

PROJECT APPRAISAL REPORT (PAR)
(U-446) See M.O. 1026.1

UNCLASSIFIED

518-690-083

002 PAR	MO.	DAY	YR.	003 U.S. OBLIGATION SPAN	004 PROJECT TITLE
AS OF:	1	2	3	FY 66 Thru FY 69	Manpower and Educational Planning PD-AAN-398
005 COOPERATING COUNTRY - REGION - AID/W OFFICE					
ECUADOR					

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 1969)	195.0	195.0	-	-	126.7	-	0	-	4.4	-	63.9
PROPOSED OPERATIONAL YEAR (FY 19)	-	-									

CCC VALUE OF P.L. 430 COMMODITIES (\$000) → Thru Actual Year : None Operational Year Program : None

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
		1.	2.	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.	Ohio State University	1	1	AID/1a 361	
		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):

The objective of this project is to assist the Manpower Planning Office of the GOE National Planning Board (NPB) in conducting a manpower assessment and projection study, with resulting data being used to establish policies and priorities for human resources development to meet Ecuador's future manpower needs. In the process of achieving this objective the implementing agency has thus far: (1) advised the Manpower Planning Office of the NPB on procedures for

MISSION DIRECTOR APPROVAL	SIGNATURE	DATE
		July 1969

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.

planning and implementing the study, (2) advised in the analysis and interpretation of the data collected, and (3) provided out-of-country training for two participants who now are assigned to the Manpower Planning Office and to the Planning Department of the Ministry of Education.

Specifically, it has developed a planning methodology to compensate for a lack of time series data. In data development, it has completed economic censuses in the sectors of mining, manufacturing, commerce, selected services, transportation, public and construction. It has also started manpower surveys of a national sample of establishments included in the economic census, a study of mobility of the labor force, and a household survey of urban areas in order to obtain data for many analyses necessary for making assessments and projections. Also, data from the 1962 census has been reprocessed to permit a detailed analysis of employment and the occupational and industrial distribution of the labor force. In addition, annual schools reports for 1958-59 and 1963-64 have been processed for computer analysis to be used in an assessment of the present educational system and in establishing efficiency coefficients and flow relationships for projecting educational output and input requirements.

(1) The overall performance and effectiveness of project implementation has been less than satisfactory, mainly because the National Planning Board Manpower Office: (a) lacked data relating the level and occupational structure of employment to output and productivity, and possessed only very limited data relevant to manpower, (b) generally performed with "gross administrative inefficiency", to quote from a recent contractor report, (c) submitted inaccurate and incomplete field reports from surveys, (d) experienced long delays (as much as 2 1/2 years) in completing censuses and surveys, (e) submitted faultily processed data, (f) failed to allocate sufficient machine time for processing data, and (g) never had sufficient funds to hire needed personnel. As a result, the contractor has been unable to meet most of the stated project target dates. In addition, there were deficiencies in project planning on the part of the contractor. The availability of data was not adequately studied prior to the initiation of the project, and the project design was thus deficient in not allowing time to develop a methodology for dealing with a situation in which data were poor in terms of both quantity and quality. The contractor also seems to have misjudged the ability of the personnel of the National Planning Board Manpower Office.

(2) At this point in time the project has made no contribution to achievement of sector and goal plans because the study has not progressed sufficiently. Preliminary projections were made at the beginning of this calendar year, but their very tentative nature rendered them of little use until additional data becomes available in the final report.

(3) The anticipated results may not be evaluated until a complete array of data has been analyzed. In one sector study the data sent to the University by the Manpower Office were so inadequate and inaccurate that they had to be returned to be done again. The study was turned over to a more responsible person for correction.

(4) This project is of great importance and significance to country development because it will provide a firm basis on which to establish policies and priorities for human resources development to meet Ecuador's future manpower needs.

UNCLASSIFIED

SECURITY CLASSIFICATION

Page No. 14
2

UNCLASSIFIED

518-15-690-033

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		
	1. Survey and economic census of:	7				7
	a. The construction sector					
	b. The transport sector					
	c. The public sector					
	d. The agriculture sector					
	e. The manufacturing sector					
	f. The mining sector					
	g. The commerce sector					
	2. Household survey of urban areas --employment and savings, mobility.	1				1
	3. Study of the mobility of the labor force --economic, social, geographic --in the urban areas.	1				1
	4. Study of education requirements according to projected economic demand.	1				1
	5. In-depth analysis of the agriculture sector.	1				1
	6. Participant training for Manpower Office personnel.	2				2
	7. Preparation of final report of assessment and projection.	1				1

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

518-15-690-083

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?	NA
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?	N
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. A lesson of broad applicability emerging from this project is that, before a comprehensive manpower study is attempted, it should be ensured that adequate base data is available, or plans put into operation to gather such data before embarking on the larger study.

Another lesson is that provisions need to be made for trained technicians and equipment prior to initiating a study, and for continuing on-the-job training during the length of the study.

Still another lesson is that we should not enter into such project unless we are sure that adequate government financing and other support will be forthcoming.

UNCLASSIFIED

SECURITY CLASSIFICATION

5
Page 6

UNCLASSIFIED

518-1900-083

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
	1. Preplanning to determine data to be collected and the methodology to be used.		X	
	2. Economic census of the sectors of:		X	
	mining	X	X	
	manufacturing		X	
	commerce	X		
	service	X		
	construction	X		
	transport	X		
	public			
	a. derive a sample of establishments in each sector		X	
	b. design surveys instruments and obtain data needed from sample	X		
	c. process data to obtain an aggregate	X		
	d. analyze processed data	X		
	3. Manpower surveys of a national sample of establishments included in the economic census:			
	- labor force mobility in urban areas	X		
	- household surveys of urban areas (sample from 1962 census)	X		
	a. derive samples to be used		X	
	b. design survey instruments to secure data needed from establishments and individuals	X		
	c. process data to obtain an aggregate	X		
	d. analyze processed data	X		
	4. Process data from annual education reports from 1958-59 to present		X	
	5. Analyze data from an agricultural survey made previously by OHIO State University		X	
	6. Complete computer analysis of all processed data	X		
	7. Write final report to include current assessment of Ecuador's manpower utilization and estimates of projections of manpower requirements through 1980			X

UNCLASSIFIED

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
	<p>8. Carry out in-service training activities for Manpower Office personnel.</p> <p>9. Provide out-of-country training for two participants from the Manpower Office and assign them to positions of responsibility.</p> <p><u>Narrative</u></p> <p>6, 7 As of the date of this report data from the census of all sectors, manpower surveys, and studies have been sent to the University for analysis. However, few of these were incomplete or inaccurate. Therefore, the final report of the study has been long delayed. The various reasons for this have been noted in section (1) of Narrative 008.</p> <p>Several remedial actions were undertaken to prevent delays and to collect and process data reliably. Seminars for Manpower Office personnel have been carried out by the University technicians. Almost daily conferences and discussions with personnel have been held to review planning, methodology, and steps in processing data. Advice and recommendations have been made; nevertheless, none of these measures brought about significant progress in accomplishment of targets by the Manpower Office.</p>		X	
			X	

PART II - Continued

023

II-A.2 - OVERALL TIMELINESS

In general, project implementation is (place an "X" in one block):

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.

(a) On schedule	
(b) Ahead of schedule	
(c) Behind schedule	X
(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)	X
(8) Other (specify):	

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	N	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):	P

2. FACTORS-PARTICIPANT TRAINING

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

UNCLASSIFIED

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

518-15-690-083

PART II-B - Continued

3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF	063 NON-FFF	064 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.
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 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.

As has been mentioned previously, the major value of this project will result from the final report of assessment, projections and implications derived from all the amassed data. The final report is long overdue from the September 67 target date set in the quarterly report of July-September 1966. The University's last communication to the USAID indicated that the report would be ready in January 1969. It still has not been received, and the University has not responded to USAID requests for information regarding the report.

As noted in Section 008, the long delay was due mainly to factors within the Manpower Office of the NPB. In addition, that office failed to initiate surveys in energy and medical services, and a study of internal mobility.

While the University technicians seemed to be well qualified in their field of work, they were hampered and frustrated in carrying out their responsibilities because of the factors cited in Section 008, because some were inexperienced in making this type of survey in a foreign country, and because they did not have sufficient status in that they were graduate students.

b. Implementing Agency

The implementing agency had to drastically revise its initial plans when it was discovered that much time series data did not exist in the Planning Board. Revised plans concentrated on basic data collection. As studies and surveys were

UNCLASSIFIED

BEST AVAILABLE COPY

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.

initiated it was discovered that the Planning Board did not actually have trained persons to conduct the needed studies, or the technicians who could process the data. Employees on board had little interest in training provided by the contractor for data collection and processing. Funds from other AID sources were secured to train two participants who returned to assist in completing the studies and surveys. Contractor technicians also worked constantly with key individuals to help raise their standard of performance. The contractor did not notify AID of many of these serious problems until long after they had been perceived.

c. Participants

The two participants under this project received adequate training at the contractor's university. They returned to positions related to the project, but their effectiveness was hampered by a lack of other trained personnel and adequate time for use of equipment. In addition, supervisors and others were reluctant to accept meritorious ideas they contributed. Subsequently the two participants were assigned to positions of greater responsibility so that their training and knowledge could be used more effectively in the project implementation.

d. Commodities

(Not applicable)

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

518-15-690-083

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.	N
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.	N
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.	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.	N
092 Political conditions specific to project.	
093 Capacity to transform ideas into actions, i.e., ability to implement project plans.	N
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.	P
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.	N
102 Continuity of staff.	P
103 Willingness to work in rural areas.	
104 Pay and allowances.	P
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):

The quality of country performance related to this project has been very poor. Data collection and processing has been faulty except for one survey. Management and administration of the Manpower Office has left much to be desired. Evidently the higher officials of the National Planning Board felt this project had no priority or importance in their development planning, or they made little effort to provide the Manpower Office with necessary personnel and resources to collect and process data needed for the study. Most of the personnel engaged in the study perceived little or no need for improving their skills in and understanding of the job they were trying to accomplish. The local government was unable to adequately staff the project. It is very unlikely that this project will be sustained after U. S. inputs are terminated; there is no hope that it could be expanded.

080. Before this project was initiated there was little or no coordination and cooperation between ministries engaged in the country's planning effort. It was discovered that two or more ministries were collecting similar data. Pertinent information from the 1962 census had not been made available to

UNCLASSIFIED

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.

- other ministries and agencies. At this time there is some coordination and cooperation. There is intensive coordination with the Ministry of Education in developing educational needs and requirements to meet future manpower requirements.
082. As has been noted in Section 008, the initial plan for this project study had to be revised significantly because of a lack of time series data.
084. Host country funding of the project was deficient to the extent that three planned surveys could not be undertaken. The inability to finance the surveys was made known only a few months after AID had offered PL-480 funds to the Planning Board to ensure that such studies could be completed. The NPB refused to ask for these funds.
- 086, 088. The Manpower Planning Office of the National Planning Board was organized just before this project began. Hence, the six assigned persons were not adequately trained. (Efforts to resolve this problem have been noted in other sections of this report). Because it was a relatively new office, it frequently did not receive a fair and adequate share of machine time or of personnel to prepare data for processing.
- 091, 093, 094. The many delays in implementation of project plans were caused not only by the several factors noted in previous sections but also by a lack of receptivity to change and innovation on the part of most of the office personnel. Many ideas about the surveys and studies were easily verbalized; the transformation of those ideas into action was usually a long, slow, tortuous process. Without the presence of technicians to constantly assist in action transformation there will be no sustaining or expanding the impact of this project.
101. After a long period of time in which it became certain that the NPB would not have funds for training technicians, other AID sources were found to train two participants. The contractor was convinced that the beneficial training of technicians could only be accomplished away from the Manpower Office, not through in-service training efforts.

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 relevance of this section of the PAR is voided by the fact that the project is terminating.

IV-B - PROPOSED ACTION

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

1. Continued as presently scheduled in PIP.	X
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.	
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:

When the final report for this project is received, it should be evaluated in depth to determine its adequacy for assessing and projecting manpower needs of Ecuador.

13