PD-ABB-556

AID 1020-25 (10-70) REPORT U-442

# PROJECT APPRAISAL REPORT (PAR)

PAGE 1

| 1. PROJECT NO. | 2. PAR FOR PERIOD | 3. COUNTRY | 4. PAR SERIAL NO. |
|---|---|---|---|
| 511-11-720-082.7 | 6/17/71 to 9/10/72 | BOLIVIA | 73-4 |

5. PROJECT TITLE

Local Government Assistance

| 6. PROJECT DURATION: Began FY 71 Ends FY 74* | 7. DATE LATEST PROP | 8. DATE LATEST PIP | 9. DATE PRIOR PAR |
|---|---|---|---|
| | 3/1/72 | | |

| 10. U.S. Grant FUNDING | a. Cumulative Obligation Thru Prior FY: $ 72,412 | b. Current FY Estimated Budget: $ 109,700 | c. Estimated Budget to completion After Current FY: $ 10,000 |
|---|---|---|---|

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

| a. NAME | b. CONTRACT, PASA OR VOL. AG. NO. |
|---|---|
| Institute of Public Administration | AID/GOB-511-85 |
| *Expected duration of grant-financing. | |

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

| A. ACTION (X) USAID | A. ACTION (X) AID/W | A. ACTION (X) HOST | B. LIST OF ACTIONS | C. PROPOSED ACTION COMPLETION DATE |
|---|---|---|---|---|
| X | | | Modify the AID/W approved PROP to show the adjusted statement of Project Purpose, new End Of Project Status, and the new Outputs. | December, 1972 |
| | | X | SENDU should present its budget to the Ministry of Finance. | September, 1972 |
| | | X | Study the financing required for essential projects in the various cities. | October to December 1972 |
| | | X | Presentation of the list of projects to be financed through SENDU. | January 1973 |
| X | | | Request authorization for conducting an IRR. | January, 1973 |
| | | X | Establish permanent communication channels through periodic meetings between SENDU and other entities involved in urban development. | October, 1972 and Continuing |
| X | | | The project manager should ascertain that there is sufficient exchange of information between the GOB and other organizations. | October, 1972 |
| | | X | Provide an adequate pay and allowances to assure reasonable continuity of personnel in SENDU. | Continuing |
| X | | | The Project Manager should explain to the GOB the need for continuity of personnel and the importance of adequate financing. | January, 1973 |

(Cont. on page 1 a)

C. REPLANNING REQUIRES REVISED OR NEW: [X] PROP [ ] PIP [ ] PROG AG [ ] PIO/T [ ] PIO/C [ ] [illegible] D. DATE OF MISSION REVIEW 7/7/72

| PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE | MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE |
|---|---|
| David Jickling DJ 9/7/72 | Parke D. Massey |

AID 1025-25 (10-70) REPORT U-003

# PROJECT APPRAISAL REPORT (PAR)



| 1. PROJECT NO. | 2. PAR FOR PERIOD: | 3. COUNTRY | 4. PAR SERIAL NO. |
|---|---|---|---|
| 511-11-720-082.7 | 6/17/71 TO 9/10/72 | BOLIVIA | 73-4 |

5. PROJECT TITLE

Local Government Assistance

| 6. PROJECT DURATION: Began FY ____ Ends FY ____ | 7. DATE LATEST PROP | 8. DATE LATEST PIP | 9. DATE PRIOR PAR |
|---|---|---|---|
| | | | |

| 10. U.S. FUNDING | a. Cumulative Obligation Thru Prior FY: $ | b. Current FY Estimated Budget: $ | c. Estimated Budget to completion After Current FY: $ |
|---|---|---|---|
| | | | |

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

| a. NAME | b. CONTRACT, PASA OR VOL. AG. NO. |
|---|---|
| | |
| | |
| | |

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

| A. ACTION (X) USAID | A. ACTION (X) AID/W | A. ACTION (X) HOST | B. LIST OF ACTIONS | C. PROPOSED ACTION COMPLETION DATE |
|---|---|---|---|---|
| | | X | Define criterion for "ranking" cities | December 1972 |
| | | X | National Directorate of Personnel System should carry out a census of municipal and other employees. | September 1972 to December 1973 |
| | | X | GOB should study the requirements for training of local government employees and identify professors that will be required. | December 1972 and Continuing |
| | | X | Delineate the functions of municipal, departmental, and regional governments. | June 1973 |
| | | X | Regional Planning Directorate should develop a five year plan for regional development, including specific plans and urban development. | March 1973 |
| | | X | Should present development plans and programs based on regional needs and not only by sectors. | March 1973 |
| | | X | GOB should locate necessary financing and the experts required to carry out specific projects. | Continuing |
| | | X | The General Directorate of Urban Planning, in collaboration with the Directorate of Regional Planning, should define the National urban systems, identify homogeneous regions, and "rank" the urban area. | Starting in July 1972 and finishing the preliminary work in 1975, continuing thereafter. |
| | | X | SENDU should present its Manual of Procedures. | March 1973 |

J. REPLANNING REQUIRES REVISED OR NEW: ☐ PROP ☐ PIP ☐ PRO AG ☐ PIO/T ☐ PIO/C ☐ PIO/P

K. DATE OF MISSION REVIEW

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE

MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE

| AID 1020-25 (11-70) PAGE 2 PAR | PROJECT NO. 511-11-720-082.7 | PAR FOR PERIOD: 6/17/71 TO 9/10/72 | COUNTRY BOLIVIA | PAR SERIAL NO. 73-4 |
|---|---|---|---|---|

## II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

| A. INPUT OR ACTION AGENT<br>CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY | B. PERFORMANCE AGAINST PLAN<br>UNSATISFACTORY 1 2 | SATISFACTORY 3 4 5 | OUTSTANDING 6 7 | C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (K)<br>LOW 1 2 | MEDIUM 3 4 | HIGH 5 |
|---|---|---|---|---|---|---|
| 1. Institute of Public Administration | | | X | | | X |
| 2. | | | | | | |
| 3. | | | | | | |

Comment on key factors determining rating

The majority of the Personal Factors for the rating of the performance contractor were judged superior.
Although it is understood that achievement of the Project Purpose will depend on Bolivian institutions, the GOB participants at the evaluation conference considered IPA's contribution to be essential if they are to reach sufficient level of proficiency in a short time to continue to work without outside advisory assistance.

| A. PARTICIPANT TRAINING | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | X | |

Comment on key factors determining rating

This input was not rated since there was no training during the period covered by this evaluation. SENDU has, however, been in contact with other institutions, e.g. FUNDACOMUN and CICAP, to arrange future training.

| B. COMMODITIES | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | X | | | | |

Comment on key factors determining rating

During the period covered by this evaluation there were no significant commodity imports. This project mainly concerns technical assistance and it is doubtful that commodity imports will be of much importance for the achievement of the Project Purpose.

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| C. COOPERATING COUNTRY | a. PERSONNEL | | | | | X | | | | | | | X |
| | b. OTHER | | | | X | | | | | | | | X |

Comment on key factors determining rating

The rating of personnel factors indicated adequate planning and several of the factors were considered superior. One point of discussion was whether or not the salary level was adequate to attract and maintain the personnel required by SENDU. The GOB participants felt confident that this would not present a significant problem considering the general level of remuneration in Bolivia.
Ratings given other performance factors: cooperation between Government institutions and availability of data and statistics, negative; cooperation with non-government institutions and solution of bureaucratic problems, marginally as planned.

( Cont. on page 2a)

| D. OTHER DONORS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | - | |

(See Next Page for Comments on Other Donors)

| AID 1020-25 (10-70) PAGE 2 OF 8 PAR | PROJECT NO. 511-11-720-082.7 | PAR FOR PERIOD: FROM 6/17/71 TO 9/10/72 | COUNTRY BOLIVIA | PAR SERIAL NO. 73-4 |
|---|---|---|---|---|

## II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

| A. INPUT OR ACTION AGENT<br>CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY | B. PERFORMANCE AGAINST PLAN | | | | | | | C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (K) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | UNSATISFACTORY | | SATISFACTORY | | | OUTSTANDING | | LOW | MEDIUM | | | HIGH |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 |
| 1. | | | | | | | | | | | | |
| 2. | | | | | | | | | | | | |
| 3. | | | | | | | | | | | | |

Comment on key factors determining rating

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 4. PARTICIPANT TRAINING | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 |

Comment on key factors determining rating

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 5. COMMODITIES | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 |

Comment on key factors determining rating

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 6. COOPERATING COUNTRY | a. PERSONNEL | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 |
| | b. OTHER | | | | | | | | | | | | |

Comment on key factors determining rating

This evaluation, which had considerable host government participation, proved very useful in pointing up the above-mentioned deficiencies. The representatives of the Ministries of Urban Development and Housing, Planning and Finance, SENDU and ISAP agree to broaden the cooperation and communications between themselves and non-governmental institutions. The evaluation also provided them with the opportunity to explain their plans and exchange ideas on how to overcome problems caused by the paucity of reliable data and statistics.

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 7. OTHER DONORS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 |

(See Next Page for Comments on Other Donors)

| AID 1020-25(10-70) PAGE 3 PAR | PROJECT NO. 511-11-720-082.7 | PAR FOR PERIOD: 6/17/71-9/10/72 | COUNTRY Bolivia | PAR SERIAL NO. 73-4 |
|---|---|---|---|---|

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

During the period covered by this evaluation, there were no Other Donor contributions. In general, future contributions by Other Donors will be important only for the training of SENDU and other personnel. Other Donor contributions will not be essential for the achievement of Project Purpose.

## III. KEY OUTPUT INDICATORS AND TARGETS

| A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS | | TARGETS (Percentage/Ratio/Amount) CUMULATIVE PRIOR FY | CURRENT FY 73 TO DATE | CURRENT FY 73 TO END | 74 FY ___ | 75 FY ___ | END OF PROJECT 76 |
|---|---|---|---|---|---|---|---|
| 1. Urban development training for SENDU personnel (2 months). *This training will be financed by others such as the OAS, UN, Venezuela and Spain, and not by AID. | PLANNED | | | | | | |
| | ACTUAL PERFORMANCE | | | | | | |
| | REPLANNED | | | 6 | 6* | 6* | 24* |
| 2. In-country training of municipal, departmental and regional government employees. | PLANNED | | | | | | |
| | ACTUAL PERFORMANCE | | | | | | |
| | REPLANNED | | | 60 | 120 | 120 | 420 |
| 3. Training of municipal, departmental and regional government employees outside of Bolivia. | PLANNED | | | | | | |
| | ACTUAL PERFORMANCE | | | | | | |
| | REPLANNED | | | 6 | 9 | 18 | 51 |
| 4. Identification of possible health ed., ag., industry and mining projects and studies departments to determine regional city systems and the classification of cities (cont. 3a) | PLANNED | | | | | | |
| | ACTUAL PERFORMANCE | | | | | | |
| | REPLANNED | | | | 4 | 4 | 9 |

| B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS | |
|---|---|
| 1. Laws | COMMENT: SENDU was created by Decree Law 10154 in March 1972. Its organic statues, and operating and personnel manuals have been drafted and should be approved by 12/72. SENDU's procedures manual should be approved by 3/73. The Administrative Reform group of the GOB will attempt to advance the issuance of the General Laws of Municipal, |
| XX | COMMENT: Departmental and Regional Governments from 6/73 to 1/73. |
| X 2. Studies | COMMENT: The Institute for Public Administration (IPA, New York) finished a general assessment of local government development in 11/70. This PAR evaluation resulted in a realization on the part of the institutions involved in this project that there was a need to define the criterion to be used in classifying urban areas by 12/72 and they |

(cont. page 3a.)

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

## III. KEY OUTPUT INDICATORS AND TARGETS

| A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS | | TARGETS (Percentage/Ratio/Amount) | | | | | |
|---|---|---|---|---|---|---|---|
| | | CUMULATIVE PRIOR FY | CURRENT FY TO DATE | CURRENT FY TO END | FY____ | FY____ | END OF PROJECT |
| | PLANNED | | | | | | |
| | ACTUAL PERFORMANCE | | | | | | |
| | REPLANNED | | | | | | |
| | PLANNED | | | | | | |
| | ACTUAL PERFORMANCE | | | | | | |
| | REPLANNED | | | | | | |
| | PLANNED | | | | | | |
| | ACTUAL PERFORMANCE | | | | | | |
| | REPLANNED | | | | | | |
| to establish the national urban structure (urban network). | PLANNED | | | | | | |
| | ACTUAL PERFORMANCE | | | | | | |
| | REPLANNED | | | | | | |

| B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS | |
|---|---|
| X | COMMENT: were informed that, in 7/72, 56 communities that should present master plans were identified. The study of the project needs of major cities started in 7/72. See page 4b for the status of the study of the course, teacher and training needs. |
| X 3. Five year plan | COMMENT: This evaluation resulted in emphasis being given to the need for inclusion of specific urban development plans within the five year plan being developed by the Min. Planning's Regional Planning Section. To this end, agreement was reached to hold round table discussions, etc. and complete the plan by 3/73. |
| X 4. Projects | COMMENT: Criterion for acceptance of municipal, departmental, and regional government projects is being defined. A list of projects that can be carried out in 2 years is also being prepared for consideration for financing by an AID loan. |

(cont. pg. 4b)

II. 7. Continued: Comment on key factors determining rating of Other Donor:

## III. KEY OUTPUT INDICATORS AND TARGETS

| A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS | | TARGETS (Percentage/Rate/Amount) | | | | | |
|---|---|---|---|---|---|---|---|
| | | CUMULATIVE PRIOR FY | CURRENT FY TO DATE | CURRENT FY TO END | FY____ | FY____ | END OF PROJECT |
| | PLANNED | | | | | | |
| | ACTUAL PERFORMANCE | | | | | | |
| | REPLANNED | | | | | | |
| | PLANNED | | | | | | |
| | ACTUAL PERFORMANCE | | | | | | |
| | REPLANNED | | | | | | |
| | PLANNED | | | | | | |
| | ACTUAL PERFORMANCE | | | | | | |
| | REPLANNED | | | | | | |
| | PLANNED | | | | | | |
| | ACTUAL PERFORMANCE | | | | | | |
| | REPLANNED | | | | | | |

| B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS | |
|---|---|
| X 5. A document center with urban development publications and with the ability to circulate articles of general interest. | COMMENT: Funds for this have been programmed in SENDU's budget and USAID is considering providing $5,000 in grant financing for this. The initial acquisitions should take place in 1973. A monthly bulletin on SENDU activities will be published. The first bulletin should be out in October. |
| X 6. Creation and financing of 2 Regional Corporations. | COMMENT: 2 Regional corporations should be established during the life of this project. During FY 72 the reorganization of the Public Works Committee of Santa Cruz in a Regional Corporation was started and its operations on a regional level should start in 1973. In view of the difficulties involved in organizing these Corporations, it is doubtful that another Corporation could be fully operational by 1975. |
| 7. | COMMENT: |

| AID 1020-23 (1-70) PAGE 4 PAR | PROJECT NO. 511-11-720-082.7 | PAR FOR PERIOD: 6/17/71-9/10/72 | COUNTRY Bolivia | PAR SERIAL NO. 73-4 |
|---|---|---|---|---|

## IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged. 2. Same as in PROP? ☐ YES ☒ NO

Make municipal, departmental, and regional governments adequate instruments for the implementation of national development policies.

| B. 1. Conditions which will exist when above purpose is achieved. | 2. Evidence to date of progress toward these conditions. |
|---|---|
| 1. Delineation of municipal, departmental, and regional government duties (6/73); and the conditioning of these to carry out their respective duties (1/76). | 1. Although the Organic Law of Municipalities was passed almost 30 years ago, it is generally believed that the law is only partially fulfilled.. Since the Basic Law of 1970 did not sufficiently clarify the duties of local governments, administrative reform of the Ministry of Planning was thinking of developing 3 general laws for municipal, departmental and regional governments for passage in June 1973. As a result of this evaluation, it was decided to publish these laws as soon as possible. Agreement was reached that administrative reform, in close coordination and contact with Regional Planning, the General Directorate of Urban Development, and SENDU, would do everything possible to present the three laws for executive consideration by January 1973. |
| 2. An effectively operating central service institution providing technical assistance to the municipal, departmental, and regional governments throughout | 2. The National Urban Development Service (SENDU) was created under the Ministry of Urbanism and Housing in March 1972. Since that time, its activities have been planned and its Organic (cont. pg. 4b) |

## V. PROGRAMMING GOAL

A. Statement of Programming Goal

Increase the managerial and financial ability of the Government of Bolivia to carry out national development.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

Yes.

The annual training of approximately 120 municipal, departmental, and regional government employees should create the human resources necessary so that these governments can substantially increase the amount of their own resources invested in development projects in 1976, compared to the amount invested in 1971. An efficiently functioning central service institution, providing necessary technical and financial assistance to local governments should also help increase the investments made by the various local government.

## IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged. 2. Same as in PROP? ☐ YES ☐ NO

| B. 1. Conditions which will exist when above purpose is achieved. | 2. Evidence to date of progress toward these conditions. |
|---|---|
| the country (6/73). | Statutes, and Operations, Personnel Administration, and Procedure Manuals have been developed. The first three should be adopted before December 1972 and the last before March 1973. SENDU has programmed its personnel needs, starting with approximately 6 in 1973 and hopes to carryout projects starting in June 1973. |
| 3. Inclusion of specific urban development plans in the national and regional economic and social development plans (4/73). | 3. As a result of this evaluation, SENDU has become more interested in the Ministry of Planning Plans and vice versa. Agreement was reached to have closer coordination through meetings so that the Five Year Development Plan, that the Ministry of Planning is developing for April 1973, will take into account the needs of SENDU and the General Directorate of Urban Development. |
| 4. The capacity to train municipal departments, and regional government employees in coordination with Planning and SENDU (approximately 120 people per | 4. ISAP and SENDU have already developed the training "modus operendi" and have identified 3 critical areas. They hope to complete the study of teacher needs by October 1972 and training plan by 6/73. Presently the plan is to train 120 municipal, |

## V. PROGRAMMING GOAL (cont. pg. 4b)

A. Statement of Programming Goal

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

| AID 1020-25 (10-70) | PROJECT NO. | PAR FOR PERIOD: | COUNTRY | PAR SERIAL NO. |
|---|---|---|---|---|
| PAGE 4b PAR | 511-11-720-082.7 | 6/17/71-9/10/72 | Bolivia | 73-4 |

IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged. 2. Same as in PROP? ☐ YES ☐ NO

| B. 1. Conditions which will exist when above purpose is achieved. | 2. Evidence to date of progress toward these conditions. |
|---|---|
| year starting in 1973). | departmental, and regional employees in 4 courses during 1973. |
| 5. A continuing credit system to help local governments finance essential public projects (12/74). | 5. The Government of Bolivia, represented by SENDU, is negotiating a loan with USAID to finance projects and establish a revolving fund for future projects. SENDU is preparing a preliminary loan proposal to be presented to AID by November 1972. SENDU has also had exploratory conversations with the IDB to ascertain whether they would be able to take part in a $20 million loan request made to the IDB for a Cooperative and Community Finance Fund, and if urban areas would benefit from this program. |
| 6. Increased municipal, departmental, and regional government receipts so that these can be used to expand their public service duties and essential public works (12/73). | 6. As a first step in achieving this and the next EOPS, SENDU proposes to expand the capacity of municipal, departmental, and regional governments to absorb resources through the provision of training services and technical assistance. To this end information seminars have been provided for local government employees and training courses are being planned. After the necessary studies are completed, |

V. PROGRAMMING GOAL (cont. pg. 4c)

A. Statement of Programming Goal

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

| AID 1020-25 (10-70) PAGE 5 OF PAR | PROJECT NO. 511-11-720-082.7 | PAR FOR PERIOD: 6/17/71-9/10/72 | COUNTRY Bolivia | PAR SERIAL NO. 73-4 |
|---|---|---|---|---|

## IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged. 2. Same as in PROP? ☐ YES ☐ NO

| B. 1. Conditions which will exist when above purpose is achieved. | 2. Evidence to date of progress toward these conditions. |
|---|---|
| | suggestions will be made to modify income rates and tax structures. Increased local government activity, financed according to EOPS 5 above, should allow them to increase their income from existing taxes. |
| 7. Increased sources of local income (6/74). | 7. See No. 6 above. |

## V. PROGRAMMING GOAL

A. Statement of Programming Goal

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.