

PROJECT APPRAISAL REPORT (PAR)

7p.

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1. PROJECT NO. 512-11-680-296.1	2. PAR FOR PERIOD: March 31, 74 TO May 30, 75	3. COUNTRY BRAZIL	4. PAR SERIAL NO. 75-11
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5. PROJECT TITLE

Education Administration and Planning

6. PROJECT DURATION: Began FY 62 Ends FY 76	7. DATE LATEST PROP Sept. 9, 1974	8. DATE LATEST PIP	9. DATE PRIOR PAR May 29, 1974
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10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$ 7,847,000	b. Current FY Estimated Budget: \$ 646,000	c. Estimated Budget to completion After Current FY: \$
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11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME San Diego State University Foundation	b. CONTRACT, PASA OR VOL. AG. NO. AID/1a-C-1055
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I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		
X		X	<p>1. For the final year of this project MEC, San Diego and USAID planning activity will focus on an orderly phase out of the project, with attention given to provision for continuation, by MEC and the states, of the type of activities which have been a part of the project. The Mission will continue to facilitate discussions and actions on the part of the contractor and the Ministry related to post-USAID linkages, such as:</p> <p>a)-The development of GOB financed participant training programs;</p> <p>b)-the utilization of short term consultants by the GOB, to assist with specific problems in planning and administration;</p> <p>c)-the development and offering of specific seminars and workshops in areas such as curriculum development, supervision and evaluation;</p> <p>d)-the production of written materials to serve as guidelines for program development.</p>	6/30/76
X		X	<p>2. Continue efforts to improve utilization of consultants by DEM in developing its capacity for administration and for delivery of technical assistance. Increase use of consultants across departmental lines as consultant time permits.</p>	6/30/76

D. REPLANNING REQUIRES						E. DATE OF MISSION REVIEW	
REVISED OR NEW:	<input type="checkbox"/> PROP	<input type="checkbox"/> PIP	<input type="checkbox"/> PRO AG	<input type="checkbox"/> PIO/T	<input type="checkbox"/> PIO/C	<input type="checkbox"/> PIO/P	August 6, 1975
PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE				MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE			
Ardwin J. Dolio, HRO Date: 1/2/75				Howard D. Lusk, AD/DO Date: 2/14/75			

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II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)					
	UNSATISFACTORY		SATISFACTORY			OUT-STANDING		LCW		MEDIUM		HIGH	
	1	2	3	4	5	6	7	1	2	3	4	5	
1. San Diego State Univ. Foundation						X							X
2.													
3.													

Comment on key factors determining rating

High quality consultants with very good level of Portuguese.

Efforts of Chief of Party, which resulted in the development of improved working relationship within the Ministry and within the team.

Development of a quarterly work plan for consultants by DEF, jointly with its consultants, and by DEM, jointly with its consultants.

4. PARTICIPANT TRAINING								X						X
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Comment on key factors determining rating

**Careful selection and pre-departure preparation of candidates.
Involvement of MEC/San Diego in planning and evaluating the course.
High quality staff with good knowledge of Portuguese and of the Educational situation in Brazil. Good coordination on campus.**

5. COMMODITIES					X						X			
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Comment on key factors determining rating

Selected books and periodicals related to the program.

6. COOPERATING COUNTRY	a. PERSONNEL	DEF												
		DEM				X		X					X	
	b. OTHER	Use of DEF consultants	DEF				X		X				X	
		DEM			X								X	

Comment on key factors determining rating

DEM has 26 and DEF 37 full time technicians, better qualified than previously. MEC giving emphasis to the continuous improvement of the quality of DEF and DEM staff and the expertise of San Diego technicians has been more fully used toward this objective. Work plans for consultants have been developed by each department (DEF and DEM) every three months. DEM utilization of consultants has improved, but continuous attention will need to be given to further improvement in DEM's capacity to utilize consultant assistance. Consultant work plans will allow for cross department utilization if consultant time becomes available.

7. OTHER DONORS														
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(See Next Page for Comments on Other Donors)

N.A.

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II. 7. Continued: Comment on key factors determining rating of Other Donors

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMU- LATIVE PRIOR FY 74	CURRENT FY 75		FY 6	FY	
			TO DATE	TO END			
Integrated State Plans available (approved by MEC).	PLANNED	16	16	16	16		16
	ACTUAL PERFORM- ANCE	16	16				
	REPLANNED			16	16		16
Increased Planning Capacity within MEC/DEF/DEM.	PLANNED DEF DEM	30 24	30 28	30 30	30 30		30 30
	ACTUAL PERFORM- ANCE	30 24	37 26				
	REPLANNED DEF DEM			30 30	30 30		30 30
	PLANNED	6	10	10	14		14
Strengthened State Secre- tariats. * In process.	ACTUAL PERFORM- ANCE	6	23 *				
	REPLANNED			23 #	23*		23*
	PLANNED MEC ST	119 203	145 203	145 203	145 203		145 203
Returned Participants employed in key positions.	ACTUAL PERFORM- ANCE MEC ST	119 203	145 203				
	REPLANNED			145 203	145 203		145 203
	B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS						
1.	Integrated State Plan available.	COMMENT: All states have state plans developed as well as plans for implanting law 5,692. Implementation varies from state to state. Most states are revising their state plans annually. The development of plans for use of <u>salário educa- ção</u> continue to be developed and revised every year.					
2.	Increased Planning capa- city of MEC.	COMMENT: Planning units are established by law in all states, but still vary in quality and will need continued support and assistance from MEC. MEC has been providing TA essentially for implementation of priority projects at state level. States continue to request more TA from MEC.					
3.	Strengthened State Secretariats.	COMMENT: All state secretariats of education are working toward the implementation of a new structure, giving emphasis to technical and administrative decentralization and to the implantation of a system of administration of personnel. However, the progress has been slow. MEC is giving special support to 10 secretariats in this implementation phase.					
	Returned participants em- ployed in key positions.	The SAMECO Program involved high level staff from MEC and State Secretariats of Education. All are employed in key positions.					

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IV. PROJECT PURPOSE

1. Statement of purpose as currently envisaged. 2. Same as in PROP? YES NO

Develop improved planning and administrative capacity within MEC and the various state secretariats of education for Fundamental and Secondary Education.

a. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
1. Existence, within DEF and DEM, of teams of 30 capable of developing feasible national policies and plans and of giving TA to the states in a coordinated manner.	DEF continues to refine its administrative techniques to provide better TA to all 22 states and F.D. It has a group of more than 30 technicians plus the João Pinheiro Center staff, involved in TA for development of priority projects. DEM continues its efforts toward TA to all states. Basic documents for developing TA projects have been developed and state visits have begun, with the help of San Diego technicians.
2. Existence of effective administrative organization in 16 states.	All states have their plans for reorganization of administrative structure and functioning implementation has started, but progress is slow.
3. Educational planning units in 16 states.	Planning units are established by law in all states and are becoming a strong unit at the Secretariat of Education level. They still vary in quality and will need continued support and assistance from MEC.
4. Feasible integrated plans in 16 states.	All states have state plans developed and some revised. Emphasis has been given to reformulation of plans for implementation of priority projects and for better use of salario educação. Continuous TA has been re-
V. PROGRAMMING GOAL /quired in this phase.	

A. Statement of Programming Goal

Improve efficiency and effectiveness of Fundamental and Secondary Education System in Brazil.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

Since the project deals with both national and state operations, achievement of project purpose will have a significant impact on improving education in Brazil. Evidence is beginning to be available as follows:

(see attached sheet)

Measurements of Goal Achievement

1. Reduction in number of student years required to produce a graduate in Fundamental and Secondary education, as demonstrated by improvement in flow.

Since project begun in 1966

<u>School generation</u>	<u>Grade 1 (year 1)</u>	<u>Grade 2 (year 2)</u>	<u>Grade 4 (year 4)</u>	<u>Grade 8 (year 8)</u>	<u>Grade 11 (year 11)</u>	<u>Enter U (year 12)</u>
1954/65	1000	395	181	52	35	15
55/66	1000	398	187	55	39	15
56/67	1000	407	207	61	42	20
57/68	1000	416	207	64	47	23
58/69	1000	429	207	69	52	28
59/70	1000	430	217	77	58	36
60/71	1000	428	232	86	63	48
61/72	1000	446	239	91	64	56
62/73	1000	443	229	97	68	63
63/74	1000	449	245	101		
64/75	1000	401	241	107		
65/76	1000	449	274			
66/77	1000	446	282			
67/78	1000	454	294			
68/79	1000	456				
69/80	1000	490				
71/74	1000	526	418			

2. System serves a larger percentage of appropriate age group (7-14)(15-19)

	<u>7-11</u>	<u>7-14</u>	<u>15-19</u>	
1964	66%	66%		
1970	73%	68%	25%	Data does not include enrollments in Supplementary Education.
1971	77%	71%	27%	
1972	81%	74%		
1973	84%	78%		
1974		81%		

3. Improved quality of graduates.

No evidence as yet.

4. Reduction in percentage of unqualified teachers.

	<u>Primary</u>		<u>% Qualified</u>	<u>% Not Qualified</u>
	<u>Total teachers (teaching)</u>	<u>Number Not Qualified</u>		
1965	313,043	181,863	58	42
1966	346,628	200,534	58	42
1967	353,874	213,154	60	40
1968	382,360	233,882	61+	39
1969*	391,369	240,955	62-	38
1970	412,160	259,204	63	37
1971	435,320			
1972	449,731			

* Estimated.

No data except estimates for remaining levels.

5. Implementation of Education Reform act.

Much emphasis has been given by DEF/DEM to the projects related to the implantation of Reform.

State Plans in this regard have been presented and revised every year. Financial help (salário educação) has increased and technical assistance has expanded to provide support to the states.

6. Reorganization of State Secretariats.

All state secretariats of education are working toward the development and implementation of a new structure, giving emphasis to the technical and administrative decentralization and the implantation of an improved system of personnel administration. Efforts continue on staff training on planning and administrative techniques. Actual reorganization is proceeding slowly and its implementation varies greatly among the states. This will be a long-term process which MEC and the states will continue after phase out of this project.

7. Existence of periodic review of state educational program which leads to program revision.

This is taking place, particularly with plans for implementing the reform act. States involved in the loans have an annual review of performance. DEF is particularly active in reviewing state plans for using "Salário Educação" funds. DEM has begun to review state plans annually.

IV. B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
5. Effective implementation of plan in 16 states.	All states are implementing their plans. 18 states have qualified for AID, IBRD or IDB loans.