

PAGE 1

PROJECT APPRAISAL REPORT (PAR)

1. PROJECT NO. 518-15-560-112	2. PAR FOR PERIOD: 9/1/73 TO 9/30/74	3. COUNTRY Ecuador	4. PAR SERIAL NO. 75-2
----------------------------------	---	-----------------------	---------------------------

8. PROJECT TITLE

Family Food and Nutrition

6. PROJECT DURATION: Began FY 73 Ends FY 76	7. DATE LATEST PROP 10-17-72	8. DATE LATEST PIP None	9. DATE PRIOR PAR 10/3/73
---	---------------------------------	----------------------------	------------------------------

10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$247,000	b. Current FY Estimated Budget: \$147,000	c. Estimated Budget to completion After Current FY: \$
------------------	---	---	--

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

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.
Manoff International	518-345 T
Chestene O. Fried	518-383
William Kashak	518-373

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

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		

This PAR covers period through 9/30/74. Since the time the PAR was prepared, several important situations affecting the project have occurred.

First. In recognition of the fact that the project was not going well, GOE and USAID began a joint review recently to discuss the problems and propose solutions.

Second. Ministry has committed large resources to a Supplemental Feeding Program which may serve as a major priority for the Nutrition Project in 1975 if the Minister and USAID decide to continue it.

Third. Negotiation of a New ProAg is due to begin shortly to define the form it will take and how it related to Ministry priorities. It will reflect a discussion and decisions on problems raised in the PAR and what alternatives are open in the next year.

D. REPLANNING REQUIRES

REVISED OR NEW

PROF

PIP

PRO AG

PIO/Y

PIO/C

PIO/P

E. DATE OF MISSION REVIEW

December 14, 1974

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE

HEHaight, J.

DPNelson

12/13/74

MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE

Robert H. Vandy

AID 1020-25 (10-70)	PROJECT NO.	PAR FOR PERIOD:	COUNTRY	PAR SERIAL NO.
PAGE 2 PAR	518-15-560-112	TO 9/30/74	Ecuador	75-2

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			OUTSTANDING		LOW		MEDIUM		HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
1. Manoff International				X						X		
2. Chestene O. Fried				X								X
3. William Kashak				X								X

Comment on key factors determining rating

- The contractor has provided highly qualified personnel to perform the assigned tasks. Responsiveness to AID direction has been good. Relations with host country nationals, including local staff training and utilization, have been excellent. The task assigned the contractor has been performed well, and is on schedule.
- The Contractor's work has been hampered by the lack of effective counterpart institutions, with the result that the training and development of national nutrition plans have existed in a vacuum. The contractor is highly qualified, and has worked well with her counterparts.
- Because of the field nature of the contractor's work he has been able perform his

4. PARTICIPANT TRAINING				X									X	
-------------------------	--	--	--	---	--	--	--	--	--	--	--	--	---	--

Comment on key factors determining rating

One person who received training in social anthropology has continued to perform well and expand his knowledge under the tutelage of the contractor. Two persons trained in mass media techniques have likewise continued to perform well upon their return to Ecuador, even though their training was not as effective as it could have been due to the poor quality of translator provided in the U.S. The two other participants

5. COMMODITIES			X								X			
----------------	--	--	---	--	--	--	--	--	--	--	---	--	--	--

Comment on key factors determining rating

Since INNE has not had an operational budget, the GOE has not provided internal transportation for commodities. Likewise, the GOE has been slow in liberating commodities from customs. Commodities have been appropriate to project needs, but laboratory equipment is still in storage, and has not been used.

6. COOPERATING COUNTRY	a. PERSONNEL				X										X
	b. OTHER		X												X

Comment on key factors determining rating

In general, the performance of the host government agencies involved in this project has been extremely poor, as virtually none of the GOE inputs agreed to in developing the project and subsequent ProAg's have been provided. INNE's operational budget was never acted upon and INNE has had no operating funds for the past six months. The GOE agreed to provide a budget of approximately \$100,000, but only some \$32,000 in salaries have been provided thus far. The GOE provided an Administrator as called for in the ProAg. However, the person selected was unfit for the job and after his release, was not replaced. Although the Ministry committed itself to remodeling INNE's facilities by June, 1974 work was only begun in October, and USAID had to provide rent for INNE in the interim. Neither was the complete administrative re-organization committed by the Ministry ever carried out, with the result that most programs are bogged down in ineffective and inefficient bureaucratic procedures.

7. OTHER DONORS														
-----------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

(See Next Page for Comments on Other Donors)

AID 1020-25 (10-70)	PROJECT NO. 518-15-560-112	PAR FOR PERIOD: TO 9/30/74	COUNTRY Ecuador	PAR SERIAL NO. 75-2
---------------------	-------------------------------	-------------------------------	--------------------	------------------------

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			OUTSTANDING		LOW		MEDIUM		HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
1.												
2.												
3.												

Comment on key factors determining rating

assigned work in spite of the lack of host country institutional support. His work thus far has been of excellent quality, and he has performed very well in training a local staff member to continue in his role.

4. PARTICIPANT TRAINING													
-------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--

Comment on key factors determining rating

have not yet returned from training, although it has been learned that Wilma Preire has improved her English and is doing well in her course work.

5. COMMODITIES													
----------------	--	--	--	--	--	--	--	--	--	--	--	--	--

Comment on key factors determining rating

6. COOPERATING COUNTRY	3. PERSONNEL												
	4. OTHER												

Comment on key factors determining rating

The interim director has proved to be a disappointment, as he has not provided the dynamic, forward-oriented leadership needed to bring about a change in INNE's antiquated role in nutrition programming in Ecuador.

7. OTHER DONORS													
-----------------	--	--	--	--	--	--	--	--	--	--	--	--	--

(See Next Page for Comments on Other Donors)

AID 1020-25(10-70)	PROJECT NO. 518-15-560-112	PAR FISCAL PERIOD: to 9/30/74	COUNTRY Ecuador	PAR SERIAL NO. 75-2
--------------------	-------------------------------	----------------------------------	--------------------	------------------------

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)					END OF PROJECT
		CUMULATIVE PRIOR FY	CURRENT FY 75		FY 76	FY	
			TO DATE	TO END			
MCH (Health service) personnel trained in nutrition programs.	PLANNED	100	125	300	400		
	ACTUAL PERFORMANCE	100	120				
	REPLANNED			300	400		
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT					
1.	INNE staff adequately trained.	The current technical staff has been well trained, but with the lack of operational funds during 6 months of the past year, and the recent request by the Minister for letters of resignation from all personnel, morale is low.					
2.	Initial nutrition survey conducted and nutrition surveillance system operating.	COMMENT: No progress to date.					
3.	Agricultural production packages researched and developed.	COMMENT: No progress to date, primarily because the director of INNE has not taken an active interest in advancing these programs.					

AID 1020-25(10-70)	PROJECT NO. 518-15-560-112	PAR FOR PERIOD: to 9/30/74	COUNTRY Ecuador	PAR SERIAL NO. 75-2
--------------------	-------------------------------	-------------------------------	--------------------	------------------------

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)					END OF PROJECT
		CUMU- LATIVE PRIOR FY	CURRENT FY		FY ____	FY ____	
			TO DATE	TO END			
	PLANNED						
	ACTUAL PERFORM- ANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORM- ANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORM- ANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORM- ANCE						
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT:					
1.	Pilot supplemental feeding program in operation.	The pilot project is ready for inauguration and food distribution: All required surveys and preliminary studies are nearly completed, and training, programming and commodity purchases have been completed. The Ministry is very interested in this program, and has budgeted \$2,000,000 for 1975 to extend it nation-wide.					
2.	Mass media pilot project conducted and evaluated.	COMMENT: The pilot mass media project has been carried out on schedule, with the final evaluation of results scheduled for June, 1975.					
3.	Program for increased production/consumption of iodized salt implemented.	COMMENT: Implementation plan has been drafted, but Director of INNE has not forwarded it for approval through the Ministry, and has not pushed for its implementation.					

AID 1020-25(10-70)	PROJECT NO. 518-15-560-112	PAR FOR PERIOD: to 9/30/74	COUNTRY Ecuador	PAR SERIAL NO. 75-2
--------------------	-------------------------------	-------------------------------	--------------------	------------------------

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)					END OF PROJECT
		CUMU- LATIVE PRIOR FY	CURRENT FY		FY ____	FY ____	
			TO DATE	TO END			
	PLANNED						
	ACTUAL PERFORM- ANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORM- ANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORM- ANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORM- ANCE						
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT:						
1. Food consumption tables updated and published.	No progress to date						
2. Audio-visual production center organized and operating.	COMMENT: Development and printing of materials is being carried out, but delays in remodeling of INNE headquarters have delayed permanent installation and operation. A new printing press and photographic equipment have arrived in country. The director of the printing unit recently re- <u>signed, but will be replaced once the future of INNE is</u>						
3.	COMMENT: <u>decided by the Ministry.</u>						

AID 1020-25 (10-70) PAGE 4 PAR	PROJECT NO. 518-15-560-112	PAR FOR PERIOD: to 9/30/74	COUNTRY Ecuador	PAR SERIAL NO. 75-2
-----------------------------------	-------------------------------	-------------------------------	--------------------	------------------------

IV. PROJECT PURPOSE

1. Statement of purpose as currently envisaged.

2. Same as in PROP? YES NO

To develop INNE as an effective, viable multidisciplinary institution with authority to carry out nutrition program and resource coordination, guidance to policy makers and promotion of applied research in relevant sectors.

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
<p>A. INNE fully budgeted (approximately \$100,000 annually) from national sources, with competent staff conducting or supervising research and feasibility studies and promoting the national nutrition programs indicated below:</p> <p>1. Nutrition objectives included in national development plans</p>	<p>A. During the past year the MOPH provided only salary costs for INNE, for a total of \$32,000, instead of the \$100,000 committed in the ProAg. While this apparently was the result of bureaucratic inefficiency, it may be that the MOPH has decided to place increased emphasis on a new Nutrition Division created within the MOPH. The technical staff has improved and, within present composition limitations, can be considered competent to carry out the programmed work load. They have been hindered by lack of operational funds.</p> <p>1. INNE has been working on this with PONAN, a newly created inter-ministerial nutrition group. Draft guidelines have been developed. The Ministry of Health and National Planning Board have agreed formally that INNE will provide one of its nutrition planners half time to develop the National Nutrition Plan.</p>

V. PROGRAMMING GOAL

A. Statement of Programming Goal

Reduce incidence of malnutrition and debilitating disease among preschool-aged children.

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.

The program has not been in operation long enough to provide explicit evidence of impact at the goal level. Hypotheses presented in the PROP still appear valid.

AID 1020-25 (10-70)	PROJECT NO.	PAR FOR PERIOD:	COUNTRY	PAR SERIAL NO.
PAGE 4 PAR A	518-15-560-112	to 9/30/74	Ecuador	75-2

IV. PROJECT PURPOSE

1. Statement of purpose as currently envisaged.

2. Same as in PROP? YES NO

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
2. Improved food distribution system in operation, including directed PL-480 Title II food through improved MCH centers.	2. INNE has trained field personnel in charge of implementing the program at the field level, and has worked closely with CARE and CRS to upgrade the nutritional impact of their feeding programs. Basic sociological and anthropological data have been prepared. Lack of an operational budget stopped testing of methodology for selection of food recipients
3. A program functioning to promote increased production of direct-consumption, nutritious foods by small farmers.	3. This program has lagged, as the interim director of INNE apparently has not given it sufficient priority or support. Under a grantee contract arrangement the project should be underway by the end of CY 1974.
4. A program in operation to stimulate private development of low-cost nutritious manufactured foods.	4. Official program in this area has still not been initiated. One food technologist is being trained in Argentina to develop and monitor the program, and a multi-sector nutritional seminar was held, in which private food manufacturers were exposed to the need to provide more nutritious foods for low-income

V. PROGRAMMING GOAL

A. Statement of Programming Goal

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

AID 1020-25 (10-7 ⁰)	PROJECT NO. 518-15-560-112	PAR FOR PERIOD: to 9/30/74	COUNTRY Ecuador	PAR SERIAL NO. 75-2
----------------------------------	-------------------------------	-------------------------------	--------------------	------------------------

IV. PROJECT PURPOSE

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

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
<p>5. A mass media education program to promote good nutrition for pre-school children.</p> <p>6. Collateral activities to complement other national and international nutrition projects.</p> <p>B. INNE officially designated and working as the nutrition technical advisor to COPANE and the National Planning Board or other appropriate designated agency.</p>	<p>groups.</p> <p>5. This program is being tested in two provinces, with an evaluation of the results scheduled for later this year. INNE personnel have worked closely with the pilot project, and should be adequately prepared to carry out future implementation when results are known.</p> <p>6. INNE has collaborated in training hospital food service administrators, PC volunteers working in nutrition programs, and has worked with health educators of the MOPH, providing course materials and instructors.</p> <p>B. INNE has been named technical advisor to PONAN (formerly COPANE). However, PONAN has not been granted <u>personería jurídica</u>, and has not been very active. Personality and political problems within the JNP regarding PONAN have not been resolved.</p>

V. PROGRAMMING GOAL

A. Statement of Programming Goal

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

AID 1020-25 (10-70)	PROJECT NO.	PAR FOR PERIOD:	COUNTRY	PAR SERIAL NO.
PAGE 4 PAR C	518-15-560-112	to 9/30/74	Ecuador	75-2

IV. PROJECT PURPOSE

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

<p>B. 1. Conditions which will exist when above purpose is achieved.</p>	<p>2. Evidence to date of progress toward these conditions.</p>
<p>C. INNE reviewing and coordinating international technical assistance and financing arrangements and national sector programs to assure proper nutritional impact.</p>	<p>C. No activity to date.</p>

V. PROGRAMMING GOAL

A. Statement of Programming Goal

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