PD-AAA-887-C1

5200176 (7) RS/RS

AID 1020-25 (10-70)

REPORT U-446

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PROJECT APPRAISAL REPORT (PAR)

4p.

1. PROJECT NO.	2. PAR FOR PERIOD:	3. COUNTRY	4. PAR SERIAL NO.
520-11-790-176.1	July 1,1970 TO Dec.31,1971 1/	Guatemala	72-6

5. PROJECT TITLE

Public Administration - National

A.I.D. Reference Center Room 1656 NS

6. PROJECT DURATION: Began FY 71 Ends FY 72	7. DATE LATEST PROP	8. DATE LATEST PIP	9. DATE PRIOR PAR
	7/16/70	6/71 (INAD doc.)	------

10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: $ 144,000	b. Current FY Estimated Budget: $ 50,000	c. Estimated Budget to completion After Current FY: $ ------

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.
National Institute for Development Administration (INAD)	------

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X) USAID	AID/W	HOST	B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
X		X	Negotiate final Pro-Ag (FY 72) with INAD for national level activities.	4/15/72

1/ This PAR based on PROP which covers same period.

D. REPLANNING REQUIRES REVISED OR NEW: ☐ PROP ☐ PIP ☒ PRO AG ☐ PIO/T ☐ PIO/C ☐ PIO/P

E. DATE OF MISSION REVIEW 3/9/72

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE: Daniel Chaitin, Chief, Social & Civic Dev. Div.

MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE: Harlan A. Harrison, Deputy Director

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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: UNSATISFACTORY 1	2	SATISFACTORY 3	4	5	OUTSTANDING 6	7	C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X): LOW 1	MEDIUM 2	3	4	HIGH 5
1. National Institute of Development												
X Administration (INAD)					X						X	
3.												

Comment on key factors determining rating

INAD successfully developed and set in operation Guatemala's first Civil Service, which has now become an independent government entity with a sizeable staff and budget. INAD also participated in planning and implementing the recent reorganization of two Government ministries. In the past year, INAD has provided short-term training to over 3,000 middle and low-level government employees. It has worked effectively to develop and train O&M units in various ministries. Some 75% of the 43 graduates of INAD's Public Administration Intern Program now hold positions in the GOG, Municipality, or universities. Both in terms of the GOG Administrative Reform Plan and its own Intern Program, INAD's output has been most satisfactory.

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5

Comment on key factors determining rating

N/A

5. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5
					X						X	

Comment on key factors determing rating

Accounting equipment was donated to the Office of the Controller General to replace antiquated machines and improve efficiency as called for under the Administrative Reform Plan. Office equipment was provided to help establish an independent Civil Service Office. It has been used efficiently from the outset and has been a most valuable asset to the Civil Service operation.

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

Comment on key factors determining rating

The key to INAD's success in training and administrative reform has been its dynamic leadership and technically competent staff. On the other hand, while the GOG has supported to some extent the O&M and in-service training activities, its financial input has been limited. AID has provided most of INAD's operational funds, especially for the Intern Program. This lack of GOG support has not hurt the project per se to date. However, since AID is terminating the project after FY 72, it becomes critical for INAD that the Government provide the needed funds to continue. Recently the GOG has indicated that it intends to do so; the proof will be how much they decide to allocate for INAD in the 1973 budget. In the case of Civil Service, the Government already has committed itself to providing adequate financial support and the Office of Civil Service can now be considered a permanent GOG entity.

7. OTHER DONORS	1	2	3	4	5	6	7	1	2	3	4	5
				X						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

INAD has received helpful assistance from the U.N. (full-time public administration advisor) and the OAS (training scholarships).

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					
		CUMULATIVE PRIOR FY	CURRENT FY TO DATE	CURRENT FY TO END	FY 73	FY 74	END OF PROJECT
Recruit additional top University students as INAD interns for 18-month graduate program. (cumulative)	PLANNED	40	55	58	73		73
	ACTUAL PERFORMANCE	43	58				
	REPLANNED						
Place Intern Program graduates in GOG, municipal and University positions. (cumulative)	PLANNED	30	30	34	46	58	58
	ACTUAL PERFORMANCE	34	34				
	REPLANNED						
Provide in-service training for large number of public employees. (per year)	PLANNED	2,000	1,500	3,000	3,000*		8,000
	ACTUAL PERFORMANCE	1,925	2,022				
	REPLANNED						
Prepare O&M studies, reorganization plans, and personnel studies called for under Administrative Reform Plan. (per year)	PLANNED	22	10	8	15*		49
	ACTUAL PERFORMANCE	18	8				
	REPLANNED						

* Not AID-financed in 2nd. half of FY 73.

B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT:
1. Establish Secretariat at Presidential Office level.	Established in mid-1971, the Presidential Commission on Government Management is what the "Secretariat" was intended to be. It is composed of the Directors of Budget, Civil Service, INAD, and Planning Council, as well as President's Chief Counselor. The Commission is responsible for supervising the GOG's Admin. Reform Plan
2. Relocate Civil Service Office; expand staff; appoint new Director.	The Civil Service Office has been established in its own permanent quarters; a full-time Director was appointed at the beginning of 1971; the staff has been increased by 33 more people for 1972.
3.	

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP? ☒ YES ☐ NO

Give INAD one final grant in FY 72. It is hoped the GOG will institutionalize and give INAD full support so that it can contribute to the successful implementation of the GOG's Administrative Reform Plan, and will have the means to carry out its Public Administration Intern Program for at least four groups of post-graduate students.

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
1. INAD will be fully supported by the Government with its present or a larger staff and program.	1. GOG increased its contribution by almost 50% for 1972; letter of commitment sent to USAID stating GOG intent to provide full support for national-level INAD program.
2. The Office of Civil Service will be similarly supported.	2. Civil Service fully supported by GOG; larger staff and almost double the budget over 1971.
3. The Civil Service System will be universally applied in all GOG agencies.	3. All but Office of the Presidency now included in system.
4. A majority of the INAD Intern Program graduates will hold positions in national or municipal government or the Universities.	4. Of first 2 Intern Groups, about 75% of graduates hold such positions.
5. Reorganization of the ministries called for under the Administrative Reform Plan will be completed.	5. Four Ministries have been reorganized already; three more will be by the end of 1972. (INAD is only one of several GOG agencies contributing to the reorganization)
6. Increased number of public employees will be receiving in-service training under programs carried out by INAD and Civil Service.	6. 1970 - 1,000 (approximately) 1971 - 3,747 1972 - 6,000

V. PROGRAMMING GOAL

A. Statement of Programming Goal

Contribute to Guatemala's national development effort by making its Government administrative apparatus more efficient and effective and by preparing and placing qualified new people in public service.

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.

Guatemalans, both in and out of government, frequently have observed that government inefficiency is responsible for much of the country's problems. Not only has government often failed to properly support development programs, but its inadequacies have placed obstacles in the way of private sector efforts. Administrative reform was demanded by all factions in the 1970 elections. The Arana Administration took this demand seriously and the Administrative Reform Plan was prepared and set in operation. INAD and Civil Service are playing the instrumental roles in this. INAD is designing reorganization plans for the ministries, providing in-service training, and preparing university graduates for public service. The Civil Service Office is implementing a modern personnel system aimed at improving the morale and efficiency of government employees. Thus the institutional viability and resources of INAD and Civil Service are critical to the success of the Administrative Reform Plan and to the consequent improvement of the GOG apparatus responsible for managing national development programs.