



1. Mission or AID/W Office Name			2. Project Number		
USAID/Guatemala			N/A		
3. Project Title					
PL 480 - TITLE II					
4. Key Project Dates (Fiscal Years)			5. Total U.S. Funding/ Life of Project		
a. Project Agreement Signed - N/A	b. Final Obligation - N/A	c. Final Input Delivered - N/A	FY 1959/FY 1976 value of PL 480 Title II food distributed in Guatemala totalled \$34,754,000.		
6. Evaluation No. as Listed in Evaluation Schedule	7. Period Covered by This Evaluation		8. Date of This Evaluation Review		
77-12	From: 01 76 Month/Year	To: 09 77 Month/Year	10 18 77 Month/Day/Year		
9. Action Decisions Reached at Evaluation Review, Including Items Needing Further Study	10. Officer or Unit Responsible for Follow-Up		11. Date Action To Be Completed		

USAID will make available the data entailed in the subject PES to contract evaluators who will produce a more detailed evaluation, including an assessment to the program's nutritional impact, later this CY.

USAID

Prior to end of CY 1977.

(Cont'd next page.)

12. Signatures	
Project Officer	Mission or AID/W Office Director
Signature	Signature
George A. Hill	Frederick W. Schieck
Typed Name	Typed Name
November 10, 1977	November 10, 1977
Date	Date

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## 9. Action Decisions Reached at Evaluation Review, Including Items Needing Further Study

(Cont'd from Page 2)

At the same time, USAID will take up with the implementing agencies -- CRS and CARE -- the issues raised by this evaluation, including the recommendations in the annexes on administrative procedures as well as those deficiencies indicated by the results of the survey of food distribution centers and warehouses.

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## 13. Summary

Varying levels of effectiveness were observed at food distribution centers visited. CARE Maternal Child Health programs at GOG Health Centers were generally better run than those at less adequately staffed Health Posts. Similarly, CRS/Cáritas MCH and Food for Work projects under direct control of parish priests were better run than the more loosely administered ones run by local community committees. Supervision of CARE centers was found to be tightly centralized, while Cáritas at the national level did not exercise direct authority over Diocesan supervision of centers, with some Diocesan supervisors more thorough than others. Most Cáritas MCH centers visited did not correlate food distribution with nutritional impact, i.e. by weighing children to see if the food were having the desired effect. Many Cáritas and CARE centers did not publicize U.S. origin of the food. On the credit side, most centers kept adequate beneficiary lists; and the program enjoys an obvious popularity among beneficiaries.

Warehousing facilities continued to be subjected to a degree of rodent infestation. However, the capacity of these facilities was found to be generally adequate now that food stocks have gone down from post-earthquake emergency levels.

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## 14. Evaluation Methodology

This is a special evaluation. From August 29 to September 24, 1977, three USAID employees conducted a survey of 200 Food for Peace food distribution centers and 20 food warehouses in 17 departments of Guatemala; 178 Maternal Child Health centers and 22 Food for Work projects were visited. Interviews were conducted of implementing agency (CARE, CRS/Cáritas) and cooperating GOG institution personnel. Responses of those interviewed and observations at each site of the USAID interviewers were recorded on questionnaires. Tabulated results are included in the attached report.

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## 15. Documents to be Revised to Reflect Decisions Noted Page 2

N/A

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Attachments: a/s

ANDREWS

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1

**AIRGRAM**

**DEPARTMENT OF STATE**

XD - ABC-611-A

UNCLASSIFIED

CLASSIFICATION

For each address check one ACTION | INFO

DATE REC'D.

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FROM - GUATEMALA

SUBJECT - Noncapital Project Paper (PROP)  
P. L. 480 Title II Catholic Relief Services

REFERENCE - Maternal/Child Feeding

COUNTRY: GUATEMALA

PROJECT: II/A

SUBMISSION DATE: February 1970

REVISION: No. 2 \* \*

PROJECT TITLE: CRS - Maternal/Child Feeding

U. S. OBLIGATION SPAN: FY-60 THROUGH Indefinite

PHYSICAL IMPLEMENTATION SPAN FY-60 THROUGH Indefinite

GROSS LIFE-OF-PROJECT FINANCIAL REQUIREMENTS: \*

U. S. Dollars	\$3,462,000
U. S. owned local currency	
Cooperating country cash contribution	818,000
Other Donor	320,000

TOTAL: \$9,600,000

Total Tons: 39,200 MT

\* Through FY-73 only

\* \* This revision consists of pages 1, 2 and 5 of 6 pages, to be substituted for the corresponding pages of the PROP as previously revised.

PAGE 1 OF 6 PAGES

DRAFTED BY FFP: CEM: <i>Trsey</i>	OFFICE FFP	PHONE NO. X-88	DATE 4-10-70	APPROVED BY <i>Trsey</i> AD: REX: <i>aeji</i>
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AID AND OTHER CLEARANCES  
FPM: PTCO: *[Signature]*

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21

TABLE I

NONCAPITAL PROJECT FUNDING (OBLIGATIONS IN \$000)

Page 2 only

CATHOLIC RELIEF SERVICES - MATERNAL/CHILD FEEDING

Fiscal Years	AID-controlled Local Currency		Other Cash Contribution Cooperating Country	Other Donor Funds (\$ Equiv.)	Food for Freedom Commodities		
	U. S. owned	Country owned			Metric Tons (000)	CCC Value & Freight (\$000)	World Market Price (\$000)
Prior through Act. FY-69			\$228.	\$145.	15.4	\$3,554.	3,323.
Oper. FY-70			140.	40.	6.4	1,326.	1,164.
Budg. FY-71			150.	45.	5.8	1,194.	1,043.
B + 1 FY-72			150.	95.	5.8	1,194.	1,043.
B + 2 FY-73			150.	45.	5.8	1,194.	1,043.
Total (Projected only through FY-73)			\$818.	\$320.	39.2	\$8,462.	\$7,516.

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TOTAL A-173

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### III. Strategy

Although this project has been in operation since it has reached the current magnitude (78,450 recipients in 1969) only in the past few years. No additional expansion is expected in the U. S. input over the next few years but CRS and CARITAS inputs are expected to show some increase.

In addition to the salaries of the American personnel, contributes about \$20,000 per year to their operations in Guatemala, which includes, of course, more than just this project.

The GOG provides for duty-free entry, payment of port charges, and interior transportation to regional warehouses, and a subsidy of \$23,000 per year to CARITAS for administrative costs. This contribution may be increased in the future.

Local private contributions total about \$25,000 per year. CARITAS collects between \$10 and 30 thousand through their yearly fund raising drive. Another \$20 to 30 thousand is invested yearly by local community groups for payment of transportation, personnel, utensils, and the processing of food, purchase of additional foodstuffs, preparation of weight charts, etc. Since 1967 CARITAS has collected donations of about 150,000 lbs. of local foods such as rice, beans, sugar, fruit, etc. for use in the program.

Increased emphasis will be given to the teaching of basic nutrition at feeding centers. CRS will continue to use the services of their regional Medical and Nutrition Consultant for Central America. Workshops and seminars are planned for training instructors.

More attention will be given to providing some form of medical treatment along with food distribution. The use of weight charts will be increased.

CRS will also provide seeds for use in community and individual vegetable gardens and will arrange for instruction to be provided for the cultivation of these gardens.

### IV. Planned Targets

The primary purpose of this project is to provide supplementary feeding for needy mothers and children in Guatemala in order

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**AIRGRAM**

**DEPARTMENT OF STATE**

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*Trey*  
*State*

FROM - GUATEMALA

SUBJECT - Noncapital Project Paper (PROP)  
P. L. 480 Title II Catholic Relief Services

REFERENCE - Economic and Community Development

COUNTRY: GUATEMALA

PROJECT: N/A

SUBMISSION DATE: February 1970

REVISION: No. 2 \* \*

PROJECT TITLE: CRS - Economic and Community Development

U. S. OBLIGATION SPAN FY-1966 THROUGH Indefinite

PHYSICAL IMPLEMENTATION SPAN FY-1966 THROUGH Indefinite

GROSS LIFE-OF-PROJECT FINANCIAL REQUIREMENTS: \*

U. S. Dollars	\$1,588,000
U. S. owned local currency	
Cooperating country cash contribution	43,000
Other Donor	276,000

TOTAL 1,707,000

Total Tons: 7,700 MT

\* Through FY-73 only

\* \* This revision consists of pages 1 and 3 of 5 pages,  
to be substituted for the corresponding pages of the  
PROP as previously revised.

PAGE	PAGES
1	OF 5

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AID AND OTHER CLEARANCES

PRM: PTCox [Signature]

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CLASSIFICATION

*6*

Table 1

NONCAPITAL PROJECT FUNDING (OBLIGATIONS IN \$000)

Page 2 only

CATHOLIC RELIEF SERVICES - ECONOMIC AND COMMUNITY DEVELOPMENT

Fiscal Year	AID-controlled <u>Local Currency</u> U. S. Country owned owned	Other Cash Contribution Cooperating Country	Other Donor Funds (\$ Equiv.)	Metric Tons (000)	CCC Value & Freight (\$000)	World Market Price (\$000)
Prior through Act. FY-69		\$ 8.	\$ 31.	2.2	\$ 512.	\$ 436.
Oper. FY-70		8.	50.	1.9	291.	254.
Budg. FY-71		9.	65.	1.2	195.	171.
B + 1 FY-72		9.	65.	1.2	195.	171.
B + 2 FY-73		9.	65.	1.2	195.	171.
Total Life (Projected only through FY-73		\$43.	\$276.	7.7	\$1,388.	\$1,203.

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AID 1020-25 (7-68)		SECURITY CLASSIFICATION	001 PROJECT NUMBER
<b>PROJECT APPRAISAL REPORT (PAR)</b> (U-446) See M.O. 1026.1		UNCLASSIFIED	520-69-795-50 N/A

002 PAR	MO.	DAY	YR.	003 U.S. OBLIGATION SPAN	004 PROJECT TITLE
AS OF:	0	9	30	FY 60 Thru FY	CATHOLIC RELIEF SERVICES P. L. 480 Feeding Program
005 COOPERATING COUNTRY - REGION - AID/W OFFICE					
Guatemala					

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
CUMULATIVE NET THRU ACTUAL YEAR (FY 19 )										
PROPOSED OPERATIONAL YEAR (FY 19 )										

CCC VALUE OF P.L. 480 COMMODITIES (\$000) → Thru Actual FY Year 69: \$4,125 Operational Year FY Program 70: \$1,622

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. CRS/GUATEMALA	5	2		
		2.				
		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 I as necessary):

Catholic Relief Services began operating a feeding program in Guatemala utilizing P. L. 480 commodities in FY-60. At the start the CRS program was almost entirely in the category of Family Feeding, or straight charitable donations to needy families. To the extent that by FY 64-65 the CRS program included about 100,000 individuals in this category alone.

MISSION DIRECTOR APPROVAL →	SIGNATURE <i>[Signature]</i>	DATE 12-16-69
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SECURITY CLASSIFICATION

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.

To make matters worse, at the same time CARITAS, the CRS local counterpart agency, was completely disorganized and incapable of administering a program of this magnitude. The CRS Director was not too effective and was removed. A new CRS Director arrived in FY-65 but spent a good part of his time on TDY in another country. In FY-66 CARITAS was reorganized and a new, full time, CRS Director was assigned. The Family Feeding program was cut in half, administration was tightened up and program operations began to improve. By FY-68 all Family Feeding was eliminated. The principal focus became and remains, Maternal/Child Welfare programs. The program also includes some school feeding (in non-government schools not covered by the CARE program), Food for Work projects and some elements of Institutional feeding.

The CRS staff consists of two Americans and two local field representatives. In addition they have an American nutrition education advisor headquartered here but with regional responsibilities and a Guatemalan nutritionist for this country only. All CRS administrative expenses except for the salaries of the two Guatemalan field inspectors, are paid by CRS/NY. Other program expenses are paid by CARITAS/Guatemala and inland freight charges are paid by the GOG.

Since FY-69 CRS has operated under its own agreement with the GOG. Prior to that time it had to operate under the agreement between CARITAS and the GOG.

In addition to the foods received from the U. S. under P. L. 480, other donations are made by local individuals and companies. Donations of food are also received from abroad - both from the U. S. and Europe.

OVERALL EFFICIENCY, EFFECTIVENESS AND SIGNIFICANCE

## I. Program

The CRS feeding programs fail in several respects. The most important of these, however, is that they continue to rely almost entirely on increasing donations of P. L. 480 commodities. While some other donations have been received locally and from other countries, they have been used as additions to the U. S. donations rather than as a substitute for them. That such donations can be made was evidenced by the generous donations provided by the people of Guatemala during the emergency caused by the recent hurricane. As a result, no lasting program has been established. If all U. S. support were to be withdrawn tomorrow, there would be nothing left to continue. Planning for this eventuality must begin now. Concurrently, our input must level off and begin to decrease.

Another failure of the program has been in the opportunity for nutrition education. Food has been provided to children and mothers to improve their nutritional intake but this has been regarded as an end in itself rather than as an opportunity to teach people the benefits of proper nutrition. Fortunately, this failure has been recognized and beginning FY-70 a regional project will be undertaken. It will be conducted in cooperation with the Public Health Department of the GOG.

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N/A

## 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.

In the case of Food for Work projects, these have proven to be of value in only a few cases. Generally speaking, projects of training or instruction seem to be worthwhile, as are resettlement projects. Most of those of a "make work" nature have not been too successful.

Another weak point in the CRS operation is the lack of U. S. identification. It is believed that CRS relies too much on CARITAS for publicity and the latter is much more interested in publicizing itself. At one time signs were placed at distribution centers but these have since been exhausted and no new ones have been printed. There is no effort to disguise the fact the commodities are donated by the people of the U. S., but there is no great effort to make it known either.

## II. Organization

Generally the efficiency of the CRS organization is considered satisfactory. They have a good knowledge of the principles as well as the regulations relating to P. L. 480 programs; records are well maintained and the office is well run.

Unfortunately the same cannot be said for CARITAS, the local counterpart agency. The CARITAS central office and warehouse located in Guatemala City are pretty well run. All of the central office employees of CARITAS are paid workers. At the field level, however, many of the workers are volunteers or are carrying out their P. L. 480 duties in addition to their regular work. It is this type of worker over which it is sometimes difficult to exercise the desired amount of control. Many of these people, while genuinely interested in working with these feeding programs, are not very interested in keeping good records.

This sometimes leads to inefficient program operations. CRS does try to train field personnel through visits by inspectors and printed program instructions but high turnover among volunteers makes this a difficult task. If program financing were great enough to provide for more salaried workers, these problems could undoubtedly be minimized. Most of the people charged with operating the program in the field are entirely honest. In recent years, we have been able to discover only one case of intentional misuse of commodities by a person responsible for program management.

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UNCLASSIFIED

N/A

## 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 6-30-69	4. AS OF PRIOR JUNE 30 (1968)		5. PLANNED BY NEXT JUNE 30 (1970)	
			a. PLANNED	b. ACTUAL		
			(all in 000)			
	Number of Children and Mothers	214	136	136	303	
	Number of Workers and Dependents	15	4	4	26	
	Number of patients in Institutions	.31	.29	.29	.33	

SECURITY CLASSIFICATION <b>UNCLASSIFIED</b>	PROJECT NUMBER <b>N/A</b>
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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)	Through the provision of supplementary feeding to the pre school age children to reduce, to the extent possible the long range effects of malnutrition at this critical age.	3	2
(2)	Through the provision of food to workers and their dependents, to assist in community development efforts and help during the early stages of colonization programs.	3	2
(3)			
(4)			

For goals where column c. is rated 3 or 2 and column d. is rated 1, explain in the space for narrative. The narrative should also indicate the extent to which the potential impacts rated 3 or 2 in column c. are dependent on factors external to the achievement of the project targets, i.e., is there a substantial risk of the anticipated impact being forestalled by factors not involved in the achievement of project targets. If possible and relevant, it also would be useful to mention in the narrative your reading of any current indicators that longer-term purposes, beyond scheduled project targets, are likely or unlikely to be achieved. Each explanatory note must be identified by the number of the entry (col. b) to which it pertains.

012 NARRATIVE FOR PART I-C.1 (Continue on form AID 1020-25 I):

- (1) At those centers where good and accurate records are maintained, results have been good. The effectiveness of feedings carried out through other centers depends upon the interest of the Doctor in charge and the capability of the staff. This is, of course, highly variable. With the start of the CRS regional nutrition education program beginning in FY-70, this situation should improve.
- (2) While generally effective, these projects have been so relatively few that the benefits are not wide spread. The principal difficulty in undertaking these projects is in providing adequate supervision and administration. This is the main reason they are so few in number

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

N/A

## 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?	Y
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?	NA
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.)	Y

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):

- 016 This project, while not now less necessary, can certainly be considered as subject to modification. Such modification should include greater participation by the GOG through the provision of some locally donated commodities and the sharing of some of the administrative costs.
- 017 One important lesson which has emerged from this project is the desirability of beginning with an agreed concept of gradually increasing host government and other local participation so that this is not such a difficult process at a later stage. (It is recognized that when this project was begun there was, even in our own government, an unexpressed belief that one purpose of P. L. 480 programs was the disposal of surplus commodities.)
- 020 There has been a lack of coverage for two principal reasons: 1, Reluctance of the country to admit it needs the assistance and 2, Primary concern of the Volag and counterpart to promote their own images.

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SECURITY CLASSIFICATION

PROJECT NUMBER

UNCLASSIFIED

N/A

PART II - IMPLEMENTATION REPORT

II-A - STATUS OF SCHEDULE

022 A-1 - INDIVIDUAL ACTIONS (See detailed instructions M.O. 1026.1). This is a listing of major actions or steps which were scheduled for physical start or continuing implementation in the reporting period as reflected in the Project Implementation Plan, Part I.

(a) PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(b) STATUS - PLACE AN 'X' IN ONE COLUMN		
		(1) BEHIND SCHEDULE	(2) ON SCHEDULE	(3) AHEAD OF SCHEDULE
	This is a project of continuous operation with no major steps involved other than those of the program submission and approval process. The timing of this is established by Manual Order and has been maintained on schedule.			

13

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	P
		033 Promptness of required reports	P
025 Adequacy of technical knowledge	P	034 Adherence to work schedule	P
026 Understanding of project purposes	P	035 Working relations with Americans	P
027 Project planning and management	P	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	P
029 Effective use of participant training element	P	038 Home office backstopping and substantive interest	P
030 Ability to train and utilize local staff	P	039 Timely recruiting of qualified technicians	P
031 Adherence to AID administrative and other requirements	P	040 Other (describe):	

2. FACTORS-PARTICIPANT TRAINING

041 IF NO PARTICIPANT ELEMENT IN PROJECT. PLACE AN "X" IN THIS BLOCK:	X	TRAINING UTILIZATION AND FOLLOW UP	
		052 Appropriateness of original selection	
PREDEPARTURE		053 Relevance of training for present project purposes	
042 English language ability		054 Appropriateness of post-training placement	
043 Availability of host country funding		055 Utility of training regardless of changes in project	
044 Host country operational considerations (e.g., selection procedures)		056 Ability to get meritorious ideas accepted by supervisors	
045 Technical/professional qualifications		057 Adequacy of performance	
046 Quality of technical orientation		058 Continuance on project	
047 Quality of general orientation		059 Availability of necessary facilities and equipment	
048 Participants' collaboration in planning content of program		060 Mission or contractor follow-up activity	
049 Collaboration by participants' supervisors in planning training		061 Other (describe):	
050 Participants' availability for training			
051 Other (describe):			

14

SECURITY CLASSIFICATION	PROJECT NUMBER
UNCLASSIFIED	N/A

## PART II-B - Continued

## 3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF	063 NON-FFF	064 NO COMMODITY ELEMENT			
	FFF X				072 Control measures against damage and deterioration in shipment.	P
065 Timeliness of AID/W program approval (i.e., PIO/C, Transfer Authorization).				P	073 Control measures against deterioration in storage.	P
066 Quality of commodities, adherence to specifications, marking.				P	074 Readiness and availability of facilities.	P
067 Timeliness in procurement or reconditioning.				P	075 Appropriateness of use of commodities.	P
068 Timeliness of shipment to port of entry.				P	076 Maintenance and spares support.	
069 Adequacy of port and inland storage facilities.				P	077 Adequacy of property records, accounting and controls.	P
070 Timeliness of shipment from port to site.				P	078 Other (Describe):	
071 Control measures against loss and theft.				P		

Indicate in a concise narrative statement (under the heading a. Overall Implementation Performance, below) your summary appraisal of the status of project implementation, covering both significant achievements and problem areas. This should include any comments about the adequacy of provision of direct hire technicians as well as an overall appraisal of the comments provided under the three headings (b, c & d) which follow. For projects which include a dollar input for generation of local currency to meet local cost requirements, indicate the status of that input (see Detailed Instructions).

Discuss separately (under separate headings b, c & d) the status of Implementing Agency Actions, Participants and Commodities. Where above listed factors are causing significant problems (marked N), describe briefly in the appropriate narrative section: (1) the cause and source of the problem, (2) the consequences of not correcting it, and (3) what corrective action has been taken, called for, or planned by the Mission. Identify each factor discussed by its number.

079 NARRATIVE FOR PART II-B: (After narrative section a. Overall Implementation Performance, below, follow, on form AID 1020-25 I as needed, with the following narrative section headings: b. Implementing Agency, c. Participants, d. Commodities. List all narrative section headings in order. For any headings which are not applicable, mark them as such and follow immediately below with the next narrative section heading.)

a. Overall Implementation Performance.

## PART II B

Both the local and U. S. staff of CRS are competent and qualified to administer the food distribution program. The greatest problem is with the administrative capability of the counterpart organization. This is very spotty. In the Guatemala City office and in some of the field centers administration is good. But in others it leaves something to be desired. There has been some improvement over the years but one of the major problems has been the fact that in many cases the personnel handling the program are volunteers. These change frequently also so that it is difficult to maintain well trained people at all times. Another factor has been a lack of funds in many of the centers in the country. This has, in many cases, hindered operations.

One boon, however, has been the provision of locally donated foods as well as some donations from abroad. In addition to the private donations it would be of value also to obtain more assistance from the GOI.

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N/A

## 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.	P
082	Availability of reliable data for project planning, control and evaluation.	P
083	Competence and/or continuity in executive leadership of project.	P
084	Host country project funding.	N
085	Legislative changes relevant to project purposes.	
086	Existence and adequacy of a project-related LDC organization.	P/N
087	Resolution of procedural and bureaucratic problems.	P
088	Availability of LDC physical resource inputs and/or supporting services and facilities.	N
089	Maintenance of facilities and equipment.	P
090	Resolution of tribal, class or caste problems.	
091	Receptivity to change and innovation.	
092	Political conditions specific to project.	
093	Capacity to transform ideas into actions, i.e., ability to implement project plans.	P
094	Intent and/or capacity to sustain and expand the impact of the project after U.S. inputs are terminated.	N
095	Extent of LDC efforts to widen the dissemination of project benefits and services.	P
096	Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.	
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.	P
100	Planning and management skills.	P
101	Amount of technician man years available.	
102	Continuity of staff.	P/N
103	Willingness to work in rural areas.	P
104	Pay and allowances.	
105		

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 1):

## PART III

106 Overall country performance can only be considered as adequate. There is room for improvement. The major factor here is that the GOG has only minimal involvement in this program. The counterpart agency with which CRS works is not a GOG entity, but a church group. ~~As this organization~~ becomes stronger, and it is currently being strengthened through reorganizations, it may be possible to obtain more GOG input. Local private contributions to the program have been increasing. One of the principal difficulties in the operation of this program is the fact that the work in the field must be done, almost entirely, by volunteer labor.

084 As mentioned in Part II B, host country funding could be increased to provide additional commodities

086 See above.

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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.

- 088 In some cases better warehousing facilities could be provided and better training of people handling the program in the field. It is realized that the latter is difficult because of frequent turnover of personnel.
- 094 It is extremely doubtful that much real thought has been given to the possibility of termination of U. S. support. Adequate funding would be difficult to obtain.
- 102 As mentioned above, this is a continual problem since many of the volunteers drop out of the program when they find how much work is involved.

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N/A

## 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):

Any change in emphasis should be directed toward increasing the GOG involvement. Except for payment of inland freight, they make no other contribution at present. CRS and its counterpart agency will both be willing to cooperate in this goal but some reluctance can be expected from the GOG. This is due to the fact that they have not been more involved before and, of course, to the shortage of funds which can be made available for this program.

Although the USAID has previously submitted future P. L. 480 projections showing steady increments, we now believe, in light of the substantial financial implications, the unhealthy degree of psychological dependency built into the current approach, the conflicts with our programs to increase Guatemalan agricultural production, and serious operating problems that this is an unrealistic course. If we intend the GOG eventually to assume responsibility for these programs, our contributions to them cannot continue to increase. Each yearly increment makes it more difficult to persuade the GOG to assume that responsibility. Therefore, we are leveling off and preparing the way for an eventual decrease in our commitment, other than pre-school Maternal/Child feeding programs.

## 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).	
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.	X
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:

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