

PROJ EVALUATION SUMMARY (PES) - PART I

1. PROJECT TITLE Local PVO Institutional Development	2. PROJECT NUMBER 518-0003	3. MISSION/AID/W OFFICE USAID/Ecuador
	4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING A. Total \$ <u>450,000</u> B. U.S. \$ _____	7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY <u>81</u>	B. Final Obligation Expected FY <u>83</u>	C. Final Input Delivery FY <u>83</u>		From (month/yr.) <u>1 August 1980</u>	To (month/yr.) <u>1 January 1982</u>

B. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

- 1) The original purpose of the project - "to institutionalize a strong local economic development (PVO) movement that can play a major role in the overall development of Ecuador," - is still valid and highly desirable.
- 2) The three main project components are also still valid. These components are:
 - (a) An assessment of the PVO movement in Ecuador;
 - (b) Technical assistance and training to strengthen the capability of the local PVOs; and
 - (c) The formation of a PVO association.
- 3) To achieve the project planned targets and purpose, the project implementation plan has to be modified.

N/A	N/A
N/A	N/A
N/A	N/A

8. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

Schedule

<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Schedule	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input checked="" type="checkbox"/> Other (Specify) <u>Revised OPG Budget</u>
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or

Change Implementation Plan

Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

Gilberto Padilla, TELACU	Angel Diaz, Asst. Mission Director
Donald Swanson, TELACU	Leopoldo Garza, General Development Officer
Peter Theobald, TELACU Consultant	Paul Maguire, PVO Officer LAC Bureau, AID/Washington

12. Mission/AID/W Office Director Approval

Signature: John Sanbrailo

Typed Name: John A. Sanbrailo, Mission Director

Date: May 3, 1982

I. Summary and Conclusions

The mid-term review of OP# 518-0003 was held at the USAID/Ecuador Offices on March 22-23, 1982 in Quito. It was conducted under a frank and positive effort to assess progress, review issues confronting the project, and to determine the most appropriate future course of action to facilitate attainment of project objectives.

The participants in this evaluation included the following: Mr. Angel Diaz, Assistant Director, USAID/Ecuador; Mr. Leopoldo Garza, General Development Officer, USAID/Ecuador; Mr. Paul Maguire, PVO Officer, Latin American Bureau, AID/Washington; Mr. Gilberto Padilla, Senior Vice-President, TELACU; Mr. Donald Swanson, TELACU Project Director, Ecuador; and Mr. Peter Theobald, TELACU consultant.

A separate one morning session was held with Mr. Sergio Guevara, Director of the Ecuadorean Development Foundation, (FED).

A summary of the main evaluation findings and conclusions follows:

A. The purpose of the TELACU Project is valid and worth pursuing. There is no doubt that a strong local PVO movement can play a role in the development of Ecuador by improving social and economic conditions at the local level.

The three project components, according to the Logical Framework of TELACU's original proposal, were reviewed. Back-up information was provided by the Project Agreement. TELACU presented its summary review on the progress of the project which also formed part of the discussion.

Component No. 1 is the assessment of the PVO Movement in Ecuador. The first draft of the assessment is completed. Since one of the major problems which the project has faced has been the strong resistance by some local PVOs to outside involvement with Ecuadorean PVO Movement, it was decided that FED, assisted by TELACU should enlist the cooperation of at least 30 to 40 selected Ecuadorean PVOs, review and edit this draft assessment, and produce it as a document generated by Ecuadorean PVOs. Accordingly, a committee composed of these PVOs would determine when and how to publish the final version of the assessment. The final version of the assessment shall place special emphasis on its favorable use by national PVOs; it should not be merely a research document to satisfy internal bureaucratic requirements of AID and TELACU. Since the value of the document depends on the actual use by Ecuadorean PVOs, it is

crucial that it have the backing of the Ecuadorean PVO Movement. Publication will be made tentatively in August, 1982.

Component No. 2 is Technical Assistance and Training to PVOs to be provided as follows. First PVO's will be encouraged to request assistance. Subsequent assistance will come through a TELACU project team. Second, four seminars are to be completed in 1982, with follow-up from those seminars which should result in further requests for technical assistance. Third, TELACU and FED could also provide technical assistance on the basis of an assessment by the project staff on the specific needs of the PVOs.

Component No. 3 is the formation of PVO Association, the viability of which is being determined by a feasibility study conducted by TELACU and FED. The participants discussed potential interim measures or mechanisms for implementing the association. Most likely, a PVO association would not be feasible to implement during the two year project period. Therefore, an alternative mechanism is needed to capture potential interest in the development of an association during the two year period.

Three options for the formation or creation of an association were presented for future implementation: 1) TELACU/FED joint leadership; 2) major PVO Group Leadership composed of the four or five most influential Ecuadorean PVOs; or 3) a new bridge mechanism organization composed of leading PVOs with a board of directors (to form a technical service agency for national PVOs. The third option was accepted and is to be implemented.

The feasibility study is to be completed by August, 1982. At that time, further decisions will be made to determine whether to pursue the association concept through the new bridge mechanism.

TELACU presented a statement verifying its desire to improve its administrative backstopping of the project, which had been deemed poor by the Mission. Corrective measures were taken to rectify this situation, including upgrading the project in the TELACU structure. Assurances were made to provide better on-site support and project supervision, as well as project direction for the technical assistance effort. The AID Mission agreed to continue a very close dialogue with both TELACU and FED.

The participants also agreed to a revised logical framework which is contained in Section VII. TELACU presented its Action Plan for 1982 (attached) which was approved by the Mission.

B. Project Organization

1. TELACU/FED Relationship:

TELACU and the Fundación Ecuatoriana de Desarrollo (FED)

have signed an agreement providing the basis for FED to provide logistical and administrative backstopping to the project. The relationship was relatively good at the outset of the project when both organizations shared offices. It soured during early 1981 and subsequently improved during latter 1981 and early 1982. FED provides primarily administrative support and consulting support.

It was agreed that a closer relationship between TELACU and FED should be implemented through December 31, 1982, the project's termination date. TELACU shall attempt to involve FED more directly with the project through specific consulting assignments. TELACU will explore the possibilities of the FED Executive Director becoming an interim director of a new bridge mechanism, discussed above.

2. Organizational Mechanisms:

Several options for future project implementation were discussed. Each had many advantages and disadvantages. The options discussed were:

a. TELACU/FED to continue playing the lead role in Project implementation.

This was the original implementation approach. TELACU and FED jointly were to implement project objectives, with FED performing the out-front role and TELACU remaining in the background assisting FED as necessary. They were to work very closely in conducting the PVO assessment, providing technical assistance, and conducting the feasibility study for a PVO association. At the end of the project, they were to turn over their experiences and information to the PVO association. If this approach failed, then the project would terminate.

b. Major PVOs Initiative:

Roughly five major PVOs could assume leadership and take control of project activities with TELACU and FED assistance. The key advantage of this approach would be the elimination of the resistance shown by local PVOs to the outside participation in the Ecuadorean PVO movement.

c. Formation of New Bridge Development

Organization to Facilitate a PVO Association:

A new bridge organizational mechanism was discussed that could combine the use of other two alternatives above. It would consist of 30-40 PVO's with a board of directors who would implement project activities. TELACU would provide technical assistance to this new organization. In addition, FED as well as representatives of other major PVOs would become members of this board

of directors. The advantage is that if a swelling of support of PVOs developed, this new bridge mechanism could take the lead in continuing project activities. It could be an interim mechanism or bridge for the establishment of a PVO association. In addition, it might also serve as a technical arm for the PVO association. The disadvantage is that this interim mechanism might forestall the formation of a PVO association with it being viewed as an imposition by an outside institution.

It was agreed that this bridge mechanism (its identity to be decided by the Ecuadorean board of directors) be pursued. In roughly two-four months a board of directors should be formed on the basis of elections to be held by some 30-40 Ecuadorean PVOs whose cooperation and participation in the project would be enlisted by TELACU/FED. The Board of Directors, representing these 30-40 PVOs will assume the lead role in pursuing the project objectives. It would pursue these objectives through information services, a training center, and technical assistance operations with the ultimate objective of formation of an Ecuadorean PVO association.

C. Project Administration:

1. The evaluation committee discussed the USAID Mission perception of declining Ecuadorean PVO interest. TELACU representatives stated that while the five major Ecuadorean PVOs did not have the same degree of interest in the project, the majority of the PVOs which had been polled by TELACU, indicated an interest in the project's objectives.

2. A revised project objective was reviewed, addressing the project's major objectives and components as supported in the revised log frame:

- a. Assessment of PVOs (diagnóstico)
- b. Technical Assistance to PVOs:
 - (1) Training curriculum and materials
 - (2) PVO Compendium
 - (3) Group Seminars
 - (4) Technical Assistance - on PVO site

c. Development of PVO Association:

- (1) Conduct feasibility study
- (2) Continuation of SIOP concept of a bridge mechanism to determine the development of an association which shall be determined by a feasibility study.

The modification objectives, including purpose and status of completion is redefined in the revised log frame.

b. TELACU requested that delivery of the first annual report be delayed until April 15, 1982. This request was made to incorporate additional segments of the project, along with the evaluation of the first technical assistance seminar. TELACU has taken the following steps to assure USAID of their continued interest and commitment in the PVO project. These steps have responded to USAID's administrative as well as fiscal concerns. They are as follow:

- Up graded monitoring responsibility at TELACU headquarters to Mr. Gilberto Padilla, a corporate Senior Vice-President responsible for all economic development with executive management responsibility for all for-profit entities.

- Up graded monitoring responsibility of all project budget and fiscal reporting matters to Mr. Jess García, the corporate Financial Officer.

- All reporting requirements to be on TELACU Headquarters letterhead signed by Mr. David C. Lizárraga, as President or Mr. Gilberto Padilla, as Senior Vice-President for Economic Development.

- No change orders, budget amendments, or reports including quarterly or annual reports by local project management.

3. Fundación Ecuatoriana de Desarrollo (FED)

a. Performance:

FED has provided excellent backstopping for administrative matters related to the project. It has fallen short in providing technical input.

b. Concerns:

No concerns regarding FED participation in project, except agreement to encourage greater FED participation.

II. Evaluation Method:

The method used was to employ the logical framework of the original OPG proposal.

III. Project Inputs:

A. AID has obligated \$420,000, thus far to carry out this project.

B. TELACU has provided the implementational efforts to carry-out this project. This has included a back-stop person in TELACU Headquarters, project accounting at headquarters, a local project director, and a local secretary. In addition, TELACU has hired a consultant from to implement its first seminar. In addition, TELACU has hired locally, at least two part-time Ecuadorean consultants to write and publish a newsletter and to maintain contact with Ecuadorean PVOs in the coastal areas of Ecuador.

C. Fundación Ecuatoriana de Desarrollo (FED) is the local Ecuadorean counterpart of TELACU and has provided the duty-free entry of TELACU project commodities and provides technical assistance to TELACU on a variety of matters.

IV. Project Outputs:

There are three main outputs of this OPG Project. They are: 1) an assessment of the PVO movement in Ecuador, 2) technical assistance and training to PVOs, and 3) development of a PVO Association, if proven feasible. These outputs continue to remain valid, despite the difficulties TELACU encountered in this project.

Specific project outputs contained in the logical framework of the OPG proposal are:

By December 1982:

Actual Progress as of March 23,
1982:

1. Assessment of PVOs.

Two drafts of the assessment have been completed. TELACU has requested that the target date for completion of the assessment be postponed until July 1982.

A question of authorship of the assessment arose. The discussion centered around the assessment being a document by Ecuadoreans for Ecuadorean PVOs.

Action: It was decided that TELACU and FED would enlist the cooperation of 30 to 40 PVOs who would review, edit, and take the lead role with TELACU's assistance in the authorship, publication, and utilization of the assessment.

2. Technical Assistance to selected PVOs

a. Curriculum materials and training modules.

It was discussed and agreed that during the life of the project that there was no way to measure the effectiveness of training activities. It would have to be assumed that successful execution of training activities will result in an improved capability of various Ecuadorean PVOs to design and implement development projects.

Action: Specific measurements of the impact of training assistance will not be taken.

b. PVO Handbook

It was decided that the handbook, a collection of articles about development alternatives, should be authored and published by the same entity that authored and published the PVO assessment.

Action: The due date of the handbook was changed from December 1981 to December 1982.

c. Group Training Seminars

There will be four training seminars to be completed in 1982. These will cover the following topics: a) Self-financing, b) Project preparation, c) Training of trainers, and d) Introduction into the community.

Action: proceed as described above.

d. Visits to project sites outside of Ecuador

It was decided that trips outside of Ecuador were unnecessary.

Action: That visits to project sites outside of Ecuador be eliminated as a requirement.

3. Development of a PVO Association

a. Feasibility Study

It was decided that the feasibility study on the development of a PVO association would determine future activities and the organization of the project. It was also decided that the outcome of the feasibility study would determine the nature of the project back-stop organization to promote and support a PVO association in Ecuador.

Action: To conduct the feasibility study by August 1982.

b. Establishment of a PVO Association

It was decided that any organization which was to be established, should follow the parameters established and defined in the feasibility study.

Action: none required

V. Project Purpose:

The purpose of this project is to institutionalize a strong local PVO movement that can play a major role in the overall economic development of Ecuador by improving social and economic conditions at the local level.

There are six end of project status targets. Briefly, they are: 1) a comprehensive assessment of the Ecuadorean PVO community, 2) an improved capability of Ecuadorean PVOs to design and implement development projects, 3) publication and dissemination of a PVO handbook as a general reference document to be used in the promotion of the PVO movement in Ecuador, 4) a feasibility study of developing an Ecuadorean association of PVOs, 5) developing well-designed and packaged development projects ready for implementation, and 6) the establishment of a PVO association, if determined feasible.

Each of the above EOPs will be discussed below with the progress to date indicated. Each of these items was extensively discussed during the course of the mid-term evaluation.

EOPS Target One - A Comprehensive Assessment of the Ecuadorean PVO Community:

A pre-draft and first draft of the assessment have been developed. These drafts were based on input provided by more than 100 Ecuadorean PVOs. The pre-draft was reviewed by USAID/Ecuador; these comments having been incorporated into the first draft. Several additional drafts are planned to ensure maximum Ecuadorean PVO input into the document in order to ensure that the objective of having a document that can be used by local PVO's in support of their activities is met.

EOPS Target Two - An Improved Capability of PVOs to Design and Implement Development Projects:

The target of improved capability of PVOs to design and implement development projects is being achieved through a series of training activities. These training activities include: the development of training curricula and materials, group training seminars, on-site specific technical assistance to PVOs, and assistance in packaging development projects ready for implementation.

Training curricula and materials are being developed as part of four training seminars and training materials have already been completed for the recently completed financial self-sufficiency seminars. Curricula and training materials for the other seminars will be completed by July, 1982.

The four seminars to be provided cover self-financing, project preparation, training of trainers, and introduction into the target community. The first was highly successful and completed in March 1982. The latter three will be completed in May, June, and July respectively.

On-site technical assistance has been programmed as the logical follow-up to the training seminars. It is also expected that requests for technical assistance will be made. As such, on-site technical assistance has been programmed for the latter stages of the project. In excess of 15 requests for on-site technical assistance have already been received, many of these resulting from the financial seminars. These requests, as well as others, will be programmed beginning in April and will be addressed until the end of the project in December, 1982.

Assistance in packaging development projects, will be provided in the second seminar, entitled, Project Planning in May. This activity is on schedule and should exceed the original project target of five packaged projects. Ten are presently set as a goal. Much of this activity could be completed by May. The May seminar has as its specific end-product, packaged-projects ready for financing and implementation.

EOPS Target Three - Publication and Dissemination of a PVO Development Handbook as a General Reference Document to be Used in the Promotion of a PVO Association in Ecuador

No specific plan for the development of the handbook was originally proposed. Based on discussions with the PVO community, a plan for the development of the handbook emerged. This plan was that the handbook, called "Folioteca" or "Compendium," should represent a collection of articles on alternative development techniques. An example of one article of the handbook already completed is the Métodos Seleccionados del Autofinanciamiento de Desarrollo Comunitario. This document was prepared for use in the recently completed financial seminars. The handbook is 35% complete at this time and will be finished by December, 1982.

EOPS Target Four - Feasibility Study of Developing an Ecuadorean PVO Association

A feasibility study for developing an association for PVOs will be completed by August 1982 and is on schedule. Some elements of the feasibility study have already been completed with the preparation of the PVO assessment. The feasibility study will be complemented by a separate study which will result in a final feasibility study as originally designed. The study shall also include an analysis of SIOP as a potential interim organization to continue to promote the establishment of a PVO association after completion of the original project period.

EOPS Target Five - Well-Designed and Packaged Development Projects Ready for Implementation

It was previously noted, that the assistance in packaging projects would focus on a project preparation seminar in May as well as subsequent activities. The provision of assistance in packaging projects is on schedule. There should be no difficulty in achieving the EOPS target of well-designed and packaged development projects ready for implementation.

EOPS Target Six - Establishment of a PVO Association (if Determined Feasible)

There are three possible results of the aforementioned feasibility study:

0 Association Feasible - In this event such an association will be established by the end of the project period.

o Association will be Feasible, beyond the Project Period - In this event, an interim entity will be considered as a bridge mechanism to the future establishment of the association and put in place prior to the end of the project.

o Association or a Reasonable Facsimile not Feasible - In this event no entity will be established.

Whichever of the three results occurs, the above described actions will be implemented by the end of project. It was unanimously agreed that a principal objective is the establishment of a representative body having at least 30 participating PVOs. Additionally, the ultimate feasibility and selection of a representative body shall be responsive to the desires of the PVO community.

VI. Project Goal:

The goal of the project is to have the Ecuadorean PVO community play a major role in the implementation of the Five-Year National Development Plan. The progress, thus far achieved in reaching this goal is described in the following discussion of project components.

1. Assessment of PVOs:

TELACU indicated that due to initial delays in starting the project, the development of the assessment was scheduled to run concurrently with a number of other mutually supporting project activities. Thus, TELACU requested the target date for completion of the assessment be modified to July, 1982.

It was agreed that the assessment, should be the PVO community's document. This led to the consideration of the following two questions:

- o Who should have authorship of the assessment?
- o How should the PVO community participate in its preparation and review?

With respect to the first, it was decided there are three options:

1. TELACU/FED authors the assessment.
2. A new independent and local organization authors the assessment.
3. A group of 30-40 leading PVOs authors the assessment.

USAID asked if it would not be a good idea to have five leading PVOs take the document as their project and hold a seminar for its review. After review and modifications, it could be published as their document. The purpose of the seminar would be to ensure the development of a document that would promote the PVO community to the maximum extent possible.

It was noted by TELACU that an alternative would be to have the assessment prepared and presented by a bridge organization such as SIOP which may be created. It was further proposed that the assessment be presented to approximately 30 local PVOs for their review.

Action:

- The due date for the assessment will be modified to July, 1982.

- The assessment will be presented to approximately 30 local PVOs for their review.

A decision was made that TELACU and FED will enlist the cooperation of 30 to 40 PVOs who will review, edit, and take the lead role with TELACU's assistance in the publication and utilization of the PVO assessment.

2. Technical Assistance to PVOs

a. Training Curriculum and Materials

Discussion:

It was discussed and agreed that during the project life, there is really no way to measure the effectiveness of training activities. It will have to be assumed that successful execution of the training activities will result in an improved capability of PVOs to design and implement development projects.

Action:

- Specific measurements of the impact of training assistance will not be taken.

b. PVO Handbook (Folioteca)

Discussion:

It was decided that the handbook should be authored and presented by the same entity which authored and presented the assessment.

Action:

- The due date of the handbook or folioteca was modified from December, 1981 to December, 1982.

c. Group Training Seminars:

Discussion:

There will be four training seminars to be completed by July, 1982. They are: Self-financing, Project preparation, Training of trainers, and Introduction into the target community.

It was asked: who would present the seminars? TELACU? It was noted that it should be the bridge mechanism, but with TELACU support. It was also suggested that it may be a good idea to have the seminar based on the experience of local PVOs, with local PVOs making certain presentations.

It was decided that any decision regarding charging tuition for the next or any other seminar should be handled very carefully.

It was suggested that it might be better to emphasize follow-up in an Ecuadorian context to the financing seminars, rather than launch into the Project Planning seminars. It was agreed that project packaging is a project requirement of the USAID grant. Additionally, if handled properly, these second seminars would be direct follow-up to the financial seminars.

USAID suggested that the next seminar should include more Ecuadorean participation, and possibly more targeting by type of group attending.

The recently conducted "Seminario de Finanzas y Autofinanciamiento" was briefly reviewed. Overall, this first seminar was judged to have been highly successful by both the presenters and participants. Major comments by participants were:

Overall:

o The vast majority of the participants provided positive response to the seminars (96% submitted "positive" questionnaires as defined in the evaluation report).

Principal Positive Comments:

o The participants learned to develop financial strategies important to their organizations.

o The participants learned the basic elements of establishing a self-financing capacity for their organizations.

Principal Negative Comments:

o There was not sufficient time.

Recommendations:

o Provide more follow-up seminars in order to continue to help PVOs reduce their dependence on external funds.

o Provide follow-up technical assistance for individual PVOs.

Action:

- None necessary.

d. Visits of Project Sites Outside of Ecuador

Discussion:

TELACU suggested that trips outside Ecuador were not necessary and that they should be eliminated. The purpose of the external visits could be handled within the country.

Action:

- The visits of project sites outside of Ecuador were eliminated as a requirement.

3. Development of PVO Association:

a. Feasibility Study:

Discussion:

The results of the feasibility study are crucial to determining future actions and the organization of the project. Prior to completion of the feasibility study, it was agreed that an organization such as SIOP should be used with TELACU and FED providing back-up support.

The feasibility study will determine the nature of support for a PVO association in Ecuador. It will also determine what organization should author and present many of the other activities of the project, e.g. seminars, etc.

If an association as originally planned, is deemed feasible during the project period, it will be established in accordance with the parameters set forth in the study. If an association appears feasible, but beyond the project period, the input of the PVO community will be used to identify if an interim entity such as SIOP is warranted as a bridge mechanism to the establishment of the association. It was agreed that SIOP, if formally recommended, should incorporate broad support of the PVO community. This was defined to mean from 30-40 PVOs as members.

Action:

- The feasibility study should be concluded by August 1982 and SIOP shall function only informally until the results are known.

b. Establishment of PVO Association:

Discussion:

Any organization to be established will adhere to the specific parameters resulting from the feasibility study.

Action:

- None required.

REVISED LOGICAL FRAMEWORK

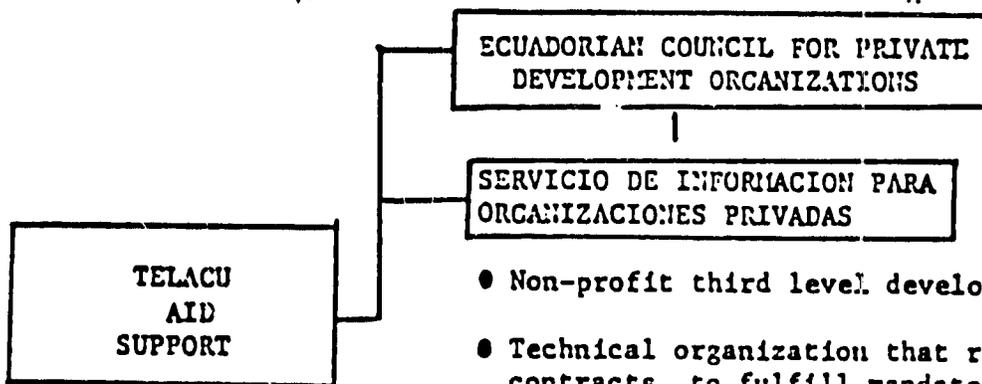
Ecuador PVO Program Development Project

Life of Project FY 82
Total Funding Level US\$450,000
Date Prepared: March, 1982

Project Number: Ecuador PVO Program Development Project

NARRATIVE SUMMARY	OBJECTIVELY VERIF. INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal (A-1)</p> <p>To have the PVO community play a role in the implementation of the Five Year Economic Development Plan.</p>	<p>Measure of Goal Achievement (A-2)</p> <p>More and greater impact development projects addressing PVOs' target areas both in poor urban and rural sectors.</p> <p>Greater cohesiveness within the PVO community and a unified expression of concerns.</p> <p>Increased cooperation among PVO's in Ecuador.</p>	<p>(A-3)</p> <p>Project reports, records, and evaluations of projects implemented by PVOs.</p>	<p>Assumption of Achieving Goal Target (A-4)</p> <p>Indications to date are that there is an acceptability within the PVO community for an expanded PVO program.</p> <p>Cooperation linkages are established and strengthened between project team and host government agencies.</p> <p>There is continuous support by the USAID Mission in the execution of this project.</p>
<p>Purpose (B-1)</p> <p>To institutionalize a strong local economic development industry that can play a major role in the overall development of Ecuador by successfully improving social and economic conditions at the local level.</p>	<p>End of Project Status (B-2)</p> <p>A comprehensive assessment of the indigenous PVO community. An improved capability of PVOs to design and implement development projects.</p> <p>Publication and dissemination of PVO Development Handbook as a general reference document to be used in the promotion of the PVO movement in Ecuador.</p> <p>Feasibility study of developing an association for PVOs.</p> <p>Establishment of a PVO association (if determined feasible).</p>	<p>(B-3)</p> <p>Records, reports, manuals, publications, and site observations.</p>	<p>(B-4)</p> <p>Inventory and survey of PVOs to socially acceptable by the PVO community.</p> <p>Active participation of PVOs.</p> <p>Seminars and publications are easily accessible to participants and interested parties.</p>
<p>Project Outputs (C-1)</p> <ol style="list-style-type: none"> 1. Assessment of PVO's (diagnost.) 2. Technical Assistance to PVO's. <ol style="list-style-type: none"> a. Training curriculum & materials. b. PVO Handbook c. Group Training Seminars d. On Site specific TA to PVO's e. Design and packaging of 10 development projects. 3. Development of a PVO Association <ol style="list-style-type: none"> a. Conduct feasibility study b. Assist in establishment of a PVO Association. 	<p>Target Completion Dates:</p> <p>July 1982</p> <p>July 1982</p> <p>December 1982</p> <p>July 1982</p> <p>December 1982</p> <p>December 1982</p> <p>August 1982</p> <p>December 1982</p>	<p>(C-3)</p> <p>Each of the outputs will be verified by means of internal evaluation and progress reports as well as delivery of developed material by due dates.</p> <p>Observations by USAID Personnel will also attest to the delivery and achievement of quantitative outputs.</p>	<p>(C-4)</p> <p>Cooperation linkages are a successfully established between project participants. TELACU and FED and the Ecuador PVO community.</p> <p>No major unpredictable obstacles emerge.</p> <p>Set-up of Operations and logistics are taken care in a</p>
<p>Project Inputs (D-1)</p>	<p>Implementation Target (Type of Qty) (D-2)</p>	<p>(D-3)</p>	<p>Assumptions for Providing Inputs (D-4)</p>
<p><u>Project Inputs</u></p>			
<p><u>D-1</u></p>			
<p><u>Nature of inputs</u></p>			
<p><u>AID</u></p>			
<ol style="list-style-type: none"> A. In-country Preparation for Project. B. Project assessment of Ecuador PVOs. C. Technical Assistance to PVOs. D. Development of a bridge mechanism to a PVO Association if Association is deemed appropriate by a feasibility study. 	<p>Please refer to <u>BUDGETS</u></p>		

STRATEGY AND ACTION PLAN 1982



- Non-profit third level development organization
- Technical organization that receives grants, contracts. to fulfill mandate.
- Personería Jurídica in 1982
- Possible Technical Area of Council.

SERVICIO DE INFORMACION

- Assessment of PDO's
Draft finished by Feb. 15.
Final product by July.
- Information Bulletins
15 bulletins published by end 1982.
- Directory
Published directory with 100 PDOs sent to institutions in April.
- Financial Resource Directory
List of 100 sources of financial resources published in March.
- Biblioteca-Manual
12 articles published to date. 250 page document. by end of 1982.
- Manual of Financial Techniques
50 page manual published in March.

CENTRO DE CAPACITACION

- Informal Meetings of PDO's
5-10 meetings, lectures, lunches, interchanges.
- Financial Resources Seminar
March in Quito and Guayaquil CTI-Theobald
- Project Planning Seminar
May 17 - 21, 1982.
20 PDO's.
- Introduction into the Community Seminar
June 1982.
- Training of Trainers
July, 1982.

TECHNICAL ASSISTANCE

- Financial Technical Assistance
Fallout of financial seminar to about 10 PDOs.
- Project Planning TA
Fallout of project planning from seminar to about 5-7 PDOs.
Output of seminar is a project design. TA is follow-up and starting of project.
- TA Program
Launch nationwide TA service to all Ecuadorean PDO's, receive requests, negotiate assistance, and provide services to roughly 20 PDO's in 1982.

David Smith - sent file