

PROJECT APPRAISAL REPORT (PAR)

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1. PROJECT NO. 518-11-690-075.1	2. PAR FOR PERIOD: 6/1/71 TO 2/29/72	3. COUNTRY Ecuador	4. PAR SERIAL NO. 72-1
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8. PROJECT TITLE
EDUCATION DEVELOPMENT Primary Education

A.I.D.
Reference Center
Room 1656 NS

6. PROJECT DURATION: Began FY 69 Ends FY 74	7. DATE LATEST PROP 11/71 ✓	8. DATE LATEST PIP None	9. DATE PRIOR PAR 5/31/71 ✓
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10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$ 981,000	b. Current FY Estimated Budget: \$ 279,783	c. Estimated Budget to completion After Current FY: \$ 600,000
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11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

c. NAME	b. CONTRACT, PASA OR VOL. AG. NO.
University of New Mexico	AID/1a - 401

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		Allot funds for teacher training activities as planned in PROP	March, 1972
		X	Permanent appointments of writers to textbook department	May, 1972
		X	Completion of selection of new teacher-supervisors	March, 1972
		X	Permanent transfer of 18 trained supervisors or teachers to the Primary Unit of National Teacher Training Center from their present assignments	May, 1972
X		X	Design and implement evaluation plan for primary education project	Design May 1972 Complete March 73

D. REPLANNING REQUIRES						E. DATE OF MISSION REVIEW	
REVISOR:	<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	March 15, 1972
PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE Sally Bibirsky 3/17/72				MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE Peter H. Cody 3/17/72			
March 17 1972							

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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		LOW		MEDIUM		HIGH	
	1	2	3	4	5	6	7	1	2	3	4	5	
1. University of New Mexico					X								X
2.													
3.													

Comment on key factors determining rating

The contractor has continued to perform satisfactorily, and was able to push the 2nd and 3rd grade textbooks through to completion during CY 1971. Although Contractor reports did not point out problems with the writing staff early enough to avoid a serious scheduling problem, which USAID had to resolve, the contract team has continued to have superior technical skills and qualifications. Due to insufficient counterpart personnel, the contractor continued to perform many functions that should have been performed by the Ministry of Education. During November, however, the Ministry appointed additional personnel to the project.

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5
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Comment on key factors determining rating

None

5. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5
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Comment on key factors determining rating

No commodities under grant program during reporting period. However, paper purchased under loan was delayed due to U.S. West Coast Lock Strike, and paper for third grade textbooks has been delayed due to lack of response through the small business procurement process.

6. COOPERATING COUNTRY	a. PERSONNEL	1	2	3	4	5	6	7	1	2	3	4	5
	b. OTHER				X								X

Comment on key factors determining rating

Considerable improvement in the GOE contribution to the project was made during the reporting period. The Textbook department was legalized, textbook writers were given permanent appointments with salaries commensurate with their skills, the GOE agreed to use PL 480 funds for counterpart in school construction, the transfer of teachers to the Primary Unit of the In-service teacher training center was agreed upon, and the MOE took the unprecedented step of evaluating the writing staff and replacing those who were found to have insufficient skills and motivation with more qualified candidates. The MOE has been plagued by personnel turnover at the higher levels, but project personnel has remained fairly constant. Project funding has been inadequate. USAID/E terminated the use of PL 480 funds for salary and rent in December. It remains to be seen if the MOE will receive adequate budget to fund the project. Staff provided has generally been adequate for the job, through the writers have shown some insensitivity to the specific needs of rural areas.

7. CONTRACTORS AID/W	1	2	3	4	5	6	7	1	2	3	4	5
		X										

(See Next Page for Comments on Other Donors)

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

AID/W delayed the short-run progress of the project by delaying approval of the PROP revision and only partially allotting funds to the project.

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMULATIVE PRIOR FY	CURRENT FY 72		FY 73	FY 74	
			TO DATE	TO END			
(1) Textbooks and Teachers' guides written (Output numbers are keyed to outputs in the matrix)	PLANNED	1st (3)		2nd (3) 3rd (3)	4th (3)	5th (3) 6th (3)	1-6 grade (18)
	ACTUAL PERFORMANCE	1st (3)	2nd (3) 3rd (3)				
	REPLANNED				No change		
(2) Textbooks printed	PLANNED	900,000	0	1,050,000	300,000	375,000	
	ACTUAL PERFORMANCE	900,000	0				
	REPLANNED			600,000 ^{1/}	450,000	525,000	150,000
(3) Textbooks distributed	PLANNED	510,000	38,000	720,000	390,000	600,000	
	ACTUAL PERFORMANCE	400,000	29,652				
	REPLANNED			225,000	540,000	350,000	
(6-7) Teachers guides printed/distributed	PLANNED	40,000 27,000		60,000 20,000	30,000 20,000	60,000 30,000	
	ACTUAL PERFORMANCE	40,000 17,500					
	REPLANNED			60,000 27,000	30,000 16,000	60,000 8,000	
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT:						
1.	The GOE has expressed willingness to take the steps necessary for establishing the training center. USAID/E is negotiating with the GOE on the salaries to be paid to the trainers staff. It will require 18 trainers and will handle 3,000 teachers annually.						
2.	COMMENT:						
3.	COMMENT:						

**1/ 2nd grade books delayed due to U.S. dock strikes, but should be provided by end 1972
3rd grade books are being delayed due to bidding processes, but should be printed for the Sierra academic year in October, 1972.**

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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
		CUMULATIVE PRIOR FY	CURRENT FY 72		FY 73	FY 74	
			TO DATE	TO END			
(13) Supervisors trained for teacher training activities	PLANNED	257	0	150	300	300	
	ACTUAL PERFORMANCE	257	0*				
	REPLANNED			75*	300	300	
(14) Teachers trained	PLANNED	1,300	1,000	2,500	5,000	5,000	
	ACTUAL PERFORMANCE	1,300	0*				
	REPLANNED			500*	4,000	5,000	
(15) Normal School teachers trained	PLANNED	0	50	150	300	300	
	ACTUAL PERFORMANCE	0	0*				
	REPLANNED			0*	300	300	
(16-17) Supervisors and school administrators trained for reforming supervisory system	PLANNED	0	100	15	820	1,070	
	ACTUAL PERFORMANCE	0	0*				
	REPLANNED			0*	800	1,000	

B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT:
1. Textbook department established and functioning	The textbook department has been legally established and provided with operating regulations. Writing positions have been given permanent status and writers are being assigned these positions. Budgeting for the department remains to be seen.
2. Evaluation System established within the MOE to provide data for continued improvement of textbooks	COMMENT: Pennsylvania State University has been training six MOE research staff in evaluation techniques, including testing and classroom observation. Standardized tests have been prepared for the first grade. The MOE is expected to formally establish a research/investigation/evaluation department by August, 1972.
3.	COMMENT:

* Output targets have been revised due to late approval of PDP and incomplete allotment of funds.

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IV. PROJECT PURPOSE

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

Improve textbooks and teaching methods in the public primary school system.

To institutionalize within the Ministry of Education (a) a capacity to write, print and distribute the primary textbooks required for math, science and reading, and (b) to train teachers in the use of these books and in effective teaching/learning techniques.

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
<p>A. Improved textbooks being used by adequately prepared teachers to instruct approximately 50% of the public primary school students.</p> <p>B. 1. An MOE-funded Textbook Department, with nine writers and three illustrators who will (a) have developed the 1-6 grades textbooks and guides in math, science and reading, (b) be able to develop revised editions of these books as well as new ones in other areas and levels and (c) contracting for the printing of the texts and guides in sufficient numbers.</p> <p>2. An MOE-funded Bookstore (SNALME), effectively distributing the MOE produced books on</p>	<p>A. Approximately 35-40% of public first grade students used the textbooks during this school year. Dock strike causing delay in 2nd grade texts, so teacher training could not take place.</p> <p>B. 1. Enabling legislation legally establishing the textbook department was obtained. Regulations for the textbook department were drafted and approved by the MOE. Writers were evaluated, and new writers to replace those found deficient were selected through competitive examination.</p> <p>1.a. Writing of third grade textbooks and guides has been completed.</p> <p>1.c. Contracts for printing two of the textbooks were signed.</p> <p>2. Has distributed on a nation wide basis, establishing sub-contracts for distribution and sale in every province. 35-40% of primary students have</p>

V. PROGRAMMING GOAL

A. Statement of Programming Goal
To maximize the participation of all people of Ecuador in the development process.

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.

First grade textbooks are currently being used by 150,000 first grade students, which is approximately 35% of public first grade students. The Ministry of Education is not distributing the textbooks as fast as it could because it waits teachers to be trained before using the books in class. An evaluation of the effectiveness of the textbooks is being conducted, but results are not yet available. Preliminary impressions, gained from classroom observation and pretests of the evaluation, are that the textbooks are having an impact in schools where teachers have the knowledge and motivation to use them properly. Where these two qualities are absent, the textbooks are having less effect on student learning.

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP? YES NO

<p>B. 1. Conditions which will exist when above purpose is achieved.</p>	<p>2. Evidence to date of progress toward these conditions.</p>
<p>(Cont¹)</p> <p>a nation wide basis.</p> <p>3. A Primary Unit in the in-service National Teacher Training Center, funded by the MOE, adequately staffed and capable of conducting continuous in-service training programs.</p> <p>4. An improvement of the out-moded pre-service training programs of the Normal Schools.</p> <p>5. Ancillary improvement in the systems of supervision and school administration that will effectively assist the teaching and learning situations.</p>	<p>books as a result of distribution.</p> <p>3. A new teacher training component was agreed upon with the MOE. Competitive selection procedures for selecting trainer/supervisors have been established.</p> <p>3.8 4. Progress has been delayed due to delay in PROP approval for teacher-training activity.</p> <p>5. MOE consensus that the systems need to be changed has been achieved.</p>

V. PROGRAMMING GOAL

A. Statement of Programming Goal

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.