

AID 1020-22 (2-68)
PROJECT APPRAISAL REPORT (PAR)
71-446 See M.O. 1026.1
UNCLASSIFIED
001 PROJECT NUMBER 518-15-890-092.1 14
002 PAR NO. DAY YR. 053370770 TWYFY 70
003 U.S. OBLIGATION SPAN
004 PROJECT TITLE CIVIC DEVELOPMENT - LEADERSHIP TRAINING
A.I.D. Reference Center Room 1656 NS

006 FUNDING TABLE

AID DOLLAR FINANCING OBLIGATIONS (\$000)	TOTAL	CONTRACT (NON-ADD)	PERSONNEL SERVICES			PARTICIPANTS		COMMODITIES		OTHER COSTS	
			AID	PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT
CUMULATIVE NET THRU ACTUAL YEAR (FY 1970)	70.2*	34.2	6.3	0	27.3	0	0	0	0	29.7	6.9
PROPOSED OPERATIONAL YEAR (FY 1971)	11.0*	50.0	0	0	35.0	6.0	0	0	0	45.0	15.0

CCC VALUE OF COMMODITIES: Yes
Operational Year Program :

007 IMPLEMENTING AGENCY TABLE

If contractor is a private organization, either the name and contract or PASA number of each in appropriate spaces below; in the case of government agencies, either the name and registration number from M.O. 1551.1, Attachment A. Enter the appropriate description in column 1 and 2, while the agency code is entered below.

1. U.S. CONTRACTOR	2. LOCAL CONTRACTOR	3. TITLED COUNTRY	4. PARTICIPATING	5. U.S. AGENCY	6. AGENCY CODE	7. AGENCY NAME	8. TYPE CODE		9. CONTRACT/PASA/VOLAG NO.	10. LEAVE BLANK FOR AID/W USE
							b.	c.		
						Malinta Division	2	6	AID-518-246	
						Mail Arturo	2	6	AID-518-249	
						Retobes Vega	2	6	AID-518-256	
						Sancti Spiritus Agency	2	6	AID-518-259	

008 EFFECTIVENESS, SIGNIFICANCE & EFFICIENCY.

This summary narrative should include a brief history of the project and a statement of the principal events in the history of the project. It should also include a brief description of the project which evaluates the overall efficiency, effectiveness and significance of the project. It should also include a brief description of the project which evaluates the overall efficiency, effectiveness and significance of the project.

1. The overall effectiveness and efficiency of the project in achieving stated project targets;

2. The overall effectiveness and efficiency of the project in achieving stated project targets;

3. The overall effectiveness and efficiency of the project in achieving stated project targets;

4. The overall effectiveness and efficiency of the project in achieving stated project targets;

5. The overall effectiveness and efficiency of the project in achieving stated project targets;

6. The overall effectiveness and efficiency of the project in achieving stated project targets;

7. The overall effectiveness and efficiency of the project in achieving stated project targets;

8. The overall effectiveness and efficiency of the project in achieving stated project targets;

9. The overall effectiveness and efficiency of the project in achieving stated project targets;

10. The overall effectiveness and efficiency of the project in achieving stated project targets;

Submitted on 11/11/70 and 11/11/71.
This PAR covers the period July 1, 1969 - May 31, 1970.

DATE 7/7/70

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During the past year it became evident that greater efficiency could be achieved by separating the leadership training aspects out as a project separate from the Local Planning and Development subproject. It was also decided during the year that the leadership training program would have a greater chance for an ongoing life and a rigorous influence in Ecuadorean development if it were to become a separate, independent institution no longer connected with AID. Therefore, early in the year, efforts were directed towards obtaining advanced specialized training for the leadership trainers and towards developing a plan for institutionalization.

(1) Progress towards project targets

The over-all progress of the project towards its targets has been excellent. The members of the training staff were trained in Puerto Rico and the United States. Extensive contacts were established with the National Training Laboratory, the Motivational Training Institute of Costa Rica (CESPO), the Motivational Training Institute of Guatemala (CAPS), the Colombian Institute of Administration (INCOLDA), and other motivational training groups in diverse countries. Much staff time was spent in developing plans for institutionalization, preparing the first steps towards achieving that objective. Items considered and generally resolved include the type of institution, the area of focus, how self-sufficiency can be achieved, identification of client groups, location and rental of office space, actual move from USAID to the institution's own headquarters. At the same time the training group was active in providing training laboratories to various USAID target groups. These were carried out successfully and on schedule.

(2) Contribution to the achievement of sector goals

This project contributed significantly to achieving sector goals and plans. It has provided the background in which various power groups are able to see alternative behavior patterns and to change their own behavior and attitudes accordingly, thus enabling a greater openness towards change to become the dominant theme in their relationships with others in other power groups and in their work with the nonintegrated masses.

(3) Value of results compared to their cost

The results achieved are as great as, if not greater than, those which were demanded. As a result the cost-benefit ratio is probably better than was expected. No specific study of this question has been done, however.

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

This project is directly relevant to US Title IX objectives for development in Ecuador. Since it has shown itself to be a dynamic approach which achieves results in bringing about changes in attitude and behavior and thus permits peaceful changes in the socioeconomic structures, its continuance is crucial to achieving certain of the USAID and country development goals and 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 reason(s) beneath the target.	ACTUAL AND PLANNED OUTPUTS (ALL DATA CUMULATIVE)				6. PROJECTED TOTAL FOR PROJECT LIFE
		3 ACTUAL CUM. TO DATE 6/30/70	4. AS OF PRIOR JUNE 30 1969		5. PLANNED BY NEXT JUNE 30 1971	
			a. PLANNED	b. ACTUAL		
	1. Establishment of a motivational training institute.					
	2. Number of motivational training participants					
	(a) Among USAID/E staff	86	57	50	-	119
	(b) With Ecuadorean development agencies	447	415	391	500	3,315
	(c) With local communities	1,301	227	259	300	3,627
	(d) With private sector	503	334	427	396	2,750
	(e) Trained motivational trainers	-	20	-	24	42
	(f) Participants holding leadership positions		800	846	1,000	7,130
	(g) People influenced by Program		1,053	1,127	1,200	9,753
	(h) People trained by institution as result program		-	-	600	4,350
	3. Measuring (evaluation) system developed					
	4. Measurable improvements of base-level participation in development:					
	(a) Formation or strengthening of local action groups	35	-	-	40	265
	(b) Formation or strengthening of regional or national associations	10	-	-	15	115
	(c) Actions taken by groups which influence public and private institutions affecting them	20	-	-	25	165
	(d) Actions demonstrating local groups ability to obtain more of the available resources	20	-	-	25	165
	(e) Actions demonstrating increased civic participation on the part of individuals and groups	20	-	-	30	200
	5. Measurable improvements in national, regional and local development institutions involvement in base-level development.					

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PART I-B - PROJECT EFFECTIVENESS

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		3 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	
			a. PLANNED	b. ACTUAL		
	(a) Influence training offices in:					
	1. Ministry of Agriculture	1	1	-	2	25
	2. Ministry of Education		-	-	4	37
	3. Ministry of Social Welfare		-	-	2	22
	4. Ministry of Industry and Commerce		-	-	3	16
	(b) Actions taken to improve methods of implementing local development requests (e.g. number of visits made by extensionists to marginal communities.)	10	-	-	40	450
	(c) Actions taken on the part of these groups in implementing programs of outside technical assistance	8	-	-	15	108
	6. Motivational Training and Research Institute becomes self-financing.					

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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)	Increasing the participation of low-income groups in the political, economic and social life of the country.	3	3
(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):

The impact of this project on the goal is considerably ahead of the progress expected at this stage. It was anticipated that the motivational trainers would move from the USAID building in December 1970. They will move out and begin functioning as an independent entity, though without legal status, June 27, 1970. The over-all project rating is outstanding. Large numbers of people in priority sectors have received motivational training and are presently demonstrating greater openness to change, greater willingness to participate in development, and as a result new institutions are being formed (Ecuadorean University Bookstore Associations, Youth Volunteer Service, Cooperatives, etc.) which will contribute to local and national development and socioeconomic changes.

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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?	Y
019 Do any aspects of the project lend themselves to publicity in newspapers, magazines, television or films in the United States?	N
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 F as necessary):	

017 Continued experience has suggested that the motivational training approach has universal applicability and a high success rate in bringing about changes necessary for development and socioeconomic progress.

018 A need to have instruments to measure attitude changes becomes increasingly more necessary. Additional information about behavioral attitudes and their relation with development potentials is needed to focus more clearly on what changes are being produced and how greatest efficiency can be achieved from this project. A research specialist, contracted under the project, is currently carrying out a study which focuses on this project (and on several others) and will produce instruments for measuring the changes in attitudes and behavior, brought about by the project.

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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) PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(b) STATUS - PLACE AN "X" IN, ONE COLUMN		
		(1) BEHIND SCHEDULE	(2) ON SCHEDULE	(3) AHEAD OF SCHEDULE
1	Conduct pilot motivational training with community leaders, and national, regional and local entities utilizing Ecuadorean and limited inputs of third country national trainers.		X	
2	Pilot project evaluation.		X	
3	Adoption of motivational training for the improvement of local participation in development.		X	
4	Motivational staff expansion, recruitment, selection and training.		X	
5	Re-evaluation of program strategy; clarification of approach; identification of target groups; establishing calendar of activities and required operational budget; developing program of followup and system of evaluation.		X	
6	Strategy negotiations with related GOE entities.		X	
7	Establish motivational training/research institute outside USAID/E with continuing USAID/E technical and material resource assistance.		X	
8	Establish physical facility and administrative unit.		X	
9	Train professionals for social research related to development.		X	
10	Technical assistance staff selection and training.		X	
11	Design technical assistance followup programs.		X	
12	Implement program of evaluation.		X	
13	Design and implement motivational training programs for:			
	a. USAID/E technical assistance groups such as Mission staff, CLUSA, CUNA, AIFLD. Will initially carryout 10 courses a year.		X	

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518-15-890-092.1**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
	b. Agricultural Cooperative Federations, CENDES, 4-F, normal schools, local communities. Will initially carry out 10 courses a year.		X	
	c. Ecuadorean development institutions such as Ministry of Education, Agriculture, Social Welfare, Commerce and Industry, the Church. Will initially carry out 10 courses a year.		X	
	d. Ecuadorean private sector enterprises concerned with increasing income and employment opportunities for marginal population. Will initially carry out 10 courses a year.	X		
14	Help development agencies of the central government to establish training offices. These offices will be concerned with implementing motivational on-the-job and advanced technical training programs.		X	
15	The professionals of these offices will actively participate in the programs of MTRI.		X	
16	Withdrawal of AID support.		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	
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.	(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):	

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	P
025	Adequacy of technical knowledge		034 Adherence to work schedule	P
026	Understanding of project purposes	P	035 Working relations with Americans	P
027	Project planning and management		036 Working relations with cooperating country nationals	P
028	Ability to adapt technical knowledge to local situation		037 Adaptation to local working and living environment	
029	Effective use of participant training element	P	038 Home office backstopping and substantive interest	
030	Ability to train and utilize local staff	P	039 Timely recruiting of qualified technicians	
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:		TRAINING UTILIZATION AND FOLLOW UP	
			052 Appropriateness of original selection	P
PREDEPARTURE				
042	English language ability		053 Relevance of training for present project purposes	P
043	Availability of host country funding		054 Appropriateness of post-training placement	P
044	Host country operational considerations (e.g., selection procedures)		055 Utility of training regardless of changes in project	
045	Technical/professional qualifications	P	056 Ability to get meritorious ideas accepted by supervisors	P
046	Quality of technical orientation		057 Adequacy of performance	P
047	Quality of general orientation		058 Continuance on project	P
048	Participants' collaboration in planning content of program	P	059 Availability of necessary facilities and equipment	
049	Collaboration by participants' supervisors in planning training	P	060 Mission or contractor follow-up activity	P
050	Participants' availability for training	P	061 Other (describe):	
051	Other (describe):			

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PART II-B - Continued

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.					

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.

An expanded and well trained motivational training staff has contributed to a rapid implementation of this project. Problems related to the signing of project documentation by representatives of the host government have been a deterring factor. Support for the project has increased among Ecuadorean nongovernmental entities, and many government ministries and agencies have shown increasing interest in it. Their support for it has, in general, been positive. The Ministry of Education passed through a period of frequent changes; during this time it was impossible to negotiate the signing of a project agreement. The agreement was finally signed in May, 1970.

b. Implementing Agency. Local contract services have been used to round out the services of the local direct hire personnel of the project. The performance of these contractors has been excellent. They have become an integral part of the project staff, and when the institute becomes independent, they will form a part of its staff.

c. Participants. Short-term training programs in both the U.S. and third countries were provided for personnel of the Civic Development Division and other Divisions of USAID/E. The Civic Development Division arranged this training without using funds for participants. All those who received the training have found it very beneficial in doing their work.

d. Commodities. Not applicable.

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

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

080 The coordination of this project among various ministries has been difficult. Coordinating it within just one ministry has been even more difficult because of the chronic instability that has prevailed in this ministry during the past year.

082 Data on which to base accurate plans are very scarce. There is little likelihood that this situation will improve.

086 No counterpart organization to sponsor this project and work closely with it has been found to date. Once the Motivational Training Institute is founded and legalized, it will be the counterpart organization.

087 Procedural and bureaucratic problems in the cooperating country, and within the mission, have taken up time which the project personnel could have used more profitably in the actual carrying out of the project.

100 If the trainers can be considered technicians of the host country, inadequacy

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in planning and management skills can rightfully be attributed to them. They previously had no contact with these areas, and therefore lacked expertise. A lack of skilled planners and managers has been a drawback to the project, but it is expected that this problem will diminish during the coming year.

10i. The amount of man years available is insufficient with respect to the work that needs to be done in priority areas. The project therefore has not expanded in proportion to the rapid increase in the demand for it. Additional personnel in the future will partially solve this problem.

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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 reality circumstances require 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 conditions 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 basic concepts of the project remain sound. As the business men increased their skills in new training areas, such as organizational development and plant change, these areas have been added to the services provided. These areas now an important supplement to the basic motivational training laboratories. Additional data needed for program analysis and decision making regarding the establishment of goals will be derived from them.

IV-B - PROPOSED ACTION

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

1. Continued as presently scheduled in PIP.
2. Continued with minor changes in the PIP, made at Mission level (not requiring submission of a revised PIP to PROP).
3. Continued with significant changes in the PIP (but not sufficient to require a revised PROP). A typically revised PIP will be submitted to PROP.
4. Extended beyond its present schedule to (Date): Mo. Day Year. 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 Year.
8. Other. Explain in narrative.

109 NARRATIVE FOR PART IV-B:

The original PROP is being revised to include issues with the formation of an independent motivational training institute and the inclusion of new training areas, as mentioned above. The over-all philosophy and objectives of the project remain basically the same.

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