

PROJECT PERIODICAL REPORT (PAR)

SECURITY CLASSIFICATION
UNCLASSIFIED

001 PROJECT NUMBER **5180096-10**
518-15-995-096.1

U.S. OBLIGATION SPAN
FY **64** Thru FY **72**

004 PROJECT TITLE
**INSTITUTIONAL DEVELOPMENT -
AGRICULTURAL COOPERATIVES**
A.I.D.
Reference Center
Room 1656 NS

006 FUNDING TABLE

CONTRACT (NON-ADD)	PERSONNEL SERVICES		PARTICIPANTS		COMMODITIES		OTHER COSTS		
	AID	PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	
355	23		275			17.7		39.1	80
184.3	6.4		91.9						92.4
225.0			165.0	15.0		20.0			60.0

Thru Actual Year : **0-** Operational Year Program : **0-**

007 IMPLEMENTING AGENCY TABLE

Participating agencies are employed, enter the name and contract or PASA number of each in appropriate spaces below; in the case of voluntary agencies, enter name and registration number from M.O. 1551.1, Attachment A. Enter the appropriate descriptive terms in columns b and c, using the coding guide provided below.

TYPE CODE	TYPE CODE c	a. IMPLEMENTING AGENCY	TYPE CODE		d. CONTRACT/PASA/VOLAG NO.	e. LEAVE BLANK FOR AID/W USE
			b.	c.		
		CUJSA	1	2	csd-267	
					T.O. #12	

PART I - PROJECT IMPACT

STATEMENT OF PROJECT EFFECTIVENESS, SIGNIFICANCE & EFFICIENCY.

with a brief (one or two paragraph) statement of the principal events in the history of the project should come a concise narrative statement which evaluates the overall efficiency, effectiveness and the standpoint of the project implementation in achieving stated project targets; i.e. efficiency in resource utilization; and the significance of the project to country development and/or the furtherance of U.S. objectives and associated significant remedial actions undertaken or planned. The narrative can be organized to refer to other sections of the PAR which are pertinent. If the evaluation in the project is too new to have achieved significant results, this Part should so (use the form I/D 1020-25 1 as necessary);

ended June 30, 1969.

for fiscal years 1970 and 1971.

project was for the period that ended June 30, 1969.

given in that PAR were 518-15-190-078, Agricultural Education. As of July 1, 1969, the number and title

DATE
6/25/70

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PAR CONTINUATION SHEET

This sheet is to be used for any Narrative Sections for which sufficient space has not been provided on the form. Identify each narrative by its Part and Section Designation.

of the project were changed, as indicated in blocks 001 and 004 above.

Since the submittal of the previous PAR most of the accomplishments in this project have been in the area of the rice growers' cooperatives, although the project staff members have made some progress in their efforts, begun in July 1969, to improve the organization and effectiveness of agricultural cooperatives in four provinces of the Sierra region. Financial assistance to the National Federation of Coffee Cooperatives (FENACAFE) was terminated on June 30, 1969. By September it became apparent that FENACAFE would need further financial assistance from outside sources in order to continue its activities. The cooperatives belonging to the federation, however, did not show much concern about its problems until the end of the year.

The rice growers' cooperatives have continued to grow as a group, and to profit from the project workers' efforts in cooperative promotion and education, advice on land tenancy problems, services in accounting and agricultural extension, and technical assistance in infrastructure development. In the Sierra region the project workers, instead of concentrating on the development of new cooperatives, as they have done among the rice growers, have been working with established local organizations and helping them with ongoing activities for which they also receive assistance from other agencies.

(1) Progress towards the targets stated in the PROP

(a) Rice growers' cooperatives. As of February 28, 1970, twelve cooperatives had been legalized, and the staff members of the project were providing assistance to 16 pre-cooperatives or groups in formation. The total membership of these 28 groups was over 1,000. Capital in the cooperatives increased, as did the average holdings of rice lands per member. The staff members of the project began to lay the ground work for the eventual establishment of a federation of rice growers' cooperatives.

(b) Agricultural cooperatives in the Sierra region. During this reporting period the cooperative extensionists provided to the 2 agricultural cooperative unions in northern Ecuador (grouping 25 coops) and the agricultural engineer working with 4 coops and 21 coop-like community groups provided specialized assistance, educational courses and field days. Close working relationships were established with the respective organizations clarifying the potential for ongoing program relationships soon to be formalized. Contact with the National Federation of Agricultural Coops was maintained but is not yet formalized.

(2) Contribution to the achievement of sector goals

Project staff members contribute to the achievement of the sector goals of more equitable distribution of income and greater participation by small farmers in local and regional institutions by providing cooperative education courses, assistance in setting up adequate accounting systems, advice on marketing methods and the efficient use of agricultural inputs, etc. They periodically review the results of their efforts in these directions in order to determine what improvements are needed for greater success.

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(3) Value of results compared to their cost

As mentioned in the previous PAR, this project, since its start in the latter half of FY 1966, has made considerable headway towards getting neglected elements of the Ecuadorean population to participate in the country's economic, social and political life and to organize themselves effectively in order to improve their income. The cost of this accomplishment does not appear to have been high; however, it has not yet been possible to do a cost/benefit analysis of the results of the project.

(4) Continuing relevance of the project to the country's development and the furtherance of U. S. objectives

There has been no change in the previous PAR's statement concerning the continuing relevance of this project to the country's development and the furtherance of U. S. objectives.

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PART I-B - PROJECT EFFECTIVENESS

009 I-B-1 - OUTPUT REPORT AND FORECAST - (See detailed instructions)

1. CODE NO. AID/W USE ONLY	2. This section is designed to record progress toward the achievement of each project output target which was scheduled in the PIP Part II. Where progress toward a target is significantly greater or less than scheduled, describe reasons, beneath the target.	ACTUAL AND PLANNED OUTPUTS (ALL DATA CUMULATIVE)				6. PROJECT TOTAL FOR PROJECT LIFE
		3 ACTUAL CUM. TO DATE 2/23/70	4. AS OF PRIOR JUNE 30 1969		5. PLANNED BY NEXT JUNE 30 1971	
			a. PLANNED	b. ACTUAL		
	(a) Formation and legalization of rice cooperatives.	25	20	13	25	35
	(b) Increase in membership in cooperatives.	936	2,500	-	3,500	5,000
	(c) Purchase of land during project for cooperatives (numbers of hectares)	1,042	"	1,042	-	25,000
	(d) Number of education courses provided.	195	145	150	200	332
	(e) Numbers of persons benefitting from education courses.	6,326	5,000	5,217	7,000	9,000
	(f) Number of coordinating agencies providing technical assistance to cooperatives.	5	5	5	7	7
	(g) Contribution from these coordinating agencies (estimated in dollar equivalents).	"	"	"	-	-
	(h) Capitalization of rice cooperatives (in US\$)	130,000	250,000	"	425,000	600,000
	(i) Number of hectares cultivated with rice.	2,431	"	"	3,000	"
	(j) Number of accounting systems established.	15	"	"	25	"
	(k) Amount of rice marketed.					
	(l) Estimated value of farm supplies sold to cooperatives.					
	(m) Amount of credit obtained by cooperatives.					
	Information not available.					

(The base information for these output targets has not yet been sufficiently defined to permit projections.)

PART I-B - Continued

010

B.2 - OVERALL ACHIEVEMENT OF PROJECT TARGETS

Place an "X" within the bracket on the following seven-point scale that represents your judgment of the overall progress towards project targets:



PART I-C - PROJECT SIGNIFICANCE

011

C.1 - RELATION TO SECTOR AND PROGRAM GOALS (See detailed instructions M.O. 1026.1)

This section is designed to indicate the potential and actual impact of the project on relevant sector and program goals. List the goals in col. b and rate potential and actual project impact in cols. c and d.

a. CODE NO. (AID/W USE ONLY)	SCALE FOR COLUMN c: 3= Very Important; 2= Important; 1= Secondary Importance SCALE FOR COLUMN d: 3= Superior/Outstanding; 2= Adequate/Satisfactory/Good; 1= Unsatisfactory/Marginal	c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
	b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)		
	(1) More active participation in local and regional institutions by less privileged segments of the population to obtain more influence in the country's economic, social and political life.	2	2
	(2) More equitable distribution of income.	2	2
	(3)		
	(4)		

For goals where column c. is rated 3 or 2 and column d. is rated 1, explain in the space for narrative. The narrative should also indicate the extent to which the potential impacts rated 3 or 2 in column c. are dependent on factors external to the achievement of the project targets, i.e., is there a substantial risk of the anticipated impact being forestalled by factors not involved in the achievement of project targets. If possible and relevant, it also would be useful to mention in the narrative your reading of any current indicators that longer-term purposes, beyond scheduled project targets, are likely or unlikely to be achieved. Each explanatory note must be identified by the number of the entry (col. b) to which it pertains.

012 NARRATIVE FOR PART I-C.1 (Continue on form AID 1020-25 I):

Factors external to the achievement of project targets may play a significant role in achieving potential impact in relation to both goals listed above. The marginal rice farmer is now either isolated from politics or a pawn of others in political activities just as this group now supplies cheap labor and constitutes an enormous market for usurers. As these farmers take their rightful place in society and cooperatively meet their needs for credit and other inputs they represent a serious threat to traditional power groups with their respective vested interests.. Currently we are facing a very vocal reaction by a group of landowners including wild newspaper accusations against project personnel. This attack is seemingly lacking widespread support but suggests a potential deterrent especially if the project continues to be successful.

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PART I-C - Continued

C.2 - GENERAL QUESTIONS

These questions concern developments since the prior PAR. For each question place "Y" for Yes, "N" for No, or "NA" for Not Applicable in the right hand column. For each question where "Y" is entered, explain briefly in the space below the table.	MARK IN THIS COL.
013 Have there been any significant, unusual or unanticipated results not covered so far in this PAR?	N
014 Have means, conditions or activities other than project measures had a substantial effect on project output or accomplishments?	N
015 Have any problems arisen as the result of advice or action or major contributions to the project by another donor?	N
016 If the answer to 014 or 015 is yes, or for any other reason, is the project now less necessary, unnecessary or subject to modification or earlier termination?	N
017 Have any important lessons, positive or negative, emerged which might have broad applicability?	Y
018 Has this project revealed any requirement for research or new technical aids on which AID/W should take the initiative?	N
019 Do any aspects of the project lend themselves to publicity in newspapers, magazines, television or films in the United States?	Y
020 Has there been a lack of effective cooperating country media coverage? (Make sure AID/W has copies of existing coverage.)	N
021 <u>NARRATIVE FOR PART I-C.2</u> Identify each explanatory note by the number of the entry to which it pertains. (Continue on form AID 1020-25 I as necessary):	

017 This project has produced strong reactions, including attacks by the press suggesting that the project is the underlying cause of invasions of owned lands. The lesson that emerges from this experience is that the project arouses political sensitivities, and requires careful work in public relations. Fortunately contacts with government agencies and other significant power groups have forestalled serious disruptions in the project.

019 Improvements in the living conditions and farming methods of the members of cooperatives.

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PART II - IMPLEMENTATION REPORT

II-A - STATUS OF SCHEDULE

022 A-1 - INDIVIDUAL ACTIONS (See detailed instructions M.O. 1026.1). This is a listing of major actions or steps which were scheduled for physical start or continuing implementation in the reporting period as reflected in the Project Implementation Plan, Part I.

(a)		(b) STATUS - PLACE AN "X" IN, ONE COLUMN		
PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(1)	(2)	(3)
		BEHIND SCHEDULE	ON SCHEDULE	AHEAD OF SCHEDULE
1	Negotiate and sign contract (CIUSA-AID)		X	
2	Arrival of contract personnel at post		X	
3	Planning of the first activity of the project (coffee cooperatives)		X	
4	Establishment of an education program		X	
5	Establishment of a unified accounting system		X	
6	Legalization of a federation of coffee cooperatives		X	
7	Planning of the second activity of the project (rice growers' cooperatives)		X	
8	Establishment of a special loan fund, cooperative bank		X	
9	Conclusion of financial assistance to the coffee cooperatives		X	
10	Development of relationships with regional development agencies			
11	Establishment of a machinery pool	X		
12	Planning of the third activity of the project (farmers' cooperatives in the Sierra region)		X	
13	Beginning of joint activities with the National Directorate of Cooperatives		X	
14	Legalization of a federation of rice growers' cooperatives	X		
15	Establishment of a cooperative association for the province of Carchi		X	
16	Study of the possibility of a colonization cooperative project		X	
17	Conclusion of financial assistance to the rice growers' cooperatives		X	
18	Beginning of land sales		X	
19	Unification of the cooperative activities in the Sierra region		X	
20	Assistance to forestry cooperatives		X	

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PART II - Continued

023

II-A.2 - OVERALL TIMELINESS

In general, project implementation is (place an "X" in one block):

(a) On schedule	X
(b) Ahead of schedule	
(c) Behind schedule	
(1) AID/W Program Approval	
(2) Implementing Agency (Contractor/Participating Agency/Voluntary Agency)	
(3) Technicians	
(4) Participants	
(5) Commodities (non-FFF)	
(6) Cooperating Country	
(7) Commodities (FFF)	
(8) Other (specify):	

BLOCK (c): If marked, place an "X" in any of the blocks one thru eight that apply. This is limited to key aspects of implementation, e.g., timely delivery of commodities, return of participants to assume their project responsibilities, cooperating country funding, arrival of technicians.

II-B - RESOURCE INPUTS

This section appraises the effectiveness of U.S. resource inputs. There follow illustrative lists of factors, grouped under Implementing Agency, Participant Training and Commodities, that might influence the effectiveness of each of these types of project resources. In the blocks after only those factors which significantly affect project accomplishments, write the letter P if effect is positive or satisfactory, or the letter N if effect is negative or less than satisfactory.

1. FACTORS-IMPLEMENTING AGENCY (Contract/Participating Agency/Voluntary Agency)

024 IF NO IMPLEMENTING AGENCY IN THIS PROJECT. PLACE AN "X" IN THIS BLOCK:		032 Quality, comprehensiveness and candor of required reports	P
		033 Promptness of required reports	
025 Adequacy of technical knowledge	P	034 Adherence to work schedule	
026 Understanding of project purposes	P	035 Working relations with Americans	P
027 Project planning and management	P	036 Working relations with cooperating country nationals	
028 Ability to adapt technical knowledge to local situation	P	037 Adaptation to local working and living environment	
029 Effective use of participant training element		038 Home office backstopping and substantive interest	
030 Ability to train and utilize local staff	P	039 Timely recruiting of qualified technicians	P
031 Adherence to AID administrative and other requirements	P	040 Other (describe):	

2. FACTORS-PARTICIPANT TRAINING

041 IF NO PARTICIPANT ELEMENT IN PROJECT. PLACE AN "X" IN THIS BLOCK:	X	TRAINING UTILIZATION AND FOLLOW UP	
PREDEPARTURE		052 Appropriateness of original selection	
042 English language ability		053 Relevance of training for present project purposes	
043 Availability of host country funding		054 Appropriateness of post-training placement	
044 Host country operational considerations (e.g., selection procedures)		055 Utility of training regardless of changes in project	
045 Technical/professional qualifications		056 Ability to get meritorious ideas accepted by supervisors	
046 Quality of technical orientation		057 Adequacy of performance	
047 Quality of general orientation		058 Continuance on project	
048 Participants' collaboration in planning content of program		059 Availability of necessary facilities and equipment	
049 Collaboration by participants' supervisors in planning training		060 Mission or contractor follow-up activity	
050 Participants' availability for training		061 Other (describe):	
051 Other (describe):			

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PART II-B - Continued

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3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF	063 NON-FFF	064 NO COMMODITY ELEMENT	072 Control measures against damage and deterioration in shipment.
065 Timeliness of AID/W program approval (i.e., PIO/C, Transfer Authorization).			X	073 Control measures against deterioration in storage.
066 Quality of commodities, adherence to specifications, marking.				074 Readiness and availability of facilities.
067 Timeliness in procurement or reconditioning.				075 Appropriateness of use of commodities.
068 Timeliness of shipment to port of entry.				076 Maintenance and spares support.
069 Adequacy of port and inland storage facilities.				077 Adequacy of property records, accounting and controls.
070 Timeliness of shipment from port to site.				078 Other (Describe):
071 Control measures against loss and theft.				

P

Indicate in a concise narrative statement (under the heading a. Overall Implementation Performance, below) your summary appraisal of the status of project implementation, covering both significant achievements and problem areas. This should include any comments about the adequacy of provision of direct hire technicians as well as an overall appraisal of the comments provided under the three headings (b, c & d) which follow. For projects which include a dollar input for generation of local currency to meet local cost requirements, indicate the status of that input (see Detailed Instructions).

Discuss separately (under separate headings b, c & d) the status of Implementing Agency Actions, Participants and Commodities. Where above listed factors are causing significant problems (marked N), describe briefly in the appropriate narrative section: (1) the cause and source of the problem, (2) the consequences of not correcting it, and (3) what corrective action has been taken, called for, or planned by the Mission. Identify each factor discussed by its number.

079 NARRATIVE FOR PART II-B: (After narrative section a. Overall Implementation Performance, below, follow, on form AID 1020-25 I as needed, with the following narrative section headings: b. Implementing Agency, c. Participants, d. Commodities. List all narrative section headings in order. For any headings which are not applicable, mark them as such and follow immediately below with the next narrative section heading.)

a. Overall Implementation Performance.

Although the current reporting period includes several months of home and sick leave of the contractor's representative, the project continued smoothly under the excellent leadership of the local staff. The period seems to show the arrival at a plateau in the rice project on which activities with new groups began to taper off and the consolidation of existing groups became the major task. The project team is facing the need to provide more effective business management and commercial skills now that cooperatives are organized and doing business. The Sierra effort is reaching the end of the exploratory phase and must clarify ways to bring the assistance efforts into a focus that will make a lasting contribution toward the integration of the cooperative movement.

b) Implementing agency - The contractor's services continued to be adequate. A two-stage study organized by CLUSA (under regional funding) assisted the local team to identify problem areas and somewhat clarify future possibilities. However, the study was not uniformly helpful nor very profound.

c) Participants - No participant training has been financed under this project heretofore, but some is planned for FY 1971.

d) Commodities - Commodity procurement for this project has been minimal. It has consisted chiefly of jeeps and accessories, office equipment and audio-visual equipment. During the period covered by this report the only thing procured was a theodolite which was received in a timely manner and put to good use.

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PART III - ROLE OF THE COOPERATING COUNTRY

The following list of illustrative items are to be considered by the evaluator. In the block after only those items which significantly affect project effectiveness, write the letter P if the effect of the item is positive or satisfactory, or the letter N if the effect of the item is negative or less than satisfactory.

SPECIFIC OPERATIONAL FACTORS:

080 Coordination and cooperation within and between ministries.	P
081 Coordination and cooperation of LDC gov't. with public and private institutions and private enterprise.	N
082 Availability of reliable data for project planning, control and evaluation.	
083 Competence and/or continuity in executive leadership of project.	
084 Host country project funding.	
085 Legislative changes relevant to project purposes.	
086 Existence and adequacy of a project-related LDC organization.	
087 Resolution of procedural and bureaucratic problems.	
088 Availability of LDC physical resource inputs and/or supporting services and facilities.	
089 Maintenance of facilities and equipment.	
090 Resolution of tribal, class or caste problems.	
091 Receptivity to change and innovation.	
092 Political conditions specific to project.	
093 Capacity to transform ideas into actions, i.e., ability to implement project plans.	
094 Intent and/or capacity to sustain and expand the impact of the project after U.S. inputs are terminated.	
095 Extent of LDC efforts to widen the dissemination of project benefits and services.	
096 Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.	
097 Enforcement of relevant procedures (e.g., newly established tax collection and audit system).	
098 Other:	

HOST COUNTRY COUNTERPART TECHNICIAN FACTORS:

099 Level of technical education and/or technical experience.	P
100 Planning and management skills.	
101 Amount of technician man years available.	
102 Continuity of staff.	
103 Willingness to work in rural areas.	
104 Pay and allowances.	
105 Other:	

In the space below for narrative provide a succinct discussion and overall appraisal of the quality of country performance related to this project, particularly over the past year. Consider important trends and prospects. See Detailed Instructions for an illustrative list of considerations to be covered.

For only those items marked N include brief statements covering the nature of the problem, its impact on the achievement of project targets (i.e., its importance) and the nature and cost of corrective action taken or planned. Identify each explanatory note.

106 NARRATIVE FOR PART III (Continue on form AID 1020-25 I):

081 The lack of coordination has not caused serious problems, but has made it necessary to secure Ecuadorean government technicians to work under this project. Project funds are used to pay the travel and subsistence expenses of these technicians. Their services have been satisfactory, but nevertheless represent an unfortunate and expensive necessity.

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PART IV - PROGRAMMING IMPLICATIONS

IV-A - EFFECT ON PURPOSE AND DESIGN

Indicate in a brief narrative whether the Mission experience to date with this project and/or changing country circumstances call for some adjustment in project purposes or design, and why, and the approximate cost implications. Cover any of the following considerations or others that may be relevant. (See Detailed Instructions for additional illustrative considerations.) Relevant experience or country situations that were described earlier can simply be referenced. The spelling out of specific changes should be left to the appropriate programming documents, but a brief indication of the type of change contemplated should be given here to clarify the need for change.

For example, changes might be indicated if they would:

1. better achieve program/project purposes;
2. address more critical or higher priority purposes within a goal plan;
3. produce desired results at less cost;
4. give more assurance of lasting institutional development upon U.S. withdrawal.

107 NARRATIVE FOR PART IV-A (Continue on form AID 1020-25 I):

The Mission's plans for this project are stated in the PROP prepared in September 1969. No adjustment in the design of the project specified in that document is contemplated at this time, but will probably be made in FY 71 according to developments in loan projects which may require support from this project.

IV-B - PROPOSED ACTION

108 This project should be (Place an "X" in appropriate block(s)):

1. Continued as presently scheduled in PIP.	X
2. Continued with minor changes in the PIP, made at Mission level (not requiring submission of an amended PIP to AID/W).	
3. Continued with significant changes in the PIP (but not sufficient to require a revised PROP). A formally revised PIP will follow.	
4. Extended beyond its present schedule to (Date): Mo. ___ Day ___ Yr. ___. Explain in narrative, PROP will follow.	
5. Substantively revised. PROP will follow.	
6. Evaluated in depth to determine its effectiveness, future scope, and duration.	
7. Discontinued earlier than presently scheduled. Date recommended for termination: Mo. ___ Day ___ Yr. ___	
8. Other. Explain in narrative.	

109 NARRATIVE FOR PART IV-B:

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