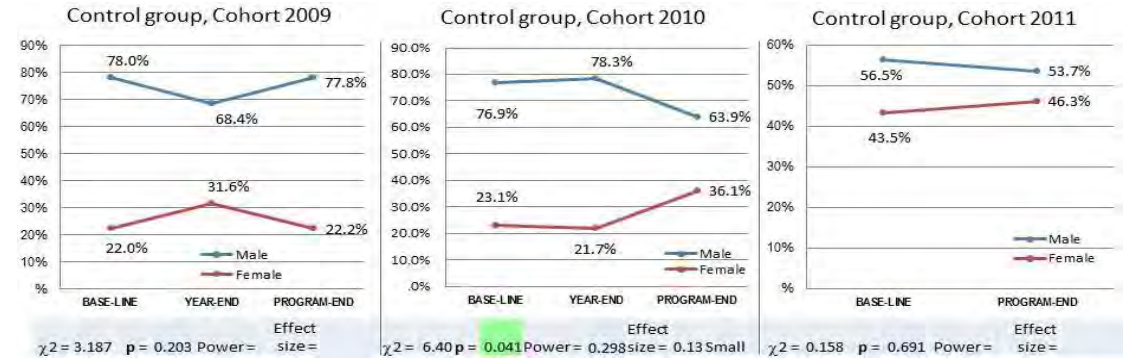


Figure 22: Young leaders of the control group proposing reform initiatives, by sex. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

c. Increased management responsibility for young leaders

2.52 As alerted in footnote #28 above, this particular indicator measures one of the two terminal outcomes included in the Program's expected results chain whose achievement would be heavily interfered by a factor essentially out of the sphere of control and/or influence of the Program; i.e.: the decision of the current senior leadership of the organizations to actually promote young leaders up the organizational ranks. Arguably, Program designers have implicitly expected that the current leadership of the participating political parties and C.S.O.s would promote young leaders who have graduated from the Program to positions of higher responsibility within each organization, as a way of taking advantage of the "investment" made in the training of those young leaders and for the sake of the organization's advancement and institutional strength. These expected promotions would, presumably, multiply the development effects of the Program, by placing progressively increasing numbers of graduates in decision-making positions wherein they could put in practice the values, concepts and practices taught by the Program to improve internal democracy, transparency and institutionalization of their respective organizations. While this development hypothesis is cogent and essentially acceptable, the fact remains that the necessary concurrent factor -the decision to promote the young leaders- ultimate lies with the organization's current senior leadership or election processes, and not within the Program's control or influence domain. That is why we argue in the present study that such outcome can just barely qualify as truly belonging to the development result chain that can be expected from the Program.

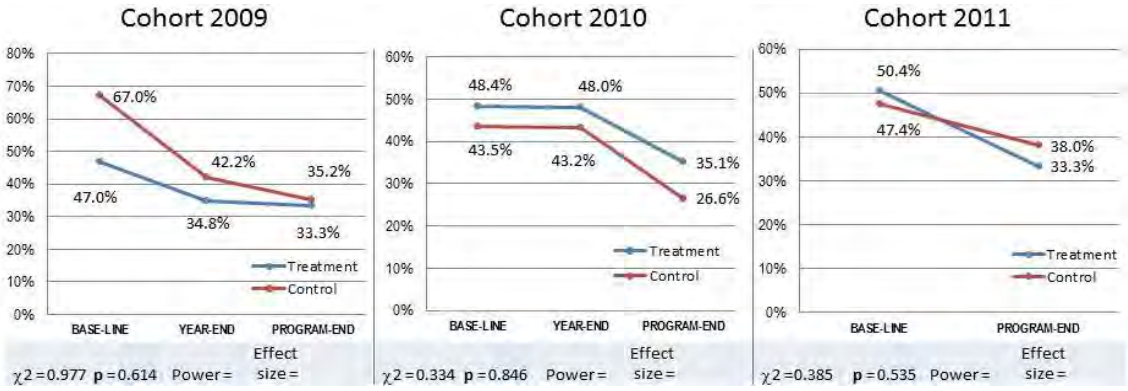


Figure 23: Young leaders being promoted to positions of higher responsibility. *Chi square* tests results.
Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

2.53 Judging by the responses of those surveyed, the incidence of young leaders' promotion has actually fallen through time, in both treatment and control groups, during the Program execution years (see figure 23) suggesting that the external decision factor discussed above has not concurred as expected, thus hindering Program outcomes by this indicator.[32] The fact that differences between treatment and control groups' trends are not great or statistically significant, further suggests that results are note necessary correlated, either, with the Program, and may be due to other factors. Yet,

[32] It is difficult to argue that the decision to systematically promote program graduates up the organizational ranks will not eventually take place, or predict when it would take place, if it does. Present results may just reveal a case in which the expected concurrent external factor just need more time to materialize.

despite all this, an increase in the promotion of female young leaders is observed as a percentage of all individuals within the treatment group. This occurs in the 2009 and 2010 cohorts, along with a corresponding decrease in the percentage of male leaders promoted, as seen in figure 24.

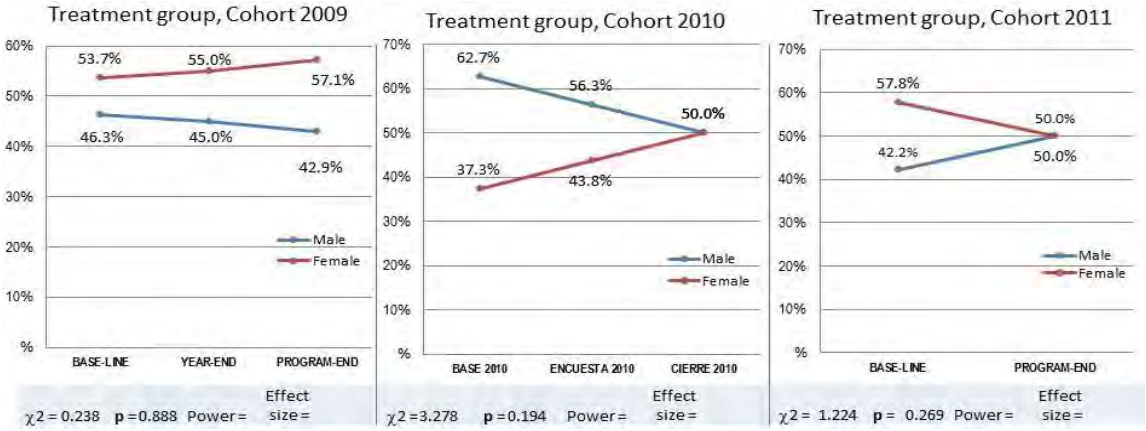


Figure 24: Young leaders in treatment groups being promoted to higher positions, by sex. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

2.54 The same general tendency toward a greater percentage of young female leaders being promoted, at the expense of the percentage of young male leaders, is observed in the control groups for each of the years; with the differences between male and female individuals being only statistically significant in the case of the year 2009 (see figure 25)

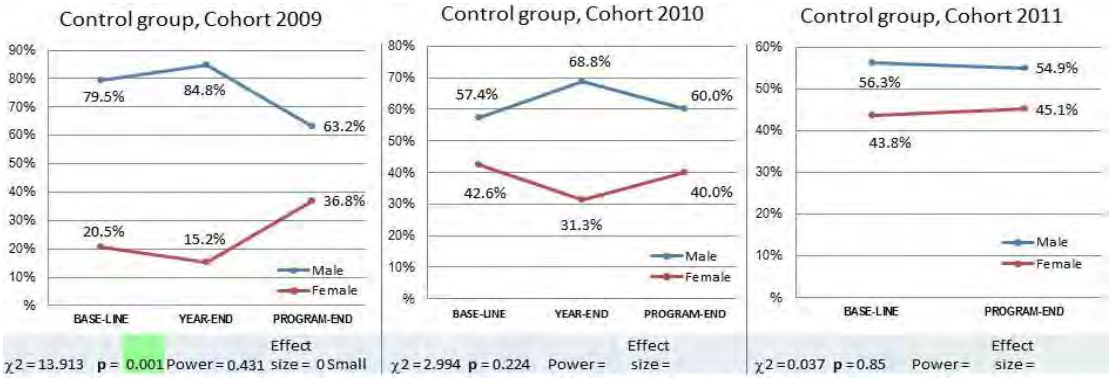


Figure 25: Young leaders in control groups being promoted to higher positions, by sex. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

d. Increased participation of young leaders in election processes

2.55 This is the other terminal outcome included in the Program's expected results chain whose achievement may be heavily interfered by a particular external factor, necessarily concurrent but essentially originating outside the sphere of influence of the Program, namely: the senior leadership's commitment to open internal election processes; and this is so for similar reasons as discussed in paragraph 2.52 of this section, in relation to the indicator: *increased management responsibility for young leaders*. The argument to include the indicator of young leaders' participation

in election processes in the Program expected results chain is also similar. Presumably, the democratizing process by which Program graduates are able to get elected to positions of authority might be viewed as a signal that the modernizing influence of such leaders might intensify progressively. Now, field survey data show a clear upward trend in the percentage of young leaders running in internal elections (see figure 26). Yet, the same trend and very similar percentages are

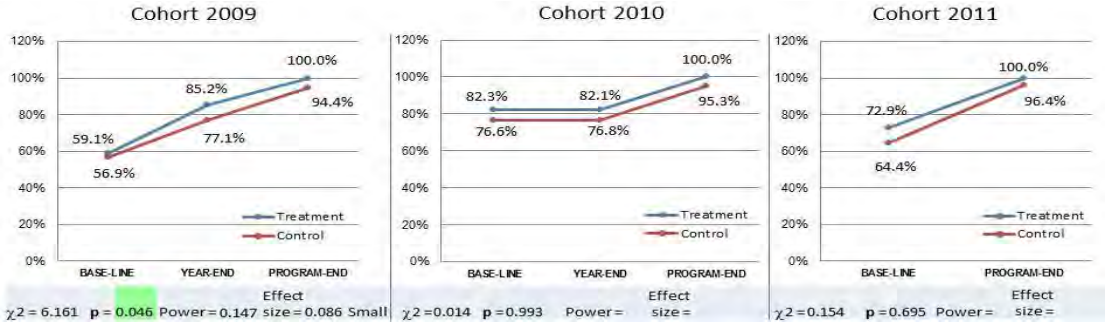


Figure 26: Young leaders running in internal electoral processes. *Chi square* tests results.
Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

shown in both treatment and control groups; so these changes can hardly be attributed to the Program. Therefore, results suggest the possible presence, and at least partial influence, of other external concurrent factors possibly associated with decisions of the current organizations' senior leadership.

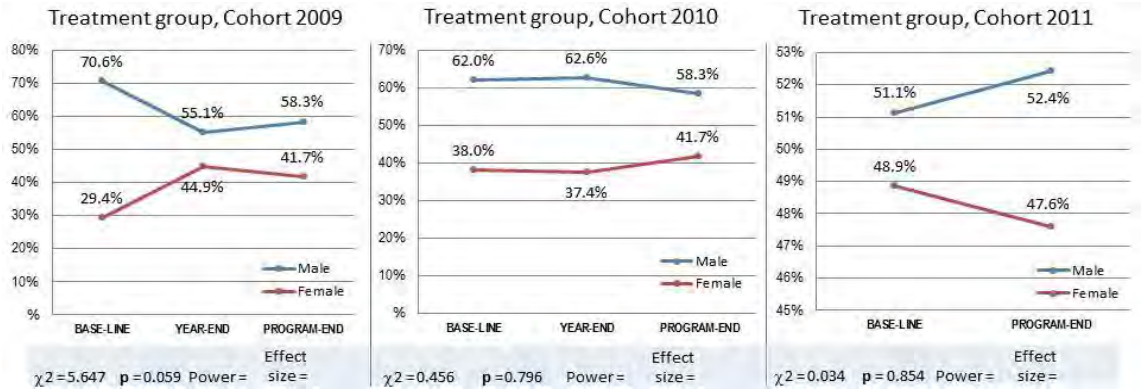


Figure 27: Young leaders in treatment groups participating in electoral processes, by sex. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

2.56 Once again, an equalizing trend between sexes within the treatment groups is revealed by the field data for 2009 and 2010 on this particular outcome. Figure 27 depicts how female young leaders, starting from much lower levels of electoral participation, after graduation tend to participate more as a percentage of total individuals engaged in such activities. The converging trend shows up clearly in the survey results between the base-line point and the year-end point for cohort 2009; and then the trend turns diverging between the year-end measurement and the program-end measurement (see the left-hand chart in figure 27) However, at the point of the program-end survey the percentage of female young leaders participating in election is still noticeably higher, and that of male young leaders lower, than the percentage at the base-line point. Therefore the general trend in cohort 2009 between the two populations was still generally converging, despite the mentioned

divergence. Still, the trend differences between male and female leaders on this score are not statistically significant; so they cannot be necessarily viewed as correlated with the Program either.

2.57 A similar trend is observed in the control groups, with gender differences close to those found in the treatment group. With female young leaders starting once again from much lower levels of electoral participation, the converging trend with male young leaders shows up very clearly in the survey

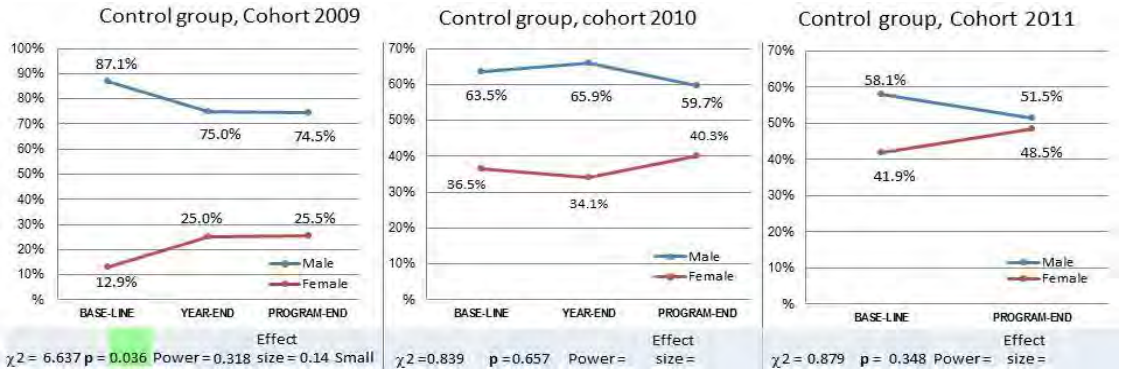


Figure 28: Young leaders in control groups participating in electoral processes, by sex. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

results between the base-line measurement and the year-end measurement for cohort 2009. Then the trend flattens out between the year-end measurement and the program-end measurement. Still, the female' gain is clear at the end (see the left-hand chart in figure 28) and with results statistically significant, judging from the **p** value of 0.036 from the Chi-square test. A similar evolution, but in reverse, occurs in cohort 2010 with still higher values at the end for women than for man, and a clear converging trend showing up between the measurements of those in cohort 2011 (see middle and right-hand side charts of figure 28)

e. Increased young leaders' participation in inter-organizations dialogue

2.58 This is an outcome of the Program that is quantitatively considerable, clearly verifiable and statistically correlated with the intervention, as can be seen in figure 29. Individuals in the Program's

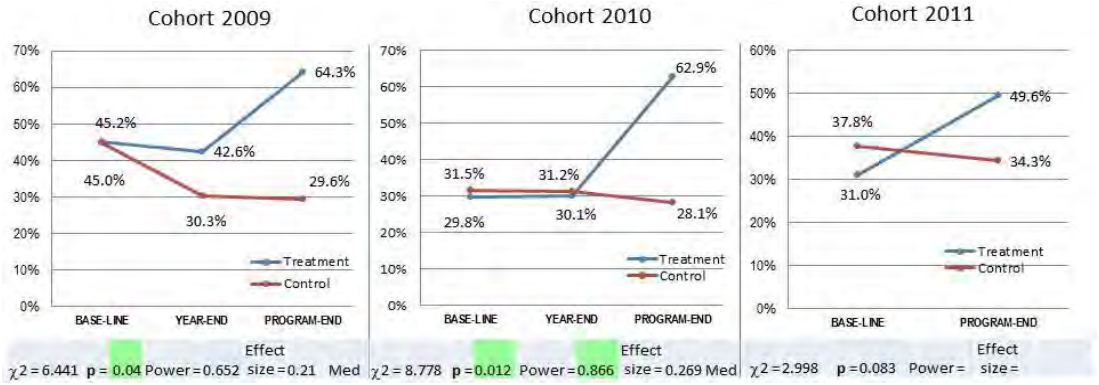


Figure 29: Young leaders participating in inter-organizations dialogue. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009,

treatment group appear dramatically more engaged in activities of dialogue beyond their organization's boundaries as compared to those of the control group whose percentage of

individuals engaging in such activities actually seemed to have consistently diminished during the period of the Program (see red line in all charts of figure 29). This outcome clearly observed in all cohorts is also statistically significant for cohorts 2009 and 2010, with Chi-square **p** values of 0.04 and 0.012 respectively. Also observe how in the case of cohort 2010 the **Power** reaches a high value of 0.866. This diverging trend is of particular importance because the Program was executed during a period of heightened political partisanship –two almost back-to-back national election process occurred while the Program was executed– a period where diminished inter-party dialogue would generally be expected. This is precisely the trend observed in the control group, and the one clearly contradicted by the treatment group after graduation from the Program's regular courses.

2.59 A gender equalizing trend is observable as well in the treatment group concerning the pro-activity of individuals toward inter-organizations dialogue, similar to the one discussed above in connection with other indicators, although restricted to the case of cohort 2009 only. In that cohort, female young leaders also start from very low values at the base-line point in terms of the percentage of individuals engaged in those activities, and then increase their involvement to the point of actually overtaking the corresponding percentage of young male leaders. This trend of 2009 is also statistically significant with a **p** value of 0.003 resulting from the Chi-square test (see figure 30).

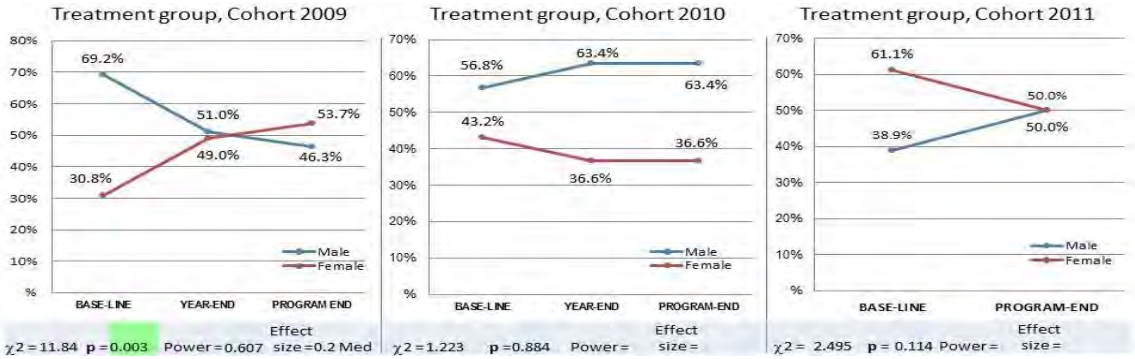


Figure 30: Young leaders in treatment groups participating in inter-organizations dialogue. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

2.60 The same is also marginally observed in the control groups, as depicted particularly in the left-hand side and middle charts of, as well as the numbers under, figure 31; although with much wider

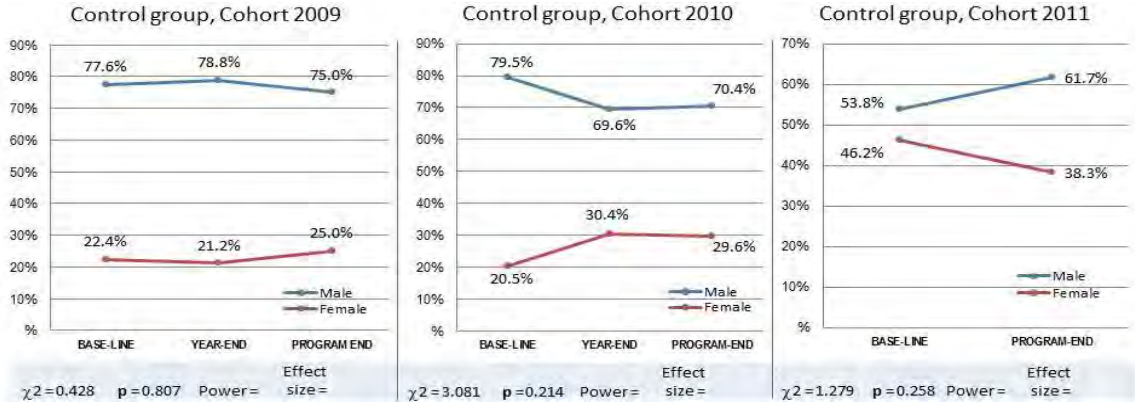


Figure 31: Young leaders in control groups participating in inter-organizations dialogue. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

differences and a lot poorer statistical significance,. Of particular notice is the very wide starting difference between female and male young leaders in this indicator.

f. Increased young leaders' transparency & accountability

2.61 Although not explicitly required in the evaluation s.o.w., the present study includes the analysis of indicators measuring young leaders' behavior patterns concerning transparency and accountability, both within and without their respective organizations, as relevant measures of Program terminal outcomes. The surveys done during the Program execution provide data on habits of disclosure toward three different publics; namely: (i) superiors within the organization; (ii) subordinates within the organization; and (iii) general public outside the organization. Also, based on responses from questions concerning these behavior patterns, the Program constructed an *Accountability Index*, which, together with the other specific disclosure indicators already mentioned, can be comparatively studied between treatment and control groups. All these indicators were analyzed, although it should be noticed that disclosure activities of type *ii* and *iii* are better indicators of change toward increased transparency; since, contrary to that of type i, they do not constitute behavior generally considered mandatory to members of an organization.

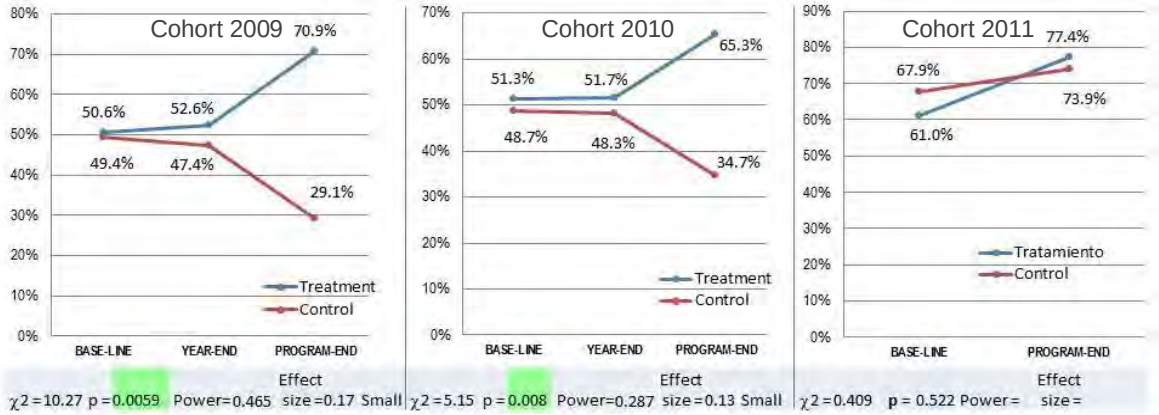


Figure 32: Percentage of young leaders doing disclosure to institutional superiors. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009. 2010 & 2011.

2.62 Survey data reveals that the behavior in treatment groups for cohort 2009 and 2010 sharply trend toward increased accountability towards superiors, and that this trend clearly contrasts with that of the control group which exhibits behavior in the exact opposite -downward- direction (see figure 32) This is a particularly noteworthy result in and of itself, in the case of the control group, because a behavior of disclosure is to be expected out of mere compliance with internal rules within any hierarchical organization such as, for instance, a political party. Also, this trend cannot be explained away by mere chance or by other extraneous factors acting thereupon, judging by the low **p** values coming from the *Chi-square tests* applied on the surveys data for those cohorts (0.0059 and 0.008 respectively). Therefore, the trend appears as strongly attributable to the Program's regular course. The same general trend is also exhibited by the 2011 cohort, although in this case with a weaker statistical significance.

2.63 A strongly diverging behavioral change is observed, as well, between treatment and control groups in what concerns the young leaders' actions of disclosure toward subordinates within their

organizations, in all cohorts except for that of 2011. However in the case of cohort 2011, as was also the case with the previous indicator, the trend is locally converging, however slightly, between the base-line point and the year-end point, only because of the fact that the control group started out with higher values for the indicator at the base line (see how the right-hand chart of figure 32 is virtually identical, in terms of trend, to that of figure 33) Despite this, the behavioral trend concerning this indicator is still upward for the treatment group and downward for the control group. Also notice that these results are really statistically significant only in the case of cohort 2009, with a

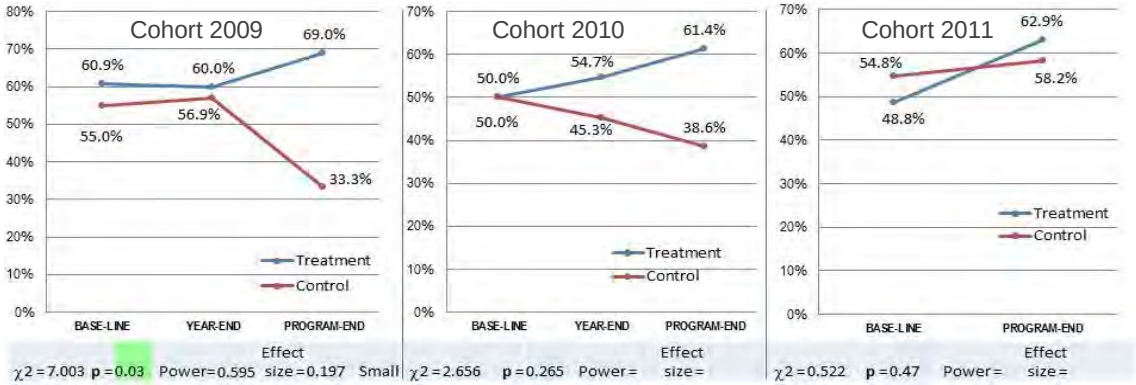


Figure 33: Percentage of young leaders doing disclosure to their subordinates. *Chi square* tests results.
Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

p value coming out of the *Chi-square* test of 0.03.

2.64 Finally, in what concerns young leaders' actions of disclosure toward the public outside the organization -arguably the strongest measure of real change toward transparency and accountability that can be expected from the Program- the same trend is observable in the data coming from the surveys done during the execution of the Program. Figure 34 shows specifically to what extent young leaders have engaged in publicizing -in this case through bulletins- their organizations' performance.

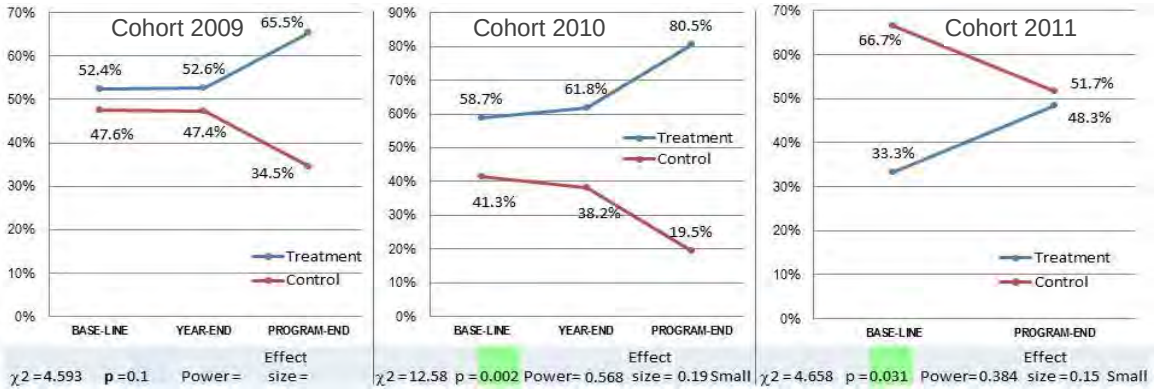


Figure 34: Percentage of young leaders disclosing performance through bulletins to the public. *Chi square* tests results. Source: Tests performed on statistics from the Program executor's surveys data bases 2009, 2010 & 2011.

Notice, also, how these trends are statistically significant for cohorts 2010 and 2011. In effect the **p** values of 0.0019 and 0.031 coming out of the *Chi-square* test applied to the available data for those cohorts give a strong indication that this outcome is very much attributable to the workings of the Program, particularly through its regular courses where the values of transparency and accountability ranked highly in the curricular contents.

3. Outcomes observed after execution

2.65 The researchers also measured the final outcomes of the Program after it was closed in 2012, for a complementary comparison with the trends found during the Program execution. For that purpose, a random sample, structured by sex, region and type of organization, of all individuals participating in the Program's Treatment and Control groups was chosen, and a new field survey (*ex post survey*) was done to complement the same measurements made during execution. This ex post survey, whose results are presented in what follows, generally confirms that significant percentages of the young leaders that graduated from the Program regular course have engaged in the expected behaviors and attitudes of promoting modernization and democratic political practices in their organizations. This pro-activity has also been independently corroborated by senior leaders responsible for political education and youth issues in the organizations, who were interviewed for this study. However, results in the treatment group are not generally comparable to those of the control group, because a very significant portion of individuals from the control group chosen in the random sampling manifestly refused to participate in the survey, greatly diminishing the number needed to make a statistically strong argument about results in the control group.[33]

a. Role of external factors

2.66 Also, of special significance in the present evaluation of outcomes after termination of the Program is the role that factors outside the control and/or influence of the intervention may have played in the actual achievements. As we have already suggested, there is a visible and consistent difference between those outcome indicators whose values can be mostly attributable to the workings of the Program, and those who cannot. In footnote 28 above, we already advanced the point that there are outcome indicators more sensitive than others to the influence of external factors. A clear example of this distinction is the difference between the question: *did young leaders promote reforms*? and the question: *were young leaders promoted to higher positions?* Affirmative answers to both questions promote the development impacts sought by the Program; but the answer to the second question does not predominantly depend on the inputs and outputs of the Program, but on decisions adopted in other centers of cost and responsibility; in this case: the current senior leadership of the relevant organizations.

2.67 For purposes of the present study we shall call *Type A* outcomes those corresponding to the first kind (the ones that lie predominantly within the influence domain of the Program), and *Type B* outcomes

[33] Problems with control groups are not infrequent when dealing with human individuals in quasi-experimental evaluation designs, since such populations require special handling, particularly when groups are porous and heavily charged with expectations. The specific problems confronted by the present study generally relate to negative feelings and attitudes toward the Program's selection process developed during execution, and are discussed in detail in the recommendation section of the present report. Also specific recommendations for better handling control groups are included as lessons for future interventions. It is appropriate to advance here the researchers' opinion that some "control individuals" that in the end did answer the ex post survey, replacing those first chosen randomly who refused, were more "interested" individuals, whose natural inclination to pro-activity may set them apart from other more "average" control group individuals; thus, perhaps yielding higher values of outcome indicators that could otherwise be generally expected.

those corresponding to the second kind (the ones not predominantly lying within the influence domain of the Program). Table 2 classifies the main indicators measured by the ex post survey depending on whether they are type A outcome indicators or type B outcome indicators.[34] For the reasons just discussed, type A indicators can be considered a better gage of outcomes directly attributable to the Program; while type B indicators better reflect the concurrence of factors stemming from the control domain of participant organizations.

OUTCOME INDICATOR	TYPE
Implementation of training courses for the organizations' grassroots	A
Submission of proposals for organizational reform	A
Increased management responsibility bestowed on young leaders	B
Increased participation of young leaders in election processes	B
Increased young leaders' involvement in municipal participation or inter-party dialogue initiatives	A
Increased young leaders' transparency & accountability	A

Table 2: Types of main Program outcome indicators, based on their relative sensitivity to external factors

2.68 If, as argued in footnote 33, control-group participants in the final survey were more pro-active than the more "average" randomly chosen ones, they could be expected to show relatively high levels of initiative throughout; maybe even yielding comparisons with the behavior of the treatment group unfavorable to the latter. The high values of **p** out of the *Chi-square* tests done on survey results (low statistical significance) indeed show the consequences of having participants in the survey not necessarily chosen at random; i.e.: the number of control-group participants who voluntarily -i.e. proactively- replaced those individuals who were originally chosen at random but refused to answer the survey, for the reasons already mentioned. Despite all this, survey results still show consistently higher values in the treatment group for type A indicators, as compared to those of control groups.

2.69 Indeed, in spite of the fact that results may have been skewed against the treatment group, this group still presents higher percentages of individuals engaged in behaviors such as: *promotion of education for militants*; *promotion of organizational reforms*; *public disclosure of matters concerning internal operation of organizations*; *declarations of wealth under oath*; and *participation in leaders networks*; with differences of 5.3; 7.3; 10.2; 13.4 and 17.2 percentage points above those percentages in the control groups (see these results in the Statistical Appendix).

2.70 On the other hand, the ex post survey shows treatment groups consistently performing below control groups in those results generally associated with type B indicators; such as *promotion of young leaders*; *approval of proposals* both for reforms and for increased education of the organizations' militant grassroots; *appointment of young leaders as candidates* in electoral process; and *young leaders electoral success*. Therefore, the present study is not able to cite conclusive evidence that current senior leadership of the participant organizations has so far significantly

[34] Notice that in the present context we speak of sensitivity to external factors in relative terms and do not refer to just any external factor. For instance, the values of all outcome indicators included in table 2 depend also to good measure on the fact that graduates decide to act in a certain way after the course; decisions which, strictly speaking, also fall outside the control domain of the Program. But the classification of Type A and type B indicators does not mean to control for factors depending on decisions by the graduate themselves.

promoted Program graduates to positions of higher responsibility within the organizations, or significantly tended to approve graduates proposals, or their participation as candidates in electoral processes. Important exceptions to these general results show up in the cases of small parties. Data and interviews of senior leaders from small or emerging political parties done for the present study indeed confirm that these organizations tended to take better advantage of the educational effort represented by the Program; both in the sense that: (i) the top students of the regular courses frequently came from those small organizations; and (ii) the number of graduates subsequently promoted to positions of higher responsibility tended to be proportionally larger than those from the bigger organizations.[35]

2.71 Given the nature of final or "late" results, that usually require extended periods to mature in practice, the above mentioned situation maybe a case of terminal outcomes for which the three years of the Program's 2nd phase is not enough for maturity, and that they may just need additional time to come to fruition. The low alacrity in the senior leadership's decision processes that the Program expects to concur as a factor to promote its intended development outcomes is also a factor affecting the achievement of the expected impacts; i.e. the longer term structural changes sought out by the intervention.

b. Main final outcomes. A quantitative perspective

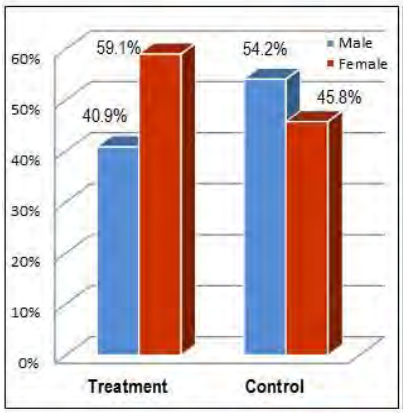
2.72 Besides the already mentioned ratification that young leaders who graduated from the Program regular course engage more in the behaviors and attitudes expected by the intervention in type A outcome indicators, the *ex post survey* also strongly ratifies that, judging from the percentage results, female young leaders adopt the behaviors and attitudes promoted by the Program to a significantly greater extent than their male counterparts. The values of trend outcome indicators we discussed previously in the present report had already shown that women participants in courses appeared to have taken better advantage of the training. They performed better in terms of knowledge gain, and starting from lower values relative to men, tended to achieve on a par with them at the end. Measurements also showed that, percentage-wise, young female leaders also tended to outperform young male leaders in observed changes toward the behaviors and attitudes promoted by the Program. Now, the ex post survey has found that female young leaders maintain this high performance in both type A and Type B outcome indicators after the closing of the program.

2.73 The above results also mean that the knowledge and skills gained, as well as the behavioral and attitudinal changes adopted by young female leaders of the treatment group so far have been generally taken better advantage of by the organizations that sent them for education in the Program, through more frequent promotion of those leaders up the organizational ranks; more frequent success of those leaders in internal electoral processes where they have participated as

[35] Of course, this latter result is also surely a function of the sheer number of young leaders from the small organizations actually taking the courses, as compared to those from the big political parties. Because a full 77% of all graduates came from the two largest political organizations (see par. 2.17) it would be expected that the young leaders promoted to positions of higher responsibility within these large organizations will always represent a much smaller percentage when compared to those promoted by a much smaller parties.

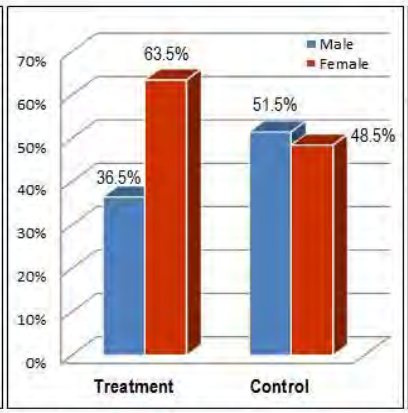
candidates; and more frequent approval of the proposals they have made to their organizations, both in the areas of political education and institutional modernization reforms.

2.74 Regardless of the comparison between treatment and control groups, the figures below demonstrate how female young leaders of the treatment group consistently show better values in type A outcome indicators, such as those relating to pro-activity towards reforms, participation in dialogues with organizations other than their own, and involvement with the young-leaders' network. As depicted in figure 37, evidence shows that the percentage of female young leaders graduating from the Program



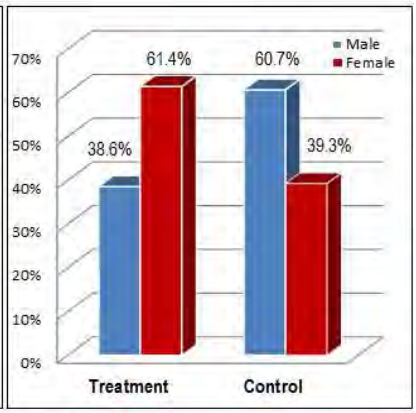
$\chi 2 = 3.546$ $p = 0.059$

Figure 37: Young leaders promoting reforms. χ^2 results. Source: Ex post survey 2012



$\chi 2 = 4.56$ $p = 0.033$ Power = 0.771 Effect size = 0.21

Figure 38: Young leaders doing external debates. χ^2 results. Source: Ex post survey 2012



$\chi 2 = 9.76$ $p = 0.002$ Power = 0.593 Effect size = 0.17

Figure 39: Young leaders participating in networks. χ^2 results. Source: Ex post survey 2012

that have promoted reforms in their organizations are about 20 points higher than that of male young leaders with the same initiative in cohort 2009. Notice that the **p** value of 0.059 from the *Chi-square* test shows this result to be moderately significant. However, the 22 to 26 percentage points advantage of women over men graduates that participated in discussions with political or social organizations other than their own, show a strong statistical significance with a **p** value of 0.033 from the *Chi-square* test (see Figure 38).

2.75 A comparable advantage of women over men is also observed in the percentage of graduates actively participating in the young leaders' network developed as a result of the Program. Figure 39 shows that difference of about 23 percentage points to be even more statistically significant, with the *Chi-square* test yielding a **p** value of 0.002. See in all figures of the series above how in the case of the control groups for every one of the three cohorts, female young leaders maintain consistent lower percentages concerning this outcome than their male counterparts.

2.76 The same kind of statistically significant differences between female and male Program graduates are observed concerning type B outcome indicators, such as those associated with the promotion of young leaders up the organizational hierarchies; the approval of proposals made by young leaders and the success of young leaders in election processes where they run as candidates. If this observed trend is to continue, especially within the political parties involved, not only an increasing gender equality is to be expected within the organizations in the future, but also the participation of female leaders in decisions toward institutional reform processes might also be expected to increase in the future as a result, at least in part, of the Program.

2.77 Indeed, even if we ignore the comparison between results from the treatment and control groups, the percentage of female young leaders of the treatment group that have been promoted to higher levels of responsibility -a type B outcome indicator- is, in itself, remarkable: more than 20 percentage points above that of the male young leaders (see figure 40). Notice that in this result the difference between male and female young leaders is statistically significant, judging from the value of **p** below 0.05 coming out the *Chi-square* test performed by researchers on the survey results. If sustained, this more abundant presence of young female leaders in posts higher than that of mere militants within the organizations is sure to eventually result in a greater weight exerted by women on institutional decisions and reform processes, especially within the political parties.

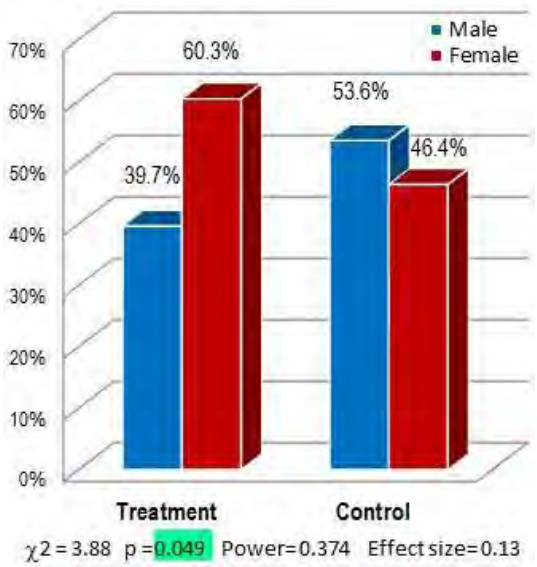


Figure 40: Young leaders promoted to posts of higher responsibility. χ^2 results. Source: Ex post survey 2012

2.78 So, in what may be more important as a precursor of possible things to come, the ex post survey has also revealed a better performance of female young leaders in terms of getting their reform proposals approved within their respective institutions. This particular indicator shows the percentage of women having success in the approval process of their proposals to be more than 42 points above that of men. This important difference has also high statistical significance as depicted in figure 41. Notice, in effect, that the **p** value coming out the *Chi-square* test is only 0.002

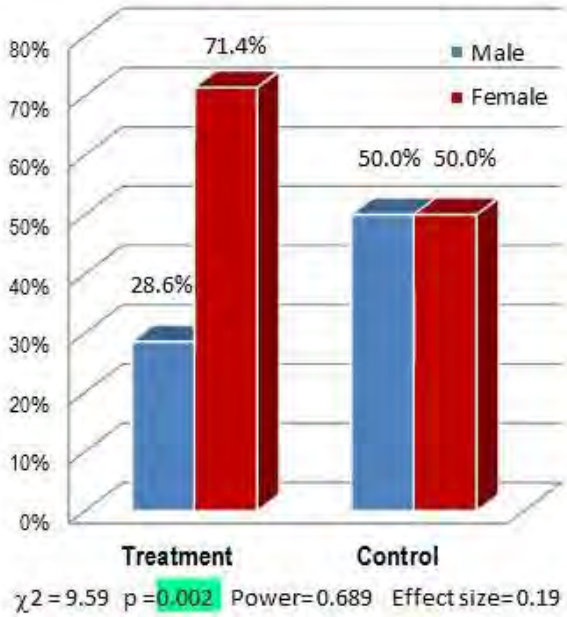


Figure 41: Young leaders getting reform proposals approved. χ^2 results. Source: Ex post survey 2012

2.79 In the next section of this report, a closer, qualitative analysis of the nature and object of these proposals is presented, and the corroborative evidence available from the interviews of leaders within the organizations is also discussed. From that analysis, as well as from other qualitative aspects of the data available, a more detailed profile will be drawn on the final outcomes that the Program might have actually induced in the reality of the political system in the country, and the possible future direction of changes up the expected Results Chain. However, the sheer amount of the difference between the sexes provided by the ex post survey data on this particular indicator constitutes a very significant result in and of itself.

2.80 Finally, and at least equally important, are the outcomes observed concerning the success that female young leaders in the treatment group have had in election process for which they were postulated as candidates. In this particular indicator the percentage of women graduates that won the elections in which they ran for a position of responsibility is a full 46 points above that of men graduates. This very large difference is also highly significant statistically, as can be seen in figure 42, with a **p** value from the *Chi-square* test of only 0.033

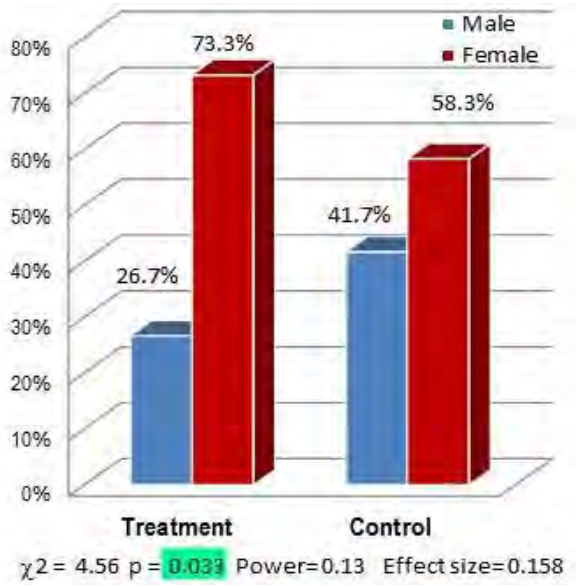


Figure 42: Young leaders winning elections, internal or external, in which they ran. χ^2 results

c. Main final outcomes. A qualitative perspective

2.81 The field survey of young leaders done after the closing of the Program has provided valuable specific information on the observed behaviors, to afford a qualitative complementary analysis of the Program outcomes discussed above. Meetings and interviews with program managers, academics and, specially, with senior political leaders, also have yielded corroborative information to provide a contrasting background on the data obtained and a more detailed context for the analysis.

(i) Education of organizations' grassroots

2.82 The multiplier effect on education of organization's grassroots we have discussed in some detail in the present report have been made possible by the actions of Program graduates, who have designed and actually dictated conferences and workshops to organization members. These actions, which have been numerous and widspread as measured by the surveys during execution and after the closing of the Program, have also been confirmed independently by political leaders of the main parties involved, interviewed for the present study. The ex post survey collected information not only on actual conferences or workshop personally given by graduates, but also on the latter's participation in organizing and generally promoting this multiplication effort, as well as any other proposals made by graduates on the area of education within their organizations. Among these proposals it is important to mention the initiative of program graduates to contribute beyond the sole direct multiplication of workshops, promoting the actual creation or re-vitalization of *Political Schools* within the parties. This effort is already more salient and visible in the case of some small, emerging political parties, where its possible impacts might be more significant as well for the future of these organizations.

2.83 The ex-post survey confirms that a significant majority of graduates pro-actively engaged in the promotion of education in this broader sense of varied educational proposals made within their respective organizations; including, but going beyond, the direct multiplication of conferences and workshops. According to those surveyed, proposals included the creation of *political education*

schools in those parties which do not have one, and the revitalization of the schools in the parties which do have them. Senior leaders as well as course lecturers interviewed have coincided in that there is no permanent institutional offerings of political education in the country, neither by the political parties, nor by the educational system, to meet the observed demand for such education. So, these initiatives revolving around the parties' political education schools, although not abundant compared to other types -8% of all proposal (see figure 43)- do show the preocupation of young leaders with a longer term solution to the issue, beyond the episodic organization of courses now and then. Initiatives included proposals to establish courses on specific issues of interest such as: party norms; party ideology; gender and youth issues within the party; conflict resolution; and electoral training among other themes. Figure 43 shows that more that 60% of graduates have engaged in the mentioned variety of educational initiatives, and that almost a third of these initiatives were related to the direct educational multiplication effort. Notice also that issues such as ideology and gender in the party are represented in relatively small percentages (6% and 3% respectively) as proposed educational issues, while the issue of training for the elections was comparatively more abundant among the proposals (12%).

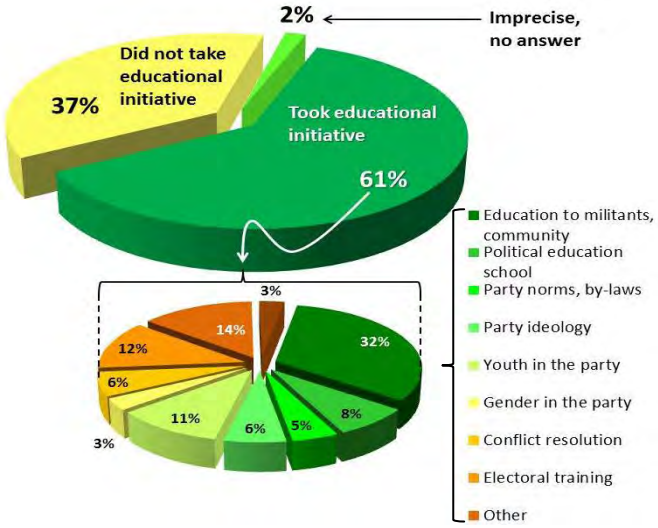


Figure 43: FYL Program graduates making education proposals. Types & issues of proposals. Source: Ex post survey, 2012

2.84 Now, given this pro-activity on the part of the Program's regular course graduates, an important qualitative issue is whether the initiatives taken by graduates had succeeded or not in practice; so that the associated development impacts can be expected up the Program's results chain. In this sense, the graduates' initiative in the educational area apparently did not necessarily meet with a corresponding proactivity on the part of the senior leadership in their respective political organizations. In fact, a full 62% of those individuals of the treatment group surveyed after the closing of the Program did not respond with any precision, or at all, to the question on whether their proposals had met with success; or said, flat out, that they had not succeeded (See figure 44). It is worth noting the very high percentage of those surveyed who would

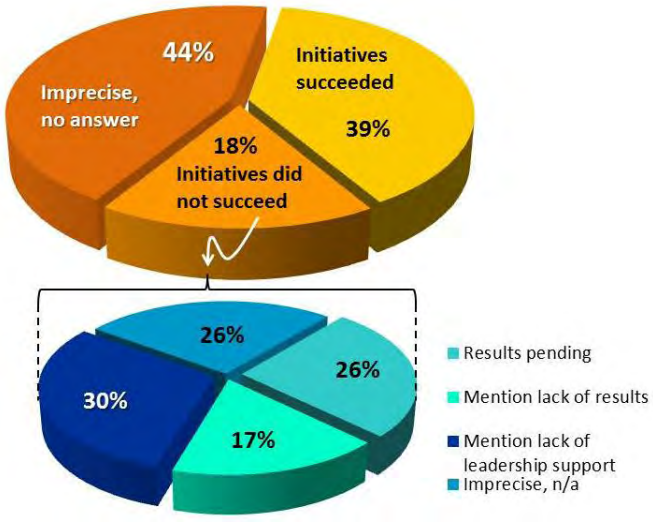


Figure 44: FYL Program Graduates' opinion on success of education proposals. Reasons for failure. Source: Ex post survey, 2012

or could not clearly reffer to any success obtained by their educational proposals. Even more telling, as depicted in figure 44, 30% of those surveyed who said their educational proposal did not suceed mentioned specifically the lack of leadership support in their organizations. It is understood that aquiescence of the senior leadership about the initiatives taken by young leaders are the sort of terminal outcomes which already border the realm of actual impacts; i.e. they might be the precursors of long term institutional changes, that are in the process of taking place.

2.85 The above terminal outcomes also can be viewed as external conditions required for the impacts to materialize. In the latter sense, we have no evidence that this condition is significantly present as yet in the process. Notice, for instance, that even among those who felt that their initiatives have met with success, only 12% cared to mention specifically that authorities in their organizations have lent support to the initiatives (see figure 45). Yet, this is no evidence that such condition will not eventually appear, either. Remember, for instance, that back in figure 44 more than a quarter of respondent felt that positive results are still -or just- pending; meaning that they may be in the process of being realized in practice. There is even the case of young leaders saying that some results have come out of their proposals even though they have not been formally approved by authorities in the organizations (see figure 45). These are cases where, for instance, workshops or conferences replicating the teachings of the Program's regular course have been taken up by young leaders of their own accord, without necessarily been formally sanctioned by the superiority. Although different "practical priorities" diverting the formal attention of senior leaders -for instance, during periods of elections- may have made this possible, we always have to presume the authorities' at least implicit aquiescence.

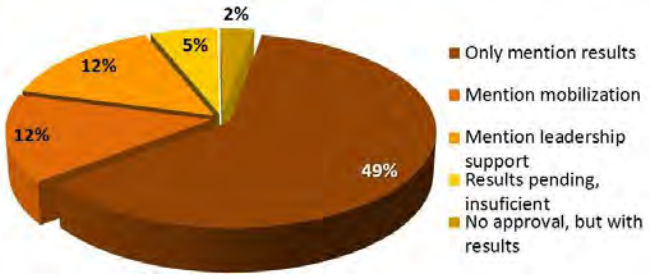


Figure 45: Graduates' opinion on reasons for success of education proposals. Source: Ex post survey, 2012

(ii) Proposals for organizational reform

2.86 The ex post survey also shows a significant majority of graduates engaging in proposals for institutional reforms and changes in practices and procedures. 60% of the young leaders from the Programs treatment group surveyed said that they have made specific proposals for reform in their organizations (see figure 46). The purpose of the proposed reforms included: increasing internal democracy in the political parties; improving the parties' organizations from the municipal level on down the different levels where the parties grassroots operate; achieving greater gender equality within the party leadership; improving and extending the political parties

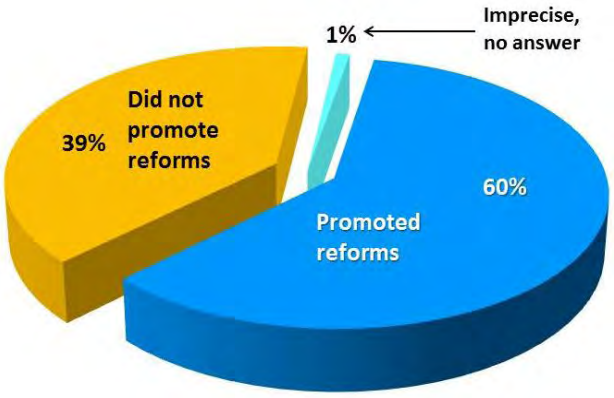


Figure 46: FYL Program Graduates making reform proposals. Source: Ex post survey, 2012

external links, both with other parties and with the civil society at large; furthering the participation of the youth in the organizations' operation; and advancing the agenda of transparency within the organizations. The relative weights of the issues addressed in the submitted reform proposals, as declared by graduates, are depicted in figure 47.

2.87 Political leaders interviewed for this study have generally confirmed the visible proactivity of Program graduates found by the ex post survey in the area of institutional reform. They cite actions including internal proposals as well as proposals made by the party for changes in the political system at large. As an example of this, a case was reported of proposals for the *Law on Political Parties* -currently pending for national approval- in whose formulation Program graduates participated as members of one party body, to where they had been previously promoted. Political reform proposals have included suggestions for changes at local and intermediate levels of the parties' organization and procedures; for instance: the formation, operation and composition of councils at the municipal level, and their relations to national, political and executive organs within the party. Proposals also have shown a focus on issues such as decentralization, merit-based promotion and party discipline. Also interestingly, organizational change proposals sometimes have been interwoven with issues of education, thereby promoting the role of knowledge in decision-making. See for instance in figure 47 how 17% of the proposals submitted as reform initiatives revert once again to the issue of political education. Other examples of these are: the motion that, as condition for advancing at the militant level, a minimal political formation process be required; or that, before the start of meetings, all party bodies discussed a relevant political or social issue of the day. On the other hand, in the opinion of at least one course lecturer and one senior party leader interviewed, there have been proposals too "academic" for practical application; or that, having been a requisite for graduation, did not necessarily reach the party instances for consideration. This is also in line with the sense of at least one academic interviewed, that theoretical and methodological considerations during the regular course's tutorship may have prevailed too much over practical considerations, or issues of impact and feasibility, in articulating the proposals.

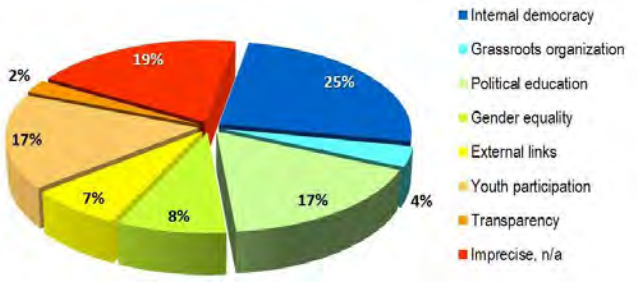


Figure 47: Issues addressed by FYL Program graduates' reform proposals. Source: Ex post survey, 2012

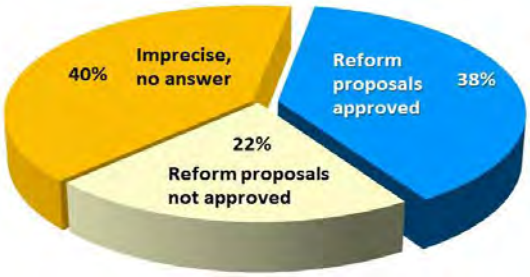


Figure 48: Approval of reform proposals made by FYL Program graduates' Source: Ex post survey, 2012

2.88 Also in this case, close to two thirds (62%) of those surveyed did not respond with any precision, or at all, to the question on whether their proposals had been approved by the leadership within their organizations; or explicitly said that they had not been approved (see figure 48). This is a more direct indication of the relative resistance, or lack of attention, by senior leaders to the initiatives of the

young leaders graduating from the Program, that we already found in relation to the educational proposals. This indication is re-inforced by the response of the young leaders surveyed about their opinion on the success or lack thereof of their reform proposals. The same proportion (62%) did not answer the question about the perceived success or failure of the young leaders' reform proposals; or they answered it ambiguously; or they indicated directly that their proposals had failed, as depicted in figure 49. Even more interesting are the reasons the young leaders surveyed cite for the failure of their reform proposals. A full 29% of them explicitly mention the lack of leadership support in their organizations. It is also noticeable that another 29% of those surveyed could not or would not speak, or do it unambiguously, about the reasons for the lack of success, as can be seen in figure 50. As a counterpoint to this, 26% felt that the results from their proposals are just "pending"; an indication that they still expect an eventual success of their initiatives. Once again, external factors outside the control domain of both the Program and their graduates, such as, for instance, the occurrence of the mentioned national election processes in the country, may have diverted the attention of senior leaders on, or simply delayed, transformation processes that might be currently brewing, but have not materialize openly in practice yet. Also, among those who felt that their initiatives had met with success, 28% cared to explicitly mention the presence of support by the authorities within their organizations for the proposed reforms, as a reason for the success (see figure 51, on this respect). Finally, as can also been seen in figure 51, 14% of those surveyed who felt their proposals have suceeded also mentioned that complete results are still pending; indicating the presence of expectations of further succes in the future. An interesting additional point is the fact that 19% of those surveyed mentioned internal stakeholder mobilization –i.e. grassroots and intermediate leadership agitation and participation in favor of the reform proposals as a reason for success- suggesting that some contagion and/or demonstration effect on other members of the organizations might have also taken place as the young leaders who graduated from the Program went ahead with their reform proposals.

Figure 49: Success of reform proposals made by FYL Program graduates. Source: Ex post survey, 2012

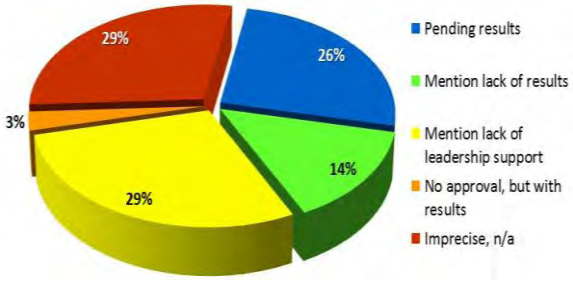


Figure 50: Reasons for failure of reform proposals by FYL Program graduates. Source: Ex post survey, 2012

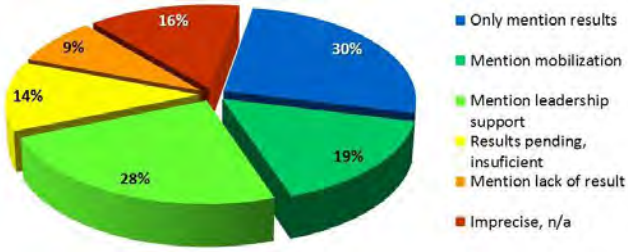


Figure 51: Reasons for success of reform proposals by FYL Program graduates. Source: Ex post survey, 2012

(iii) Increased management responsibility for young leaders

2.89 Program graduates who have been promoted internally within the participating organizations have been generally appointed or elected to positions of higher responsibility at municipal or intermediate party levels. A full 54% of those promoted have indicated that their promotion has been to a municipal-level position or below, as it is depicted in figure 52. However, interviewed senior party leaders have confirmed also some promotions of graduates to more central leadership positions, such as, for instance, member of the party's Political Committee, National Directorate or Central Committee. The ex post survey has established that 20% of Program graduates have been promoted to a national-level position, which represent an important Program outcome (see figure 52). A few also have reached positions as Vice-ministers in the National Government or as Congressmen and Congresswomen. This qualitative precision add focus to the quantitative findings already discussed above, on the proportion of young leaders who graduated from the Program and have been in fact promoted to positions of higher responsibility, especially within the participating political parties. The expectation is that these young leaders, mainly female, who have been promoted up the different levels of the parties' leadership, will continue rising in the future, and apply the skills and values learned during training to further promote modernization processes within their organizations.

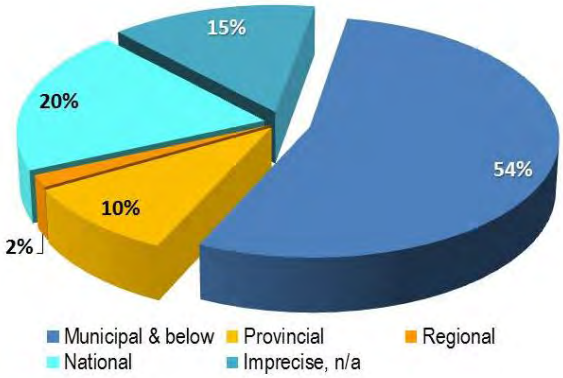


Figure 52: Level to which FYL Program graduates have been promoted. Source: Ex post survey, 2012

(iv) Participation of young leaders in election processes

2.90 Beyond the measurable results on the participation of Program graduates in election process in general terms, already presented in this report, the ex post survey collected specific information on whether the young leaders participated as candidates or in any other way in elections, and what level of the party hierarchy was involved in the election (see figure 53) The reason for this is that the participation of graduates, for instance, as simple electors or organizers in the different levels of the organization is also important in terms of furthering and spreading the political modernization effects sought out by the Program. Figure 53 also shows that most participation took place in internal elections at the municipal level (41%).

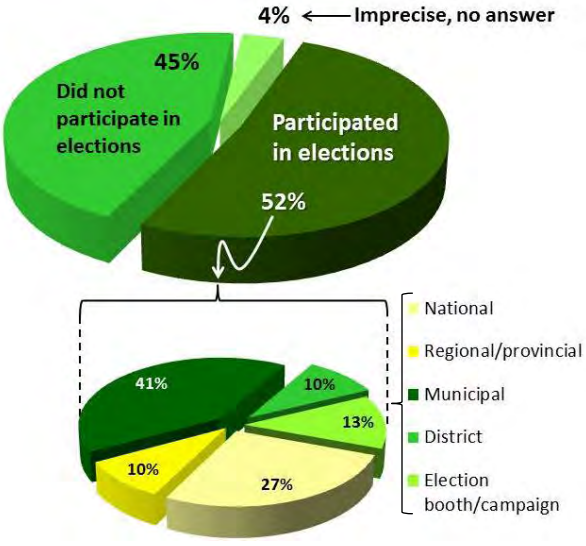


Figure 53: FYL Program graduates' participation in elections. Level of elections. Source: Ex post survey, 2012

2.91 The ex post survey found as well that a significant portion -although not the majority- of young leaders from the Program treatment group has run for elected positions internally in the political parties they belong to, and that an important majority of those running has actually won the election they entered in. Figure 54 depicts ex post survey results as to those Program graduates who participated or not as candidates in internal elections and the subsequent results. Also, there exists qualitative evidence provided by party leaders interviewed that not only Program graduates have increasingly participated in electoral processes, as candidates and otherwise, but that they also have become involved in the general promotion of democracy, both within the parties as well as, sometimes, when parties have taken public positions in issues of democracy. Examples of this involvement cited by party leaders range from a generally more active advocacy on democratization issues; more contribution with ideas to the internal debates by Program graduates, and specific comparative analyses of how democracy is practiced in party organisms; to a proposal that all internal positions be elective, or that specific representation quota be given to the youth in the political leadership instances of the party.

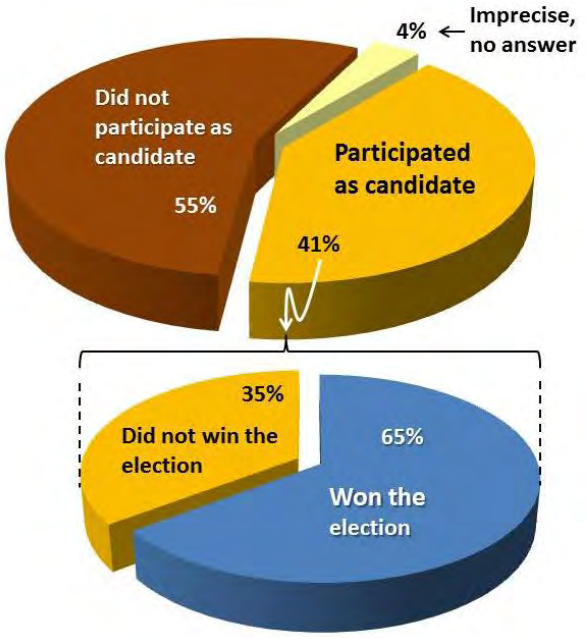


Figure 54: FYL Program graduates' running for, and winning internal elective positions. Source: Ex post survey, 2012

2.92 This is in line with the general recognition by senior party leaders that the Program graduates' attitudes and proactivity toward the internal debate of issues have changed; and that young leaders that before had a retracted attitude, after the Program have participated much more actively in the theoretical discussions, analyzing and reflecting on issues, as well as taking more responsibilities and making more commitments than previously. Through this proactivity, Program graduates certainly have shown a better understanding of their rights and duties and an improved comprehension of their future role and potentials in party politics.

(v) Young leaders' participation in inter-organization dialogue

2.93 Interviewed senior political leaders do not generally confirm visible changes in institutional activities of outreach to civil society organizations, interparty-dialogues or external linking activities of any sort, but do not deny Program graduates pro-activity in networking and external interchange with young leaders of other political parties and CSOs. This probably means that the measurable external links and outreach activities of graduates as observed in the field surveys occur mostly by personal initiative and not as part of a concerted institutional effort by the organizations themselves. Some senior political leaders interviewed have even recognized that the outreach and linkage with social organizations is a weak area of their organization's agenda and practices; as well as one where much improvement is needed. That does not mean, however, that the organizations do not recognize the

importance and advantages of the outward relations with other political and social organizations, developed by the Program graduates.

2.94 There are important qualitative insights provided by party leaders that reveal, at least, a minimal evolution toward a better kind of exchange practice and relations among political parties and between them and the community and citizenry at large; even in the midst of a hard fought political campaign. One political leader saw as very important that graduates of the Program visibly improved their participation in the recent campaign in qualitative terms; i.e. with better political arguments and more emphasis on programmatic proposals and the debate of ideas, rather than on mere political pandering and agitation. The sharing of young leaders form different ideologies/parties promoted by the Program in collective efforts such as, for instance, diagnosing the country's present situation, has made possible for these young leaders not only to acquire useful cognitive knowledge, but also to "live" politics in a different way; i.e. one in which adversaries are not necessarily seen as "enemies", and negotiations can be based on principle and rational arguments, rather than on pure sectarian prejudices. A consensus is observed among the political leaders interviewed on a positive assessment of the "primary relations" developed by Program participants with their counterparts from other parties and CSOs; as well as the development of "extra-party networks", as desirable learning experiences and ones that may contribute to eventually change the political culture in the country.

(vi) Young leaders' transparency & accountability

2.95 The present study has demonstrated a visible and positive evolution in the behavior of participant young leaders seen during the Program's execution in what concerns transparency and accountability. This positive evolution has been important in itself and statistically significant in comparison with that of young leaders who did not participate in the education process. The ex post survey found very high and statistically significant differences between the behavior of female leaders who graduated from the Program and their male counterparts, towards more transparency and accountability; which constitute a clear and also very important development outcome attributable to the intervention.

E. Program impacts

2.96 The development impacts expected from the Program refer to the longer term more structural transformations it may have contributed to in the organizations involved, and in their regular practices, by virtue of the behavioral and attitudinal changes induced in the several cohorts of young leaders that graduated from the Program. According to the metrics stipulated in the Program documentation, impacts were to be gaged by the number or percentage of political parties that institutionalize mechanisms and permanent actions directed to: (i) strengthen gender equity and youth participation in the organization; (ii) extend training programs for the party members; and (iii) improve transparency and accountability within the Electoral Law.

2.97 Being formal, operational and structural in nature, the changes mentioned above may be subtantiated by direct observation and factual corroboration of organizational decisions. In that sense, the present research has found no hard, conclusive evidence that any of the mentioned mechanisms have been formally adopted and operationalized in practice at the national level by the political parties involved. Generally speaking, organizational and procedural changes of that nature are adopted in the context of general assembly meetings (the so-called *Congresos*) of the political parties; and these events are relatively infrequent. Also decisions by the *Congresos* both take a considerable amount of political haggling and consensus building, and often are not binding; so their practical application can be obstructed or reversed, or even not materialize at all. Several political leaders interviewed for the present study have indeed mentioned that reform proposals advanced by Program graduates, or the posibility of their promotions up the hierarchical ladder, will not be decided upon before the next party assembly convenes. Therefore, to the extent that the structural changes toward a more democratic and transparent political system sought by the Program would effectively materialize, it may still perfectly require additional time for these changes to mature. The above does not mean, however, that there is no evidence of early and localized evolution in areas such as gender equity, upward movement of graduates -especially to local leadership positions- and a minimal, but visible, transformation process to expand political education and more transparent practices. This evidence, which in some cases is circumstancial but in others is provided by statistically significant results, suggests the presence of what we may call both general and specific "trend impacts".

1. <u>General trend impacts</u>

2.98 Budding long term transformations can already be inferred from some terminal outcomes discussed aboved which "touch" the border of preliminary impacts, mainly associated with the behavior of female program graduates and their relative further promotion by current leaders within participant organizations. There is also circumstantial evidence that the demostration effect of Program graduates inside those organizations may be inducing at least some behavioral contagion in the population at large. Whether this contagion is due only to the 2nd phase of the program or to the cummulative demostration effect of all the cohorts graduated by the Program since its inception in 2005 -six in total- we do not have a way to prove statistically. Yet, whether initiated more or less recently, this apparent trend can be circumstantially seen in the declared behaviors of individuals of the control group that actually participated in the ex post survey. The gender equalizing trend also seen in the behavior of control groups may be an indication that the movement toward equality between women and men being generally experienced by all organizations may be getting strenghtened, by more profound, longer-term changes in the same direction, induced by the Program but still brewing under the surface.

2.99 There are also circumstantial reasons to argue that some of the behavioral outcomes found to be statistically significant in Program graduates may already be entrenched enough in their normal practice as to keep contradicting prevailing attitudes and be maintained in the face of strong currents in the opposite direction. A case in point is the pro-activity of Program graduates to engage peers

outside of their orghanizations in meanigfull political dialogues. In the Dominican Republic and to the extent that these dialogues differ from mere partisan warfare, it can be reasonably expected that the practice of dialogue with political adversaries would diminish considerably during periods of heightened electoral confrontation, as it was the period of the Program's execution. Indeed, this expected trend has been confirmed by the surveys in the different control groups of all cohorts of the Program, with no exeptions and high statistical significance of differences with the treatment groups. So the exact opposite and strongly diverging trend observed in the Program graduates, during exactly de same period, might just be the mark of a true behavioral precursor of longer term, more structural changes to come.

2.100 It can also be argued that, with their more abundant presence in positions of leadership at all levels of the parties, young leaders will eventually exert greater and greater weight on institutional decisions an reform processes. So, because impacts usually require extended periods to mature in practice, the longer-term changes that apparently are currently budding as results of the Program may just as well need additional time and care to come to fruition in the open.

2. Specific trend impacts

2.101 Apart from the general preliminary trend impacts that we may infer from the behavioral data available, we may also comment on trend impacts in the specific areas stipulated in the present study s.o.w. of: (i) gender equity and youth participation; (ii) extended training for party members; (iii) improved transparency and accountability.

a. Gender equity and youth participation

2.102 In the present report we have presented conclusive evidence of the equilizing effects that the Program has induced between female and male young leaders in a number of significant observable effects and behaviors. Through the years, most political parties of consideration in the country have come to recognize women's rights to participation in political decision-making, as well as the desireability of women's participation, through holding at least 33% of the leadership positions. Now, even if this benchmark is not always complied with, it points toward a transformation that may be considered as already adopted and irreversible in principle. Such trend, of course, may not be viewed as a Program impact, but the Program has certainly contributed to expand even further the participation of women in politics, with young females participating in the courses in excess of the 33% mark and with better results than in the case of male leaders. A final outcome that has also been substantiated, and that comes even closer the actual impact expected in what concerns a gender equity mechanism, is the fact that considerably more women graduates of the Program have come to be promoted or elected to positions of higher responsibilities. Whether this trend will eventually induce the formal adoption of a mechanism to enforce gender equity is, of course, still an open question. But more women factually in positions of power, even if so far they involve just local o intermediate leadership positions, is arguably a precursos outcome that raises the probability that such institutional mechanism may eventually be adopted in practice.

b. Extended training for party members

2.103 The evidence available over recent years concerning structural instutions dedicated to political education reveals a tendency opposite to that sought out by the Program, and there is little that the present intervention has been able to do to counter this tendency, apart from the callings from a portions of its graduates for the creation or restoration of the parties' political schools. Generally speaking, the political schools in the country have been minimized or discontinued, as the weight of political doctrine, education and ideology has considerably diminished in favor of the all consuming electoral efforts by the political parties. The result is a loss of systematicity in the educational endeavor, which does not constitute any more a steady effort -even in those parties where it used to be- and the downplaying of political education to a purely episodic, side activity. On their part, public and private educational institutions in the country have apparently not filled the gap, either, between the supply and the manifest demand for a professional, modernizing political education. Despite the efervescence toward education induced by the Program, the fact remains that leaders in charge of political education are normally not positioned close to the main decision centers of the different parties. Also, whatever limited -or abundant- resources parties have at their disposal normally have gone to stregthen their electoral machinery, and not the ideological or political education structures that may remain. So, the visible education multiplier effects and enthusiasm with education infused by graduates from the Program, plus the several educational proposals submitted such as the creation of "concept documents" for political schools, the preparation of curricula, the suggestion that a minimum of periodical courses be given to militants, etc. may constitute precursor movements toward the revitalization of the now deflated political schools, and/or creation of new ones; although the impact is not yet visible anywhere.

2.104 Finally, some of the political leaders interviewed have expressed their hope that the recently enacted enlarged period between elections will allow political parties more time to concentrate on necessary internal reforms and activities, among them: the education of their militants.

c. Improved transparency and accountability

2.105 This is the area of concern of the Program where the least obvious progress can be observed in terms of permanent institutional transformations, despite positive changes in the observed behavior of Program graduates. Therefore, such a clear lacking in verifiable institutional response to the behavioral and attitudinal changes in young leaders does not bode well for short term expectations about future structural changes by the institutions involved.

III. Conclusions

A. Operational delivery

3.1 The summary overview of operational performance presented in section II.A and II.B of the present report attest to the fact that the Program did delivered its expected products. In the case of the Program intermediate outputs, the lack of consistency in the documentation as to what exactly were the targets agreed on beforehand, , makes difficult to pass a clear-cut judgment on operational performance concerning those specific deliverables, such as courses given, events held, etc. Concerning final products, for which targets were more clearly set, performance was mixed: with the Program sometimes falling short of targets, as in the case of the number of Program graduates per year, or the attendance to the course on *Women in the Legislative Process;* and sometimes exceeding expectations, as in the case of female young leaders graduating each year from the Program's regular course; or the education multiplier effect promoted by young leaders at the grassroots level of their organizations, which has been reported to be quite considerable.

3.2 Of special note concerning the Program final outputs are indeed the overachievements in terms of women graduating from the regular courses and the short term multiplier educational effect mentioned above. Measurements consistently show that female young leaders received the Program training courses in numbers much greater than expected, and way above the 33% usually considered among the political parties of the Dominican Republic as an accepted benchmark for minimum women's participation in positions of leadership. Women participation has certainly become a very visible trademark of the FYL program 2nd phase. Also worth noticing is the important effect of the decision -taken for this 2nd phase- of changing the 1st phase's *Technical Assistance Program* (P.A.T.) into a training course specifically designed to prepare the best graduates from the regular courses, so that they could later facilitate workshops on the same subjects. This change proved pivotal in unleashing the important number of workshops and other training activities done by graduates with members of the participant organizations grassroots after the Program regular courses finished for each cohort.

3.3 So, beyond the fact that a number of young leaders received a better fine-tuned, denser and more coherent regular course in the 2nd phase of the Program, the high proportion of women among these graduates and their quite visible proactivity in divulging and extending to others the knowledge, values and skills they acquired, greatly enhances the quality of this output. Other outputs worth mentioning, for their implications for increased knowledge of the political reality and the continued expansion of the Program's learning experience beyond execution, are the products associated with the diagnosis of the contextual situation in the Dominican Republic, and with promoting the interfacing of young political and social leaders beyond the boundaries of their respective organizations. The updating of the *Diagnóstico del Sistema de Partidos* and *t*he realization of the *National Young Leaders Congress*, with the subsequent consolidation of the *Young Leaders Network* achieved in the context of the Program are steps in this direction.

3.4 Therefore, despite some observed fluctuations in the numbers, in general the Program appears to have submitted its intermediate and final products in the quantity generally expected, with appreciable quality, and -controlling for the fact that there was a delay at the start for circumstances specified in the present report- within the time stipulated at inception. Beyond the opinion of graduates, who are universally appreciative of the training received, other social stakeholders of the Program, such as senior political leaders and other institutional representatives, also generally value its outputs positively and praise the dedication of the executing Consortium to the Program's correct and timely operation. Consequently, it is safe to conclude that the Program submitted its deliverables in quantity, quality and opportunity sufficient enough to be able to induce the outcomes and to contribute to the impacts that are expected from it, as stipulated in its original development hypothesis.

B. Short-term changes induced

3.5 The individual changes the present research set out to investigated referred not only to the kind of cognitive changes as can established by a learning test administered at the end of an education process, to measure the individual's gain in knowledge. We also attempted to evaluate the behaviors of the individual graduates that were expected in actual life as a consequence of the learning proccess. In other words, the working hypothesis of the present reasearch was based on the idea that the only way to determine whether the knowledge gained truly changed the graduates attitudes -"changed the chip in the minds of young leaders" as put by a former AID staffer- is by evaluating the external behavior of the relevant subjects.

1. Acquisition of knowledge

3.6 The knowledge gain of participants in the Program has been substantially documented in section IIC, as well as proven to be statistically significant by the several independent tests applied in the present research on the data reported by the executing consortium. Comparison with knowledge gain of individuals of the control group -i.e. the result of possible separate, independent political training- was not feasible in the present study; yet the research did control for the fact that individuals of the control groups might have received during the same period some such separate, independent training. Results of statistical tests on the two populations showed a very clear and statistically significant difference in the incidence of training between the two groups; and a negligible weight of such equivalent training in individuals of the Control Groups. Therefore, differences in ensuing behaviors between the two groups are more aptly correlated with the presence of political training in the Treatment Groups and the lack thereof in the Control Groups, than with mere happenstance or other uncontrolled factors.

3.7 Analysis of trends in knowledge gain has also shown strong general equalizing effects. Having started from disparate grades at entry at least in one of the measurements used, the different student cohorts in all regions of the Program have tended to improve and to converge toward a similar score at the courses' exit point. This equalizing effect is even more consistent and pronounced in the case

of gender. Female participants in the courses have consistently started with lower grades than male participants, and have always improved during the courses to the point of equalizing, and even surpassing, the scores of male graduates: a very salient and important Program outcome.

3.8 The hard evidence provided by statistics and likelihood tests for knowledge gain based on scores has been complemented by the opinion of some senior political leaders interviewed. In their views, the learning of young leaders under their supervision went beyond the acquiring of theoretical concepts and practical skills, to actually "living politics" in a different way than the normal experience those young leaders have within the currently dominant political culture. This kind of learning is generally associated with the experience the students had of interfacing and networking with other political and social leaders, during the Program: an interfacing and networking based on ideas and programmatic proposals, as well as conducive to the development of primary relations, instead of the usual inter-party confrontation and rancor. Therefore, as in the previous phase of the Program, tolerance and democratic coexistence with ideological and political foes have become part of the learning experience, going beyond the pure cognitive realm into actual sensitivity and emotional intelligence training: another significant outcome of the Program.

2. Observed behavioral trends

3.9 The study has recognized that designers included in the Program expected results chain behavioral outcomes that can be interfered more heavily than others by factors originating outside the Program's control or influence domain. The achievement of outcomes measured by indicators such as: the *promotion of young leaders to positions of higher responsibility*, or the *participation of young leaders as candidates in election process*es depend on decisions made by the current senior leadership of the organizations involved to a much greater extent than the achievement of outcomes measured by indicators such as: the *Implementation of training courses for the organizations' grassroots;* the *submission of proposals for organizational reform;* the *increased young leaders' involvement in municipal participation or inter-party dialogue initiatives;* and the *increased young leaders' transparency & accountability*. The latter we have called type A indicators and the former type B indicators. The study has found important differences between the two types of behavioral results.

3.10 As a general rule and measured by the percentage of leaders showing expected behaviors, much greater differences (changes) from the base-line values to the exit and closing values are found in the Treatment groups, as compared to those of the Control groups in what concerns type A indicators than those found concerning type B indicators. Behavioral changes have also found to be always positive (upward trend) and fairly pronounced in the Treatment groups on what concerns type A indicators; while the trend in Control groups is much flatter or outright downward in many cases, concerning the same type A indicators. On the other hand, for type B indicators the trend has been found to be either positive (upward) or negative (downward) for both groups at the same time. Finally, and most importantly, the differences between control and treatment groups have been generally found to be no statistically significant in what concern type B indicators, regardless of the

direction of the trend; suggesting the workings of factors other than the Program in these particular results. Conversely, differences between treatment and control groups in several of the type A indicators have been found to be statistically significant; suggesting high correlation with the training given by the Program.

3.11 Indeed, the research confirms positive behavioral changes in the treatment groups well above those of the control group in terms of the percentage of individuals increasing their activities of training directed to the organizations' grassroots, submission of reform proposals, inter-party dialogue, and accountability, both internal and external to their organizations. "Upward" behavioral changes concerning the dialogue beyond the organization's boundaries deserve special notice, particularly when compared with the clear downward trend of the control group in the same behavior during the same period. The latter could be expected in times of high political tension, as was the period of Program execution when two major political elections occurred. That's precisely why the fact that the treatment group had trended in the opposite direction with high levels of statistical significance during that period is a noteworthy Program outcome.

3.12 Also the research has yielded statistically significant differences in values and in trends between the treatment and control groups, concerning transparency and accountability behaviors; specifically the habits of disclosure toward: (i) superiors within the organization; (ii) subordinates within the organization; and (iii) general public outside the organization. The upward trend observed in all these habits is noteworthy as well when compared with the corresponding downward trend in the control groups; especially in what concerns the disclosure toward superiors: a behavior supposed to be mandatory in all hierarchical organizations. But even more remarkable is such trend in the disclosure toward the outside public, which is not only not-mandatory, but also not a "normal" behavior either in the case of political parties.

3.13 Finally, concerning type B indicators, the observed trend is that more and more young leaders participate in internal election both in control and treatment groups, with very small and not statistically significant differences between the two. However, the trend is the opposite in what concerns young leaders being promoted to higher positions, both in control and treatment groups, also with small and not statistically significant differences between the two. Since statistical tests suggest a low correlation with the workings of the Program, these results should be taken as a clear consequence of factors operating outside the influence domain of the intervention.

C. Medium-term changes induced

3.14 The field surveys done after the closing of the Program in 2012 shed light on the medium-term persistence of behavioral changes observed during the Program execution, allowing some confirmation of changes, or providing important qualifications to those trend results. Also, despite the fact that ex-post comparisons between control and treatment groups were not statistically possible, because of difficulties with the control groups, there are strongly significant results observed inside the treatment groups that provide additional confirmation of results and new

interpretation angles to the quantitative data observed, as well as complementary qualitative perspectives on medium term changes.

3.15 A first important conclusion is that despite the downward trend in the promotion of young leaders in general -treatment and control groups- the opposite has consistently occurred in the case of female graduates who, as a trend, have been promoted in greater proportions than their male counterparts; trend in a type B indicator that has been essentially maintained as confirmed by the ex-post survey. A full 64% of all young leaders' promotions have been to provincial level positions or below (54% to municipal level or below), and only 20% to national level positions. The surveys also confirm that the female graduates' proactivity as measured by type A indicators, such as reform initiatives taken, participation in dialogues with other organizations, and involvement with the young-leaders' network have remained high, compared to those of male graduates, after the Program was closed; with tests yielding high statistical significance, i.e. high correlation of results with the workings of the Program.

3.16 Performance in terms of reform proposals presents a mixed bag. A clear preponderance of proposals (42%) focused on issues of internal democracy and youth participation; yet, only 40% of proponents report that their initiatives were approved. Still, the ex post surveys confirm that the advantage of female graduates concerning such type B indicator such as the approval of proposals have remained high after the Program's closing, compared to those of male graduates. The surveys also confirm that only 40% of proponents felt their reform initiatives were successful. 29% of proponents mentioned lack of authorities' support as reason for failure; and 28% mention authorities' support as reason for success. Also, 26% of those who felt their proposals failed, and 14% of those who felt they succeded, mentioned that results are still pending; suggesting that, in their view, the changes are still in the process of materializing. In what concerns educational proposals, 40% of them referred to direct dissemination of knowledge and/or the creation/strengthening of Political Education schools; and, again, 40% of proponents felt their proposals had succeeded. 30% of those who said they did not suceed mentioned specifically the lack of leadership support in their organizations; and of those who said they had succeeded only 12% cared to mention that authorities lent their support, while another 12% mentioned grassroots mobilization as a reason for success.

3.17 Finally, the ex post surveys show that only a little more than half of young leaders who participated in the Program have gone on to run for elected positions (51% of those at the provincial level or below), but a substantial majority of those running (65%) have actually won those elections; a most important type B indicator of Program outcomes.

D. Contributions to long-term transformations

3.18 The data discussed in section II.E of the present report appears generally inconclusive about impacts of the Program as hereby defined, or suggestive that they are not yet visible, especially in what concerns the structural and institutional behavior of the political organizations involved. Some early evolution is observable in terms of upward movement of graduates, specially female, to local and

higher leadership positions, and there is clear atempts by an appreciable number of young leaders to induce changes, both structural and behavioral, in their respective organizations. However, there is no compelling evidence that such attempts have induced any, but the most minimal, transformational processes inside the organizations. Even in what concerns earlier manifestation of proximal or intermediate impacts, the evidence at hand is rather feeble. It appears that young leaders educated in the modern democracy paradigm must still gain further access to power positions in order to be more effective at their change initiatives.

3.19 But the absence of visibly permanent institutional changes does not mean that such changes might not be in the process. The new behaviors induced by the Program, getting entrenched in the young leaders normal practice enough as to even contradict prevailing attitudes and face of strong currents in the opposite direction; the demostration effect of such Program graduates's behavior, generating some contagions inside their organizations; and the clear gender equalization effect of the Program, strengthening the young female leaders' positions and, presumably, their weight in future decision, as they are promoted and/or elected to higher leadership posts, can be viewed as precursors signs of Program development impacts brewing under the surface.

IV. Recommendations

4.1 The 2nd phase of the *Program on Political Education and Management*, object of the present study, adopted a number of adjustments that had been recommended by the evaluation study done back in 2008 when the 1st phase of the Program was completed. Now it is easy to see how, at least in part as consequence of such adjustments, the 2nd phase of the Program resulted in an intervention with a sharpened development focus and a more nuanced strategy to achieve the expected results. The comments in this section are intended to bring some detailed perspective on the effects of the changes adopted; and suggest to political parties, the private sector, civil society organizations and the USAID mission, ways to build on achievements and keep improving performance in future political modernization efforts of this type, based on lessons from the experience and conclusion of the foregoing analysis.

A. On the extent and reach of the Program

4.2 It is generally acknowledged that educational efforts do not normally yield societal transformations over the short run, and that it would usually take a longer period for structural transformations to come about; the more ambitious the expected changes are, and the deeper the resistance to such changes is rooted in the environment. The passive but effective workings of the resistance to change, and the influence of a number of other factors falling outside the control domain of any transformational effort, but impinging negatively upon its results chain, not only contribute to delay changes, but may even reverse them in the absence of a continuous counterbalancing effort. In the opinion of the authors, the type of transformations pursued by the present Program entails a long-term endeavor of social engineering and the expected changes probably necessitate generational replacements, institutional re-designing and underlying shifts in the body social.

4.3 The recommendations on evaluation methodology made in the study of the Program's 1st phase and adopted by designers for the Program's 2nd phase are, to a great extent, what now makes possible for us in the present study to discuss the evidence for the Program's effectiveness on a more scientific and objectively verifiable basis. Such evidence and its conclusions, however, are significant only for the 3-4 years of the Program's 2nd phase: a period admittedly much shorter than the one required by a transformational process of the type discussed, to bear its final fruits. The reason for this is that the mentioned necessary methodological adjustments in the Program's evaluation framework had to be adopted at mid-course, which made impossible to evaluate the 1st and the 2nd phases on the same epistemic basis, thus forgoing the chance to rigorously ascertain changes that may have been emerging through a total intervention period of eight years. Nevertheless, the study yields enough precursor evidences, which are statistically significant, as well as strong circumstantial and qualitative hints, to suggest that at least some of the final structural transformations intended by the Program (1st and 2nd phases) may be already in the offing, albeit not openly visible yet.

4.4 The attitudinal and behavioral changes promoted in the young leaders through the educational effort should arguably remain the main vector to induce the higher-end institutional behavioral changes in

the targeted political organizations and in their leadership, as envisioned by the Program in its first two phases. However a continuing intervention will also probably need a better focus on separately targeting for change the factors of resistance operating in society at large, as well as on better handling the ineffectiveness risks born in factors outside the control domain of the intervention.

4.5 Perhaps one of the main structural factors resisting change in the political system is the fact that, although frustration with politicians is growing in the Dominican Republic, the general culture actually sustains the way politicians currently do business. It is a general consensus among program stakeholders that the voice of clientele-pandering and political favors resounds loudly at the social grassroots level, because this is still the language that ordinary people understand most in everyday life; and so, the relationship between political parties and society in the Dominican Republic remains one of manipulation on the part of the political parties and of dovetailing to favor-peddling on the part of society. Also, to the extent that this feedback mechanism is self-reinforcing, one can understand that the system of graft and political kickbacks, instead of weakening, may actually be in the process of getting stronger and further entrenched by its own social success. Barring some momentous convulsion in the system that may shake such deep rooted expectations in the political clientele -as, for instance, a major economic debacle undermining the populace's faith in the current political class- it would normally be difficult for any emerging leadership to succeed in promoting a non-clientele-pandering political behavior, when such a feedback system of expectations is operating and continually being self-reinforced in the opposite direction.

4.6 Of course, for as long as major counterbalancing governance mechanisms are not consolidated in the society at large -such as, for instance a justice system that truly serves as a leverage for social control and political accountability- the current system is unlikely to go away easily; and there is perhaps very little that interventions such as the present program can do about those macro-level mechanisms without unduly changing its nature and scope. However some addressing of the social resistance factors may still be possible within the curfew of the Program, through specifically targeting civil society attitudes as well as cracks at the base of the political edifice that are already emerging, especially in what concerns the pandering system. For instance, despite the arguments above and the fact that on the surface things appear very much business as usual, in real fact society and political parties are growing apart, not closer. Arguably people keep giving the benefit of the doubts to democracy, but not necessarily to the behavior of current political parties. The general support is still displayed to leaders who solve personal problems through concrete handouts, especially at the local and grass-roots levels; yet the "price" attached to such handouts, both personally and socially, when it becomes increasingly clear that the power of this system is linked, for instance, to the power of activities in the underworld economy and other socially unsavory endeavors, make at least a portion of society to recoil from such practices.

4.7 Also, on the positive side, factors moving political behavior in a non-clientele-pandering direction are also already at work as a consequence of the Program, and should be strengthened. Senior political leaders interviewed generally agree that the primary relations developed among participants of the Program have contribute to enhanced communication between young leaders of different political

parties, and between those and social leaders. This is also seen as a small but significant contribution to positively changing the political culture in the country. Specifically, in sharing and networking with social leaders and individuals of different minds, young leaders not only cognitively learn the curriculum contents on modern democracy, but also learn to "live" politics in a different way: one in which interfacing and negotiations can be based on principles and rational arguments, and not on possible kickbacks; and one in which issues can be discussed on the basis of mutual respect, and on a more serious, programmatic manner.

4.8 So, concerning the extent and reach of the Program, we make the following suggestions based on what has been learned from the present research:

Recommendation # 1: **Keep the program working with the design improvements.**

For the reasons discussed in the previous paragraph, it stands to reason to maintain this development intervention; not only in order to ensure long term impacts, but also to avoid the wastage represented by the possibility that hard-fought-for changes, which are still budding, may be reversed at the end by the forces resisting modernization, for want of a more prescient and perseverant educational effort.

Recommendation # 2: **Better target societal factors retarding political modernization.**

Include or strengthen in the courses curricula, those elements relating to community mobilization in favor of a more enlightened behavior on the part of political leaders. Consider also better targeting individuals belonging to the society at large in the courses and seminars, along with the young political leaders mainly targeted now. Natural community leaders at the grassroots level, receiving the same political education as the young leaders in political parties, might positively complement the effort, enabling the Program to deploy the same ferment vectors toward a modern democratic paradigm, both inside political parties and directly in the mist of communities as well. Also increase the effort to identifying possible threats to the effectiveness of the modernization drive, originating outside the interventions' curfew, making more explicit the underlying assumptions associated with those external factors, and stimulating the adoption of risk management strategies that may mitigate the negative effects of the identified threats.

Recommendation # 3: **Emphasize training on digital networks at the beginning of the course, for an early eliciting of the habit of internet outreach and networking activities.**

The good networking and liaison results observed in the Program so far between young leaders of political parties and of Civil Society organizations, through which they have learned to value and appreciate each other, augurs success for the possibility of strengthening a more program-based, development-oriented relationship between parties and society as a whole; especially to the extent that this networking is done in the context of spreading non-clientele-pandering political values, attitudes and behaviors. The earlier the networking skills are promoted in the course, the better effect is should have in the actual conversation between young political and social leaders.

Recommendation # 4: **Emphasize more the sharing of practical activities within courses, as part of the curricular design.**

The primary relations developed among participants in the Program, and generally praised by all stakeholders, appear to develop more or less as a "natural" outcome of the Program, associated with the simple fact that students do partake and share the same space and experience for several months. Yet, this outcome may be more specifically targeted in the course curriculum proper. Additional practical activities requiring team-work may be included by design in the curriculum to enhance a shared learning experience an promote the "living" of politics as respectful participatory exercise of engaging *social constituents* and *political adversaries*, not "clients" and "enemies".

B. On the recruitment and selection process

4.9 The establishment of control and treatment groups, recommended in the study of the Program 1st phase, and adopted in the selection of participants in the 2nd phase is what allows us to make a much more robust argument for attributing the development results observed to the working the Program, and not to mere chance or other unknown factors. As understood by the present researchers, the process combined criteria for eligibility with a random selection of participants, by first selecting the general eligible population, based on academic aptitudes for entry, and then making the random selection of individuals in the Control and Treatment group. The selection, however, was done anew each and every year of the Program, with the unforeseen result that those individuals belonging to the general eligible population, but not selected to take the course each time around, eventually developed a perception of being repeatedly "excluded" on purpose, with the associated sentiments of frustration and discontent.

4.10 As discussed in the text, by the time of the ex post survey, which was designed to confirm the differences between resulting behaviors of the Control and Treatment groups found by the surveys performed during execution, these sentiments had come to spark such levels of animosity in the individuals of the Control groups as to provoke the actual refusal of many of them to even answer the survey. This, in turn, severely restricted the size of the sample of control individuals that could actually be surveyed, affecting the *statistical power* of survey results, in terms of comparison with the Treatment group, as well as the very comparability of results from those control individuals who at the end did participate, with those of the Treatment group. Although control groups usually are the most difficult component to manage in a quasi-experimental design, especially with porous, overlapping populations subject to high expectations, there are alternative ways to handle the selection process, still respecting the necessary random or combined selection criteria, but at the same time mitigating the adverse consequences of the expectations game.

4.11 The courses were also equally divided in terms of number and participants in the six regions of the country where the Program was executed, ostensibly because of egalitarian considerations. Given the demographics of the Dominican Republic, however, the population is very unevenly divided

between these regions and, therefore, the criterion of equal number of events and participants for each region is not really egalitarian. A principle of proportionality in selection of individuals by regions -as the one adopted, for instance, to establish the "quota" of participants of each political party- would have better satisfy the criterion of "equal access" to the courses. Apart from the resulting lack of equality, there is also circumstantial evidence of selection distortions due the application of this "equal" access criterion. For instance: in some cases, the selection criteria may have been relaxed in order to fill a local or regional quota for which there was not enough eligible candidates; or the "leaking" of individuals may have taken place from one region where they would not be selected, to another in which their chances considerably improved; or a similar "leaking" of individuals may have taken place from political parties to CSOs, for similar reasons.

4.12 So, concerning the recruitment and selection process, we make the following suggestions based on what has been learned from the present research:

Recommendation # 5: **Avoid repeating each year the selection of control & treatment groups**

There is probably no practical way of avoiding the sense of frustration in any individuals who has not been chosen to participate in a program for which the demand is great and on which the expectations are high; no matter how truly random the selection process may have been. However, repeating the selection exercise every year may have contributed unnecessarily to exacerbate that sentiment on the people not chosen each time around; especially if the general population is, for whatever reason, already pre-disposed or suspicious of the selection process (an attitude not unusual in the "realpolitick" scenario of the Dominican Republic) The fact that each time around participants in the selection process were also required to fill up a very extensive survey form -a condition required by the "moving base-line" stipulation established by the USAID consultants before the start of the Program- may have also been an aggravating factor for those not selected at the end. A one-time only selection exercise, of the participants in the different cohorts, done at the very start of the program may neutralize or at lessen this cumulative negative reaction from the part of the members of the control groups, whose only definition is simply and precisely: not having been chosen to participate in the courses, but whose participation in the all-important evaluation activities later is very important, but necessarily voluntary. On the contrary, in the event that individuals chosen at the start to participate were not available later at the moment of the course start, a random selection of individuals from the control group could be made to replace them, with no frustration implied. [36]

[36] It must also be notice that moving base-lines are not strictly necessary to establish attribution of results to development interventions, nor it is a questionnaire excessively extensive to collect the necessary information in surveys or, for that matter, to establish moving base-lines.

Recommendation # 6: **Apply a criterion of demographic proportionality in programing the number of courses and participants per region**

Demographic proportionality not only is a truer criterion for equality in access to the Program, but also may avoid unduly incentives to distort the correct representation in each region. It is also not incompatible with any other measure to proactively promote more participation of disadvantaged regions; such as, for instance: adding, once the proportional representation in chosen, additional representatives from those "minority" regions.

C. On the program effectiveness focus

4.10 Results show time and again that after graduation young leaders frequently find themselves in an environment unfriendly or otherwise not conducive to the realization of reform ideas within their organizations. This implies a great risk for graduates to fall back into inactivity or to develop cynic attitudes toward the idea of change unless some sort of support is provided and enticement to keep up the struggle. Networking, developing trans-party leagues and joining community groups -practices for which courses provide a lot of sensitivity training and stimulation- represent a useful way of maintaining the collective spirits up in the face of adversity. Yet, it must be recognize that proposing ideas that may not have much practical impact or be unduly difficult to apply in practice, may add unnecessarily to the sense of frustration in young leaders, as well as to the sense of general ineffectiveness of the effort. The Program may find ways to increase the potential success of proposal from the very drawing table, during tutorships. The Program may also add additional divulging activities with the organizations' leadership to aid in the general promotion of initiatives.

Recommendation # 7: **Emphasize the issues of potential incidence and feasibility as design criteria for proposals developed during the tutorships**

Strictly academic criteria, methodological aspects and formal presentation of papers may have acquired preponderance over the issues of actual impact and viability, as requisites for presentation and approval of reform initiatives and proposal in the Program's tutorship. The whole tutorship process also appears to have been lacking in uniformity and consistent criteria for what is considered appropriate in such proposals. Requiring, for instance, a specific implementation strategy, and a content index denser in operational details, may contribute to proposals conceived not only as academic exercises, but with emphasis on real effects and practical feasibility, within the respective organizations

Recommendation # 8: **Find ways of winning the hearts and minds of established leaders to favor modernization**

Taking advantage of the clear footing and prestige acquired by the Program within the political parties, a more intense effort to divulge results and proposals may be undertaken, not only with the leaders in charge of education, doctrine or political schools in the parties –who are generally

convinced of the importance of modernization- but with leaders positioned closer to the real centers of political decision making in those parties.

Recommendation # 9: **Offer ways to improve the graduates' ability to flesh out and discuss their initiatives with colleagues and superiors.**

Ways should be found to provide Graduates with orientations as to how to present or proceed with their proposals vis-à-vis the superiority in their organization, following a specific implementation plan. The Program may teach student to design specific incentives for "selling" initiatives on their technical quality or benefits for the party, beyond pure theoretical or doctrinal correctness.

D. On program metrics and evaluability

Recommendation # 10: **Instruct the avoidance of excessively prolific survey questionnaires**

Heeding recommendations from the first evaluation study, the Program performance indicators were streamlined and the indicators were much better defined for the 2nd phase, resulting in a more precise and solid final evaluation of results. But, in the meantime, the number of variables included in the surveys done during the Program execution exploded several orders of magnitude beyond the few indicators required by the Agency; making data collection and handling unnecessarily difficult and producing other adverse consequences. The important question in evaluation is the quality of the information gathered and of indicators measured, not their quantity. Very extensive questionnaires with inquiries much in excess of the ones required to measure a relevant small number of well-defined indicators, were not only unnecessary but also risk-inducing inadequate reactions from the subject surveyed, whose voluntary, bona-fide and truthful participation is critical for the adequacy of surveys.

Recommendation # 11: **Instruct the avoidance of undue changes in base-line definitions**

Evidence has been found of changes in the way questions are posed to the individuals surveyed in different base-line surveys, resulting in ambiguity of what may have been actually measured in each survey. Moving base-lines mean that an indicator may vary in is quantitative starting value from period to period, but never that the indicator may change its narrative or definition, on pain of losing the comparability of values from period to period. To maintain consistency, and comparability, it is important that the way the questions are articulated be identical in each survey.

F. On the effort's long term sustainability

4.18 It is clear to almost everyone involved that no long term sustainability of the political education effort is feasible unless the political organizations themselves own up to such effort, either through

their own internal institutional mechanisms (especially in what relates to the most ideological aspects of the education) or through funding the education of their leaders by outside independent institutions of higher studies (especially in the more technical, transversal kind of political education, applicable to all political parties). In this context, the matching grant strategy, i.e.: that by which donor agencies contribute resources to programs only on the basis of local contributions towards the same goal, is a reasonable approach in the present case, and one that has long been a standard practice to promote sustainability of development efforts. When combined with receding amounts of external aid, this approach is supposed to further promote self-reliance of local institutions, as they would presumably see the advantage of contributing increasing amounts of resources to successful development programs, in order to maintain or even increase their benefits.

4.19 The latter means, therefore, that, for the matching grant approach to work, the programs themselves not only have to be successful, but also very successful in the eyes of the target institutions, which should highly appreciate their benefits; a problematic prospect in the cases of the Dominican political parties, some of whose most important leaders must see the success of this Program as the end of their way of doing business. Also, doubts have long been expressed (see, for instance the 2008 evaluation study) about the odds for success of a strategy of inducing the sustainability of the Program by diminishing external funding for it, in the hope that the political parties themselves will pick up the tab for future work. Skeptics point out that, if history with the *Political Schools* provides any indication, it is that when left to the parties' own devices, this sort of education effort would fade away and disappear.

4.19 The present researchers have no indication that a decision has been made to secure sustainability of the present effort through eliciting local funding, or otherwise. However, should a diminishing matching grant strategy be adopted, we hereby discuss some ideas as to how to maximize its prospects for success. First, there is no apparent absence of recognition by the current political leadership of the benefits of political education, and both the statistical and circumstantial evidences available that there is indeed a budding process toward more generalized behavioral changes in the political parties induced by the Program are also recognized and appreciated by leaders inside the parties, as a desirable step going forward. The problem is that leaders who appreciate such advances for what they truly represent generally are those who are closely related to the parties' own educational efforts, but who are not normally positioned close to the real decision making centers in the political parties. Strengthening the hand of these leaders would be required for matching grants to succeed. Second, the fact that there has been no matching grant approach to the funding of the present Program has deprived the effort of a way of testing in practice whether such approach may or may not further elicit the interest of leaders closer to the core decision centers. Third, although convincing senior leaders to funnel privately collected party funds towards education as local counterpart in matching grants would be very difficult, the situation may be different with public funds governed by law, as it is the case, for instance, of funds provided to the Political Parties by the Government, whose specific allocation, at least in part, to political education may be more feasible. Also, if resources provided by other donor agencies can be recognized as local counterparts in

matching grant schemes, this might as well provide a more secured way of earmarking resources for political education.

Recommendation # 12: **Try decreasing but substantial matching grants, requesting counterpart public funds allocated by law to education.**

Offering funds to be matched by public funds,that can be forcefully earmarked for use on militants' education, may be a way of strengthening the hand of leaders inside the parties who are truly interested in education as a long term goal, vis-à-vis those leaders that may have different priorities for the use of available funds.

Recommendation # 13: **Explore possibilities of accepting other external resources as part of matching grant deals to expand the multiplication power of locally originated fund.**

Provided that locally originated counterpart funds are present, the acceptance of additional external funds from other possible donors as counterpart funds, within a political education Program with clearly agreed-on development objectives, may further leverage both the hand of political leaders truly interested in education and the sustainable impact of the Program itself.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
DOMINICAN REPUBLIC

PROGRAM FOR POLITICAL EDUCATION AND MANAGEMENT, 2ND PHASE

DEVELOPMENT EFFECTIVENESS EVALUATION STUDY

STATISTICAL APPENDIX

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NOVEMBER 2012

Statistical Appendix

This Appendix includes the rationale and the raw tables from three different clusters of analysis:

1st. The analysis of the databases of the surveys supplied by the Consortium to the population of the participants in the program for both groups, Treatment and Control, along the different years of the 2nd phase of the program: 2009, 2010 and 2011;

2nd. The analysis of the Knowledge gain of the students of the Treatment group of the program based on the databases supplied by the Consortium, for the students of the three years of the program;

3rd. The analysis of the Evaluation survey made by the evaluators on a sample of the participants from the Treatment and Control groups of the whole 2nd phase of the program.

Statistical Tests

Non-parametric analysis: For the analysis of the categorical dependent variables we used the statistic Chi-square from the Crosstab procedure of the SPSS, version 18. For additional non-parametric analysis of the chi-squared we used the calculator found on Preacher, K. J. (2001, April). Calculation for the chi-square test: An interactive calculation tool for chi-square tests of goodness of fit and independence [Computer software]. Available from http://quantpsy.org

Parametric analysis: For the analysis of the numeric data we used the following procedures:

t test to compare means for independent samples and for paired samples from the SPSS procedures.

ANOVA tests to compare more than two groups of means from the SPSS procedures.

General Lineal Model to compare more than two groups with repeated measures with one or more factors from SPSS procedures.

Effect size and Power: GPower software from Universitat Kiel, Germany, and How to Calculate Effect Sizes from Published Research: A Simplified Spreadsheet By Will Thalheimer and Samantha Cook.

Section 1: N of Baselines and Surveys

The evaluators planned first to use four Independent Variables in these analyses: Type of group (Treatment-Control), Sex (Male-Female), Type of organization (Political parties-OSC), and 6 Regions (Metropolitan-North-Northwest-South-East-Northeast)

From the tables in of this Appendix we determined, through the Chi-square analysis, that the frequencies of the Type of organization and the Regions were not enough to sustain the proper statistical analysis of the data. So, we had to eliminate the Type of organization as an Independent Variable, as well as to add up the regions East and Northeast.

The Chi-square analysis criteria to determine if the observed frequencies were enough to interpret correctly the analysis are the presence of less than 20% of the expected frequencies less than 5.

So the definite Independent variables used in our analysis were three: Type of group (Treatment-Control), Sex (Male-Female), and 5 Regions (Metropolitan, North, Northwest, South, East-Northeast).

Section 2: Sample Selection

To select the sample for the Evaluation survey we used the SPSS procedure Complex Sample. First, we determined the N by Independent Variable (Table 1). Second, we calculate the percentages for those N (Table 2). Third, we calculate the sample quotas for those percentages (Table 3).

The rest of the tables of this section contain the sample plan, summary and selection of the samples for each cohort and the total.

Section 3: Comparison Between Groups

Before running the statistical tests on the different databases we made several comparisons between the treatment and control group on different control variables as knowledge of and membership to networks, years in their organizations, years in actual position, monthly income, age, and type of organization, among others.

The objective of these comparisons was to determine the comparability of both groups and the results are reported in the main paper.

Section 4: Activities

The data on the databases supplied by the Consortium were organized by cohorts. It is incorrect to add up the different baselines of the three years to compare them to the added surveys of the different years and yet to compare those added baselines and surveys with the closure survey, where all the participants of the three cohorts were mixed up. This procedure would not take account of the experimental mortality and would not permit us to determine the effect of the program on each cohort independently.

Thus, we had to match the participants of each cohort who were present in both, the baseline survey of each year and the end survey of that year. Also we had to identify the participants on the closure survey that were present in both surveys of their respective cohort. This procedure permitted us to compare the effect of the time elapsed from the initial base line to the closure survey over the same subjects.

In the main paper we reported the analyses that presented significant differences between the groups, sex and regions. In this Section 4 we report the tables obtained through the analysis made on different activities found in the databases as informs to the community, publication of bulletins, received political/social training, etc.

The tables are organized by cohorts, by type of group, by sex, and by region.

Section 5: Indicators

Using the same design we analyzed the main indicators of the program and we report in this Section 5 the tables with the results on the Interparty participation, participation in elections, Increases in leadership level, Modernization proposals, Teaching of political courses, and the Accountability Index proportioned by the Consortium.

These tables are also organized by cohort, by type of group, by sex, and by region.

Section 6: Knowledge gain of the students of the Treatment group

In the subsection **Exams Distributions** we report the tables and figures resulting from the analysis of the normality of the distributions of the test scores from the Entry Exam, the Final Exam and the Total score for the cohorts of 2009, 2010 and 2011.

In the rest of this Section 6 we report the tables of the analysis of the knowledge gain of the students through Indexes 1 and 2. Index 1 is the comparison between the scores on the Entry Exam and the scores on the Final Exam. Index 2 is the comparison between the scores on the Entry Exam and the scores on the Total scale.

For both Indexes it is incorrect to compare the global mean on the first measure (Entry Exam) with the global mean on the second measure (Final Exam or Total). The correct statistical test in both cases compares the gain of the same student from the first measure to the second one.

To determine the knowledge gain of the students we run a General Lineal Model ANOVA for repeated measures, including the Within Subject Contrasts for the repeated measures, as well as the Between Subject Effects for the Sex and Region factors.

In this Section 6 we can find the tables with the results of the said analysis, as well as analysis showing a higher correlation between the Entry Exam and the Final Exam.

Section 7: Evaluation Survey

In this section we report the tables resulting from the quantitative analysis of the closed question of the evaluation Survey.

The sums of Promotions, Reform Proposals, Reform Approvals, Promotion of Trainings, Approval of Training Proposals, and Won Elections, were analyzed with a two way ANOVA using Type of Group and Sex as independent variables.

The categorical data on Participation in elections, Participation in discussions, inform the community, and the like, were analyzed with the Crosstabulation procedure using also Type of Group and Sex as independent variables.

In the annexed Excel file we provide a complete List of the Files in this appendix.

Section 1: N of Baselines and Surveys

N Baseline 2009

Region * Sex * Organization * Group Crosstabulation						
Count						
Group	Organization			Sex		Total
				Male	Female	
Treatment	Political Party	Region	Metropolitan	23	18	41
			North	21	16	37
			Northwest	18	21	39
			Northeast	18	19	37
			South	21	12	33
			East	22	16	38
		Total		123	102	225
	Organization	region	Metropolitan	3	5	8
			North	3	6	9
			Northwest	2	1	3
			Northeast	4	2	6
			South	4	7	11
			East	2	3	5
		Total		18	24	42
Control	Political Party	Region	Metropolitan	68	15	83
			North	8	3	11
			Northwest	7	9	16
			Northeast	1	0	1
			South	15	9	24
			East	31	7	38
		Total		130	43	173
	Organization	region	Metropolitan	16	5	21
			North	4	5	9
			South	2	1	3
			East	2	3	5
		Total		24	14	38

Chi-Square Tests

Group	Organization		Value	df	Asymp. Sig. (2-sided)
Treatment	Political Party	Pearson Chi-Square	3.011[a]	5	.698
		Likelihood Ratio	3.021	5	.697
		Linear-by-Linear Association	.177	1	.674
		N of Valid Cases	225		
	Organization	Pearson Chi-Square	2.716[b]	5	.744
		Likelihood Ratio	2.714	5	.744
		Linear-by-Linear Association	.051	1	.821
		N of Valid Cases	42		
Control	Political Party	Pearson Chi-Square	13.750[c]	5	.017
		Likelihood Ratio	12.701	5	.026
		Linear-by-Linear Association	.613	1	.434
		N of Valid Cases	173		
	Organization	Pearson Chi-Square	4.056[d]	3	.256
		Likelihood Ratio	4.049	3	.256
		Linear-by-Linear Association	1.648	1	.199
		N of Valid Cases	38		

a.	0	cells	(	0.0%	) have expected count less than 5.
b.	10	cells	(	83.3%	) have expected count less than 5.
c.	4	cells	(	33.3%	) have expected count less than 5.
d.	5	cells	(	62.5%	) have expected count less than 5.

N Survey 2009

REGION * SEXO * Tipo de organización * Tipo de grupo Crosstabulation						
Count						
Group	Organization			Sex		Total
				Male	Female	
Treatment	Political Party	Region	Metropolitan	9	14	23
			North	8	5	13
			Northwest	11	7	18
			Northeast	10	7	17
			South	9	9	18
			East	8	6	14
		Total		55	48	103
	Organization	region	Metropolitan	0	1	1
			North	4	3	7
			Northwest	1	1	2
			Northeast	0	2	2
			South	1	1	2
			East	2	3	5
		Total		8	11	19
Control	Organization	region	Metropolitan	39	7	46
			North	5	3	8
			Northwest	2	5	7
			South	8	4	12
			East	17	4	21
		Total		71	23	94
	OSC	REGION	Metropolitana	10	5	15
			Norte	3	2	5
			Noroeste	1	0	1
			South	3	1	4
			East	2	2	4
		Total		19	10	29

Chi-Square Tests

Group	Organization		Value	df	Asymp. Sig. (2-sided)
Treatment	Political Party	Pearson Chi-Square	3.022[a]	5	.697
		Likelihood Ratio	3.033	5	.695
		Linear-by-Linear Association	.594	1	.441
		N of Valid Cases	103		
	Organization	Pearson Chi-Square	2.943[b]	5	.709
		Likelihood Ratio	4.028	5	.545
		Linear-by-Linear Association	.074	1	.786
		N of Valid Cases	19		
Control	Political Party	Pearson Chi-Square	12.062[c]	4	.017
		Likelihood Ratio	10.684	4	.030
		Linear-by-Linear Association	.789	1	.374
		N of Valid Cases	94		
	Organization	Pearson Chi-Square	1.188[d]	4	.880
		Likelihood Ratio	1.493	4	.828
		Linear-by-Linear Association	.055	1	.814
		N of Valid Cases	29		

a. 0 cells (0.0%) have expected count less than 5.

b. 12 cells (100.0%) have expected count less than 5.

c. 3 cells (30.0%) have expected count less than 5.

d. 8 cells (80.0%) have expected count less than 5.

N Baseline 2010

REGION * Sex * Type of organization * Type of group Crosstabulation

Count

Type of group	Type of organization			Sex		Total
				Male	Female	
Treatment	Political Party	REGION	Metropolitan	29	15	44
			North	27	17	44
			Northwest	29	16	45
			South	24	16	40
			East	19	19	38
			Northeast	21	11	32
		Total		149	94	243
	OSC	REGION	Metropolitan	3	3	6
			North	3	2	5
			Northwest	1	4	5
			South	3	2	5
			East	2	2	4
			Northeast	4	5	9
		Total		16	18	34
Control	Political Party	REGION	Metropolitan	46	26	72
			North	32	8	40
			Northwest	17	8	25
			South	8	6	14
			East	3	7	10
		Total		106	55	161
	OSC	REGION	Metropolitan	12	1	13
			North	2	2	4
			South	6	9	15
			East	2	1	3
			Northeast	1	3	4
		Total		23	16	39

Chi-Square Tests

Type of group	Type of organization		Value	df	Asymp. Sig. (2-sided)
Treatment	Political Party	Pearson Chi-Square	2.908[a]	5	.714
		Likelihood Ratio	2.867	5	.720
		Linear-by-Linear Association	.511	1	.475
		N of Valid Cases	243		
	OSC	Pearson Chi-Square	2.201[b]	5	.821
		Likelihood Ratio	2.324	5	.803
		Linear-by-Linear Association	.023	1	.880
		N of Valid Cases	34		
Control	Political Party	Pearson Chi-Square	9.922[c]	4	.042
		Likelihood Ratio	9.858	4	.043
		Linear-by-Linear Association	2.305	1	.129
		N of Valid Cases	161		
	OSC	Pearson Chi-Square	10.317[d]	4	.035
		Likelihood Ratio	11.698	4	.020
		Linear-by-Linear Association	7.396	1	.007
		N of Valid Cases	39		

a. 0 cells (0.0%) have expected count less than 5.

b. 12 cells (100.0%) have expected count less than 5.

c. 2 cells (20.0%) have expected count less than 5.

d. 6 cells (60.0%) have expected count less than 5.

N Survey 2010

Region * Sex * Type of organization * Type of group Crosstabulation

Count

Type of group	Type of organization			Sex		Total
				Male	Female	
Treatment	Political Party	Region	Metropolitan	14	5	19
			North	14	7	21
			Northwest	14	7	21
			South	11	8	19
			East	6	10	16
			Northeast	11	6	17
		Total		70	43	113
	OSC	Region	Metropolitan	1	1	2
			North	0	1	1
			South	2	0	2
			East	2	1	3
			Northeast	3	0	3
		Total		8	3	11
Control	Political Party	Region	Metropolitan	28	16	44
			North	23	4	27
			Northwest	11	5	16
			South	4	2	6
			East	1	5	6
		Total		67	32	99
	OSC	Region	Metropolitan	9	0	9
			North	1	0	1
			South	4	8	12
			East	2	0	2
			Northeast	1	1	2
		Total		17	9	26

Chi-Square Tests

Type of group	Type of organization		Value	df	Asymp. Sig. (2-sided)
Treatment	Political Party	Pearson Chi-Square	5.751[a]	5	.331
		Likelihood Ratio	5.661	5	.341
		Linear-by-Linear Association	2.121	1	.145
		N of Valid Cases	113		
	OSC	Pearson Chi-Square	5.118[b]	4	.275
		Likelihood Ratio	6.299	4	.178
		Linear-by-Linear Association	2.267	1	.132
		N of Valid Cases	11		
Control	Political Party	Pearson Chi-Square	11.260[c]	4	.024
		Likelihood Ratio	11.344	4	.023
		Linear-by-Linear Association	1.774	1	.183
		N of Valid Cases	99		
	OSC	Pearson Chi-Square	12.009[d]	4	.017
		Likelihood Ratio	15.493	4	.004
		Linear-by-Linear Association	5.647	1	.017
		N of Valid Cases	26		

a. 0 cells (0.0%) have expected count less than 5.

b. 10 cells (100.0%) have expected count less than 5.

c. 4 cells (40.0%) have expected count less than 5.

d. 8 cells (80.0%) have expected count less than 5.

N Baseline 2011

Region * Sex * Type of organization * Type of group Crosstabulation

Count

Type of group	Type of organization			Sex		Total
				Male	Female	
Treatment	Political Party	Region	Metropolitan	24	22	46
			North	27	18	45
			Northwest	19	26	45
			South	21	21	42
			East	21	25	46
			Northeast	19	23	42
		Total		131	135	266
	OSC	Region	Metropolitan	3	1	4
			North	4	1	5
			Northwest	3	3	6
			South	2	3	5
			East	2	2	4
			Northeast	3	2	5
		Total		17	12	29
Control	Political Party	Region	Metropolitan	29	12	41
			North	10	2	12
			Northwest	17	12	29
			South	17	18	35
			East	9	15	24
		Total		82	59	141
	OSC	Region	Metropolitan	14	7	21
			North	9	11	20
			Northwest	3	3	6
			South	4	5	9
			East	2	9	11
			Northeast	0	8	8
		Total		32	43	75

Chi-Square Tests

Type of group	Type of organization		Value	df	Asymp. Sig. (2-sided)
Treatment	Political Party	Pearson Chi-Square	3.645[a]	5	.602
		Likelihood Ratio	3.662	5	.599
		Linear-by-Linear Association	1.246	1	.264
		N of Valid Cases	266		
	OSC	Pearson Chi-Square	2.410[b]	5	.790
		Likelihood Ratio	2.510	5	.775
		Linear-by-Linear Association	.723	1	.395
		N of Valid Cases	29		
Control	Political Party	Pearson Chi-Square	11.322[c]	4	.023
		Likelihood Ratio	11.731	4	.019
		Linear-by-Linear Association	9.432	1	.002
		N of Valid Cases	141		
	OSC	Pearson Chi-Square	13.782[d]	5	.017
		Likelihood Ratio	16.980	5	.005
		Linear-by-Linear Association	11.953	1	.001
		N of Valid Cases	75		

a.	0	cells	0.0%	) have expected count less than 5.
b.	12	cells	100.0%	) have expected count less than 5.
c.	0	cells	0.0%	) have expected count less than 5.
d.	6	cells	50.0%	) have expected count less than 5.

N Closure Survey

Region * Sex * Type of organization * Type of group Crosstabulation

Count

Type of group	Type of organization			Sex		Total
				Male	Female	
Treatment	Political Party	Region	Metropolitan	34	21	55
			North	22	12	34
			Northwest	20	19	39
			South	28	25	53
			East	30	30	60
			Northeast	26	23	49
		Total		160	130	290
	OSC	Region	Metropolitan	3	2	5
			North	4	2	6
			Northwest	1	2	3
			South	3	3	6
			East	4	2	6
			Northeast	6	0	6
		Total		21	11	32
Control	Political Party	Region	Metropolitan	49	28	77
			North	15	6	21
			Northwest	8	12	20
			South	18	15	33
			East	19	10	29
		Total		109	71	180
	OSC	Region	Metropolitan	23	8	31
			North	7	6	13
			Northwest	2	1	3
			South	7	13	20
			East	3	10	13
			Northeast	0	3	3
		Total		42	41	83

Chi-Square Tests

Type of group	Type of organization		Value	df	Asymp. Sig. (2-sided)
Treatment	Political Party	Pearson Chi-Square	3.325[a]	5	.650
		Likelihood Ratio	3.357	5	.645
		Linear-by-Linear Association	2.036	1	.154
		N of Valid Cases	290		
	OSC	Pearson Chi-Square	5.255[b]	5	.386
		Likelihood Ratio	7.040	5	.218
		Linear-by-Linear Association	1.520	1	.218
		N of Valid Cases	32		
Control	Political Party	Pearson Chi-Square	5.681[c]	4	.224
		Likelihood Ratio	5.621	4	.229
		Linear-by-Linear Association	.357	1	.550
		N of Valid Cases	180		
	OSC	Pearson Chi-Square	16.228[d]	5	.006
		Likelihood Ratio	17.940	5	.003
		Linear-by-Linear Association	15.264	1	.000
		N of Valid Cases	83		

a. 0 cells (0.0%) have expected count less than 5.

b. 12 cells (100.0%) have expected count less than 5.

c. 0 cells (0.0%) have expected count less than 5.

d. 4 cells (33.3%) have expected count less than 5.

N Closure Survey without Organization

Region * Sex * Type of group Crosstabulation

Count

Type of group			Sex		Total
			Male	Female	
Treatment	Region	Metropolitan	37	23	60
		North	26	14	40
		Northwest	21	21	42
		South	31	28	59
		East	34	32	66
		Northeast	32	23	55
	Total		181	141	322
Control	Region	Metropolitan	72	36	108
		North	22	12	34
		Northwest	10	13	23
		South	25	28	53
		East	22	20	42
		Northeast	0	3	3
	Total		151	112	263

Chi-Square Tests

Type of group		Value	df	Asymp. Sig. (2-sided)
Treatment	Pearson Chi-Square	3.640[a]	5	.602
	Likelihood Ratio	3.664	5	.599
	Linear-by-Linear Association	.953	1	.329
	N of Valid Cases	322		
Control	Pearson Chi-Square	13.102[b]	5	.022
	Likelihood Ratio	14.230	5	.014
	Linear-by-Linear Association	8.420	1	.004
	N of Valid Cases	263		

a. 0 cells (0.0%) have expected count less than 5.

b. 2 cells (16.7%) have expected count less than 5.

N Baseline 2009 6 Regions

Region * Sex * Type of group Crosstabulation

Type of group				Sex		Total
				Male	Female	
Treatment	Region	Metropolitan	Count	11	11	22
			% within Region	50.0%	50.0%	100.0%
			% within Sex	16.2%	23.4%	19.1%
		North	Count	13	6	19
			% within Region	68.4%	31.6%	100.0%
			% within Sex	19.1%	12.8%	16.5%
		Northwest	Count	12	7	19
			% within Region	63.2%	36.8%	100.0%
			% within Sex	17.6%	14.9%	16.5%
		South	Count	11	8	19
			% within Region	57.9%	42.1%	100.0%
			% within Sex	16.2%	17.0%	16.5%
		East	Count	10	9	19
			% within Region	52.6%	47.4%	100.0%
			% within Sex	14.7%	19.1%	16.5%
		Northeast	Count	11	6	17
			% within Region	64.7%	35.3%	100.0%
			% within Sex	16.2%	12.8%	14.8%
	Total		Count	68	47	115
			% within Region	59.1%	40.9%	100.0%
			% within Sex	100.0%	100.0%	100.0%
Control	Region	Metropolitan	Count	45	11	56
			% within Region	80.4%	19.6%	100.0%
			% within Sex	54.9%	40.7%	51.4%
		North	Count	7	5	12
			% within Region	58.3%	41.7%	100.0%
			% within Sex	8.5%	18.5%	11.0%
		Northwest	Count	3	4	7
			% within Region	42.9%	57.1%	100.0%
			% within Sex	3.7%	14.8%	6.4%
		South	Count	10	3	13
			% within Region	76.9%	23.1%	100.0%
			% within Sex	12.2%	11.1%	11.9%
		East	Count	17	4	21
			% within Region	81.0%	19.0%	100.0%
			% within Sex	20.7%	14.8%	19.3%
	Total		Count	82	27	109
			% within Region	75.2%	24.8%	100.0%
			% within Sex	100.0%	100.0%	100.0%

Chi-Square Tests

Type of group		Value	df	Asymp. Sig. (2-sided)
Treatment	Pearson Chi-Square	2.128[a]	5	.831
	Likelihood Ratio	2.137	5	.830
	Linear-by-Linear Association	.070	1	.792
	N of Valid Cases	115		
Control	Pearson Chi-Square	6.954[b]	4	.138
	Likelihood Ratio	6.194	4	.185
	Linear-by-Linear Association	.022	1	.882
	N of Valid Cases	109		

a. 0 cell 0.0%) have expected count less than 5

c. 3 cell 30.0%) have expected count less than 5

N Baseline 2009 5 Regions

Región X * Sex * Type of group Crosstabulation

Type of group				Sex		Total
				Male	Female	
Treatment	Región X	Metropolitan	Count	11	11	22
			% within Región X	50.0%	50.0%	100.0%
			% within Sex	16.2%	23.4%	19.1%
		North	Count	13	6	19
			% within Región X	68.4%	31.6%	100.0%
			% within Sex	19.1%	12.8%	16.5%
		Northwest	Count	12	7	19
			% within Región X	63.2%	36.8%	100.0%
			% within Sex	17.6%	14.9%	16.5%
		South	Count	11	8	19
			% within Región X	57.9%	42.1%	100.0%
			% within Sex	16.2%	17.0%	16.5%
		East-Northeast	Count	21	15	36
			% within Región X	58.3%	41.7%	100.0%
			% within Sex	30.9%	31.9%	31.3%
	Total		Count	68	47	115
			% within Región X	59.1%	40.9%	100.0%
			% within Sex	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	45	11	56
			% within Región X	80.4%	19.6%	100.0%
			% within Sex	54.9%	40.7%	51.4%
		North	Count	7	5	12
			% within Región X	58.3%	41.7%	100.0%
			% within Sex	8.5%	18.5%	11.0%
		Northwest	Count	3	4	7
			% within Región X	42.9%	57.1%	100.0%
			% within Sex	3.7%	14.8%	6.4%
		South	Count	10	3	13
			% within Región X	76.9%	23.1%	100.0%
			% within Sex	12.2%	11.1%	11.9%
		East-Northeast	Count	17	4	21
			% within Región X	81.0%	19.0%	100.0%
			% within Sex	20.7%	14.8%	19.3%
	Total		Count	82	27	109
			% within Región X	75.2%	24.8%	100.0%
			% within Sex	100.0%	100.0%	100.0%

Chi-Square Tests

Type of group		Value	df	Asymp. Sig. (2-sided)
Treatment	Pearson Chi-Square	1.587[a]	4	.811
	Likelihood Ratio	1.596	4	.809
	Linear-by-Linear Association	.032	1	.857
	N of Valid Cases	115		
Control	Pearson Chi-Square	6.954[b]	4	.138
	Likelihood Ratio	6.194	4	.185
	Linear-by-Linear Association	.022	1	.882
	N of Valid Cases	109		

a. 0 cell 0.0%) have expected count less than 5

c. 3 cell 30.0%) have expected count less than 5

N Baseline 2010, 6 Regions

Region * Sex * Type of group Crosstabulation

Type of group				Sex		Total
				Male	Female	
Treatment	Region	Metropolitan	Count	11	8	19
			% within Region	57.9%	42.1%	100.0%
			% within Sex	17.5%	13.3%	15.4%
		North	Count	12	6	18
			% within Region	66.7%	33.3%	100.0%
			% within Sex	19.0%	10.0%	14.6%
		Northwest	Count	10	12	22
			% within Region	45.5%	54.5%	100.0%
			% within Sex	15.9%	20.0%	17.9%
		South	Count	9	11	20
			% within Region	45.0%	55.0%	100.0%
			% within Sex	14.3%	18.3%	16.3%
		East	Count	12	13	25
			% within Region	48.0%	52.0%	100.0%
			% within Sex	19.0%	21.7%	20.3%
		Northeast	Count	9	10	19
			% within Region	47.4%	52.6%	100.0%
			% within Sex	14.3%	16.7%	15.4%
	Total		Count	63	60	123
			% within Region	51.2%	48.8%	100.0%
			% within Sex	100.0%	100.0%	100.0%
Control	Region	Metropolitan	Count	30	16	46
			% within Region	65.2%	34.8%	100.0%
			% within Sex	41.1%	25.8%	34.1%
		North	Count	9	7	16
			% within Region	56.3%	43.8%	100.0%
			% within Sex	12.3%	11.3%	11.9%
		Northwest	Count	10	7	17
			% within Region	58.8%	41.2%	100.0%
			% within Sex	13.7%	11.3%	12.6%
		South	Count	15	13	28
			% within Region	53.6%	46.4%	100.0%
			% within Sex	20.5%	21.0%	20.7%
		East	Count	9	17	26
			% within Region	34.6%	65.4%	100.0%
			% within Sex	12.3%	27.4%	19.3%
		Northeast	Count	0	2	2
			% within Region	.0%	100.0%	100.0%
			% within Sex	.0%	3.2%	1.5%
	Total		Count	73	62	135
			% within Region	54.1%	45.9%	100.0%
			% within Sex	100.0%	100.0%	100.0%

Chi-Square Tests

Type of group		Value	df	Asymp. Sig. (2-sided)
Treatment	Pearson Chi-Square	2.877[a]	5	.719
	Likelihood Ratio	2.916	5	.713
	Linear-by-Linear Association	1.240	1	.265
	N of Valid Cases	123		
Control	Pearson Chi-Square	8.807[b]	5	.117
	Likelihood Ratio	9.632	5	.086
	Linear-by-Linear Association	6.703	1	.010
	N of Valid Cases	135		

a. 0 cell 0.0%) have expected count less than 5

c. 2 cell 16.7%) have expected count less than 5

N Baseline 2010, 5 Regions

Región X * Sex * Type of group Crosstabulation

Type of group				Sex		Total
				Male	Female	
Treatment	Región X	Metropolitan	Count	11	8	19
			% within Región X	57.9%	42.1%	100.0%
			% within Sex	17.5%	13.3%	15.4%
		North	Count	12	6	18
			% within Región X	66.7%	33.3%	100.0%
			% within Sex	19.0%	10.0%	14.6%
		Northwest	Count	10	12	22
			% within Región X	45.5%	54.5%	100.0%
			% within Sex	15.9%	20.0%	17.9%
		South	Count	9	11	20
			% within Región X	45.0%	55.0%	100.0%
			% within Sex	14.3%	18.3%	16.3%
		East-Northeast	Count	21	23	44
			% within Región X	47.7%	52.3%	100.0%
			% within Sex	33.3%	38.3%	35.8%
	Total		Count	63	60	123
			% within Región X	51.2%	48.8%	100.0%
			% within Sex	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	30	16	46
			% within Región X	65.2%	34.8%	100.0%
			% within Sex	41.1%	25.8%	34.1%
		North	Count	9	7	16
			% within Región X	56.3%	43.8%	100.0%
			% within Sex	12.3%	11.3%	11.9%
		Northwest	Count	10	7	17
			% within Región X	58.8%	41.2%	100.0%
			% within Sex	13.7%	11.3%	12.6%
		South	Count	15	13	28
			% within Región X	53.6%	46.4%	100.0%
			% within Sex	20.5%	21.0%	20.7%
		East-Northeast	Count	9	19	28
			% within Región X	32.1%	67.9%	100.0%
			% within Sex	12.3%	30.6%	20.7%
	Total		Count	73	62	135
			% within Región X	54.1%	45.9%	100.0%
			% within Sex	100.0%	100.0%	100.0%

Chi-Square Tests

Type of group		Value	df	Asymp. Sig. (2-sided)
Treatment	Pearson Chi-Square	2.875[a]	4	.579
	Likelihood Ratio	2.915	4	.572
	Linear-by-Linear Association	1.375	1	.241
	N of Valid Cases	123		
Control	Pearson Chi-Square	7.911[b]	4	.095
	Likelihood Ratio	8.009	4	.091
	Linear-by-Linear Association	6.310	1	.012
	N of Valid Cases	135		

a. 0 cell 0.0%) have expected count less than 5

c. 0 cell 0.0%) have expected count less than 5

N Baseline 2011, 6 Regions

Region * Sex * Type of group Crosstabulation

Type of group				Sex		Total
				Male	Female	
Treatment	Region	Metropolitan	Count	11	8	19
			% within Region	57.9%	42.1%	100.0%
			% within Sex	17.5%	13.3%	15.4%
		North	Count	12	6	18
			% within Region	66.7%	33.3%	100.0%
			% within Sex	19.0%	10.0%	14.6%
		Northwest	Count	10	12	22
			% within Region	45.5%	54.5%	100.0%
			% within Sex	15.9%	20.0%	17.9%
		South	Count	9	11	20
			% within Region	45.0%	55.0%	100.0%
			% within Sex	14.3%	18.3%	16.3%
		East	Count	12	13	25
			% within Region	48.0%	52.0%	100.0%
			% within Sex	19.0%	21.7%	20.3%
		Northeast	Count	9	10	19
			% within Region	47.4%	52.6%	100.0%
			% within Sex	14.3%	16.7%	15.4%
	Total		Count	63	60	123
			% within Region	51.2%	48.8%	100.0%
			% within Sex	100.0%	100.0%	100.0%
Control	Region	Metropolitan	Count	30	16	46
			% within Region	65.2%	34.8%	100.0%
			% within Sex	41.1%	25.8%	34.1%
		North	Count	9	7	16
			% within Region	56.3%	43.8%	100.0%
			% within Sex	12.3%	11.3%	11.9%
		Northwest	Count	10	7	17
			% within Region	58.8%	41.2%	100.0%
			% within Sex	13.7%	11.3%	12.6%
		South	Count	15	13	28
			% within Region	53.6%	46.4%	100.0%
			% within Sex	20.5%	21.0%	20.7%
		East	Count	9	17	26
			% within Region	34.6%	65.4%	100.0%
			% within Sex	12.3%	27.4%	19.3%
		Northeast	Count	0	2	2
			% within Region	.0%	100.0%	100.0%
			% within Sex	.0%	3.2%	1.5%
	Total		Count	73	62	135
			% within Region	54.1%	45.9%	100.0%
			% within Sex	100.0%	100.0%	100.0%

Chi-Square Tests

Type of group		Value	df	Asymp. Sig. (2-sided)
Treatment	Pearson Chi-Square	2.877[a]	5	.719
	Likelihood Ratio	2.916	5	.713
	Linear-by-Linear Association	1.240	1	.265
	N of Valid Cases	123		
Control	Pearson Chi-Square	8.807[b]	5	.117
	Likelihood Ratio	9.632	5	.086
	Linear-by-Linear Association	6.703	1	.010
	N of Valid Cases	135		

a. 0 cell 0.0%) have expected count less than 5

c. 2 cell 16.7%) have expected count less than 5

N Baseline 2011, 5 Regions

Region X * Sex * Type of group Crosstabulation

Type of group				Sex		Total
				Male	Female	
Treatment	Region X	Metropolitan	Count	11	8	19
			% within Region X	57.9%	42.1%	100.0%
			% within Sex	17.5%	13.3%	15.4%
		North	Count	12	6	18
			% within Region X	66.7%	33.3%	100.0%
			% within Sex	19.0%	10.0%	14.6%
		Northwest	Count	10	12	22
			% within Region X	45.5%	54.5%	100.0%
			% within Sex	15.9%	20.0%	17.9%
		South	Count	9	11	20
			% within Region X	45.0%	55.0%	100.0%
			% within Sex	14.3%	18.3%	16.3%
		East-Northwest	Count	21	23	44
			% within Region X	47.7%	52.3%	100.0%
			% within Sex	33.3%	38.3%	35.8%
	Total		Count	63	60	123
			% within Region X	51.2%	48.8%	100.0%
			% within Sex	100.0%	100.0%	100.0%
Control	Region X	Metropolitan	Count	30	16	46
			% within Region X	65.2%	34.8%	100.0%
			% within Sex	41.1%	25.8%	34.1%
		North	Count	9	7	16
			% within Region X	56.3%	43.8%	100.0%
			% within Sex	12.3%	11.3%	11.9%
		Northwest	Count	10	7	17
			% within Region X	58.8%	41.2%	100.0%
			% within Sex	13.7%	11.3%	12.6%
		South	Count	15	13	28
			% within Region X	53.6%	46.4%	100.0%
			% within Sex	20.5%	21.0%	20.7%
		East-Northwest	Count	9	19	28
			% within Region X	32.1%	67.9%	100.0%
			% within Sex	12.3%	30.6%	20.7%
	Total		Count	73	62	135
			% within Region X	54.1%	45.9%	100.0%
			% within Sex	100.0%	100.0%	100.0%

Chi-Square Tests

Type of group		Value	df	Asymp. Sig. (2-sided)
Treatment	Pearson Chi-Square	2.875[a]	4	.579
	Likelihood Ratio	2.915	4	.572
	Linear-by-Linear Association	1.375	1	.241
	N of Valid Cases	123		
Control	Pearson Chi-Square	7.911[b]	4	.095
	Likelihood Ratio	8.009	4	.091
	Linear-by-Linear Association	6.310	1	.012
	N of Valid Cases	135		

a. 0 cell 0.0%) have expected count less than 5

c. 0 cell 0.0%) have expected count less than 5

2. Sample Selection

Quotas

TABLE 1: N			Base 2009			Base 2010			Base 2011		
Type of group			Sex		Total	Sex		Total	Sex		Total
			Male	Female		Male	Female		Male	Female	
Treatment	Region	Metropolitan	12	11	23	15	6	21	8	8	16
		North	14	6	20	14	9	23	8	4	12
		Northwest	12	7	19	14	6	20	10	11	21
		South	11	8	19	13	8	21	9	11	20
		East-Northeast	21	15	36	22	17	39	17	22	39
	Total		70	47	117	78	46	124	52	56	108
Control	Region	Metropolitan	46	11	57	37	16	53	26	10	36
		North	7	5	12	24	3	27	7	4	11
		Northwest	3	4	7	11	5	16	10	6	16
		South	11	5	16	8	10	18	12	10	22
		East-Northeast	18	4	22	4	6	10	9	18	27
	Total		85	29	114	84	40	124	64	48	112

TABLE 2: Percentages			Base 2009			Base 2010			Base 2011		
Type of group			Sex		Total	Sex		Total	Sex		Total
			Male	Female		Male	Female		Male	Female	
Treatment	Region	Metropolitan	1.7%	1.6%	3.3%	2.1%	0.9%	3.0%	1.1%	1.1%	2.3%
		North	2.0%	0.9%	2.9%	2.0%	1.3%	3.3%	1.1%	0.6%	1.7%
		Northwest	1.7%	1.0%	2.7%	2.0%	0.9%	2.9%	1.4%	1.6%	3.0%
		South	1.6%	1.1%	2.7%	1.9%	1.1%	3.0%	1.3%	1.6%	2.9%
		East-Northeast	3.0%	2.1%	5.2%	3.1%	2.4%	5.6%	2.4%	3.1%	5.6%
	Total		10.0%	6.7%	16.7%	11.2%	6.6%	17.7%	7.4%	8.0%	15.5%
Control	Region	Metropolitan	6.6%	1.6%	8.2%	5.3%	2.3%	7.6%	3.7%	1.4%	5.2%
		North	1.0%	0.7%	1.7%	3.4%	0.4%	3.9%	1.0%	0.6%	1.6%
		Northwest	0.4%	0.6%	1.0%	1.6%	0.7%	2.3%	1.4%	0.9%	2.3%
		South	1.6%	0.7%	2.3%	1.1%	1.4%	2.6%	1.7%	1.4%	3.1%
		East-Northeast	2.6%	0.6%	3.1%	0.6%	0.9%	1.4%	1.3%	2.6%	3.9%
	Total		12.2%	4.1%	16.3%	12.0%	5.7%	17.7%	9.2%	6.9%	16.0%

TABLA 3: Sample Quotas			Base 2009			Base 2010			Base 2011		
Type of group			Sex		Total	Sex		Total	Sex		Total
			Male	Female		Male	Female		Male	Female	
Treatment	Region	Metropolitan	4	4	8	5	2	7	3	3	5
		North	5	2	7	5	3	8	3	1	4
		Northwest	4	2	6	5	2	7	3	4	7
		South	4	3	6	4	3	7	3	4	7
		East-Northeast	7	5	12	7	6	13	6	7	13
	Total		23	15	38	26	15	41	17	18	36
Control	Region	Metropolitan	15	4	19	12	5	17	9	3	12
		North	2	2	4	8	1	9	2	1	4
		Northwest	1	1	2	4	2	5	3	2	5
		South	4	2	5	3	3	6	4	3	7
		East-Northeast	6	1	7	1	2	3	3	6	9
	Total		28	10	38	28	13	41	21	16	37

Complex Samples: Plan

Summary

			Stage 1	Stage 2
Design Variables	Stratification	1	Tipo de grupo	Región X
	Cluster	1	sexo	
Sample Information		Selection Method	Sample SIMPLE_WOR	Sample SIMPLE_WOR
		Number of Units Sampled	115	Obtained from matrix specification
	Variables Created or Modified	Stagewise Inclusion (Selection) Probability	InclusionProbability_1_	InclusionProbability_2_
		Stagewise Cumulative Sample Weight	SampleWeightCumulative_1_	SampleWeightCumulative_2_
		Stagewise Population Size	PopulationSize_1_	PopulationSize_2_
		Stagewise Sample Size	SampleSize_1_	SampleSize_2_
		Stagewise Sampling Rate	SamplingRate_1_	SamplingRate_2_
		Stagewise Sample Weight	SampleWeight_1_	SampleWeight_2_
Analysis Information		Estimator Assumption	Equal probability sampling without replacement	Equal probability sampling without replacement
		Inclusion Probability	Obtained from variable InclusionProbability_1_	Obtained from variable InclusionProbability_2_

Complex Samples: Selection

2009

Summary for Stage 2

Type of group	sex	Region X	Sampled		Sampled	
			Requested	Actual	Requested	Actual
Treatment	Male	Metropolitan	4	4	33.3%	33.3%
		North	5	5	35.7%	35.7%
		Northeast	4	4	33.3%	33.3%
		South	4	4	36.4%	36.4%
		East-Northeast	7	7	33.3%	33.3%
	Female	Metropolitan	4	4	36.4%	36.4%
		North	2	2	33.3%	33.3%
		Northeast	2	2	28.6%	28.6%
		South	3	3	37.5%	37.5%
		East-Northeast	5	5	33.3%	33.3%
Control	Male	Metropolitan	15	15	32.6%	32.6%
		North	2	2	28.6%	28.6%
		Northeast	1	1	33.3%	33.3%
		South	4	4	36.4%	36.4%
		East-Northeast	6	6	33.3%	33.3%
	Female	Metropolitan	4	4	36.4%	36.4%
		North	2	2	40.0%	40.0%
		Northeast	1	1	25.0%	25.0%
		South	2	2	40.0%	40.0%
		East-Northeast	1	1	25.0%	25.0%

2010

Summary for Stage 2

Type of group	sex	REGION X	Sampled		Sampled	
			Requested	Actual	Requested	Actual
Treatment	Male	Metropolitan	5	5	31.3%	31.3%
		North	6	6	33.3%	33.3%
		Northeast	4	4	36.4%	36.4%
		South	5	5	33.3%	33.3%
		East-Northeast	6	6	33.3%	33.3%
	Female	Metropolitan	2	2	33.3%	33.3%
		North	3	3	33.3%	33.3%
		Northeast	2	2	33.3%	33.3%
		South	5	5	35.7%	35.7%
		East-Northeast	4	4	36.4%	36.4%
Control	Male	Metropolitan	12	12	33.3%	33.3%
		North	6	6	33.3%	33.3%
		Northeast	6	6	35.3%	35.3%
		South	1	1	25.0%	25.0%
		East-Northeast	3	3	33.3%	33.3%
	Female	Metropolitan	5	5	31.3%	31.3%
		North	2	2	40.0%	40.0%
		Northeast	1	1	50.0%	50.0%
		South	2	2	33.3%	33.3%
		East-Northeast	4	4	36.4%	36.4%

2011

Summary for Stage 2

Type of group	sex	Region X	Sampled		Sampled	
			Requested	Actual	Requested	Actual
Treatment	Male	Metropolitan	3	3	37.5%	37.5%
		North	3	3	37.5%	37.5%
		Northeast	3	3	30.0%	30.0%
		South	3	3	33.3%	33.3%
		East-Northeast	6	6	35.3%	35.3%
	Female	Metropolitan	3	3	37.5%	37.5%
		North	1	1	25.0%	25.0%
		Northeast	4	4	36.4%	36.4%
		South	4	4	36.4%	36.4%
		East-Northeast	7	7	31.8%	31.8%
Control	Male	Metropolitan	9	9	34.6%	34.6%
		North	2	2	28.6%	28.6%
		Northeast	3	3	30.0%	30.0%
		South	4	4	33.3%	33.3%
		East-Northeast	3	3	33.3%	33.3%
	Female	Metropolitan	3	3	30.0%	30.0%
		North	1	1	25.0%	25.0%
		Northeast	2	2	33.3%	33.3%
		South	3	3	30.0%	30.0%
		East-Northeast	6	6	33.3%	33.3%

Total

Summary for Stage 2

Type of group	sex	Region X	Sampled		Sampled	
			Requested	Actual	Requested	Actual
Treatment	Male	Metropolitan	12	12	34.0%	34.0%
		North	14	14	35.5%	35.5%
		Northeast	11	11	33.2%	33.2%
		South	12	12	34.3%	34.3%
		East-Northeast	19	19	34.0%	34.0%
	Female	Metropolitan	9	9	35.7%	35.7%
		North	6	6	30.6%	30.6%
		Northeast	8	8	32.8%	32.8%
		South	12	12	36.5%	36.5%
		East-Northeast	16	16	33.8%	33.8%
Control	Male	Metropolitan	36	36	33.5%	33.5%
		North	10	10	30.2%	30.2%
		Northeast	10	10	32.9%	32.9%
		South	9	9	31.6%	31.6%
		East-Northeast	12	12	33.3%	33.3%
	Female	Metropolitan	12	12	32.5%	32.5%
		North	5	5	35.0%	35.0%
		Northeast	4	4	36.1%	36.1%
		South	7	7	34.4%	34.4%
		East-Northeast	11	11	31.6%	31.6%

3. Comparisons Between Groups

Knowledge of the existence of political/social networks			Type of group					
			Base 2009		Survey 2009		Closure 2009	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	67	69	74	52	71	34
		% within IV	49.3%	50.7%	58.7%	41.3%	67.6%	32.4%
		% within DV	58.3%	63.3%	64.3%	47.7%	84.5%	63.0%
	No	Count	46	36	41	57	13	18
		% within IV	56.1%	43.9%	41.8%	58.2%	41.9%	58.1%
		% within DV	40.0%	33.0%	35.7%	52.3%	15.5%	33.3%
	Total	Count	115	109	115	109	84	54
		% within IV	51.3%	48.7%	51.3%	48.7%	60.9%	39.1%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Knowledge of the existence of political/social networks			Base 2010		Survey 2010		Closure 2010	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	63	67	102	77	94	45
		% within IV	48.5%	51.5%	57.0%	43.0%	67.6%	32.4%
		% within DV	51.6%	53.6%	82.9%	61.6%	81.7%	57.7%
	No	Count	59	58	21	48	19	32
		% within IV	50.4%	49.6%	30.4%	69.6%	37.3%	62.7%
		% within DV	48.4%	46.4%	17.1%	38.4%	16.5%	41.0%
	No response	Count	0	0	0	0	2	1
		% within IV	.0%	.0%	.0%	.0%	66.7%	33.3%
		% within DV	.0%	.0%	.0%	.0%	1.7%	1.3%
Total		Count	122	125	123	125	115	78
		% within IV	49.4%	50.6%	49.6%	50.4%	59.6%	40.4%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Knowledge of the existence of political/social networks			Base 2011		Closure 2011	
			Yes	No	Yes	No
	Treatment	Count	57	66	96	27
		% within IV	46.3%	53.7%	77.4%	21.8%
		% within DV	42.9%	52.8%	56.5%	33.3%
	Control	Count	76	59	74	54
		% within IV	56.3%	43.7%	55.6%	40.6%
		% within DV	57.1%	47.2%	43.5%	66.7%
Total		Count	133	125	170	81
		% within IV	51.6%	48.4%	66.1%	31.5%
		% within DV	100.0%	100.0%	100.0%	100.0%

Member of political/social network			Base 2009		Survey 2009		Closure 2009	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	65	57	49	33	54	16
		% within IV	53.3%	46.7%	59.8%	40.2%	77.1%	22.9%
		% within DV	56.5%	52.3%	59.8%	58.9%	77.1%	47.1%
	No	Count	8	11	33	23	16	18
		% within IV	42.1%	57.9%	58.9%	41.1%	47.1%	52.9%
		% within DV	7.0%	10.1%	40.2%	41.1%	22.9%	52.9%
	N/R	Count	42	41	0	0	0	0
		% within IV	50.6%	49.4%	.0%	.0%	.0%	.0%
		% within DV	36.5%	37.6%	.0%	.0%	.0%	.0%
Total		Count	115	109	82	56	70	34
		% within IV	51.3%	48.7%	59.4%	40.6%	67.3%	32.7%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Member of political/social networks			Base 2010		Survey 2010		Closure 2010	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	37	39	82	46	71	27
		% within IV	48.7%	51.3%	64.1%	35.9%	72.4%	27.6%
		% within DV	52.9%	53.4%	80.4%	59.7%	75.5%	60.0%
	No	Count	33	34	0	2	23	18
		% within IV	49.3%	50.7%	.0%	100.0%	56.1%	43.9%
		% within DV	47.1%	46.6%	.0%	2.6%	24.5%	40.0%
	N/R	Count	0	0	20	29	0	0
		% within IV	.0%	.0%	40.8%	59.2%	.0%	.0%
		% within DV	.0%	.0%	19.6%	37.7%	.0%	.0%
Total		Count	70	73	102	77	94	45
		% within IV	49.0%	51.0%	57.0%	43.0%	67.6%	32.4%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Member of political/social networks			Base 2011		Closure 2011	
			Yes	No	Yes	No
	Treatment	Count	36	21	60	36
		% within IV	63.2%	36.8%	62.5%	37.5%
		% within DV	40.9%	45.7%	56.1%	55.4%
	Control	Count	52	25	47	29
		% within IV	67.5%	32.5%	61.0%	37.7%
		% within DV	59.1%	54.3%	43.9%	44.6%
Total		Count	88	46	107	65
		% within IV	65.7%	34.3%	61.8%	37.6%
		% within DV	100.0%	100.0%	100.0%	100.0%

Time on Network			
Group	Base 2009	Survey 2009	Closure 200
Treatment	3.2	2.5	2.2
Control	3.6	4.0	1.5

Time on Network			
Type of group	Base 2010	Survey 2010	Closure 2010
Treatment	3.2	2.5	2.2
Control	3.6	4.0	1.5

Time on Network		
Type of group	Base 2011	Closure 2011
Treatment	4.5	1.9
Control	4.3	1.4

Years in organizanization			
Group	Base 2009	Survey 2009	Closure 2009
Treatment	8.5	9.6	9.5
Control	6.2	8.0	7.6

Years in organization			
Type of group	Base 2010	Survey 2010	Closure 2010
Treatment	8.5	8.6	9.1
Control	6.5	8.4	8.6

Years in organization		
Type of group	Base 2011	Closure 2011
Treatment	8.0	9.1
Control	7.2	7.8

Discussion activities on party			
Group	Base 2009	Survey 2009	Closure 2009
Treatment	1.9	8.7	16.3
Control	2.6	11.6	3.5

Discussion activities on party			
Type of group	Base 2010	Survey 2010	Closure 2010
Treatment	11.7	10.9	4.8
Control	10.6	7.2	14.4

Discussion activities on party		
Type of group	Base 2011	Closure 2011
Treatment	7.6	5.0
Control	3.5	8.1

Years in actual position			
Group	Base 2009	Survey 2009	Closure 2009
Treatment	3.6	4.0	4.9
Control	3.4	4.2	4.6

Years in actual position			
Type of group	Base 2010	Survey 2010	Closure 2010
Treatment	4.0	4.1	4.8
Control	3.7	4.3	5.4

Years in actual position		
Type of group	Base 2011	Closure 2011
Treatment	4.4	4.7
Control	4.1	4.9

Monthly Income			
Group	Base 2009	Survey 2009	Closure 2009
Treatment	$22,938.72	$ 24,810.16	$32,862.67
Control	$28,076.02	$ 28,007.77	$30,163.47

Monthly Income			
Type of group	Base 2010	Survey 2010	Closure 2010
Treatment	$19,286.73	$ 21,193.99	$24,182.19
Control	$20,188.06	$ 24,267.91	$22,948.74

Monthly income		
Type of group	Base 2011	Closure 2011
Treatment	$20,880.55	$20,730.20
Control	$18,803.16	$21,173.00

In which industry do you work?			Base 2009		Survey 2009		Closure 2009	
			Treatment	Control	Treatment	Control	Treatment	Control
	Public	Count	44	45	48	45	39	21
		% within IV	49.4%	50.6%	51.6%	48.4%	65.0%	35.0%
		% within DV	45.8%	46.4%	46.2%	47.9%	48.1%	42.9%
	Private	Count	29	31	35	34	29	18
		% within IV	48.3%	51.7%	50.7%	49.3%	61.7%	38.3%
		% within DV	30.2%	32.0%	33.7%	36.2%	35.8%	36.7%
	Social organization	Count	5	4	0	1	0	2
		% within IV	55.6%	44.4%	.0%	100.0%	.0%	100.0%
		% within DV	5.2%	4.1%	.0%	1.1%	.0%	4.1%
	Self	Count	16	13	21	14	6	6
		% within IV	55.2%	44.8%	60.0%	40.0%	50.0%	50.0%
		% within DV	16.7%	13.4%	20.2%	14.9%	7.4%	12.2%
	No response	Count	2	4	0	0	7	2
		% within IV	33.3%	66.7%	.0%	.0%	77.8%	22.2%
		% within DV	2.1%	4.1%	.0%	.0%	8.6%	4.1%
Total		Count	96	97	104	94	81	49
		% within IV	49.7%	50.3%	52.5%	47.5%	62.3%	37.7%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

In which industry do you work?			Base 2010		Survey 2010		Closure 2010	
			Treatment	Control	Treatment	Control	Treatment	Control
	Public	Count	47	51	48	48	58	33
		% within IV	48.0%	52.0%	50.0%	50.0%	63.7%	36.3%
		% within DV	42.3%	49.0%	43.6%	45.3%	50.9%	44.0%
	Private	Count	36	30	43	37	33	22
		% within IV	54.5%	45.5%	53.8%	46.3%	60.0%	40.0%
		% within DV	32.4%	28.8%	39.1%	34.9%	28.9%	29.3%
	International organization	Count	0	1	1	2	0	1
		% within IV	.0%	100.0%	33.3%	66.7%	.0%	100.0%
		% within DV	.0%	1.0%	.9%	1.9%	.0%	1.3%
	Social organization	Count	2	3	2	5	1	2
		% within IV	40.0%	60.0%	28.6%	71.4%	33.3%	66.7%
		% within DV	1.8%	2.9%	1.8%	4.7%	.9%	2.7%
	Self	Count	26	19	16	14	10	11
		% within IV	57.8%	42.2%	53.3%	46.7%	47.6%	52.4%
		% within DV	23.4%	18.3%	14.5%	13.2%	8.8%	14.7%
	N/R	Count	0	0	0	0	12	6
		% within IV	.0%	.0%	.0%	.0%	66.7%	33.3%
		% within DV	.0%	.0%	.0%	.0%	10.5%	8.0%
Total		Count	111	104	110	106	114	75
		% within IV	51.6%	48.4%	50.9%	49.1%	60.3%	39.7%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

In which industry do you work?			Base 2011		Closure 2011	
			Treatment	Control	Treatment	Control
	Public	Count	59	69	60	73
		% within IV	46.1%	53.9%	45.1%	54.9%
		% within DV	56.7%	59.5%	51.3%	56.6%
	Private	Count	27	26	34	33
		% within IV	50.9%	49.1%	50.7%	49.3%
		% within DV	26.0%	22.4%	29.1%	25.6%
	International organization	Count	0	1	0	2
		% within IV	.0%	100.0%	.0%	100.0%
		% within DV	.0%	.9%	.0%	1.6%
	Social organization	Count	2	11	2	6
		% within IV	15.4%	84.6%	25.0%	75.0%
		% within DV	1.9%	9.5%	1.7%	4.7%
	Self	Count	16	9	10	7
		% within IV	64.0%	36.0%	58.8%	41.2%
		% within DV	15.4%	7.8%	8.5%	5.4%
Total		Count	104	116	11	8
		% within IV	47.3%	52.7%	57.9%	42.1%
		% within DV	100.0%	100.0%	9.4%	6.2%

Occupation or employment status			Base 2009		Survey 2009		Closure 2009	
			Treatment	Control	Treatment	Control	Treatment	Control
	Work	Count	53	58	64	60	55	34
		% within IV	47.7%	52.3%	51.6%	48.4%	61.8%	38.2%
		% within DV	46.1%	53.2%	55.7%	55.6%	65.5%	63.0%
	Study	Count	14	10	6	7	4	3
		% within IV	58.3%	41.7%	46.2%	53.8%	57.1%	42.9%
		% within DV	12.2%	9.2%	5.2%	6.5%	4.8%	5.6%
	Work & study	Count	43	39	38	34	22	12
		% within IV	52.4%	47.6%	52.8%	47.2%	64.7%	35.3%
		% within DV	37.4%	35.8%	33.0%	31.5%	26.2%	22.2%
	Do not work	Count	3	1	4	6	3	5
		% within IV	75.0%	25.0%	40.0%	60.0%	37.5%	62.5%
		% within DV	2.6%	.9%	3.5%	5.6%	3.6%	9.3%
	Niether work nor study	Count	2	1	3	1	0	0
		% within IV	66.7%	33.3%	75.0%	25.0%	.0%	.0%
		% within DV	1.7%	.9%	2.6%	.9%	.0%	.0%
Total		Count	115	109	115	108	84	54
		% within IV	51.3%	48.7%	51.6%	48.4%	60.9%	39.1%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Occupation or employment status			Base 2010		Survey 2010		Closure 2010	
			Treatment	Control	Treatment	Control	Treatment	Control
	Work	Count	67	54	58	64	63	41
		% within IV	55.4%	44.6%	47.5%	52.5%	60.6%	39.4%
		% within DV	54.5%	43.2%	47.2%	51.2%	54.8%	52.6%
	Study	Count	11	14	7	5	9	6
		% within IV	44.0%	56.0%	58.3%	41.7%	60.0%	40.0%
		% within DV	8.9%	11.2%	5.7%	4.0%	7.8%	7.7%
	Work & Study	Count	42	50	52	42	42	28
		% within IV	45.7%	54.3%	55.3%	44.7%	60.0%	40.0%
		% within DV	34.1%	40.0%	42.3%	33.6%	36.5%	35.9%
	Do not work	Count	3	6	5	11	1	3
		% within IV	33.3%	66.7%	31.3%	68.8%	25.0%	75.0%
		% within DV	2.4%	4.8%	4.1%	8.8%	.9%	3.8%
	Neither work nor study	Count	0	1	1	3	0	0
		% within IV	.0%	100.0%	25.0%	75.0%	.0%	.0%
		% within DV	.0%	.8%	.8%	2.4%	.0%	.0%
Total		Count	123	125	123	125	115	78
		% within IV	49.6%	50.4%	49.6%	50.4%	59.6%	40.4%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Occupation or employment status			Base 2011		Closure 2011	
			Treatment	Control	Treatment	Control
	Work	Count	60	56	66	65
		% within IV	51.7%	48.3%	50.4%	49.6%
		% within DV	48.8%	41.5%	53.2%	48.5%
	Study	Count	9	10	10	6
		% within IV	47.4%	52.6%	62.5%	37.5%
		% within DV	7.3%	7.4%	8.1%	4.5%
	Work & Study	Count	44	60	41	57
		% within IV	42.3%	57.7%	41.8%	58.2%
		% within DV	35.8%	44.4%	33.1%	42.5%
	Do not work	Count	8	8	5	3
		% within IV	50.0%	50.0%	62.5%	37.5%
		% within DV	6.5%	5.9%	4.0%	2.2%
	Neither work nor study	Count	2	1	2	3
		% within IV	66.7%	33.3%	40.0%	60.0%
		% within DV	1.6%	.7%	1.6%	2.2%
Total		Count	123	135	124	134
		% within IV	47.7%	52.3%	48.1%	51.9%
		% within DV	100.0%	100.0%	100.0%	100.0%

Age			
Group	Base 2009	Survey 2009	Closure 2009
Treatment	31.46	31.67	33.61
Control	30.64	31.45	34.06

Age			
Type of group	Base 2010	Survey 2010	Closure 2010
Treatment	32.33	32.34	32.47
Control	30.98	31.38	31.27

Age		
Type of group	Base 2011	Closure 2011
Treatment	30.9	30.6
Control	31.1	31.2

Type of Organization			Base 2009		Survey 2009		Closure 2009	
			Political party	OCS	Political party	OCS	Political party	OCS
Type of group	Treatment	Count	101	14	96	19	74	10
		% within IV	87.8%	12.2%	83.5%	16.5%	88.1%	11.9%
		% within DV	54.9%	35.0%	54.5%	39.6%	63.8%	45.5%
	Control	Count	83	26	80	29	42	12
		% within IV	76.1%	23.9%	73.4%	26.6%	77.8%	22.2%
		% within DV	45.1%	65.0%	45.5%	60.4%	36.2%	54.5%
Total		Count	184	40	176	48	116	22
		% within IV	82.1%	17.9%	78.6%	21.4%	84.1%	15.9%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Type of organization			Base 2010		Survey 2010		Closure 2010	
			Political Party	OCS	Political Party	OCS	Political Party	OCS
Type of group	Treatment	Count	111	12	112	11	103	12
		% within IV	90.2%	9.8%	91.1%	8.9%	89.6%	10.4%
		% within DV	53.1%	30.8%	53.1%	29.7%	65.6%	33.3%
	Control	Count	98	27	99	26	54	24
		% within IV	78.4%	21.6%	79.2%	20.8%	69.2%	30.8%
		% within DV	46.9%	69.2%	46.9%	70.3%	34.4%	66.7%
Total		Count	209	39	211	37	157	36
		% within IV	84.3%	15.7%	85.1%	14.9%	81.3%	18.7%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Type of Organization			Base 2011		Cierre 2011	
			Political party	OCS	Political party	OCS
Type of group	Treatment	Count	116	7	116	8
		% within IV	94.3%	5.7%	93.5%	6.5%
		% within DV	57.7%	12.3%	58.0%	13.8%
	Control	Count	85	50	84	50
		% within IV	63.0%	37.0%	62.7%	37.3%
		% within DV	42.3%	87.7%	42.0%	86.2%
Total		Count	201	57	200	58
		% within IV	77.9%	22.1%	77.5%	22.5%
		% within DV	100.0%	100.0%	100.0%	100.0%

4. Activities

Inform the community on party actions			Base 2009		Survey 2009		Closure 2009	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	70	57	65	54	49	26
		% within IV	55.1%	44.9%	54.6%	45.4%	65.3%	34.7%
		% within DV	60.9%	52.3%	56.5%	49.5%	58.3%	48.1%
	No	Count	45	52	50	55	34	28
		% within IV	46.4%	53.6%	47.6%	52.4%	54.8%	45.2%
		% within DV	39.1%	47.7%	43.5%	50.5%	40.5%	51.9%
	N/R	Count	0	0	0	0	1	0
		% within IV	.0%	.0%	.0%	.0%	100.0%	.0%
		% within DV	.0%	.0%	.0%	.0%	1.2%	.0%
Total		Count	115	109	115	109	84	54
		% within IV	51.3%	48.7%	51.3%	48.7%	60.9%	39.1%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Inform the community on party actions			Base 2010		Survey 2010		Closure 2010	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	65	65	73	55	74	44
		% within IV	50.0%	50.0%	57.0%	43.0%	62.7%	37.3%
		% within DV	52.8%	52.0%	59.3%	44.0%	64.3%	56.4%
	No	Count	58	60	50	70	40	33
		% within IV	49.2%	50.8%	41.7%	58.3%	54.8%	45.2%
		% within DV	47.2%	48.0%	40.7%	56.0%	34.8%	42.3%
	N/R	Count	0	0	0	0	1	1
		% within IV	.0%	.0%	.0%	.0%	50.0%	50.0%
		% within DV	.0%	.0%	.0%	.0%	.9%	1.3%
Total		Count	123	125	123	125	115	78
		% within IV	49.6%	50.4%	49.6%	50.4%	59.6%	40.4%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Inform the community on party actions			Base 2011		Closure 2011	
			Treatment	Control	Treatment	Control
	Yes	Count	66	71	77	88
		% within IV	48.2%	51.8%	46.7%	53.3%
		% within DV	53.7%	53.0%	62.1%	65.7%
	No	Count	57	63	46	42
		% within IV	47.5%	52.5%	52.3%	47.7%
		% within DV	46.3%	47.0%	37.1%	31.3%
	N/R	Count	0	0	1	4
		% within IV	.0%	.0%	20.0%	80.0%
		% within DV	.0%	.0%	.8%	3.0%
Total		Count	123	134	124	134
		% within IV	47.9%	52.1%	48.1%	51.9%
		% within DV	100.0%	100.0%	100.0%	100.0%

Type of group				Inform the community on party actions		
				BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Sex	Male	Count	43	33	27
			% within IV	63.2%	54.1%	55.1%
			% within DV	61.4%	50.8%	55.1%
		Female	Count	27	32	22
			% within IV	57.4%	59.3%	62.9%
			% within DV	38.6%	49.2%	44.9%
	Total		Count	70	65	49
			% within IV	60.9%	56.5%	58.3%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	44	38	19
			% within IV	53.7%	47.5%	48.7%
			% within DV	77.2%	70.4%	73.1%
		Female	Count	13	16	7
			% within IV	48.1%	55.2%	46.7%
			% within DV	22.8%	29.6%	26.9%
	Total		Count	57	54	26
			% within IV	52.3%	49.5%	48.1%
			% within DV	100.0%	100.0%	100.0%

Type of group				Inform the community on party actions		
				Base 2010	Survey 2010	Closure 2010
Treatment	Sex	Male	Count	33	44	42
			% within IV	42.9%	57.1%	62.7%
			% within DV	56.9%	60.3%	56.8%
		Female	Count	25	29	32
			% within IV	54.3%	63.0%	66.7%
			% within DV	43.1%	39.7%	43.2%
	Total		Count	58	73	74
			% within IV	47.2%	59.3%	64.3%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	38	39	33
			% within IV	45.2%	46.4%	71.7%
			% within DV	63.3%	70.9%	75.0%
		Female	Count	22	16	11
			% within IV	53.7%	39.0%	34.4%
			% within DV	36.7%	29.1%	25.0%
	Total		Count	60	55	44
			% within IV	48.0%	44.0%	56.4%
			% within DV	100.0%	100.0%	100.0%

Type of group				**Inform the community on party actions**	
				Base 2011	Closure 2011
Treatment	Sex	Male	Count	36	40
			% within IV	57.1%	61.5%
			% within DV	54.5%	51.9%
		Female	Count	30	37
			% within IV	50.0%	62.7%
			% within DV	45.5%	48.1%
	Total		Count	66	77
			% within IV	53.7%	62.1%
			% within DV	100.0%	100.0%
Control	Sex	Male	Count	40	48
			% within IV	55.6%	70.6%
			% within DV	56.3%	54.5%
		Female	Count	31	40
			% within IV	50.0%	60.6%
			% within DV	43.7%	45.5%
	Total		Count	71	88
			% within IV	53.0%	65.7%
			% within DV	100.0%	100.0%

Type of group				Inform the community on party actions		
				BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Región X	Metropolitan	Count	15	12	8
			% within IV	68.2%	54.5%	44.4%
			% within DV	21.4%	18.5%	16.3%
		North	Count	16	9	2
			% within IV	84.2%	47.4%	25.0%
			% within DV	22.9%	13.8%	4.1%
		Northwest	Count	8	10	7
			% within IV	42.1%	52.6%	70.0%
			% within DV	11.4%	15.4%	14.3%
		South	Count	11	11	10
			% within IV	57.9%	57.9%	71.4%
			% within DV	15.7%	16.9%	20.4%
		East-Northeast	Count	20	23	22
			% within IV	55.6%	63.9%	64.7%
			% within DV	28.6%	35.4%	44.9%
	Total		Count	70	65	49
			% within IV	60.9%	56.5%	58.3%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	27	30	16
			% within IV	48.2%	53.6%	53.3%
			% within DV	47.4%	55.6%	61.5%
		North	Count	10	4	3
			% within IV	83.3%	33.3%	60.0%
			% within DV	17.5%	7.4%	11.5%
		Northwest	Count	2	3	1
			% within IV	28.6%	42.9%	14.3%
			% within DV	3.5%	5.6%	3.8%
		South	Count	9	4	1
			% within IV	69.2%	30.8%	14.3%
			% within DV	15.8%	7.4%	3.8%
		East-Northeast	Count	9	13	6
			% within IV	42.9%	61.9%	50.0%
			% within DV	15.8%	24.1%	23.1%
	Total		Count	57	54	26
			% within IV	52.3%	49.5%	48.1%
			% within DV	100.0%	100.0%	100.0%

Type of group				Inform the community on party actions		
				BASE 2010	SURVEY 2010	CLOSURE 2010
Treatment	Región X	Metropolitan	Count	12	9	13
			% within IV	60.0%	45.0%	61.9%
			% within DV	20.7%	12.3%	17.6%
		North	Count	6	14	10
			% within IV	27.3%	63.6%	66.7%
			% within DV	10.3%	19.2%	13.5%
		Northwest	Count	11	12	9
			% within IV	52.4%	57.1%	64.3%
			% within DV	19.0%	16.4%	12.2%
		South	Count	9	16	16
			% within IV	42.9%	76.2%	72.7%
			% within DV	15.5%	21.9%	21.6%
		East-Northeast	Count	20	22	26
			% within IV	51.3%	56.4%	60.5%
			% within DV	34.5%	30.1%	35.1%
	Total		Count	58	73	74
			% within IV	47.2%	59.3%	64.3%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	25	24	23
			% within IV	47.2%	45.3%	62.2%
			% within DV	41.7%	43.6%	52.3%
		North	Count	14	14	8
			% within IV	50.0%	50.0%	61.5%
			% within DV	23.3%	25.5%	18.2%
		Northwest	Count	9	6	5
			% within IV	56.3%	37.5%	83.3%
			% within DV	15.0%	10.9%	11.4%
		South	Count	5	8	5
			% within IV	27.8%	44.4%	29.4%
			% within DV	8.3%	14.5%	11.4%
		East-Northeast	Count	7	3	3
			% within IV	70.0%	30.0%	60.0%
			% within DV	11.7%	5.5%	6.8%
	Total		Count	60	55	44
			% within IV	48.0%	44.0%	56.4%
			% within DV	100.0%	100.0%	100.0%

Type of group				Inform the community on party actions	
				BASE 2011	CLOSURE 2011
Treatment	Región X	Metropolitan	Count	11	9
			% within IV	57.9%	47.4%
			% within DV	16.7%	11.7%
		North	Count	11	12
			% within IV	61.1%	66.7%
			% within DV	16.7%	15.6%
		Northwest	Count	10	14
			% within IV	45.5%	63.6%
			% within DV	15.2%	18.2%
		South	Count	13	17
			% within IV	65.0%	85.0%
			% within DV	19.7%	22.1%
		East-Northeast	Count	21	25
			% within IV	47.7%	55.6%
			% within DV	31.8%	32.5%
	Total		Count	66	77
			% within IV	53.7%	62.1%
			% within DV	100.0%	100.0%
Control	Región X	Metropolitan	Count	27	30
			% within IV	58.7%	66.7%
			% within DV	38.0%	34.1%
		North	Count	8	10
			% within IV	50.0%	62.5%
			% within DV	11.3%	11.4%
		Northwest	Count	10	12
			% within IV	62.5%	70.6%
			% within DV	14.1%	13.6%
		South	Count	14	21
			% within IV	50.0%	72.4%
			% within DV	19.7%	23.9%
		East-Northeast	Count	12	15
			% within IV	42.9%	55.6%
			% within DV	16.9%	17.0%
	Total		Count	71	88
			% within IV	53.0%	65.7%
			% within DV	100.0%	100.0%

Meetings with citizens on accountability			Base 2009		Survey 2009		Closure 2009	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	46	43	45	32	30	13
		% within IV	51.7%	48.3%	58.4%	41.6%	69.8%	30.2%
		% within DV	40.0%	39.4%	39.1%	29.4%	35.7%	24.1%
	No	Count	69	66	70	77	54	41
		% within IV	51.1%	48.9%	47.6%	52.4%	56.8%	43.2%
		% within DV	60.0%	60.6%	60.9%	70.6%	64.3%	75.9%
	Total	Count	115	109	115	109	84	54
		% within IV	51.3%	48.7%	51.3%	48.7%	60.9%	39.1%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Meetings with citizens on accountability			Base 2010		Survey 2010		Closure 2010	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	45	36	48	36	49	19
		% within IV	55.6%	44.4%	57.1%	42.9%	72.1%	27.9%
		% within DV	36.6%	28.8%	39.0%	28.8%	42.6%	24.4%
	No	Count	78	89	75	89	66	59
		% within IV	46.7%	53.3%	45.7%	54.3%	52.8%	47.2%
		% within DV	63.4%	71.2%	61.0%	71.2%	57.4%	75.6%
Total		Count	123	125	123	125	115	78
		% within IV	49.6%	50.4%	49.6%	50.4%	59.6%	40.4%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Meetings with citezens on accountability			Base 2011		Closure 2011	
			Treatment	Control	Treatment	Control
	Yes	Count	29	49	38	36
		% within IV	37.2%	62.8%	51.4%	48.6%
		% within DV	23.6%	36.3%	30.6%	26.9%
	No	Count	94	86	86	98
		% within IV	52.2%	47.8%	46.7%	53.3%
		% within DV	76.4%	63.7%	69.4%	73.1%
Total		Count	123	135	124	134
		% within IV	47.7%	52.3%	48.1%	51.9%
		% within DV	100.0%	100.0%	100.0%	100.0%

Type of group				Meetings with citizens on accountability		
				BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Sex	Male	Count	30	27	18
			% within IV	44.1%	44.3%	36.7%
			% within DV	65.2%	60.0%	60.0%
		Female	Count	16	18	12
			% within IV	34.0%	33.3%	34.3%
			% within DV	34.8%	40.0%	40.0%
	Total		Count	46	45	30
			% within IV	40.0%	39.1%	35.7%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	31	20	11
			% within IV	37.8%	25.0%	28.2%
			% within DV	72.1%	62.5%	84.6%
		Female	Count	12	12	2
			% within IV	44.4%	41.4%	13.3%
			% within DV	27.9%	37.5%	15.4%
	Total		Count	43	32	13
			% within IV	39.4%	29.4%	24.1%
			% within DV	100.0%	100.0%	100.0%

Type of group				**Meetings with citizens on accountability**		
				Base 2010	Survey 2010	Closure 2010
Treatment	Sex	Male	Count	23	31	32
			% within IV	29.9%	40.3%	47.8%
			% within DV	51.1%	64.6%	65.3%
		Female	Count	22	17	17
			% within IV	47.8%	37.0%	35.4%
			% within DV	48.9%	35.4%	34.7%
	Total		Count	45	48	49
			% within IV	36.6%	39.0%	42.6%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	21	26	11
			% within IV	25.0%	31.0%	23.9%
			% within DV	58.3%	72.2%	57.9%
		Female	Count	15	10	8
			% within IV	36.6%	24.4%	25.0%
			% within DV	41.7%	27.8%	42.1%
	Total		Count	36	36	19
			% within IV	28.8%	28.8%	24.4%
			% within DV	100.0%	100.0%	100.0%

Type of group				Meetings with citezens on accountability	
				Base 2011	Closure 2011
Treatment	Sex	Male	Count	16	21
			% within IV	25.4%	32.3%
			% within DV	55.2%	55.3%
		Female	Count	13	17
			% within IV	21.7%	28.8%
			% within DV	44.8%	44.7%
	Total		Count	29	38
			% within IV	23.6%	30.6%
			% within DV	100.0%	100.0%
Control	Sex	Male	Count	31	24
			% within IV	42.5%	35.3%
			% within DV	63.3%	66.7%
		Female	Count	18	12
			% within IV	29.0%	18.2%
			% within DV	36.7%	33.3%
	Total		Count	49	36
			% within IV	36.3%	26.9%
			% within DV	100.0%	100.0%

Type of group				Meetings with citizens on accountability		
				Base 2009	Encuesta 2009	Cierre 2009
Treatment	Región X	Metropolitan	Count	9	7	7
			% within IV	40.9%	31.8%	38.9%
			% within DV	19.6%	15.6%	23.3%
		North	Count	9	8	2
			% within IV	47.4%	42.1%	25.0%
			% within DV	19.6%	17.8%	6.7%
		Northwest	Count	8	4	5
			% within IV	42.1%	21.1%	50.0%
			% within DV	17.4%	8.9%	16.7%
		South	Count	8	7	7
			% within IV	42.1%	36.8%	50.0%
			% within DV	17.4%	15.6%	23.3%
		East-Northeast	Count	12	19	9
			% within IV	33.3%	52.8%	26.5%
			% within DV	26.1%	42.2%	30.0%
	Total		Count	46	45	30
			% within IV	40.0%	39.1%	35.7%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	20	14	4
			% within IV	35.7%	25.0%	13.3%
			% within DV	46.5%	43.8%	30.8%
		North	Count	3	3	1
			% within IV	25.0%	25.0%	20.0%
			% within DV	7.0%	9.4%	7.7%
		Northwest	Count	4	1	0
			% within IV	57.1%	14.3%	0.0%
			% within DV	9.3%	3.1%	0.0%
		South	Count	7	6	2
			% within IV	53.8%	46.2%	28.6%
			% within DV	16.3%	18.8%	15.4%
		East-Northeast	Count	9	8	6
			% within IV	42.9%	38.1%	50.0%
			% within DV	20.9%	25.0%	46.2%
	Total		Count	43	32	13
			% within IV	39.4%	29.4%	24.1%
			% within DV	100.0%	100.0%	100.0%

Type of group				Meetings with citizens on accountability		
				BASE 2010	SURVEY 2010	CLOSURE 2010
Treatment	Región X	Metropolitan	Count	8	10	7
			% within IV	40.0%	50.0%	33.3%
			% within DV	17.8%	20.8%	14.3%
		North	Count	6	8	10
			% within IV	27.3%	36.4%	66.7%
			% within DV	13.3%	16.7%	20.4%
		Northwest	Count	9	2	3
			% within IV	42.9%	9.5%	21.4%
			% within DV	20.0%	4.2%	6.1%
		South	Count	7	12	13
			% within IV	33.3%	57.1%	59.1%
			% within DV	15.6%	25.0%	26.5%
		East-Northeast	Count	15	16	16
			% within IV	38.5%	41.0%	37.2%
			% within DV	33.3%	33.3%	32.7%
	Total		Count	45	48	49
			% within IV	36.6%	39.0%	42.6%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	16	17	8
			% within IV	30.2%	32.1%	21.6%
			% within DV	44.4%	47.2%	42.1%
		North	Count	7	10	2
			% within IV	25.0%	35.7%	15.4%
			% within DV	19.4%	27.8%	10.5%
		Northwest	Count	7	1	3
			% within IV	43.8%	6.3%	50.0%
			% within DV	19.4%	2.8%	15.8%
		South	Count	3	5	3
			% within IV	16.7%	27.8%	17.6%
			% within DV	8.3%	13.9%	15.8%
		East-Northeast	Count	3	3	3
			% within IV	30.0%	30.0%	60.0%
			% within DV	8.3%	8.3%	15.8%
	Total		Count	36	36	19
			% within IV	28.8%	28.8%	24.4%
			% within DV	100.0%	100.0%	100.0%

Type of group				Meetings with citizens on accountability	
				BASE 2011	CLOSURE 2011
Treatment	Región X	Metropolitan	Count	4	3
			% within IV	21.1%	15.8%
			% within DV	13.8%	7.9%
		North	Count	5	10
			% within IV	27.8%	55.6%
			% within DV	17.2%	26.3%
		Northwest	Count	6	4
			% within IV	27.3%	18.2%
			% within DV	20.7%	10.5%
		South	Count	4	5
			% within IV	20.0%	25.0%
			% within DV	13.8%	13.2%
		East-Northeast	Count	10	16
			% within IV	22.7%	35.6%
			% within DV	34.5%	42.1%
	Total		Count	29	38
			% within IV	23.6%	30.6%
			% within DV	100.0%	100.0%
Control	Región X	Metropolitan	Count	19	15
			% within IV	41.3%	33.3%
			% within DV	38.8%	41.7%
		North	Count	9	3
			% within IV	56.3%	18.8%
			% within DV	18.4%	8.3%
		Northwest	Count	5	1
			% within IV	29.4%	5.9%
			% within DV	10.2%	2.8%
		South	Count	9	11
			% within IV	32.1%	37.9%
			% within DV	18.4%	30.6%
		East-Northeast	Count	7	6
			% within IV	25.0%	22.2%
			% within DV	14.3%	16.7%
	Total		Count	49	36
			% within IV	36.3%	26.9%
			% within DV	100.0%	100.0%

File sworn statements of assets when exerting public functions			Base 2009		Survey 2009		Closure 2009	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	8	8	11	8	8	2
		% within IV	50.0%	50.0%	57.9%	42.1%	80.0%	20.0%
		% within DV	7.0%	7.3%	9.6%	7.3%	9.5%	3.7%
	No	Count	107	101	104	101	76	52
		% within IV	51.4%	48.6%	50.7%	49.3%	59.4%	40.6%
		% within DV	93.0%	92.7%	90.4%	92.7%	90.5%	96.3%
	Total	Count	115	109	115	109	84	54
		% within IV	51.3%	48.7%	51.3%	48.7%	60.9%	39.1%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

File sworn statements of assets when exerting public functions			Base 2010		Survey 2010		Closure 2010	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	6	9	14	10	13	2
		% within IV	40.0%	60.0%	58.3%	41.7%	86.7%	13.3%
		% within DV	4.9%	7.2%	11.4%	8.0%	11.3%	2.6%
	No	Count	117	116	109	115	102	76
		% within IV	50.2%	49.8%	48.7%	51.3%	57.3%	42.7%
		% within DV	95.1%	92.8%	88.6%	92.0%	88.7%	97.4%
Total		Count	123	125	123	125	115	78
		% within IV	49.6%	50.4%	49.6%	50.4%	59.6%	40.4%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

File sworn statements of assets when exerting public functions			Base 2011		Closure 2011	
			Treatment	Control	Treatment	Control
	Yes	Count	7	9	13	9
		% within IV	43.8%	56.3%	59.1%	40.9%
		% within DV	5.7%	6.7%	10.5%	6.7%
	No	Count	116	126	111	125
		% within IV	47.9%	52.1%	47.0%	53.0%
		% within DV	94.3%	93.3%	89.5%	93.3%
Total		Count	123	135	124	134
		% within IV	47.7%	52.3%	48.1%	51.9%
		% within DV	100.0%	100.0%	100.0%	100.0%

Type of group				File sworn statements of assets when exerting public functions		
				BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Sex	Male	Count	5	7	5
			% within IV	7.4%	11.5%	10.2%
			% within DV	62.5%	63.6%	62.5%
		Female	Count	3	4	3
			% within IV	6.4%	7.4%	8.6%
			% within DV	37.5%	36.4%	37.5%
	Total		Count	8	11	8
			% within IV	7.0%	9.6%	9.5%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	7	4	2
			% within IV	8.5%	5.0%	5.1%
			% within DV	87.5%	50.0%	100.0%
		Female	Count	1	4	0
			% within IV	3.7%	13.8%	.0%
			% within DV	12.5%	50.0%	.0%
	Total		Count	8	8	2
			% within IV	7.3%	7.3%	3.7%
			% within DV	100.0%	100.0%	100.0%

Type of group				File sworn statements of assets when exerting public functions		
				Base 2010	Survey 2010	Closure 2010
Treatment	Sex	Male	Count	1	10	9
			% within IV	1.3%	13.0%	13.4%
			% within DV	16.7%	71.4%	69.2%
		Female	Count	5	4	4
			% within IV	10.9%	8.7%	8.3%
			% within DV	83.3%	28.6%	30.8%
	Total		Count	6	14	13
			% within IV	4.9%	11.4%	11.3%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	5	7	2
			% within IV	6.0%	8.3%	4.3%
			% within DV	55.6%	70.0%	100.0%
		Female	Count	4	3	0
			% within IV	9.8%	7.3%	.0%
			% within DV	44.4%	30.0%	.0%
	Total		Count	9	10	2
			% within IV	7.2%	8.0%	2.6%
			% within DV	100.0%	100.0%	100.0%

Type of group				File sworn statements of assets when exerting public functions	
				Base 2011	Closure 2011
Treatment	Sex	Male	Count	6	8
			% within IV	9.5%	12.3%
			% within DV	85.7%	61.5%
		Female	Count	1	5
			% within IV	1.7%	8.5%
			% within DV	14.3%	38.5%
	Total		Count	7	13
			% within IV	5.7%	10.5%
			% within DV	100.0%	100.0%
Control	Sex	Male	Count	7	5
			% within IV	9.6%	7.4%
			% within DV	77.8%	55.6%
		Female	Count	2	4
			% within IV	3.2%	6.1%
			% within DV	22.2%	44.4%
	Total		Count	9	9
			% within IV	6.7%	6.7%
			% within DV	100.0%	100.0%

Type of group				File sworn statements of assets when exerting public functions		
				Base 2009	Survey 2009	Closure 2009
Treatment	Región X	Metropolitan	Count	1	2	1
			% within IV	4.5%	9.1%	5.6%
			% within DV	12.5%	18.2%	12.5%
		North	Count	2	3	2
			% within IV	10.5%	15.8%	25.0%
			% within DV	25.0%	27.3%	25.0%
		Northwest	Count	0	1	1
			% within IV	0.0%	5.3%	10.0%
			% within DV	0.0%	9.1%	12.5%
		South	Count	2	2	1
			% within IV	10.5%	10.5%	7.1%
			% within DV	25.0%	18.2%	12.5%
		East-Northeast	Count	3	3	3
			% within IV	8.3%	8.3%	8.8%
			% within DV	37.5%	27.3%	37.5%
	Total		Count	8	11	8
			% within IV	7.0%	9.6%	9.5%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	2	4	1
			% within IV	3.6%	7.1%	3.3%
			% within DV	25.0%	50.0%	50.0%
		North	Count	1	2	0
			% within IV	8.3%	16.7%	0.0%
			% within DV	12.5%	25.0%	0.0%
		Northwest	Count	1	0	0
			% within IV	14.3%	0.0%	0.0%
			% within DV	12.5%	0.0%	0.0%
		South	Count	2	1	0
			% within IV	15.4%	7.7%	0.0%
			% within DV	25.0%	12.5%	0.0%
		East-Northeast	Count	2	1	1
			% within IV	9.5%	4.8%	8.3%
			% within DV	25.0%	12.5%	50.0%
	Total		Count	8	8	2
			% within IV	7.3%	7.3%	3.7%
			% within DV	100.0%	100.0%	100.0%

Type of group				File sworn statements of assets when exerting public functions		
				BASE 2010	SURVEY 2010	CLOSURE 2010
Treatment	Región X	Metropolitan	Count	2	1	1
			% within IV	10.0%	5.0%	4.8%
			% within DV	33.3%	7.1%	7.7%
		North	Count	1	1	2
			% within IV	4.5%	4.5%	13.3%
			% within DV	16.7%	7.1%	15.4%
		Northwest	Count	1	2	1
			% within IV	4.8%	9.5%	7.1%
			% within DV	16.7%	14.3%	7.7%
		South	Count	1	4	4
			% within IV	4.8%	19.0%	18.2%
			% within DV	16.7%	28.6%	30.8%
		East-Northeast	Count	1	6	5
			% within IV	2.6%	15.4%	11.6%
			% within DV	16.7%	42.9%	38.5%
	Total		Count	6	14	13
			% within IV	4.9%	11.4%	11.3%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	1	4	1
			% within IV	1.9%	7.5%	2.7%
			% within DV	11.1%	40.0%	50.0%
		North	Count	3	3	1
			% within IV	10.7%	10.7%	7.7%
			% within DV	33.3%	30.0%	50.0%
		Northwest	Count	3	0	0
			% within IV	18.8%	0.0%	0.0%
			% within DV	33.3%	0.0%	0.0%
		South	Count	1	2	0
			% within IV	5.6%	11.1%	0.0%
			% within DV	11.1%	20.0%	0.0%
		East-Northeast	Count	1	1	0
			% within IV	10.0%	10.0%	0.0%
			% within DV	11.1%	10.0%	0.0%
	Total		Count	9	10	2
			% within IV	7.2%	8.0%	2.6%
			% within DV	100.0%	100.0%	100.0%

Type of group				File sworn statements of assets when exerting public functions	
				BASE 2011	CLOSURE 2011
Treatment	Región X	Metropolitan	Count	1	0
			% within IV	5.3%	0.0%
			% within DV	14.3%	0.0%
		North	Count	1	0
			% within IV	5.6%	0.0%
			% within DV	14.3%	0.0%
		Northwest	Count	2	4
			% within IV	9.1%	18.2%
			% within DV	28.6%	30.8%
		South	Count	1	1
			% within IV	5.0%	5.0%
			% within DV	14.3%	7.7%
		East-Northeast	Count	2	8
			% within IV	4.5%	17.8%
			% within DV	28.6%	61.5%
	Total		Count	7	13
			% within IV	5.7%	10.5%
			% within DV	100.0%	100.0%
Control	Región X	Metropolitan	Count	4	3
			% within IV	8.7%	6.7%
			% within DV	44.4%	33.3%
		North	Count	0	1
			% within IV	0.0%	6.3%
			% within DV	0.0%	11.1%
		Northwest	Count	1	2
			% within IV	5.9%	11.8%
			% within DV	11.1%	22.2%
		South	Count	2	1
			% within IV	7.1%	3.4%
			% within DV	22.2%	11.1%
		East-Northeast	Count	2	2
			% within IV	7.1%	7.4%
			% within DV	22.2%	22.2%
	Total		Count	9	9
			% within IV	6.7%	6.7%
			% within DV	100.0%	100.0%

Stimulate senior leaders to make public the administration of their funds			Base 2009		Survey 2009		Closure 2009	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	57	44	44	49	40	22
		% within IV	56.4%	43.6%	47.3%	52.7%	64.5%	35.5%
		% within DV	49.6%	40.4%	38.3%	45.0%	47.6%	40.7%
	No	Count	58	65	71	60	44	32
		% within IV	47.2%	52.8%	54.2%	45.8%	57.9%	42.1%
		% within DV	50.4%	59.6%	61.7%	55.0%	52.4%	59.3%
	Total	Count	115	109	115	109	84	54
		% within IV	51.3%	48.7%	51.3%	48.7%	60.9%	39.1%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Stimulate senior leaders to make public the administration of their funds			Base 2010		Survey 2010		Closure 2010	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	41	39	57	39	53	26
		% within IV	51.3%	48.8%	59.4%	40.6%	67.1%	32.9%
		% within DV	33.3%	31.2%	46.3%	31.2%	46.1%	33.3%
	No	Count	82	86	66	86	62	52
		% within IV	48.8%	51.2%	43.4%	56.6%	54.4%	45.6%
		% within DV	66.7%	68.8%	53.7%	68.8%	53.9%	66.7%
Total		Count	123	125	123	125	115	78
		% within IV	49.6%	50.4%	49.6%	50.4%	59.6%	40.4%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Stimulate senior leaders to make public the administration of their funds			Base 2011		Closure 2011	
			Treatment	Control	Treatment	Control
	Yes	Count	37	44	53	49
		% within IV	45.7%	54.3%	52.0%	48.0%
		% within DV	30.1%	32.6%	42.7%	36.6%
	No	Count	86	90	71	85
		% within IV	48.9%	51.1%	45.5%	54.5%
		% within DV	69.9%	66.7%	57.3%	63.4%
Total		Count	123	135	124	134
		% within IV	47.7%	52.3%	48.1%	51.9%
		% within DV	100.0%	100.0%	100.0%	100.0%

Type of group				Stimulate senior leaders to make public the administration of their funds		
				Base 2009	Survey 2009	Closure 2009
Treatment	Sex	Male	Count	41	24	26
			% within IV	60.3%	39.3%	53.1%
			% within DV	71.9%	54.5%	65.0%
		Female	Count	16	20	14
			% within IV	34.0%	37.0%	40.0%
			% within DV	28.1%	45.5%	35.0%
	Total		Count	57	44	40
			% within IV	49.6%	38.3%	47.6%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	36	31	16
			% within IV	43.9%	38.8%	41.0%
			% within DV	81.8%	63.3%	72.7%
		Female	Count	8	18	6
			% within IV	29.6%	62.1%	40.0%
			% within DV	18.2%	36.7%	27.3%
	Total		Count	44	49	22
			% within IV	40.4%	45.0%	40.7%
			% within DV	100.0%	100.0%	100.0%

Type of group				Stimulate senior leaders to make public the administration of their funds		
				Base 2010	Survey 2010	Closure 2010
Treatment	Sex	Male	Count	26	37	33
			% within IV	33.8%	48.1%	49.3%
			% within DV	63.4%	64.9%	62.3%
		Female	Count	15	20	20
			% within IV	32.6%	43.5%	41.7%
			% within DV	36.6%	35.1%	37.7%
	Total		Count	41	57	53
			% within IV	33.3%	46.3%	46.1%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	26	27	18
			% within IV	31.0%	32.1%	39.1%
			% within DV	66.7%	69.2%	69.2%
		Female	Count	13	12	8
			% within IV	31.7%	29.3%	25.0%
			% within DV	33.3%	30.8%	30.8%
	Total		Count	39	39	26
			% within IV	31.2%	31.2%	33.3%
			% within DV	100.0%	100.0%	100.0%

Type of group				Stimulate senior leaders to make public the administration of their funds	
				Base 2011	Closure 2011
Treatment	Sex	Male	Count	19	29
			% within IV	30.2%	44.6%
			% within DV	51.4%	54.7%
		Female	Count	18	24
			% within IV	30.0%	40.7%
			% within DV	48.6%	45.3%
	Total		Count	37	53
			% within IV	30.1%	42.7%
			% within DV	100.0%	100.0%
Control	Sex	Male	Count	27	30
			% within IV	37.0%	44.1%
			% within DV	61.4%	61.2%
		Female	Count	17	19
			% within IV	27.4%	28.8%
			% within DV	38.6%	38.8%
	Total		Count	44	49
			% within IV	32.6%	36.6%
			% within DV	100.0%	100.0%

Type of group				Stimulate senior leaders to make public the administration of their funds		
				Base 2009	Survey 2009	Closure 2009
Treatment	Región X	Metropolitan	Count	10	5	7
			% within IV	45.5%	22.7%	38.9%
			% within DV	17.5%	11.4%	17.5%
		North	Count	11	5	4
			% within IV	57.9%	26.3%	50.0%
			% within DV	19.3%	11.4%	10.0%
		Northwest	Count	10	9	4
			% within IV	52.6%	47.4%	40.0%
			% within DV	17.5%	20.5%	10.0%
		South	Count	11	8	8
			% within IV	57.9%	42.1%	57.1%
			% within DV	19.3%	18.2%	20.0%
		East-Northeast	Count	15	17	17
			% within IV	41.7%	47.2%	50.0%
			% within DV	26.3%	38.6%	42.5%
	Total		Count	57	44	40
			% within IV	49.6%	38.3%	47.6%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	22	28	11
			% within IV	39.3%	50.0%	36.7%
			% within DV	50.0%	57.1%	50.0%
		North	Count	4	6	3
			% within IV	33.3%	50.0%	60.0%
			% within DV	9.1%	12.2%	13.6%
		Northwest	Count	4	2	0
			% within IV	57.1%	28.6%	0.0%
			% within DV	9.1%	4.1%	0.0%
		South	Count	5	5	0
			% within IV	38.5%	38.5%	0.0%
			% within DV	11.4%	10.2%	0.0%
		East-Northeast	Count	9	8	8
			% within IV	42.9%	38.1%	66.7%
			% within DV	20.5%	16.3%	36.4%
	Total		Count	44	49	22
			% within IV	40.4%	45.0%	40.7%
			% within DV	100.0%	100.0%	100.0%

Type of group				Stimulate senior leaders to make public the administration of their funds		
				BASE 2010	SURVEY 2010	CLOSURE 2010
Treatment	Región X	Metropolitan	Count	12	5	8
			% within IV	60.0%	25.0%	38.1%
			% within DV	29.3%	8.8%	15.1%
		North	Count	7	13	7
			% within IV	31.8%	59.1%	46.7%
			% within DV	17.1%	22.8%	13.2%
		Northwest	Count	4	6	3
			% within IV	19.0%	28.6%	21.4%
			% within DV	9.8%	10.5%	5.7%
		South	Count	8	12	15
			% within IV	38.1%	57.1%	68.2%
			% within DV	19.5%	21.1%	28.3%
		East-Northeast	Count	10	21	20
			% within IV	25.6%	53.8%	46.5%
			% within DV	24.4%	36.8%	37.7%
	Total		Count	41	57	53
			% within IV	33.3%	46.3%	46.1%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	21	18	9
			% within IV	39.6%	34.0%	24.3%
			% within DV	53.8%	46.2%	34.6%
		North	Count	8	10	10
			% within IV	28.6%	35.7%	76.9%
			% within DV	20.5%	25.6%	38.5%
		Northwest	Count	4	4	3
			% within IV	25.0%	25.0%	50.0%
			% within DV	10.3%	10.3%	11.5%
		South	Count	4	6	2
			% within IV	22.2%	33.3%	11.8%
			% within DV	10.3%	15.4%	7.7%
		East-Northeast	Count	2	1	2
			% within IV	20.0%	10.0%	40.0%
			% within DV	5.1%	2.6%	7.7%
	Total		Count	39	39	26
			% within IV	31.2%	31.2%	33.3%
			% within DV	100.0%	100.0%	100.0%

Type of group				Stimulate senior leaders to make public the administration of their funds	
				BASE 2011	CLOSURE 2011
Treatment	Región X	Metropolitan	Count	8	5
			% within IV	42.1%	26.3%
			% within DV	21.6%	9.4%
		North	Count	5	8
			% within IV	27.8%	44.4%
			% within DV	13.5%	15.1%
		Northwest	Count	6	10
			% within IV	27.3%	45.5%
			% within DV	16.2%	18.9%
		South	Count	8	8
			% within IV	40.0%	40.0%
			% within DV	21.6%	15.1%
		East-Northeast	Count	10	22
			% within IV	22.7%	48.9%
			% within DV	27.0%	41.5%
	Total		Count	37	53
			% within IV	30.1%	42.7%
			% within DV	100.0%	100.0%
Control	Región X	Metropolitan	Count	20	21
			% within IV	43.5%	46.7%
			% within DV	45.5%	42.9%
		North	Count	4	6
			% within IV	25.0%	37.5%
			% within DV	9.1%	12.2%
		Northwest	Count	5	3
			% within IV	29.4%	17.6%
			% within DV	11.4%	6.1%
		South	Count	7	8
			% within IV	25.0%	27.6%
			% within DV	15.9%	16.3%
		East-Northeast	Count	8	11
			% within IV	28.6%	40.7%
			% within DV	18.2%	22.4%
	Total		Count	44	49
			% within IV	32.6%	36.6%
			% within DV	100.0%	100.0%

Offer up public declarations on internal matters of your organization			Base 2009		Survey 2009		Closure 2009	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	38	26	35	24	31	10
		% within IV	59.4%	40.6%	59.3%	40.7%	75.6%	24.4%
		% within DV	33.0%	23.9%	30.4%	22.0%	36.9%	18.5%
	No	Count	77	83	80	85	53	44
		% within IV	48.1%	51.9%	48.5%	51.5%	54.6%	45.4%
		% within DV	67.0%	76.1%	69.6%	78.0%	63.1%	81.5%
	Total	Count	115	109	115	109	84	54
		% within IV	51.3%	48.7%	51.3%	48.7%	60.9%	39.1%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Offer up public declarations on internal matters of your organization			Base 2010		Survey 2010		Closure 2010	
			Treatment	Control	Treatment	Control	Treatment	Control
	Yes	Count	26	32	41	37	37	16
		% within IV	44.8%	55.2%	52.6%	47.4%	69.8%	30.2%
		% within DV	21.1%	25.6%	33.3%	29.6%	32.2%	20.5%
	No	Count	97	93	82	88	78	62
		% within IV	51.1%	48.9%	48.2%	51.8%	55.7%	44.3%
		% within DV	78.9%	74.4%	66.7%	70.4%	67.8%	79.5%
Total		Count	123	125	123	125	115	78
		% within IV	49.6%	50.4%	49.6%	50.4%	59.6%	40.4%
		% within DV	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Offer up public declarations on internal matters of your organization			Base 2011		Closure 2011	
			Treatment	Control	Treatment	Control
	Yes	Count	29	33	39	41
		% within IV	46.8%	53.2%	48.8%	51.3%
		% within DV	23.6%	24.4%	31.5%	30.6%
	No	Count	94	101	85	93
		% within IV	48.2%	51.8%	47.8%	52.2%
		% within DV	76.4%	74.8%	68.5%	69.4%
Total		Count	123	135	124	134
		% within IV	47.7%	52.3%	48.1%	51.9%
		% within DV	100.0%	100.0%	100.0%	100.0%

Type of group				Offer up public declarations on internal matters of your organization		
				Base 2009	Survey 2009	Closure 2009
Treatment	Sex	Male	Count	30	18	27
			% within IV	44.1%	29.5%	55.1%
			% within DV	78.9%	51.4%	50.9%
		Female	Count	8	17	26
			% within IV	17.0%	31.5%	74.3%
			% within DV	21.1%	48.6%	49.1%
	Total		Count	38	35	53
			% within IV	33.0%	30.4%	63.1%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	21	17	30
			% within IV	25.6%	21.3%	76.9%
			% within DV	80.8%	70.8%	68.2%
		Female	Count	5	7	14
			% within IV	18.5%	24.1%	93.3%
			% within DV	19.2%	29.2%	31.8%
	Total		Count	26	24	44
			% within IV	23.9%	22.0%	81.5%
			% within DV	100.0%	100.0%	100.0%

Type of group				Offer up public declarations on internal matters of your organization		
				Base 2010	Survey 2010	Closure 2010
Treatment	Sex	Male	Count	13	29	24
			% within IV	16.9%	37.7%	35.8%
			% within DV	50.0%	70.7%	64.9%
		Female	Count	13	12	13
			% within IV	28.3%	26.1%	27.1%
			% within DV	50.0%	29.3%	35.1%
	Total		Count	26	41	37
			% within IV	21.1%	33.3%	32.2%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	21	31	9
			% within IV	25.0%	36.9%	19.6%
			% within DV	65.6%	83.8%	56.3%
		Female	Count	11	6	7
			% within IV	26.8%	14.6%	21.9%
			% within DV	34.4%	16.2%	43.8%
	Total		Count	32	37	16
			% within IV	25.6%	29.6%	20.5%
			% within DV	100.0%	100.0%	100.0%

Type of group				**Offer up public declarations on internal matters of your organization**	
				Base 2011	Closure 2011
Treatment	Sex	Male	Count	17	24
			% within IV	27.0%	36.9%
			% within DV	58.6%	61.5%
		Female	Count	12	15
			% within IV	20.0%	25.4%
			% within DV	41.4%	38.5%
	Total		Count	29	39
			% within IV	23.6%	31.5%
			% within DV	100.0%	100.0%
Control	Sex	Male	Count	21	26
			% within IV	28.8%	38.2%
			% within DV	63.6%	63.4%
		Female	Count	12	15
			% within IV	19.4%	22.7%
			% within DV	36.4%	36.6%
	Total		Count	33	41
			% within IV	24.4%	30.6%
			% within DV	100.0%	100.0%

Type of group				Offer up public declarations on internal matters of your organization		
				Base 2009	Survey 2009	Closure 2009
Treatment	Región X	Metropolitan	Count	8	4	4
			% within IV	36.4%	18.2%	22.2%
			% within DV	21.1%	11.4%	12.9%
		North	Count	6	5	3
			% within IV	31.6%	26.3%	37.5%
			% within DV	15.8%	14.3%	9.7%
		Northwest	Count	4	5	4
			% within IV	21.1%	26.3%	40.0%
			% within DV	10.5%	14.3%	12.9%
		South	Count	7	6	8
			% within IV	36.8%	31.6%	57.1%
			% within DV	18.4%	17.1%	25.8%
		East-Northeast	Count	13	15	12
			% within IV	36.1%	41.7%	35.3%
			% within DV	34.2%	42.9%	38.7%
	Total		Count	38	35	31
			% within IV	33.0%	30.4%	36.9%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	10	14	4
			% within IV	17.9%	25.0%	13.3%
			% within DV	38.5%	58.3%	40.0%
		North	Count	3	2	1
			% within IV	25.0%	16.7%	20.0%
			% within DV	11.5%	8.3%	10.0%
		Northwest	Count	1	1	0
			% within IV	14.3%	14.3%	0.0%
			% within DV	3.8%	4.2%	0.0%
		South	Count	4	1	0
			% within IV	30.8%	7.7%	0.0%
			% within DV	15.4%	4.2%	0.0%
		East-Northeast	Count	8	6	5
			% within IV	38.1%	28.6%	41.7%
			% within DV	30.8%	25.0%	50.0%
	Total		Count	26	24	10
			% within IV	23.9%	22.0%	18.5%
			% within DV	100.0%	100.0%	100.0%

Type of group				Offer up public declarations on internal matters of your organization		
				BASE 2010	SURVEY 2010	CLOSURE 2010
Treatment	Región X	Metropolita	Count	7	4	2
			% within IV	35.0%	20.0%	9.5%
			% within DV	26.9%	9.8%	5.4%
		North	Count	4	10	4
			% within IV	18.2%	45.5%	26.7%
			% within DV	15.4%	24.4%	10.8%
		Northwest	Count	1	6	5
			% within IV	4.8%	28.6%	35.7%
			% within DV	3.8%	14.6%	13.5%
		South	Count	6	12	12
			% within IV	28.6%	57.1%	54.5%
			% within DV	23.1%	29.3%	32.4%
		East-North	Count	8	9	14
			% within IV	20.5%	23.1%	32.6%
			% within DV	30.8%	22.0%	37.8%
	Total		Count	26	41	37
			% within IV	21.1%	33.3%	32.2%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolita	Count	15	13	4
			% within IV	28.3%	24.5%	10.8%
			% within DV	46.9%	35.1%	25.0%
		North	Count	6	12	3
			% within IV	21.4%	42.9%	23.1%
			% within DV	18.8%	32.4%	18.8%
		Northwest	Count	4	2	1
			% within IV	25.0%	12.5%	16.7%
			% within DV	12.5%	5.4%	6.3%
		South	Count	3	6	4
			% within IV	16.7%	33.3%	23.5%
			% within DV	9.4%	16.2%	25.0%
		East-North	Count	4	4	4
			% within IV	40.0%	40.0%	80.0%
			% within DV	12.5%	10.8%	25.0%
	Total		Count	32	37	16
			% within IV	25.6%	29.6%	20.5%
			% within DV	100.0%	100.0%	100.0%

Type of group				Offer up public declarations on internal matters of your organization	
				BASE 2011	CLOSURE 2011
Treatment	Región X	Metropolitan	Count	5	6
			% within IV	26.3%	31.6%
			% within DV	17.2%	15.4%
		North	Count	4	5
			% within IV	22.2%	27.8%
			% within DV	13.8%	12.8%
		Northwest	Count	4	7
			% within IV	18.2%	31.8%
			% within DV	13.8%	17.9%
		South	Count	8	5
			% within IV	40.0%	25.0%
			% within DV	27.6%	12.8%
		East-Northeast	Count	8	16
			% within IV	18.2%	35.6%
			% within DV	27.6%	41.0%
	Total		Count	29	39
			% within IV	23.6%	31.5%
			% within DV	100.0%	100.0%
Control	Región X	Metropolitan	Count	11	18
			% within IV	23.9%	40.0%
			% within DV	33.3%	43.9%
		North	Count	6	7
			% within IV	37.5%	43.8%
			% within DV	18.2%	17.1%
		Northwest	Count	4	5
			% within IV	23.5%	29.4%
			% within DV	12.1%	12.2%
		South	Count	5	6
			% within IV	17.9%	20.7%
			% within DV	15.2%	14.6%
		East-Northeast	Count	7	5
			% within IV	25.0%	18.5%
			% within DV	21.2%	12.2%
	Total		Count	33	41
			% within IV	24.4%	30.6%
			% within DV	100.0%	100.0%

Type of group			Have you received any political/social training course		
			Base 2009	Survey 2009	Closure 2009
	Treatment	Count	63	108	76
		% within IV	54.8%	100.0%	90.5%
		% within DV	100.0%	96.4%	100.0%
	Control	Count	65	51	36
		% within IV	59.6%	100.0%	66.7%
		% within DV	100.0%	48.6%	100.0%

Type of group			Have you received any political/social training course		
			Base 2010	Survey 2010	Closure 2010
Type of group	Treatment	Count	61	103	90
		% within IV	50.4%	83.7%	92.8%
		% within DV	100.0%	100.0%	100.0%
	Control	Count	69	62	32
		% within IV	55.6%	49.6%	50.0%
		% within DV	100.0%	100.0%	100.0%

Type of group			**Have you received any political/social training course**	
			Base 2011	Closure 2011
	Treatment	Count	53	112
		% within IV	41.1%	86.8%
		% within DV	100.0%	100.0%
	Control	Count	73	75
		% within IV	54.1%	54.7%
		% within DV	100.0%	100.0%

Type of group				Have you received any political/social training course		
				Base 2009	Survey 2009	Closure 2009
Treatment	Sex	Male	Count	34	56	43
			% within IV	50.0%	51.9%	87.8%
			% within DV	54.0%	50.0%	56.6%
		Female	Count	29	52	33
			% within IV	61.7%	48.1%	94.3%
			% within DV	46.0%	46.4%	43.4%
	Total		Count	63	108	76
			% within IV	54.8%	100.0%	90.5%
			% within DV	100.0%	96.4%	100.0%
Control	Sex	Male	Count	47	34	27
			% within IV	57.3%	66.7%	69.2%
			% within DV	72.3%	32.4%	75.0%
		Female	Count	18	17	9
			% within IV	66.7%	33.3%	60.0%
			% within DV	27.7%	16.2%	25.0%
	Total		Count	65	51	36
			% within IV	59.6%	100.0%	66.7%
			% within DV	100.0%	48.6%	100.0%

Type of group				Have you received any political/social training course		
				Base 2010	Survey 2010	Closure 2010
Treatment	Sex	Male	Count	40	64	60
			% within IV	52.6%	82.1%	89.6%
			% within DV	66.7%	62.7%	57.1%
		Female	Count	20	38	45
			% within IV	46.5%	86.4%	93.8%
			% within DV	33.3%	37.3%	42.9%
	Total		Count	60	102	105
			% within IV	50.4%	83.6%	91.3%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	48	40	23
			% within IV	57.1%	47.6%	50.0%
			% within DV	69.6%	64.5%	54.8%
		Female	Count	21	22	19
			% within IV	51.2%	53.7%	59.4%
			% within DV	30.4%	35.5%	45.2%
	Total		Count	69	62	42
			% within IV	55.2%	49.6%	53.8%
			% within DV	100.0%	100.0%	100.0%

Type of group				Have you received any political/social training course	
				Base 2011	Closure 2011
Treatment	Sex	Male	Count	25	53
			% within IV	39.7%	81.5%
			% within DV	52.1%	49.1%
		Female	Count	23	55
			% within IV	38.3%	93.2%
			% within DV	47.9%	50.9%
	Total		Count	48	108
			% within IV	39.0%	87.1%
			% within DV	100.0%	100.0%
Control	Sex	Male	Count	36	37
			% within IV	49.3%	54.4%
			% within DV	49.3%	52.1%
		Female	Count	37	34
			% within IV	59.7%	51.5%
			% within DV	50.7%	47.9%
	Total		Count	73	71
			% within IV	54.1%	53.0%
			% within DV	100.0%	100.0%

Type of group				Have you received any political/social training course		
				Base 2009	Survey 2009	Closure 2009
Treatment	Región X	Metropolitan	Count	13	22	18
			% within IV	59.1%	100.0%	100.0%
			% within DV	20.6%	20.4%	23.7%
		North	Count	12	19	8
			% within IV	63.2%	100.0%	100.0%
			% within DV	19.0%	17.6%	10.5%
		Northwest	Count	7	17	8
			% within IV	36.8%	94.4%	80.0%
			% within DV	11.1%	15.7%	10.5%
		South	Count	9	17	11
			% within IV	47.4%	89.5%	78.6%
			% within DV	14.3%	15.7%	14.5%
		East-Northeast	Count	22	33	31
			% within IV	61.1%	97.1%	91.2%
			% within DV	34.9%	30.6%	40.8%
	Total		Count	63	108	76
			% within IV	54.8%	96.4%	90.5%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	37	27	19
			% within IV	66.1%	49.1%	63.3%
			% within DV	56.9%	52.9%	52.8%
		North	Count	7	5	4
			% within IV	58.3%	45.5%	80.0%
			% within DV	10.8%	9.8%	11.1%
		Northwest	Count	4	1	0
			% within IV	57.1%	16.7%	0.0%
			% within DV	6.2%	2.0%	0.0%
		South	Count	6	7	2
			% within IV	46.2%	58.3%	28.6%
			% within DV	9.2%	13.7%	5.6%
		East-Northeast	Count	11	11	11
			% within IV	52.4%	52.4%	91.7%
			% within DV	16.9%	21.6%	30.6%
	Total		Count	65	51	36
			% within IV	59.6%	48.6%	66.7%
			% within DV	100.0%	100.0%	100.0%

Type of group				Have you received any political/social training course		
				BASE 2010	SURVEY 2010	CLOSURE 2010
Treatment	Región X	Metropolitan	Count	14	20	21
			% within IV	70.0%	100.0%	100.0%
			% within DV	22.6%	19.6%	20.0%
		North	Count	9	19	13
			% within IV	40.9%	86.4%	86.7%
			% within DV	14.5%	18.6%	12.4%
		Northwest	Count	7	15	10
			% within IV	33.3%	71.4%	71.4%
			% within DV	11.3%	14.7%	9.5%
		South	Count	9	18	22
			% within IV	45.0%	85.7%	100.0%
			% within DV	14.5%	17.6%	21.0%
		East-Northeast	Count	23	30	39
			% within IV	62.2%	76.9%	90.7%
			% within DV	37.1%	29.4%	37.1%
	Total		Count	62	102	105
			% within IV	51.7%	82.9%	91.3%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	35	35	23
			% within IV	66.0%	66.0%	62.2%
			% within DV	50.7%	56.5%	54.8%
		North	Count	15	6	3
			% within IV	53.6%	21.4%	23.1%
			% within DV	21.7%	9.7%	7.1%
		Northwest	Count	4	8	1
			% within IV	25.0%	50.0%	16.7%
			% within DV	5.8%	12.9%	2.4%
		South	Count	11	6	10
			% within IV	61.1%	33.3%	58.8%
			% within DV	15.9%	9.7%	23.8%
		East-Northeast	Count	4	7	5
			% within IV	40.0%	70.0%	100.0%
			% within DV	5.8%	11.3%	11.9%
	Total		Count	69	62	42
			% within IV	55.2%	49.6%	53.8%
			% within DV	100.0%	100.0%	100.0%

Type of group				Have you received any political/social training course	
				BASE 2011	CLOSURE 2011
Treatment	Región X	Metropolitan	Count	5	16
			% within IV	26.3%	84.2%
			% within DV	10.4%	14.8%
		North	Count	7	16
			% within IV	38.9%	88.9%
			% within DV	14.6%	14.8%
		Northwest	Count	8	16
			% within IV	36.4%	72.7%
			% within DV	16.7%	14.8%
		South	Count	6	16
			% within IV	30.0%	80.0%
			% within DV	12.5%	14.8%
		East-Northeast	Count	22	44
			% within IV	50.0%	97.8%
			% within DV	45.8%	40.7%
	Total		Count	48	108
			% within IV	39.0%	87.1%
			% within DV	100.0%	100.0%
Control	Región X	Metropolitan	Count	28	27
			% within IV	60.9%	60.0%
			% within DV	38.4%	38.0%
		North	Count	12	10
			% within IV	75.0%	62.5%
			% within DV	16.4%	14.1%
		Northwest	Count	9	13
			% within IV	52.9%	76.5%
			% within DV	12.3%	18.3%
		South	Count	8	6
			% within IV	28.6%	20.7%
			% within DV	11.0%	8.5%
		East-Northeast	Count	16	15
			% within IV	57.1%	55.6%
			% within DV	21.9%	21.1%
	Total		Count	73	71
			% within IV	54.1%	53.0%
			% within DV	100.0%	100.0%

Publishes performance bulletins of the institution			Base 2009	Survey 2009	Closure 2009
Type of group	Treatment	Count	22	20	19
		% within IV	19.1%	17.4%	22.6%
		% within DV	52.4%	52.6%	65.5%
	Control	Count	20	18	10
		% within IV	18.3%	16.5%	18.5%
		% within DV	47.6%	47.4%	34.5%
Total		Count	42	38	29
		% within IV	18.8%	17.0%	21.0%
		% within DV	100.0%	100.0%	100.0%

Publishes performance bulletins of the institution			Base 2010	Survey 2010	Closure 2010
Type of group	Treatment	Count	27	42	33
		% within IV	22.0%	34.1%	28.7%
		% within DV	58.7%	61.8%	80.5%
	Control	Count	19	26	8
		% within IV	15.2%	20.8%	10.3%
		% within DV	41.3%	38.2%	19.5%
Total		Count	46	68	41
		% within IV	18.5%	27.4%	21.2%
		% within DV	100.0%	100.0%	100.0%

Publishes performance bulletins of the institution			Base 2011	Closure 2011
Type of group	Treatment	Count	18	29
		% within IV	14.6%	23.4%
		% within DV	33.3%	48.3%
	Control	Count	36	31
		% within IV	26.7%	23.1%
		% within DV	66.7%	51.7%
Total		Count	54	60
		% within IV	20.9%	23.3%
		% within DV	100.0%	100.0%

Sex		Publishes performance bulletins of the institution		
		Base 2009	Survey 2009	Closure 2009
Male	Count	30	23	21
	% within IV	20.0%	16.3%	23.9%
	% within DV	71.4%	60.5%	72.4%
Female	Count	12	15	8
	% within IV	16.2%	18.1%	16.0%
	% within DV	28.6%	39.5%	27.6%

Sex		Publishes performance bulletins of the institution		
		Base 2010	Survey 2010	Closure 2010
Male	Count	32	40	28
	% within IV	12.4%	24.8%	24.8%
	% within DV	59.3%	58.8%	68.3%
Female	Count	22	28	13
	% within IV	8.5%	32.2%	16.3%
	% within DV	40.7%	41.2%	31.7%

Sex		Publishes performance bulletins of the institution	
		Base 2011	Closure 2011
Male	Count	32	35
	% within IV	23.5%	26.3%
	% within DV	59.3%	58.3%
Female	Count	22	25
	% within IV	18.0%	20.0%
	% within DV	40.7%	41.7%
Total	Count	54	60
	% within IV	20.9%	23.3%
	% within DV	100.0%	100.0%

			Publishes performance bulletins of the institution		
			BASE 2009	SURVEY 2009	CLOSURE 2009
Región X	Metropolitan	Count	11	11	7
		% within IV	14.1%	14.1%	14.6%
		% within DV	26.2%	28.9%	24.1%
	North	Count	9	5	2
		% within IV	29.0%	16.1%	15.4%
		% within DV	21.4%	13.2%	6.9%
	Northwest	Count	4	5	3
		% within IV	15.4%	19.2%	30.0%
		% within DV	9.5%	13.2%	10.3%
	South	Count	7	2	4
		% within IV	21.9%	6.3%	19.0%
		% within DV	16.7%	5.3%	13.8%
	East-Northeast	Count	11	15	13
		% within IV	19.3%	26.3%	28.3%
		% within DV	26.2%	39.5%	44.8%
Total		Count	42	38	29
		% within IV	18.8%	17.0%	21.0%
		% within DV	100.0%	100.0%	100.0%

			Publishes performance bulletins of the institution		
			BASE 2010	SURVEY 2010	CLOSURE 2010
Región X	Metropolitan	Count	17	15	9
		% within IV	6.6%	20.5%	15.5%
		% within DV	31.5%	22.1%	22.0%
	North	Count	9	15	7
		% within IV	3.5%	30.0%	25.0%
		% within DV	16.7%	22.1%	17.1%
	Northwest	Count	6	6	2
		% within IV	2.3%	16.2%	10.0%
		% within DV	11.1%	8.8%	4.9%
	South	Count	11	12	9
		% within IV	4.3%	30.8%	23.1%
		% within DV	20.4%	17.6%	22.0%
	East-Northeast	Count	11	20	14
		% within IV	4.3%	40.8%	29.2%
		% within DV	20.4%	29.4%	34.1%
Total		Count	54	68	41
		% within IV	20.9%	27.4%	21.2%
		% within DV	100.0%	100.0%	100.0%

			Publishes performance bulletins of the institution	
			BASE 2011	CLOSURE 2011
Región X	Metropolitan	Count	17	16
		% within IV	26.2%	25.0%
		% within DV	31.5%	26.7%
	North	Count	9	9
		% within IV	26.5%	26.5%
		% within DV	16.7%	15.0%
	Northwest	Count	6	9
		% within IV	15.4%	23.1%
		% within DV	11.1%	15.0%
	South	Count	11	9
		% within IV	22.9%	18.4%
		% within DV	20.4%	15.0%
	East-Northeast	Count	11	17
		% within IV	15.3%	23.6%
		% within DV	20.4%	28.3%
Total		Count	54	60
		% within IV	20.9%	23.3%
		% within DV	100.0%	100.0%

Submit reports to immediate superiors			Base 2009	Survey 2009	Closure 2009
Type of group	Treatment	Count	81	82	73
		% within IV	70.4%	71.3%	86.9%
		% within DV	50.6%	52.6%	70.9%
	Control	Count	79	74	30
		% within IV	72.5%	67.9%	55.6%
		% within DV	49.4%	47.4%	29.1%
Total		Count	160	156	103
		% within IV	71.4%	69.6%	74.6%
		% within DV	100.0%	100.0%	100.0%

Submit reports to immediate superiors			Base 2010	Survey 2010	Closure 2010
Type of group	Treatment	Count	78	91	98
		% within IV	63.4%	74.0%	85.2%
		% within DV	51.3%	51.7%	65.3%
	Control	Count	74	85	52
		% within IV	59.2%	68.0%	66.7%
		% within DV	48.7%	48.3%	34.7%
Total		Count	152	176	150
		% within IV	61.3%	71.0%	77.7%
		% within DV	100.0%	100.0%	100.0%

Submit reports to immediate superiors			Base 2011	Closure 2011
Type of group	Treatment	Count	75	96
		% within IV	61.0%	77.4%
		% within DV	45.2%	49.2%
	Control	Count	91	99
		% within IV	67.9%	73.9%
		% within DV	54.8%	50.8%
Total		Count	166	195
		% within IV	64.6%	75.6%
		% within DV	100.0%	100.0%

			Submits reports to immediate superiors		
			Base 2009	Survey 2009	Closure 2009
Sex	Male	Count	115	101	64
		% within IV	76.7%	71.6%	72.7%
		% within DV	71.9%	64.7%	62.1%
	Female	Count	45	55	39
		% within IV	60.8%	66.3%	78.0%
		% within DV	28.1%	35.3%	37.9%
Total		Count	160	156	103
		% within IV	71.4%	69.6%	74.6%
		% within DV	100.0%	100.0%	100.0%

			Submits reports to immediate superiors		
			Base 2010	Survey 2010	Closure 2010
Sex	Male	Count	98	116	95
		% within IV	38.1%	72.0%	84.1%
		% within DV	59.0%	65.9%	63.3%
	Female	Count	68	60	55
		% within IV	26.5%	69.0%	68.8%
		% within DV	41.0%	34.1%	36.7%
Total		Count	166	176	150
		% within IV	64.6%	71.0%	77.7%
		% within DV	100.0%	100.0%	100.0%

			Submit reports to immediate superiors	
			Base 2011	Closure 2011
Sex	Male	Count	98	108
		% within IV	72.6%	81.2%
		% within DV	59.0%	55.4%
	Female	Count	68	87
		% within IV	55.7%	69.6%
		% within DV	41.0%	44.6%
Total		Count	166	195
		% within IV	64.6%	75.6%
		% within DV	100.0%	100.0%

			Submits reports to immediate superiors		
			BASE 2009	SURVEY 2009	CLOSURE 2009
Región X	Metropolitan	Count	56	51	35
		% within IV	71.8%	65.4%	72.9%
		% within DV	35.0%	32.7%	34.0%
	North	Count	23	21	9
		% within IV	74.2%	67.7%	69.2%
		% within DV	14.4%	13.5%	8.7%
	Northwest	Count	16	18	9
		% within IV	61.5%	69.2%	90.0%
		% within DV	10.0%	11.5%	8.7%
	South	Count	24	20	15
		% within IV	75.0%	62.5%	71.4%
		% within DV	15.0%	12.8%	14.6%
	East-Northeast	Count	41	46	35
		% within IV	71.9%	80.7%	76.1%
		% within DV	25.6%	29.5%	34.0%
Total		Count	160	156	103
		% within IV	71.4%	69.6%	74.6%
		% within DV	100.0%	100.0%	100.0%

			Submits reports to immediate superiors		
			BASE 2010	SURVEY 2010	CLOSURE 2010
Región X	Metropolitan	Count	49	54	44
		% within IV	19.1%	74.0%	75.9%
		% within DV	29.5%	30.7%	29.3%
	North	Count	19	38	24
		% within IV	7.4%	76.0%	85.7%
		% within DV	11.4%	21.6%	16.0%
	Northwest	Count	20	21	15
		% within IV	7.8%	56.8%	75.0%
		% within DV	12.0%	11.9%	10.0%
	South	Count	32	25	27
		% within IV	12.5%	64.1%	69.2%
		% within DV	19.3%	14.2%	18.0%
	East-Northeast	Count	46	38	40
		% within IV	17.9%	77.6%	83.3%
		% within DV	27.7%	21.6%	26.7%
Total		Count	166	176	150
		% within IV	64.6%	71.0%	77.7%
		% within DV	100.0%	100.0%	100.0%

			Submit reports to immediate superiors	
			BASE 2011	CLOSURE 2011
Región X	Metropolitan	Count	49	50
		% within IV	75.4%	78.1%
		% within DV	29.5%	25.6%
	North	Count	19	22
		% within IV	55.9%	64.7%
		% within DV	11.4%	11.3%
	Northwest	Count	20	28
		% within IV	52.6%	71.8%
		% within DV	12.0%	14.4%
	South	Count	32	36
		% within IV	66.7%	73.5%
		% within DV	19.3%	18.5%
	East-Northeast	Count	46	59
		% within IV	63.9%	81.9%
		% within DV	27.7%	30.3%
Total		Count	166	195
		% within IV	64.6%	75.6%
		% within DV	100.0%	100.0%

Type of group		Submits reports to members under his/her leadership		
		Base 2009	Survey 2009	Closure 2009
Treatment	Count	70	69	58
	% within IV	60.9%	60.0%	69.0%
	% within DV	100.0%	100.0%	100.0%
Control	Count	60	62	18
	% within IV	55.0%	56.9%	33.3%
	% within DV	100.0%	100.0%	100.0%

Type of group		Submits reports to members under his/her leadership		
		Base 2010	Survey 2010	Closure 2010
Treatment	Count	64	88	78
	% within IV	52.0%	71.5%	67.8%
	% within DV	50.0%	54.7%	61.4%
Control	Count	64	73	49
	% within IV	51.2%	58.4%	62.8%
	% within DV	50.0%	45.3%	38.6%

Type of group		Submits reports to members under his/her leadership	
		Base 2011	Closure 2011
Treatment	Count	60	78
	% within IV	48.8%	62.9%
	% within DV	100.0%	100.0%
Control	Count	74	78
	% within IV	54.8%	58.2%
	% within DV	100.0%	100.0%

			Submits reports to members under his/her leadership		
			Base 2009	Survey 2009	Closure 2009
Sex	Male	Count	83	79	48
		% within IV	55.3%	56.0%	54.5%
		% within DV	63.8%	60.3%	63.2%
	Female	Count	47	52	28
		% within IV	63.5%	62.7%	56.0%
		% within DV	36.2%	39.7%	36.8%
Total		Count	130	131	76
		% within IV	58.0%	58.5%	55.1%
		% within DV	100.0%	100.0%	100.0%

			Submits reports to members under his/her leadership		
			Base 2010	Survey 2010	Closure 2010
Sex	Male	Count	80	108	86
		% within IV	31.0%	67.1%	76.1%
		% within DV	59.7%	67.1%	67.7%
	Female	Count	54	53	41
		% within IV	20.9%	60.9%	51.3%
		% within DV	40.3%	32.9%	32.3%
Total		Count	134	161	127
		% within IV	51.9%	64.9%	65.8%
		% within DV	100.0%	100.0%	100.0%

			Submits reports to members under his/her leadership	
			Base 2011	Closure 2011
Sex	Male	Count	80	90
		% within IV	58.8%	67.7%
		% within DV	59.7%	57.7%
	Female	Count	54	66
		% within IV	44.3%	52.8%
		% within DV	40.3%	42.3%
Total		Count	134	156
		% within IV	51.9%	60.5%
		% within DV	100.0%	100.0%

			Submits reports to members under his/her leadership		
			BASE 2009	SURVEY 2009	CLOSURE 2009
Región X	Metropolitan	Count	41	43	22
		% within IV	52.6%	55.1%	45.8%
		% within DV	31.5%	32.8%	28.9%
	North	Count	27	19	10
		% within IV	87.1%	61.3%	76.9%
		% within DV	20.8%	14.5%	13.2%
	Northwest	Count	12	15	4
		% within IV	46.2%	57.7%	40.0%
		% within DV	9.2%	11.5%	5.3%
	South	Count	15	16	10
		% within IV	46.9%	50.0%	47.6%
		% within DV	11.5%	12.2%	13.2%
	East-Northeast	Count	35	38	30
		% within IV	61.4%	66.7%	65.2%
		% within DV	26.9%	29.0%	39.5%
Total		Count	130	131	76
		% within IV	58.0%	58.5%	55.1%
		% within DV	100.0%	100.0%	100.0%

			Submits reports to members under his/her leadership		
			Base 2010	Survey 2010	Closure 2010
Región X	Metropolitan	Count	40	47	33
		% within IV	15.5%	64.4%	56.9%
		% within DV	29.9%	29.2%	26.0%
	North	Count	13	36	18
		% within IV	5.0%	72.0%	64.3%
		% within DV	9.7%	22.4%	14.2%
	Northwest	Count	20	18	13
		% within IV	7.8%	48.6%	65.0%
		% within DV	14.9%	11.2%	10.2%
	South	Count	27	25	30
		% within IV	10.5%	64.1%	76.9%
		% within DV	20.1%	15.5%	23.6%
	East-Northeast	Count	34	35	33
		% within IV	13.2%	71.4%	68.8%
		% within DV	25.4%	21.7%	26.0%
Total		Count	134	161	127
		% within IV	51.9%	64.9%	65.8%
		% within DV	100.0%	100.0%	100.0%

			Submits reports to members under his/her leadership	
			BASE 2011	CLOSURE 2011
Región X	Metropolitan	Count	40	47
		% within IV	61.5%	73.4%
		% within DV	29.9%	30.1%
	North	Count	13	20
		% within IV	38.2%	58.8%
		% within DV	9.7%	12.8%
	Northwest	Count	20	18
		% within IV	51.3%	46.2%
		% within DV	14.9%	11.5%
	South	Count	27	23
		% within IV	56.3%	46.9%
		% within DV	20.1%	14.7%
	East-Northeast	Count	34	48
		% within IV	47.2%	66.7%
		% within DV	25.4%	30.8%
Total		Count	134	156
		% within IV	51.9%	60.5%
		% within DV	100.0%	100.0%

5. Indicators

Indicator 10: Interparty participation

Indicator 10: Interparty participation				
		BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Count	52	49	54
	% within IV	45.2%	42.6%	64.3%
	% within DV	100.0%	100.0%	100.0%
Control	Count	49	33	16
	% within IV	45.0%	30.3%	29.6%
	% within DV	100.0%	100.0%	100.0%

Indicator 10: Interparty participation				
		Base 2010	Survey 2010	Closure 2010
Treatment	Count	37	37	61
	% within IV	29.8%	30.1%	62.9%
	% within DV	100.0%	100.0%	100.0%
Control	Count	39	39	18
	% within IV	31.5%	31.2%	28.1%
	% within DV	100.0%	100.0%	100.0%

Indicator 10: Interparty participation			
		Base 2011	Closure 2011
Treatment	Count	40	64
	% within IV	31.0%	49.6%
	% within DV	100.0%	100.0%
Control	Count	51	47
	% within IV	37.8%	34.3%
	% within DV	100.0%	100.0%

Type of group				Indicator 10: Interparty participation		
				Base 2009	Survey 2009	Closure 2009
Treatment	Sex	Male	Count	36	25	25
			% within IV	52.9%	41.0%	51.0%
			% within DV	69.2%	51.0%	46.3%
		Female	Count	16	24	29
			% within IV	34.0%	44.4%	82.9%
			% within DV	30.8%	49.0%	53.7%
	Total		Count	52	49	54
			% within IV	45.2%	42.6%	64.3%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	38	26	12
			% within IV	46.3%	32.5%	30.8%
			% within DV	77.6%	78.8%	75.0%
		Female	Count	11	7	4
			% within IV	40.7%	24.1%	26.7%
			% within DV	22.4%	21.2%	25.0%
	Total		Count	49	33	16
			% within IV	45.0%	30.3%	29.6%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 10: Interparty participation		
				Base 2010	Survey 2010	Closure 2010
Treatment	Sex	Male	Count	21	52	45
			% within IV	27.3%	67.5%	67.2%
			% within DV	56.8%	63.4%	63.4%
		Female	Count	16	30	26
			% within IV	34.8%	65.2%	54.2%
			% within DV	43.2%	36.6%	36.6%
	Total		Count	37	82	71
			% within IV	30.1%	66.7%	61.7%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	31	32	19
			% within IV	36.9%	38.1%	41.3%
			% within DV	79.5%	69.6%	70.4%
		Female	Count	8	14	8
			% within IV	19.5%	34.1%	25.0%
			% within DV	20.5%	30.4%	29.6%
	Total		Count	39	46	27
			% within IV	31.2%	36.8%	34.6%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 10: Interparty participation	
				Base 2011	Closure 2011
Treatment	Sex	Male	Count	14	30
			% within IV	22.2%	46.2%
			% within DV	38.9%	50.0%
		Female	Count	22	30
			% within IV	36.7%	50.8%
			% within DV	61.1%	50.0%
	Total		Count	36	60
			% within IV	29.3%	48.4%
			% within DV	100.0%	100.0%
Control	Sex	Male	Count	28	29
			% within IV	38.4%	42.6%
			% within DV	53.8%	61.7%
		Female	Count	24	18
			% within IV	38.7%	27.3%
			% within DV	46.2%	38.3%
	Total		Count	52	47
			% within IV	38.5%	35.1%
			% within DV	100.0%	100.0%

Type of group				Indicator 10: Interparty participation		
				BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Región X	Metropolita	Count	8	16	4
			% within IV	36.4%	72.7%	22.2%
			% within DV	12.7%	24.2%	13.3%
		North	Count	9	9	3
			% within IV	47.4%	47.4%	37.5%
			% within DV	14.3%	13.6%	10.0%
		Northwest	Count	12	10	4
			% within IV	63.2%	52.6%	40.0%
			% within DV	19.0%	15.2%	13.3%
		South	Count	8	14	5
			% within IV	42.1%	73.7%	35.7%
			% within DV	12.7%	21.2%	16.7%
		East-North	Count	26	17	14
			% within IV	72.2%	47.2%	41.2%
			% within DV	41.3%	25.8%	46.7%
	Total		Count	63	66	30
			% within IV	54.8%	57.4%	35.7%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolita	Count	25	42	19
			% within IV	44.6%	75.0%	63.3%
			% within DV	41.7%	55.3%	50.0%
		North	Count	7	9	4
			% within IV	58.3%	75.0%	80.0%
			% within DV	11.7%	11.8%	10.5%
		Northwest	Count	5	5	0
			% within IV	71.4%	71.4%	0.0%
			% within DV	8.3%	6.6%	0.0%
		South	Count	8	10	6
			% within IV	61.5%	76.9%	85.7%
			% within DV	13.3%	13.2%	15.8%
		East-North	Count	15	10	9
			% within IV	71.4%	47.6%	75.0%
			% within DV	25.0%	13.2%	23.7%
	Total		Count	60	76	38
			% within IV	55.0%	69.7%	70.4%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 10: Interparty participation		
				BASE 2010	SURVEY 2010	CLOSURE 2010
Treatment	Región X	Metropolitan	Count	9	14	17
			% within IV	45.0%	70.0%	81.0%
			% within DV	24.3%	17.1%	23.9%
		North	Count	3	13	6
			% within IV	13.6%	59.1%	40.0%
			% within DV	8.1%	15.9%	8.5%
		Northwest	Count	3	11	8
			% within IV	14.3%	52.4%	57.1%
			% within DV	8.1%	13.4%	11.3%
		South	Count	5	18	13
			% within IV	23.8%	85.7%	59.1%
			% within DV	13.5%	22.0%	18.3%
		East-Northeast	Count	17	26	27
			% within IV	43.6%	66.7%	62.8%
			% within DV	45.9%	31.7%	38.0%
	Total		Count	37	82	71
			% within IV	30.1%	66.7%	61.7%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	19	22	13
			% within IV	35.8%	41.5%	35.1%
			% within DV	48.7%	47.8%	48.1%
		North	Count	6	8	4
			% within IV	21.4%	28.6%	30.8%
			% within DV	15.4%	17.4%	14.8%
		Northwest	Count	4	5	1
			% within IV	25.0%	31.3%	16.7%
			% within DV	10.3%	10.9%	3.7%
		South	Count	3	5	7
			% within IV	16.7%	27.8%	41.2%
			% within DV	7.7%	10.9%	25.9%
		East-Northeast	Count	7	6	2
			% within IV	70.0%	60.0%	40.0%
			% within DV	17.9%	13.0%	7.4%
	Total		Count	39	46	27
			% within IV	31.2%	36.8%	34.6%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 10: Interparty participation	
				BASE 2011	CLOSURE 2011
Treatment	Región X	Metropolitan	Count	6	9
			% within IV	31.6%	47.4%
			% within DV	16.7%	15.0%
		North	Count	7	10
			% within IV	38.9%	55.6%
			% within DV	19.4%	16.7%
		Northwest	Count	7	5
			% within IV	31.8%	22.7%
			% within DV	19.4%	8.3%
		South	Count	7	12
			% within IV	35.0%	60.0%
			% within DV	19.4%	20.0%
		East-Northeast	Count	9	24
			% within IV	20.5%	53.3%
			% within DV	25.0%	40.0%
	Total		Count	36	60
			% within IV	29.3%	48.4%
			% within DV	100.0%	100.0%
Control	Región X	Metropolitan	Count	19	20
			% within IV	41.3%	44.4%
			% within DV	36.5%	42.6%
		North	Count	15	10
			% within IV	93.8%	62.5%
			% within DV	28.8%	21.3%
		Northwest	Count	4	3
			% within IV	23.5%	17.6%
			% within DV	7.7%	6.4%
		South	Count	7	6
			% within IV	25.0%	20.7%
			% within DV	13.5%	12.8%
		East-Northeast	Count	7	8
			% within IV	25.0%	29.6%
			% within DV	13.5%	17.0%
	Total		Count	52	47
			% within IV	38.5%	35.1%
			% within DV	100.0%	100.0%

Indicator 11: Participation in elections

Type of group		Indicator 11: Participation in elections		
		BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Count	68	98	84
	% within IV	59.1%	85.2%	100.0%
	% within DV	100.0%	100.0%	100.0%
Control	Count	62	84	51
	% within IV	56.9%	77.1%	94.4%
	% within DV	100.0%	100.0%	100.0%

Type of group		**Indicator 11: Participation in elections**		
		Base 2010	Survey 2010	Closure 2010
Treatment	Count	102	101	97
	% within IV	82.3%	82.1%	100.0%
	% within DV	100.0%	100.0%	100.0%
Control	Count	95	96	61
	% within IV	76.6%	76.8%	95.3%
	% within DV	100.0%	100.0%	100.0%

Type of group		**Indicator 11: Participation in elections**	
		Base 2011	Closure 2011
Treatment	Count	94	129
	% within IV	72.9%	100.0%
	% within DV	100.0%	100.0%
Control	Count	87	132
	% within IV	64.4%	96.4%
	% within DV	100.0%	100.0%

Type of group				Indicator 11: Participation in elections		
				Base 2009	Survey 2009	Closure 2009
Treatment	Sex	Male	Count	48	54	49
			% within IV	70.6%	88.5%	100.0%
			% within DV	70.6%	55.1%	58.3%
		Female	Count	20	44	35
			% within IV	42.6%	81.5%	100.0%
			% within DV	29.4%	44.9%	41.7%
	Total		Count	68	98	84
			% within IV	59.1%	85.2%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	54	63	38
			% within IV	65.9%	78.8%	97.4%
			% within DV	87.1%	75.0%	74.5%
		Female	Count	8	21	13
			% within IV	29.6%	72.4%	86.7%
			% within DV	12.9%	25.0%	25.5%
	Total		Count	62	84	51
			% within IV	56.9%	77.1%	94.4%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 11: Participation in elections		
				BASE 2010	ENCUESTA 2010	CIERRE 2010
Treatment	Sex	Male	Count	62	67	67
			% within IV	80.5%	87.0%	100.0%
			% within DV	62.0%	62.6%	58.3%
		Female	Count	38	40	48
			% within IV	82.6%	87.0%	100.0%
			% within DV	38.0%	37.4%	41.7%
	Total		Count	100	107	115
			% within IV	81.3%	87.0%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	61	58	46
			% within IV	72.6%	69.0%	100.0%
			% within DV	63.5%	65.9%	59.7%
		Female	Count	35	30	31
			% within IV	85.4%	73.2%	96.9%
			% within DV	36.5%	34.1%	40.3%
	Total		Count	96	88	77
			% within IV	76.8%	70.4%	98.7%
			% within DV	100.0%	100.0%	100.0%

Type of group				**Indicator 11: Participation in elections**	
				Base 2011	Closure 2011
Treatment	Sex	Male	Count	45	65
			% within IV	71.4%	100.0%
			% within DV	51.1%	52.4%
		Female	Count	43	59
			% within IV	71.7%	100.0%
			% within DV	48.9%	47.6%
	Total		Count	88	124
			% within IV	71.5%	100.0%
			% within DV	100.0%	100.0%
Control	Sex	Male	Count	50	68
			% within IV	68.5%	100.0%
			% within DV	58.1%	51.5%
		Female	Count	36	64
			% within IV	58.1%	97.0%
			% within DV	41.9%	48.5%
	Total		Count	86	132
			% within IV	63.7%	98.5%
			% within DV	100.0%	100.0%

Type of group				Indicator 11: Participation in elections		
				BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Región X	Metropolitan	Count	10	19	18
			% within IV	45.5%	86.4%	100.0%
			% within DV	14.7%	19.4%	21.4%
		North	Count	11	13	8
			% within IV	57.9%	68.4%	100.0%
			% within DV	16.2%	13.3%	9.5%
		Northwest	Count	6	18	10
			% within IV	31.6%	94.7%	100.0%
			% within DV	8.8%	18.4%	11.9%
		South	Count	15	17	14
			% within IV	78.9%	89.5%	100.0%
			% within DV	22.1%	17.3%	16.7%
		East-Northeast	Count	26	31	34
			% within IV	72.2%	86.1%	100.0%
			% within DV	38.2%	31.6%	40.5%
	Total		Count	68	98	84
			% within IV	59.1%	85.2%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	33	40	28
			% within IV	58.9%	71.4%	93.3%
			% within DV	53.2%	47.6%	54.9%
		North	Count	4	7	5
			% within IV	33.3%	58.3%	100.0%
			% within DV	6.5%	8.3%	9.8%
		Northwest	Count	3	5	0
			% within IV	42.9%	71.4%	0.0%
			% within DV	4.8%	6.0%	0.0%
		South	Count	8	11	6
			% within IV	61.5%	84.6%	85.7%
			% within DV	12.9%	13.1%	11.8%
		East-Northeast	Count	14	21	12
			% within IV	66.7%	100.0%	100.0%
			% within DV	22.6%	25.0%	23.5%
	Total		Count	62	84	51
			% within IV	56.9%	77.1%	94.4%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 11: Participation in elections		
				BASE 2010	SURVEY 2010	CLOSURE 2010
Treatment	Región X	Metropolitan	Count	16	17	21
			% within IV	80.0%	85.0%	100.0%
			% within DV	16.0%	15.9%	18.3%
		North	Count	19	20	15
			% within IV	86.4%	90.9%	100.0%
			% within DV	19.0%	18.7%	13.0%
		Northwest	Count	15	17	14
			% within IV	71.4%	81.0%	100.0%
			% within DV	15.0%	15.9%	12.2%
		South	Count	20	17	22
			% within IV	95.2%	81.0%	100.0%
			% within DV	20.0%	15.9%	19.1%
		East-Northeast	Count	30	36	43
			% within IV	76.9%	92.3%	100.0%
			% within DV	30.0%	33.6%	37.4%
	Total		Count	100	107	115
			% within IV	81.3%	87.0%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	41	34	36
			% within IV	77.4%	64.2%	97.3%
			% within DV	42.7%	38.6%	46.8%
		North	Count	19	22	13
			% within IV	67.9%	78.6%	100.0%
			% within DV	19.8%	25.0%	16.9%
		Northwest	Count	11	8	6
			% within IV	68.8%	50.0%	100.0%
			% within DV	11.5%	9.1%	7.8%
		South	Count	15	16	17
			% within IV	83.3%	88.9%	100.0%
			% within DV	15.6%	18.2%	22.1%
		East-Northeast	Count	10	8	5
			% within IV	100.0%	80.0%	100.0%
			% within DV	10.4%	9.1%	6.5%
	Total		Count	96	88	77
			% within IV	76.8%	70.4%	98.7%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 11: Participation in elections	
				BASE 2011	CLOSURE 2011
Treatment	Región X	Metropolitan	Count	13	19
			% within IV	68.4%	100.0%
			% within DV	14.8%	15.3%
		North	Count	8	18
			% within IV	44.4%	100.0%
			% within DV	9.1%	14.5%
		Northwest	Count	18	22
			% within IV	81.8%	100.0%
			% within DV	20.5%	17.7%
		South	Count	19	20
			% within IV	95.0%	100.0%
			% within DV	21.6%	16.1%
		East-Northeast	Count	30	45
			% within IV	68.2%	100.0%
			% within DV	34.1%	36.3%
	Total		Count	88	124
			% within IV	71.5%	100.0%
			% within DV	100.0%	100.0%
Control	Región X	Metropolitan	Count	30	45
			% within IV	65.2%	100.0%
			% within DV	34.9%	34.1%
		North	Count	11	15
			% within IV	68.8%	93.8%
			% within DV	12.8%	11.4%
		Northwest	Count	8	17
			% within IV	47.1%	100.0%
			% within DV	9.3%	12.9%
		South	Count	22	29
			% within IV	78.6%	100.0%
			% within DV	25.6%	22.0%
		East-Northeast	Count	15	26
			% within IV	53.6%	96.3%
			% within DV	17.4%	19.7%
	Total		Count	86	132
			% within IV	63.7%	98.5%
			% within DV	100.0%	100.0%

Indicator 12: Increases leadership level

Type of group		Indicator 12: Increases leadership level		
		BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Count	54	40	28
	% within IV	47.0%	34.8%	33.3%
	% within DV	100.0%	100.0%	100.0%
Control	Count	73	46	19
	% within IV	67.0%	42.2%	35.2%
	% within DV	100.0%	100.0%	100.0%

Type of group		**Indicator 12: Increases leadership level**		
		Base 2010	Survey 2010	Closure 2010
Treatment	Count	60	59	34
	% within IV	48.4%	48.0%	35.1%
	% within DV	100.0%	100.0%	100.0%
Control	Count	54	54	17
	% within IV	43.5%	43.2%	26.6%
	% within DV	100.0%	100.0%	100.0%

Type of group		**Indicator 12: Increases leadership level**	
		Base 2011	Closure 2011
Treatment	Count	65	43
	% within IV	50.4%	33.3%
	% within DV	100.0%	100.0%
Control	Count	64	52
	% within IV	47.4%	38.0%
	% within DV	100.0%	100.0%

Type of group				Indicator 12: Increases leadership level		
				BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Sex	Male	Count	25	18	12
			% within IV	36.8%	29.5%	24.5%
			% within DV	46.3%	45.0%	42.9%
		Female	Count	29	22	16
			% within IV	61.7%	40.7%	45.7%
			% within DV	53.7%	55.0%	57.1%
	Total		Count	54	40	28
			% within IV	47.0%	34.8%	33.3%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	58	39	12
			% within IV	70.7%	48.8%	30.8%
			% within DV	79.5%	84.8%	63.2%
		Female	Count	15	7	7
			% within IV	55.6%	24.1%	46.7%
			% within DV	20.5%	15.2%	36.8%
	Total		Count	73	46	19
			% within IV	67.0%	42.2%	35.2%
			% within DV	100.0%	100.0%	100.0%

Type of group				**Indicator 12: Increases leadership level**		
				Base 2010	Survey 2010	Closure 2010
Treatment	Sex	Male	Count	37	27	20
			% within IV	48.1%	35.1%	29.9%
			% within DV	62.7%	56.3%	50.0%
		Female	Count	22	21	20
			% within IV	47.8%	45.7%	41.7%
			% within DV	37.3%	43.8%	50.0%
	Total		Count	59	48	40
			% within IV	48.0%	39.0%	34.8%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	31	33	15
			% within IV	36.9%	39.3%	32.6%
			% within DV	57.4%	68.8%	60.0%
		Female	Count	23	15	10
			% within IV	56.1%	36.6%	31.3%
			% within DV	42.6%	31.3%	40.0%
	Total		Count	54	48	25
			% within IV	43.2%	38.4%	32.1%
			% within DV	100.0%	100.0%	100.0%

Type of group				**Indicator 12: Increases leadership level**	
				Base 2011	Closure 2011
Treatment	Sex	Male	Count	27	20
			% within IV	42.9%	30.8%
			% within DV	42.2%	50.0%
		Female	Count	37	20
			% within IV	61.7%	33.9%
			% within DV	57.8%	50.0%
	Total		Count	64	40
			% within IV	52.0%	32.3%
			% within DV	100.0%	100.0%
Control	Sex	Male	Count	36	28
			% within IV	49.3%	41.2%
			% within DV	56.3%	54.9%
		Female	Count	28	23
			% within IV	45.2%	34.8%
			% within DV	43.8%	45.1%
	Total		Count	64	51
			% within IV	47.4%	38.1%
			% within DV	100.0%	100.0%

Type of group				Indicator 12: Increases leadership level		
				BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Región X	Metropolitan	Count	12	10	8
			% within IV	54.5%	45.5%	44.4%
			% within DV	22.2%	25.0%	28.6%
		North	Count	7	4	3
			% within IV	36.8%	21.1%	37.5%
			% within DV	13.0%	10.0%	10.7%
		Northwest	Count	11	7	3
			% within IV	57.9%	36.8%	30.0%
			% within DV	20.4%	17.5%	10.7%
		South	Count	7	2	2
			% within IV	36.8%	10.5%	14.3%
			% within DV	13.0%	5.0%	7.1%
		East-Northeast	Count	17	17	12
			% within IV	47.2%	47.2%	35.3%
			% within DV	31.5%	42.5%	42.9%
	Total		Count	54	40	28
			% within IV	47.0%	34.8%	33.3%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	42	25	11
			% within IV	75.0%	44.6%	36.7%
			% within DV	57.5%	54.3%	57.9%
		North	Count	8	5	3
			% within IV	66.7%	41.7%	60.0%
			% within DV	11.0%	10.9%	15.8%
		Northwest	Count	6	3	0
			% within IV	85.7%	42.9%	0.0%
			% within DV	8.2%	6.5%	0.0%
		South	Count	6	5	3
			% within IV	46.2%	38.5%	42.9%
			% within DV	8.2%	10.9%	15.8%
		East-Northeast	Count	11	8	2
			% within IV	52.4%	38.1%	16.7%
			% within DV	15.1%	17.4%	10.5%
	Total		Count	73	46	19
			% within IV	67.0%	42.2%	35.2%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 12: Increases leadership level		
				Base 2010	Survey 2010	Closure 2010
Treatment	Región X	Metropolitan	Count	9	8	6
			% within IV	45.0%	40.0%	28.6%
			% within DV	15.3%	16.7%	15.0%
		North	Count	9	7	5
			% within IV	40.9%	31.8%	33.3%
			% within DV	15.3%	14.6%	12.5%
		Northwest	Count	15	14	5
			% within IV	71.4%	66.7%	35.7%
			% within DV	25.4%	29.2%	12.5%
		South	Count	11	8	7
			% within IV	52.4%	38.1%	31.8%
			% within DV	18.6%	16.7%	17.5%
		East-Northeast	Count	15	11	17
			% within IV	38.5%	28.2%	39.5%
			% within DV	25.4%	22.9%	42.5%
	Total		Count	59	48	40
			% within IV	48.0%	39.0%	34.8%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	20	22	13
			% within IV	37.7%	41.5%	35.1%
			% within DV	37.0%	45.8%	52.0%
		North	Count	10	7	4
			% within IV	35.7%	25.0%	30.8%
			% within DV	18.5%	14.6%	16.0%
		Northwest	Count	11	10	5
			% within IV	68.8%	62.5%	83.3%
			% within DV	20.4%	20.8%	20.0%
		South	Count	11	5	0
			% within IV	61.1%	27.8%	0.0%
			% within DV	20.4%	10.4%	0.0%
		East-Northeast	Count	2	4	3
			% within IV	20.0%	40.0%	60.0%
			% within DV	3.7%	8.3%	12.0%
	Total		Count	54	48	25
			% within IV	43.2%	38.4%	32.1%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 12: Increases leadership level	
				BASE 2011	CLOSURE 2011
Treatment	Región X	Metropolitan	Count	9	6
			% within IV	47.4%	31.6%
			% within DV	14.1%	15.0%
		North	Count	12	10
			% within IV	66.7%	55.6%
			% within DV	18.8%	25.0%
		Northwest	Count	10	7
			% within IV	45.5%	31.8%
			% within DV	15.6%	17.5%
		South	Count	13	6
			% within IV	65.0%	30.0%
			% within DV	20.3%	15.0%
		East-Northeast	Count	20	11
			% within IV	45.5%	24.4%
			% within DV	31.3%	27.5%
	Total		Count	64	40
			% within IV	52.0%	32.3%
			% within DV	100.0%	100.0%
Control	Región X	Metropolitan	Count	19	17
			% within IV	41.3%	37.8%
			% within DV	29.7%	33.3%
		North	Count	7	4
			% within IV	43.8%	25.0%
			% within DV	10.9%	7.8%
		Northwest	Count	8	11
			% within IV	47.1%	64.7%
			% within DV	12.5%	21.6%
		South	Count	14	9
			% within IV	50.0%	31.0%
			% within DV	21.9%	17.6%
		East-Northeast	Count	16	10
			% within IV	57.1%	37.0%
			% within DV	25.0%	19.6%
	Total		Count	64	51
			% within IV	47.4%	38.1%
			% within DV	100.0%	100.0%

Indicator 13: Makes modernization proposals

Type of group		Indicator 13: Makes modernization proposals		
TOTAL		Base 2009	Survey 2009	Closure 2009
Treatment	Count	44	56	41
	% within IV	38.3%	48.7%	48.8%
	% within DV	100.0%	100.0%	100.0%
Control	Count	50	38	18
	% within IV	45.9%	34.9%	33.3%
	% within DV	100.0%	100.0%	100.0%

Type of group		Indicator 13: Makes modernization proposals		
		Base 2010	Survey 2010	Closure 2010
Treatment	Count	48	48	45
	% within IV	38.7%	39.0%	46.4%
	% within DV	100.0%	100.0%	100.0%
Control	Count	51	52	26
	% within IV	41.1%	41.6%	40.6%
	% within DV	100.0%	100.0%	100.0%

Type of group		Indicator 13: Makes modernization proposals	
		Base 2011	Closure 2011
Treatment	Count	27	58
	% within IV	20.9%	45.0%
	% within DV	100.0%	100.0%
Control	Count	46	54
	% within IV	34.1%	39.4%
	% within DV	100.0%	100.0%

Type of group				Indicator 13: Makes modernization proposals		
				Base 2009	Survey 2009	Closure 2009
Treatment	Sex	Male	Count	30	27	26
			% within IV	44.1%	44.3%	53.1%
			% within DV	68.2%	48.2%	63.4%
		Female	Count	14	29	15
			% within IV	29.8%	53.7%	42.9%
			% within DV	31.8%	51.8%	36.6%
	Total		Count	44	56	41
			% within IV	38.3%	48.7%	48.8%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	39	26	14
			% within IV	47.6%	32.5%	35.9%
			% within DV	78.0%	68.4%	77.8%
		Female	Count	11	12	4
			% within IV	40.7%	41.4%	26.7%
			% within DV	22.0%	31.6%	22.2%
	Total		Count	50	38	18
			% within IV	45.9%	34.9%	33.3%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 13: Makes modernization proposals		
				Base 2010	Survey 2010	Closure 2010
Treatment	Sex	Male	Count	38	38	30
			% within IV	49.4%	49.4%	44.8%
			% within DV	79.2%	69.1%	56.6%
		Female	Count	10	17	23
			% within IV	21.7%	37.0%	47.9%
			% within DV	20.8%	30.9%	43.4%
	Total		Count	48	55	53
			% within IV	39.0%	44.7%	46.1%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	40	36	23
			% within IV	47.6%	42.9%	50.0%
			% within DV	76.9%	78.3%	63.9%
		Female	Count	12	10	13
			% within IV	29.3%	24.4%	40.6%
			% within DV	23.1%	21.7%	36.1%
	Total		Count	52	46	36
			% within IV	41.6%	36.8%	46.2%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 13: Makes modernization proposals	
				Base 2011	Closure 2011
Treatment	Sex	Male	Count	15	30
			% within IV	23.8%	46.2%
			% within DV	62.5%	53.6%
		Female	Count	9	26
			% within IV	15.0%	44.1%
			% within DV	37.5%	46.4%
	Total		Count	24	56
			% within IV	19.5%	45.2%
			% within DV	100.0%	100.0%
Control	Sex	Male	Count	26	29
			% within IV	35.6%	42.6%
			% within DV	56.5%	53.7%
		Female	Count	20	25
			% within IV	32.3%	37.9%
			% within DV	43.5%	46.3%
	Total		Count	46	54
			% within IV	34.1%	40.3%
			% within DV	100.0%	100.0%

Type of group				Indicator 13: Makes modernization proposals		
				BASE 2009	SURVEY 2(	CLOSURE
Treatment	Región X	Metropolitan	Count	12	13	6
			% within IV	54.5%	59.1%	33.3%
			% within DV	27.3%	23.2%	14.6%
		North	Count	7	11	3
			% within IV	36.8%	57.9%	37.5%
			% within DV	15.9%	19.6%	7.3%
		Northwest	Count	5	3	5
			% within IV	26.3%	15.8%	50.0%
			% within DV	11.4%	5.4%	12.2%
		South	Count	4	9	8
			% within IV	21.1%	47.4%	57.1%
			% within DV	9.1%	16.1%	19.5%
		East-Northeast	Count	16	20	19
			% within IV	44.4%	55.6%	55.9%
			% within DV	36.4%	35.7%	46.3%
	Total		Count	44	56	41
			% within IV	38.3%	48.7%	48.8%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	28	20	10
			% within IV	50.0%	35.7%	33.3%
			% within DV	56.0%	52.6%	55.6%
		North	Count	5	7	1
			% within IV	41.7%	58.3%	20.0%
			% within DV	10.0%	18.4%	5.6%
		Northwest	Count	2	2	0
			% within IV	28.6%	28.6%	0.0%
			% within DV	4.0%	5.3%	0.0%
		South	Count	4	5	2
			% within IV	30.8%	38.5%	28.6%
			% within DV	8.0%	13.2%	11.1%
		East-Northeast	Count	11	4	5
			% within IV	52.4%	19.0%	41.7%
			% within DV	22.0%	10.5%	27.8%
	Total		Count	50	38	18
			% within IV	45.9%	34.9%	33.3%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 13: Makes modernization proposals		
				BASE 2010	SURVEY 2010	CLOSURE 2010
Treatment	Región X	Metropolitan	Count	8	11	8
			% within IV	40.0%	55.0%	38.1%
			% within DV	16.7%	20.0%	15.1%
		North	Count	13	12	7
			% within IV	59.1%	54.5%	46.7%
			% within DV	27.1%	21.8%	13.2%
		Northwest	Count	7	6	5
			% within IV	33.3%	28.6%	35.7%
			% within DV	14.6%	10.9%	9.4%
		South	Count	5	8	13
			% within IV	23.8%	38.1%	59.1%
			% within DV	10.4%	14.5%	24.5%
		East-Northeast	Count	15	18	20
			% within IV	38.5%	46.2%	46.5%
			% within DV	31.3%	32.7%	37.7%
	Total		Count	48	55	53
			% within IV	39.0%	44.7%	46.1%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	21	25	20
			% within IV	39.6%	47.2%	54.1%
			% within DV	40.4%	54.3%	55.6%
		North	Count	16	9	4
			% within IV	57.1%	32.1%	30.8%
			% within DV	30.8%	19.6%	11.1%
		Northwest	Count	3	3	3
			% within IV	18.8%	18.8%	50.0%
			% within DV	5.8%	6.5%	8.3%
		South	Count	8	4	5
			% within IV	44.4%	22.2%	29.4%
			% within DV	15.4%	8.7%	13.9%
		East-Northeast	Count	4	5	4
			% within IV	40.0%	50.0%	80.0%
			% within DV	7.7%	10.9%	11.1%
	Total		Count	52	46	36
			% within IV	41.6%	36.8%	46.2%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 13: Makes modernization proposals	
				BASE 2011	CLOSURE 2011
Treatment	Región X	Metropolitan	Count	5	11
			% within IV	26.3%	57.9%
			% within DV	20.8%	19.6%
		North	Count	4	6
			% within IV	22.2%	33.3%
			% within DV	16.7%	10.7%
		Northwest	Count	3	9
			% within IV	13.6%	40.9%
			% within DV	12.5%	16.1%
		South	Count	4	10
			% within IV	20.0%	50.0%
			% within DV	16.7%	17.9%
		East-Northeast	Count	8	20
			% within IV	18.2%	44.4%
			% within DV	33.3%	35.7%
	Total		Count	24	56
			% within IV	19.5%	45.2%
			% within DV	100.0%	100.0%
Control	Región X	Metropolitan	Count	20	17
			% within IV	43.5%	37.8%
			% within DV	43.5%	31.5%
		North	Count	2	9
			% within IV	12.5%	56.3%
			% within DV	4.3%	16.7%
		Northwest	Count	4	6
			% within IV	23.5%	35.3%
			% within DV	8.7%	11.1%
		South	Count	7	9
			% within IV	25.0%	31.0%
			% within DV	15.2%	16.7%
		East-Northeast	Count	13	13
			% within IV	46.4%	48.1%
			% within DV	28.3%	24.1%
	Total		Count	46	54
			% within IV	34.1%	40.3%
			% within DV	100.0%	100.0%

Indicator 14: Teaches political courses

Type of group		Indicator 14: Teaches political courses		
		BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Count	12	28	20
	% within IV	10.4%	24.3%	23.8%
	% within DV	100.0%	100.0%	100.0%
Control	Count	14	13	8
	% within IV	12.8%	11.9%	14.8%
	% within DV	100.0%	100.0%	100.0%

Type of group		**Indicator 14: Teaches political courses**		
		Base 2010	Survey 2010	Closure 2010
Treatment	Count	23	23	23
	% within IV	18.5%	18.7%	23.7%
	% within DV	100.0%	100.0%	100.0%
Control	Count	25	26	11
	% within IV	20.2%	20.8%	17.2%
	% within DV	100.0%	100.0%	100.0%

Type of group		**Indicator 14: Teaches political courses**	
		Base 2011	Closure 2011
Treatment	Count	4	30
	% within IV	3.1%	23.3%
	% within DV	100.0%	100.0%
Control	Count	15	22
	% within IV	11.1%	16.1%
	% within DV	100.0%	100.0%

Type of group				Indicator 14: Teaches political courses		
				BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Sex	Male	Count	10	16	11
			% within IV	14.7%	26.2%	22.4%
			% within DV	83.3%	57.1%	55.0%
		Female	Count	2	12	9
			% within IV	4.3%	22.2%	25.7%
			% within DV	16.7%	42.9%	45.0%
	Total		Count	12	28	20
			% within IV	10.4%	24.3%	23.8%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	8	10	6
			% within IV	9.8%	12.5%	15.4%
			% within DV	57.1%	76.9%	75.0%
		Female	Count	6	3	2
			% within IV	22.2%	10.3%	13.3%
			% within DV	42.9%	23.1%	25.0%
	Total		Count	14	13	8
			% within IV	12.8%	11.9%	14.8%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 14: Teaches political courses		
				Base 2010	Survey 2010	Closure 2010
Treatment	Sex	Male	Count	21	21	14
			% within IV	27.3%	27.3%	20.9%
			% within DV	91.3%	72.4%	53.8%
		Female	Count	2	8	12
			% within IV	4.3%	17.4%	25.0%
			% within DV	8.7%	27.6%	46.2%
	Total		Count	23	29	26
			% within IV	18.7%	23.6%	22.6%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	21	16	9
			% within IV	25.0%	19.0%	19.6%
			% within DV	80.8%	84.2%	64.3%
		Female	Count	5	3	5
			% within IV	12.2%	7.3%	15.6%
			% within DV	19.2%	15.8%	35.7%
	Total		Count	26	19	14
			% within IV	20.8%	15.2%	17.9%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 14: Teaches political courses	
				Base 2011	Closure 2011
Treatment	Sex	Male	Count	1	16
			% within IV	1.6%	24.6%
			% within DV	33.3%	55.2%
		Female	Count	2	13
			% within IV	3.3%	22.0%
			% within DV	66.7%	44.8%
	Total		Count	3	29
			% within IV	2.4%	23.4%
			% within DV	100.0%	100.0%
Control	Sex	Male	Count	10	12
			% within IV	13.7%	17.6%
			% within DV	66.7%	54.5%
		Female	Count	5	10
			% within IV	8.1%	15.2%
			% within DV	33.3%	45.5%
	Total		Count	15	22
			% within IV	11.1%	16.4%
			% within DV	100.0%	100.0%

Type of group				Indicator 14: Teaches political courses		
				BASE 2009	SURVEY 2009	CLOSURE 2009
Treatment	Región X	Metropolitan	Count	3	6	4
			% within IV	13.6%	27.3%	22.2%
			% within DV	25.0%	21.4%	20.0%
		North	Count	2	3	2
			% within IV	10.5%	15.8%	25.0%
			% within DV	16.7%	10.7%	10.0%
		Northwest	Count	3	3	2
			% within IV	15.8%	15.8%	20.0%
			% within DV	25.0%	10.7%	10.0%
		South	Count	0	3	4
			% within IV	0.0%	15.8%	28.6%
			% within DV	0.0%	10.7%	20.0%
		East-Northeast	Count	4	13	8
			% within IV	11.1%	36.1%	23.5%
			% within DV	33.3%	46.4%	40.0%
	Total		Count	12	28	20
			% within IV	10.4%	24.3%	23.8%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	6	8	4
			% within IV	10.7%	14.3%	13.3%
			% within DV	42.9%	61.5%	50.0%
		North	Count	4	2	1
			% within IV	33.3%	16.7%	20.0%
			% within DV	28.6%	15.4%	12.5%
		Northwest	Count	1	1	0
			% within IV	14.3%	14.3%	0.0%
			% within DV	7.1%	7.7%	0.0%
		South	Count	0	0	0
			% within IV	0.0%	0.0%	0.0%
			% within DV	0.0%	0.0%	0.0%
		East-Northeast	Count	3	2	3
			% within IV	14.3%	9.5%	25.0%
			% within DV	21.4%	15.4%	37.5%
	Total		Count	14	13	8
			% within IV	12.8%	11.9%	14.8%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 14: Teaches political courses		
				Base 2010	Encuesta 2010	Cierre 2010
Treatment	Región X	Metropolitan	Count	4	5	2
			% within IV	20.0%	25.0%	9.5%
			% within DV	17.4%	17.2%	7.7%
		North	Count	8	5	5
			% within IV	36.4%	22.7%	33.3%
			% within DV	34.8%	17.2%	19.2%
		Northwest	Count	4	1	4
			% within IV	19.0%	4.8%	28.6%
			% within DV	17.4%	3.4%	15.4%
		South	Count	1	6	4
			% within IV	4.8%	28.6%	18.2%
			% within DV	4.3%	20.7%	15.4%
		East-Northeast	Count	6	12	11
			% within IV	15.4%	30.8%	25.6%
			% within DV	26.1%	41.4%	42.3%
	Total		Count	23	29	26
			% within IV	18.7%	23.6%	22.6%
			% within DV	100.0%	100.0%	100.0%
Control	Región X	Metropolitan	Count	10	12	9
			% within IV	18.9%	22.6%	24.3%
			% within DV	38.5%	63.2%	64.3%
		North	Count	8	4	1
			% within IV	28.6%	14.3%	7.7%
			% within DV	30.8%	21.1%	7.1%
		Northwest	Count	1	0	2
			% within IV	6.3%	0.0%	33.3%
			% within DV	3.8%	0.0%	14.3%
		South	Count	4	1	2
			% within IV	22.2%	5.6%	11.8%
			% within DV	15.4%	5.3%	14.3%
		East-Northeast	Count	3	2	0
			% within IV	30.0%	20.0%	0.0%
			% within DV	11.5%	10.5%	0.0%
	Total		Count	26	19	14
			% within IV	20.8%	15.2%	17.9%
			% within DV	100.0%	100.0%	100.0%

Type of group				Indicator 14: Teaches political courses	
				BASE 2011	CLOSURE 2011
Treatment	Región X	Metropolitan	Count	0	3
			% within IV	0.0%	15.8%
			% within DV	0.0%	10.3%
		North	Count	1	3
			% within IV	5.6%	16.7%
			% within DV	33.3%	10.3%
		Northwest	Count	0	4
			% within IV	0.0%	18.2%
			% within DV	0.0%	13.8%
		South	Count	0	6
			% within IV	0.0%	30.0%
			% within DV	0.0%	20.7%
		East-Northeast	Count	2	13
			% within IV	4.5%	28.9%
			% within DV	66.7%	44.8%
	Total		Count	3	29
			% within IV	2.4%	23.4%
			% within DV	100.0%	100.0%
Control	Región X	Metropolitan	Count	5	8
			% within IV	10.9%	17.8%
			% within DV	33.3%	36.4%
		North	Count	0	1
			% within IV	0.0%	6.3%
			% within DV	0.0%	4.5%
		Northwest	Count	1	5
			% within IV	5.9%	29.4%
			% within DV	6.7%	22.7%
		South	Count	3	3
			% within IV	10.7%	10.3%
			% within DV	20.0%	13.6%
		East-Northeast	Count	6	5
			% within IV	21.4%	18.5%
			% within DV	40.0%	22.7%
	Total		Count	15	22
			% within IV	11.1%	16.4%
			% within DV	100.0%	100.0%

Indicator 15: Accountability Index

Indicator 15: Accountability Index			
Type of group	Base 2009	Survey 2009	Closure 2009
Treatment	40.1	37.5	45.2
Control	36.1	34.4	36.4

Indicator 15: Accountability Index			
Type of group	Base 2010	Survey 2010	Closure 2010
Treatment	29.5	29.5	43.9
Control	34.6	34.6	31.2

Indicator 15: Accountability Index		
Type of group	Base 2011	Closure 2011
Treatment	29.5	42.6
Control	34.6	39.8

Indicator 15: Accountability Index			
Type of group	Base 2009	Survey 2009	Closure 2009
Male	40.6	34.7	45.1
Female	33.1	38.2	37.3

Indicator 15: Accountability Index			
Type of group	Base 2010	Survey 2010	Closure 2010
Male	28.8	28.8	45.7
Female	36.8	36.8	38.6

Indicator 15: Accountability Index		
Type of group	Base 2011	Closure 2011
Male	36.2	45.2
Female	27.6	36.7

Indicator 15: Accountability Index			
Region	Base 2009	Survey 2009	Closure 2009
Metropolitan	34.56	33.42	36.04
North	45.58	35.02	45.63
Northwest	35.04	32.46	47.57
South	41.64	33.24	42.98
East-Northeast	38.48	43.27	45.42

Indicator 15: Accountability Index			
Region	Base 2010	Survey 2010	Closure 2010
Metropolitan	35.16	35.16	35.57
North	27.67	27.67	46.37
Northwest	31.24	31.24	41.17
South	28.50	28.50	47.03
East-Northeast	33.04	33.04	46.43

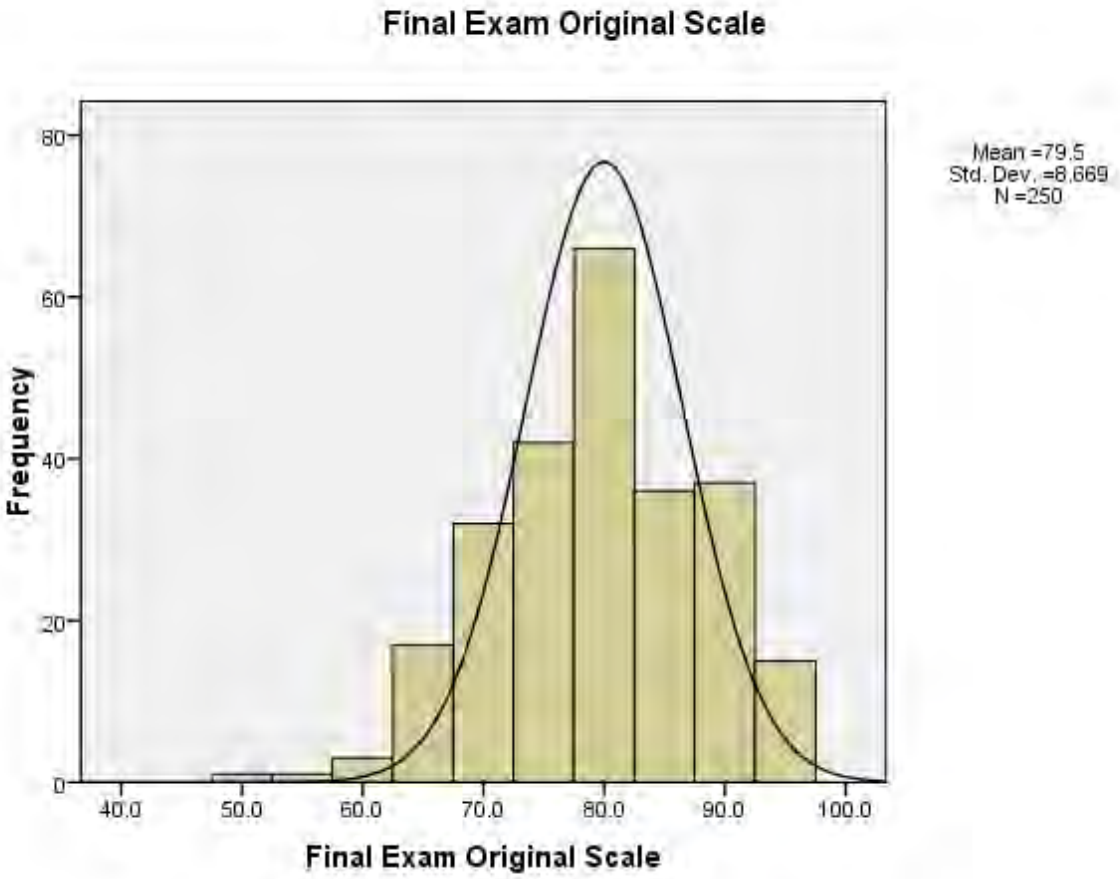
Indicator 15: Accountability Index		
Region	Base 2011	Closure 2011
Metropolitan	38.35	44.37
North	31.79	43.44
Northwest	29.07	37.17
South	33.16	35.64
East-Northeast	27.78	43.26

6. Knowledge Gain

Exams Distributions

Statistics

2009		Entry Exam	Final Exam Original Scale	Total
N	Valid	250	250	250
	Missing	0	0	0
Mean		51.15	79.500	78.22
Std. Error of Mean		.972	.5483	.300
Median		51.00	80.000	79.00
Mode		47	80.0	78
Std. Deviation		15.368	8.6689	4.743
Skewness		.058	-.255	-.931
Std. Error of		.154	.154	.154
Kurtosis		-.579	-.174	2.233
Std. Error of Kurtosis		.307	.307	.307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Std. Dev. =8.669
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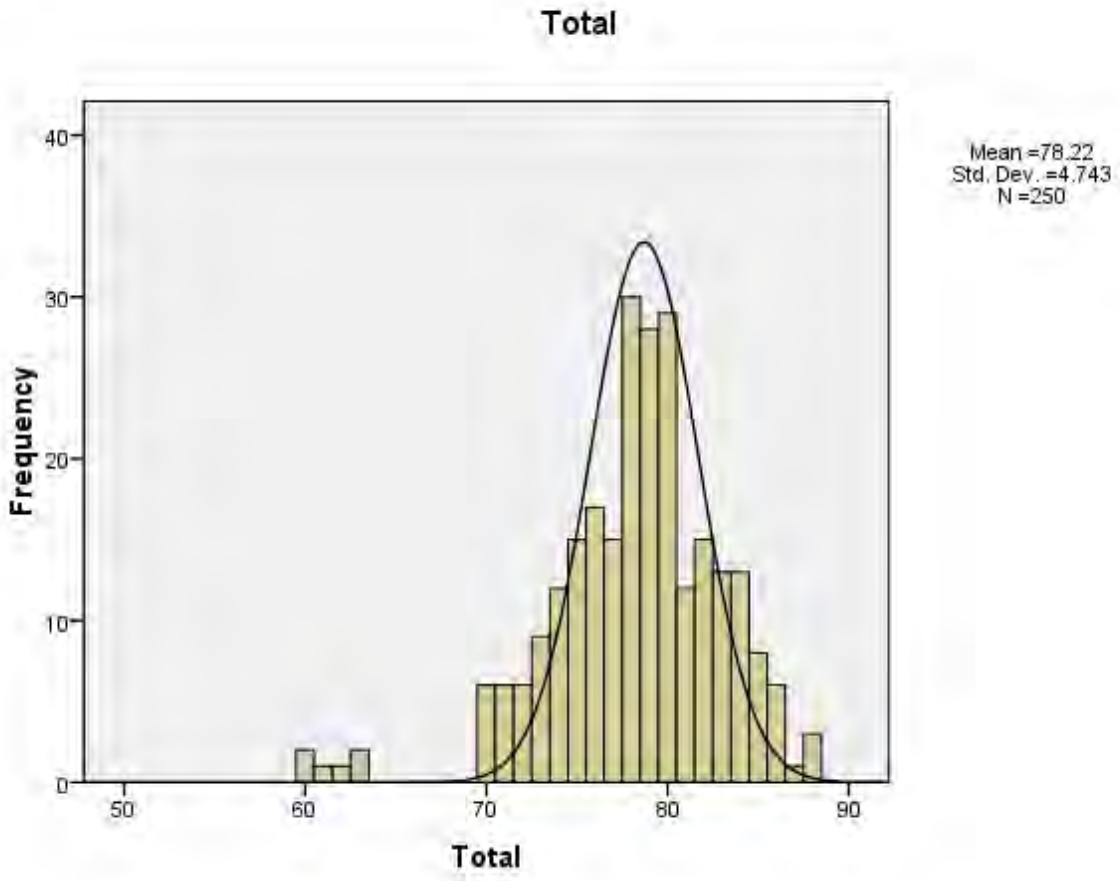
Final Exam Original Scale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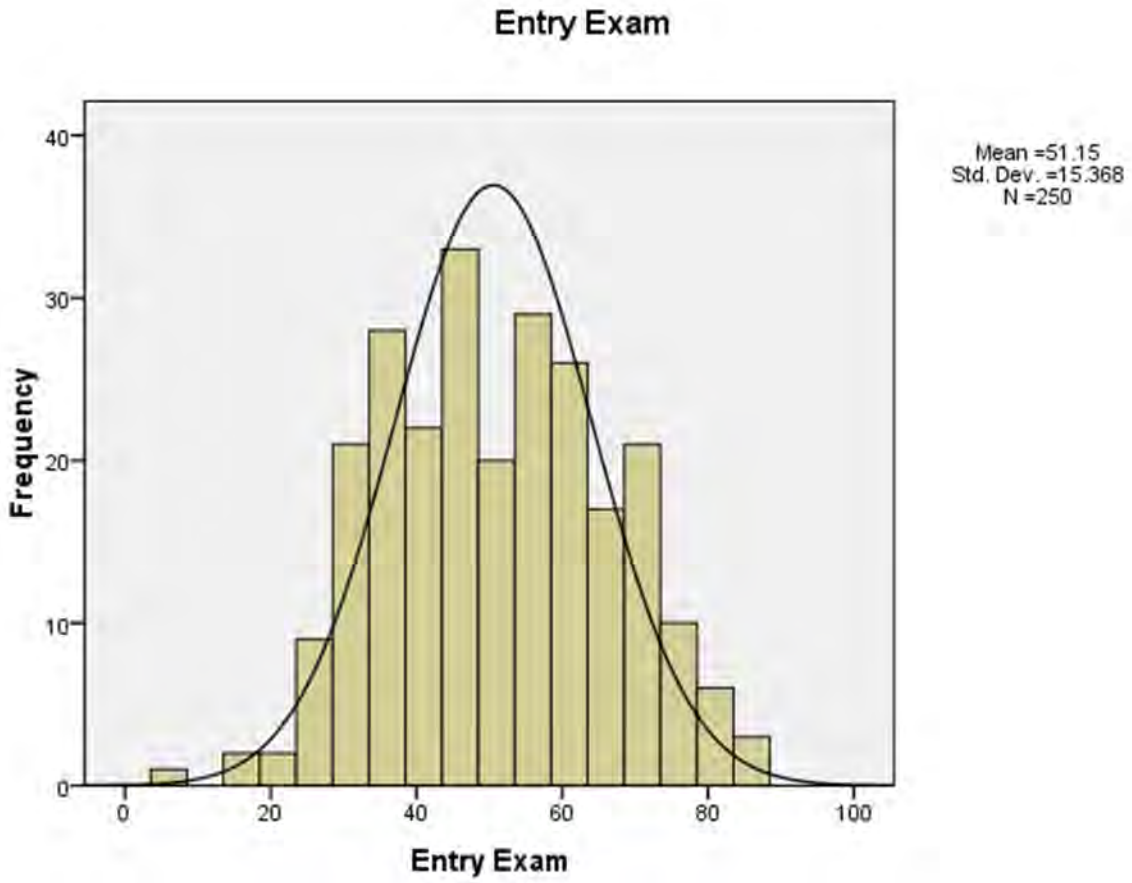
Total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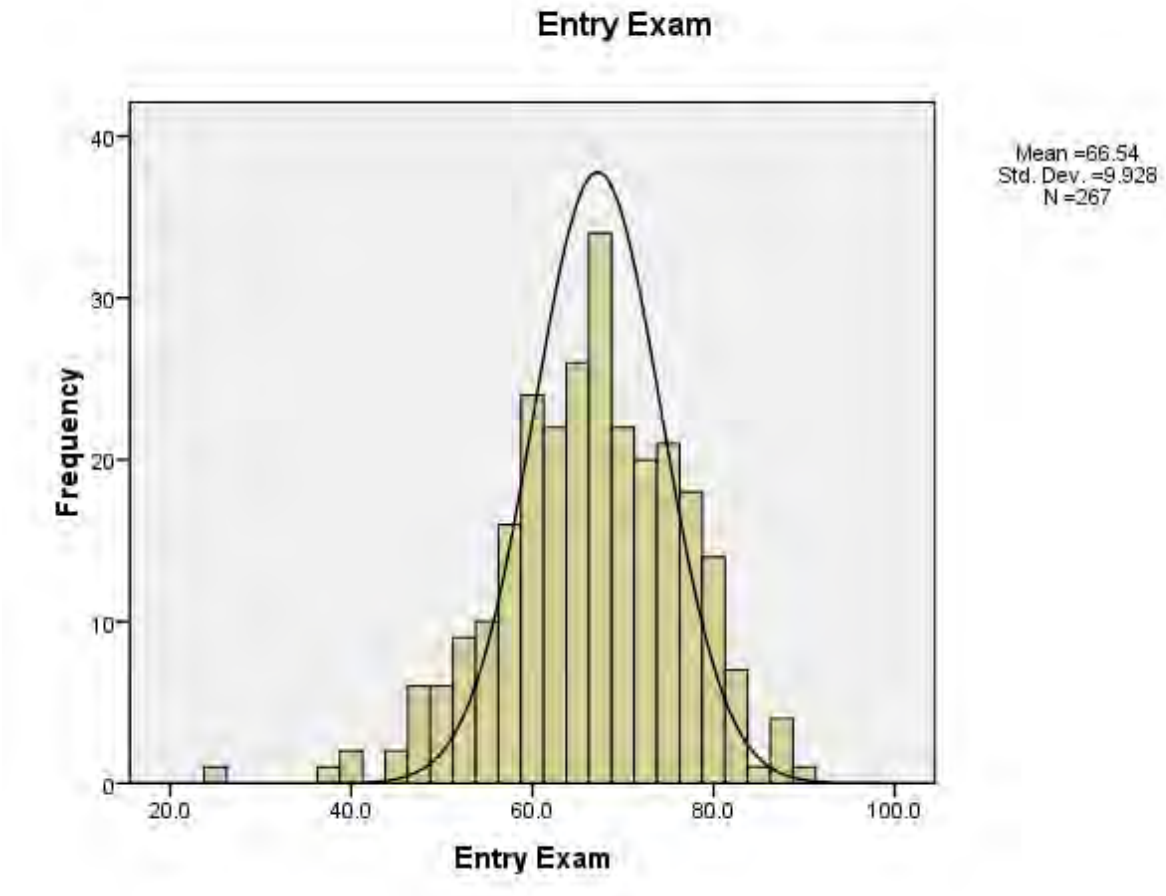
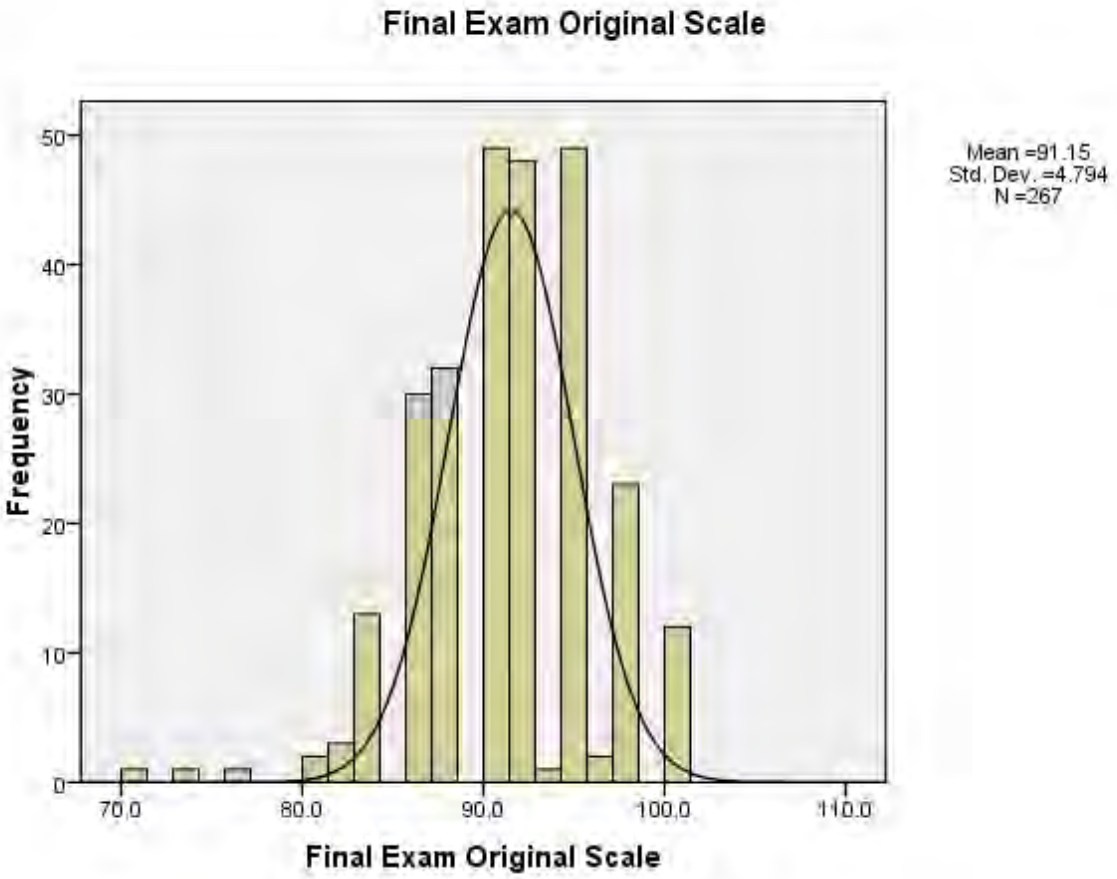
20
40
60
80
100
Entry Exam
Mean =51.15
Std. Dev. =15.368
N =250

Statistics				
2010		Entry Exam	Final Exam Original Scale	Total
N	Valid	267	267	267
	Missing	0	0	0
Mean		66.536	91.155	83.509251
Std. Error of Mean		.6076	.2934	.3401307
Median		67.500	92.400	84.200000
Mode		65.0	90.0	79.3000[a]
Std. Deviation		9.9284	4.7942	5.5577813
Skewness		-.438	-.474	-1.503
Std. Error of		.149	.149	.149
Kurtosis		.728	1.068	3.941
Std. Error of Kurtosis		.297	.297	.297

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Std. Dev. =4.794
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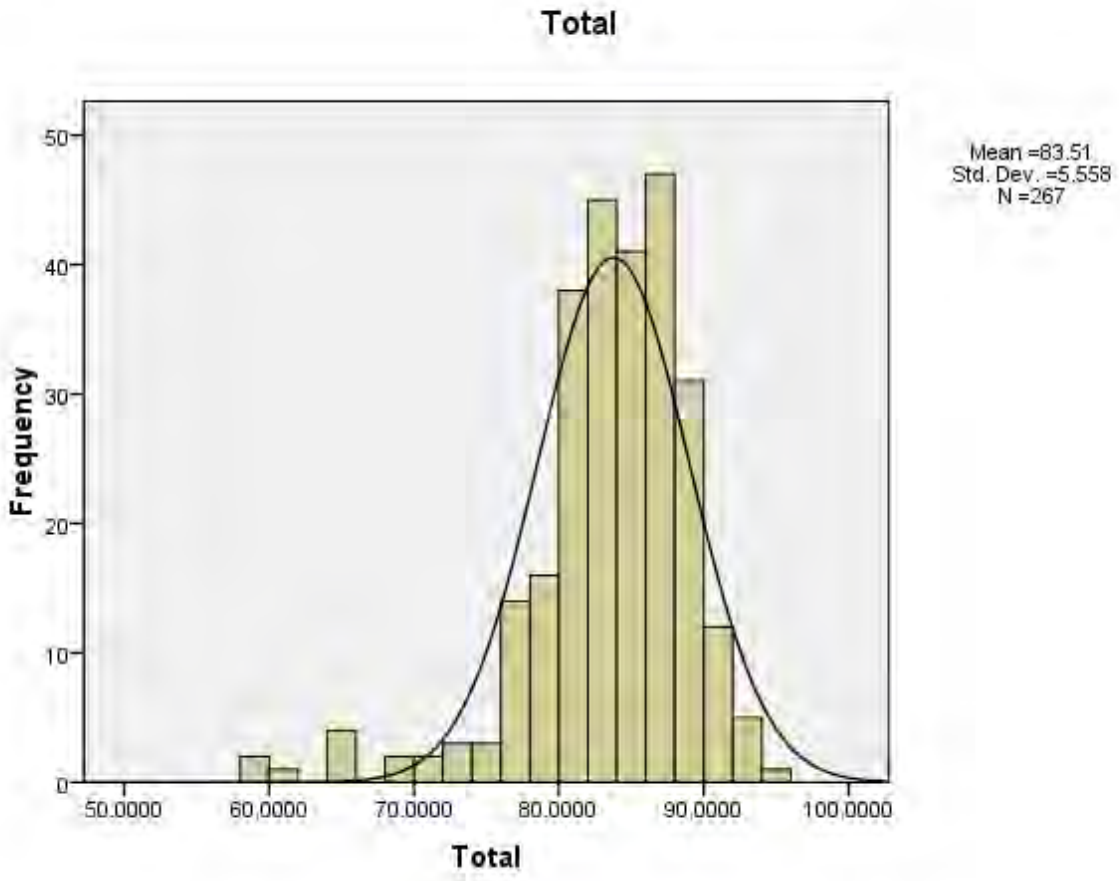
Final Exam Original Scale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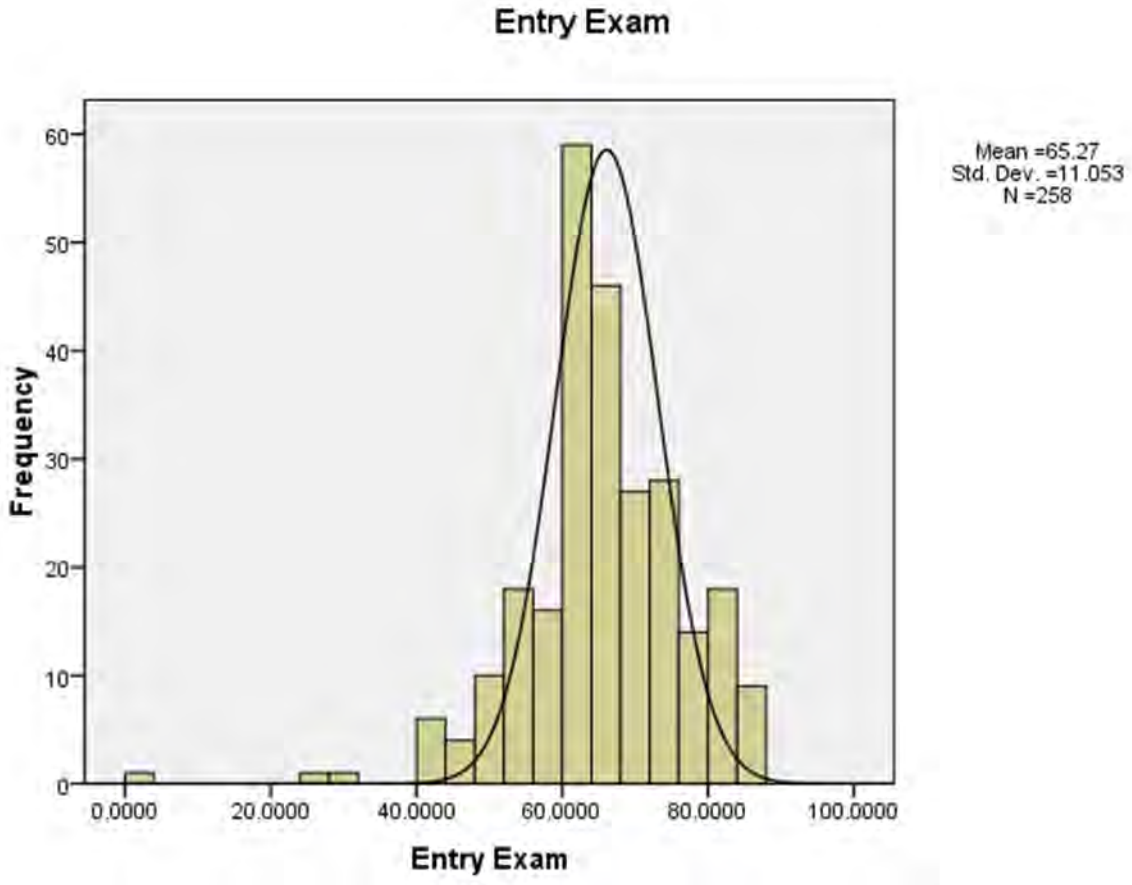
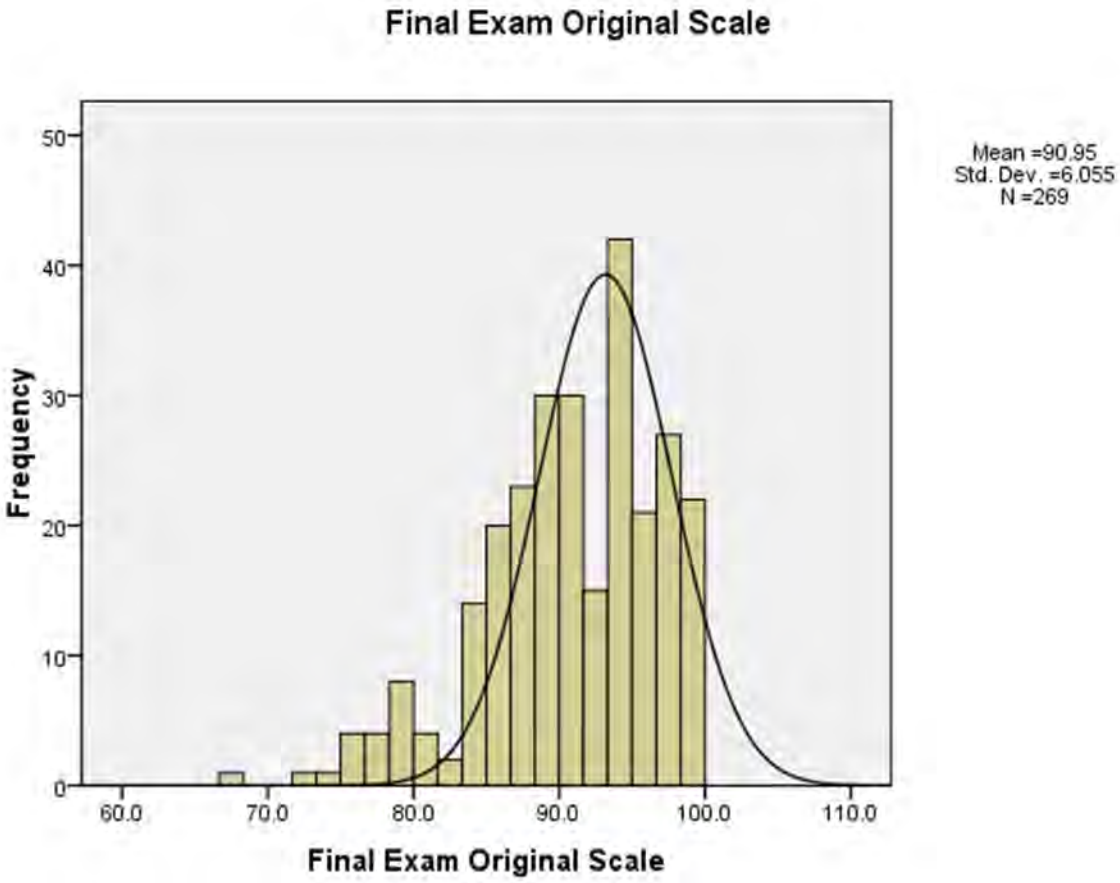
N =267

Statistics

2011		Entry Exam	Final Exam Original Scale	Total
N	Valid	258	269	269
	Missing	11	0	0
Mean		65.269380	90.954	82.958
Std. Error of Mean		.6881473	.3692	.3591
Median		65.000000	91.000	83.700
Mode		62.5000	98.0	84.8
Std. Deviation		11.0532824	6.0549	5.8895
Skewness		-1.074	-.730	-1.354
Std. Error of		.152	.149	.149
Kurtosis		4.556	.569	2.963
Std. Error of Kurtosis		.302	.296	.296

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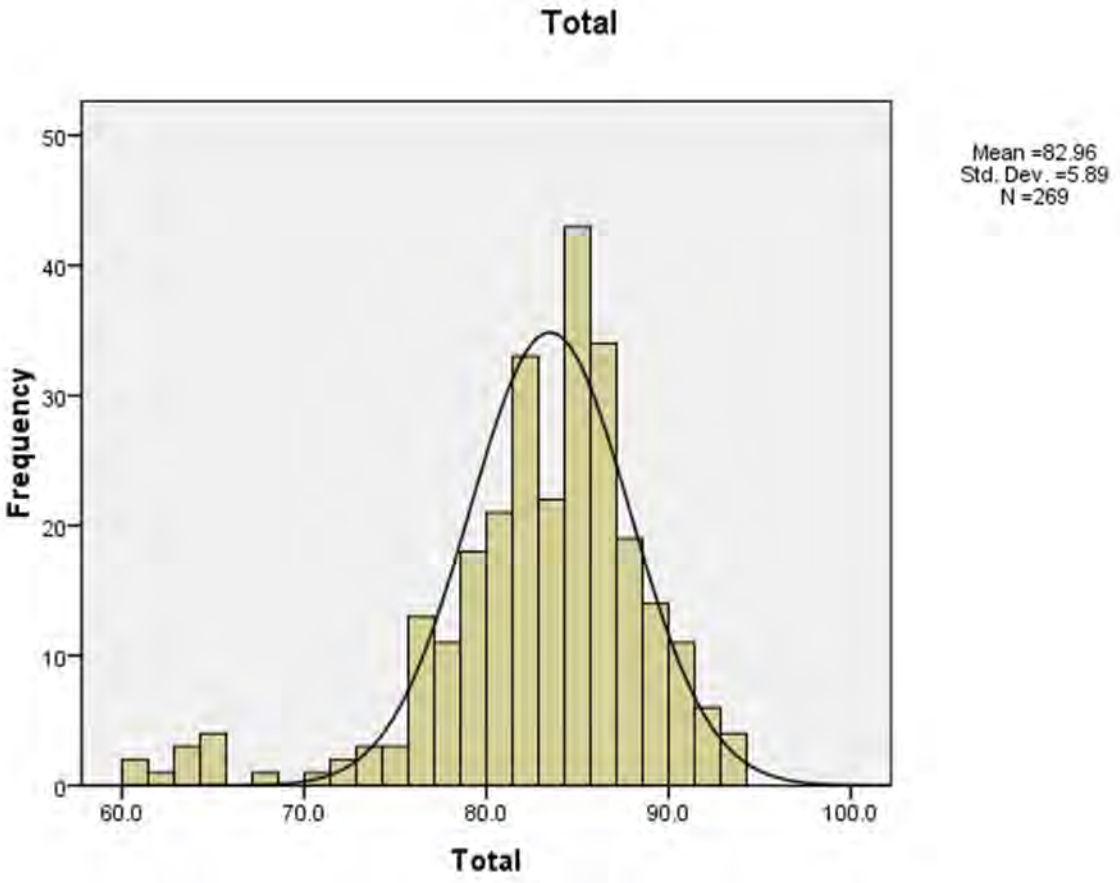
Std. Dev. =6.055
N =269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Total
Mean =82.96
Std. Dev. =5.89
N =269

General Lineal Model: Index 1 x Sex x Region. Cohort 2009

Within-Subjects Factors	
Measure:Knowdege Gain	
Index 1	Dependent Variable
1	Entry Exam
2	Final Exam

Between-Subjects Factors			
		Value Label	N
Sex	1	Male	136
	2	Female	114
Region	1	Metropolitan	48
	2	North	41
	3	Northwest	40
	4	South	39
	5	East	41
	6	Northeast	41

Descriptive Statistics

	Sex	Region	Mean	Std. Deviation	N
Entry Exam	Male	Metropolitan	65.26	16.013	27
		North	46.65	13.279	23
		Northwest	53.26	16.599	19
		South	51.35	10.329	23
		East	56.39	12.619	23
		Northeast	37.48	7.521	21
		Total	52.29	15.586	136
	Female	Metropolitan	67.29	9.334	21
		North	44.56	12.118	18
		Northwest	54.10	7.449	21
		South	39.00	13.609	16
		East	56.17	11.516	18
		Northeast	34.50	5.916	20
		Total	49.79	15.059	114
	Total	Metropolitan	66.15	13.415	48
		North	45.73	12.669	41
		Northwest	53.70	12.482	40
		South	46.28	13.143	39
		East	56.29	11.998	41
		Northeast	36.02	6.868	41
		Total	51.15	15.368	250
Final Exam	Male	Metropolitan	87.407	4.4658	27
		North	76.304	7.7191	23
		Northwest	75.789	5.8365	19
		South	74.783	8.0451	23
		East	87.391	6.5487	23
		Northeast	77.619	4.6419	21
		Total	80.257	8.3293	136
	Female	Metropolitan	89.286	4.5513	21
		North	77.222	8.4405	18
		Northwest	76.905	5.1177	21
		South	70.000	8.3666	16
		East	83.333	6.6421	18
		Northeast	73.000	5.2315	20
		Total	78.596	9.0110	114
	Total	Metropolitan	88.229	4.5534	48
		North	76.707	7.9538	41
		Northwest	76.375	5.4287	40
		South	72.821	8.4132	39
		East	85.610	6.8186	41
		Northeast	75.366	5.4072	41
		Total	79.500	8.6689	250

Tests of Within-Subjects Contrasts

Measure:Knowdege Gain

Source	Index 1	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Observed Power[a]
Index 1	Linear	100312.840	1	100312.840	1346.545	.000	.850	1.000
Index 1 * Sex	Linear	23.392	1	23.392	.314	.576	.001	.086
Index 1 * Region	Linear	4233.819	5	846.764	11.366	.000	.193	1.000
Index 1 * Sex * Region	Linear	386.253	5	77.251	1.037	.397	.021	.367
Error(Index 1)	Linear	17730.162	238	74.496				

Tests of Between-Subjects Effects

Measure:Knowledge GainTransformed Variable:Average

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Observed Power[a]
Intercept	2061238.877	1	2061238.877	19227.677	.000	.988	1.000
Sex	504.787	1	504.787	4.709	.031	.019	.580
Region	28300.106	5	5660.021	52.798	.000	.526	1.000
Sex * Region	1463.161	5	292.632	2.730	.020	.054	.818
Error	25513.995	238	107.202				

Multiple Comparisons

Knowledge Gain:Bonferroni

(I) Region	(J) Región	Mean Difference (I-J)	Std. Error	Sig.	Interval Lower Bound	Interval Upper Bound
Metropolitan	North	15.968*	1.5569	.000	11.352	20.584
	Northwest	12.150*	1.5674	.000	7.503	16.797
	South	17.636*	1.5783	.000	12.956	22.316
	East	6.236*	1.5569	.001	1.620	10.853
	Northeast	21.492*	1.5569	.000	16.876	26.109
North	Metropolitan	-15.968*	1.5569	.000	-20.584	-11.352
	Northwest	-3.818	1.6271	.297	-8.642	1.006
	South	1.668	1.6376	1.000	-3.187	6.524
	East	-9.732*	1.6170	.000	-14.526	-4.937
	Northeast	5.524*	1.6170	.011	.730	10.319
Northwest	Metropolitan	-12.150*	1.5674	.000	-16.797	-7.503
	North	3.818	1.6271	.297	-1.006	8.642
	South	5.486*	1.6475	.015	.601	10.371
	East	-5.914*	1.6271	.005	-10.738	-1.089
	Northeast	9.342*	1.6271	.000	4.518	14.167
South	Metropolitan	-17.636*	1.5783	.000	-22.316	-12.956
	North	-1.668	1.6376	1.000	-6.524	3.187
	Northwest	-5.486*	1.6475	.015	-10.371	-.601
	East	-11.400*	1.6376	.000	-16.256	-6.544
	Northeast	3.856	1.6376	.290	-1.000	8.712
East	Metropolitan	-6.236*	1.5569	.001	-10.853	-1.620
	North	9.732*	1.6170	.000	4.937	14.526
	Northwest	5.914*	1.6271	.005	1.089	10.738
	South	11.400*	1.6376	.000	6.544	16.256
	Northeast	15.256*	1.6170	.000	10.462	20.051
Northeast	Metropolitan	-21.492*	1.5569	.000	-26.109	-16.876
	North	-5.524*	1.6170	.011	-10.319	-.730
	Northwest	-9.342*	1.6271	.000	-14.167	-4.518
	South	-3.856	1.6376	.290	-8.712	1.000
	East	-15.256*	1.6170	.000	-20.051	-10.462

General Lineal Model: Index 1 x Sex x Region. Cohort 2010

Within-Subjects Factors	
Measure:Knowdege Gain	
Index 1	Dependent Variable
1	Entry Exam
2	Final Exam

Between-Subjects Factors			
		Value Label	N
Sex	1	Male	159
	2	Female	108
Region	1	Metropolitan	48
	2	North	46
	3	Northwest	45
	4	South	44
	5	East	42
	6	Northeast	42

Descriptive Statistics

	Sex	Region	Mean	Std. Deviation	N
Entry Exam	Male	Metropolitan	70.839	11.9808	31
		North	67.593	9.6447	27
		Northwest	68.111	6.7955	27
		South	65.673	12.3604	26
		East	68.523	7.0988	22
		Northeast	69.038	9.4360	26
		Total	68.365	9.8846	159
	Female	Metropolitan	62.176	14.5784	17
		North	63.421	6.1920	19
		Northwest	62.667	7.7308	18
		South	60.833	8.4453	18
		East	65.375	9.4686	20
		Northeast	68.906	7.0692	16
		Total	63.843	9.4066	108
	Total	Metropolitan	67.771	13.4722	48
		North	65.870	8.5670	46
		Northwest	65.933	7.5931	45
		South	63.693	11.0823	44
		East	67.024	8.3600	42
		Northeast	68.988	8.5193	42
		Total	66.536	9.9284	267
Final Exam	Male	Metropolitan	90.887	3.0787	31
		North	89.574	5.2270	27
		Northwest	92.056	4.8957	27
		South	93.173	5.1282	26
		East	91.045	2.9549	22
		Northeast	90.481	5.8008	26
		Total	91.192	4.7128	159
	Female	Metropolitan	90.676	3.0667	17
		North	90.989	3.9471	19
		Northwest	91.556	4.3314	18
		South	92.722	5.6262	18
		East	88.200	6.2148	20
		Northeast	92.969	4.4999	16
		Total	91.100	4.9332	108
	Total	Metropolitan	90.813	3.0433	48
		North	90.159	4.7449	46
		Northwest	91.856	4.6339	45
		South	92.989	5.2777	44
		East	89.690	4.9436	42
		Northeast	91.429	5.4242	42
		Total	91.155	4.7942	267

Tests of Within-Subjects Contrasts

Measure:Knowdege Gain

Source	Index 1	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Observed Power[a]
Index 1	Linear	80444.367	1	80444.367	1582.857	.000	.861	1.000
Index 1 * Sex	Linear	613.181	1	613.181	12.065	.001	.045	.933
Index 1 * Region	Linear	736.231	5	147.246	2.897	.015	.054	.844
Index 1 * Sex * Region	Linear	203.147	5	40.629	.799	.551	.015	.286
Error(Index 1)	Linear	12959.679	255	50.822				

Tests of Between-Subjects Effects

Measure:Knowledge GainTransformed Variable:Average

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Observed Power[a]
Intercept	3159584.472	1	3159584.472	48927.804	.000	.995	1.000
Sex	622.878	1	622.878	9.646	.002	.036	.872
Region	316.172	5	63.234	.979	.431	.019	.348
Sex * Region	380.967	5	76.193	1.180	.319	.023	.417
Error	16466.998	255	64.576				

Multiple Comparisons

Knowledge Gain:Bonferroni

(I) Region	(J) Región	Mean Difference (I-J)	Std. Error	Sig.	Interval	
					Lower Bound	Upper Bound
Metropolitan	North	1.278	1.1724	1.000	-2.197	4.752
	Northwest	.397	1.1791	1.000	-3.096	3.891
	South	.951	1.1860	1.000	-2.563	4.465
	East	.935	1.2006	1.000	-2.623	4.492
	Northeast	-.917	1.2006	1.000	-4.474	2.641
North	Metropolitan	-1.278	1.1724	1.000	-4.752	2.197
	Northwest	-.880	1.1914	1.000	-4.411	2.650
	South	-.327	1.1982	1.000	-3.877	3.224
	East	-.343	1.2127	1.000	-3.936	3.250
	Northeast	-2.194	1.2127	1.000	-5.788	1.399
Northwest	Metropolitan	-.397	1.1791	1.000	-3.891	3.096
	North	.880	1.1914	1.000	-2.650	4.411
	South	.554	1.2047	1.000	-3.016	4.123
	East	.537	1.2191	1.000	-3.075	4.150
	Northeast	-1.314	1.2191	1.000	-4.926	2.299
South	Metropolitan	-.951	1.1860	1.000	-4.465	2.563
	North	.327	1.1982	1.000	-3.224	3.877
	Northwest	-.554	1.2047	1.000	-4.123	3.016
	East	-.016	1.2258	1.000	-3.648	3.616
	Northeast	-1.867	1.2258	1.000	-5.500	1.765
East	Metropolitan	-.935	1.2006	1.000	-4.492	2.623
	North	.343	1.2127	1.000	-3.250	3.936
	Northwest	-.537	1.2191	1.000	-4.150	3.075
	South	.016	1.2258	1.000	-3.616	3.648
	Northeast	-1.851	1.2400	1.000	-5.525	1.823
Northeast	Metropolitan	.917	1.2006	1.000	-2.641	4.474
	North	2.194	1.2127	1.000	-1.399	5.788
	Northwest	1.314	1.2191	1.000	-2.299	4.926
	South	1.867	1.2258	1.000	-1.765	5.500
	East	1.851	1.2400	1.000	-1.823	5.525

General Lineal Model: Index 1 x Sex x Region. Cohort 2011

Within-Subjects Factors	
Measure:Knowdege Gain	
Index 1	Dependent Variable
1	Entry Exam
2	Final Exam

Between-Subjects Factors			
		Value Label	N
Sex	1	Male	126
	2	Female	132
Region	1	Metropolitan	49
	2	North	46
	3	Northwest	46
	4	South	35
	5	East	41
	6	Northeast	41

Descriptive Statistics

	Sex	Region	Mean	Std. Deviation	N
Entry Exam	Male	Metropolitan	61.876923	10.5937834	26
		North	70.444444	10.5131176	27
		Northwest	69.342105	7.1122989	19
		South	70.735294	8.7840723	17
		East	67.236842	7.8126827	19
		Northeast	69.166667	8.9934617	18
		Total	67.883333	9.6455316	126
	Female	Metropolitan	57.095652	11.9128456	23
		North	71.473684	7.8977382	19
		Northwest	64.166667	14.3111038	27
		South	61.944444	8.4259559	18
		East	60.340909	9.2355245	22
		Northeast	62.608696	11.9534671	23
		Total	62.774242	11.7501770	132
	Total	Metropolitan	59.632653	11.3714260	49
		North	70.869565	9.4377697	46
		Northwest	66.304348	12.0501168	46
		South	66.214286	9.5750025	35
		East	63.536585	9.1851716	41
		Northeast	65.487805	11.1273805	41
		Total	65.269380	11.0532824	258
Final Exam	Male	Metropolitan	90.481	5.1585	26
		North	89.519	5.3051	27
		Northwest	92.237	5.2767	19
		South	90.794	3.0211	17
		East	86.611	5.2988	19
		Northeast	96.528	4.2443	18
		Total	90.862	5.5610	126
	Female	Metropolitan	88.370	5.2184	23
		North	91.105	5.2694	19
		Northwest	93.704	4.0697	27
		South	93.361	3.1984	18
		East	83.300	6.1215	22
		Northeast	96.391	4.0112	23
		Total	91.088	6.3446	132
	Total	Metropolitan	89.490	5.2416	49
		North	90.174	5.2907	46
		Northwest	93.098	4.6087	46
		South	92.114	3.3323	35
		East	84.834	5.9247	41
		Northeast	96.451	4.0633	41
		Total	90.978	5.9643	258

Tests of Within-Subjects Contrasts

Measure:Knowdege Gain

Source	Index 1	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Observed Power[a]
Index 1	Linear	81721.214	1	81721.214	1439.811	.000	.854	1.000
Index 1 * Sex	Linear	851.643	1	851.643	15.005	.000	.057	.971
Index 1 * Region	Linear	2238.376	5	447.675	7.887	.000	.138	1.000
Index 1 * Sex * Region	Linear	355.183	5	71.037	1.252	.286	.025	.441
Error(Index 1)	Linear	13962.536	246	56.758				

Tests of Between-Subjects Effects

Measure:Knowledge GainTransformed Variable:Average

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Observed Power[a]
Intercept	3081491.440	1	3081491.440	42713.397	.000	.994	1.000
Sex	844.851	1	844.851	11.711	.001	.045	.926
Region	4125.079	5	825.016	11.436	.000	.189	1.000
Sex * Region	513.639	5	102.728	1.424	.216	.028	.498
Error	17747.286	246	72.143				

Multiple Comparisons

Knowledge Gain:Bonferroni

(I) Region	(J) Región	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Metropolitan	North	-5.960515*	1.2330148	.000	-9.615345	-2.305684
	Northwest	-5.139862*	1.2330148	.001	-8.794693	-1.485032
	South	-4.603061*	1.3292021	.009	-8.543005	-.663118
	East	.375859	1.2712024	1.000	-3.392166	4.143883
	Northeast	-6.408288*	1.2712024	.000	-10.176312	-2.640263
North	Metropolitan	5.960515*	1.2330148	.000	2.305684	9.615345
	Northwest	.820652	1.2523321	1.000	-2.891438	4.532742
	South	1.357453	1.3471408	1.000	-2.635663	5.350570
	East	6.336373*	1.2899480	.000	2.512784	10.159962
	Northeast	-.447773	1.2899480	1.000	-4.271362	3.375816
Northwest	Metropolitan	5.139862*	1.2330148	.001	1.485032	8.794693
	North	-.820652	1.2523321	1.000	-4.532742	2.891438
	South	.536801	1.3471408	1.000	-3.456315	4.529918
	East	5.515721*	1.2899480	.000	1.692132	9.339310
	Northeast	-1.268425	1.2899480	1.000	-5.092014	2.555164
South	Metropolitan	4.603061*	1.3292021	.009	.663118	8.543005
	North	-1.357453	1.3471408	1.000	-5.350570	2.635663
	Northwest	-.536801	1.3471408	1.000	-4.529918	3.456315
	East	4.978920*	1.3821789	.006	.881945	9.075894
	Northeast	-1.805226	1.3821789	1.000	-5.902201	2.291748
East	Metropolitan	-.375859	1.2712024	1.000	-4.143883	3.392166
	North	-6.336373*	1.2899480	.000	-10.159962	-2.512784
	Northwest	-5.515721*	1.2899480	.000	-9.339310	-1.692132
	South	-4.978920*	1.3821789	.006	-9.075894	-.881945
	Northeast	-6.784146*	1.3264977	.000	-10.716074	-2.852219
Northeast	Metropolitan	6.408288*	1.2712024	.000	2.640263	10.176312
	North	.447773	1.2899480	1.000	-3.375816	4.271362
	Northwest	1.268425	1.2899480	1.000	-2.555164	5.092014
	South	1.805226	1.3821789	1.000	-2.291748	5.902201
	East	6.784146*	1.3264977	.000	2.852219	10.716074

General Lineal Model: Index 2 x Sex x Region. Cohort 2009

Within-Subjects Factors	
Measure:Knowdege Gain	
Index 2	Dependent Variable
1	Entry Exam
2	Total

Between-Subjects Factors			
		Value Label	N
Sex	1	Male	136
	2	Female	114
Region	1	Metropolitan	48
	2	North	41
	3	Northwest	40
	4	South	39
	5	East	41
	6	Northeast	41

Descriptive Statistics

	Sex	Region	Mean	Std. Deviation	N
Entry Exam	Male	Metropolitan	65.26	16.013	27
		North	46.65	13.279	23
		Northwest	53.26	16.599	19
		South	51.35	10.329	23
		East	56.39	12.619	23
		Northeast	37.48	7.521	21
		Total	52.29	15.586	136
	Female	Metropolitan	67.29	9.334	21
		North	44.56	12.118	18
		Northwest	54.10	7.449	21
		South	39.00	13.609	16
		East	56.17	11.516	18
		Northeast	34.50	5.916	20
		Total	49.79	15.059	114
	Total	Metropolitan	66.15	13.415	48
		North	45.73	12.669	41
		Northwest	53.70	12.482	40
		South	46.28	13.143	39
		East	56.29	11.998	41
		Northeast	36.02	6.868	41
		Total	51.15	15.368	250
Final Exam	Male	Metropolitan	78.56	7.668	27
		North	77.52	6.178	23
		Northwest	77.05	3.045	19
		South	76.78	3.977	23
		East	80.26	3.306	23
		Northeast	78.10	2.844	21
		Total	78.09	5.068	136
	Female	Metropolitan	81.29	5.676	21
		North	78.56	4.706	18
		Northwest	77.67	2.781	21
		South	74.88	3.442	16
		East	79.44	3.468	18
		Northeast	77.80	2.895	20
		Total	78.39	4.341	114
	Total	Metropolitan	79.75	6.936	48
		North	77.98	5.538	41
		Northwest	77.38	2.888	40
		South	76.00	3.839	39
		East	79.90	3.360	41
		Northeast	77.95	2.837	41
		Total	78.22	4.743	250

Tests of Within-Subjects Contrasts

Measure:Knowdege Gain

Source	Index 2	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Observed Power[a]
Index 2	Linear	93901.196	1	93901.196	1281.328	.000	.843	1.000
Index 2 * Sex	Linear	222.203	1	222.203	3.032	.083	.013	.411
Index 2 * Region	Linear	10092.530	5	2018.506	27.544	.000	.367	1.000
Index 2 * Sex * Region	Linear	403.689	5	80.738	1.102	.360	.023	.390
Error(Index 2)	Linear	17441.657	238	73.284				

Tests of Between-Subjects Effects

Measure:Knowledge GainTransformed Variable:Average

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Eta Squared	Observed Power[a]
Intercept	2031800.867	1	2031800.867	22923.696	.000	.990	1.000
Sex	153.699	1	153.699	1.734	.189	.007	.259
Region	14525.333	5	2905.067	32.776	.000	.408	1.000
Sex * Region	1054.657	5	210.931	2.380	.039	.048	.753
Error	21094.705	238	88.633				

Multiple Comparisons

Knowledge Gain:Bonferroni

(I) Region	(J) Región	Mean Difference (I-J)	Std. Error	Sig.	Interval	
					Lower Bound	Upper Bound
Metropolitan	North	11.09*	1.416	.000	6.90	15.29
	Northwest	7.41*	1.425	.000	3.18	11.64
	South	11.81*	1.435	.000	7.55	16.06
	East	4.85*	1.416	.011	.65	9.05
	Northeast	15.96*	1.416	.000	11.76	20.16
North	Metropolitan	-11.09*	1.416	.000	-15.29	-6.90
	Northwest	-3.68	1.479	.202	-8.07	.70
	South	.71	1.489	1.000	-3.70	5.13
	East	-6.24*	1.470	.000	-10.60	-1.88
	Northeast	4.87*	1.470	.016	.51	9.23
Northwest	Metropolitan	-7.41*	1.425	.000	-11.64	-3.18
	North	3.68	1.479	.202	-.70	8.07
	South	4.40	1.498	.055	-.05	8.84
	East	-2.56	1.479	1.000	-6.95	1.83
	Northeast	8.55*	1.479	.000	4.16	12.94
South	Metropolitan	-11.81*	1.435	.000	-16.06	-7.55
	North	-.71	1.489	1.000	-5.13	3.70
	Northwest	-4.40	1.498	.055	-8.84	.05
	East	-6.96*	1.489	.000	-11.37	-2.54
	Northeast	4.15	1.489	.086	-.26	8.57
East	Metropolitan	-4.85*	1.416	.011	-9.05	-.65
	North	6.24*	1.470	.000	1.88	10.60
	Northwest	2.56	1.479	1.000	-1.83	6.95
	South	6.96*	1.489	.000	2.54	11.37
	Northeast	11.11*	1.470	.000	6.75	15.47
Northeast	Metropolitan	-15.96*	1.416	.000	-20.16	-11.76
	North	-4.87*	1.470	.016	-9.23	-.51
	Northwest	-8.55*	1.479	.000	-12.94	-4.16
	South	-4.15	1.489	.086	-8.57	.26
	East	-11.11*	1.470	.000	-15.47	-6.75

Bivariate correlations between exams

Descriptive Statistics

2009	Mean	Std. Deviation	N
Entry Exam	51.15	15.368	250
Final Exam	79.50	8.669	250
Total	78.22	4.743	250

Correlations

2009		Entry Exam	Final Exam	Total
Entry Exam	Pearson Correlation	1	.493**	.227**
	Sig. (2-tailed)		.000	.000
	N	250	250	250
Final Exam	Pearson Correlation	.493**	1	.513**
	Sig. (2-tailed)	.000		.000
	N	250	250	250
Total	Pearson Correlation	.227**	.513**	1
	Sig. (2-tailed)	.000	.000	
	N	250	250	250

Descriptive Statistics

2010	Mean	Std. Deviation	N
Entry Exam	66.54	9.928	267
Final Exam	91.15	4.794	267
Total	83.51	5.558	267

Correlations

2010		Entry Exam	Final Exam	Total
Entry Exam	Pearson Correlation	1	.127*	.277**
	Sig. (2-tailed)		.038	.000
	N	267	267	267
Final Exam	Pearson Correlation	.127*	1	.308**
	Sig. (2-tailed)	.038		.000
	N	267	267	267
Total	Pearson Correlation	.277**	.308**	1
	Sig. (2-tailed)	.000	.000	
	N	267	267	267

Descriptive Statistics

2011	Mean	Std. Deviation	N
Entry Exam	65.27	11.053	258
Final Exam	90.95	6.055	269
Total	82.96	5.890	269

Correlations

2011		Entry Exam	Final Exam	Total
Entry Exam	Pearson Correlation	1	.167**	.194**
	Sig. (2-tailed)		.007	.002
	N	258	258	258
Final Exam	Pearson Correlation	.167**	1	.469**
	Sig. (2-tailed)	.007		.000
	N	258	269	269
Total	Pearson Correlation	.194**	.469**	1
	Sig. (2-tailed)	.002	.000	
	N	258	269	269

7. Evaluation Survey

Q1. Sum of Promotions		
MEANS	**Male**	**Female**
Treatment	0.60	0.65
Control	0.90	0.6

		B		
	SUMS	**Male b1**	**Female b2**	**Total**
A	**Treatment a1**	27	42	69
	Control a2	19	15	34
	Total	46	57	103

Summary ANOVA					
Source	**SS**	**df**	**MS**	***F***	***P <***
A	9.361	1	9.361	29.044	0.001
B	0.925	1	0.925	2.869	0.025
A x B	2.759	1	2.759	8.559	***ns***
S/AB	40.888	126.866	0.322		
Total	53.932	129.866			

Q2. Sum of Reform Proposals		
MEANS	**Male**	**Female**
Treatment	0.78	0.82
Control	0.71	0.7

		B		
	SUMS	**Male b1**	**Female b2**	**Total**
A	**Treatment a1**	35	53	88
	Control a2	15	20	35
	Total	50	73	123

Summary ANOVA					
Source	**SS**	**df**	**MS**	***F***	***P <***
A	21.465	1	21.465	53.823	0.001
B	4.042	1	4.042	10.136	0.025
A x B	1.291	1	1.291	3.238	***ns***
S/AB	50.594	126.866	0.399		
Total	77.393	129.866			

Type of group				Success of reform proposals		Total
				Yes	No	
Treatment	Sex	Male	Count	14	14	28
			% within IV	50.0%	50.0%	100.0%
			% within DV	33.3%	51.9%	40.6%
		Female	Count	28	13	41
			% within IV	68.3%	31.7%	100.0%
			% within DV	66.7%	48.1%	59.4%
	Total		Count	42	27	69
			% within IV	60.9%	39.1%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	7	6	13
			% within IV	53.8%	46.2%	100.0%
			% within DV	46.7%	66.7%	54.2%
		Female	Count	8	3	11
			% within IV	72.7%	27.3%	100.0%
			% within DV	53.3%	33.3%	45.8%
	Total		Count	15	9	24
			% within IV	62.5%	37.5%	100.0%
			% within DV	100.0%	100.0%	100.0%

Sum of Reform Approvals		
MEANS	**Male**	**Female**
Treatment	0.93	0.89
Control	0.90	0.5

		B		
	SUMS	**Male b1**	**Female b2**	**Total**
A	**Treatment a1**	42	58	100
	Control a2	19	14	33
	Total	61	72	133

Summary ANOVA					
Source	**SS**	**df**	**MS**	***F***	***P <***
A	34.302	1	34.302	81.749	0.001
B	0.925	1	0.925	2.204	***ns***
A x B	3.370	1	3.370	8.031	0.01
S/AB	53.234	126.866	0.420		
Total	91.831	129.866			

Q3. Sum of Promoting Training		
MEANS	**Male**	**Female**
Treatment	0.60	0.60
Control	0.67	0.7

	SUMS	Male b1	Female b2	Total
A	**Treatment a1**	27	39	66
	Control a2	14	19	33
	Total	41	58	99

Summary ANOVA					
Source	**SS**	**df**	**MS**	***F***	***P <***
A	8.322	1	8.322	25.623	0.001
B	2.208	1	2.208	6.800	0.025
A x B	0.374	1	0.374	1.153	***ns***
S/AB	41.202	126.866	0.325		
Total	52.106	129.866			

Type of group				Succes of training proposals		Total
				Yes	No	
Treatment	Sex	Male	Count	13	12	25
			% within IV	52.0%	48.0%	100.0%
			% within DV	34.2%	52.2%	41.0%
		Female	Count	25	11	36
			% within IV	69.4%	30.6%	100.0%
			% within DV	65.8%	47.8%	59.0%
	Total		Count	38	23	61
			% within IV	62.3%	37.7%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	7	4	11
			% within IV	63.6%	36.4%	100.0%
			% within DV	41.2%	57.1%	45.8%
		Female	Count	10	3	13
			% within IV	76.9%	23.1%	100.0%
			% within DV	58.8%	42.9%	54.2%
	Total		Count	17	7	24
			% within IV	70.8%	29.2%	100.0%
			% within DV	100.0%	100.0%	100.0%

Sum of Training Approvals		
MEANS	**Male**	**Female**
Treatment	0.24	0.38
Control	0.38	0.6

		B		
	SUMS	**Male b1**	**Female b2**	**Total**
A	**Treatment a1**	11	25	36
	Control a2	8	15	23
	Total	19	40	59

Summary ANOVA					
Source	**SS**	**df**	**MS**	***F***	***P <***
A	1.291	1	1.291	3.319	***ns***
B	3.370	1	3.370	8.660	0.01
A x B	0.374	1	0.374	0.962	***ns***
S/AB	49.364	126.866	0.389		
Total	54.400	129.866			

Type of group				Q4. Participation in elections		Total
				Yes	No	
Treatment	Sex	Male	Count	23	20	43
			% within IV	53.5%	46.5%	100.0%
			% within DV	40.4%	40.8%	40.6%
		Female	Count	34	29	63
			% within IV	54.0%	46.0%	100.0%
			% within DV	59.6%	59.2%	59.4%
	Total		Count	57	49	106
			% within IV	53.8%	46.2%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	15	6	21
			% within IV	71.4%	28.6%	100.0%
			% within DV	46.9%	40.0%	44.7%
		Female	Count	17	9	26
			% within IV	65.4%	34.6%	100.0%
			% within DV	53.1%	60.0%	55.3%
	Total		Count	32	15	47
			% within IV	68.1%	31.9%	100.0%
			% within DV	100.0%	100.0%	100.0%

Type of group				Candidate in elections		Total
				Yes	No	
Treatment	Sex	Male	Count	8	14	22
			% within IV	36.4%	63.6%	100.0%
			% within DV	36.4%	43.8%	40.7%
		Female	Count	14	18	32
			% within IV	43.8%	56.3%	100.0%
			% within DV	63.6%	56.3%	59.3%
	Total		Count	22	32	54
			% within IV	40.7%	59.3%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	5	8	13
			% within IV	38.5%	61.5%	100.0%
			% within DV	41.7%	61.5%	52.0%
		Female	Count	7	5	12
			% within IV	58.3%	41.7%	100.0%
			% within DV	58.3%	38.5%	48.0%
	Total		Count	12	13	25
			% within IV	48.0%	52.0%	100.0%
			% within DV	100.0%	100.0%	100.0%

Sum of Won Election		
MEANS	**Male**	**Female**
Treatment	0.13	0.25
Control	0.38	0.3

		B		
	SUMS	**Male b1**	**Female b2**	**Total**
A	**Treatment a1**	6	16	22
	Control a2	8	8	16
	Total	14	24	38

Summary ANOVA					
Source	**SS**	**df**	**MS**	***F***	***P <***
A	0.275	1	0.275	0.710	***ns***
B	0.764	1	0.764	1.972	***ns***
A x B	0.764	1	0.764	1.972	***ns***
S/AB	49.162	126.866	0.388		
Total	50.966	129.866			

Dialogue

Type of group				Participation in discussions		Total
				No	Yes	
Treatment	Sex	Male	Count	18	27	45
			% within IV	40.0%	60.0%	100.0%
			% within DV	50.0%	36.5%	40.9%
		Female	Count	18	47	65
			% within IV	27.7%	72.3%	100.0%
			% within DV	50.0%	63.5%	59.1%
	Total		Count	36	74	110
			% within IV	32.7%	67.3%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	4	17	21
			% within IV	19.0%	81.0%	100.0%
			% within DV	26.7%	51.5%	43.8%
		Female	Count	11	16	27
			% within IV	40.7%	59.3%	100.0%
			% within DV	73.3%	48.5%	56.3%
	Total		Count	15	33	48
			% within IV	31.3%	68.8%	100.0%
			% within DV	100.0%	100.0%	100.0%

Type of group				Has been an observer of Citizens Participation /OAS		Total
				No	Yes	
Treatment	Sex	Male	Count	39	6	45
			% within IV	86.7%	13.3%	100.0%
			% within DV	40.2%	46.2%	40.9%
		Female	Count	58	7	65
			% within IV	89.2%	10.8%	100.0%
			% within DV	59.8%	53.8%	59.1%
	Total		Count	97	13	110
			% within IV	88.2%	11.8%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	20	1	21
			% within IV	95.2%	4.8%	100.0%
			% within DV	46.5%	20.0%	43.8%
		Female	Count	23	4	27
			% within IV	85.2%	14.8%	100.0%
			% within DV	53.5%	80.0%	56.3%
	Total		Count	43	5	48
			% within IV	89.6%	10.4%	100.0%
			% within DV	100.0%	100.0%	100.0%

Type of group				Member of a political/social network		Total
				No	Yes	
Treatment	Sex	Male	Count	13	32	45
			% within IV	28.9%	71.1%	100.0%
			% within DV	48.1%	38.6%	40.9%
		Female	Count	14	51	65
			% within IV	21.5%	78.5%	100.0%
			% within DV	51.9%	61.4%	59.1%
	Total		Count	27	83	110
			% within IV	24.5%	75.5%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	4	17	21
			% within IV	19.0%	81.0%	100.0%
			% within DV	20.0%	60.7%	43.8%
		Female	Count	16	11	27
			% within IV	59.3%	40.7%	100.0%
			% within DV	80.0%	39.3%	56.3%
	Total		Count	20	28	48
			% within IV	41.7%	58.3%	100.0%
			% within DV	100.0%	100.0%	100.0%

Type of group				Coordination meetings		Total
				No	Yes	
Treatment	Sex	Male	Count	13	32	45
			% within IV	28.9%	71.1%	100.0%
			% within DV	31.7%	46.4%	40.9%
		Female	Count	28	37	65
			% within IV	43.1%	56.9%	100.0%
			% within DV	68.3%	53.6%	59.1%
	Total		Count	41	69	110
			% within IV	37.3%	62.7%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	6	15	21
			% within IV	28.6%	71.4%	100.0%
			% within DV	42.9%	44.1%	43.8%
		Female	Count	8	19	27
			% within IV	29.6%	70.4%	100.0%
			% within DV	57.1%	55.9%	56.3%
	Total		Count	14	34	48
			% within IV	29.2%	70.8%	100.0%
			% within DV	100.0%	100.0%	100.0%

Accountability

Type of group				Inform the community		Total
				No	Yes	
Treatment	Sex	Male	Count	19	26	45
			% within IV	42.2%	57.8%	100.0%
			% within DV	43.2%	39.4%	40.9%
		Female	Count	25	40	65
			% within IV	38.5%	61.5%	100.0%
			% within DV	56.8%	60.6%	59.1%
	Total		Count	44	66	110
			% within IV	40.0%	60.0%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	6	15	21
			% within IV	28.6%	71.4%	100.0%
			% within DV	33.3%	50.0%	43.8%
		Female	Count	12	15	27
			% within IV	44.4%	55.6%	100.0%
			% within DV	66.7%	50.0%	56.3%
	Total		Count	18	30	48
			% within IV	37.5%	62.5%	100.0%
			% within DV	100.0%	100.0%	100.0%

Type of group				Make meetings		Total
				No	Yes	
Treatment	Sex	Male	Count	29	16	45
			% within IV	64.4%	35.6%	100.0%
			% within DV	40.8%	41.0%	40.9%
		Female	Count	42	23	65
			% within IV	64.6%	35.4%	100.0%
			% within DV	59.2%	59.0%	59.1%
	Total		Count	71	39	110
			% within IV	64.5%	35.5%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	13	8	21
			% within IV	61.9%	38.1%	100.0%
			% within DV	43.3%	44.4%	43.8%
		Female	Count	17	10	27
			% within IV	63.0%	37.0%	100.0%
			% within DV	56.7%	55.6%	56.3%
	Total		Count	30	18	48
			% within IV	62.5%	37.5%	100.0%
			% within DV	100.0%	100.0%	100.0%

Type of group				Encourages its leaders		Total
				No	Yes	
Treatment	Sex	Male	Count	18	27	45
			% within IV	40.0%	60.0%	100.0%
			% within DV	39.1%	42.2%	40.9%
		Female	Count	28	37	65
			% within IV	43.1%	56.9%	100.0%
			% within DV	60.9%	57.8%	59.1%
	Total		Count	46	64	110
			% within IV	41.8%	58.2%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	11	10	21
			% within IV	52.4%	47.6%	100.0%
			% within DV	45.8%	41.7%	43.8%
		Female	Count	13	14	27
			% within IV	48.1%	51.9%	100.0%
			% within DV	54.2%	58.3%	56.3%
	Total		Count	24	24	48
			% within IV	50.0%	50.0%	100.0%
			% within DV	100.0%	100.0%	100.0%

Type of group				Offer up public declarations		Total
				No	Yes	
Treatment	Sex	Male	Count	26	19	45
			% within IV	57.8%	42.2%	100.0%
			% within DV	37.7%	46.3%	40.9%
		Female	Count	43	22	65
			% within IV	66.2%	33.8%	100.0%
			% within DV	62.3%	53.7%	59.1%
	Total		Count	69	41	110
			% within IV	62.7%	37.3%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	16	5	21
			% within IV	76.2%	23.8%	100.0%
			% within DV	45.7%	38.5%	43.8%
		Female	Count	19	8	27
			% within IV	70.4%	29.6%	100.0%
			% within DV	54.3%	61.5%	56.3%
	Total		Count	35	13	48
			% within IV	72.9%	27.1%	100.0%
			% within DV	100.0%	100.0%	100.0%

Type of group				File sworn statements of assets		Total
				No	Yes	
Treatment	Sex	Male	Count	35	10	45
			% within IV	77.8%	22.2%	100.0%
			% within DV	37.6%	58.8%	40.9%
		Female	Count	58	7	65
			% within IV	89.2%	10.8%	100.0%
			% within DV	62.4%	41.2%	59.1%
	Total		Count	93	17	110
			% within IV	84.5%	15.5%	100.0%
			% within DV	100.0%	100.0%	100.0%
Control	Sex	Male	Count	21	0	21
			% within IV	100.0%	.0%	100.0%
			% within DV	44.7%	.0%	43.8%
		Female	Count	26	1	27
			% within IV	96.3%	3.7%	100.0%
			% within DV	55.3%	100.0%	56.3%
	Total		Count	47	1	48
			% within IV	97.9%	2.1%	100.0%
			% within DV	100.0%	100.0%	100.0%