

AID 1020-28 (7-68)
PROJECT APPRAISAL REPORT (PAR)
 (U-446) See M.O. 1026.1
 SECURITY CLASSIFICATION: UNCLASSIFIED
 001 OBJECT NUMBER: 518-69-820-091 ✓

002 PAR: MO. 06 DAY 30 YR. 70
 AS OF: 06/30/70
 003 U.S. OBLIGATION SPAN: FY 60 Thru FY 75
 004 PROJECT TITLE: FOOD FOR FREEDOM (CARE) 1/

008 COOPERATING COUNTRY - REGION - AID/W OFFICE: ECUADOR

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 19 70)	82 2/		79					1		2	
PROPOSED OPERATIONAL YEAR (FY 19 71)											

CCC VALUE OF P.L. 480 COMMODITIES (\$000) → Thru Actual Year 70: 12,390 Operational Year Program 71: 1,700

007 IMPLEMENTING AGENCY TABLE

If contractors or participating agencies are employed, enter the name and contract or PASA number of each in appropriate spaces below; in the case of voluntary agencies, enter name and registration number from M.O. 1551.1, Attachment A. Enter the appropriate descriptive code in columns b and c, using the coding guide provided below.

TYPE CODE b	TYPE CODE c	a. IMPLEMENTING AGENCY	TYPE CODE		d. CONTRACT/PASA/OLAG NO.	e. LEAVE BLANK FOR AID/W USE
			b.	c.		
1. U.S. CONTRACTOR 2. LOCAL CONTRACTOR 3. THIRD COUNTRY CONTRACTOR 4. PARTICIPATING AGENCY 5. VOLUNTARY AGENCY 6. OTHER:	0. PARTICIPATING AGENCY 1. UNIVERSITY 2. NON-PROFIT INSTITUTION 3. ARCHITECTURAL & ENGINEERING 4. CONSTRUCTION 5. OTHER COMMERCIAL 6. INDIVIDUAL 7. OTHER:	CARE	5	2	VFA-011	

PART I - PROJECT IMPACT

I-A. GENERAL NARRATIVE STATEMENT ON PROJECT EFFECTIVENESS, SIGNIFICANCE & EFFICIENCY.

This summary narrative should begin with a brief (one or two paragraph) statement of the principal events in the history of the project since the last PAR. Following this should come a concise narrative statement which evaluates the overall efficiency, effectiveness and significance of the project from the standpoint of:

- (1) overall performance and effectiveness of project implementation in achieving stated project targets;
- (2) the contribution to achievement of sector and goal plans;
- (3) anticipated results compared to costs, i.e., efficiency in resource utilization;
- (4) the continued relevance, importance and significance of the project to country development and/or the furtherance of U.S. objectives.

Include in the above outline, as necessary and appropriate, significant remedial actions undertaken or planned. The narrative can best be done after the rest of PART I is completed. It should integrate the partial analyses in I-B and I-C into an overall balanced appraisal of the project's impact. The narrative can refer to other sections of the PAR which are pertinent. If the evaluation in the previous PAR has not significantly changed, or if the project is too new to have achieved significant results, this Part should so state.

008 NARRATIVE I PART I-A (Continue on form AID 1020-25 I as necessary):

- 1/ This PAR concerns CARE's activities in subproject 091.4 during the period July 1, 1969 - June 30, 1970.
- 2/ Funds obligated before 6/30/68, mainly for salary payments, allotments, etc. for a direct hire employee formerly paid under the Food for Freedom Project.
- 3/ Source: AID Operations Report dated June 30, 1969 plus FFP/FDD estimates of FY 1970 published in May 1970.

MISSION DIRECTOR APPROVAL → SIGNATURE: *[Signature]* DATE: July 15, 1970

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PAR CONTINUATION SHEET

This sheet is to be used for any Narrative Sections for which sufficient space has not been provided on the form. Identify each narrative by its Part and Section Designation.

(1) Progress towards project targets

Within the relatively narrow range of achieving the established objectives of providing supplemental feeding for a given number of preschoolers, school children, institutional recipients, etc. this project is making satisfactory progress. (See Part I-B-1)

Progress is not satisfactory, however, in introducing organized nutrition education programs into the feeding programs or taking effective steps to turn these programs over eventually to the host government.

(2) Contribution to the achievement of program goals

The activities of CARE, i.e. the providing of PL-480 food for supplementary nutrition for expectant mothers, preschool children and primary school children contributes to the program goal of improving the social and economic opportunities of less privileged Ecuadorians and enabling them to participate more effectively in the political life of the country.

(3) Value of results compared to their cost

It would be well nigh impossible to subject this program to a meaningful cost/benefit study. We do know that the costs of malnutrition in terms of medical care, loss of productivity, welfare relief and just plain human suffering are much greater than generally realized. One estimate, in Guatemala, placed the cost of 90 days of hospitalization for malnutrition at \$600, compared to an annual cost of \$7 to \$10 to prevent it in the first place with inexpensive nutritious foods. The challenge in this program is to concentrate food resources and education where they will do the most good with the most vulnerable groups, i.e. nursing and expectant mothers, very young children and school-age children whose very presence in school and academic performance are at least partially dependent upon receiving an adequate school meal.

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

There is evidence that malnutrition in children of preschool and primary school age may lead to permanent physical and mental retardation. In Ecuador there is a dearth of the food items that are most needed to combat malnutrition. CARE's activities are important inasmuch as they entail the distribution of such food items to the groups which need them most, and also stimulate the interest of Ecuadorian entities in seeking solutions to the problem.

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PAR CONTINUATION SHEET

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Efforts to eliminate malnutrition are important to the country's development and the furtherance of U. S. 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		
	<p>The output targets listed below, taken from the draft PIP, are related to CARE's recent and projected activities in Ecuador</p> <p>1. Provide PL-480 Title II foodstuffs to:</p> <p>a. Mothers and Preschool children</p> <p>b. School children</p> <p>c. Other children</p> <p>d. Institutions</p> <p>2. Use of centers for feeding mothers and children as nutrition education centers</p> <p>1/ Cumulative totals would be meaningless. Figures represent actual or planned numbers of recipients at given dates.</p>	59,581	55,000	47,690	65,000	85,000
		259,000	300,000	285,198	325,000	400,000
		20,260	20,000	22,720	15,000	22,500
		7,899	20,000	16,278	10,000	10,000
		59	59	31	159	360 ↓

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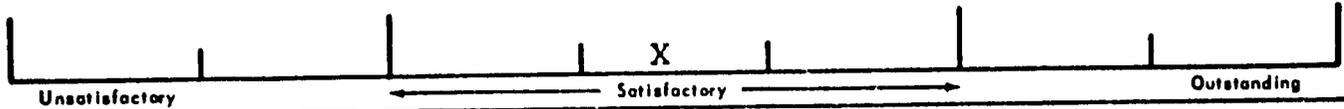
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010

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.	2	See comment below
	(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 1):

- (1) CARE's activities are indirectly related to this program goal. Their (d) impact on it to date has been primarily limited to the distribution of nutritious foods, PL-480 and CARE-supplied, to low-income recipients. Concomitant educational activities in nutrition and the causes and cure of malnutrition have been minimal because of the small size of the CARE staff, lack of funds, apathy on the part of the institutions with which CARE works, and CARE's understandable preoccupation with the management problems involved in conducting, and accounting for large-scale operations. To obtain maximum impact from the food distribution programs, this situation needs to be rectified. CARE does conduct or help support other activities related to the program goal in Ecuador, such as small self-help projects, school gardens, vocational training, distribution of medicines and vitamins, etc.

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PART I-C - Continued

C.2 - GENERAL QUESTIONS

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?	Y
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?	N
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 I as necessary):	

014 The Ministry of Public Health has planned a rapid expansion of rural health centers: up to 300 new centers in four years, beginning in 1970. The state of the government's finances, and the organizational capabilities of the Ministry of Health, militate against the successful achievement of this goal, thus compromising plans of CARE greatly to increase the numbers of mothers and preschool children receiving supplemental feeding and nutrition education during FY-1971.

018 Ecuador needs an updated nutrition survey, the last having been done by ICNND ✓ in 1959. We have inquired through T/N in AID/W, to determine whether such assistance could be provided to the Ecuadorian Institute for Nutrition (INNE) once again by ICNND. Furthermore, research is needed here to determine the cheapest combination of domestic plant nutrients - both in the Sierra and the coastal regions - which can provide the rural population with a balanced and fully digestible "foundation stone" in diet. Foods such as NFDM, CSM, and WSB, provided to a segment of the population through PL-480, must be replaced eventually with an inexpensive domestic substitute, one which people can grow and use on the farm or purchase cheaply once educated to its value.

✓ ICNND - Interdepartmental Committee on Nutrition for National Development, Bethesda, Maryland.

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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.

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
	The major action or steps required in this project follow a repetitive annual cycle as shown in the draft PIP:			
1.	Determine food requirements for all program categories for ensuing fiscal year.		X	
2.	Request commodities (AER), present Program Plan, and contract with appropriate GOE Ministries		X	
3.	Secure approval of USAID		X	
4.	Secure approval of AID/V. & Interagency Committee, Wash. D.C.	X		
5.	Delivery of PL-480 food to Ecuador by quarterly call forwards initiate by CARE & approved by USAID	X		
6.	Unloading, initial warehousing at Port. Auth., Guayaquil		X	
7.	Arrival reports, independent survey, physical count, loss reports, transport to CARE whse. or railroad		X	
8.	Storage in one of three CARE whses. and/or GOE whses.			
9.	Distribution to recipient schools in the provinces; to all institutions at Guayaquil	X		
10.	Surveillance, accounting, end-use checks and audit		X	
11.	Program education and development	X		
12.	Reporting and evaluation, including PAR	X		
	Note: The "behind schedule" aspects of this project relate to AID/V's questioning of the size of the FY 1971 program, and are not, in any serious way, detrimental to the program inasmuch as a one quarter approval, at the FY 1970 level, has been granted which will soon result in commodities arriving at Guayaquil			

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PART II - Continued

023

II-A.2 - OVERALL TIMELINESS

In general, project implementation is (place an "X" in one block):

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.

(a) On schedule	
(b) Ahead of schedule	
(c) Behind schedule	X
(1) AID/W Program Approval	X
(2) Implementing Agency (Contractor/Participating Agency/Voluntary Agency)	
(3) Technicians	
(4) Participants	
(5) Commodities (non-FFF)	
(6) Cooperating Country	
(7) Commodities (FFF)	X
(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	N
025 Adequacy of technical knowledge	P	033 Promptness of required reports	
026 Understanding of project purposes		034 Adherence to work schedule	
027 Project planning and management		035 Working relations with Americans	N
028 Ability to adapt technical knowledge to local situation	N	036 Working relations with cooperating country nationals	
029 Effective use of participant training element		037 Adaptation to local working and living environment	
030 Ability to train and utilize local staff		038 Home office backstopping and substantive interest	
031 Adherence to AID administrative and other requirements	N	039 Timely recruiting of qualified technicians	
		040 Other (describe):	

2. FACTORS PARTICIPANT TRAINING

041 IF NO PARTICIPANT ELEMENT IN PROJECT. PLACE AN "X" IN THIS BLOCK	X	TRAINING UTILIZATION AND FOLLOW UP	
PREDEPARTURE		052 Appropriateness of original selection	
042 English language ability		053 Relevance of training for present project purposes	
043 Availability of host country funding		054 Appropriateness of post-training placement	
044 Host country operational considerations (e.g., selection procedures)		055 Utility of training regardless of changes in project	
045 Technical/professional qualifications		056 Ability to get meritorious ideas accepted by supervisors	
046 Quality of technical orientation		057 Adequacy of performance	
047 Quality of general orientation		058 Continuance on project	
048 Participants' collaboration in planning content of program		059 Availability of necessary facilities and equipment	
049 Collaboration by participants' supervisors in planning training		060 Mission or contractor follow-up activity	
050 Participants' availability for training		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		
		X			072 Control measures against damage and deterioration in shipment.
065 Timeliness of AID/W program approval (i.e., PIO/C, Transfer Authorization).				N	073 Control measures against deterioration in storage. N
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 1020-251 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.

There is room for improvement both in the management of food distribution and in developing plans to go beyond a straight feeding operation as indicated below.

b. Implementing Agency

CARE conducts a PL-480 program in Ecuador centered on AID/W-established priorities in program categories, i.e. health of mothers and children and school feeding. However, there is minimal cooperation with USAID in meeting administrative requirements, and this affects the degree to which the two agencies can cooperate effectively in more important program goals. Further there is some indication (see AID Audit Report No. 70-14-E dated June 11, 1970) of insufficient attention being paid to the control of commodities in the field and of a need for more meaningful self-audit procedures.

c. Participants

Not applicable

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PAR CONTINUATION SHEET

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d. Commodities

Several factors have contributed to an irregularity in the flow of PL-480 commodities to Ecuador, e.g. delayed AID/W approvals pending the resolution of program issues, availability of foods, dock strikes, failure of the Ecuadorian government to approve and clear imports expeditiously, the 90-10 issue, etc. These roadblocks wreak havoc on the orderly development of the program. The ray of hope in this situation is the "quarterly call forward" system in which the people closest to the in-country situation, the voluntary agencies and USAID, call forward only what they can manage to use. More reliance should be placed on this system to regulate the flow of commodities, within a looser framework of program control from AID/W. Projections of world-wide requirements can proceed from call forward experience rather than AERs. More responsibility can be delegated to USAID in terms of program justification in the use of commodities, guided by manual orders.

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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:

080 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.	
084 Host country project funding.	
085 Legislative changes relevant to project purposes.	P
086 Existence and adequacy of a project-related LDC organization.	
087 Resolution of procedural and bureaucratic problems.	
088 Availability of LDC physical resource inputs and/or supporting services and facilities.	
089 Maintenance of facilities and equipment.	
090 Resolution of tribal, class or caste problems.	
091 Receptivity to change and innovation.	
092 Political conditions specific to project.	N
093 Capacity to transform ideas into actions, i.e., ability to implement project plans.	
094 Intent and/or capacity to sustain and expand the impact of the project after U.S. inputs are terminated.	N
095 Extent of LDC efforts to widen the dissemination of project benefits and services.	
096 Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.	
097 Enforcement of relevant procedures (e.g., newly established tax collection and audit system).	
098 Other:	

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.	P
104 Pay and allowances.	N
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.

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

Ecuador wants PL-480 food assistance and is not apathetic to or unaware of its value to the country's low-income families. However, we see four major factors which compromise the effectiveness of its efforts to coordinate and finance the program adequately and consistently: (1) low paid and often inept civil servants; (2) political pressures, e.g., the efforts of the cattlemen to cut off the flow of imported powdered milk (in spite of the fact that no effective demand exists among the PL-480 recipients at this time); (3) the country's current, deep-seated fiscal crisis which militates against more than marginal increases in budgeting for the program; (4) the natural human tendency to postpone effective action by the Ecuadorian government, relying upon the U.S. government to solve the problem (a case in point being the recent 90-10 port charges issue).

There has been a stirring around in government circles during the past several months to rationalize the system of clearing and approving voluntary agency-

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- proposed program levels, controlling in-country diversion of PL-180 commodities, as well as more effectively relating the programs to nutrition objectives. This was kicked off by protests from the cattlemen relating to alleged misuse of powdered milk. Whether this will result in better coordination and management, and not just a probably unwarranted cut-off in milk imports, remains to be seen. Actually, the voluntary agencies badly need a key coordinator or "food czar" in one of the ministries to whom they can turn for timely final decisions, instead of dealing separately with various ministries and commissions who cannot reach beyond their own province.
- 080 As noted above, no one ministry now effectively pulls together the others and the Milk Commission to arrive at timely decisions on program levels and budget support. But at least three plans are now under consideration to control and coordinate the situation better.
- 082 The program is not closely enough related to nutrition problems in the country, and the need for nutrition education, especially for rural people. If the government better supported INNE (The Ecuadorian Institute for Nutrition) and then used the data obtained in the conduct of the PL-480 food programs, an important step forward would have been achieved. A recent resolution of the Ecuadorian Senate (Acuerdo No. 72) proposes just that. Again, it remains to be seen whether it is implemented.
- 092 See comments in 106
- 094 The school feeding program is now "institutionalized" and there will be strong pressure to continue with it even after U.S. inputs are withdrawn. However, the central government's present capacity to do this is limited for reasons discussed in 106 above (page 8).
- 104 A teacher's strike last year severely affected the school feeding program. Low salaries across the board for civil servants mean perfunctory performance in the conduct of all programs involving local management.

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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 country circumstances call for 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 situations 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):

Nothing is amiss with stated project purposes. What is required is to bring the two voluntary agencies and the World Food program into closer commitment with relevant host country resources (public and private) such as INNE, to achieve a genuine nutritional program in this country. It is planned to achieve this through USAID acting as a catalyst to bring the parties into a working relationship. Concomitantly, it is planned, with particular reference to CARE, to attempt a combined nutrition/family planning program. With population growth outrunning domestic agricultural production, the "quality of life", even at its present low level, cannot long be maintained, much less improved without both emphases being pursued with the target low-income families reached by this program.

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 an amended PIP to AID/W).	X
3. Continued with significant changes in the PIP (but not sufficient to require a revised PROP). A formally revised PIP will follow.	
4. Extended beyond its present schedule to (Date): Mo. ___ Day ___ Yr. ___. 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 ___ Yr. ___	
8. Other. Explain in narrative.	

109 NARRATIVE FOR PART IV-B:

The minor change in the PIP involves providing services to the new Rural Health Centers which will combine family planning and nutrition education in the program (See 014 above).

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