

002 PAR MO. DAY YR. 003 U.S. OBLIGATION SPAN  
 ASSE: 05 30 69 FY 64 Thru FY 72  
 005 COOPERATING COUNTRY - REGION - AID/W OFFICE  
**ECUADOR**

004 PROJECT TITLE  
**AGRICULTURAL COOPERATIVES AND  
 COOPERATIVE EDUCATION**  
 150-32046  
 31200960/10

**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 69)	434	355	23		275			17		39	80
PROPOSED OPERATIONAL YEAR (FY 19 70)	200	165	5		125	15		15			40

CCC VALUE OF P.L. 480 COMMODITIES (\$000) → Thru Actual Year **-0-** Operational Year Program : **-0-**

**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/VOLAG 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:	1. <b>CLUSA</b>	1	2	<b>csd-267</b>	
		2.			<b>T.O. # 12</b>	
		3.				

**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 FOR PART I-A (Continue on form AID 1020-25 if as necessary):

Since no PAR has been submitted on this project previously, the following is a brief summary of the project's history. It started in FY 1964 as "Cooperative Education", and continued as such until the second half of FY 1966 when, with the arrival of a contract representative from the Cooperative League of the U.S.A. (CLUSA), it was expanded and entitled "Agricultural Cooperatives and Cooperative Education".

MISSION DIRECTOR SIGNATURE DATE  
 \_\_\_\_\_ *A. D.* \_\_\_\_\_ *Sept 15, 1969*

The first task accomplished under the expanded project was the development of coffee cooperatives which lead, late in FY 1966, to the establishment of the National Federation of Coffee Cooperatives (NATCOFF). This Federation is now completely independent of USAID and includes fifty cooperatives grouped in four regional unions with more than 6,000 members. The Federation's coffee export quota this year is worth approximately \$4 million.

During the second half of FY 1968 the development of rice cooperatives began, and to date ten such cooperatives have been legalized. Their total membership is approximately 500. Towards the end of FY 1969 the development of agricultural cooperatives in the SA area was undertaken. So far the work in this area has been mainly with existing cooperatives and existing organizations for cooperative development.

(1) Overall performance and effectiveness of implementation

In view of the serious problems related to the cooperative movement in Ecuador, this project has made a good start towards the achievement of its three specific goals as they were originally stated: (a) the expansion and development of agricultural cooperatives throughout Ecuador; (b) the formation of regional and national federations of cooperatives in ten commodity areas; (c) the providing of effective education and training to the officers and members of agricultural cooperatives. The five-year (1967-1971) plan for the project prepared by the USAID advisor in the latter half of FY 1966 specifies many targets which have not yet been achieved. Failure to achieve them is more attributable to the overly ambitious tenor of the plan than to shortcomings in project implementation.

(2) Contribution to sector and goal plans

In Ecuador, as in many other countries, cooperatives represent an effective method of achieving goals in the social and economic sectors. Cooperatives are, by definition, organizations formed by people for their common benefit. The necessity of their becoming solidly based economic entities in order to survive in the free competition that goes on in agriculture and business is another feature which enhances their potential as a good means of fostering economic growth and changing the attitudes of passivity or hopeless resignation which frequently prevent large segments of the population from seeking any voice in the affairs of their country.

(3) Anticipated results compared to costs

So far the cost of the project does not appear excessive compared to the results which have been obtained. The coffee cooperatives and their federation, after three years of activity, have become self-financing and independent. The work begun with the rice growers in 1968 has resulted in the establishment of twenty cooperatives which are now planning to join forces in a federation. The expanded project, in the three years of its

existence, has made considerable headway towards its principal aim of getting marginal classes of the Ecuadorian population to participate in the country's economic, social and political life, and, relatively speaking, the cost of this accomplishment has been small.

(4) Continued relevance of the project to the country's development and the institutionalization of the project.

Apart from the central government, there are several effective agents for development in Ecuador, some public and some private, and most of them are closely linked to the country's less privileged social and economic classes, in their quest for social and economic betterment. An important U. S. objective is to organize and activate these agents so that they will encourage the marginal classes to participate in local and regional institutions that will give them greater influence in national affairs. The continuing relevance of the cooperative movement to this objective is clear. Institutional development, one of the things which this project is designed to achieve, goes hand by hand with the overall development of the country. The project is designed, furthermore, to help people in the lower income groups to promote their own interests, thereby achieving, in the long run, a more even distribution of income, which is another important U. S. objective in Ecuador.

**Best Available Document**

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)				
		3 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	6. PROJECT TOTAL FOR PROJECT LIFE
			a. PLANNED	b. ACTUAL		
		6/30/69			1979	
	No PIP for this project has been written yet. The output targets indicated below are illustrative of those to be included in the PIP.					
	<u>Coffee Cooperatives</u>					
	Formation and legalization of cooperatives	50	50	50	(Independent since June, 1969.)	
	Legalization of unions	4	4	5		
	Legalization of National Federation of Coffee Cooperatives	1	1	1		
	Increase membership of cooperatives	6,000	-	5,500		
	<u>Rice Cooperatives</u>					
	Formation and legalization of cooperatives	13	-	6	20	25
	Resettle families on new lands	90	-	45	250	2,500
	Obtain loans for rice growers	50	-	5	not yet determined	
	Increase membership of cooperatives	1,500	-	300	2,500	4,000
	Increase rice production					No major increases in production to date
	<u>Agricultural Cooperatives</u>					
	Provide technical assistance to existing cooperatives, regional unions, and the national federation of cooperatives					Not quantifiable
	(2 were combined) Depending on approval of the Land Sales Guaranty Loan.					

In this connection it should be noted that the present CLUSA leaders have made considerable progress in educational innovations in the cooperative field. They have made substantial changes in their traditional system of presenting their material on cooperatives. Experience has shown them that an intensified educational process requiring greater participation by the learners is more consistent with the fundamental nature of cooperatives than is the traditional method. Their innovations have begun to produce significant results.

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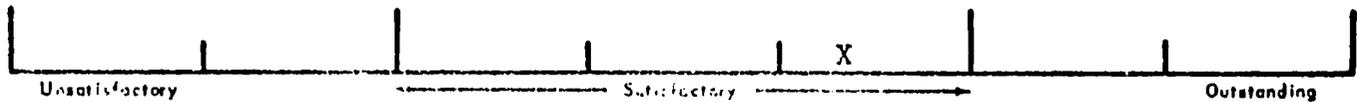
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## PART I-B - Continued

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)	More active participation in local and regional institutions by less privileged segments of the population to obtain more influence in the country's economic, social and political life.	3	2
(2)	More equitable distribution of income	2	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 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) d. Among the problems which need to be overcome in cooperative development and education in Ecuador are confusion about the goals and functions of cooperatives, a prevailing notion that cooperatives mean high wages and little work, and a lack of well qualified leaders for the cooperative movement. Various organizations active in the cooperative field, including USAID/E, have worked with different groups towards the solution of these problems, but in the past have failed to coordinate their efforts to overcome one of the most serious problems of the cooperative movement: a lack of communication and integration. A strong coordinated effort to understand the motivation and composition of the members and potential members of cooperatives must be made by all agencies seeking to assist them. The USAID technicians carrying out this project are aware that they must not let their attention be diverted by chance differences among cooperatives, and must work towards greater solidarity throughout the cooperative movement.

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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?	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?	N
019	Do any aspects of the project lend themselves to publicity in newspapers, magazines, television or films in the United States?	Y
020	Has there been a lack of effective cooperating country media coverage? (Make sure AID/W has copies of existing coverage.)	N
021	NARRATIVE FOR PART I-C.2 Identify each explanatory note by the number of the entry to which it pertains. (Continue on form AID 1020-25 I as necessary):	

017 Experience with this project has given support to the theory that cooperatives can be an effective method of accomplishing the Title IX objective of base-level development of a social and economic nature. It has shown that cooperativism is a system which provides people with a chance to work together effectively for attaining common objectives and places in their hands the means of obtaining the basic inputs which they need to improve their production and increase their income.

019 Several aspects of the project lend themselves to publicity, e.g. the improvement of production, group action as a means of attaining objectives, the increased awareness of members of low income groups of their potential for participating in their country's political life.

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RT 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
	<p>No PIP for this project has been prepared yet. The following major actions, past and future, are illustrative of those to be included in the PIP.</p> <p>Conclude an agreement with host government organization on cooperative development.</p> <p>Issue task order to contractor (CLUSA) for required technical services</p> <p>(1) Arrival of CLUSA cooperatives advisor.</p> <p>(2) Establishment of work plan. (Note that this plan, mentioned under (1) on page 1A, is not longer considered valid, and the targets have been revised.)</p> <p>(3) Recruitment and organization of Ecuadorean project staff.</p> <p>(4) Training of field staff .</p> <p>(5) Procurement of commodities for project use.</p> <p>(6) Organization and implementation of education programs for cooperatives.</p> <p>(7) Training of education specialists, extensionists, accountants, agronomists, engineers, land tenure specialists, for work in cooperatives.</p> <p>(8) Arrange participant training programs for leaders.</p> <p>(9) Procure engineering and agricultural vehicles, audiovisual and training materials and other commodities for cooperatives.</p> <p>(10) Assist with activities under the Land Sales Guaranty Loan.</p>		<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>(Planned for future.)</p> <p>(Planned for future.)</p> <p>(Planned for future.)</p> <p>(Planned for future.)</p>

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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	
(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):	

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.

## 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	
		033 Promptness of required reports	
025 Adequacy of technical knowledge		034 Adherence to work schedule	
026 Understanding of project purposes		035 Working relations with Americans	
027 Project planning and management		036 Working relations with cooperating country nationals	P
028 Ability to adapt technical knowledge to local situation	P	037 Adaptation to local working and living environment	
029 Effective use of participant training element		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		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:	002 FFF	003 NON-FFF	X	004 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).					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.	P
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 if 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.

The implementation of this project has been satisfactory on the whole. It must be pointed out that USAID/E, in undertaking to develop the coffee cooperatives, did not at first pay sufficient attention to the characteristics and motives of the coffee growers. The coffee growers were primarily interested in getting help in obliging the government to give them a portion of the coffee export quota. For the most part they were attracted to cooperativism only as a means to that end. The education program provided by USAID seemed to some of them quite unrelated to their immediate goals. Experience with the rice planters likewise indicated that the people in this group are not interested in cooperative education for its own sake. A serious problem in both groups has been the lack of knowledgeable leaders. Cooperative members have generally demonstrated that they are more interested in managers possessing techniques related to their crops than in managers who are competent in administration, accounting, marketing, etc. The project technicians have done well in studying these problems and finding ways of improving their support to the cooperatives in their efforts to become profitable, strong organization. They are concentrating on uniting the divergent sectors of the cooperative movement so that eventually all of them will work together towards common goals.

b. Implementing Agency

The work plan established by the contractor's representative in the early stages of the project (cf. (1) on page LA and (2) on page 5) is generally thought to be excessively ambitious in its projections, and the targets specified in it have

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been revised by the present contract advisor. Apart from this CLUSA's services in the implementation of this project have been highly satisfactory.

c. Participants

No participant training has been financed under this project heretofore, but some is planned for the future.

d. Commodities

In the past project technicians have had difficulty in anticipating their commodity needs in a timely manner. This problem seems to have been overcome, however, and at present commodities are arriving as needed.

## 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.	
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.	
083 Competence and/or continuity in executive leadership of project.	
084 Host country project funding.	
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.	
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.	P
092 Political conditions specific to project.	
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.	P
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.	N
101 Amount of technician man years available.	
102 Continuity of staff.	
103 Willingness to work in rural areas.	N
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.

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

Statistics provided by the National Directorate of Cooperatives indicate that a large number of variety of agricultural cooperatives and pre-cooperatives have come into being in Ecuador during the past decade. These statistics, however, are not altogether reliable. The National Directorate of Cooperatives does not have the staff nor the budget that might permit it to provide strong leadership in the cooperative movement in Ecuador; consequently no united cooperative movement exists at present. Agricultural cooperatives in general have developed strictly on a regional level, and are dominated by interest groups which care little about the cooperative movement as a whole. Leadership in the agricultural cooperatives is in need of development. The project technicians propose to draw leaders for the movement from among the low income farmers as a means of encouraging self-sufficiency and civic responsibility in this group. While the government's support for agricultural cooperatives will be welcomed, its leadership in this area might, in the opinion of the project technicians, tend to perpetuate a traditional pattern of paternalism.

- 036 - As explained in other parts of this report the Ecuadorean agencies responsible for the cooperative movement are generally understaffed and lack budget support from the central government.
- 100 - The educational level of cooperative members is generally low, and the technical qualifications of the government officials working with them is frequently inadequate.
- 103 - The preference of government officials is for desk jobs with few responsibilities in the large cities. Their disinclination to strive towards the betterment of cooperatives by diligent work in the field obviously is detrimental to the cooperative movement.

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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):

The Mission's plans for this project are stated in the PROP prepared in September 1969. No adjustment in the design of the project specified in that document is contemplated at this time.

## IV-B - PROPOSED ACTION

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

1. Continued as presently scheduled in PIP.	
2. Continue with minor changes in the PIP, made at Mission level (not requiring submission of an amended PIP to AID/W).	
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.	X

109 NARRATIVE FOR PART IV-B:

The PIP for this project has not yet been written, but will be prepared in the near future.

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