

PROJECT APPRAISAL REPORT (PAR)

5270066

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1. PROJECT NO. 527-11-790-066	2. PAR FOR PERIOD: 5/4/70 TO 4/1/71	3. COUNTRY Peru	4. PAR SERIAL NO.
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5. PROJECT TITLE  
National Economic Programming (Sample Survey Center - C.E.M.O.)

A.I.D. Reference Center  
Room 7653 N

6. PROJECT DURATION: Began FY <u>65</u> Ends FY <u>72</u>	7. DATE LATEST PROP 5/4/70	8. DATE LATEST PIP 4/1/70	9. DATE PRIOR PAR None
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10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$ <u>617,000</u>	b. Current FY Estimated Budget: \$ <u>100,000</u>	c. Estimated Budget to completion After Current FY: \$ <u>130,000</u>
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11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME University of Michigan	b. CONTRACT, PASA OR VOL. AG. NO. Contract - AID/1a-631
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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			1. Project Manager send letters of notification to Ministry of Labor, INP, and University of Michigan (Target date for letters August 30, 1971)	
X			2. Project Manager and Contractor establish design to assure the provision of a cadre of samplers and cartographers, including provisions for the selection of appropriate trainees, by end of project.	
X			3. Project Manager and Contractor establish procedures to assure best use and maintenance of computer and camioneta.	
X			4. Contractor establish contacts with other GOP agencies, international organizations, etc., for the purpose of generating greater interest in and use of sample survey techniques.	
X			5. Contractor exercise greater influence over magnitude of work accepted by C.E.M.O. to prevent excess which would hinder achievement of A.I.D. purpose.	
X		X	6. Project Manager establish close working relationship with Contractor and GOP counterpart for purpose of efficient management of close-out.	
X			7. Contractor submit bimonthly reports during last six months of project. (First report due September 30, 1971)	

D. REPLANNING REQUIRES	<input type="checkbox"/> 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						E. DATE OF MISSION REVIEW
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PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE George R. Gebhart	MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE Louis V. Perez
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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 Michigan			X									X
2.												
3.												

Comment on key factors determining rating

Performance of the contractor was only marginally satisfactory. The contractor does not appear to have developed a plan that will permit the attainment of the project purpose. The projects resources have not been managed sufficiently well to provide the samplers and analysts required in the Center. In addition, the contractor does not appear able to exercise any influence over the decisions made in C.E.M.O. with the result that decisions are made which are counterproductive to the project purpose. Nor has the contractor established necessary lines of communication with high level GOP officials, either within the Ministry of Labor or in the other ministries and agencies concerned with the work of the Center.

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

Comment on key factors determining rating

There are two crucial areas of training required for successful completion of the project—sampling and analysis. The contractor has not developed a plan to train sufficient samplers and analysts to fulfill the needs of the Center. In addition, the contractor has not dealt sufficiently with the problem of retention of trained people in the Center, nor with the problem of trainee selection.

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

Comment on key factors determining rating

The only commodities provided directly by AID are a camioneta and a small computer. The camioneta was to be used in the First National Survey, but arrived late with a damaged motor so was not available. The computer is being used more and more. Commodities required in the various surveys are purchased as needed and have not been a problem. Except for those provided for the national survey, the GOP is responsible for providing

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

In personnel, the host agency has not addressed the problem of low salaries for trained personnel with the result that they are often lost to the project. In addition, personnel management deficiencies are constantly causing problems within the Center, and a conflict between the head of C.E.M.O. and its accountant has been disruptive. In other factors the host agency has performed only marginally satisfactory. Legislative changes have caused severe problems about which the Center's officials have been unable to do anything. In addition, project funding has been inadequate given the amount of studies requested of the Center. Bureaucratic problems are a handicap also. Most importantly, the Ministry of Labor officials directly responsible for C.E.M.O. do not appear to have a definite purpose or goal in mind for the Center. It is not clear whether or not they want anything more than a data gathering and processing capacity; leaving the analysis for others.

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

Other donors are important only in that they finance studies which they wish to have made. They do not associate themselves with the purpose of A.I.D. and, therefore, cannot be evaluated on that basis. It is incumbent on the officials of C.E.M.O. and the contractor to make sure they do not accept work from outside sources to the extent that the purpose of C.E.M.O. and A.I.D. is endangered. There is evidence that this has occurred in the past.

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMULATIVE PRIOR FY	CURRENT FY		FY ____	FY ____	
			TO DATE	TO END			
Trained samplers	PLANNED	1	2	2	2	-	5
	ACTUAL PERFORMANCE	1	0				
	REPLANNED			3	3	-	7
Trained analysts	PLANNED	1	1	1	3		6
	ACTUAL PERFORMANCE	1	1				
	REPLANNED			0	0	-	2
Machine operators	PLANNED	23	0	0	0	0	23
	ACTUAL PERFORMANCE	23	0				
	REPLANNED						
Cartographers, programmers, and field work specialists	PLANNED	1	0	2	3		6
	ACTUAL PERFORMANCE	1	0				
	REPLANNED			2	3		6
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT:					
1. Sample survey work completed by C.E.M.O.		The First National Survey is currently being analyzed, however early results have indicated a necessity to re-process the data using a weighting system to increase their validity, which will delay completion of the analysis. Due to the heavy demands on the financial re-					
2.		COMMENT: sources of the Center occasioned by the labor force surveys requested by the Ministry of Labor, it will be impossible to undertake the Second National Survey unless it can be sold to some other user. Center officials and the Michigan staff are currently trying to sell the					
3.		COMMENT: Survey. The quality of the various surveys appears acceptable, and some of the data are being used by the National Planning Institute.					

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IV. PROJECT PURPOSE

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

The purpose of this project is to create a Peruvian Sample Survey Center capable of conducting sample surveys to provide reliable social, economic, and other significant data for development planning.

<p>B. 1. Conditions which will exist when above purpose is achieved.</p> <p>By FY-72 the Peruvian Sample Survey Center (C.E.M.O.) will be carrying out at the national level well designed, executed, and analyzed sample surveys without external support. Also, the Center will be acting as a catalyst generating interest in and use of sample survey techniques in Peru.</p>	<p>2. Evidence to date of progress toward these conditions.</p> <p>C.E.M.O. is currently not capable of carrying out a significant level of sample survey work without external support because it lacks sufficient trained samplers and analysts. It does have the required mechanical skills capability and sufficient data processing equipment. In addition, there are computers available in Peru should they be needed, and C.E.M.O. has a small table model computer. The surveys that are currently being undertaken by C.E.M.O., especially those related to manpower studies, are being used by the Ministry itself, the National Planning Institute, and by other governmental and private agencies. USAID is concerned with the apparent lack of interest on the part of Ministry of Labor officials in establishing an analysis capacity within C.E.M.O., and with their lack of interest in providing a salary scale adequately reflecting the variety of professional skill levels, which results in a continuing loss of trained personnel.</p>
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V. PROGRAMMING GOAL

- A. Statement of Programming Goal

To provide Peru with social, economic, and other significant data on which to base its development planning.

- 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.

Yes. The Center, once established, will be capable of generating data by sample survey for use in development planning. For example, the First Annual National Survey currently being analyzed contains a large amount of data which will be useful for development planning.