

PROJECT APPRAISAL REPORT (PAR)

PD-AAB-960-D1 42

1. PAR FOR PERIOD: 5/1/71 TO 3/31/72	2. COUNTRY Ecuador	4. PAR SERIAL NO. 72-3
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PROJECT: Leadership Training

7. DATE LATEST PROP 9/2/71	8. DATE LATEST PIP 4/2/70	9. DATE PRIOR PAR 4/30/71
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10. Current FY Estimated Budget: 57,000	11. Estimated Budget to complete on After Current FY: 142,000
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12. PARTICIPATING AGENCIES (Contractor, Participating Agency or Voluntary Agency)

13. NAME

14. b. CONTRACT, PASA OR VOL. AG. NO.

AID-518-247

15. ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

16. LIST OF ACTIONS	17. PROPOSED ACTION COMPLETION DATE
Develop internal CMA financial plan through EOP to project self-sufficiency.	September, 1972
Increase contacts and relationships with potential non-AID users of CMA services.	on-going
Review contractor (Hayes Kesler) report and determine follow-up action as well as use report can be to other AID and non-AID projects.	July, 1972

<input type="checkbox"/> PNC AG <input type="checkbox"/> PIO/T <input type="checkbox"/> PIO/C <input type="checkbox"/> PIO/P	E. DATE OF MISSION REVIEW April 21, 1972
INITIALS AND DATE: Philip M. Faucett, Acting Director	MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE

AID 1020-25 (10-70)	PROJECT NO.	PAR FOR PERIOD:	COUNTRY	PAR SERIAL NO.
PAGE 2 PAR	518-15-890-092.1	TO 3/31/72	Ecuador	72-3

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)				
	UNSATISFACTORY		SATISFACTORY			OUT-STANDING		LOW		MEDIUM		HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
1. Hayes Keeler				X							X	
2.												
3.												

Comment on key factors determining rating

Hayes Keeler, completed his contract in September 1971, terminating at that time the design and development of behavioral research instruments and a research/evaluation unit within CEMA. He was successful in training the research staff in different research approaches, basic use of computers, analysis of data and findings, and report writing. The research instruments he designed and tested are now being used by CEMA.

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5
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Comment on key factors determining rating

No participants during reporting period although - CEMA trainers and research staff participated in international training and skill-building workshops.

5. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5
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Comment on key factors determining rating

Minor office equipment was donated by USAID. Two excess property Jeeps have been ordered, but not received. Commodities, though not a major component of the project, have been appropriate, and well used.

6. COOPERATING COUNTRY	a. PERSONNEL Professional trainers & Research Staff					X							X
	b. OTHER Administrative Complement			X									X

Comment on key factors determining rating

As reported in the last two years' PARs, there are no host "Government" inputs to this project. Therefore, it seems more appropriate to rate CEMA as the cooperating country action agent.

CEMA has demonstrated a high level of association with the project purpose and goals and has continued to orient its training primarily towards development purposes. The continuity of staff has been very good, and their professional qualifications have continued to improve. The professional trainers and research staff have made excellent use of training provided through AID and non-AID sources, and have been particularly successful in redesigning training techniques and concepts so that they may be utilized effectively in the Ecuadorian and Latin American socio-economic setting. The most immediate need of CEMA is to develop an administrative staff capable of conducting promotional activities, pricing, cost analysis, contracting, and personnel development projections as well as the normal administrative activities for this type of organization.

7. OTHER DONORS	1	2	3	4	5	6	7	1	2	3	4	5
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(See Next Page for Comments on Other Donors)

AID 1020-25(10-70)	PROJECT NO. 518-15-890-092.1	PAR FOR PERIOD: to: 3/31/72	COUNTRY Ecuador	PAR SERIAL NO. 72-3
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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/Rate/Amount)					
		CUMULATIVE PRIOR CY 71	CURRENT CY 72		CY 73	CY 74	END OF PROJE
			TO DATE	TO END			
Number of Trained full time instructors (cumulative)	PLANNED	8	8	9	9	9	9
	ACTUAL PERFORMANCE	7	7				
	REPLANNED			9	9	9	9
Number of available part-time trained instructors (cumulative)	PLANNED	10		15	20	20	20
	ACTUAL PERFORMANCE	6	10				
	REPLANNED			15	18	20	20
Number of trained research and evaluation staff (cumulative)	PLANNED	3	2	3	3	3	3
	ACTUAL PERFORMANCE	3	2				
	REPLANNED			5	5	5	5
Number of trained part-time research and evaluation staff available (cumulative)	PLANNED	2	4	4	5	6	6
	ACTUAL PERFORMANCE	2	4				
	REPLANNED			4	5	6	6
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT: Even though the major quantitative outputs are nearly realized, there is continuing need to upgrade the skill level of the professional staff. New training techniques are constantly being developed and need to be incorporated by CEMA if it is to continue to offer quality services.					
1. Well trained training and research staff (full and part-time)		COMMENT:					
2.		COMMENT:					
3.		COMMENT:					

AID 1020-25 (10-70)	PROJECT NO.	PAR FOR PERIOD:	CCUNTRY	PAR SERIAL NO.
PAGE 4 PAR	518-15-890-092.1	to 3/31/72	Ecuador	72-3

IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP? YES NO

To institutionalize a capacity to develop achievement-oriented, problem-solving attitudes and skills among leaders and potential leaders of selected target groups so that they will take a more dynamic and effective role in development.

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
<p>A financially-sound, well-managed and effectively functioning training institution capable of and continuing to provide leadership training to selected target groups, with:</p> <p>a. 9 well-trained and qualified full-time staff, and 20 trained and qualified part-time staff providing approx 900 man days of development-related training annually.</p> <p>b. A capacity to conduct research and evaluation of CEMA training and other programs.</p> <p>c. A competent managerial staff.</p> <p>d. A capacity to generate sufficient income from sale of services to sustain a full schedule of training.</p>	<p>a. Seven well-trained trainers continued working full-time and 10 part time trainers are available. They will continue to receive advanced training in leadership, motivation, organizational development and human relations training techniques throughout the life of project. Amount to time spent in development-related training continues to depend on USAID's use of CEMA's services development related training exceeded 1100 man/days last year, and 1290 persons received training.</p> <p>b. Four permanent staff members are engaged in evaluating the effects of CEMA training, conducting research and evaluation projects for USAID and other institutions, and training one additional person in case study analysis and writing.</p> <p>c. Two administrators are on board (including a General Manager hired in September, 1971) and are being trained in promotion, pricing, cost analysis, contracting and personnel projections.</p> <p>d. During the reporting period 10% of CEMA's income derived from the sale of services to non-AID groups. Peace Corps is preparing a large contract for the *</p>

V. PROGRAMMING GOAL

A. Statement of Programming Goal

To maximize the participation of all people of Ecuador in the development process. To raise the level of income of that extremely large segment of the population (estimated by the GOE at 53 per cent) which is on the margin of society.

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: Although direct impact will be limited, given large target population, CEMA continues to develop services specifically designed for high multiplier effect output through GOE and private sector change agents working with low income groups. As CEMA is able to increase its support from other sources, a higher potential for greater impact can be expected.

coming year. The Inter-American Foundation has expressed interest in purchasing CEMA's research services, and contacts are being established with Ecuadorian private industry and international donor agencies.