

PROJECT ASSISTANCE COMPLETION REPORT

March 1994

I. BACKGROUND DATA

- A. Project Title: LAC Training Initiatives II
- B. Project Number: 598-0640.11
- C. PACD: Original September 30, 1994 (Regional Project)
Revised June, 30, 1993 (Ecuador Buy-in)
- D. Implementing Agencies:

Technical University of Ambato	(\$ 50,000)
Fulbright Commission	(\$ 70,000)
Fulbright Commission	(\$680,000)
Ecuadorian Housing Bank	(\$ 15,000)
Public Administration Secretariat	(\$ 45,000)
Ministry of Agriculture	(\$130,000)
Ministry of Finance	(\$ 45,000)
Universidad Nacional de Loja	(\$ 45,000)
Fundación Privada Ecuatoriana	(\$ 50,000)
Guayaquil Chamber of Commerce	(\$200,000)
Administrative Development Coordinating Group of the President's Office	(\$ 40,000)
Federation of Ecuadorean Exporters	(\$ 50,000)
Ecuadorean Development Bank (BEDE)	(\$ 30,000)

E. Goal:

The goal of the project was to provide training for private and public institutions in order to promote the transfer of knowledge and skills as necessary elements in the process of development, and also to afford a unique opportunity for participants to be exposed to the democratic processes in the United States. Special attention was directed toward the training of disadvantaged segments of the population.

F. Purpose:

To increase the number of U.S. trained public and private sector individuals, especially the disadvantaged, at the planning, implementation, technical and administrative levels.

II. PROJECT STATUS

A. Financial Summary:

AID Grant:	\$1,450,000
Counterparts:	\$ 314,394
TOTAL	<u>\$1,764,394</u>

B. Summary of Agreements:

Grant Agreement 518-0640-G-00-5052

Signed on April 12, 1985 in the amount of US\$50,000 with Universidad Técnica de Ambato (UTA). The purpose of this agreement was to enable one professor from the UTA, to pursue an M.S. in Agriculture with emphasis in agricultural economics and extension.

PACD: December 31, 1987

Grant Agreement 518-0640-G-00-5055

Agreement was signed with the Fulbright Commission on May 21, 1985 in the amount of US\$70,000. The purpose was to train Ecuadorian individuals from public and private institutions in special education, public communication and to provide specialized training at the undergraduate level for intermediate professions needed in private enterprise, such as computer science.

PACD: December 31, 1987

Revised: September 30, 1988

Letter Grant Agreement No. 518-0640-G-00-5056

On May 21, 1985 this grant agreement was awarded to the Banco Ecuatoriano de la Vivienda (BEV) in the amount of US\$15,000 in order to finance the attendance of three BEV officials at a special short course program on housing policy and programs in third world countries containing a global evaluation of national and local housing experiences.

PACD: December 31, 1985

Letter Grant Agreement No. 518-0640-G-00-5058

This agreement was signed on May 31, 1985 with the "Secretaría General de la Administración Pública" in the amount of US\$45,000 to enable one academic trainee to obtain a B.S. degree in computer engineering.

PACD: December 31, 1987

Letter Grant Agreement No. 518-0640-G-00-5060

Signed on June 3, 1985 with the Ministry of Agriculture and Livestock (MAG) in the amount of US\$130,000. The objective of this agreement was to sponsor the participation of several small and medium-sized producers in short-term technical courses and observational tours.

PACD: December 31, 1987

Letter Grant Agreement No. 518-0640-G-00-5067-00

Signed on August 29, 1985 US\$45,000 with the Ministry of Finance in order to contribute to the institutional development of the Empresa Eléctrica Regional de Los Ríos y Guayas (EMELGUR). Under this agreement, a long-term M.S. degree scholarship in Administrative Engineering was scheduled.

PACD: December 31, 1987

Letter Grant Agreement No. 518-0640-G-00-5073-00

Agreement was signed on July 15, 1985 with Fundación Privada Ecuatoriana to sponsor one academic scholarship at the Ph.D level in Business Administration. USAID/Ecuador initially provided US\$50,000. Through Amendment No. 1, dated August 27, 1985, USAID/Ecuador added US\$240,000 (PD&S Funds) and increased the number of fellowships from one to three, so that more participants could obtain a doctoral degree in business administration or a related field and return to Ecuador and teach in the Graduate Management Training Program.

PACD: Original: December 31, 1987
Revised : January 1, 1991

Letter Grant Agreement No. 518-0640-G-00-5096

The amount of US\$45,000 was granted to the Universidad Nacional de Loja on August 28, 1985 to enable one qualified individual to receive a Ph.D degree in Forest Management/Entomology at University of Washington.

PACD: December 31, 1987

Letter Grant Agreement No. 518-0640-G-00-5101

This agreement was signed in August 29, 1985 with the Chamber of Commerce in the amount of US\$200,000. The specific purpose of this agreement was to provide academic and technical training programs in the areas of production and marketing.

PACD: Original: December 31, 1987
Revised : December 31, 1989

Letter Grant Agreement No. 518-0640-G-00-6078

Signed on May 5, 1986 with the Fulbright Commission in the amount of US\$330,000 to train approximately 30 qualified professionals from private and public institutions. The purpose of this activity was to promote: a) upgrading of technical and polytechnic schools; b) the upgrading of normal and high schools; c) better training of staff responsible for providing child care, early childhood and special education; and d) all training activities contributing to an improvement of the social, economic and living conditions of the disadvantaged segments of the Ecuadorian population.

On August 3, 1987, Amendment No. 1 was authorized to a) increase the funding level by US\$350,000, to a new total obligation of US\$680,000; b) revise and replace in its entirety the "Project Description", and c) extend the PACD.

Amendment No. 2 was issued on June 22, 1988 to expand the project description and to amend the budget to cover Fulbright's administrative services for the period June 1, 1988 through February 28, 1989.

Amendment No. 3 was signed on March 22, 1989 to re-program the necessary funds for the operational and financial audit review of grants monitored by the Fulbright Commission. USAID/Ecuador was responsible for identifying and contracting the services of an audit firm.

Amendment No. 4 was issued on May 4, 1989 to change the Authorized Agent from USAID/Ecuador to the Fulbright Commission for contracting

an audit company to perform the operational and financial audit of several grants monitored by the Fulbright Commission.

Amendment No. 5 was signed on September 28, 1989 increasing the level of funding in the amount of US\$73,974.00 to a new total obligation of US\$753,974 to carry out the activities contemplated under the original agreement.

Amendment No. 6 was signed on July 2, 1990 to extend the PACD from December 31, 1991 to December 31, 1992.

On March 4, 1993, the PACD was extended until June 30, 1992 only for close out procedures and the financial audit.

PACD: Original: December 31, 1989
 Revised : December 31, 1991
 Revised : December 31, 1992
 Revised : June 30, 1993

Letter Grant Agreement No. 518-0640-G-00-6081

USAID/Ecuador granted, on May 8, 1986, the amount of US\$50,000 to the Federación Ecuatoriana de Exportadores (FEDEXPOR) through this agreement. The purpose was to train the managers and technical staff of processing plants and commercial firms in the fields of food and drug certification, agribusiness, management, pest/plague control, and quality control.

PACD: December 31, 1989

Letter Grant Agreement No. 518-0640-G-00-6082

This agreement was signed with the Administrative Development Coordinating Group of the President's Office in the amount of US\$33,900. The specific objective of this agreement was to provide short term training programs to public sector employees in order to upgrade and update technical knowledge of microcomputers and their use in automated information systems.

PACD: Original: December 31, 1988
 Revised : December 31, 1989

C. Progress Towards Achievement of the Project Purpose.

The purpose of the project was to provide training to participants from private and public institutions. The EOPS: 125 participants were planned under the project (21 academic long-term and 104 technical short-term). Fields of training included agriculture, fruit culture and entomology. With the addition of minimal FY-87 resources, a few new fields of training were opened, including liberal arts.

The main project accomplishments are summarized as follows:

A total of 154 short-term and 1 long-term technical courses were completed, and 28 long-term academic training grants were implemented. Training fields have included journalism, educational administration, computerized information systems, dairy cattle, agriculture, scientific environmental issues, educational technologies, international trade, human resource management and project design/management, housing administration, agribusiness management, marketing, engineering administration, project design/management, ecology, childhood education, environmental science and business administration.

The project exceeded its goals.

<u>Status</u>	<u>Targets</u>	<u>Completed</u>
1. Short-term technical courses	104	152
2. Long-term academic programs	21	28
3. Long-term technical courses	<u>0</u>	<u>1</u>
TOTAL:	125	180

Women's participation in this project was 50% in long-term and 19% in short-term training programs. Targets for female participation were not specified in any of the agreements, except in the case of the Fulbright agreements, where a 32% target was established. Under this activity women's participation has been 62% in long term and 19% in short-term programs.

All major activities planned were successfully completed. However, Grant Agreement No. 518-0640-G-00-5073 with Fundación Privada Ecuatoriana was canceled before the original PACD since the Ecuadorian institution did not comply with the required counterpart contribution.

Ecuadorian academic and technical participants sponsored under this project have successfully completed their training and have returned to Ecuador. Some have or will assume positions which contribute to economic and social development. The development impact may not start immediately upon the participant's return home but will be achieved over time. In many cases, the benefits of such impacts are stretched over 20 to 30 years of a participant's career.

In summary, USAID/Ecuador has trained future policy-makers, managers, and technical specialists, including Dr. Jamil Mahuad, Mayor of Quito, Roque Sevilla, Pichincha Council member, Dr. Tiberio Jurado, the re-elected Rector of Central University, and numerous professors, rectors and vice-rectors from private and public universities.

III. POST-PROJECT CONSIDERATIONS

A. Recommendations for final adjustments:

- None.

B. Post-Project AID monitoring responsibilities:

none.

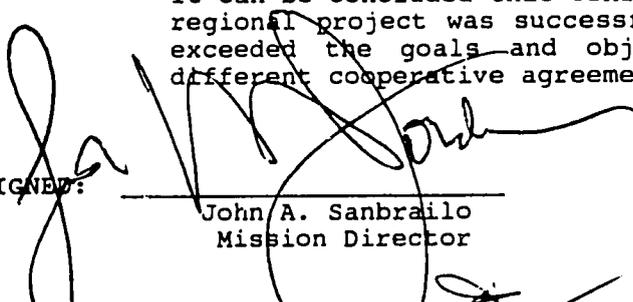
C. Data Collection and Evaluation:

Since this is a regional project, the final evaluation will be performed by USAID/W at the end of the project, that is September 30, 1994.

D. Summary of Lessons Learned:

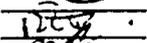
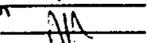
- In designing future projects with participant training components, when an English language requirement is found to be a constraint to the selection of qualified candidates, it may be necessary to consider third country training program options.

- Under the LAC Training Initiatives II Project, female targets were not established in counterpart agreements, except in the case of the Fulbright/USAID Cooperative Agreement. In future, the Mission should clearly specify these targets in order to ensure a substantial participation of women.
- The cost of pre-departure expenses e.g., passports, taxes, international tickets, etc, are normally paid by the host country or other non-AID funding source. However, due to the critical economic circumstances prevailing in the country, many Ecuadorian counterparts were not be able to cover these costs and the Mission was required in some cases to finance these costs with project funds. In order to reduce the amount of project funds used for this purpose -- and thus maximize the number of participants trained, the Mission negotiated with the Ecuadorean Ministry of Finance, the use of local currency to finance international travel for public employees. Similar arrangements should be made for future training of public employees.
- The LAC Training Initiatives project made it possible for the Mission to train outstanding professionals who would not have qualified for project-related training, because they were not employees of the institutions supported by USAID projects. It is recommended that the proposed Training for Development Project, to be implemented in FY-96, also focus on potential candidates who cannot be trained under bilateral projects.
- The original targets for Ecuadorians to be trained under the project were exceeded because of a combined USAID/USIA-Fulbright Commission effort, under which the Fulbright Commission co-sponsored 25% training expenses as part of their contribution.
- It can be concluded that USAID/Ecuador's buy-in to the regional project was successfully implemented and has exceeded the goals and objectives set out in the different cooperative agreements.

SIGNED: 

 John A. Sanbrailo
 Mission Director

DATE: 4/22/94

Clearances: A/GDO: E Leddy 
 PPD: RCedeño 
 RCO: MStevenson 
 A/CONT: TTotino 
 A/DDIR: MJordan 

Date: 3/30/94
 Date: 4/7/94
 Date: 4/14/94
 Date: 4/14/94

Drafted by: GDO/EDI:CLEón