

PD AAB-518-E1

5980005-14

Attachment A to  
M.C. 1026.1 (TL 9:168) 3p.  
REPORT U-488

AID 1020-25 (10-70)

PROJECT APPRAISAL REPORT (PAR)

PAGE 1

1. PROJECT NO. 598-11-995-055	2. PAR FOR PERIOD: * 1/1/71 TO 9/1/72	3. COUNTRY L.A. Regional	4. PAR SERIAL NO. RTAC 73-1
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5. PROJECT TITLE

Regional Technical Aids Center (RTAC), Mexico/Buenos Aires

A. PROJECT DURATION: Begn FY 1957 Ends FY 1977	7. DATE LATEST PROP 11/24/69	8. DATE LATEST R/P -	9. DATE PRIOR PAR -
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10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$14,006,000	b. Current FY Estimated Budget: \$1,750,000	c. Estimated Budget to completion After Current FY: \$9,800,000
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11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.
** AID Missions Latin America	
** National Institutions in Latin America	
** Technical Publishing Industry in Latin America	

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		

\* Date evaluation report submitted by Robert R. Nathan Associates.  
\*\* Excluding Brazil.

D. TYPE OF ACTION REQUIRED	E. DATE OF MISSION REVIEW
REVISION OR NEW: <input type="checkbox"/> PROP <input type="checkbox"/> R/P <input type="checkbox"/> PRO AG <input type="checkbox"/> R/P/T <input type="checkbox"/> R/P/C <input type="checkbox"/> R/P/S	

PROJECT MANAGER: TYPE NAME, SIGNED INITIALS AND DATE Richard M. Berg, RTAC Director 9/1/72	MISSION DIRECTOR: TYPE NAME, SIGNED INITIALS AND DATE
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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			OUTSTANDING		LOW		MEDIUM		HIGH	
	1	2	3	4	5	6	7	1	2	3	4	5	
1. AID Missions					X								X
2. National Institutions				X									X
3. Publishing Industry							X						X

Comment on key factors determining rating

The RTAC program is a highly integrated effort involving RTAC proper, the AID Missions, national institutions and the publishing industry. Performance of individual Missions varies from unsatisfactory to outstanding but, on the average, is judged highly satisfactory. The same can be said for national institutions participating in the program. Performance of the major publishers in Mexico and Argentina tends to a very high order.

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

Participant training heretofore has not been of significant importance, but is becoming so with the need to train nationals in the management of university bookstores and audio-visual centers. Provision of such training is a Mission input.

5. COMMODITIES	Not applicable.												
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Comment on key factors determining rating

RTAC-sponsored books, films and other materials represent program outputs rather than commodity procurement as usually thought of in AID programming.

6. COOPERATING COUNTRY	a. PERSONNEL				X									X
	b. OTHER				X							X		

Comment on key factors determining rating

The ultimate success of the RTAC program depends on the end-use made of the books, films and other materials provided by RTAC and supplemented by resources provided by the Missions. The quality of national personnel performance is particularly important in university bookstore and audio-visual projects which involve substantial inputs from RTAC and the Missions. Likewise, willingness of institutions to commit financial and other resources is an important factor.

7. OTHER DONORS	Not applicable												
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(See Next Page for Comments on Other Donors)

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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)					
		CUMULATIVE PRIOR FY	CURRENT FY		FY 74	FY 75	END OF PROJECT
			TO DATE	TO END			
<b>Commercial Book Program:</b>							
1. No. Commercial Book Titles Contracted	PLANNED	1,646	20	100	130	150	2,300
	ACTUAL PERFORM- ANCE	1,646	10				
	REPLANNED						
2. No. L. A. Publishers Assisted	PLANNED	18	-	20	22	24	26
	ACTUAL PERFORM- ANCE	18	-				
	REPLANNED						
3. No. University Book- stores Established	PLANNED	100	-	10	20	20	200
	ACTUAL PERFORM- ANCE	120	-				
	REPLANNED						
4. No. Students Served by University Bookstores	PLANNED	200,000	N. A.	50,000	100,000	125,000	700,000
	ACTUAL PERFORM- ANCE	350,000	N. A.				
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT:					
1. Quality and Relevance of Books Published		Titles published by both Mexican and Argentine publishers are of increasing substantive quality and concentration in key development fields. Production quality of Mexican publishers is approaching U. S. standards. Argentine publishers are improving in this regard.					
2. Technology Transfer/Edu- cational Impact of RTAC Book Distribution		COMMENT: Distribution of RTAC books in key fields such as agriculture, education, administration, public health, engineering and the sciences to institutional libraries is providing access to modern concepts and techniques in the majority of Latin American institutions.					
Educational Reform Value of University Bookstores		COMMENT: The steady growth in the number of university bookstores and the number of students being served strongly suggest that modern teaching methods employing texts are supplanting the traditional methods which depend on lecture notes.					

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11. 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)					
		CUMULATIVE PRIOR FY	CURRENT FY		FY 74	FY 75	END OF PROJECT
			TO DATE	TO END			
<b>Non-Commercial Publication Program</b>							
No. Non-Commercial Publication Titles	PLANNED	2,400	20	100	100	100	2,900
	ACTUAL PERFORMANCE	2,400	20				
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT:					
1. Quality and Relevance of Titles Published		More than 80% of titles are in agriculture, education, public health, community development and small business. More than any other RTAC program element, this one reaches the "campesinos" and lower urban groups.					
3. Distribution Effectiveness		COMMENT: The Missions are improving their management of this program element thus making it a valuable means for technology transfer at the "grass roots".					
3.		COMMENT:					

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

III. KEY OUTPUT INDICATORS AND TARGETS							
A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS Audio-Visual Program		TARGETS (Percentage/Rate/Amount)					
		CUMULATIVE PRIOR FY	CURRENT FY		FY74	FY75	END OF PROJECT
			TO DATE	TO END			
Film Titles Contracted	PLANNED	1,000	5	90	100	100	1,500
	ACTUAL PERFORMANCE	1,000	5				
	REPLANNED						
In-Country Audio-Visual Centers	PLANNED	5		4	5	5	25
	ACTUAL PERFORMANCE	5					
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT:					
1. Quality and Relevance of Films		During the past two years, RTAC has increasingly concentrated its film program in AID priority sectors and emphasized innovative subject matter and presentation techniques.					
2. Management of In-Country Audio-Visual Centers		COMMENT: Preliminary indications are that the five centers created to date are well managed and are based on a broad concept of service to national institutions. Film orders received thus far show good judgment in title selection.					
3.		COMMENT:					

Attachment A to M.C. 1026.1 (TL 9:168)

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP?  YES  NO

To increase the supply of educational and training materials in Spanish in key development sectors -- education\*, agriculture, business/industry, public administration and public health, and to assist in the development of a private enterprise structure capable of producing and marketing such materials regionally at prices consonant with the economic realities of the region.

\*Note: University, technical institute, higher normal schools, vocational schools, but generally excluding primary and secondary education.

B. 1. Conditions which will exist when above purpose is achieved.

2. Evidence to date of progress toward these conditions.

a. Education Sector: Widespread use of modern teaching methods in the kind of institutions described in purpose statement.

b. Other Key Development Sectors: Widespread use of books and other materials in agriculture, business and public administration, public health, industrial technology.

c. Publishing Industry Development: Production and marketing structure capable of meeting needs of the Spanish-speaking countries of the region without undue dependence on imports from outside the region.

a. Education Sector: (1) Growth in use of textbooks and reduction in dependence on lecture notes as mechanism for knowledge transfer; (2) Growth in number of non-profit, on-campus bookstores, sales of such bookstores, and number of students served; (3) Growth in institutional libraries and heavy student use of books furnished through RTAC distribution mechanism; (4) Growth in use of audio-visual and other modern teaching aids, e.g. programmed instruction.

b. Other Key Development Sectors: (1) Growth of library holdings and user demand. (2) Growth of publishers' sales such books.

c. Publishing Industry Development: (1) Growth in annual output of titles; (2) Growth in edition sizes; (3) Improvement in editorial and manufacturing quality.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

To accelerate technology transfer to and educational development of the Spanish-speaking countries through the provision of books and other educational materials, and to expand and strengthen the capabilities of the publishing and audio-visual materials industries to the point where they can adequately meet the needs of the region without undue dependence on imports from outside the region.

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. Success to date in creation of university bookstores. Success in expanding and upgrading the Mexican publishing industry. Enthusiastic reception of national institutions to the idea of audio-visual centers.

RTAC RESPONSES TO  
RECOMMENDATIONS OF  
EVALUATION AND COST-  
BENEFITS STUDIES

(Robert R. Nathan Associates)

RTAC has found both studies very valuable in redirecting the program and improving its administration. As a first cut at assessing the program, the evaluation study was, perhaps necessarily, impressionistic in character. The recommendations ranged from the important to the trivial. The cost-benefits study, on the other hand, conducted as it was from the vantage point provided by the earlier study, and supported by data collected systematically from the Missions, was more sharply focused on policy issues and, as such, has proved more useful to RTAC for program planning purposes.

Major corrective measures or program initiatives undertaken by RTAC in response to the two studies are presented under the headings below. References to pertinent recommendations are given in parentheses using the following notation: Evaluation Study -- ES-1 ES-2, etc.; and Cost-Benefits Study -- CBS-1, CBS-2, etc.

1. The Question of Program Continuation (ES-1; CBS-1):

Both studies strongly recommend program continuation, a recommendation with which RTAC, of course, heartily agrees.

2. The Question of Program Level (ES-2; CBS-1):

The evaluation study recommended increased funds only to cover rising costs. The cost-benefits study unequivocally recommended increased funding above \$2 million. RTAC has sought to implement this recommendation by submitting thoughtful innovative program proposals which, fortunately, have been approved by AID/W.

3. Emphasis on Commercial Book Program, Especially Support of University Bookstores (ES-6; CBS-2):

Both studies singled out the commercial book program, which includes the creation of on-campus bookstores, as RTAC's most important program element and recommended its expansion. RTAC has responded by devoting the "lions share" of additional

funds received in F. Y. 1971 and F. Y. 1972 to the commercial book program. It has assisted Missions to form new bookstores and also assisted in carrying out studies with a view to creating national systems modeled after ANAUPE in Ecuador and TEXUN in Colombia. Peru, Venezuela and Mexico appear promising in this regard.

4. Audio-Visual Program -- Creation of In-Country Audio-Visual Centers (ES-7; CBS-2, 3, and 4):

Both studies pointed to the underutilization of RTAC films based on the inefficiency of a centralized film lending service. Both recommended that RTAC proceed with establishment, in collaboration with the Missions, of a system of national audio-visual centers. The cost-benefits study went a step further by stating that the creation of such a system was a sine qua non of continuing the audio-visual program. RTAC has pursued these recommendations vigorously and has received enthusiastic cooperation of the Missions and national institutions. Five such centers have been established and the Missions in almost all of the other countries have initiatives to create such centers planned for F. Y. 1973 and F. Y. 1974.

5. Selection of Materials for Translation (Evaluation Study -- various recommendations):

A number of recommendations in the evaluation report dealt with procedures for RTAC's selection of books and films for translation. The main thrust of these recommendations was that RTAC's procedures for selection should be more systematic. During the past two years RTAC has sought to carry out the spirit of these recommendations. Specifically, RTAC has geared more closely its selections to the major Agency/Bureau priorities, stressed innovation in techniques and substance, and has sought to encourage "feed-back" from Missions, publishers, and institutional users.