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MISSION OPERATIONS MANUAL

Developed by:
Office of Management Planning
Bureau for Management
AID/Washington

For:
USAID El Salvador

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A WORD OF THANKS

THE MANAGEMENT PLANNING TEAM COMMISSIONED TO DEVELOP THE USAID/EL SALVADOR MISSION OPERATIONS MANUAL WOULD LIKE TO TAKE THIS OPPORTUNITY TO THANK IN PARTICULAR ALL USAID/EL SALVADOR STAFF FOR THEIR ASSISTANCE IN THIS PROJECT. THE COOPERATION, SUGGESTIONS AND COMMENTS OF ALL PERSONS ON THE USAID STAFF FACILITATED THE PROCESS IMMEASURABLY.

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FEB 3 1983

NOTE TO: MR. FRANK KENEFICK, M/PM/PDE

SUBJECT: USAID/El Salvador Mission Operations Manual

Cathy Smith and I would like to thank you again for all the help you provided us in developing the subject manual. As promised, we are providing you with a copy of the final product, attached.

As noted in the Purpose and Use section of the Manual (Chapter 100), the Manual represents a major step in the Mission's efforts to address some of its urgent management concerns. In developing the Manual, we were successful in working with mission staff in identifying significant problem areas and in launching improvements in many of those areas although time and the unique nature of the Salvadoran program precluded a comprehensive effort. However, a system was instituted which encourages continuation of management improvements over time as the program situation "stabilizes."

We would appreciate any thoughts you have on this Manual which we in turn could share with the Mission staff or with others in MP who may undertake a similar assignment on behalf of an overseas mission. We may be reached in Room 119, SA-8 or by telephone on 235-2113.

Thanks again.

Roberta A. Steinwedel
Office of Management Planning
Bureau for Management (M/SER/MP)

Attachment: USAID/El Salvador
Mission Operations Manual

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BACKGROUND

USAID/El Salvador for many years was one of the smallest programs in AID's Bureau for Latin America and the Caribbean (LAC). In response to a number of rapid changes in political, economic and social climates, the program grew in a few short years to one of the largest in AID. Necessary changes in the Mission's internal organization and management support systems, however, were delayed in order to first address critical program priorities. Thus, this Mission Operations Manual has been developed by the Office of Management Planning, Bureau for Management, at the request of the USAID El Salvador Mission Director as a major step in the process of addressing some of the Mission's internal management needs and concerns.

PURPOSE

This Mission Operations Manual is tailored for the use and benefit of all staff--permanent, temporary, direct-hire, contract, etc.--assigned to the AID Mission in El Salvador. The Manual is designed to address a number of management considerations present at the time the Manual was developed in 1982 and to institute a system whereby future management considerations may be expressed, resolved and the results freely and quickly disseminated to all staff. More specifically, the Manual is a compendium covering those areas necessary to define the operational context in which the AID

Mission and staff carries out U.S. Government policy and business in El Salvador. Parenthetically, in keeping with its original scope this Manual is not a "how to" document although it could be adapted easily to this end. The Manual should be viewed as an adjunct to governing policy, guidance, etc. as set forth by the Agency in other sources including cables, guidebooks and AID handbooks. To the extent practical, such sources are referenced in this Manual. Other purposes of this Manual include:

- orienting new personnel
- providing a single, authoritative, ready reference source
- defining and clarifying internal Mission procedures
- alerting staff to changes in operating procedures
- sharing information of general interest to staff
- delegating authorities, responsibilities
- simplifying, standardizing and codifying Mission procedures

Given these various purposes, the content of this Manual will undoubtedly change over time and in fact staff should expect and encourage such changes as needs dictate. The following section provides a system whereby changes may be quickly reflected in this Manual, thereby ensuring its continued utility.

USE

This Manual is a "living" document in the sense that it will grow and change over time in response to varying delegated authorities, congressional mandates, program objectives, Agency policy guidance, management styles, etc. As such all staff members share a responsibility for identifying actual or potential changes and for initiating action to ensure that changes, once approved, are reflected in this Manual. This section outlines the key aspects of this update process:

1. Authorship Responsibility

Each major chapter is assigned an "author office," i.e., a Mission office with lead responsibility for ensuring assigned chapters are periodically reviewed for accuracy, completeness, and currency and for undertaking necessary changes. Specific author office responsibilities are identified in Appendix A to this chapter.

Simple Changes. When changes are editorial or non-controversial in nature, the author office may unilaterally make the necessary revisions and submit them to the Office of Management Operations (MO). MO maintains the master Manual file and is responsible for assigning transmittal numbers, assuring internal consistency, typing, photocopying and distributing Manual materials.

Simple "pen and ink" changes--e.g., revising a dollar limitation or an AID/W bureau/office acronym--may be initiated upon written request to MO. MO in turn will distribute a sample format to permit Manual holders to annotate their copies accordingly.

Substantive Changes. When proposed changes are substantive in nature, the author office has responsibility for drafting proposed changes and for arranging necessary internal discussion and approval of changes. The senior staff meeting is the forum for discussion of proposed changes. The author office assures that proposed changes are included as staff meeting agenda items. (See Chapter 510 of this Manual.) Once approved, MO assumes final responsibility for logging, typing, filing and distribution of all changes.

2. Numbering System.

The numbering system for this Manual has been developed to permit maximum flexibility.

Chapters and Sub-chapters. Major chapters are numbered in multiples of 100 up to Chapter 1,000 and thereafter in multiples of 1,000. Chapters may be further subdivided in multiples of 10. Masthead may be used in either case.

Further subdivisions are numbered using a decimal point system in multiples of .05. Normally, masthead is not used for subdivisions at this level.

This system permits material to be added or deleted at the appropriate point (with little or no disruption to continuing material. For example, the decimal point system may be modified to insert material in multiples of .01.

Once the basic chapter and sub-chapter number is established and so noted in the lower right hand of each page, pages which follow may be numbered sequentially at the bottom, center of the page.

Appendices. Material referenced in a chapter as an appendix should immediately follow that chapter and is numbered accordingly. For example, an attachment to this chapter - Chapter 100--would be numbered Chapter 100, Appendix A.

Transmittal Numbers. Transmittal numbers are designed to allow the Manual holder to quickly determine the currency of the Manual material. Transmittal numbers are assigned by MO at the time material is submitted by the author office for final typing. The first two digits of the transmittal number reflect the current fiscal year, e.g., FY 1982 equals 82. The next group of numbers, separated by a hyphen (-) and in multiples of 01, reflect the number of times a particular chapter or sub-chapter has been revised during that fiscal year or viewed another way, the last time a chapter was updated. The system is identical to that used in the Agency handbooks.

3. Overall Responsibility

MO is designated as the Mission office with overall responsibility for maintaining this Manual. However, each staff member must also recognize his/her individual responsibility in calling changes to the attention of Mission management. A copy of this Manual is assigned to each staff member who has responsibility for assuring that copy is kept current. In sum, this Manual is the responsibility of all USAID/El Salvador staff.

Authorship Responsibilities

Mission Office	Chapters Assigned
Office of the Director	510, 300, 400
Office of Management Operations	Any not otherwise assigned.
Office of the Controller	900
Office of Development Planning and Programming	600, 610, 620, 630, 640, 770, 820
Office of Development Resources	650, 830, 840, 850
Office of General Development	660, 740, 810
Office of Human Resources and Humanitarian Affairs	660, 740
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This is an official post report prepared at the post. Any other information you receive concerning the facts as set forth herewith is to be regarded as unofficial information.

PREFACE

Due to the unsettled conditions in the country in the last two years, dependents are not presently allowed at post. Many sections in this report, especially those concerning families and travel outside the capital, are subject to change.

SPECIAL NOTE

A travel advisory is in effect for El Salvador and is quoted below (from State 169354 dated June 18, 1982):

> "The Department of State advises American citizens to exercise extreme caution if they travel in El Salvador. Travelers should arrive by air rather than by road. While urban centers are experiencing a lesser degree of terrorist activity than heretofore, and acts of terrorism have generally not been directed against foreigners during the past year, particular caution should be exercised in traveling by land outside of urban areas. Many roads are subject to terrorist interdiction. Travel in the Northeastern section of the country is considered to be very dangerous and should be avoided."

Before any travel within country is undertaken by US Government employees at post, the Embassy Security Office must first approve the itinerary since conditions in the various Departments of the country are subject to change. All employees are required to use the Embassy shuttle service to travel to and from work. The Security Office conducts a security briefing for all newly arrived employees to familiarize them with up-to-date information on the security situation.

This is currently an unaccompanied post. However, this policy is constantly undergoing review and is subject to change when conditions appear to warrant the safe return of dependents.

THE HOST COUNTRY

AREA, GEOGRAPHY, AND CLIMATE

El Salvador with an area of 8,260 square miles, about the size of Massachusetts, is the smallest independent state on the mainland Western Hemisphere. It is located in Central America and bordered on the West by Guatemala, on the North and East by Honduras, and separated from Nicaragua by the Golf of Fonseca. The country faces the Pacific Ocean to the South.

Most of El Salvador is situated on a plateau at about 2000 feet above sea level on the Pacific slope on the Central American cordillera. The country is divided by mountain ranges running from east to west, forming three distinct regions: a hot, narrow Pacific coastal belt on the south; a subtropical Central region of valleys and plateaus, where most of the population lives; and a mountainous northern region. Ninety percent of the land is of volcanic origin and many places still bear the scars of volcanic activity. Almost all of the arable land is under cultivation.

El Salvador's climate is moderated by the country's elevation and, except for the Pacific coastal belt, is semi-tropical. The capital city, San Salvador, is 19 miles from the Pacific coast and has a very pleasant climate. The average temperature for the last 20 years has been 73°F with a range from 50°F to 90°F. The average 20 year temperature at the beach was 80°F. Uncomfortable hot periods, from 2 to 4 p.m., are often moderated by cool evenings.

The country has distinct wet and dry seasons. The dry season, December

to April, is dusty, especially in rural areas. The hottest months of the year, March and April, immediately precede the rainy season. During the wet season, May through November, rain is not continuous. Usually, mornings are clear with precipitation in the early evening. Rain is sometimes accompanied by thunder and strong winds. The pattern of the rain changes during the season and some June and September mornings are overcast. While unusual, there are times when it may rain steadily for two or three days. The average annual rainfall is 66 inches. Mildew and insects can become problems during the rainy season.

Earthquakes and volcanic eruptions have been hazards in the past and tremors occur periodically. Most tremors take place at the changing of the seasons. A major earthquake in June 1982 caused damage to some sections of San Salvador and other areas of the country. Hurricanes do not threaten El Salvador directly but a strong Caribbean storm can generate heavy damaging rains as did Hurricane Fifi in 1974.

POPULATION

El Salvador is Central America's most densely populated country with an estimated 570 inhabitants per square mile. Total population as of the December 1971 census was 4.536 million and is now estimated at approximately 5 million with an estimated annual growth rate of 2.9 - 3.3 percent. Due to unsettled conditions, many Salvadorans are living in neighboring countries and the US.

The population of El Salvador is remarkably homogenous. It is comprised of 89 percent Mestizo, 10 percent Indian and 1 percent Caucasian. El Salvador has no significant minority. The indigenous Indian population has been totally assimilated. Only two or three Indian communities with Indian customs, dress, or dialects survive. The majority has adopted Spanish language and culture. Spanish is the national language and Roman Catholic the predominant religion with evangelical groups active throughout the country.

PUBLIC INSTITUTIONS

El Salvador is a republic comprised of 14 departments, each administered by a governor. Governors are appointed by, and report to, the Interior Minister.

On March 28, 1982, elections for a Constituent Assembly were held. None of the six participating political parties won a majority of the sixty Assembly seats. After a month of negotiations, a coalition government, called the Government of National Unity, emerged. Dr. Alvaro Magaña, an independent moderate, was chosen as Provisional President. Three Vice-Presidents, one representing each of the three major political parties, were also chosen. They were sworn in on May 12, 1982.

The Constituent Assembly will draft a new constitution and act as a legislative body until legislative elections are held. Dates for future elections have not been set. However, it is probable that presidential elections will be held by March 1984. It is also possible that municipal elections will be held in 1983.

The legal system, as in most Latin American countries, is based on the Napoleonic Code. The judiciary system consists of a Supreme Court of 13 magistrates, chambers of Second Instance (appeleate courts), Courts of First Instance (trial courts), and Justices of the Peace. Magistrates of the Supreme Court are appointed by the Constituent Assembly upon nomination by the President. Other judges, and Justices of the Peace, are appointed by the Supreme Court.

Organizations such as the Red Cross, Caritas, the Green Cross, and other privately supported refugee relief organizations are active. Other organizations such as professional and university student associations, and chambers of commerce, are also active in El Salvador.

ARTS, SCIENCES AND EDUCATION

The Ministry of Education oversees the school system of El Salvador and maintains a General Directorate of Culture, with schools of art, music and dance. The Ministry also sponsors the National Symphony Orchestra, the National Chorus, and National Theaters in San Salvador and Santa Ana.

The Ministry maintains a national archaeological museum, and sponsors several excavations of archaeological, anthropological interest. El Tazumal, located near Chalchuapa in the western part of El Salvador, is the major site of Pre-Columbian civilization in El Salvador. The site may be visited and includes a small museum. In San Salvador, the Ministry sponsors a recently refurbished and expanded natural history museum and exhibits hall, with expositions by local artists. Parks, recreational areas and a zoo complete the city's leisure facilities.

The National Symphony Orchestra and the National Chorus give several concerts a year. The annual ballet season offers opportunities for students and professionals to perform. Several private art galleries exhibit the work of Salvadoran artists and semi-professional theater groups offer several plays per year. The Salvadoran Institute of Tourism (ISTU) also sponsors cultural events which include folkloric productions and festivals of music and dance which are often held outside the capital. Crafts festivals such as in Panchimalco and Nahuizalco are annual events.

The Salvadoran Cultural Center has a modest library of Spanish and English books. The Center offers English classes and sponsors frequent exhibits of paintings, sculpture and ceramics, with occasional concerts by local artists.

Although El Salvador's National University campus has remained closed since June 1980, some classes are still given. Numerous private universities--currently thirteen--have arisen with the encouragement and support of the Ministry of Education. The largest and oldest of these private institutions is the Jesuit-administered Central American University, offering courses in engineering, economics, administration and the humanities. The University has a library of over 40,000 volumes and has embarked on a 5-year expansion program financed by the Inter-American Development Bank. Albert Einstein University, founded in 1976, has an enrollment of approximately 2500 students and offers courses in engineering and architecture. José Matías Delgado University, with 2000 students, has courses in law, economics, and communications, and a recently established School for Agricultural Investigation in Santa Ana. Of the remaining universities, six were founded in 1981. This trend is expected to continue into 1982, and three additional private universities are in the planning stage. The American School in San Salvador offers a two-year university program in English.

COMMERCE AND INDUSTRY

El Salvador is a largely agrarian nation with, until 1979, a rapidly growing industrial sector. In 1981 the estimated value of all goods and services produced during the year was about $3.5 billion. Of this, approximately 27 percent derived from local commerce, 21 percent from agriculture and 16 percent from industry, especially manufacturing.

In the past, the Salvadoran economy followed a traditional capitalist model, with strong protection for the rights of private property but with few concessions to social equity or relief to the poor. Production flourished and the Salvadoran economy grew rapidly during the 1950's and 1960's. Although some progress was achieved in providing better education, nutrition and health care, the gains from development were distributed so unevenly that social pressures for reform began to grow. This process culminated on one side in the formation of a large, armed leftist insurgency and on the other side, in the October 15, 1979 coup d'etat and the initiation of major economic reforms. The reforms included: (1) conversion of large landholdings into cooperative farms owned and managed by local workers; (2) the transfer of small plots not worked directly by their owners to former tenant farmers and sharecroppers; (3) centralization of the foreign marketing of coffee and sugar, two of El Salvador's major export crops, and (4) nationalization of the banking system. The administrative burden of such a reorganization and the shortage of resources available to the Government has resulted in slow payment of compensation to former owners.

Since 1978, the Salvadoran economy has declined. The virulence of the leftist insurgency has contributed to inhibiting production and forced a rechanneling of resources away from production and toward defense. Uncertainty about the future of the country, the possibility of further reforms, and the new

government/private sector relationship have impeded private investment in both fixed asset formation and working capital. Low world prices for El Salvador's major agricultural exports (coffee, cotton and sugar), high petroleum costs, scarce and expensive foreign financing and weakness in the regional market have also hurt the Salvadoran economy during this period.

Since 1978, the Salvadoran economy has shifted from rapid development to a defensive mode. Nevertheless, it remains one of the most dynamic in Central America. Projections call for the economy to bottom out in late 1982 or early 1983 in response to stabilization of the political environment through elections, improved world prices for exports, and increased foreign assistance.

TRANSPORTATION

Automobiles

El Salvador's main roads are generally good and most are paved. Back roads are often difficult and rough, on both the passenger and the vehicle. Two principal branches of the Pan American highway pass through El Salvador: one along the Pacific, the other more to the North. Narrow roads, poor driving habits, livestock and pedestrians on the roads at night, and badly placed traffic signs constitute driving hazards even in normal times. The current level of insurgency makes driving on many of El Salvador's roads extremely dangerous.

The most practical mode of travel is by private car. The lack of good intra-city public transportation makes a car desirable. It is particularly helpful to have one while house hunting, so ship your car 4-6 weeks before your expected arrival date. An air-conditioned car, while not essential, makes traveling more enjoyable due to odor and pollution from diesel vehicles. Left-hand drive is used.

Nearly all European and Japanese automobile manufacturers are represented in San Salvador. U.S. manufacturers are also represented, but do not maintain large stocks of spare parts. Direct any questions about shipping a particular make to the General Services Officer.

Maintenance costs in El Salvador are higher than in the US due to the cost of parts. Cars brought to El Salvador should be in good condition.

US Government employees can purchase duty-free gasoline (both regular and hi-test) at certain outlets in the city with coupons purchased at the Embassy Commissary. Lead-free gasoline is not available in El Salvador and there are no plans to market it.

If you have a valid US or other drivers license (except international), a Salvadoran license will be granted by the Foreign Office. Those on the

diplomatic list are granted CD license plates. All other personnel receive MI (Mission International) plates free of charge. Keep your US or other drivers license current to avoid any difficulty in obtaining a replacement or renewed Salvadoran license.

Auto insurance is sold here and Embassy policy stipulates that each US citizen employee must be insured. Policies issued locally have certain limitations, so coverage should be checked carefully with the local broker. Rates approximate those in the Washington, DC area. If coming from areas of the US where auto insurance was carried, bring a "no claim" report, if available, from your previous insurance company. Some Mission personnel purchase theft/collision coverage through a US firm and only take the third person liability (required by Salvadoran law) through a local insurance firm.

Local

Taxis do not use meters, but operate on zone charges. An average trip within the city costs about US$6 (₡15.00). Taxi drivers are not usually tipped. Frequent bus service is available to all parts of the country, but is almost never used by Americans at post.

Regional

International Railways of Central America (IRCA) provides freight and passenger service from La Union on the Pacific coast across El Salvador through Guatemala to the Mexican border.

The usual mode of travel to El Salvador is by air. Service is provided to the US and Central American countries by TACA (Transportes Aéreos Centro Americanos), LACSA (Líneas Aéreas Costarricenses), COPA (Compañía Panameña de Aviación), Belize Airways, SAHSA (Servicio Aéreo de Honduras Sociedad Anónima) and Air Florida.

El Salvador has two main seaports. Acajutla is the more important because of its all-weather dock facilities. Cutuco in La Union is sometimes used. The Atlantic port generally used for surface freight shipments originating on the US east coast is Santo Tomás de Castilla, Guatemala. Cargo is trucked overland to the Salvadoran customs warehouse.

Communications

Telephone and Telegraph

Telephone and telegraph service is available throughout El Salvador although there may be some delay in obtaining private phones in some areas. Direct long-distance dialing is available to most of North America, Europe, and South America. A 3-minute call to New York after 7 pm costs $6.10. Long distance rates from the US to San Salvador are considerably less. Direct or indirect cable service to all parts of the world is available through the Salvadoran Telecommunications System. Local cable rates are 30¢ a word to New York and 33¢ a word to California.

The MILGP offers MARS service every Wednesday which allows Mission employees to call the US free of charge to the nearest location of a ham radio operator who can patch an individual's call to its destination.

Mail and Pouch

International Mail. Mail is dispatched daily, except weekends and local holidays, but because of recent delays, use of the APO is recommended. Address all international mail to San Salvador, El Salvador, Central America. Mail can be misrouted to Salvador, Brazil, or San Salvador Island, Bahamas. The international mail rate is 40 cents each one half ounce to and from the US. The complete address is:

Name
American Embassy
25 Avenida Norte No. 1230
San Salvador, El Salvador,
Central America

Air Pouch Facilities. San Salvador is a category A post with access to APO facilities. Incoming and outgoing personal mail in the air pouch

is restricted to important documents such as bank drafts, wills, and deeds. An unclassified air pouch is sent to the Department three days a week. Use the following address for air pouch mail:

Name
San Salvador
Department of State
Washington, D. C. 20520

APO Facilities: APO privileges are available to personnel with diplomatic or official passports and are under the supervision of the Postal Officer of the US Military Group in San Salvador. It operates in accordance with Air Force and US Postal Service regulations and those of the Government of El Salvador. The services are limited to the sale of US postage stamps, insurance and certification. Registered mail is not authorized. Size limitation (restriction "S") was lifted in August 1979. Outgoing parcels are restricted only by destination. APO mail should be addressed:

Name
American Embassy San Salvador
APO Miami 34023

RADIO AND TV

El Salvador's 48 radio stations generally operate from 6 am to 11 pm. Three FM stations, including a classical music station, broadcast in stereo. Radio listening is extremely popular. Over ninety percent of all homes have radios. Shortwave reception is good for English Voice of America and AFRTS broadcasts. VOA also broadcasts a daily news program in Spanish (Buenos Días América) from 5:30 am to 8:00 am on medium wave (Radio Centro-americana). A ban on international newscasts was lifted in mid-1981 after a nine month restriction on news, but reporting of Salvadoran military or guerilla activities on local news programs remain officially banned.

El Salvador has three commercial TV channels that transmit in black and white and color. The US color transmission system is used, and US standard color receivers can be operated. Channel 4 operates about eight hours a day, Channel 2, twelve hours a day, and Channel 6, the other commercial station, operates six hours a day. Channels 8 and 10 are government owned and are used for educational purposes. Salvadoran TV presents many US programs with Spanish soundtracks. Television sets are sold locally at prices much higher than those in the US. Video recorders are widely used and several cassette clubs provide a wide selection of movies.

Newspapers, Magazines, Books, and

Technical Journals

Local newspapers are readily available, and San Salvador's four leading newspapers can be home delivered. The Miami Herald, the New York Times, and international editions of Time and Newsweek are available on local newsstands. Major hotels also carry the Wall Street Journal and the Washington Post. Subscriptions are available locally for home delivery of many US newspapers and periodicals and may also be ordered through APO.

The Union Church has a lending library of paperback books. Paperbacks and current magazines can also be purchased in the large hotels. A limited number of English language paperbacks is available in local bookstores, though the number is steadily diminishing due to shortages in foreign exchange and to declining demand. The Embassy maintains a small circulating library of paperbacks for staff use.

Health and Medicine

Medical Facilities

Many Americans at post use the Policlínica Salvadoreña Hospital, a 155 bed general medical and surgical hospital with an emergency room. It has acceptable standards but somewhat below those of a good US hospital. More complicated or serious illnesses are normally referred to Gorgas Hospital in the Canal Zone or, with permission of the Department of State's Medical Division, to US facilities. San Salvador has a good obstetrical center, a good maternity hospital, and a satisfactory pediatric clinic. Medical laboratories in San Salvador have most of the necessary equipment, and the Medical Division considers them satisfactory. Nearly every medical specialization is represented in San Salvador by physicians who have received training in the US or Europe and who speak English. Satisfactory dental and orthodontic care is available at costs considerably below those in the US.

The Embassy maintains a health room. An American Contract Nurse is on duty five days a week to provide for the medical needs of the Embassy staff and dependents.

The Regional Medical Officer (RMO) is stationed in Panama and visits the post quarterly.

The following agencies participate by formal agreement in the Medical and Health program of the Department of State and are therefore eligible for health room services as well as complete medical coverage for hospitalization under the State Department Medical Program: Department of State; US Agency for International Development (USAID), including other US Government employees participating in the USAID program (i.e., PASA personnel) US International Communication Agency; Department of Agriculture; and US

Public Health Service. Those entitled to health room service but not to hospitalization are USAID direct contract, USAID financed grantee employees, and US Marine Corps and Defense Attache personnel. US Military Group personnel and their dependents receive all medical care by local doctors who are paid by Salvadoran Military Authority. More extensive medical care is also available at military facilities in the Canal Zone.

Community Health

Plumbing and sanitation facilities in houses rented by staff members are generally adequate and modern. The water supply is frequently inadequate in some suburbs, and many houses are equipped with storage tanks and pumps. Should it be necessary to sign a private lease, obtain the landlord's assurance that the water supply is adequate. Follow-up by checking with others living in the neighborhood or with previous occupants of the house being considered for rent.

Do not drink tapwater. No purification plant exists in San Salvador. Most water comes from deep wells or springs and is chlorinated; however, contamination is common due to defects in the water distribution system. Potable bottled water can be delivered to your home at minimal cost. Tapwater boiled rapidly for 10 minutes is also safe.

A food sanitation program is conducted by Salvadoran authorities. Routine inspections similar to those recommended by the US Public Health Service are carried out by trained sanitarians. Qualified veterinarians and sanitarians perform ante-mortem and post-mortem meat inspections. While modern meat markets have refrigeration facilities, most meat is not refrigerated either at slaughter or in distribution. Some control of poultry processing has improved sanitation, slaughtering, and packaging.

Frequent power failures are experienced in San Salvador and refrigerated items are not always kept at the proper temperature. Discretion must be used in purchasing items the day after a power failure.

The country has no planned rabies control program as practiced in the US. Dogs are not required by law to be vaccinated against rabies nor must they be leashed. At intervals, the Health Service attempts to eliminate stray dogs. All personnel are urged to have pets vaccinated and kept on a leash when outside their yard.

Pre-exposure rabies vaccine is recommended for those employees working outside the city or with animals. Please obtain further information from M/MED while in Washington if you think you will need pre-exposure rabies vaccine.

Preventive Measures

The most serious health problems in San Salvador are intestinal diseases, including typhoid fever, and amoebic and bacillary dysentery. These diseases are usually caused by careless handling of food, food contaminated by flies, and contaminated water. Other diseases present are influenza, malaria and dengue in the coastal regions, frequent colds, and hepatitis.

Before arrival, obtain immunizations for typhoid, yellow fever, diphtheria-tetanus and oral polio boosters. Gamma globulin offers some protection against infectious hepatitis and is available in the Embassy Health Unit. Malaria suppressants are available at post for persons who spend time in the coastal regions.

Most Americans stay quite healthy by observing simple precautions. Clean and peel vegetables, or cook them thoroughly. Vegetables eaten raw,

such as lettuce, celery, and cabbage, should be washed thoroughly and soaked in an iodine solution (the color of weak tea) for at least 30 minutes and then rinsed thoroughly with bottled water before using. Or, if you prefer, soak vegetables in water that contains one tablespoon of household bleach and then rinse with bottled water.

Although most well-known brands of US and other foreign pharmaceuticals are available in local drugstores or pharmacies, bring a supply of prescription drugs, patent medicines, and other pharmaceuticals normally used by your family. Many doctors recommend the use of vitamin preparations with mineral supplements. These are sold by the commissary in the Embassy.

EMPLOYMENT OPPORTUNITIES FOR SPOUSES AND DEPENDENTS

The Salvadoran Government does not encourage employment of dependents of foreign mission employees. However, the Embassy is presently in the process of negotiating with the Foreign Office regarding a Bilateral Work Agreement which will permit dependents of US Government employees to work in the private sector in El Salvador. This Agreement will at the same time permit dependents of Salvadoran diplomats in the US to work there. Several dependents have found employment with the American School. Persons with advanced degrees may be able to work with the American School University Program. From time to time there are opportunities to teach English as a Foreign language. Applications may be sent to the Superintendent, Escuela Americana, Final Colonia Y Calle La Mascota, San Salvador, El Salvador, C. A. Temporary employment with the Embassy or other agencies represented at post is occassionally available. Bring Standard Form-171 to the personnel office. NOTE: On April 3, 1980, San Salvador was declared an unaccompanied post. Other than those employed by the Embassy, no dependents are at present permitted to reside at post. This policy is undergoing review and may change in the near future.

San Salvador

San Salvador, capital and principal city of the Republic of El Salvador, has a population of about 550,000 and is located approximately 19 miles from the Pacific Ocean at 13°42'N and 89°12'W in the "Valley of the Hammocks" at the foot of San Salvador volcano. The climate is semi-tropical with distinct rainy and dry seasons but no extreme seasonal temperature variations.

The city is the economic, political, and cultural center of the country. While primarily Latin American in culture, many US and Mexican influences are apparent. Living standards of Salvadorans belonging to upper socio-economic classes (and most foreigners) are easily comparable to those of the US, though the standard is achieved at a greater cost. The city has very modern, comfortable, residential suburbs, several up-to-date shopping centers and supermarkets, and an older downtown area.

Many middle and upperclass Salvadorans speak English; however, businessmen and officials prefer to conduct business in Spanish. Almost no English is spoken in the open food and other markets in the city.

The Post and Its Administration

US Government personnel in El Salvador are under the direction of the Ambassador. Heads of the following agencies report to the Ambassador: US Agency for International Development (USAID), Defense Attaché Office (DAO), US Military Group (USMILGP), US International Communication Agency (USICA), and the InterAmerican Geodetic Survey (IAGS).

The Embassy Chancery was completed and occupied in November 1967. It is located at 25 Avenida Norte No. 1230, telephones 26-7100 and 25-9984.

The Chancery houses the offices of the Ambassador, DCM, all Embassy sections (Political, Economic/Commercial, Consular, and Administrative), the DAO, USAID, USICA, and USMILGP. A few USAID offices are located in an annex in Colonia San Benito and may be reached through the Embassy switchboard (26-7100).

Housing

Temporary Quarters

The Hotel Sheraton El Salvador, formerly the Intercontinental, has 280 rooms all with private bath, telephone, and air-conditioning. It has a coffee shop and restaurant with prices comparable to first-class hotels in the US. It also has tennis courts, swimming pool, sauna/massage and gym facilities. Special rates are offered to US Government personnel. No pets permitted.

The Camino Real El Salvador of the Western Hotel chain opened in San Salvador in September 1972. Located near the Embassy Chancery on Boulevard de los Héroes, it has a coffee shop, several dining rooms, lounge, swimming pool, gift shops, and a bookstore. No pets permitted.

The Hotel Presidente has 244 air-conditioned rooms, each with private bath, telephone, and color TV. Located at Avenida La Revolución, in Colonia San Benito, the facilities include two swimming pools; health, sauna, and massage rooms; dinner club and bar; several commercial installations; conference room; and a ball room. No pets permitted.

Permanent Housing

The Ambassador's residence, in Colonia San Benito, was purchased in July 1965. It is a modern building with a Spanish tile roof, tile floors, and attractive garden The ground floor contains a reception area, drawing room, living room, dining room, and guest room with full bath. A swimming pool is in the rear garden. The second floor houses 4 bedrooms, 4 baths, a kitchenette, and a sitting room. The servants'

quarters, kitchens, laundry area, and garage comprise one first-floor wing. The residence is furnished, and the basic inventory report on file in the Department shows all items now in the residence. A 12,000-gallon cistern was added in 1975.

The DCM residence is leased and fully furnished. It has 4 bedrooms and 6 baths, dining and living rooms, family room, garden with swimming pool and servants quarters.

Government leased and furnished quarters are available for all Department of State, USAID, and USICA employees. The office of the Defense Attaché was recently authorized government leased housing.

San Salvador has several very pleasant, modern, residential areas. Most Embassy employees reside in two neighborhoods, Colonia Escalón and Colonia San Benito. Generally, the houses have two to four bedrooms, two to three baths, living and dining rooms, service areas, garage, patio, kitchen, servants' quarters and some have large gardens.

Because of the increased demand for rental housing in the city, some employees spend much of the temporary lodging period (90 days) seeking quarters.

Private leases, when necessary, are usually drawn for one or two years with a one month diplomatic clause. A sample lease in English and in Spanish is available from the General Services/JAS Office. Have a responsible agency official review all nonstandard leases before they are signed. The rental price normally includes street cleaning, lighting and garbage removal. Taxes are paid by the landlord.

Because of the incidence of burglary in San Salvador, it is customary to hire a night watchman, who usually guards a 2-3 block area and collects a small monthly fee, $6 - $8 (₡15 - ₡20), from each householder in his area. These night watchman are registered with the police department and carry police identification cards. Do not leave a house unattended, even in daytime. At least one household

servant should "live in". Most employees carry insurance on personal and household effects.

Furnishings

A normal complement of living room, dining room and bedroom furniture is available for State, USICA and AID personnel. Table lamps, occasional rugs and major appliances are also provided by the Embassy.

DAO personnel are presently leasing fully furnished quarters. These houses are expected to be available until 1987.

A limited shipment of personal effects is authorized for employees who are entitled to U.S. Government leased/furnished quarters. Bring only those items of furniture which are your personal favorites, i.e., easy chair, desk, etc.

Porch or lawn furniture, garden equipment, bridge tables and chairs, and a portable grill are most useful. Local furniture is difficult to rent and expensive to buy. Most Americans use upholstered furniture which, with care, can be kept in good condition despite mildew during the rainy season and dust during the dry season. Furniture made of soft wood, however, is susceptible to termites unless it is well treated with a solution available here.

Rugs are not essential since most houses have tile floors. They are useful, however, and should be brought if you have them. San Salvador has satisfactory rug cleaning service.

San Salvador homes have more of an outdoor character than those in the US. Some houses have windows with venetian blinds but most have glass louvered windows

and French sliding doors. Window sizes vary greatly, so wait until you are in permanent quarters before making final decisions on curtain and drapery material.

The selection of upholstery material is limited. If you plan to have furniture re-upholstered, bring material with you. Labor costs are less expensive than in the US and workmanship is often comparable.

Utilities and Equipment

Showers, toilets, and hot water heaters are standard equipment in all houses rented by Americans. However, in Colonia Escalón and San Benito, water supply can be a problem and may fail during the dry season. Government leased houses have cisterns and pumps.

The electricity supply is adequate for all types of electrical equipment. Local power is 110v, single phase, 60 cycle, AC; 220v outlets are available. The landlord usually provides ceiling lightbulb sockets. Frequent fluctuation of electrical current makes a voltage regulator useful if you own stereo or other sensitive electrical equipment.

Heating is unnecessary in San Salvador. The type of house construction and the prevalence of cool breezes minimizes the need for home air-conditioning equipment, bu some individuals may find it useful in bedrooms during the hot season.

The Chancery is air-conditioned as are many of the office buildings and most theaters and restaurants in the city. Electric fans are often used during warmer periods of the day.

Telephone service remains difficult to obtain in some areas. However, the telephone company has been adding lines over the past several years and the situation has improved. Government leased houses are equipped with telephones.

Food

The Mission operates a commissary open to all US Government employees. A $200 deposit, used to provide working capital, is required of all personnel. Deposits are refunded when the employee withdraws his membership. The commissary stocks a limited supply of toilet articles, pet supplies, paper products, frozen food, canned goods, cheeses, luncheon meats, and juices. Cosmetics are not stocked. Prices are somewhat higher than in the US but lower than on the local market. Duty free tobacco products and alcoholic beverages, including several varieties of wine, are also available. Special orders may be placed by individuals for case lot items.

Chicken and eggs of good quality are sold locally. Beef and pork are available, but cuts are often different from those in the US., and quality meat is sometimes more costly than in the US. Pork should be well cooked. Lamb is not generally available on the local market.

Fresh vegetables are available throughout the year. Locally grown vegetables include potatoes, tomatoes, beets, carrots, string beans, radishes, corn, eggplant, lettuce, cauliflower and others. Many vegetables are imported from Guatemala. All vegetables should be thoroughly washed and peeled or cooked.

A wide choice of tropical and semitropical fruit is available, such as pineapple, papaya, watermelon, canteloupe, bananas, etc. Temperate zone fruits as peaches, grapes, pears, and apples are imported and are expensive. Wash fruit thoroughly before eating.

Pasteurized milk and cream are available. Buy these items by known brand names and in places usually frequented by other American personnel or by home delivery. Powdered and canned milk is also sold locally. Im-

ported butter and good locally produced butter and margarine are available.

A good variety of local seafood is sold, but make sure it is fresh before you buy. Shrimp from the neighboring Pacific Ocean are large and tasty, and lobsters are available in season. Raw oysters are suspected as having been responsible for some cases of hepatitis.

Tapwater is not safe for drinking. Local firms deliver bottled drinking water weekly, as well as beer, carbonated soft drinks, soda water, and tonic by the case.

Clothing

Except for the slightly cooler mornings and evenings during the months of November, December, and January, little temperature change occurs in San Salvador. However, a lightweight wardrobe should be augmented with clothing suitable for travel to cooler areas such as Guatemala or the US during winter.

Bring an adequate supply of clothing when you come to post. Mail orders via APO are often used for replacement clothing, and delivery takes 4 to 6 weeks. International parcel post is expensive and involves customs clearances. Certain ready-made garments produced in Central America such as shirts, underwear, and casual trousers are available and satisfactory. Bring an umbrella for the rainy season. A warm robe and slippers are useful. Clothing, especially leather, can mildew during the rainy season. Lightbulbs installed in closets to counteract mildew are a fire hazard. Electric dehumidifier rods are fireproof, more effective, and are available locally.

Portable dehumidifiers are useful for rotating as needed throughout the storage areas in the house.

Cockroaches, grasshoppers, crickets, and other insects can damage clothing and upholstery. Regular spraying with insecticides can eliminate nearly all of these problems. San Salvador has several satisfactory fumigating companies.

Several local firms make shoes of an adequate quality, but sizes do not follow the scale used by US manufacturers. Local shoemakers can make made-to-measure leather boots well below US prices. Imported shoes are sometimes available but at higher than US prices.

Women. Women's fashion trends in the US are quickly reflected in Salvadoran society. Simple cocktail dresses (long and short) are suitable for most evening functions. Conservative, washable cotton polyester knits and synthetic blend dresses should be made of good quality material since the strong sunlight and frequent laundering make even good fabrics look drab after a relatively short period. Boutique prices in San Salvador are higher than in the US. Dresses are usually worn for official calls, luncheons, and afternoon teas.

Slacks and pantsuits are worn extensively in the city and for casual parties. Shorts are worn only at beaches, clubs, and homes or for private parties. Hats and gloves are seldom worn since protocol does not require them Sweaters and woolen or synthetic stoles are worn on cool evenings. Fur stoles are seldom used. Polyester and synthetic knits and dresses with jackets are practical for office wear since the Chancery is air-conditioned. The selection of accessories available locally is limited with prices higher th in the US.

A sewing machine is useful. Imported fabrics are more expensive than good quality local fabrics. Many dressmaker's supplies are available, but imported items are expensive. Include patterns, sewing thread, zippers, buttons, and other such accessories in your effects. Dressmakers of varying quality and price are available. Some will come to your home to make garments.

Men. Men wear lightweight clothing, such as tropical worsted, throughout the year. During the cooler months, heavier suits of light-worsted weight are suitable for evening outdoor parties. Officers, including the Ambassador and DCM, rarely wear black dinner jackets. However, officers

often wear dark suits for cocktail parties and informal official receptions. Military officers wear both white dress and white mess in addition to their normal duty uniforms. Men wear shorts only on the beach and while participating in sports.

Children. For children, washable fabrics are the most suitable. Boys and girls wear clothing similar to that worn during summer in the US. Satisfactory children's shoes are available locally, although the quality is below that of the US and replacements are required more often.

Supplies and Services

Supplies

A limited selection of toiletries such as toothpaste, deodorant, hairspray, aspirin, shaving supplies, and personal feminine supplies are available at the commissary. These items are also sold on the local market. Name brand cosmetics, such as Elizabeth Arden, Max Factor, Revlon, and Helena Rubinstein, are available on the local market at much higher than US prices. If you prefer a special brand, bring a generous supply with you or make arrangements for subsequent shipments as needed.

The commissary does not at present stock baby food, disposable diapers, and baby oil and powder. Cribs, blankets, rubber sheeting, scales, bassinets, carriages, pushcarts, feeding bottles, prepared foods, and diapers are available in San Salvador, but prices are higher than those in the US. Ship these items.

The commissary also carries pet and housekeeping supplies and paper products. Nearly all miscellaneous items are available in local stores at slightly higher than US prices.

Children and teenagers are invited to many parties. A supply of inexpensive toys and gifts could prove useful since the local selection is limited and expensive.

Basic Services

Local tailors are reasonably competent, and the city has a few good dressmakers. Many drycleaning plants in the city do acceptable work at prices comparable to those in the US. Shoe repair facilities are good.

Radio and TV service and parts, and electrical appliance repairs are available, but service is slow, expensive, and not always efficient.

A number of good beauty salons and barbershops operate at prices below those of the US.

Automobile repair service is sometimes unsatisfactory and delays are encountered in cases when replacement parts have to be imported. Some service stations in San Salvador have pumps equipped with smaller nozzles to fit cars which require lead-free gasoline. Since lead-free gasoline is unavailable, remove the small "trap" from the gas tank when the car is purchased or following arrival in San Salvador.

Domestic Help

Domestic help is generally available but training and constant supervision are required. Single personnel generally employ one cook/maid at an average salary of $80 a month. Personnel living in houses usually also employ a gardener for one or two days a week depending on size of the garden or patio. Some families employ two servants, one to cook (average salary $70 a month) and one to clean (average salary $70 a month). Some families also hire a part-time laundress.

In addition to salary, the employer provides food or a food allowance, uniforms, and lodging. A legally required Christmas bonus depends on length of service. Paid vacations are mandatory by Salvadoran law with extra pay for lodging and food during this period. Employers are also obliged to pay medical expenses. Information on other requirements by Salvadoran law is available to all new employees in their welcome kits.

Buy cots, chairs, pillows, dressers, and other furnishings locally at reasonable prices to furnish servants' rooms. Bring sheets, pillowcases,

blankets, cotton bedspreads, and table lamps from the US or purchase them locally for this purpose. At present, domestic servants are not eligible for social security.

Religious Activities

El Salvador is predominantly Roman Catholic with many Catholic churches in San Salvador. A few Catholic priests in the city speak English; however, at present, no English Masses are offered.

The Episcopal Church conducts Sunday services in English regularly. Inter-denominational Protestant services in English are held weekly at the Union Church of San Salvador. The Union Church conducts a Sunday School, as does the Episcopal Church. Several Seventh Day Adventist missions, the Church of Jesus Christ of the Latter Day Saints, Evangelical, and Baptist churches hold services in Spanish. An orthodox/conservative Jewish synagogue in the city conducts services on Friday evenings.

Education

Dependent Education

At Post. The local education system consists l rgely of private schools. The local Spanish curriculum prepares students for entrance into Universities in El Salvador. Only rarely do children of US Government employees enroll in these schools.

School age dependents of Americans at post usually attend the Escuela Americana. The school is not US Government-operated, but through grants and loans, the US Government does contribute to its support.

The American School (Escuela Americana), in session from late August to mid-June with a month-long recess over the Christmas holidays, maintains six sub-divisions from a Pre-school to a University Program. The Pre-school is for ages 3 through 6. The Elementary School has grades 1 through 5. The Junior High School covers grades 6 through 8 and the American High School has grades 9 through 12. The American School also has an Extension Studies Program and a University Program. The University Program provides the first two years of a four year US Collegiate program.

The American School operates with the dual purpose of providing an American education at the elementary and secondary levels and serving as a demonstration of American educational methods and practices. The schools are headed by an American principal and staffed by American and Salvadoran teachers. The education allowance generally covers tuition and most other charges for grades K through 12. A full-time learning disability specialist is on the staff to assist children with special learning problems.

The American High School is accredited by the Southern Association of Schools and Colleges in Atlanta, Georgia, and follows a US-grading system. The school's graduates have no problem entering US universities. The high school curriculum is basically college preparatory. Children of

Embassy and other US Government agency employees in El Salvador are given preferential consideration for admission. Since some grades are often fully enrolled, employees assigned here who have school-age children, particularly in kindergarten through fifth grade, should write to the Embassy personnel officer to reserve space. On arrival, each child must pass an entrance examination before actual enrollment.

All students, grades 1 through 12 are required to take Spanish as a second language. Students also attend some classes that are taught in Spanish. Special efforts are made to assist those children who enroll in the school without Spanish capabilities.

The school has no boarding facilities nor cafeteria facilities for hot lunches; however, hot dogs, hamburgers and some other food is sold. Most children bring their lunches.

The school has a small but active athletic program. Soccer--the national sport--is played instead of American football. Children interested in this sport should bring a sufficient supply of soccer or tennis shoes. The school has no swimming pool. An extensive after school activities program is in operation.

Away from Post. No boarding schools are available nearby. The only schools away from post used by children of US Government employees posted to San Salvador are in the US.

Special Educational Opportunities

Special educational facilities in El Salvador are limited. Local universities are rarely attended by American students.

Local teachers offer private lessons in painting, crafts, ballet, and music. Ballet is offered at the American School after school hours.

Recreation and Social Activities

Sports

Sports facilitites in San Salvador are available through social clubs that are open to Embassy staff members at nominal cost. On recommendation of a member, one-month courtesy memberships can be arranged in most clubs. Some clubs in El Salvador have limited memberships.

Bring all necessary equipment and clothing for golf, tennis, badminton, hunting, and fishing. These articles are more expensive on the local market than in the US.

The Club Campestre Cuscatlán has a beautiful 9-hole, in-town golf course, a swimming pool, 2 tennis courts, 2 squash courts, and restaurant.

The Círculo Deportivo Internacional has a restaurant, large banquet hall, nightclub, card room, swimming pool, 5 tennis courts, 4 squash courts, basketball courts, and playground for children. It also has a facility, Balsamar, on one of the Pacific beaches.

The Club Prado has a swimming pool, billiard tables, tennis courts, volleyball court, snack bar, bar, and large banquet hall.

Primera Raqueta, a racquet club, is presently under construction. Six tennis courts, two squash courts and a nine hole par-three golf course are ready. Two additional squash courts, two racketball courts, plus cafeteria, bar, exercise room and pro-shop will be finished soon.

Club Salvadoreño maintains clubhouses at two separate out-of-town locations: Corinto at Lake Ilopango and a Pacific beach pavillion west of La Libertad, Sunzal. Both of these resort areas have restaurant facilities, swimming pools, and cabins that will accommodate at least four people (two double bedrooms). The cabins are furnished (except for linens and dishes) with refrigerators, stoves and bathroom with shower. Some are air-conditioned. There is an 18-hole golf course at Corinto.

Private clubs provide instruction in many sports including swimming, tennis, squash and golf. Several flying schools exist in San Salvador and flying is possible year round. Riding lessons are available at the Jockey Club.

Post Orientation Program

An Employee from the section where a new employee is assigned conducts the official orientation for familiarization with his or her area of responsibility. A general orientation program, as well as a newcomer's briefing, is held to acquaint all new personnel with the function and program of the Embassy in El Salvador.

A welcome kit and an orientation kit are provided to newly arrived personnel.

An FSI-sponsored Spanish language program for eligible employees and adult dependents is available at post.

Motor boating, small-boat sailing, and waterskiing are popular sports on Lake Coatepeque. There is surfing at the Pacific beaches.

Soccer, the most popular spectator sport among Salvadorans, is played nearly every Wednesday and Sunday in the local stadium. Basketball, baseball, and softball are popular.

A duplicate bridge club, the Bridge Club Cuscatlán, is a franchised club of the American Contract Bridge League. It meets one evening each week at the British Club. The facilities of the British Club include a restaurant, bar, billiards room and swimming pool. Additional information is available from the Personnel Office.

Touring and Outdoor Activities

Effective January 1, 1979, San Salvador was made an R&R post with the designated rest area Nassau, Bahamas. The optional R&R point inside the US is Miami, Florida.

There are many interesting cities in neighboring countries to which one can drive in a matter of hours. However, political/military events are fast moving in Central America and checking with Security before any drive into the countryside is required. Travel to neighboring countries is often done by air.

Several interesting scenic and recreational areas are located within El Salvador but few have attractive overnight accommodations. Public parks in various parts of the country have picnic and swimming facilities. These facilities are overcrowded on Sundays and Salvadoran holidays.

The most frequently visited places are Lake Ilopango, a large crater lake about 10 miles east of San Salvador, which has both public and private recreational facilities; Lake Coatepeque, a similar lake about 40 miles to the west; and Cerro Verde, a mountaintop park with a spectacular view of the volcano Izalco and surrounding countryside. All are accessible for a day's outing. A government-operated hotel at Cerro Verde opened in 1975.

The beaches near La Libertad, about 23 miles west of San Salvador on the Pacific, are popular but can also be treacherous because of the strong undertow, unpredictable currents, and the possibility of sharks close to the shore. Few public facilities are available on these beaches and practically no place to stay overnight unless you belong to a club that has facilities. Most of the beaches have black volcanic sand; a few have white sand.

Excellent saltwater fishing is found in a large estuary near La Libertad about 30 miles from San Salvador. Since rented boats are unavailable, most fishing is done on invitation by friends who have boats. A fishing license is not required. Doves and ducks are plentiful year round with no hunting season or legal limitations. Firearm permits and hunting licenses are required by law. See section on FIREARMS AND AMMUNITION.

The National Archeological Museum has a collection of artifacts recovered from pre-Colombian times. An Indian pyramid at Tazumal is located not far from the city of Santa Ana; another is near San Andres where "digging" has taken place. At other sites, ruins have not yet been excavated to any great extent.

Most photo supplies are available at high prices. Printing and developing of black and white, Ektachrome, and Kodacolor is available locally but can be inferior to that done elsewhere. Kodachrome must be sent to the US, Mexico, or Panama for processing.

Entertainment

Entertainment facilities in San Salvador are limited to several comfortable cinemas that show American and European films (with Spanish subtitles), in addition to Latin American films and to an interesting and growing schedule of concerts. The larger hotels, with dinner clubs and discotheques, are popular.

The Cine Presidente, a large national theater in the San Benito area of San Salvador, is popular for both movies and concerts.

San Salvador has many good restaurants. Among those patronized by Americans are the Siete Mares, El Bodegón, Le Mar, La Diligencia, La Ponderosa, El Rosal, La Crepa, Chung San, Doña Mercedes and Don Pico. For more informal dining, San Salvador offers POP's for ice cream, McDonald's and Hardee's for hamburgers, Pollo Campero for chicken, and Pizza Boom, Pizza Nostra, and Totos Pizza for pizza.

There are two video clubs with a combined selection of over 1000 titles in the Beta format. There are no VHS clubs in San Salvador.

Social Activities

Among Americans. Social activities among Americans at post are informal and consist mainly of private parties, dinners, cocktail parties, and picnics.

The American Society, open to all Americans in San Salvador, organizes luncheons, a Fourth of July picnic, and several other functions during the year. The American Women's Association has been active in various charitable activities; all English-speaking women in San Salvador are eligible for membership. The US Mission Women's Club has been inactive since dependents left the Post. All women dependents and employees associated with the US Mission are eligible for membership.

International Contacts. Third-country nationals are met informally through friends and on social occasions. Opportunities for charity work in San Salvador may be coordinated through the American Women's Association and the American Society. Various churches also participate in charity work.

Official Functions

Nature of Functions

Socially, San Salvador tends to be an informal post with few "must" occasions for American personnel except for higher ranking officers.

Officers and staff personnel below the level of Chief of Section receive few invitations to national day receptions or to Salvadoran Government official functions. Official and semiofficial parties range from small dinners to large receptions. Dress for men is usually a dark business suit. Women wear either short or long dresses to suit the occasion. Children's parties are much the same as in the US, but often they center around a "piñata."

Standards of Social Conduct

The standards of conduct at official and social events in San Salvador are similar to the US. The Embassy provides specific guidance on local social customs upon arrival. Necessary official courtesy calls will be arranged by the Personnel Officer in connection with the post orientation program. If you have them, bring a small supply of official title cards for single officers and "Mr. and Mrs." cards for married officers. Cards, if required, may be printed here at reasonable rates.

Officers on the diplomatic list are introduced to other diplomatic missions and to the Foreign Office by diplomatic note rather than through official calls or by sending cards.

Special Information

Military personnel should wear civilian clothing on entry into and during their stay in El Salvador.

Each employee arriving on assignment should bring not less than four pictures each of self, spouse, and adult dependents over 18. The size of the pictures should be 1-1/2" x 2". Regular US passport-size pictures are too large and only delay processing until smaller pictures can be obtained. Bring three pictures of the employee and two of each adult dependent to the Embassy's Personnel Office. That office will arrange for the Carnet of Identity from the Foreign Office. The General Services Office offers assistance in obtaining Salvadoran drivers licenses, automobile license plates, and car insurance as well as clearance of personal and household effects through customs.

Getting to the Post

San Salvador can be reached by commercial airline (the most common mode of travel to post) from any part of the US via Washington, DC, Miami, New Orleans, Houston, Los Angeles, and San Francisco. Be sure that travel to post is in compliance with the Fly America Act. Travel to post by ship is seldom undertaken and is not recommended.

Unaccompanied baggage shipped via air from the US takes about 8-10 days to arrive at post from the shipping point. Pack belongings either in trunks or other heavy-duty, waterproof containers and band them. It sometimes takes up to two weeks to clear a shipment of unaccompanied baggage through customs. Documentation for these shipments must be obtained from the travel and transportation section of the employee's agency.

Observe normal shipping and packing precautions when shipping effects to El Salvador. Address effects to: (Employee's name), c/o American Embassy, San Salvador, El Salvador, Central America. The signed original and at least one copy of the bill of lading together with a packing list for all shipments should be sent to the Embassy as soon as possible. Without an original bill of lading the Embassy will not be able to arrange free entry or clearance through customs.

Use metal liftvans for surface shipments when possible. If top vans or cases are used, line them with waterproof material because of the heavy rains during the wet season. Most shipments originating in the US are sent to Miami, usually by truck, where they are loaded on barges or ships for shipment via Santo Tomás de Castilla, Guatemala, and then overland to

San Salvador. Combined truck and air shipment (air from Miami) requires six weeks to two months from Washington, DC. Local storage for air and surface shipments is limited; therefore, coordinate the arrival of your household effects with your own arrival insofar as possible.

Any car imported for personal use by US Government personnel must be inconspicuous and unostentatious. Ship all cars unboxed. Consign bills of lading as follows:

Name of Employee - Owner
American Embassy
San Salvador, El Salvador
Central America

If not so consigned, you may encounter difficulty in registering the car. Pack hubcaps, windshield wipers, cigarette lighters, spotlights, radio antennas, and other removable items in the trunk or send by APO. All Embassy, USICA, and USAID employees may import one car duty free. Cars with foreign plates may be driven in El Salvador for a reasonable time pending issuance of Salvadoran plates.

Customs, Duties, and Passage

Customs and Duties

No import duties are imposed on entry of household effects or personal property of US Government employees; effects are released from customs on presentation of a custom's clearance document (franquicia) processed by the Embassy.

Contract employees serving less than one year are not authorized a shipment of household effects to post nor are they authorized dependent travel. Housing and other allowances are furnished in accordance with the contract. Contract personnel with regular passports may be required by local law to pay duties on new articles purchased by them and imported into

El Salvador, but normally this is not the case.

Passage

Personnel assigned to El Salvador should have a valid passport and Salvadoran visa. In emergency situations where time does not permit obtaining a visa prior to arrival, a tourist visa will be issued at the port of entry. Since tourist visas are valid for short periods, bring your passport to the Personnel Office of the Embassy to obtain an official visa.

Pets

The following health requirements must be met if you are importing a pet to El Salvador: The animal must be vaccinated against rabies within 30 days before arrival in El Salvador, and a certificate from a qualified veterinarian is required stating that the animal is free from contagious diseases. Shots against distemper, leptospirosis and gastroenteritis parvoviral are advised. If you import a bird, your veterinary certificate must show that the bird is free of pullorum and laryngotracheitis. It must be issued within 30 days before arrival of the animal and certified by the nearest Salvadoran consul.

The Embassy will help obtain a required import permit from the Ministry of Agriculture. Notify the Embassy at least two weeks in advance of pet's arrival so that arrangements can be made to obtain the import permit. The following information is required for the permit: name of consignee, type of animal, place of birth, weight, breed, sex, name of animal (if dog or cat), type of shipping container, country of debarkation, method of transportation, port of debarkation, and port of entry to El Salvador. Boarding facilities for pets are limited and mediocre.

No plants or animal products from countries infected with hoof-and-mouth disease may be imported.

Firearms and Ammunition

US Government personnel assigned to San Salvador, El Salvador, may bring to post only those quantities and types of non-automatic firearms and ammunition authorized by the Ambassador. All such items will be registered with the Embassy's Regional Security Officer (RSO) and the Salvadoran Ministry of Defense. All imported firearms must be taken out of El Salvador at the completion of an employee's tour. The RSO will insure that all firearms are shipped out of the country in the employee's unaccompanied baggage and both the employee and RSO will sign a certificate to that effect.

The 12 and 20 shotgun gauges are the most popular. No big game exists in the country and small game, except dove and ducks, is scarce. Any rifle larger than a .22 would be unnecessary unless an employee plans to hunt in other Central American countries.

If you wish to bring firearms to El Salvador, contact the administrative officer prior to shipment, giving details of firearms and ammunition to be shipped.

Currency, Banking, and Weights and Measures

The monetary unit of El Salvador is the "colon" which may be purchased without limitation at the rate of 2.5 colones to US$1. This rate has remained stable since the mid-1930's. Like the dollar, the colon is based on the decimal system. Coins are issued in 1, 2, 5, 10, 25, 50 and 100 colones. To convert colones to dollars multiply the colon figure by .4, e.g., ₡10 = US$4.

Payment within the country must be made in colones. Exportation of currency is subject to exchange control laws, and permission of the Central Reserve Bank is required. A number of commercial banks provide usual banking services such as savings and checking accounts, and cashiers checks. Dollar savings accounts and dollar checking accounts may be established with permission of the Banco Central. Personnel arriving from abroad may import a maximum of 2000 colones per trip.

El Salvador officially uses the metric system of weights and measures, but because of its proximity to the US and the large amount of trade between the two countries, US standards are fairly well known and used. Gasoline, for example, is sold by the US gallon rather than by the liter, and food is sold by the pound.

Taxes, Exchange, Finance and Sale of Personal Property

Restrictions

El Salvador places no restriction on items that may be imported duty free, but all imported items, particularly those of high resale value, are for the employee's use and are not imported for sale. The head of each agency must approve importation of items of high resale value after the initial shipment, and indicate to the Chief of Mission his/her approval of the sale or other disposal of personal property to other than US Government personnel just prior to completion of tour of duty. A report of the sale of such personal property must be made.

Sales of cars are restricted by Salvadoran law and by the Ambassador's Code of Conduct. One duty-free vehicle may be imported per two-year tour. Employees must request permission to sell vehicles and must report sales of vehicles. Briefly, the host country permits sale of a vehicle imported duty free under the following conditions:

(1) To another person entitled to duty-free entry upon receipt of vehicle; no time limitation involved.

(2) To a person not having duty-free import privileges six months after the vehicle's arrival if the owner is permanently transferred from the country; no exception to the six-month period is granted.

(3) After the car has been in the country for two years.

Proceeds from sales of personally owned property and vehicles over the acquisition price may not be retained by the employee (3 FAM 620 and FAMC 378).

The Carnet of Identity, obtained for all personnel by the Embassy, contains a page designated as a Salvadoran drivers license. After the

Carnet is obtained, the license page may be validated free by the National Police upon presentation of a valid US or other drivers license. A child under 18 years old may have a US drivers license but cannot be issued a Salvadoran license except by special arrangement with the National Police. Salvadorans under 18 are not issued drivers licenses.

Facilities

US Government personnel are not permitted to sell dollars, dollar checks, or other foreign currencies even at the official exchange rate, except through banks or to other US Government personnel. US Government personnel must not make payments in dollars, dollar checks, or other foreign, currencies to landlords, doctors, merchants, tradesmen, or other than US Government personnel, even in payment of legitimate business transactions, except as may be permitted by official regulations.

All personnel are strongly urged to establish and maintain a checking account in a US bank. Local currency checking accounts are often maintained by Embassy members. No charge is levied for opening an account, however, ₡250 ($100) is required to establish an account. A checkbook of 20 checks costs ₡1.00 (.40¢). These checks are accepted by department stores, supermarkets, utility companies, and landlords.

Those traveling to El Salvador should have sufficient funds to cover expenses during the first month after arrival. Personal checks (no third party checks) drawn on US banks are to be cashed for Salvadoran colones in the Embassy. The Embassy does not charge for cashing dollar checks. American Express Travelers checks in denominations of $50 and $100 may be purchased through the Embassy Commissary.

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LOCAL HOLIDAYS

Thursday before Easter	Holy Thursday
Friday before Easter	Good Friday
May 1	Salvadoran Labor Day
August 3	Employee's Day
August 5 - 6	Feasts of San Salvador
September 15	Salvadoran Independence
October 12	Salvadoran Columbus Day
October 15	Revolution Day
November 2	All Soul's Day
November 5	Day of First Cry of Independence

220.05 USAID Program Description

Source: Agency for International Development Congressional Presentation FY 1983, Annex III, Latin America and the Caribbean, pages 125-141 (updated annually).

COUNTRY: EL SALVADOR

ECONOMIC AND SOCIAL DATA

BASIC DATA

TOTAL POPULATION.. (THOUSANDS,MID 1981) 4,982

PER CAPITA GNP..... (DOLLARS,1979) 670

AVERAGE ANNUAL PER CAPITA REAL GNP GROWTH RATE.. (1960-79) 2.0%

AVERAGE ANNUAL RATE OF INFLATION (1960-70) 0.3% (1970-79) 10.8%

NATIONAL INCOME RECEIVED BY LOW 20% OF POPULATION.. (1975) 5.8%

LIFE EXPECTANCY AT BIRTH, IN YEARS

(1978)	TOTAL 62.2	MALE 60.0	FEMALE 64.5
(1968)	TOTAL 54.9	MALE 53.2	FEMALE 56.7

ADULT LITERACY RATE

(1975)	TOTAL 62%	MALE N.A.	FEMALE N.A.
(1961)	TOTAL 49%	MALE 54%	FEMALE 45%

AGRICULTURE

AVERAGE ANNUAL PER CAPITA AGRICULTURAL PRODUCTION GROWTH RATE (1970-1980) -0.6%

AGRICULTURAL PRODUCTION AS % OF GDP..... (1979) 28%

POPULATION DENSITY / SQ MI OF AGRICULTURAL LAND (1981) 991

LAND OWNED: (1973) BY TOP 10% 78.0% BY LOWEST 10% .4%

MAJOR CROP(S)

		ARABLE LAND	YEAR
SUBSISTENCE:	CORN BEANS	34%	(1979)
CASH:	COFFEE COTTON SUGAR	18%	(1979)

MAJOR AGRICULTURAL EXPORTS:(1980) COFFEE COTTON SUGAR

MAJOR AGRICULTURAL IMPORTS:(1980) WHEAT DAIRY PRODUCTS

PROPORTION OF LABOR FORCE IN AGRICULTURE..... (1979) 51%

CENTRAL GOVERNMENT FINANCES

TOTAL DOMESTIC REVENUES ($ MILLIONS, U.S.)			
(1977)	473 (78)	411 (79)	476
TOTAL EXPENDITURES ($ MILLIONS, U.S.)			
(1977)	401 (78)	474 (79)	570
DEFICIT(-) OR SURPLUS ($ MILLIONS, U.S.)			
(1977)	72 (78)	-63 (79)	-94
DEFENSE EXPENDITURES,			
AS % OF TOTAL EXPENDITURES.. (1977)	8.3% (78)	9.3% (79)	9.1%
AS % OF GNP..... (1977)	1.2% (78)	1.5% (79)	1.5%

OFFICIAL INTERNATIONAL RESERVES, GROSS HOLDINGS END OF PERIOD, ($MILLIONS, U.S.) (1978) 289 (79) 162 (80) 99

EQUIVALENT TO 1.0 MONTHS OF IMPORTS (1980)

FOREIGN TRADE

MAJOR EXPORTS... (1979) COFFEE COTTON SUGAR

EXPORTS TO U.S.

($ MILLIONS, US, FOB)	(1978) 195	(1979) 299	(1980) 404
AS % OF TOTAL EXPORTS	(1978) 23%	(1979) 24%	(1980) 42%

MAJOR IMPORTS... (1979) MACHINERY MOTOR VEHICLE PETROLEUM

IMPORTS FROM U.S.

($ MILLIONS, US, CIF)	(1978) 317	(1979) 295	(1980) 300
AS % OF TOTAL IMPORTS	(1978) 31%	(1979) 29%	(1980) 31%

TRADE BALANCE($ MILLIONS, U.S.)(1978) -179(79) 203(80)

MAIN TRADING PARTNERS: UNITED STATES GUATEMALA GERMANY, FED

EXTERNAL PUBLIC DEBT AS % OF GNP (1979) 11.5%

SERVICE PAYMENTS ON EXTERNAL PUBLIC DEBT,

($ MILLIONS, U.S.).....	(1979)	35
AS % OF EXPORT EARNINGS (DEBT SERVICE RATIO)....	(1979)	3.2%

SOCIAL DATA

POPULATION GROWTH RATE...(1970)	2.9% (1975)	2.8% (1980)	3.2%
POPULATION IN URBAN AREAS.....	(1969) 39%	(1974)	39%
LIVE BIRTHS PER 1,000 POPULATION.....(1970)	40	(1981)	39
MARRIED WOMEN AGED 15-44 YRS. USING CONTRACEPTION.		(1978)	35%

POPULATION (1978) IN AGE GROUP:
(0-14YRS) 46.0% (15-64YRS) 51.0% (65+ YRS) 3.0%

INFANT DEATHS IN FIRST YEAR OF LIFE / 1000 LIVE BIRTHS (1981) 53

PEOPLE PER PHYSICIAN..... (1976) 4,820

MAJOR CAUSES OF
DISEASE (1979)FLU & PNEUMONIA MALARIA
DEATH.. (1977)ENTERIC DISEASE ACCIDENTS RESPIRATORY

PER CAPITA CALORIE SUPPLY AS A % OF REQUIREMENTS.. (1977) 90%

POPULATION WITH REASONABLE ACCESS TO SAFE WATER SUPPLY(1975) 53%

TOTAL SCHOOL ENROLLMENT AS % OF POPULATION IN AGE GROUP:

PRIMARY..... (1977)	TOTAL 79.0%	MALE 80.0%	FEMALE 77.0%
SECONDARY..... (1977)	TOTAL 23.0%	MALE 25.0%	FEMALE 21.0%
POST SECONDARY.. (1976)	TOTAL .8%	MALE 10.5%	FEMALE 5.0%

ENERGY PRODUCTION AS % OF CONSUMPTION..... (1979) 13%

U.S. OVERSEAS LOANS AND GRANTS – OBLIGATIONS AND LOAN AUTHORIZATIONS
(U.S. Fiscal Years – Millions of Dollars)

COUNTRY EL SALVADOR

PROGRAM	FOREIGN ASSISTANCE ACT PERIOD					TOTAL LOANS AND GRANTS 1946-80	REPAYMENTS AND INTEREST 1946-80	TOTAL LESS REPAYMENTS AND INTEREST 1946-80
	TQ	1977	1978	1979	1980			
I. ECONOMIC ASSISTANCE – TOTAL	1.3	6.8	10.9	11.4	58.4	261.9	37.3	224.6
Loans	–	–	5.7	4.2	40.4	143.6	37.3	106.5
Grants	1.3	6.8	5.2	7.2	18.0	118.1	–	118.1
a. AID and Predecessor Agencies	0.2	2.7	8.0	6.9	52.3	168.5	19.4	149.1
Loans	–	–	5.7	4.2	37.4	105.8	19.4	86.4
Grants	0.2	2.7	2.3	2.7	14.9	62.7	–	62.7
(Economic Support Fund)	–	–	–	–	9.1	9.1		
b. Food for Peace (PL 480)	0.1	2.7	1.7	2.9	5.5	42.2	0.7	41.5
Loans	–	–	–	–	3.0	3.6	0.7	2.9
Grants	*	2.7	1.7	2.9	2.5	38.6	–	38.6
Title I Total Sales Agreements	–	–	–	–	3.0	3.6	0.7	2.9
Repayable in U.S. Dollars Loans	–	–	–	–	3.0	3.6	0.7	2.9
Payable in Foreign Currency Planned for Country Use	–	–	–	–	–	–	–	–
Title II Total Grants	0.1	2.7	1.7	2.9	2.5	38.6	–	38.6
Emerg. Relief, Econ. Develop. & World Food Program	0.1	1.3	0.6	1.3	0.5	7.8	–	7.8
Voluntary Relief Agencies	*	1.4	1.1	1.6	2.0	30.8	–	30.8
c. Other Economic Assistance	1.0	1.4	1.2	1.6	0.6	51.2	17.2	34.0
Loans	–	–	–	–	–	34.4	17.2	17.2
Grants	1.0	1.4	1.2	1.6	0.6	16.8	–	16.8
Peace Corps	0.2	1.4	1.2	1.6	0.5	12.7	–	12.7
Narcotics	–	–	–	–	–	–	–	–
Other	0.8	*	–	–	*	4.1	–	4.1
II. MILITARY ASSISTANCE – TOTAL	0.1	0.5	*	*	5.9	22.8	3.1	19.7
Credits or Loans	–	–	–	–	5.7	9.1	3.1	6.0
Grants	0.1	0.5	*	*	0.2	13.7	–	13.7
a. MAP Grants	0.1	*	*	*	*	5.0	–	5.0
b. Credit Financing FMS	–	–	–	–	5.7	9.1	3.1	6.0
c. Military Assistance Service Funded (MASF) Grants	–	0.5	–	–	0.2	6.1	–	6.1
d. Transfers from Excess Stocks	–	–	–	–	–	2.5	–	2.5
e. Other Grants	–	–	–	–	–	0.1	–	0.1
III. TOTAL ECONOMIC AND MILITARY ASSISTANCE	1.4	7.3	10.9	11.4	64.3	284.7	40.4	244.3
Loans	–	–	5.7	4.2	40.1	152.9	40.4	112.5
Grants	1.4	7.3	5.2	7.2	18.2	131.8	–	131.8
Other U.S. Government Loans and Grants	0.2	1.5	–	0.1	–	24.3	22.1	2.2
a. Export Import Bank Loans	0.2	–	–	0.1	–	22.8	21.8	1.0
b. All Other Loans	–	1.5	–	–	–	1.5	0.3	1.2

* LESS THAN $50,000.

TQ – TRANSITIONAL QUARTER (7/1/76 – 9/30/76)

ECONOMIC PROGRAMS OF ALL DONORS
(Millions of Dollars)

A. ASSISTANCE FROM INTERNATIONAL AGENCIES – COMMITMENTS

TOTAL	FY 1978	FY 1980	FY 1981	FY 1946-81
IBRD	60.0	43.9	40.5	610.9
IFC	23.5	0.0	0.0	214.2
IDA	0.0	0.0	0.0	1.0
IDB	0.0	0.0	0.0	25.0
ADB	29.5	43.5	40.4	343.1
AfDB	0.0	0.0	0.0	0.0
UNDP	0.0	0.0	0.0	0.0
UNRWA-UN	5.0	0.4	0.1	21.6
EEC	1.4	0.0	0.0	0.0
	0.0	0.0	0.0	0.0

B. BILATERAL OFFICIAL DEVELOPMENT ASSISTANCE

1. D.A.C. COUNTRIES (Gross Disbursements)

Donor	CY 1978	CY 1980	CY 1976-80
TOTAL	27.9	51.0	142.2
U.S.	11.0	44.0	85.0
Japan	4.4	0.1	26.0
Germany	2.4	1.9	9.4
France	7.4	0.4	7.8
Other	2.7	4.6	14.0

2. O.P.E.C. COUNTRIES (Gross Disbursements)

TOTAL	CY 1978	CY 1980	CY 1976-80
	–	–	–

C. LOANS AND GRANTS EXTENDED BY COMMUNIST COUNTRIES

TOTAL	CY 1978	CY 1980	CY 1954-80

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TM: 82-01

EL SALVADOR

PROGRAM SUMMARY

(In thousands of dollars)

CP 83-13 (8-81)

Fiscal Year	Total	Agriculture, Rural Development and Nutrition	Population Planning	Health	Education & Human Resources Development	Selected Development Activities	Other Programs	
							ESF	Other
1981								
Loans ...	53,780	20,950	--	--	--	7,930	24,900	--
Grants ...	24,465	1,289	1,766	455	--	402	20,000	553 a/
Total ...	78,245	22,239	1,766	455	--	8,332	44,900	553
1982								
Loans ...	67,900	17,000	--	--	--	12,500	38,400	--
Grants ...	7,070	1,388	1,870	50	--	2,162	1,600	--
Total ...	74,970	18,388	1,870	50	--	14,662	40,000	--
1983								
Loans ...	20,000	13,500	--	--	--	6,500	--	--
Grants ...	110,000	1,828	1,800	--	--	1,372	105,000	--
Total ...	130,000	15,328	1,800	--	--	7,872	105,000	--

a/ Disaster Assistance Funds

FY 83 PROGRAM HIGHLIGHTS

- Arrest economic decline and begin economic recovery by facilitating the reopening of industrial firms under the $26.5 million Industrial Recovery program.
- Encourage private sector efforts to create jobs through the $77 million Private Sector Support project.
- Continue support to agrarian reform through a $13.7 million Agrarian Reform Consolidation and Support project.
- Assist displaced persons with food-for-work and maternal/child health feeding programs.

Development Overview

El Salvador is the smallest and most densely populated country in Central America. Its current problems are the result of too many people with too little land, an historical concentration of wealth and political power in the hands of a few, and insufficient social and economic opportunities for the majority of the impoverished population. Over the past three years these problems have resulted in violence.

The overthrow of the Romero Government in October 1979 by young military reformists and the establishment of a centrist junta set the stage for change. Leftist and rightist political groups, initially caught by surprise, recovered quickly and opposition to the junta from extreme elements of both groups has become intense. Despite heavy opposition from extremists, the Government of El Salvador (GOES) continues to implement social and economic reforms, which include the following activities:

- An agrarian reform which involves the redistribution, with compensation to owners, of all farms larger then 500 hectares (1,235 acres); a small holder program which allows farmers to purchase lands previously worked under tenancy arrangements; and a government land purchase program for properties voluntarily offered for sale.

- Faced with a deteriorating economy and massive unemployment, the junta also instituted a large-scale public sector employment program, absorbing excess unemployment through construction of basic rural and urban infrastructure, conducting land conservation programs, and providing services in marginal urban and rural communities.

- The government is developing a municipal reform program

EL SALVADOR

CP 83-06 (8-81)

RESOURCE FLOWS
(In thousands of dollars)

Program	FY 1981 (Actual)	FY 1982 (Estimated)	FY 1983 (Proposed)
AID*			
Loans	58,917	85,361	25,634
Grants	25,983	13,048	110,601
Total AID	84,900	98,409	136,235
P.L. 480**			
Title I	17,200	22,400	30,000
(of which Title III is)	(--)	(--)	(--)
Title II	9,077	7,108	4,921
Total P.L. 480	26,277	29,508	34,921
Total AID and P.L. 480	111,177	127,917	171,156

*AID levels represent actual and estimated expenditures.
**P.L. 480 levels represent actual and estimated value of shipments.

CP 83-14 (8-81)

Program	FY 1981 (Actual)		FY 1982 (Estimated)		FY 1983 (Proposed)	
	MT	$	MT	$	MT	$
Title I						
Wheat	69.1	12,400	114.0	20,900	110.0	21,800
Rice	--	--	--	--	--	--
Feedgrains	--	--	--	--	--	--
Vegoil	7.9	4,800	3.0	1,500	14.0	8,200
Non-food	--	--	--	--	--	--
Title I Total		17,200		22,400		30,000
(of which Title III is)		(--)		(--)		(--)
Title II						
Voluntary Agencies		4,893		2,755		1,838
World Food Programs		2,090		1,835		360
Govt.-to-Gov't.		2,094		2,518		2,723
Title II Total		9,077		7,108		4,921
Total P.L. 480		26,277		29,508		34,921

CP 83-17 (8-81)

PERSONNEL/PARTICIPANTS DATA

Category	FY 1981 (Actual)	FY 1982 (Estimated)	FY 1983 (Proposed)
AID Personnel[a]			
Direct Hire[b]	15	20	22
PASA[c]	--	--	1
Contract	11	12	12
Total	26	32	35
Participants[d]			
Noncontract	156[e]	139	155
Contract	11	5	5
Total	167	144	160

[a] U.S. nationals on duty at the end of the fiscal year.
[b] FY 1982 and FY 1983 position levels.
[c] Participating agency technicians.
[d] Programmed during the fiscal year.
[e] Includes 110 participants trained in-country.

which would provide for continuing administrative reform and government decentralization. The municipal reforms are expected to be put into effect early in 1982.

In addition, national elections for a constituent assembly are scheduled for March 1982, and election of a president is to take place in 1983.

The government's incipient efforts to resolve some of the country's basic social and economic problems are being impeded by the continuing political violence. The violent assaults by extremist groups have undermined the economy and threatened to shatter the fragile structure of the reform process. External private credit flows have been shut off, capital flight has continued, other donors' assistance until recently has been reduced, government services have been cut back, factories have been invaded and closed down, commerce has been disrupted, and agricultural harvests have been threatened. As a result, foreign and domestic investment have declined

dramatically, economic output is down and unemployment continues to grow. By the end of 1981, net foreign reserves are projected to be a negative $128 million. El Salvador confronts a series of difficult short and long-term problems for which it will need considerable external assistance. In the short term it must:

- reduce the violence,
- bring the country to elections,
- achieve economic stabilization, and
- relieve the worst of the suffering of the population.

Failure to achieve these objectives will very likely bring further economic and social deterioration in 1982.

Over the long term, the country must focus on the following improvements:

- economic recovery and growth, more equitably distributed, including increased and self-sustaining employment and the expansion of other economic opportunities;
- a reduced population growth rate;
- an expanded industrial base and an improved and more diversified agricultural sector;
- a vastly improved system of education and health care;
- the development of alternative energy sources; and
- the arrest of environmental and natural resource deterioration.

Total Resources

Spurred by high coffee prices, El Salvador's economy grew at a healthy annual average rate of 4.9% from 1975 to 1978. The political turmoil of 1979 brought economic growth to a halt and by the end of the year economic activity had declined by 1.5%. Private investment fell 30% compensated for only partially by an expansion in public investment. El Salvador's balance-of-payments position deteriorated significantly, worsened by substantial amounts of capital flight. The loss in net international reserves in 1979 came to $108 million. The economic deterioration continued in 1980 and 1981, with net international reserves declining by $196 million and $59 million, respectively. For 1982, the uncovered balance-of-payments gap is projected at $130 million, which without external financing would be accommodated only through a reduction in net international reserves to minus $250 million. The 1982 goal of the Salvadoran authorities is to secure this amount in additional medium-term loans to raise net international reserves to zero.

The real gross domestic product (GDP) has declined consistentl since 1978: by 1.5% in 1979, 9.6% in 1980 and a projected 9.5% in 1981. Real per capita GDP is estimated to have declined by at least 25% from December 31, 1978, through the end of 1981. The central government's budget deficit rose from $24 million in 1979 to $198 million in 1980 and is projected to reach $295 million in 1981. Unemployment is known to have expanded considerably. Although no reliable figures are available, the unemployment rate is estimated at 25% to 50%.

With sharply curtailed domestic revenues, the GOES must finance the following major requirements over the next two years: (1) expansion of public investment to offset the decline in private investment, (2) implementation of the agrarian reform program, (3) reactivation of the private sector, (4) replacement and repair of equipment and infrastructure destroyed by guerrilla activity, and (5) expansion of the security operations.

The GOES has prepared a three-year development plan

(1981-1983) which anticipates large increases in domestic revenues and external financing. An estimated $690 million expansion of public services and investment is planned. Foreign exchange requirements of the plan may reach an estimated $250 million for 1982. Political turmoil, nationalization of the banks, capital flight and the absence of foreign supplier credits, among other reasons, have made it doubtful that such an expansion of public spending can be made in a non-inflationary manner. These developments have also combined to halt the infusion of capital needed by the private sector to maintain production, let alone achieve a semblance of growth. The present estimated annual credit requirements for the industrial sector alone amount to $200 million.

In December 1980, the Inter-American Development Bank approved a $45 million agrarian reform loan to finance fertilizer imports. The United Nations Development Program and the Food and Agriculture Organization continue programs in agriculture and rural development training and in conservation. The International Monetary Fund (IMF) approved in 1981 nearly $40 million of drawings under the Compensatory Financing Facility. Further IMF support (second and third tranches of a standby) and further compensatory financing are expected in 1982.

Mexico and Venezuela are committed to supply El Salvador with 14,000 barrels per day of crude petroleum. Of El Salvador's total annual petroleum bill of approximately $170 million, roughly 30% will be financed on concessionary terms (5 years at 4% convertible to 20 years at 2% if El Salvador can develop qualifying energy projects).

It is expected that virtually all of Venezuela's share of the concessionary financing will be at the more generous levels, i.e., 20 years at 2%. The petroleum support levels are expected to continue at the same rate in 1982 and 1983.

Various nongovernmental, private and international organizations are providing humanitarian assistance to El Salvador. In FY 1980 and FY 1981, it is estimated that total contributions amounted to more than $6.0 million for clothing, food, medicine, medical and surgical supplies, bedding, shelter and cash. The donor organizations include several international Red Cross groups, United Nations agencies, the European Economic Community, private companies and church groups.

U.S. Interests and Objectives

It is in the U.S. interest that El Salvador, with its geographic proximity to the United States, achieve political stability through strong, moderate, democratic political systems. Over the long term, a government committed to political, economic and social justice for the majority of the populace can best assure this peace and stability. The outcome of the current struggle in El Salvador could also have a significant impact on the course of events in Central America.

The primary U.S. objectives in El Salvador, in the short run, are to support efforts to reduce the violence, bring the country to early, open and free elections, stabilize the economy, restore international confidence in El Salvador, and set the foundation for establishment of a self-sustaining democratic political system with economic growth based on equity and a strong, progressive private sector.

A.I.D. Development Strategy

The A.I.D. development strategy through FY 1983 is to help: (a) arrest the steep economic decline and begin the process of economic recovery; (b) prevent collapse of the private sector and restore its productive capacity; (c) reduce unemployment through public sector employment programs until private sector employment increases; (d) consolidate and strengthen the agrarian reform process through technical and financial assistance to improve the administration of the process (other than compensation or planning for compensation for expropriated properties) and delivery of essential services to reform

beneficiaries to help reformed units become viable, self-sustaining private enterprises capable of increasing agricultural output; (e) institute other reform measures that contribute to increased political and economic stability and equity; (f) increase efforts to bring El Salvador's population problem under control; and (g) alleviate with emergency support some of the worst social problems, such as physical dislocation of people and lack of basic social necessities caused by violence and interruption of vital public services.

To carry out its strategy, A.I.D. is using Development Assistance (DA), Economic Support Fund (ESF), P.L. 480 Titles I and II, and Housing Guaranty (HG) resources.

A.I.D. Program (FY 1981 and FY 1982)

The principal change in the FY 1981 and FY 1982 programs compared to FY 1980 was the provision of major support to El Salvador's private sector. Another is the proposed introduction in FY 1982 of assistance to the GOES in the implementation of the municipal development program. All other assistance is for ongoing, priority programs, the majority of which began in FY 1980. Total U.S. economic assistance in FY 1981 was $137.272 million from all sources, including DA, ESF, P.L. 480, HG and Commodity Credit Corporation guarantees, and is planned at a total level of $144.278 million in FY 1982.

(1) Reactivation of the Economy. In FY 1981, A.I.D. began its support for the private sector by providing $44.9 million in ESF assistance to finance the importation from the United States of critically needed raw materials and intermediate goods. In FY 1982, the funds requested for this purpose will be $28.4 million. A recently completed, A.I.D.-financed survey of private sector needs and of A.I.D.'s private sector assistance confirms the need for continued support of the private sector. A $10 million emergency loan, Public Services Restoration (519-0279), will provide FY 1982 financing to restore vital public services such as water, electricity and communications that have been damaged or destroyed by terrorist activities. The P.L. 480 Title I program, which totaled $17.2 million in FY 1981 and will be $22.4 million in FY 1982, is helping the country meet its food requirements while also providing balance-of-payments support. ESF and P.L. 480 Title I programs also generate significant local currency resources which the GOES is using for support of the private sector, emloyment generation, reform sector activities, and institutional strengthening.

(2) Employment Generation. The Public Sector Employment (519-0256) and Marginal Community Improvement (519-0251) projects, with total funding of $19.6 million in FY 1981, generated the employment of an average of 10,500 persons per month. To date, the projects have also financed completion of some 895 labor-intensive projects in rural roads, urban street improvements, reforestation and soil conservation, as well as 640 other construction and maintenance projects in marginal communities (street improvements, water supply and electrification). The Marginal Community Improvement project, which received its final funding in FY 1981, is also providing credit to an estimated 3,000 small rural enterprises. A.I.D. will provide in FY 1982 another $13 million for the Public Sector Employment project. Under the Small Producer Development project (519-0229), $125,000 was provided in FY 1981 and $125,000 will be provided in FY 1982 to support institutional strengthening of a cooperative federation to enable it to deliver credit and improved services to small producers. The total number of beneficiaries over the life of the project is estimated at 10,000, the vast majority of whom have annual per capita incomes of less than $350. The HG program has as its primary purpose the financing of low-cost housing, but it also provides additional employment opportunities. In FY 1981, A.I.D authorized a $5.5 millio HG and will authorize a new $15 million HG in 1982, assuming progress in the implementation of the current HG is satisfactory.

(3) Reform Support. A.I.D. projects are assisting the GOES in two reform areas: agrarian reform and municipal development. In FY 1981, assistance to the agrarian reform sector totaled $10,275,000 under the Agrarian Reform Organization (519-0262) and Agrarian Reform Credit (519-0263) projects and the Technoserve operational program grant (519-0197). These activities are providing credit, technical assistance and institutional support for the beneficiaries of agrarian reform and the institutions charged with carrying it out. In FY 1982, A.I.D. will provide a $17,625,000 increment to the Agrarian Reform Credit project and an additional $1,600,000 to the Agrarian Reform Organization project to support the American Institute for Free Labor Development (AIFLD) activities. A.I.D. provided some technical assistance in FY 1981 for municipal reform planning with Program Development and Support project funds. In FY 1982, A.I.D. will provide grant funding of $750,000 for technical assistance in municipal development through the Development of Local Government Services project (519-0242). The goal of the municipal reform is to increase the authority and capability of municipalities to provide basic services to their residents and to undertake development programs. Finally, in FY 1982, the Reform and Policy Planning project (519-0260) will provide $450,000 in special development activities (SDA) funds to help the GOES develop its economic policy-making capabilities

(4) Population, Humanitarian and Other. In FY 1981, A.I.D. provided the final $1.77 million obligation for the Family Planning and Population project (519-0149). In FY 1982, all funds for population efforts will be provided through a $1.73 million grant with the Salvadoran Demographic Association (519-0275). Population funds through the Program Development and Support project (519-0181) will be used to continue support for population activities. For FY 1981 and FY 1982, assistance through the Save the Children (519-0215) and La Leche League (519-0222) OPGs totals $526,000. P.L. 480 Title II programs, including commodities distributed by the World Food Program, totaled $9.1 million in FY 1981 and will total $7.1 million in FY 1982. These programs are helping meet food needs among the poor and displaced persons through maternal/child health and nutrition, emergency food-for-work, and displaced persons feeding programs. In FY 1981, P.L. 480 Title II food reached an estimated 315,000 beneficiaries.

Requested Year Program

For FY 1983, total requested project assistance is $164.9 million, including $34.9 million in P.L. 480 commodities. Economic reactivation, employment generation and reform support will continue to be priority areas, with continuing attention being given to alleviating the plight of displaced persons.

(1) Reactivation of the Economy. A.I.D. requests $105 million in ESF assistance to be used for the following purposes: $77 million for the Private Sector Support project (519-0267) to continue providing for the importation of raw materials and intermediate goods and $26.5 million to fund the proposed Industrial Recovery I program (519-0276) which will help provide the necessary resources for the reopening and/or rehabilitation of critical industries in El Salvador. A.I.D. also requests P.L. 480 Title I commodities, totaling $30 million, to help offset shortages of essential foodstuffs and to assist with the country's balance-of-payments problems. The Private Sector Support project and the P.L. 480 Title I program will generate significant local currency, which the GOES will allocate in consultation with A.I.D. in support of the private sector, employment generation, reform programs, institutional strengthening, and emergency humanitarian assistance.

(2) Employment Generation. Beginning in FY 1983, A.I.D. will look increasingly to a strengthened private sector to generate employment and does not plan to provide project assistance specifically for public sector employment. Public sector employment activities will receive principal funding from local currency generations. A.I.D is proposing, however, to fund the final $1 million increment

of the Small Producer Development project (519-0229) which will continue to support cooperative federation provision of credit and improved services to small producers.

(3) Reform Support. A.I.D. requests $15.8 million for support of the agrarian reform sector, including $13.7 million for the new Agrarian Reform Consolidation and Support project (519-0265). This project will provide resources for improved delivery of services to reform beneficiaries and for cooperative development activities, short-term training, technical assistance and institutional support which had been provided previously under the Agrarian Reform Organization project. The balance of funds requested will be used as follows: $1.5 milllion in the Agrarian Reform Organization project (519-0262) to support AIFLD activities, $250,000 for Program Development and Support, and $350,000 for the Technoserve OPG to provide technical assistance to agrarian reform cooperatives. The results of an evaluation in FY 1982 of A.I.D.'s agrarian reform support will be considered in designing the new FY 1983 reform project. A.I.D. also proposes $6.9 million in SDA funds for the Development of Local Government Services project (519-0252) to provide technical assistance and training to strengthen newly-autonomous, municipal governments and to implement labor-intensive, community improvement projects.

(4) Population, Humanitarian and Other. A.I.D. proposes $1.8 million in population planning funds for continuation of the Salvadoran Demographic Association's community-based distribution, commercial retail sales, and mass-media programs. A.I.D. also requests SDA funds, totaling $72,000 for program development and support to finance special studies, project development, training in support of ongoing programs, and evaluation activities, and $75,000 for the Special Development Activities (519-0094) project.

P.L. 480 Title II commodities, totaling $4.9 million, will continue maternal/child health and nutrition, food-for-work, and displaced persons feeding programs. The programs are expected to reach over 350,000 people.

As in FY 1982, P.L. 480 Title II foods will be used in conjunction with local currency generations and disaster relief assistance as required to meet displaced persons needs.

MISSION DIRECTOR: Peter W. Askin

SUMMARY OF ACTIVE AND PROPOSED PROJECTS
(IN THOUSANDS OF DOLLARS)

PROGRAM: EL SALVADOR

CP 83-02

PROJECT TITLE	* L PROJECT / NUMBER G	FY OF INITIAL OBLIG	FY OF FINAL OBLIG	TOTAL PROJECT COST AUTHD	TOTAL PROJECT COST PLANNED	-THROUGH FY81- OBLIGATIONS	-THROUGH FY81- EXPENDITURES	-ESTIMATED FY82- OBLIGATIONS	-ESTIMATED FY82- EXPENDITURES	-PROPOSED FY83- OBLIGATIONS	-PROPOSED FY83- EXPENDITURES	C O N T
AGRICULTURE, RURAL DEV. AND NUTRITION												
PROGRAM DEVELOPMENT AND SUPPORT	G 519-0167	74	C	937	1,465	937	812	250	300	278	353	
NUTRITION IMPROVEMENT	G 519-0182	76	79	471	244	244	144	---	100	---	---	
SMALL FARM IRRIGATION SYSTEMS	L 519-0184	78	78	2,300	2,300	2,300	257	---	600	---	800	
SMALL PRODUCER DEVELOPMENT	G 519-0229	80	82	750	750	625	9	125	600	---	141	
SMALL PRODUCER DEVELOPMENT	L 519-0229	80	83	9,000	6,000	5,000	2,466	---	1,300	1,000	2,234	
MARGINAL COMMUNITY IMPROVEMENT	G 519-0251	80	80	350	350	350	85	---	265	---	---	
MARGINAL COMMUNITY IMPROVEMENT	L 519-0251	80	81	7,000	7,000	7,000	5,700	---	1,300	---	---	
HEALTH AND NUTRITION	G 519-0253	80	80	276	175	175	38	---	137	---	---	
PUBLIC SECTOR EMPLOYMENT	L 519-0256	80	81	11,500	11,500	11,500	6,851	---	4,649	---	---	
AGRARIAN REFORM ORGANIZATION	G 519-0262	80	81	650	525	525	---	---	525	---	---	
AGRARIAN REFORM ORGANIZATION	L 519-0262	80	81	11,750	11,750	11,750	1,537	---	8,213	---	2,000	
AGRARIAN REFORM CREDIT	G 519-0263	80	82	1,125	1,125	500	198	625	700	---	227	
AGRARIAN REFORM CREDIT	L 519-0263	80	82	26,100	28,100	11,100	8,500	17,000	17,000	---	2,600	
AGRARIAN REFORM CONSOL AND SUPPORT	* G 519-0265	83	84	---	1,275	---	---	---	---	1,200	1,000	
AGRARIAN REFORM CONSOL AND SUPPORT	* L 519-0265	83	84	---	14,000	---	---	---	---	12,500	8,500	
PRIVATE AND VOL ORGANIZATIONS - OPG'S	* G 519-9999	80	C	1,536	1,886	1,148	649	388	647	350	590	
TOTAL FOR ACCOUNT				75,745	86,445	53,154	27,246	18,388	36,336	15,328	18,445	
GRANTS				6,095	7,795	4,504	1,935	1,388	3,274	1,828	2,311	
LOANS				69,650	80,650	48,650	25,311	17,000	33,062	13,500	16,134	

POPULATION PLANNING

*Refers to the planned project summary sheet

C Level of effort activity

FY of final obligation column — All projects in this column with an initial obligation date before December 31, 1981 are based on the authorized

SUMMARY OF ACTIVE AND PROPOSED PROJECTS
(IN THOUSANDS OF DOLLARS)

PROGRAM: EL SALVADOR

CP 83-02

PROJECT TITLE	* L PROJECT / NUMBER G	FY OF INITIAL OBLIG	FY OF FINAL OBLIG	TOTAL PROJECT COST AUTHO	TOTAL PROJECT COST PLANNED	-THROUGH FY81- OBLIGATIONS	-THROUGH FY81- EXPENDITURES	-ESTIMATED FY82- OBLIGATIONS	-ESTIMATED FY82- EXPENDITURES	-PROPOSED FY83- OBLIGATIONS	-PROPOSED FY83- EXPENDITURES	CONT
FAMILY PLANNING AND POPULATION	G 519-0149	66	81	8,573	8,573	8,573	6,262	---	1,200	---	1,111	
PROGRAM DEVELOPMENT AND SUPPORT	G 519-0181	82	C	---	140	---	---	140	140	---	---	
SALVADORAN DEMOGRAPHIC ASSOCIATION	G 519-0275	82	83	---	3,530	---	---	1,730	1,500	1,800	1,600	
TOTAL FOR ACCOUNT				8,573	12,243	8,573	6,262	1,870	2,840	1,800	2,711	
GRANTS				8,573	12,243	8,573	6,262	1,870	2,840	1,800	2,711	
LOANS				---	---	---	---	---	---	---	---	
HEALTH												
PROGRAM DEVELOPMENT AND SUPPORT	G 519-0178	76	C	179	229	179	179	50	50	---	---	
RURAL POTABLE WATER DELIVERY	G 519-0209	79	79	390	390	390	93	---	197	---	100	
HEALTH AND NUTRITION	G 519-0253	80	81	1,100	1,100	1,100	397	---	500	---	203	
TOTAL FOR ACCOUNT				1,669	1,719	1,669	669	50	747	---	303	
GRANTS				1,669	1,719	1,669	669	50	747	---	303	
LOANS				---	---	---	---	---	---	---	---	
EDUCATION AND HUMAN RESOURCES												
RURAL PRIMARY EDUCATION	G 519-0190	79	79	350	200	200	16	---	100	---	84	
RURAL PRIMARY EDUCATION	L 519-0190	79	79	4,200	4,200	4,200	---	---	1,200	---	3,000	
REFORM AND POLICY PLANNING	G 519-0260	80	81	500	400	400	303	---	97	---	---	
TOTAL FOR ACCOUNT				5,050	4,800	4,800	319	---	1,397	---	3,084	
GRANTS				850	600	600	319	---	197	---	84	
LOANS				4,200	4,200	4,200	---	---	1,200	---	3,000	
SELECTED DEVELOPMENT ACTIVITIES												
SPECIAL DEVELOPMENT ACTIVITIES	G 519-0094	70	C	480	605	480	444	50	86	75	75	
PROGRAM DEVELOPMENT AND SUPPORT	G 519-0177	76	C	358	706	358	211	276	200	72	124	

* Refers to the planned project summary sheet
C Level of effort activity

FY of final obligation column — All projects in this column with an initial obligation date before December 31, 1981 are based on the authorized date. For all projects with an initial obligation date after December 31, 1981 the FY of final obligation is based on a planned date.

SUMMARY OF ACTIVE AND PROPOSED PROJECTS
(IN THOUSANDS OF DOLLARS)

PROGRAM: EL SALVADOR

CP 83-02

PROJECT TITLE	* L PROJECT / NUMBER G	FY OF INITIAL OBLIG	FY OF FINAL OBLIG	TOTAL PROJECT COST AUTHO	TOTAL PROJECT COST PLANNED	-THROUGH FY81- OBLIGATIONS	-THROUGH FY81- EXPENDITURES	-ESTIMATED FY82- OBLIGATIONS	-ESTIMATED FY82- EXPENDITURES	-PROPOSED FY83- OBLIGATIONS	-PROPOSED FY83- EXPENDITURES	C U N T
DEVELOPMENT OF LOCAL GOVERNMENT SERVICES	G 519-0242	82	84	---	2,100	---	---	750	750	425	325	
DEVELOPMENT OF LOCAL GOVERNMENT SERVICES	L 519-0242	83	84	---	17,000	---	---	---	---	6,500	6,500	
MARGINAL COMMUNITY IMPROVEMENT	G 519-0251	80	81	600	600	600	213	---	387	---	---	
PUBLIC SECTOR EMPLOYMENT	G 519-0256	80	82	125	655	125	4	530	500	---	151	
PUBLIC SECTOR EMPLOYMENT	L 519-0256	80	82	15,930	28,430	15,930	15,731	12,500	12,699	---	---	
REFORM AND POLICY PLANNING	G 519-0260	80	84	950	2,500	500	300	450	500	800	150	
PRIVATE AND VOL ORGANIZATIONS - OPG'S	G 519-9999	78	82	804	804	698	676	106	20	---	---	
TOTAL FOR ACCOUNT				19,247	53,400	18,691	17,581	14,662	15,142	7,872	7,325	
GRANTS				3,317	7,970	2,761	1,850	2,162	2,443	1,372	825	
LOANS				15,930	45,430	15,930	15,731	12,500	12,699	6,500	6,500	
ECONOMIC SUPPORT FUND												
AGRARIAN REFORM SUPPORT	G 519-0259	80	80	1,750	1,750	1,750	1,366	---	384	---	---	
AGRARIAN REFORM ORGANIZATION	G 519-0262	80	83	2,600	5,700	2,600	1,333	1,600	2,500	1,500	1,867	
TRANSPORTATION RESTORATION PROGRAM	G 519-0266	80	80	1,500	1,500	1,500	837	---	663	---	---	
PRIVATE SECTOR SUPPORT I	G 519-0267	81	83	20,000	97,000	20,000	20,000	---	---	77,000	77,000	
PRIVATE SECTOR SUPPORT II	L 519-0274	81	82	24,900	53,300	24,900	24,900	28,400	28,400	---	---	
INDUSTRIAL RECOVERY I	* G 519-0276	83	84	---	46,000	---	---	---	---	26,500	25,500	
PUBLIC SERVICE RESTORATION	L 519-0279	82	84	10,000	15,000	---	---	10,000	10,000	---	---	
TOTAL FOR ACCOUNT				60,750	220,250	50,750	48,436	40,000	41,947	105,000	104,367	
GRANTS				25,850	151,950	25,850	23,536	1,600	3,547	105,000	104,367	
LOANS				34,900	68,300	24,900	24,900	38,400	38,400	---	---	

* Refers to the planned project summary sheet
C Level of effort activity
FY of final obligation column - All projects in this column with an initial obligation date before December 31, 1981 are based on the authorized

SUMMARY OF ACTIVE AND PROPOSED PROJECTS
(IN THOUSANDS OF DOLLARS)

PROGRAM: EL SALVADOR

CP 83-02

PROJECT TITLE	* L PROJECT / NUMBER G	FY OF INITIAL OBLIG	FY OF FINAL OBLIG	TOTAL PROJECT COST AUTHD	TOTAL PROJECT COST PLANNED	-THROUGH FY81- OBLIGATIONS	-THROUGH FY81- EXPENDITURES	-ESTIMATED FY82- OBLIGATIONS	-ESTIMATED FY82- EXPENDITURES	-PROPOSED FY83- OBLIGATIONS	-PROPOSED FY83- EXPENDITURES	CONT
TOTAL FOR COUNTRY				171,034	380,857	137,637	100,513	74,970	98,409	130,000	136,235	
GRANTS				46,354	182,277	43,957	34,571	7,070	13,048	110,000	110,601	
LOANS				124,680	198,580	93,680	65,942	67,900	85,361	20,000	25,634	

*Refers to the planned project summary sheet

CLevel of effort activity

FY of final obligation column — All projects in this column with an initial obligation date before December 31, 1981 are based on the authorized data. For all projects with an initial obligation date after December 31, 1981 the FY of final obligation is based on a planned data.

PROGRAM: EL SALVADOR

PLANNED PROJECT SUMMARY SHEET

CP 83-05 (8-81)

TITLE		FUNDING SOURCE:	AG, RD & N:	HEALTH:	PROPOSED OBLIGATION (In thousands of dollars)	
Agrarian Reform Consolidation and Support			1,200 (G) 12,500 (L)		FY 83 12,500 (L); 1,200 (G)	LIFE OF PROJECT FUNDING: 14,000 (L); 1,275 (G)
NUMBER 519-0265 GRANT ☐ LOAN ☒	NEW ☒ CONTINUING ☐	POPULATION:	EO. & HR:	SEL. ACT.:	INITIAL OBLIGATION FY 83	ESTIMATED FINAL OBLIGATION FY 84 / ESTIMATED COMPLETION DATE OF PROJECT FY 85

Purpose: To assist the Government of El Salvador's (GOES) efforts to consolidate and improve its agrarian reform process.

Project Description: This project will provide support to GOES efforts to consolidate and improve its agrarian reform. These GOES efforts include completing the formalization of the changes which have benefited formerly landless small farmers and maximizing the benefits of the reform, e.g., intensified land utilization, increased rural employment, basic services, higher farm incomes, and expanded agricultural production. Project resources will be devoted to four general types of activities: (1) reform consolidation, (2) institution building, (3) cooperative development, and (4) improvement of basic services.

Reform consolidation activities will include the completion of the titling process for reform beneficiaries and the modification of the land registration system to make it compatible with the reform's titling processes.

Support for the agrarian reform institution-building process will be provided for agricultural research, training, and extension activities. Technical assistance and commodity support will be provided to the GOES' agricultural research and extension service to expand its capacity to research, develop, and deliver appropriate cropping and natural resource management systems. The project will include intensified training efforts to overcome the serious constraint of a shortage of qualified agriculturalists to manage the new farms or to extend full benefits to the intended beneficiaries. To alleviate this constraint, project resources will be used to upgrade the National Agricultural College by providing training opportunities for the staff, revising the curriculum, and improving the physical plant. In a continuation and expansion of an institution-building activity begun under the Agrarian Reform Organization project (519-0262), assistance will be provided to the Ministry of Agriculture's Office of Agriculture Sector Planning to conduct feasibility and planning studies that will facilitate the expected increased settlement of beneficiaries on land affected by the various phases of the agrarian reform.

An agrarian reform specific cooperative development program will be developed. This component will finance cooperative development feasibility studies, design cooperative projects, and assist with the actual development of an agrarian reform cooperative system that will deliver production inputs, credits, and other services to the sector and market its product. Finally, the project will create within the public agricultural sector a basic services delivery facility that will promote self-help housing projects in the reformed sector. This facility will be funded by local currency reflows and will finance the design of appropriate rural housing units.

Relationship of Project to A.I.D. Country Strategy: A.I.D. regards the successful consolidation of the reforms of the agricultural sector as fundamental to El Salvador's short- and long-term socioeconomic development. Thus, continuing support of the reform is a key element in A.I.D.'s program strategy. A.I.D. will continue to assist the GOES in establishing more secure land tenure arrangements and improved agricultural services. El Salvador has improved its commitment to agrarian reform with the initiation and implementation of its large-scale program in 1980.

Host Country and Other Donors: The Inter-American Development Bank is directing a $45 million Agricultural Inputs loan for the agrarian reform sector. The United Nations Development Program and the Food and Agriculture Organization are continuing with the implementation of their existing country programs which include agricultural and rural development, training, and conservation projects. They have identified and are proceeding with a set of activities supportive of the GOES' three-year development plan for 1981-1983.

Beneficiaries: The project's direct beneficiaries are former hacienda workers, day laborers, renters, and sharecroppers who have formed cooperatives or received title to land through the agrarian reform.

PROGRAM: EL SALVADOR

PLANNED PROJECT SUMMARY SHEET

CP 83-05 (8-8

TITLE	FUNDING SOURCE:	AG, RD & N:	HEALTH:	PROPOSED OBLIGATION (In thousands of dollars)	
Private Voluntary Organizations-Operational Program Grants		350		FY 83 350	LIFE OF PROJECT FUNDING: Continuing

NUMBER		POPULATION:	EO. & HR:	SEL. ACT.:	INITIAL OBLIGATION	ESTIMATED FINAL OBLIGATION	ESTIMATED COMPLETION DATE OF PROJECT
519-9999 GRANT ☒ LOAN ☐	NEW ☒ CONTINUING ☒				FY 80	FY Continuing	FY Continuing

Purpose: To mobilize the expertise of U.S. and Salvadoran private voluntary organizations (PVOs) in the development process through the design and implementation of innovative projects.

Project Description: Technoserve, a PVO for which operational program grant (OPG) funding is being requested in FY 1983, provides support to the development of farm cooperatives and small enterprises primarily within the agrarian reform sector. Technoserve provides technical assistance to private enterprises and local institutions responsible for fostering the development of private enterprises. The assistance provided includes managerial, general administration, accounting, training and marketing assistance to cooperatives and small enterprises. In addition, Technoserve will conduct prefeasibility tests and analyses of raw materials to determine the viability of certain small investment projects. Seminars and workshops will be conducted by Technoserve to facilitate the sharing of information and to further disseminate their technical assistance.

Relationship of Project to A.I.D. Strategy: The Technoserve OPG supports the A.I.D. strategy in El Salvador, providing critically needed management assistance to the agrarian reform sector cooperatives, generating employment, and helping small enterprises become viable and productive entities.

Host Country and Other Donors: In every OPG, A.I.D.-provided funds do not exceed 75% of the total resources devoted to the project. In the Technoserve OPG, the Government of El Salvador contributes 40% of the project costs.

Beneficiaries: The estimated 22,000 beneficiaries of the Technoserve OPG are small farmers and entrepreneurs, most of whom are members of cooperatives.

PROGRAM: EL SALVADOR

PLANNED PROJECT SUMMARY SHEET

CP 83-05 (8-81)

TITLE	FUNDING SOURCE: ESF	AG, RD & N:	HEALTH:	PROPOSED OBLIGATION (In thousands of dollars)		
Industrial Recovery I	26,500			FY 83 26,500		LIFE OF PROJECT FUNDING: 46,000
NUMBER 519-0276 GRANT ☒ LOAN ☐ / NEW ☒ CONTINUING ☐	POPULATION:	ED. & HR:	SEL. ACT.:	INITIAL OBLIGATION FY 83	ESTIMATED FINAL OBLIGATION FY 84	ESTIMATED COMPLETION DATE OF PROJECT FY 85

Project Purpose: To spur the reactivation, rehabilitation, and expansion of the industrial sector of El Salvador as a major component of its economic recovery.

Project Description: The project will strengthen the capabilities of the Salvadoran Institute for Industrial Development and other government agencies so that they can be major catalysts for industrial recovery. The capability of these institutions to analyze, formulate, and implement development programs for economic recovery and growth will be increased. Local currency funds generated under the Private Sector Support II program will finance expansion of the Institute's human resource base and other institutional needs in preparation for investment activities aimed at industrial rehabilitation and recovery. This project will develop the financial, technical, and human resources necessary for the reopening and/or rehabilitation of selected industries in El Salvador.

Project implementation will include the establishment of an industrial recovery fund, an assessment of closed businesses to identify candidates for reactivation, preparation of investment feasibility studies, and assuming the results of those studies are favorable, the use of project grant resources for credit, technical assistance or training.

The Industrial Recovery I project would be the first in a series of projects designed to carry out the Government of El Salvador (GOES) strategy of increased economic growth through increased production and export of goods within and outside Central America. For example, a principal focus of this effort will be to assist the construction and metal working subsectors because of their relative importance to the employment and export potential of the Salvadoran economy. A major criterion in these industrial rehabilitation efforts will be maximum labor absorption. The first two recovery projects (one in FY 1983 and another in FY 1984) will be financed by A.I.D. Thereafter, it is envisaged that the Institute will develop recovery projects to be financed by multilateral institutions or commercial banks.

Relationship of Project to A.I.D. Country Strategy: During FY 1981 and FY 1982, A.I.D. strategy has been to try to prevent further deterioration of the economy, i.e., to minimize business closing by providing predominantly working capital credits, and to have the GOES expand public employment to partially offset losses in private sector employment. Assuming the level of violence in El Salvador is reduced considerably in FY 1983, the A.I.D. strategy calls for shifting the employment-generation responsibility back to the private sector by fostering expansion of the industrial sector.

Host Country and Other Donors: While the GOES will provide counterpart resources in support of the project, no other donor contributions are foreseen during the early phase of the project.

Beneficiaries: The beneficiaries of the project will be members of the private sector working in commercial, industrial, and service enterprises and prospective employees who would hold jobs in the reactivated businesses. The number of potential beneficiaries under the project cannot be determined at present, pending completion of the A.I.D.-financed private sector study currently under way in El Salvador.

1. Overall Coordination of Project Development Process

Reference:	Chapter 510
Action Officer:	Development Resources (DR)
Review:	Project Development Committee
Approval:	Office of the Mission Director

2. Project Identification Document (PID)

Reference:	Chapter 510, 650
Action Officer:	Development Resources (DR)
Review:	Lead Technical Office Director Project Development Committee
Approval:	Office of the Mission Director

3. Project Paper (PP)

Reference:	Chapter 510, 660
Action Officer:	Project Officer
Review:	Lead Technical Office Director Project Development Committee
Approval:	Office of the Mission Director

4. Agreements, Sub-Agreements, Amendments thereto and Related Transmittal Letters

Reference:	Chapter 510, 720, 730, 760
Action Officer:	Development Resources (DR)
Review:	Lead Technical Office Director Project Development Committee Regional Legal Advisor or GC/LAC, as appropriate
Approval:	Office of the Mission Director

5. Negotiation of Above Agreements

Reference:	Chapter 510, 720
Negotiation Team:	Project Officer (unless otherwise determined by the Mission Director) Office of Development Resources (DR) Other Mission Officers as requested
Approval:	Office of the Mission Director

6. Overall Coordination of Project Implementation Process

Reference:	Chapter 510, 600, 700
Action Officer:	Project Officer
Review:	Project Management Working Group and Sector Review Committee
Approval:	Lead Technical Office Director or Office of the Mission Director in accordance with delegated authorities

7. Basic Implementation Letter (IL) or its equivalent*

Reference:	Chapter 510, 730
Action Officer:	Office of Development Resources (DR) (in consultation with Project Officer)
Review:	Responsible Technical Office Director Controller (CONT) Regional Legal Advisor (as appropriate)
Information:	Office of Development Planning & Programming (DPP) AID/Washington (see reference sections)
Approval:	Office of the Mission Director

*This letter sets forth instructions and guidance to the GOES pertaining to the Project Agreement with specific conditions and requirements that the GOES must satisfy. See Chapter 730 of this manual.

8. Project Implementation Letter (PIL)

Reference:	Chapter 510, 730
Action Officer:	Project Officer
Review:	Responsible Technical Office Director MO Engineering/Contracting/Procurement Specialist (if matters related to Procurement/Contracting) CONT (if matters related to financial management) DR (for numbering and if matters related to amendment to earlier PILs, interpretation of the Project Agreement or contracts under it) Regional Legal Advisor (as appropriate) DPP (if matters related to economic or sectoral policy or commitments)
Information:	CONT (if not clearing the letter) DR (if not clearing the letter) DPP (if not clearing the letter) AID/W (see reference section)
Approval:	Office of the Mission Director

9. PIO/Ts, PIO/Cs and Amendment thereto

Reference:	Chapter 510, 740.05, 740.10
Action Officer:	Project Officer
Review:	Responsible Office Director DPP CONT MO Engineering/Contracting/Procurement Specialist Regional Legal Advisor (as appropriate and in accordance with delegated authority) DR (if loan funded) GOES (if host country let)
Approval:	Office of the Mission Director (or Office of Management Operations in accordance with delegated authority)

10. PIO/Ps, and Amendment thereto

Reference:	Chapter 510, 740.15
Action Officer:	Project Officer
Review:	DPP (Participant Training Assistant) CONT Office of the Mission Director GOES (as appropriate)
Approval:	Lead Technical Office Director

11. Waivers

Reference:	Chapter 750.05
Action Officer:	MO, Contracting Officer based on Project Officer's justification
Review:	Project Officer DR CONT
Approval:	Office of the Mission Director in accordance with delegated authority (see Section 320 of this Handbook for Delegations of Authority and Section 750.05, Appendix B of this Handbook for a listing of AID Waiver Authorities).

12. Routine Project Correspondence

Reference:	Chapter 600, 700
Action Officer:	Project Officer or as assigned
Review:	Varies, depending on subject matter, but usually cleared by DPP
Information:	Office of the Mission Director in all cases
Approval:	Lead Technical Office Director

13. Cables

Reference:	Chapter 1000
Action Officer:	Varies, depending on subject matter
Review:	Varies, depending on subject matter, i.e., MO Engineering/Contracting/Procurement Specialist (if matter related to procurement/contracting) CONT (if matter related to financial management) DR (if matter relates to interpretation of terms of the Project Agreement or contracts under it) DPP (if matter related to economic or sectoral policy or commitments, or participants) Regional Legal Advisor (if appropriate)
Approval:	Reserved to the Office of the Mission Director in all cases

DATE: 15 SEP 1982

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

Robert Richardson
Regional Supply Management Officer
ROCAP, Guatemala

Redelegation of Authority Regarding
Contracting Functions

Pursuant to the authority delegated to me as Director, USAID/El Salvador, under Redelegation of Authority No. 99.1.42 from the Director, Office of Contract Management of the Agency for International Development, I hereby redelegate to Robert Richardson, Regional Supply Management Officer, ROCAP, Guatemala, the authority to sign or approve:

1. U.S Government contracts, grants and amendments thereto: Provided, That the aggregate amount of each individual contract does not exceed $100,000 or local currency equivalent.

2. Contracts with individuals for the services of the individual alone: Provided, That the aggregate amount of each individual contract does not exceed $100,000 or local currency equivalent.

This redelegation shall remain in effect until such designated person ceases to hold the office of Contracting Officer for the Mission, or until the redelegation is revoked by the Mission Director, USAID/El Salvador, whichever shall first occur.

The authority redelegated herein may not be further redelegated.

The authority redelegated herein is to be exercised in accordance with regulations, procedures and policies now or hereafter established or modified and promulgated within A.I.D. and is not in derogation of the authority of the Director of the Office of Contract Management to exercise any of the functions herein redelegated.

This redelegation of authority shall be effective October 21, 1981.

Dated October 21, 1981.

/s/
Peter W. Askin
Mission Director
USAID/El Salvador

DATE: 15 SEP 1982

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

Daniel A. Chaij, Assistant Director
Agency for International Development
American Embassy, El Salvador

Redelegation of Authority Regarding
Contracting Functions

Pursuant to the authority delegated to me as Director, USAID/El Salvador, under Redelegation of Authority No. 99.1.42 from the Director, Office of Contract Management of the Agency for International Development, I hereby redelegate to Daniel A. Chaij, Assistant Director, Agency for International Development, American Embassy, El Salvador, the authority to sign or approve:

1. U.S Government contracts, grants and amendments thereto: Provided, That the aggregate amount of each individual contract does not exceed $25,000 or local currency equivalent.

2. Contracts with individuals for the services of the individual alone: Provided, That the aggregate amount of each individual contract does not exceed $25,000 or local currency equivalent.

This redelegation shall remain in effect until such designated person ceases to hold the office of Contracting Officer for the Mission, or until the redelegation is revoked by the Mission Director, USAID/El Salvador, whichever shall first occur.

The authority redelegated herein may not be further redelegated.

The authority redelegated herein is to be exercised in accordance with regulations procedures and policies now or hereafter established or modified and promulgated within A.I.D. and is not in derogation of the authority of the Director of the Office of Contract Management to exercise any of the functions herein redelegated.

This redelegation of authority shall be effective November 6, 1980.

Dated November 6, 1980.

/s/
Peter W. Askin
Mission Director
USAID/El Salvador

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DATE: 15 SEP 1982

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

David E. Carter, Management Officer
Agency for International Development
American Embassy, El Salvador

Redelegation of Authority Regarding
Contracting Functions

Pursuant to the authority delegated to me as Director, USAID/El Salvador, under Redelegation of Authority No. 99.1.42 from the Director, Office of Contract Management of the Agency for International Development, I hereby redelegate to David E. Carter, Management Officer, Agency for International Development, American Embassy, El Salvador, the authority to sign or approve:

1. U.S Government contracts, grants and amendments thereto: Provided, That the aggregate amount of each individual contract does not exceed $25,000 or local currency equivalent.

2. Contracts with individuals for the services of the individual alone: Provided, That the aggregate amount of each individual contract does not exceed $25,000 or local currency equivalent.

This redelegation shall remain in effect until such designated person ceases to hold the office of Contracting Officer for the Mission, or until the redelegation is revoked by the Mission Director, USAID/El Salvador, whichever shall first occur.

The authority redelegated herein may not be further redelegated.

The authority redelegated herein is to be exercised in accordance with regulations procedures and policies now or hereafter established or modified and promulgated within A.I.D. and is not in derogation of the authority of the Director of the Office of Contract Management to exercise any of the functions herein redelegated.

This redelegation of authority shall be effective October 21, 1981.

Dated October 21, 1981.

/s/
Peter W. Askin
Mission Director
USAID/El Salvador

DATE: 15 SEP 1982

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

John A. Collins
General Services Officer
Joint Administrative Services
American Embassy, El Salvador

Redelegation of Authority Regarding
Contracting Functions

Pursuant to the authority delegated to me as Director, USAID/El Salvador, under Redelegation of Authority No. 99.1.42 from the Director, Office of Contract Management of the Agency for International Development, I hereby redelegate to John A. Collins, General Services Officer, Joint Administrative Services, American Embassy, El Salvador, the authority to sign or approve:

1. U.S Government contracts, grants and amendments thereto: Provided, That the aggregate amount of each individual contract does not exceed $25,000 or local currency equivalent.

2. Contracts with individuals for the services of the individual alone: Provided, That the aggregate amount of each individual contract does not exceed $25,000 or local currency equivalent.

This redelegation shall remain in effect until such designated person ceases to hold the office of Contracting Officer for the Mission, or until the redelegation is revoked by the Mission Director, USAID/El Salvador, whichever shall first occur.

The authority redelegated herein may not be further redelegated.

The authority redelegated herein is to be exercised in accordance with regulations procedures and policies now or hereafter established or modified and promulgated within A.I.D. and is not in derogation of the authority of the Director of the Office of Contract Management to exercise any of the functions herein redelegated.

This redelegation of authority shall be effective October 21, 1981.

Dated October 21, 1981.

/s/
Peter W. Askin
Mission Director
USAID/El Salvador

DATE: 15 SEPT 1982

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

AGENCY FOR INTERNATIONAL DEVELOPMENT

(REDELEGATION OF AUTHORITY NO. 99.1.95, Amendment No. 1)

PRINCIPAL AID OFFICERS

LATIN AMERICA, ASIA, NEAR EAST

REDELEGATION OF AUTHORITY REGARDING

OPERATONAL PROGRAM GRANTS

Pursuant to the authority delegated to me under Redelegations of Authority No. 99.1 (38 FR 12836), as amended, from the Assistant Administator for Program and Management Services of the Agency for International Development, I hereby amend Redelegation of Authority No. 99.1.95, dated May 26, 1978, as follows:

In the first paragraph, subpart (1), substitute, "$1,000,000" for $500,000."

Except as provided herein the Redelegation of Authority remains unchanged and continues in full force and effect. This amendment is effective December 23, 1981.

February 5, 1982
Date

/S/
Hugh L. Dwelley
Director
Office of Contract Management

AGENCY FOR INTERNATIONAL DEVELOPMENT

HANDBOOK TRANSMITTAL MEMORANDUM	DATE July 23, 1982	TRANS. MEMO NO. 5:126

MATERIAL TRANSMITTED:

Handbook 5 - Delegations of Authority

Redelegation of Authority No. 5.21 (Revised) - To the Field Latin America and the Caribbean Region (also filed as Redelegation Nos. 23.6, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4); Redelegation of Authority No. 133.3 (Revised) - To the Field Latin America and the Caribbean Region; and pages TC-3 and TC-4 of the Table of Contents

SUPERSEDES:

Pages TC-3 and TC-4 of the Table of Contents (TM 5:122); and Redelegations of Authority No. 5.21, No. 23.6, No. 26.2, No. 38.19, No. 40.11, No. 41.5, No. 75.3, No. 99.15, No. 100.4, and No. 133.3 (TM's 5:108 and 5:115) of Handbook 5.

FILING INSTRUCTIONS:

1. Remove superseded material as indicated under SUPERSEDES.
2. File the attached in their appropriate places.
3. Initial the Transmittal Memorandum Checksheet (in the back of the Handbook binder) beside TM 5:126 .

* * * * * *

KEEP THIS TRANSMITTAL MEMORANDUM, and file it in the front of the Handbook binder; discard TM sheet 5:125 .

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Address questions about this Handbook to GC.

KEEP YOUR AID HANDBOOK UP-TO-DATE

Delegation and Redelegation Number	Effective Date	Subject
5 (cont.)		
5.20	10-25-78 (as amended to 2-28-80)	Redelegation of Authority No. 5.20 - To the Regional A.I.D. Representative in the South Pacific
5.21	12-6-78 (as revised 4-18-82)	Redelegation of Authority No. 5.21 - To the Field Latin America and the Caribbean Region
5.21.1	2-17-81	Redelegation of Authority No. 5.21.1 - To Director, Office of Development Resources, Bureau for Latin America and the Caribbean
5.23	2-2-79	Redelegation of Authority No. 5.23 - To the Mission Director, USAID Nepal
5.24	7-18-79	Redelegation of Authority No. 5.24 - To the AID Representative in Burma
5.25	9-6-79	Redelegation of Authority No. 5.25 - To the Asia Bureau, Authority of Mission Directors, et al., to Waive Advertisement of Invitation for Bids
5.26	1-6-82	Redelegation of Authority No. 5.26 - Waiver of Competition - Negotiation With a Single Source for Host Country Contracts
6	12-20-61	Delegation of Authority No. 6 - To the Assistant Administrator, Bureau for Latin America
6.1		Same as Redelegation of Authority Nos. 4.1, 5.8, 23.2, 26.1, 38.6, 40.3, 41.4, 57.1, 75.2, 99.8, and 100.2
23	12-28-62 (as amended to 7-8-81)	Delegation of Authority 23 (as amended) - To the Regional Assistant Administrators and Assistant Administrator for Food for Peace and Voluntary Assistance
23.1		Same as Redelegation of Authority Nos. 5.6, 38.4, 40.2, 41.3, 43.1, 70.2, 75.1, 99.5, 100.1, 107.1, 112.2, and 113.1
23.2		Same as Redelegation of Authority Nos. 4.1, 5.8, 6.1, 26.1, 38.6, 40.3, 41.4, 57.1, 75.2, 99.8, and 100.2
23.3	6-9-78	Redelegation of Authority No. 23.3 - To the Bureau for Private and Development Cooperation; Coordinator, Food for Peace
23.4	7-3-78	Redelegation of Authority No. 23.4 - To the Mission Director, USAID/India
23.5		Same as Redelegation of Authority Nos. 5.18, 38.15, 40.7, and 113.5
23.5.1		Same as Redelegation of Authority Nos. 23.5.1, 38.15.1, 40.7.1, and 113.5.1
23.6		Same as Redelegation of Authority Nos. 5.21, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4
23.6.1		Same as Redelegation of Authority Nos. 5.21.1, 26.2.1, 38.19.1, 40.11.1, 41.5.1, 75.3.1, 99.15.1, and 100.4.1
25	3-2-63 (as amended 9-30-73)	Delegation of Authority No. 25 - To the Administrator of A.I.D. Program in Algeria

Delegation and Redelegation Numbers	Effective Date	Subject
26	3-18-63	Delegation of Authority No. 26 - To the Assistant Administrator for Latin America and U.S. Coordinator, Alliance for Progress
26.1		Same as Redelegation of Authority Nos. 4.1, 5.8, 6.1, 23.2, 38.6, 40.3, 41.4, 57.1, 75.2, 99.8 and 100.2
26.2		Same as Redelegation of Authority Nos. 5.21, 23.6, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4
26.2.1		Same as Redelegation Nos. 23.6.1, 38.19.1, 40.11.1, 41.5.1, 75.3.1, 99.15.1, and 100.4.1
27	10-25-78 (as amended to 1-19-82).	Delegation of Authority No. 27 - To the Assistant to the Administrator for Management
27.1	4-15-63	Redelegation of Authority No. 27.1 - Relating to Personnel
27.2		Same as Redelegation Nos. 1.2, 3.2, 36.3, 64.2, 80.3, 85.2, and 88.2
27.3	2-22-82	Redelegation of Authority 27.3 (Revised) - To the Director, Office of Personnel Management, Regarding Personnel
28	See text	Delegation of Authority No. 28 - For Personal Foreign Excess Property
29	6-17-70	Delegation of Authority No. 29 - To the Director, Equal Opportunity Programs
34	5-13-69	Delegation of Authority No. 34 - To the Deputy Administrator
35	3-4-64	Delegation of Authority No. 35 - To the Assistant Secretary of State for Inter-American Affairs and U.S. Coordinator for Alliance for Progress
36	4-21-64 (as amended to 1-19-82)	Delegation of Authority No. 36 - To the Assistant to the Administrator for Management
36.1	4-21-64 (as amended)	Redelegation of Authority No. 36.1 - To the Controller, A.I.D., Et Al.

REDELEGATION OF AUTHORITY NO. 5.21 (REVISED)

(Also filed as Redelegation Nos. 23.6, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4)

There follows below the text of this Redelegation of Authority:

.. Originally published in the Federal Register of January 3, 1979 (44 F.R. 966 and 967).

.. Completely revised effective May 3, 1979, per publication in the Federal Register of May 30, 1979 (44 F.R. 31055 and 31056).

.. Completely revised effective April 21, 1981, per publication in the Federal Register of May 21, 1981 (46 F.R. 27801 and 27802).

.. *Completely revised effective April 18, 1982, per publication in the Federal Register of June 4, 1982 (47 F.R. 24471 and 24472).*

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

[Redelegation of Authority No. 5.21 Rev.; Also filed as Redelegation Nos. 23.6, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4]

Redelegation of Authorities to the Field; Latin America and the Caribbean Region

Section I. Definition

AID Missions

AID Missions subject to this redelegation of authorities shall be the AID Missions to Bolivia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay and Peru, and the Regional Office for Central American Programs (ROCAP) and the Regional Development Office for the Caribbean (RDO/C).

Section II. Authorities

A. *Implementing Authorities.* Authority to negotiate, execute, and implement, in accordance with the terms of the authorization thereof and in accordance with applicable statutes and regulations, loan, grant and guaranty (other than Housing Guaranty) agreements, and amendments thereto, to their respective countries or regions, whether heretofore or hereafter authorized, including, but not limited to, authority:

1. To sign project grant agreements with foreign governments, foreign government agencies, and international organizations having a membership consisting primarily of such foreign governments; and to sign all project loan and guaranty (other than Housing Guaranty) agreements and trust fund agreements;

2. To approve contractors, review and approve all borower/grantee contracts financed in whole or in part by an AID loan or grant and review and approve requests for proposals and invitations for bids with respect to such contracts;

3. To prepare, negotiate, sign and deliver Project Implementation Letters; and

4. To review and approve documents and other evidence submitted by borrowers or grantees in satisfaction of conditions precedent under such loan, grant or guaranty agreements.

(See Delegation Nos. 5, 38.)

(Please note that the Director, SER/CM, has redelegated to the principal AID officers at posts in the LAC Region the authority to (i) execute OPGs with U.S. PVOs, pursuant to Redelegation of Authority No. 99.1.95 and (ii) sign grants to foreign nongovernmental non-profit organizations, pursuant to Redelegation of Authority No. 99.1.122)

B. *Waiver Authorities for Source, Origin and Nationality.* Authority to waive, in accordance with the applicable statutes and regulations, including the terms of Delegation of Authority No. 40 (AID Handbook 5) and the criteria prescribed by Supplement B of AID Handbook 1:

(a) *Selected Free World.* U.S. source, origin and nationality requirements, to permit AID financing of the procurement

of goods and services, other than transportation services, in countries included in AID Geographic Code 941] (Selected Free World) and the cooperating country, when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Foreign Assistance Act of 1961, as amended (the "Act"); provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each such motor vehicle waiver shall contain the required certification, as set forth in Delegation of Authority No. 40; and

(b) *Free World.* U.S. or AID Geographic Code 941 source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in any country included in AID Geographic Code 899 (Free World) or AID GEOGRAPHIC CODE 935 (Special Free World), when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Act; provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each waiver hereunder shall contain the appropriate certification, as set forth in Delegation of Authority No. 40.

(See Delegation No. 40.)

C. *Excess Property.* In accordance with the provisions of Section 607 of the Act and of AID Handbook 16, and subsequent to my authorizing such assistance, authority to execute transfer or transfer/trust agreements with friendly countries or with international organizations having a membership primarily of foreign governments.

(See Delegation No. 41.)

D. *Extension of Terminal Dates.* In accordance with AIDTO Circular A-24, dated December 16, 1977, and Delegation of Authority No. 133, and any amendments thereto, authority to extend:

1. The terminal date for meeting initial conditions precedent for a cumulative period of not to exceed six months;

2. The terminal date for requesting disbursement authorizations for a cumulative period of not to exceed two years; and

3. The terminal date for completion of performing services and furnishing goods (PACD) for a cumulative period of not to exceed two years;

Provided, however, that this authority shall be exercised in writing, including a justification therefore, and a copy shall be forwarded to the Director, LAC/DR; and provided further, however, that this authority shall not be execised if the result of so doing will cause the total life of a project (*e.g.*, from point of initial obligation to revised PACD) to be more than ten years.

E. *Waiver Authorities for Competition Under Borrower/Grantee Contracts.* Authority to waive, in accordance with the terms and provisions of chapter 12 C4c of Supplement B of AID Handbook 1, competition in the procurement of goods and services and to authorize a single-source negotiated borrower/grantee contract; provided that the estimated procurement does not exceed $100,000 for services or $25,000 (exclusive of transportation) for commodities.

(Please note that the provisions for noncompetitive negotiation of AID direct contracts are set forth in the AIDPRs, Part 7-3.)

F. *Waivers of Advertisement Requirements.* Authority to waive the requirement that a notice of availability of an IFB, RFTP, RFQ, or prequalification questionnaire be publicized in the *Commerce Business Daily* or and AID Publication for contracts which are $200,000 or less in estimated value; provided, however, that this authority only shall be exercised to avoid serious delay in project implementation; and provided further, however, that efforts shall in any event be made to secure proposals, bids, or offers from a reasonable number of potential contractors or suppliers.

Section III. Redelegation of Authorities

Pursuant to the authorities delegated to me as Assistant Administrator for Latin America and the Caribbean, I hereby delegate all of the authorities set forth in Section II hereof, retaining for myself concurrent authority to exercise any of the functions herein redelegated, to the Director of each Mission included in Section I.

Section IV. Miscellaneous

A. The authorities redelegated pursuant to Section III hereof shall be exercised after consultation with a Regional Legal Advisor or GC/LAC, as appropriate, and any other appropriate support office (e.g., Contract Management, Commodity Management).

B. The authorities redelegated pursuant to Section III hereof (other than those set forth in Section II.E) may, in the discretion of the Mission Director, be further redelegated to his/her deputy or the individual acting in such capacity or may be exercised by the person acting in the capacity of the Mission Director while the latter is out of the country (with my prior approval).

C. This redelegation of authorities shall become effective on the date of my execution of this document and shall supersede on that date all delegations of authority previously issued to the affected AID Missions by the Assistant Adminstrator for Latin America and the Caribbean and/or the Deputy U.S. Coordinator of the Alliance for Progress; provided, however, that all actions taken under the delegations of authority which are hereby superseded shall remain valid and are hereby reaffirmed.

Dated: April 18, 1982.

Otto J. Reich,

Assistant Administrator, Bureau for Latin America and the Caribbean.

[FR Doc. 82-15167 Filed 6-3-82; 8:45 am]

REDELEGATION OF AUTHORITY NO. 23.6 (REVISED)

(Also filed as Redelegation Nos. 5.21, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4)

There follows below the text of this Redelegation of Authority:

..Originally published in the Federal Register of January 3, 1979 (44 F.R. 965 and 966).

..Completely revised effective May 3, 1979, per publication in the Federal Register of May 30, 1979 (44 F.R. 31056 and 31057).

..Completely revised effective April 21, 1981, per publication in the Federal Register of May 21, 1981 (46 F.R. 27801 and 27802).

..*Completely revised effective April 18, 1982, per publication in the Federal Register of June 4, 1982 (47 F.R. 24471 and 24472).*

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

[No. 5.21 (Revised); also filed as Redelegation Nos. 23.6, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4]

Redelegation of Authorities to the Field; Latin America and the Caribbean Region

Section I. Definition

AID Missions

AID Missions subject to this redelegation of authorities shall be the AID Missions to Bolivia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay and Peru, and the Regional Office for Central American Programs (ROCAP) and the Regional Development Office for the Caribbean (RDO/C).

Section II. Authorities

A. *Implementing Authorities.* Authority to negotiate, execute, and implement, in accordance with the terms of the authorization thereof and in accordance with applicable statutes and regulations, loan, grant and guaranty (other than Housing Guaranty) agreements, and amendments thereto, to their respective countries or regions, whether heretofore or hereafter authorized, including, but not limited to, authority:

1. To sign project grant agreements with foreign governments, foreign government agencies, and international organizations having a membership consisting primarily of such foreign governments; and to sign all project loan and guaranty (other than Housing Guaranty) agreements and trust fund agreements;

2. To approve contractors, review and approve all borower/grantee contracts financed in whole or in part by an AID loan or grant and review and approve requests for proposals and invitations for bids with respect to such contracts;

3. To prepare, negotiate, sign and deliver Project Implementation Letters; and

4. To review and approve documents and other evidence submitted by borrowers or grantees in satisfaction of conditions precedent under such loan, grant or guaranty agreements.

(See Delegation Nos. 5, 38.)

(Please note that the Director, SER/CM, has redelegated to the principal AID officers at posts in the LAC Region the authority to (i) execute CPGs with U.S. PVOs, pursuant to Redelegation of Authority No. 99.1.95 and (ii) sign grants to foreign nongovernmental non-profit organizations, pursuant to Redelegation of Authority No. 99.1.122)

B. *Waiver Authorities for Source, Origin and Nationality.* Authority to waive, in accordance with the applicable statutes and regulations, including the terms of Delegation of Authority No. 40 (AID Handbook 5) and the criteria prescribed by Supplement B of AID Handbook 1:

(a) *Selected Free World.* U.S. source, origin and nationality requirements, to permit AID financing of the procurement

II.B(2)

of goods and services, other than transportation services, in countries included in AID Geographic Code 941] (Selected Free World) and the cooperating country, when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Foreign Assistance Act of 1961, as amended (the "Act"); provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each such motor vehicle waiver shall contain the required certification, as set forth in Delegation of Authority No. 40; and

(b) *Free World.* U.S. or AID Geographic Code 941 source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in any country included in AID Geographic Code 899 (Free World) or AID GEOGRAPHIC CODE 935 (Special Free World), when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Act; provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each waiver hereunder shall contain the appropriate certification, as set forth in Delegation of Authority No. 40.

(See Delegation No. 40.)

C. *Excess Property.* In accordance with the provisions of Section 607 of the Act and of AID Handbook 16, and subsequent to my authorizing such assistance, authority to execute transfer or transfer/trust agreements with friendly countries or with international organizations having a membership primarily of foreign governments.

(See Delegation No. 41.)

D. *Extension of Terminal Dates.* In accordance with AIDTO Circular A-24, dated December 16, 1977, and Delegation of Authority No. 133, and any amendments thereto, authority to extend:

1. The terminal date for meeting initial conditions precedent for a cumulative period of not to exceed six months;

2. The terminal date for requesting disbursement authorizations for a cumulative period of not to exceed two years; and

3. The terminal date for completion of performing services and furnishing goods (PACD) for a cumulative period of not to exceed two years;

Provided, however, that this authority shall be exercised in writing, including a justification therefore, and a copy shall be forwarded to the Director, LAC/DR; and provided further, however, that this authority shall not be execised if the result of so doing will cause the total life of a project (*e.g.*, from point of initial obligation to revised PACD) to be more than ten years.

E. *Waiver Authorities for Competition Under Borrower/Grantee Contracts.* Authority to waive, in accordance with the terms and provisions of chapter 12 C4c of Supplement B of AID Handbook 1, competition in the procurement of goods and services and to authorize a single-source negotiated borrower/grantee contract; provided that the estimated procurement does not exceed $100,000 for services or $25,000 (exclusive of transportation) for commodities.

(Please note that the provisions for noncompetitive negotiation of AID direct contracts are set forth in the AIDPRs, Part 7-3.)

F. *Waivers of Advertisement Requirements.* Authority to waive the requirement that a notice of availability of an IFB, RFTP, RFQ, or prequalification questionnaire be publicized in the *Commerce Business Daily* or and AID Publication for contracts which are $200,000 or less in estimated value; provided, however, that this authority only shall be exercised to avoid serious delay in project implementation; and provided further, however, that efforts shall in any event be made to secure proposals bids, or offers from a reasonable number of potential contractors or suppliers.

Section III. Redelegation of Authorities

Pursuant to the authorities delegated to me as Assistant Administrator for Latin America and the Caribbean, I hereby delegate all of the authorities set forth in Section II hereof, retaining for myself concurrent authority to exercise any of the functions herein redelegated, to the Director of each Mission included in Section I.

Section IV. Miscellaneous

A. The authorities redelegated pursuant to Section III hereof shall be exercised after consultation with a Regional Legal Advisor or GC/LAC, as appropriate, and any other appropriate support office (e.g., Contract Management, Commodity Management).

B. The authorities redelegated pursuant to Section III hereof (other than those set forth in Section II.E) may, in the discretion of the Mission Director, be further redelegated to his/her deputy or the individual acting in such capacity or may be exercised by the person acting in the capacity of the Mission Director while the latter is out of the country (with my prior approval).

C. This redelegation of authorities shall become effective on the date of my execution of this document and shall supersede on that date all delegations of authority previously issued to the affected AID Missions by the Assistant Adminstrator for Latin America and the Caribbean and/or the Deputy U.S. Coordinator of the Alliance for Progress; provided, however, that all actions taken under the delegations of authority which are hereby superseded shall remain valid and are hereby reaffirmed.

Dated: April 18, 1982.

Otto J. Reich,

Assistant Administrator, Bureau for Latin America and the Caribbean.

[FR Doc. 82-15167 Filed 6-3-82; 8:45 am]

REDELEGATION OF AUTHORITY NO. 26.2 (REVISED)

(Also filed as Redelegation Nos. 5.21, 23.6, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4)

There follows below the text of this Redelegation of Authority:

.. Originally published in the Federal Register of January 3, 1979 (44 F.R. 966 and 967).

.. Completely revised effective May 3, 1979, per publication in the Federal Register of May 30, 1979 (44 F.R. 31055 and 31056).

.. Completely revised effective April 21, 1981, per publication in the Federal Register of May 21, 1981 (46 F.R. 27801 and 27802).

.. *Completely revised effective April 18, 1982, per publication in the Federal Register of June 4, 1982 (47 F.R. 24471 and 24472).*

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

[No. 5.21 (Revised); also filed as Redelegation Nos. 23.6, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4]

Redelegation of Authorities to the Field; Latin America and the Caribbean Region

Section I. Definition

AID Missions

AID Missions subject to this redelegation of authorities shall be the AID Missions to Bolivia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay and Peru, and the Regional Office for Central American Programs (ROCAP) and the Regional Development Office for the Caribbean (RDO/C).

Section II. Authorities

A. *Implementing Authorities.* Authority to negotiate, execute, and implement, in accordance with the terms of the authorization thereof and in accordance with applicable statutes and regulations, loan, grant and guaranty (other than Housing Guaranty) agreements, and amendments thereto, to their respective countries or regions, whether heretofore or hereafter authorized, including, but not limited to, authority:

1. To sign project grant agreements with foreign governments, foreign government agencies, and international organizations having a membership consisting primarily of such foreign governments; and to sign all project loan and guaranty (other than Housing Guaranty) agreements and trust fund agreements;

2. To approve contractors, review and approve all borower/grantee contracts financed in whole or in part by an AID loan or grant and review and approve requests for proposals and invitations for bids with respect to such contracts;

3. To prepare, negotiate, sign and deliver Project Implementation Letters; and

4. To review and approve documents and other evidence submitted by borrowers or grantees in satisfaction of conditions precedent under such loan, grant or guaranty agreements.

(See Delegation Nos. 5, 38.)

(Please note that the Director, SER/CM, has redelegated to the principal AID officers at posts in the LAC Region the authority to (i) execute OPGs with U.S. PVOs, pursuant to Redelegation of Authority No. 99.1.95 and (ii) sign grants to foreign nongovernmental non-profit organizations, pursuant to Redelegation of Authority No. 99.1.122)

B. *Waiver Authorities for Source, Origin and Nationality.* Authority to waive, in accordance with the applicable statutes and regulations, including the terms of Delegation of Authority No. 40 (AID Handbook 5) and the criteria prescribed by Supplement B of AID Handbook 1:

(a) *Selected Free World.* U.S. source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in countries included in AID Geographic Code 941]

II.B(a)

(Selected Free World) and the cooperating country, when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Foreign Assistance Act of 1961, as amended (the "Act"); provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each such motor vehicle waiver shall contain the required certification, as set forth in Delegation of Authority No. 40; and

(b) *Free World.* U.S. or AID Geographic Code 941 source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in any country included in AID Geographic Code 899 (Free World) or AID GEOGRAPHIC CODE 935 (Special Free World), when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Act; provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each waiver hereunder shall contain the appropriate certification, as set forth in Delegation of Authority No. 40.

(See Delegation No. 40.)

C. *Excess Property.* In accordance with the provisions of Section 607 of the Act and of AID Handbook 16, and subsequent to my authorizing such assistance, authority to execute transfer or transfer/trust agreements with friendly countries or with international organizations having a membership primarily of foreign governments.

(See Delegation No. 41.)

D. *Extension of Terminal Dates.* In accordance with AIDTO Circular A-24, dated December 16, 1977, and Delegation of Authority No. 133, and any amendments thereto, authority to extend:

1. The terminal date for meeting initial conditions precedent for a cumulative period of not to exceed six months;

2. The terminal date for requesting disbursement authorizations for a cumulative period of not to exceed two years; and

3. The terminal date for completion of performing services and furnishing goods (PACD) for a cumulative period of not to exceed two years;

Provided, however, that this authority shall be exercised in writing, including a justification therefore, and a copy shall be forwarded to the Director, LAC/DR; and provided further, however, that this authority shall not be execised if the result of so doing will cause the total life of a project (*e.g.*, from point of initial obligation to revised PACD) to be more than ten years.

E. *Waiver Authorities for Competition Under Borrower/Grantee Contracts.* Authority to waive, in accordance with the terms and provisions of chapter 12 C4c of Supplement B of AID Handbook 1, competition in the procurement of goods and services and to authorize a single-source negotiated borrower/grantee contract; provided that the estimated procurement does not exceed $100,000 for services or $25,000 (exclusive of transportation) for commodities.

(Please note that the provisions for noncompetitive negotiation of AID direct contracts are set forth in the AIDPRs, Part 7-3.)

F. *Waivers of Advertisement Requirements.* Authority to waive the requirement that a notice of availability of an IFB, RFTP, RFQ, or prequalification questionnaire be publicized in the *Commerce Business Daily* or and AID Publication for contracts which are $200,000 or less in estimated value; provided, however, that this authority only shall be exercised to avoid serious delay in project implementation; and provided further, however, that efforts shall in any event be made to secure proposals, bids, or offers from a reasonable number of potential contractors or suppliers.

Section III. Redelegation of Authorities

Pursuant to the authorities delegated to me as Assistant Administrator for Latin America and the Caribbean, I hereby delegate all of the authorities set forth in Section II hereof, retaining for myself concurrent authority to exercise any of the functions herein redelegated, to the Director of each Mission included in Section I.

Section IV. Miscellaneous

A. The authorities redelegated pursuant to Section III hereof shall be exercised after consultation with a Regional Legal Advisor or GC/LAC, as appropriate, and any other appropriate support office (e.g., Contract Management, Commodity Management).

B. The authorities redelegated pursuant to Section III hereof (other than those set forth in Section II.E) may, in the discretion of the Mission Director, be further redelegated to his/her deputy or the individual acting in such capacity or may be exercised by the person acting in the capacity of the Mission Director while the latter is out of the country (with my prior approval).

C. This redelegation of authorities shall become effective on the date of my execution of this document and shall supersede on that date all delegations of authority previously issued to the affected AID Missions by the Assistant Adminstrator for Latin America and the Caribbean and/or the Deputy U.S. Coordinator of the Alliance for Progress; provided, however, that all actions taken under the delegations of authority which are hereby superseded shall remain valid and are hereby reaffirmed.

Dated: April 18, 1982.

Otto J. Reich,

Assistant Administrator, Bureau for Latin America and the Caribbean.

[FR Doc. 82-15167 Filed 6-3-82; 8:45 am]

REDELEGATION OF AUTHORITY NO. 38.19 (REVISED)
(Also filed as Redelegation Nos. 5.21, 23.6, 26.3, 40.11, 41.5, 75.3, 99.15, and 100.4)

There follows below the text of this Redelegation of Authority:

.. Originally published in the Federal Register of January 3, 1979 (44 F.R. 965 and 966).
.. Completely revised effective May 3, 1979, per publication in the Federal Register of May 30, 1979 (44 F.R. 31056 and 31057).
.. Completely revised effective April 21, 1981, per publication in the Federal Register of May 21, 1981 (46 F.R. 27801 and 27802).
.. *Completely revised effective April 18, 1982, per publication in the Federal Register of June 4, 1982 (47 F.R. 24471 and 24472).*

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

[No. 5.21 (Revised); also filed as Redelegation Nos. 23.6, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4]

Redelegation of Authorities to the Field; Latin America and the Caribbean Region

Section I. Definition

AID Missions

AID Missions subject to this redelegation of authorities shall be the AID Missions to Bolivia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay and Peru, and the Regional Office for Central American Programs (ROCAP) and the Regional Development Office for the Caribbean (RDO/C).

Section II. Authorities

A. *Implementing Authorities.* Authority to negotiate, execute, and implement, in accordance with the terms of the authorization thereof and in accordance with applicable statutes and regulations, loan, grant and guaranty (other than Housing Guaranty) agreements, and amendments thereto, to their respective countries or regions, whether heretofore or hereafter authorized, including, but not limited to, authority:

1. To sign project grant agreements with foreign governments, foreign government agencies, and international organizations having a membership consisting primarily of such foreign governments; and to sign all project loan and guaranty (other than Housing Guaranty) agreements and trust fund agreements;

2. To approve contractors, review and approve all borower/grantee contracts financed in whole or in part by an AID loan or grant and review and approve requests for proposals and invitations for bids with respect to such contracts;

3. To prepare, negotiate, sign and deliver Project Implementation Letters; and

4. To review and approve documents and other evidence submitted by borrowers or grantees in satisfaction of conditions precedent under such loan, grant or guaranty agreements.

(See Delegation Nos. 5, 38.)

(Please note that the Director, SER/CM, has redelegated to the principal AID officers at posts in the LAC Region the authority to (i) execute OPGs with U.S. PVOs, pursuant to Redelegation of Authority No. 99.1.95 and (ii) sign grants to foreign nongovernmental non-profit organizations, pursuant to Redelegation of Authority No. 99.1.122)

B. *Waiver Authorities for Source, Origin and Nationality.* Authority to waive, in accordance with the applicable statutes and regulations, including the terms of Delegation of Authority No. 40 (AID Handbook 5) and the criteria prescribed by Supplement B of AID Handbook 1:

(a) *Selected Free World.* U.S. source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in countries

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II.B(a)

included in AID Geographic Code 941] (Selected Free World) and the cooperating country, when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Foreign Assistance Act of 1961, as amended (the "Act"); provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each such motor vehicle waiver shall contain the required certification, as set forth in Delegation of Authority No. 40; and

(b) *Free World.* U.S. or AID Geographic Code 941 source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in any country included in AID Geographic Code 899 (Free World) or AID GEOGRAPHIC CODE 935 (Special Free World), when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Act; provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each waiver hereunder shall contain the appropriate certification, as set forth in Delegation of Authority No. 40.

(See Delegation No. 40.)

C. *Excess Property.* In accordance with the provisions of Section 607 of the Act and of AID Handbook 16, and subsequent to my authorizing such assistance, authority to execute transfer or transfer/trust agreements with friendly countries or with international organizations having a membership primarily of foreign governments.

(See Delegation No. 41.)

D. *Extension of Terminal Dates.* In accordance with AIDTO Circular A-24, dated December 16, 1977, and Delegation of Authority No. 133, and any amendments thereto, authority to extend:

1. The terminal date for meeting initial conditions precedent for a cumulative period of not to exceed six months;

2. The terminal date for requesting disbursement authorizations for a cumulative period of not to exceed two years; and

3. The terminal date for completion of performing services and furnishing goods (PACD) for a cumulative period of not to exceed two years;

Provided, however, that this authority shall be exercised in writing, including a justification therefore, and a copy shall be forwarded to the Director, LAC/DR; and provided further, however, that this authority shall not be execised if the result of so doing will cause the total life of a project (*e.g.*, from point of initial obligation to revised PACD) to be more than ten years.

E. *Waiver Authorities for Competition Under Borrower/Grantee Contracts.* Authority to waive, in accordance with the terms and provisions of chapter 12 C4c of Supplement B of AID Handbook 1, competition in the procurement of goods and services and to authorize a single-source negotiated borrower/grantee contract; provided that the estimated procurement does not exceed $100,000 for services or $25,000 (exclusive of transportation) for commodities.

(Please note that the provisions for noncompetitive negotiation of AID direct contracts are set forth in the AIDPRs, Part 7-3.)

F. *Waivers of Advertisement Requirements.* Authority to waive the requirement that a notice of availability of an IFB, RFTP, RFQ, or prequalification questionnaire be publicized in the *Commerce Business Daily* or and AID Publication for contracts which are $200,000 or less in estimated value; provided, however, that this authority only shall be exercised to avoid serious delay in project implementation; and provided further, however, that efforts shall in any event be made to secure proposals, bids, or offers from a reasonable number of potential contractors or suppliers.

Section III. Redelegation of Authorities

Pursuant to the authorities delegated to me as Assistant Administrator for Latin America and the Caribbean, I hereby delegate all of the authorities set forth in Section II hereof, retaining for myself concurrent authority to exercise any of the functions herein redelegated, to the Director of each Mission included in Section I.

Section IV. Miscellaneous

A. The authorities redelegated pursuant to Section III hereof shall be exercised after consultation with a Regional Legal Advisor or GC/LAC, as appropriate, and any other appropriate support office (e.g., Contract Management, Commodity Management).

B. The authorities redelegated pursuant to Section III hereof (other than those set forth in Section II.E) may, in the discretion of the Mission Director, be further redelegated to his/her deputy or the individual acting in such capacity or may be exercised by the person acting in the capacity of the Mission Director while the latter is out of the country (with my prior approval).

C. This redelegation of authorities shall become effective on the date of my execution of this document and shall supersede on that date all delegations of authority previously issued to the affected AID Missions by the Assistant Adminstrator for Latin America and the Caribbean and/or the Deputy U.S. Coordinator of the Alliance for Progress; provided, however, that all actions taken under the delegations of authority which are hereby superseded shall remain valid and are hereby reaffirmed.

Dated: April 18, 1982.

Otto J. Reich,

Assistant Administrator, Bureau for Latin America and the Caribbean.

[FR Doc. 82-15167 Filed 6-3-82; 8:45 am]

REDELEGATION OF AUTHORITY NO. 40.11 (REVISED)
(Also filed as Redelegation Nos. 5.21, 23.6, 26.3, 38.19, 41.5, 75.3, 99.15, and 100.4)

There follows below the text of this Redelegation of Authority:

.. Originally published in the Federal Register of January 3, 1979 (44 F.R. 965 and 966).

.. Completely revised effective May 3, 1979, per publication in the Federal Register of May 30, 1979 (44 F.R. 31056 and 31057).

.. Completely revised effective April 21, 1981, per publication in the Federal Register of May 21, 1981 (46 F.R. 27801 and 27802).

.. *Completely revised effective April 18, 1982, per publication in the Federal Register of June 4, 1982 (47 F.R. 24471 and 24472).*

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

[No. 5.21 (Revised); also filed as Redelegation Nos. 23.6, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4]

Redelegation of Authorities to the Field; Latin America and the Caribbean Region

Section I. Definition

AID Missions

AID Missions subject to this redelegation of authorities shall be the AID Missions to Bolivia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay and Peru, and the Regional Office for Central American Programs (ROCAP) and the Regional Development Office for the Caribbean (RDO/C).

Section II. Authorities

A. *Implementing Authorities.* Authority to negotiate, execute, and implement, in accordance with the terms of the authorization thereof and in accordance with applicable statutes and regulations, loan, grant and guaranty (other than Housing Guaranty) agreements, and amendments thereto, to their respective countries or regions, whether heretofore or hereafter authorized, including, but not limited to, authority:

1. To sign project grant agreements with foreign governments, foreign government agencies, and international organizations having a membership consisting primarily of such foreign governments; and to sign all project loan and guaranty (other than Housing Guaranty) agreements and trust fund agreements;

2. To approve contractors, review and approve all borower/grantee contracts financed in whole or in part by an AID loan or grant and review and approve requests for proposals and invitations for bids with respect to such contracts;

3. To prepare, negotiate, sign and deliver Project Implementation Letters; and

4. To review and approve documents and other evidence submitted by borrowers or grantees in satisfaction of conditions precedent under such loan, grant or guaranty agreements.

(See Delegation Nos. 5, 38.)

(Please note that the Director, SER/CM, has redelegated to the principal AID officers at posts in the LAC Region the authority to (i) execute OPGs with U.S. PVOs, pursuant to Redelegation of Authority No. 99.1.95 and (ii) sign grants to foreign nongovernmental non-profit organizations, pursuant to Redelegation of Authority No. 99.1.122)

B. *Waiver Authorities for Source, Origin and Nationality.* Authority to waive, in accordance with the applicable statutes and regulations, including the terms of Delegation of Authority No. 40 (AID Handbook 5) and the criteria prescribed by Supplement B of AID Handbook 1:

(a) *Selected Free World.* U.S. source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than

transportation services, in countries included in AID Geographic Code 941] (Selected Free World) and the cooperating country, when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Foreign Assistance Act of 1961, as amended (the "Act"); provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each such motor vehicle waiver shall contain the required certification, as set forth in Delegation of Authority No. 40; and

(b) *Free World.* U.S. or AID Geographic Code 941 source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in any country included in AID Geographic Code 899 (Free World) or AID GEOGRAPHIC CODE 935 (Special Free World), when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Act; provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each waiver hereunder shall contain the appropriate certification, as set forth in Delegation of Authority No. 40.

(See Delegation No. 40.)

C. *Excess Property.* In accordance with the provisions of Section 607 of the Act and of AID Handbook 16, and subsequent to my authorizing such assistance, authority to execute transfer or transfer/trust agreements with friendly countries or with international organizations having a membership primarily of foreign governments.

(See Delegation No. 41.)

D. *Extension of Terminal Dates.* In accordance with AIDTO Circular A-24, dated December 16, 1977, and Delegation of Authority No. 133, and any amendments thereto, authority to extend:

1. The terminal date for meeting initial conditions precedent for a cumulative period of not to exceed six months;

2. The terminal date for requesting disbursement authorizations for a cumulative period of not to exceed two years; and

3. The terminal date for completion of performing services and furnishing goods (PACD) for a cumulative period of not to exceed two years;

Provided, however, that this authority shall be exercised in writing, including a justification therefore, and a copy shall be forwarded to the Director, LAC/DR; and provided further, however, that this authority shall not be execised if the result of so doing will cause the total life of a project (*e.g.*, from point of initial obligation to revised PACD) to be more than ten years.

E. *Waiver Authorities for Competition Under Borrower/Grantee Contracts.* Authority to waive, in accordance with the terms and provisions of chapter 12 C4c of Supplement B of AID Handbook 1, competition in the procurement of goods and services and to authorize a single-source negotiated borrower/grantee contract; provided that the estimated procurement does not exceed $100,000 for services or $25,000 (exclusive of transportation) for commodities.

(Please note that the provisions for noncompetitive negotiation of AID direct contracts are set forth in the AIDPRs, Part 7-3.)

F. *Waivers of Advertisement Requirements.* Authority to waive the requirement that a notice of availability of an IFB, RFTP, RFQ, or prequalification questionnaire be publicized in the *Commerce Business Daily* or and AID Publication for contracts which are $200,000 or less in estimated value; provided, however, that this authority only shall be exercised to avoid serious delay in project implementation; and provided further, however, that efforts shall in any event be made to secure proposals, bids, or offers from a reasonable number of potential contractors or suppliers.

Section III. Redelegation of Authorities

Pursuant to the authorities delegated to me as Assistant Administrator for Latin America and the Caribbean, I hereby delegate all of the authorities set forth in Section II hereof, retaining for myself concurrent authority to exercise any of the functions herein redelegated, to the Director of each Mission included in Section I.

Section IV, Miscellaneous

A. The authorities redelegated pursuant to Section III hereof shall be exercised after consultation with a Regional Legal Advisor or GC/LAC, as appropriate, and any other appropriate support office (e.g., Contract Management, Commodity Management).

B. The authorities redelegated pursuant to Section III hereof (other than those set forth in Section II.E) may, in the discretion of the Mission Director, be further redelegated to his/her deputy or the individual acting in such capacity or may be exercised by the person acting in the capacity of the Mission Director while the latter is out of the country (with my prior approval).

C. This redelegation of authorities shall become effective on the date of my execution of this document and shall supersede on that date all delegations of authority previously issued to the affected AID Missions by the Assistant Adminstrator for Latin America and the Caribbean and/or the Deputy U.S. Coordinator of the Alliance for Progress; provided, however, that all actions taken under the delegations of authority which are hereby superseded shall remain valid and are hereby reaffirmed.

Dated: April 18, 1982.

Otto J. Reich,

Assistant Administrator, Bureau for Latin America and the Caribbean.

[FR Doc. 82-15167 Filed 6-3-82; 8:45 am]

REDELEGATION OF AUTHORITY NO. 41.5 (REVISED)
(Also filed as Redelegation Nos. 5.21, 23.6, 26.3, 38.19, 40.11, 75.3, 99.15 and 100.4)

There follows below the text of this Redelegation of Authority:

.. Originally published in the Federal Register of January 3, 1979 (44 F.R. 965 and 966).
.. Completely revised effective May 3, 1979, per publication in the Federal Register of May 30, 1979 (44 F.R. 31056 and 31057).
.. Completely revised effective April 21, 1981, per publication in the Federal Register of May 21, 1981 (46 F.R. 27801 and 27802).
.. *Completely revised effective April 18, 1982, per publication in the Federal Register of June 4, 1982 (47 F.R. 24471 and 24472).*

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

[No. 5.21 (Revised); also filed as Redelegation Nos. 23.6, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4]

Redelegation of Authorities to the Field; Latin America and the Caribbean Region

Section I. Definition

AID Missions

AID Missions subject to this redelegation of authorities shall be the AID Missions to Bolivia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay and Peru, and the Regional Office for Central American Programs (ROCAP) and the Regional Development Office for the Caribbean (RDO/C).

Section II. Authorities

A. *Implementing Authorities.* Authority to negotiate, execute, and implement, in accordance with the terms of the authorization thereof and in accordance with applicable statutes and regulations, loan, grant and guaranty (other than Housing Guaranty) agreements, and amendments thereto, to their respective countries or regions, whether heretofore or hereafter authorized, including, but not limited to, authority:

1. To sign project grant agreements with foreign governments, foreign government agencies, and international organizations having a membership consisting primarily of such foreign governments; and to sign all project loan and guaranty (other than Housing Guaranty) agreements and trust fund agreements;

2. To approve contractors, review and approve all borower/grantee contracts financed in whole or in part by an AID loan or grant and review and approve requests for proposals and invitations for bids with respect to such contracts;

3. To prepare, negotiate, sign and deliver Project Implementation Letters; and

4. To review and approve documents and other evidence submitted by borrowers or grantees in satisfaction of conditions precedent under such loan, grant or guaranty agreements.

(See Delegation Nos. 5, 38.)

(Please note that the Director, SER/CM, has redelegated to the principal AID officers at posts in the LAC Region the authority to (i) execute OPGs with U.S. PVOs, pursuant to Redelegation of Authority No. 99.1.95 and (ii) sign grants to foreign nongovernmental non-profit organizations, pursuant to Redelegation of Authority No. 99.1.122)

B. *Waiver Authorities for Source, Origin and Nationality.* Authority to waive, in accordance with the applicable statutes and regulations, including the terms of Delegation of Authority No. 40 (AID Handbook 5) and the criteria prescribed by Supplement B of AID Handbook 1:

(a) *Selected Free World.* U.S. source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in countries

II.B(a)

included in AID Geographic Code 941] (Selected Free World) and the cooperating country, when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Foreign Assistance Act of 1961, as amended (the "Act"); provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each such motor vehicle waiver shall contain the required certification, as set forth in Delegation of Authority No. 40; and

(b) *Free World.* U.S. or AID Geographic Code 941 source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in any country included in AID Geographic Code 899 (Free World) or AID GEOGRAPHIC CODE 935 (Special Free World), when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Act; provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each waiver hereunder shall contain the appropriate certification, as set forth in Delegation of Authority No. 40.

(See Delegation No. 40.)

C. *Excess Property.* In accordance with the provisions of Section 607 of the Act and of AID Handbook 16, and subsequent to my authorizing such assistance, authority to execute transfer or transfer/trust agreements with friendly countries or with international organizations having a membership primarily of foreign governments.

(See Delegation No. 41.)

D. *Extension of Terminal Dates.* In accordance with AIDTO Circular A-24, dated December 16, 1977, and Delegation of Authority No. 133, and any amendments thereto, authority to extend:

1. The terminal date for meeting initial conditions precedent for a cumulative period of not to exceed six months;

2. The terminal date for requesting disbursement authorizations for a cumulative period of not to exceed two years; and

3. The terminal date for completion of performing services and furnishing goods (PACD) for a cumulative period of not to exceed two years;

Provided, however, that this authority shall be exercised in writing, including a justification therefore, and a copy shall be forwarded to the Director, LAC/DR; and provided further, however, that this authority shall not be execised if the result of so doing will cause the total life of a project (*e.g.*, from point of initial obligation to revised PACD) to be more than ten years.

E. *Waiver Authorities for Competition Under Borrower/Grantee Contracts.* Authority to waive, in accordance with the terms and provisions of chapter 12 C4c of Supplement B of AID Handbook 1, competition in the procurement of goods and services and to authorize a single-source negotiated borrower/grantee contract; provided that the estimated procurement does not exceed $100,000 for services or $25,000 (exclusive of transportation) for commodities.

(Please note that the provisions for noncompetitive negotiation of AID direct contracts are set forth in the AIDPRs, Part 7-3.)

F. *Waivers of Advertisement Requirements.* Authority to waive the requirement that a notice of availability of an IFB, RFTP, RFQ, or prequalification questionnaire be publicized in the *Commerce Business Daily* or and AID Publication for contracts which are $200,000 or less in estimated value; provided, however, that this authority only shall be exercised to avoid serious delay in project implementation; and provided further, however, that efforts shall in any event be made to secure proposals, bids, or offers from a reasonable number of potential contractors or suppliers.

Section III. Redelegation of Authorities

Pursuant to the authorities delegated to me as Assistant Administrator for Latin America and the Caribbean, I hereby delegate all of the authorities set forth in Section II hereof, retaining for myself concurrent authority to exercise any of the functions herein redelegated, to the Director of each Mission included in Section I.

Section IV. Miscellaneous

A. The authorities redelegated pursuant to Section III hereof shall be exercised after consultation with a Regional Legal Advisor or GC/LAC, as appropriate and any other appropriate support office (e.g., Contract Management, Commodity Management).

B. The authorities redelegated pursuant to Section III hereof (other than those set forth in Section II.E) may, in the discretion of the Mission Director, be further redelegated to his/her deputy or the individual acting in such capacity or may be exercised by the person acting in the capacity of the Mission Director while the latter is out of the country (with my prior approval).

C. This redelegation of authorities shall become effective on the date of my execution of this document and shall supersede on that date all delegations of authority previously issued to the affected AID Missions by the Assistant Adminstrator for Latin America and the Caribbean and/or the Deputy U.S. Coordinator of the Alliance for Progress; provided, however, that all actions taken under the delegations of authority which are hereby superseded shall remain valid and are hereby reaffirmed.

Dated: April 18, 1982.

Otto J. Reich,

Assistant Administrator, Bureau for Latin America and the Caribbean.

[FR Doc. 82-15187 Filed 6-3-82; 8:45 am]

REDELEGATION OF AUTHORITY NO. 75.3 (REVISED)
(Also filed as Redelegation Nos. 5.21, 23.6, 26.3, 38.19, 40.11, 41.5, 99.15 and 100.4)

There follows below the text of this Redelegation of Authority:

.. Originally published in the Federal Register of January 3, 1979 (44 F.R. 965 and 966).

.. Completely revised effective May 3, 1979, per publication in the Federal Register of May 30, 1979 (44 F.R. 31056 and 31057).

.. Completely revised effective April 21, 1981, per publication in the Federal Register of May 21, 1981 (46 F.R. 27801 and 27802).

.. *Completely revised effective April 18, 1982, per publication in the Federal Register of June 4, 1982 (47 F.R. 24471 and 24472).*

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

[No. 5.21 (Revised); also filed as Redelegation Nos. 23.6, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4]

Redelegation of Authorities to the Field; Latin America and the Caribbean Region

Section I. Definition

AID Missions

AID Missions subject to this redelegation of authorities shall be the AID Missions to Bolivia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay and Peru, and the Regional Office for Central American Programs (ROCAP) and the Regional Development Office for the Caribbean (RDO/C).

Section II. Authorities

A. *Implementing Authorities.* Authority to negotiate, execute, and implement, in accordance with the terms of the authorization thereof and in accordance with applicable statutes and regulations, loan, grant and guaranty (other than Housing Guaranty) agreements, and amendments thereto, to their respective countries or regions, whether heretofore or hereafter authorized, including, but not limited to, authority:

1. To sign project grant agreements with foreign governments, foreign government agencies, and international organizations having a membership consisting primarily of such foreign governments; and to sign all project loan and guaranty (other than Housing Guaranty) agreements and trust fund agreements;

2. To approve contractors, review and approve all borower/grantee contracts financed in whole or in part by an AID loan or grant and review and approve requests for proposals and invitations for bids with respect to such contracts;

3. To prepare, negotiate, sign and deliver Project Implementation Letters; and

4. To review and approve documents and other evidence submitted by borrowers or grantees in satisfaction of conditions precedent under such loan, grant or guaranty agreements.

(See Delegation Nos. 5, 38.)

(Please note that the Director, SER/CM, has redelegated to the principal AID officers at posts in the LAC Region the authority to (i) execute OPGs with U.S. PVOs, pursuant to Redelegation of Authority No. 99.1.95 and (ii) sign grants to foreign nongovernmental non-profit organizations, pursuant to Redelegation of Authority No. 99.1.122)

B. *Waiver Authorities for Source, Origin and Nationality.* Authority to waive, in accordance with the applicable statutes and regulations, including the terms of Delegation of Authority No. 40 (AID Handbook 5) and the criteria prescribed by Supplement B of AID Handbook 1:

(a) *Selected Free World.* U.S. source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than

transportation services, in countries included in AID Geographic Code 941] (Selected Free World) and the cooperating country, when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Foreign Assistance Act of 1961, as amended (the "Act"); provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each such motor vehicle waiver shall contain the required certification, as set forth in Delegation of Authority No. 40; and

(b) *Free World.* U.S. or AID Geographic Code 941 source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in any country included in AID Geographic Code 899 (Free World) or AID GEOGRAPHIC CODE 935 (Special Free World), when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Act; provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each waiver hereunder shall contain the appropriate certification, as set forth in Delegation of Authority No. 40.

(See Delegation No. 40.)

C. *Excess Property.* In accordance with the provisions of Section 607 of the Act and of AID Handbook 16, and subsequent to my authorizing such assistance, authority to execute transfer or transfer/trust agreements with friendly countries or with international organizations having a membership primarily of foreign governments.

(See Delegation No. 41.)

D. *Extension of Terminal Dates.* In accordance with AIDTO Circular A-24, dated December 16, 1977, and Delegation of Authority No. 133, and any amendments thereto, authority to extend:

1. The terminal date for meeting initial conditions precedent for a cumulative period of not to exceed six months;

2. The terminal date for requesting disbursement authorizations for a cumulative period of not to exceed two years; and

3. The terminal date for completion of performing services and furnishing goods (PACD) for a cumulative period of not to exceed two years;

Provided, however, that this authority shall be exercised in writing, including a justification therefore, and a copy shall be forwarded to the Director, LAC/DR; and provided further, however, that this authority shall not be execised if the result of so doing will cause the total life of a project (*e.g.*, from point of initial obligation to revised PACD) to be more than ten years.

E. *Waiver Authorities for Competition Under Borrower/Grantee Contracts.* Authority to waive, in accordance with the terms and provisions of chapter 12 C4c of Supplement B of AID Handbook 1, competition in the procurement of goods and services and to authorize a single-source negotiated borrower/grantee contract; provided that the estimated procurement does not exceed $100,000 for services or $25,000 (exclusive of transportation) for commodities.

(Please note that the provisions for noncompetitive negotiation of AID direct contracts are set forth in the AIDPRs, Part 7-3.)

F. *Waivers of Advertisement Requirements.* Authority to waive the requirement that a notice of availability of an IFB, RFTP, RFQ, or prequalification questionnaire be publicized in the *Commerce Business Daily* or and AID Publication for contracts which are $200,000 or less in estimated value; provided, however, that this authority only shall be exercised to avoid serious delay in project implementation; and provided further, however, that efforts shall in any event be made to secure proposals, bids, or offers from a reasonable number of potential contractors or suppliers.

Section III. Redelegation of Authorities

Pursuant to the authorities delegated to me as Assistant Administrator for Latin America and the Caribbean, I hereby delegate all of the authorities set forth in Section II hereof, retaining for myself concurrent authority to exercise any of the functions herein redelegated, to the Director of each Mission included in Section I.

Section IV. Miscellaneous

A. The authorities redelegated pursuant to Section III hereof shall be exercised after consultation with a Regional Legal Advisor or GC/LAC, as appropriate, and any other appropriate support office (e.g., Contract Management, Commodity Management).

B. The authorities redelegated pursuant to Section III hereof (other than those set forth in Section II.E) may, in the discretion of the Mission Director, be further redelegated to his/her deputy or the individual acting in such capacity or may be exercised by the person acting in the capacity of the Mission Director while the latter is out of the country (with my prior approval).

C. This redelegation of authorities shall become effective on the date of my execution of this document and shall supersede on that date all delegations of authority previously issued to the affected AID Missions by the Assistant Adminstrator for Latin America and the Caribbean and/or the Deputy U.S. Coordinator of the Alliance for Progress; provided, however, that all actions taken under the delegations of authority which are hereby superseded shall remain valid and are hereby reaffirmed.

Dated: April 18, 1982.

Otto J. Reich,

Assistant Administrator, Bureau for Latin America and the Caribbean.

[FR Doc. 82-15167 Filed 6-3-82; 8:45 am]

REDELEGATION OF AUTHORITY NO. 99.15 (REVISED)
(Also filed as Redelegation of Authority Nos. 5.21, 23.6, 26.3, 38.19, 40.11, 41.5, 75.3, and 100.4)

There follows below the text of this Redelegation of Authority:

.. Originally published in the Federal Register of January 3, 1979 (44 F.R. 965 and 966).

.. Completely revised effective May 3, 1979, per publication in the Federal Register of May 30, 1979 (44 F.R. 31056 and 31057).

.. Completely revised effective April 21, 1981, per publication in the Federal Register of May 21, 1981 (46 F.R. 27801 and 27802).

.. *Completely revised effective April 18, 1982, per publication in the Federal Register of June 4, 1982 (47 F.R. 24471 and 24472).*

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

[No. 5.21 (Revised); also filed as Redelegation Nos. 23.6, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4]

Redelegation of Authorities to the Field; Latin America and the Caribbean Region

Section I. Definition

AID Missions

AID Missions subject to this redelegation of authorities shall be the AID Missions to Bolivia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay and Peru, and the Regional Office for Central American Programs (ROCAP) and the Regional Development Office for the Caribbean (RDO/C).

Section II. Authorities

A. *Implementing Authorities.* Authority to negotiate, execute, and implement, in accordance with the terms of the authorization thereof and in accordance with applicable statutes and regulations, loan, grant and guaranty (other than Housing Guaranty) agreements, and amendments thereto, to their respective countries or regions, whether heretofore or hereafter authorized, including, but not limited to, authority:

1. To sign project grant agreements with foreign governments, foreign government agencies, and international organizations having a membership consisting primarily of such foreign governments; and to sign all project loan and guaranty (other than Housing Guaranty) agreements and trust fund agreements;

2. To approve contractors, review and approve all borower/grantee contracts financed in whole or in part by an AID loan or grant and review and approve requests for proposals and invitations for bids with respect to such contracts;

3. To prepare, negotiate, sign and deliver Project Implementation Letters; and

4. To review and approve documents and other evidence submitted by borrowers or grantees in satisfaction of conditions precedent under such loan, grant or guaranty agreements.

(See Delegation Nos. 5, 38.)

(Please note that the Director, SER/CM, has redelegated to the principal AID officers at posts in the LAC Region the authority to (i) execute OPGs with U.S. PVOs, pursuant to Redelegation of Authority No. 99.1.95 and (ii) sign grants to foreign nongovernmental non-profit organizations, pursuant to Redelegation of Authority No. 99.1.122)

B. *Waiver Authorities for Source, Origin and Nationality.* Authority to waive, in accordance with the applicable statutes and regulations, including the terms of Delegation of Authority No. 40 (AID Handbook 5) and the criteria prescribed by Supplement B of AID Handbook 1:

(a) *Selected Free World.* U.S. source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in countries

included in AID Geographic Code 941] (Selected Free World) and the cooperating country, when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Foreign Assistance Act of 1961, as amended (the "Act"); provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each such motor vehicle waiver shall contain the required certification, as set forth in Delegation of Authority No. 40; and

(b) *Free World.* U.S. or AID Geographic Code 941 source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in any country included in AID Geographic Code 899 (Free World) or AID GEOGRAPHIC CODE 935 (Special Free World), when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Act; provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each waiver hereunder shall contain the appropriate certification, as set forth in Delegation of Authority No. 40.

(See Delegation No. 40.)

C. *Excess Property.* In accordance with the provisions of Section 607 of the Act and of AID Handbook 16, and subsequent to my authorizing such assistance, authority to execute transfer or transfer/trust agreements with friendly countries or with international organizations having a membership primarily of foreign governments.

(See Delegation No. 41.)

D. *Extension of Terminal Dates.* In accordance with AIDTO Circular A-24, dated December 18, 1977, and Delegation of Authority No. 133, and any amendments thereto, authority to extend:

1. The terminal date for meeting initial conditions precedent for a cumulative period of not to exceed six months:

2. The terminal date for requesting disbursement authorizations for a cumulative period of not to exceed two years; and

3. The terminal date for completion of performing services and furnishing goods (PACD) for a cumulative period of not to exceed two years;

Provided, however, that this authority shall be exercised in writing, including a justification therefore, and a copy shall be forwarded to the Director, LAC/DR; and provided further, however, that this authority shall not be execised if the result of so doing will cause the total life of a project (*e.g.*, from point of initial obligation to revised PACD) to be more than ten years.

E. *Waiver Authorities for Competition Under Borrower/Grantee Contracts.* Authority to waive, in accordance with the terms and provisions of chapter 12 C4c of Supplement B of AID Handbook 1, competition in the procurement of goods and services and to authorize a single-source negotiated borrower/grantee contract; provided that the estimated procurement does not exceed $100,000 for services or $25,000 (exclusive of transportation) for commodities.

(Please note that the provisions for noncompetitive negotiation of AID direct contracts are set forth in the AIDPRs, Part 7-3.)

F. *Waivers of Advertisement Requirements.* Authority to waive the requirement that a notice of availability of an IFB, RFTP, RFQ, or prequalification questionnaire be publicized in the *Commerce Business Daily* or and AID Publication for contracts which are $200,000 or less in estimated value; provided, however, that this authority only shall be exercised to avoid serious delay in project implementation; and provided further, however, that efforts shall in any event be made to secure proposals, bids, or offers from a reasonable number of potential contractors or suppliers.

Section III. Redelegation of Authorities

Pursuant to the authorities delegated to me as Assistant Administrator for Latin America and the Caribbean, I hereby delegate all of the authorities set forth in Section II hereof, retaining for myself concurrent authority to exercise any of the functions herein redelegated, to the Director of each Mission included in Section I.

Section IV. Miscellaneous

A. The authorities redelegated pursuant to Section III hereof shall be exercised after consultation with a Regional Legal Advisor or GC/LAC, as appropriate, and any other appropriate support office (e.g., Contract Management, Commodity Management).

B. The authorities redelegated pursuant to Section III hereof (other than those set forth in Section II.E) may, in the discretion of the Mission Director, be further redelegated to his/her deputy or the individual acting in such capacity or may be exercised by the person acting in the capacity of the Mission Director while the latter is out of the country (with my prior approval).

C. This redelegation of authorities shall become effective on the date of my execution of this document and shall supersede on that date all delegations of authority previously issued to the affected AID Missions by the Assistant Adminstrator for Latin America and the Caribbean and/or the Deputy U.S. Coordinator of the Alliance for Progress; provided, however, that all actions taken under the delegations of authority which are hereby superseded shall remain valid and are hereby reaffirmed.

Dated: April 18, 1982.

Otto J. Reich,

Assistant Administrator, Bureau for Latin America and the Caribbean.

[FR Doc. 82-15167 Filed 6-3-82; 8:45 am]

REDELEGATION OF AUTHORITY NO. 100.4 (REVISED)
(Also filed as Redelegation Nos. 5.21, 23.6, 26.3, 38.19, 40.11, 41.5, 75.3 and 99.15)

There follows below the text of this Redelegation of Authority:

.. Originally published in the Federal Register of January 3, 1979 (44 F.R. 965 and 966).

.. Completely revised effective May 3, 1979, per publication in the Federal Register of May 30, 1979 (44 F.R. 31056 and 31057).

.. Completely revised effective April 21, 1981, per publication in the Federal Register of May 21, 1981 (46 F.R. 27801 and 27802).

.. *Completely revised effective April 18, 1982, per publication in the Federal Register of June 4, 1982 (47 F.R. 24471 and 24472).*

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

[No. 5.21 (Revised); also filed as Redelegation Nos. 23.6, 26.2, 38.19, 40.11, 41.5, 75.3, 99.15, and 100.4]

Redelegation of Authorities to the Field; Latin America and the Caribbean Region

Section I. Definition

AID Missions

AID Missions subject to this redelegation of authorities shall be the AID Missions to Bolivia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay and Peru, and the Regional Office for Central American Programs (ROCAP) and the Regional Development Office for the Caribbean (RDO/C).

Section II. Authorities

A. *Implementing Authorities.* Authority to negotiate, execute, and implement, in accordance with the terms of the authorization thereof and in accordance with applicable statutes and regulations, loan, grant and guaranty (other than Housing Guaranty) agreements, and amendments thereto, to their respective countries or regions, whether heretofore or hereafter authorized, including, but not limited to, authority:

1. To sign project grant agreements with foreign governments, foreign government agencies, and international organizations having a membership consisting primarily of such foreign governments; and to sign all project loan and guaranty (other than Housing Guaranty) agreements and trust fund agreements;

2. To approve contractors, review and approve all borower/grantee contracts financed in whole or in part by an AID loan or grant and review and approve requests for proposals and invitations for bids with respect to such contracts;

3. To prepare, negotiate, sign and deliver Project Implementation Letters; and

4. To review and approve documents and other evidence submitted by borrowers or grantees in satisfaction of conditions precedent under such loan, grant or guaranty agreements.

(See Delegation Nos. 5, 38.)

(Please note that the Director, SER/CM, has redelegated to the principal AID officers at posts in the LAC Region the authority to (i) execute OPGs with U.S. PVOs, pursuant to Redelegation of Authority No. 99.1.95 and (ii) sign grants to foreign nongovernmental non-profit organizations, pursuant to Redelegation of Authority No. 99.1.122)

B. *Waiver Authorities for Source, Origin and Nationality.* Authority to waive, in accordance with the applicable statutes and regulations, including the terms of Delegation of Authority No. 40 (AID Handbook 5) and the criteria prescribed by Supplement B of AID Handbook 1:

(a) *Selected Free World.* U.S. source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than

transportation services, in countries included in AID Geographic Code 941] (Selected Free World) and the cooperating country, when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Foreign Assistance Act of 1961, as amended (the "Act"); provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each such motor vehicle waiver shall contain the required certification, as set forth in Delegation of Authority No. 40; and

(b) *Free World.* U.S. or AID Geographic Code 941 source, origin and nationality requirements, to permit AID financing of the procurement of goods and services, other than transportation services, in any country included in AID Geographic Code 899 (Free World) or AID GEOGRAPHIC CODE 935 (Special Free World), when the cost of goods and services does not exceed $200,000 (exclusive of transportation costs) of funds made available under the Act; provided, however, that any waiver of the United States source and origin requirements for motor vehicle procurement shall not exceed $50,000 for any one transaction; and provided further, however, that each waiver hereunder shall contain the appropriate certification, as set forth in Delegation of Authority No. 40.

(See Delegation No. 40.)

C. *Excess Property.* In accordance with the provisions of Section 607 of the Act and of AID Handbook 16, and subsequent to my authorizing such assistance, authority to execute transfer or transfer/trust agreements with friendly countries or with international organizations having a membership primarily of foreign governments.

(See Delegation No. 41.)

D. *Extension of Terminal Dates.* In accordance with AIDTO Circular A-24, dated December 16, 1977, and Delegation of Authority No. 133, and any amendments thereto, authority to extend:

1. The terminal date for meeting initial conditions precedent for a cumulative period of not to exceed six months;

2. The terminal date for requesting disbursement authorizations for a cumulative period of not to exceed two years; and

3. The terminal date for completion of performing services and furnishing goods (PACD) for a cumulative period of not to exceed two years;

Provided, however, that this authority shall be exercised in writing, including a justification therefore, and a copy shall be forwarded to the Director, LAC/DR; and provided further, however, that this authority shall not be execised if the result of so doing will cause the total life of a project (*e.g.*, from point of initial obligation to revised PACD) to be more than ten years.

E. *Waiver Authorities for Competition Under Borrower/Grantee Contracts.* Authority to waive, in accordance with the terms and provisions of chapter 12 C4c of Supplement B of AID Handbook 1, competition in the procurement of goods and services and to authorize a single-source negotiated borrower/grantee contract; provided that the estimated procurement does not exceed $100,000 for services or $25,000 (exclusive of transportation) for commodities.

(Please note that the provisions for noncompetitive negotiation of AID direct contracts are set forth in the AIDPRs, Part 7-3.)

F. *Waivers of Advertisement Requirements.* Authority to waive the requirement that a notice of availability of an IFB, RFTP, RFQ, or prequalification questionnaire be publicized in the *Commerce Business Daily* or and AID Publication for contracts which are $200,000 or less in estimated value; provided, however, that this authority only shall be exercised to avoid serious delay in project implementation; and provided further, however, that efforts shall in any event be made to secure proposals, bids, or offers from a reasonable number of potential contractors or suppliers.

Section III. Redelegation of Authorities

Pursuant to the authorities delegated to me as Assistant Administrator for Latin America and the Caribbean, I hereby delegate all of the authorities set forth in Section II hereof, retaining for myself concurrent authority to exercise any of the functions herein redelegated, to the Director of each Mission included in Section I.

Section IV. Miscellaneous

A. The authorities redelegated pursuant to Section III hereof shall be exercised after consultation with a Regional Legal Advisor or GC/LAC, as appropriate, and any other appropriate support office (e.g., Contract Management, Commodity Management).

B. The authorities redelegated pursuant to Section III hereof (other than those set forth in Section II.E) may, in the discretion of the Mission Director, be further redelegated to his/her deputy or the individual acting in such capacity or may be exercised by the person acting in the capacity of the Mission Director while the latter is out of the country (with my prior approval).

C. This redelegation of authorities shall become effective on the date of my execution of this document and shall supersede on that date all delegations of authority previously issued to the affected AID Missions by the Assistant Adminstrator for Latin America and the Caribbean and/or the Deputy U.S. Coordinator of the Alliance for Progress; provided, however, that all actions taken under the delegations of authority which are hereby superseded shall remain valid and are hereby reaffirmed.

Dated: April 18, 1982.

Otto J. Reich,

Assistant Administrator, Bureau for Latin America and the Caribbean.

[FR Doc. 82-15167 Filed 6-3-82; 8:45 am]

REDELEGATION OF AUTHORITY NO. 133.3

There follows below the text of this Redelegation of Authority, initially published in the Federal Register of June 10, 1980 (45 F.R. 39353 and 39354).

.. *Revised effective April 18, 1982 per publication in the Federal Register (47 F.R. 24472).*

[Redelegation of Authority No. 133.3

Redelegation of Authorities to the Field; Latin America and the Caribbean Region

Section I. Definition

AID Missions

AID Missions subject to this redelegation of authorities shall be the AID Missions to Bolivia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama and Peru, and the Regional Office for Central American Programs (ROCAP) and the Regional Development Office for the Caribbean (RDO/C).

Section II. Authorities

Implementing Authorities

A. Authority to approve and to authorize funding for project and non-project assistance (other than Housing Investment Guaranties and Productive Credit Guaranties) in their respective countries, or regions (in the case of ROCAP and RDO/C), where such project or non-project assistance does not, over the approved life of the project or non-project assistance, exceed $5 million; provided, however, that, in the case of assistance in excess of $500,000 (or, for Operational Program Grants, $1 million), the Project Identification Document ("PID"), or other comparable material, for such assistance shall be submitted for review and approval to the LAC Bureau in AID/W prior to final approval by the AID Mission authorized hereby; and provided further, however, that the AID Missions may, upon submission of a PID, or other comparable material, to the LAC Bureau in AID/W, transfer final approval authority to the AA/LAC in cases where the AID Mission Director concludes that the Mission staff will require the assistance of the LAC Bureau to undertake the final review, or when host country considerations are sufficiently important to indicate that final approval by the AA/LAC would be the judicious course; and

B. Authority to approve amendments to project and non-project assistance, whether or not originally approved by the AID Mission, including those effecting an increase of the authorized amount of not to exceed $5 million; provided, however, that prior to the exercise of the authority to approve amendments, the AID Mission shall have communicated information to the LAC Bureau, satisfactory in form and substance to the LAC Bureau, of the scope of and justification for such amendment; and provided further, however, that no amendment shall be so approved if as a result thereof, the total life of project funding shall be more than $30 million.

Section III. Redelegation of Authority

Pursuant to the authorities delegated to me as Assistant Administrator for Latin America and the Caribbean, I hereby delegate all the authorities set forth in Section II hereof, retaining for myself concurrent authority to exercise any of the functions herein redelegated, including the authority to give final approval for any individual project or non-project assistance with a value of $5 million or less to the Directors of Missions included in Section I.

Section IV. Miscellaneous

A. The authorites redelegated pursuant to Section III hereof shall be exercised in accordance with applicable statutes and regulations, including the Foreign Assistance Act of 1961, as amended, and the AID handbooks and after consultation with a Regional Legal Advisor or GC/LAC, as appropriate, and with appropriate technical and support personnel.

B. The authorities redelegated pursuant to Section III hereof shall not be further redelegated; provided, however, that they may be exercised by the person acting in the capacity of the respective Mission director while the latter is out of the country (with my prior approval).

C. Nothing contained in this redelegation of authorities shall affect the authorities previously redelegated by me concerning waivers, excess property and the extension of terminal dates, such redelegated authorities to remain valid and in effect.

D. This redelegation of authorities shall become effective on the date of my execution of this document.

Otto J. Reich,

Assistant Administrator, Bureau for Latin America and the Caribbean.

[FR Doc. 82-15166 Filed 6-3-82; 8:45 am]

Dated: April 18, 1982.

DATE: 15 Sept 1982

OFFICE OF THE DIRECTOR (OD)

Statement of Functions

A. REPORTS TO: - U. S. Ambassador to El Salvador; in country
- AID Assistant Administrator for Latin America and the Caribbean (AA/LAC), in AID/Washington

B. PRIMARY MISSION:

The office of the Director is responsible for the conduct of the U.S. Government's bilateral economic assistance program in El Salvador subject to the coordinative direction and guidance of the Chief U.S. Diplomatic Representative (i.e., the Ambassador) and to the direction and supervision of the AA/LAC.

C. FUNCTIONS:

The Mission Director (or the Deputy), within delegated authorities (see Chapter 300 of this Manual) is assigned the full range of functional responsibilities for an AID Mission as set forth in AID HB 17, Chapter 30. Specifically, these include:

1. Representing AID with Salvadoran government and private organizations, with other U.S. Government and private organizations.
2. Advising Salvadoran officials and institutions on key development problems and opportunities.
3. Developing AID strategy and program proposals for U.S. bilateral assistance to El Salvador. This involves:

a. Studying Salvadoran development plans and priorities.

b. Identifying the priorities, program plans, and ongoing programs of other bilateral and multilateral donors.

c. Selecting, in collaboration with the Government of El Salvador (GOES), the proposed sectors for AID concentration.

d. Preparing and presenting to AID/W the Mission's plan for economic assistance to the country.

4. Collaborating with the GOES on sector/problem analysis, program planning, and project design, often using outside experts for temporary help and intermediaries for discrete parts of the process; participating in AID's activities in planning, organizing, guiding, and reviewing analysis and design work.

5. Preparing and/or reviewing documentation for AID program and resource allocation decisions. Such documentation includes budget/workforce submissions; loan, grant, P.L. 480, and housing guaranty proposals; and program/project implementation documents.

6. Negotiating and executing agreements with the GOES, within the limits of delegated authority, program approvals, and AID/W instructions.

7. Providing or arranging for financial management services, including financial analysis, financial advisory services, and management of obligations and expenditures for all funds made available to the Mission; maintaining fiscal and accounting records; providing financial reports as required by AID/W.

8. Monitoring implementation of AID-financed programs and projects by the cooperating country and intermediaries (or directly implement such programs and projects); taking or recommending actions to ensure the effective use of AID program and project resources.

9. Directing, or participating in, AID evaluations of ongoing or completed programs, projects, and activities; participating in joint AID-GOES-contractor evaluations; preparing or reviewing evaluation reports.

10. Stimulating contacts and collaborative arrangements between the GOES and multilateral organizations, regional institutes, and/or private U.S. organizations.

11. Providing or arranging for the administrative and logistical support of AID programs, projects, personnel (including participating agency personnel), and contractors -- either directly or through joint administrative support arrangements with the embassy, contracts, agreement with Salvadoran institutions, or other means.

12. Determining the missions' internal organization and workforce requirements; initiating organization, personnel, and workforce requirements proposals for AID/W action and/or approval.

13. Maintaining liaison with Inspector General (IG) staff and with other U.S. audit and investigation groups visiting the country; reviewing and commenting on audit and other report findings and recommendations regarding Mission activities; taking or recommending necessary corrective actions.

D. PRINCIPAL REPORTS REQUIREMENTS

OD is responsible for submission of the following reports:

- Any not otherwise assigned or delegated in other chapters of this manual.

E. PRINCIPAL LIAISON RELATIONSHIPS

OD is the focal point within USAID/El Salvador for interaction with the following entities

(1) Government of El Salvador and other Salvadoran Institutions:

- Minister of Planning
- The OD should also be kept informed of significant meetings with GOES officials at the ministerial level.

(2) AID/W:

- AA/LAC
- LAC/DR Director

(3) Other

Not applicable

SIGNATURE AUTHORITY

OD is designated the signatory for the following:

(1) All correspondence addressed to the Ambassador, the AA/LAC and the AID Administrator (A/AID) or Deputy Administrator (DA/AID).

(2) All cables to AID/W.

(3) Any correspondence which: (1) earmarks funds or makes financial commitments; (2) represents a significant departure from concepts as originally described in program documents, etc.

(4) Waivers or other exceptions.

G. PRINCIPAL STAFFING

o Mission Director	US DH
o Deputy Director	US DH
o Director's Secretary	US DH
o Deputy's Secretary	FSN
o Chauffeur	FN Contract

eference: AID Handbook 17, Chapter 30 -- AID Organization

OFFICE OF MANAGEMENT OPERATIONS (MO)

Statement of Functions

A. REPORTS TO: Office of the Mission Director

B. PRIMARY MISSION:

MO oversees the provision of administrative and logistical management services to all USAID/El Salvador offices in collaboration with the Joint Administration Office (JAO).

C. FUNCTIONS:

The Management Officer is responsible for providing a broad range of managerial activities as defined in AID Handbook 23, Chapter 1. Included among these are:

Personnel-Related

- Recruits, screens, processes hiring, assignment, promotion, pay, evaluation and termination actions for all local hire and third country national (TCN) contract staff (Personal Service Contract (PSC) and Institutional Contract).
- Facilitates personnel action processing for direct hire local.
- Coordinates all nomination and replacement processing of U.S. direct hires.
- Provides contracting and other administration of PSC staff.
- Provides overall coordination of TDY personnel; manages the AID Guest House.
- Serves as AID Security Liaison Officer.
- Orients new personnel.

2. Communications and Records

- o Processes all non-classified incoming and outgoing cables and mail, including logging, photocopying and distribution of such correspondence.
- o Oversees the maintenance of a centralized USAID filing system.
- o Provides photocopying services.
- o Orders, stocks and distributes consumable office supplies.
- o Provides and/or arranges for official translation services.

3. General Management Services

- o Provides management advice and assistance services.
- o Provides building management services for San Benito building, AID Annex.
- o Provides for data management services.
- o Provides general engineering services (including initial environment impact statements).
- o Provides contracting services (PSC, institutional, etc.) and procurement services.
- o Provides space management services.

4. Other

- o Directs operations of AID project funded motor pool; provides dispatch services; coordinates provision of services under JAO motor pool arrangement.
- o Develops requirements for office and household facilities, capital equipment, and maintenance, and coordinates procurement and administration of same with JAO.
- o Assists program operations through management-related comments in project reviews and contractor evaluations.
- o Develops Mission Operating Budget (MOB).
- o Establishes and oversees the maintenance of a directives system for internal issuance of policies, procedures and notices to Mission personnel.

- Manages USAID Petty Cash Fund.
- Serves as Project Officer for Project No. 0259(B).
- Drafts input to audit responses as requested by CONT; assures that appropriate follow-up action is taken on audit findings and recommendations.

D. PRINCIPAL REPORTS REQUIREMENTS:

MO is responsible for submission of the following reports:

- All required administrative/logistical reports on housing, motor vehicles, household furnishings, etc., not otherwise prepared on behalf of AID by the JAO.

E. PRINCIPAL LIAISON RELATIONSHIPS:

MO is the focal point within USAID El Salvador for interaction with the following entities:

(1) Government of El Salvador and other Salvadoran Institutions:

Not applicable

(2) AID/W:

- LAC/EMS
- Bureau for Management Offices as follows:
  - Management Operations (AID/W backstop)
  - Management Planning
  - Data Management
  - Contract Management
  - Commodity Management
  - Personnel Management

(3) Other:

Area Contracting Officer in Panama and ROCAP

Regional Supply Officer in ROCAP, Guatemala

F. SIGNATURE AUTHORITY

MO is designated the signatory for the following:

(1) All routine correspondence with E. above.

(2) See also Chapter 310 of this Manual.

G. PRINCIPAL STAFFING

o Management Officer	US DH
o Engineering/Contracting/ Procurement Specialist	FSN
o Management Specialist	FSN
o Translator	FN PSC
o Secretary	FSN
o Secretary (swing Secretary/ word processor operator)	FN PSC
o Mail Clerk	FSN
o Mail Clerk	FN PSC
o Messenger	FN PSC
o Messenger	FN PSC
o Driver	FN PSC

Reference: AID Handbook 23, Chapter 1 -- Overseas Support

OFFICE OF THE CONTROLLER (CONT)

Statement of Functions

A. REPORTS TO: Office of the Mission Director

B. PRIMARY MISSION:

Office of the Controller is responsible for the conduct of all aspects of financial management for USAID El Salvador.

C. FUNCTIONS:

1. Directs accounting and cost analysis activities.
2. Develops and administers a system of financing arrangements for the disbursement of AID funds.
3. Processes payment of all advances and bills in conjunction with the JAO.
4. Directs the preparation and interpretation of financial reports and statements.
5. Performs financial, accounting and budget review and analysis services for proposed and on-going projects.
6. Conducts or oversees the conduct of financial audits to USAID programs and projects; coordinates USAID response to audit findings and recommendations.

7. Provides advice, assistance and recommendations to USAID management on the financial implications of proposed implementation actions, results of financial reviews and audits.

8. Provides financial management input to the programming and project planning processes of the Mission, and reviews all major Mission documents for their financial management implications.

D. PRINCIPAL REPORTS REQUIREMENTS:

CONT is responsible for submission of the following reports:

- All financial reporting requirements as enumerated in Handbood 19.
- Quarterly Grant Report
- Monthly Loan Activity Report

PRINCIPAL LIAISON RELATIONSHIPS:

CONT is the focal point within USAID/El Salvador for interaction with the following entities:

(1) Government of El Salvador and other Salvadoran Institutions:

- Ministry of Hacienda (Finance) - from financial management viewpoint
- In addition, CONT interacts with the Ministry of Planning at the working level
- BCR

(2) AID/W

- LAC/Controller
- Bureau for Management/Financial Management Office (AID/W backstop)
- Inspector General

(3) Other

Not applicable

F. SIGNATURE AUTHORITY:

CONT is designated the signatory for the following:

- Financial reports in accordance with AID Handbook 19

G. PRINCIPAL STAFFING:

. Controller	US DH
. Deputy Controller	US DH
. Financial Program Specialist	FNDH
. Secretary	FNDH
. Budget Analyst (Chief Accountant)	FNDH
. Accounting Technician (4)	FNDH
. Accounting Mail Clerk	FNDH

References: AID Handbook 19 - Financial Management

AID Handbook 33, Volume II, Financial Management

Series 0505 -- Overseas Position Management

OFFICE OF DEVELOPMENT PLANNING AND PROGRAMMING (DPP)

Statement of Functions

A. REPORTS TO: Office of the Mission Director

B. PRIMARY MISSION:

DPP is responsible for coordinating the Mission's policy planning, programming, budgeting and evaluation activities.

C. FUNCTIONS:

1. Formulates development strategies, policy objectives and programs for the Mission, based upon analyses of economic conditions in El Salvador.
2. Prepares the documents that present the Mission's program strategies and budgets, such as:
   - Country Development Strategy Statement (CDSS)
   - Annual Budget Submission (ABS)
   - Congressional Presentation (CP)
3. Coordinates the briefing of visitors and the preparation of briefing papers and special reports.
4. Oversees coordination of Mission efforts with those of multilateral institutions and other donor country agencies in conjunction with EPA.

5. Manages the evaluations of AID projects in El Salvador and clears evaluation reports.

6. Provides expertise on participant training programs and processes PIO/Ps.

7. Provides reporting responsibility for Title I PL 480 Program (other Title I responsibilities are administered by Office of Rural Development and the Office of Development Resources (on an interim basis).

8. Administers Operational Program Grants (OPGs).

9. Provides primary responsibility for overall backstopping and monitoring of grant activities.

10. Management responsibilities for Reform Policy and Planning Project No. 519-0260.

D. PRINCIPAL REPORTING REQUIREMENT:

DPP is responsible for submission of the following reports/documents:

- PL 480
- ABs
- CDSS
- CP
- Multilateral

E. PRINCIPAL LIAISON RELATIONSHIPS:

DPP has dealings with the following entities:

(1) Government of El Salvador and other Salvadoran Institutions.

- Ministry of Planning
- Ministry of Justice
- BCR

(2) AID/W

- LAC/DP (backstop office)
- PPC/Evaluation
- LAC/Desk (on program matters)

(3) Other

Various multilateral and international institutions

F. SIGNATURE AUTHORITY

DPP is designated the signatory for the following:

(1) All routine correspondence with E. above.

G. PRINCIPAL STAFFING:

o	Program Officer	US DH
o	Deputy Program Officer	US DH

o	Program Specialist	FN DH
o	Economic Specialist	FN DH
o	Participant Training Assistant	FN DH
o	Secretary (2)	FN DH

Reference: AID Handbook 33, Volume II, 0345.00 Personnel Series -- Overseas Position Management

OFFICE OF DEVELOPMENT RESOURCES (DR)

Statement of Functions

A. REPORTS TO: Office of the Mission Director

B. PRIMARY MISSION:

DR is responsible for coordination of the design, review and approval of the Mission's loan and loan related grant projects; for generating ideas and methods for stimulating expansion of the local private sector in El Salvador. In addition to its normal staff office responsibilities, DR has also been temporarily assigned technical office responsibilities, and in that capacity manages private sector projects.

C. FUNCTIONS:

DR's responsibilities are divided into two divisions -- each different in nature:

1. Project Development Division (DR/PD)

   (a) Guides the development, design, negotiation, and approval of Mission's new grant and loan projects relying on the Mission's technical offices for substantive technical expertise.

   (b) Provides primary responsibility for overall related loan backstopping and monitoring of loan and grant related loan activities.

(c) Prepares action documents for authorization or amendment of loan and loan related grant projects; ensures that all project documentation is accurate and complete, is in compliance with all Agency rules, regulations, standards and criteria, and that adequate legal clearances have been obtained before presentation to the Office of the Mission Director.

(d) Prepares necessary status summaries and issues papers, conducts the presentation of semiannual loan status reviews, as appropriate; as necessary, assists in the negotiation of loan and grant related loan agreements with the Government of El Salvador (GOES) and the appropriate Mission technical office.

(e) Coordinates close-out processing of projects with other Mission offices, GOES and AID/W.

(f) Title I, PL 480 negotiating responsibility (interim responsibility only). Primary responsibility assigned to Office of Rural Development and reporting responsibility assigned to Office of Development Planning and Programming.

2. Private Enterprise Division (DR/PRE)

DR has also been assigned project management responsibilities for the private sector (not anticipated as a permanent function):

(a) Serves as focal point for the design, development and implementation of selected initiatives and projects which serve to strengthen the private sector in El Salvador.

(b) Manages private sector projects in accordance with applicable AID project management guidelines and procedures (e.g. Project Officer's Guidebook). In that regard, the Division is responsible for assuring all necessary documentation actions are undertaken in a timely fashion. Coordinates such efforts with other USAID offices as appropriate.

D. PRINCIPAL REPORTING REQUIREMENTS:

DR is responsible for submission of the following reports/documents:

- Quarterly Project Implementation Status Reports (PRE)
- On Site Visit Reports (PRE)
- Project Assistance Approval Documents (PAAD), as required.
- Project Reports required under the various Private Sector Projects.

PRINCIPAL LIAISON RELATIONSHIPS:

DR has dealings with the following entities:

(1) Government of El Salvador and other Salvadoran Institutions.

- Salvadoran Private Sector Organizations

In addition, DR interacts with the Ministry of Planning and the Central Bank (BCR) at the working level on project-related matters.

(2) AID/W

LAC/DR/CEN (AID/W backstop office).

(3) Other

Regional Legal Advisor in Honduras

F. SIGNATURE AUTHORITY

DR is designated the signatory for the following:

(1) All routine correspondence with E. above.

(2) See also Chapter 310 of this Manual.

G. PRINCIPAL STAFFING:

o Project Development Officer	US DH
Project Development Division	
o Deputy Project Development Officer	US DH
o Assistant Project Development Officer	US DH
o Development Loan Specialist	FN DH
o Program Assistant	FSN
o Secretary	FSN
Private Enterprise Division	
o Private Advisor	US PSC
o Private Sector Advisor	FN PSC
o Secretary	FN PSC

DATE: 15 Sept 1982

OFFICE OF GENERAL DEVELOPMENT (GD)

Statement of Functions

A. REPORTS TO: Office of the Mission Director

B. PRIMARY MISSION:

The Office of General Development is responsible for providing leadership within delegated authorities to Mission programs aimed at the development of broad-ranged or multi-sector areas (e.g., employment generation, housing, energy and municipal works) of the Salvadoran economy in coordination with the development of other sectors. The office carries out the leadership role in coordination with GOES and other officials concerned with the promotion of multi-sector programs.

The office is the Mission's focal point on technical advice on formulation of general development policy within the framework of basic U.S. policy and objectives and of Salvadoran needs and potential, and on the orientation and magnitude of the general development assistance program needed to implement U.S. policy. The office oversees the planning, negotiation and implementation of assistance agreements and the direction and coordination of the mission, PASA, TDY and contract technical advisor services in the general development program.

C. FUNCTIONS:

1. Gives professional advice to various level GOES officials on all aspects of policy, administration, and operation of programs in general development, forestry, and fisheries and in particular the Agrarian Reform Program.

2. Advises the Mission on general development policy and assistance program orientation.

3. Analyzes or oversees the analysis of the GOES' current level of general development; its natural resources; its physical and climatic characteristics; and the economic, cultural, and political factors affecting general development, including population pressure, technological development, and international trade position, in order to formulate recommendations both relevant to the GOES situation and supportive of U.S. policies and objectives.

4. Participates in the Mission's programming process in the determination of assistance requirements and phasing. Provides technical input to key program documents, e.g., the CDSS, ABS and CP. Provides technical leadership to development of project documents, e.g., PID's and PP's.

5. As delegated, negotiates and coordinates project and other agreements with host-government officials. Maintains official Mission files regarding these projects.

6. Ensures prompt and efficient implementation of project agreements and evaluation of results.

7. Plans, coordinates, and administers PASA agreements, contracts and TDYs for technical services, including university contracts. Serves as central office for such personnel while they are in country.

8. Coordinates the program planning and activities of the general development programs with other sector programs.

9. As applicable, initiates and/or encourages research directly relating to general development production and economics. Uses research results in program planning and formulation of recommendations and assists the host country to develop an adequate research capability.

10. Reports to the office of the Mission director on the progress, problems and needs of the program.

11. Selects and assists in adapting relevant new information from the professional field for application in GOES programs.

12. Coordinates Mission general development assistance with general development programs of other donor nations and agencies.

13. Participates in and encourages GOES participation in regional (multicountry) activities relating to general development.

14. Provides information and opinions in discussions concerning proposed general development-related investments.

15. Participates with DDP in the evaluation of projects.

16. As requested by CONT, prepares input to audit responses; assures that appropriate follow-up action is taken on audit findings and recommendations.

17. Provides day-to-day supervision of the Housing Investment Guaranty Program.

D. PRINCIPAL REPORTING REQUIREMENTS:

GD is responsible for submission of the following reports:

- Quarterly Project Implementation Status Reports
- On-Site Visit Reports

E. PRINCIPAL LIAISON RELATIONSHIPS:

GD is the focal point within USAID/El Salvador for interaction with the following entities:

(1) Government of El Salvador and other Salvadoran Institutions:

- CEL -Ministry of Interior -DIDECO
- Ministry of Public Works -ANDA -CEPA
- In addition GD interacts with the Ministry of Planning at the working level on project-related matters.

(2) AID/W:

- LAC/DR/Multisector Activities Division (AID/W backstop office)
- Bureau for Science and Technology/Multisector Activities Division

(3) Other:

Regional Housing Office (Honduras)

F. SIGNATURE AUTHORITY:

GD is designated the signatory for the following:

(1) All routine correspondence with E. above.

G. PRINCIPAL STAFFING:

o	General Development Officer	US DH
o	Assistant General Development Officer	US DH
o	Program Specialist	FN DH
o	Secretary	FN DH
o	Program Specialist	FN DH
o	Secretary (2)	FN PSC
o	Program Specialist	FN PSC
o	Engineer (256)	FN Inst. Contract
o	Architect (HIG)	FN Inst. Contract
o	Regional Housing Advisor	
o	Driver	FN Inst. Contract

Office of Human Resources and Humanitarian Affairs (HR/HA)

Statement of Functions

A. REPORTS TO: Office of the Mission Director

B. PRIMARY MISSION:

The Office of Human Resources and Humanitarian Affairs is responsible for providing leadership within delegated authorities to Mission programs aimed at the development of Salvadoran health, education, nutrition, P.L. 480 - Title II, population sectors and foreign disaster assistance and women in development matters, in coordination with the development of other sectors. The office carries out this leadership role in coordination with GOES and other officials concerned with the promotion of these human resources and humanitarian matters.

The office is the Mission's focal point on technical advice and formulation of health, education, nutrition, population, P.L. 480 - Title II, women in development and foreign disaster assistance policy within the framework of basic U.S. policy and objectives and of Salvadoran needs and potential, and on the orientation and magnitude of the human resources and humanitarian assistance program needed to implement U.S. policy. The office oversees the planning, negotiation and implementation of assistance agreements and the direction and coordination of the Mission, PASA, TDY and contract technical advisor services in the HRHA program.

C. FUNCTIONS:

1. Gives professional advice to various level GOES officials on all aspects of policy, administration, and operation of programs in human resources and humanitarian assistance, forestry, and fisheries and in particular the Agrarian Reform Program.

2. Advises the Mission on human resources and humanitarian assistance policy and assistance program orientation.

3. Analyzes or oversees the analysis of the GOES' current level of human resources and humanitarian assistance; its natural resources; its physical and climatic characteristics; and the economic, cultural, and political factors affecting human resources and humanitarian assistance, including population pressure, technological development, and international trade position, in order to formulate recommendations both relevant to the GOES situation and supportive of U.S. policies and objectives.

4. Participates in the Mission's programming process in the determination of assistance requirements and phasing. Provides technical input to key program, documents, e.g., the CDSS, ABS and CP. Provides technical leadership to development of project documents, e.g., PID's and PP's.

5. As delegated, negotiates and coordinates project and other agreements with host-government officials. Maintains official Mission files regarding these projects.

6. Ensures prompt and efficient implementation of project agreements and evaluation of results.

7. Plans, coordinates, and administers PASA agreements, contracts and TDYs for technical services, including university contracts. Serves as central office for such personnel while they are in country.

8. Coordinates the program planning and activities of the human resources and humanitarian assistance programs with other sector programs.

9. As applicable, initiates and/or encourages research directly relating to human resources and humanitarian assistance and economics. Uses research results in program planning and formulation of recommendations and assists the host country to develop an adequate research capability.

10. Reports to the office of the Mission Director on the progress, problems and needs of the program.

11. Selects and assists in adapting relevant new information from the professional field for application in GOES programs.

12. Coordinates Mission human resources and humanitarian assistance with similar programs of other donor nations and agencies.

13. Participates in and encourages GOES participation in regional (multicountry) activities relating to human resources and humanitarian assistance.

14. Provides information and opinions in discussions concerning proposed human resources and humanitarian assistance-related investments.

15. Participates with DDP in the evaluation of projects.

16. As requested by CONT, prepares input to audit responses; assures that appropriate follow-up action is taken on audit findings and recommendations.

17. Manages Mission's Women in Development (WID) and P.L. 480 - Title II efforts.

D. PRINCIPAL REPORTING REQUIREMENTS:

HR/HA is responsible for submission of the following reports.

- Quarterly Project Implementation Status Report
- On-site visit report

E. PRINCIPAL LIAISON RELATIONSHIPS:

HR/HA is the focal point within USAID El Salvador for interaction with the following entities:

(1) Government of El Salvador and other Salvadoran Institutions:

- Ministry of Health
- Ministry of Education
- La Leche League
- Salvadoran Demographic Association
- In addition HRHA interacts with the Ministry of Planning at the working level on project-related matters.

(2) AID/W:

- LAC/DR/Human Resources Division AID/W backstop offices
- LAC/DR/Health & Nutrition Division AID/W backstop offices
- LAC/DR/Population Division AID/W backstop offices
- Bureau for Science and Technology/Health Office

- Bureau for Science and Technology/Population Office
- Bureau for Science and Technology/Education Office
- Office of Foreign Disaster Assistance
- Bureau for Food for Peace and Voluntary Assistance/Food for Peace Office
- Bureau for Program and Policy Coordination/Women in Development

(3) Other

- Various local private and voluntary organizations (e.g. Save the Children, League of Women Voters).

F. SIGNATURE AUTHORITY:

HR/HA is designated the signatory for the following:

(1) All routine correspondence with E. above.

G. PRINCIPAL STAFFING:

o	General Development Officer	USDH
o	Project Manager	USDH (vacant)
o	Program Specialist (population)	FSN
o	Program Specialist (health)	Vacant
o	Program Specialist (food for peace)	FSN
o	Program Specialist (general)	FSN
o	Secretary	FSN
o	Secretary	FSN
o	Secretary	FSN
o	Secretary	FN PSC
o	Driver	FN Institutional Contract

OFFICE OF RURAL DEVELOPMENT

Statement of Functions

A. REPORTS TO: Office of the Mission Director

B. PRIMARY MISSION:

The Office of Rural Development, the Mission's single largest office, is responsible for providing leadership within delegated authorities to Mission programs aimed at the development of the Salvadoran agricultural sector, and in particular the Agrarian Reform Program, in coordination with the development of other sectors. The office carries out this leadership role in coordination with GOES and other officials concerned with the promotion of agriculture and agriculture-related programs, e.g., crop, livestock, forestry and fish production and protection.

The office is the Mission's focal point on technical advice on formulation of agricultural and rural assistance policy, within the framework of basic U.S. policy and objectives and of Salvadoran needs and potential, and on the orientation and magnitude of the agricultural assistance program needed to implement U.S. policy. The office oversees the planning, negotiation and implementation of assistance agreements and direction and coordination of the Mission, PASA, TDY, and contract technical advisor services in the agricultural and rural development program.

C. FUNCTIONS

1. Prepares and intreprets information on El Salvador's rural development capabilities and activities.
2. Serves as the USAID liaison with GOES offices and other organizations responsible for rural development activities.
3. Provides technical leadership and inputs to rural development project documents, such as PID's and PP's.
4. Manages generral development projects in accordance with applicable AID project management guidelines and procedures (e.g. Project Officers Guidebook). In that regard, the office is responsible for assuring all necessary documentation actions are undertaken in a timely fashion. Coordinates such efforts with DR and CONT, as appropriate.
5. Maintains official project files.
6. Participates with the office of Development Planning and Programming (DPP) in the evaluation of projects.
7. Prepares technical inputs to AID programming and budgeting documents coordinated by DPP such as the CDSS, ABS and CP.
8. Arranges for the timely and cost effective provision of TDY or contracted technical assistance; serves as control office.

D. PRINCIPAL REPORTING REQUIREMENTS:

RD is responsible for submission of the following reports:

- Compliance reports on PL 480, Title I (report prepared by DPP)
- Quarterly Project Implementation Status Report
- On-Site Visit Report
- Monthly Ag. Reform Report
- Continuous Analysis of AID

E. PRINCIPAL LIAISON RELATIONSHIPS:

RD is the focal point within USAID/El Salvador for interaction with the following entities:

(1) Government of El Salvador and Related Institutions

- Ministry of Agriculture. ISTA, DIWATA, BFA, BCR, Ministry of Foreign Relations

In addition, RD interacts with the Ministry of Planning at the working level on project-related matters.

(2) AID/W

- LAC/DR/Rural Development Division (AID/W backstop office)
- S&T/FA/Agriculture
- S&T/ENR/Forestry

(3) Other

Regional Forestry Officer (Costa Rica)

F. SIGNATURE AUTHORITY

RD is designated the signatory for the following:

All routine correspondence with E. above.

G. PRINCIPAL STAFFING:

o Agriculture Development Officer	US DH
o Deputy Rural Development Officer	(Vacant) US DH
o Assistant Program Officer	US DH
o Agriculture Economist	US DH
o Project Manager	US DH
o Project Manager (Agr.)	US DH
o Agr. Econ. Specialist	FN
o Agr. Specialist	
o Econ. Specialist	
o Secretary	FN DH

510.05 PROJECT DEVELOPMENT COMMITTEE

A. COMMITTEE'S OBJECTIVES, SCOPE OF ACTIVITIES AND DUTIES

The Project Development Committee is established to ensure that USAID project design and implementation personnel have a clear understanding of project responsibilities, implementation approaches and intended project impact and to give thought to the nature and timing of actions necessary to complete the project design so that future delays are avoided. The Committee ensures that requisite programming documents are developed (e.g., the PID and the PP) in a manner consistent with Agency guidelines. The Committee remains active up to the development of PIL #1, at which time the Project Management Working Group is established.

B. COMMITTEE CHAIRPERSON

As designated by the Mission Director but most normally a member of the Office of Development Resources (Project Development Division) (DR) in collaboration with the appropriate technical division. In selected cases, the Mission Director reserves the right to appoint a member of the appropriate technical division as Chairperson. Where a member of DR is appointed as Chairperson, leadership normally inverts to a member of the appropriate technical division upon establishment of the Project Management Working Group (see description immediately following).

C. CHAIRPERSON'S RESPONSIBILITIES

- o Schedule meetings;
- o Prepare and distribute agenda;
- o Secure needed support services, e.g., TDY design services from AID/W, PSC, IQC;
- o Serve as TDY control officer, or share control officer responsibility with technical division Project Officer as needs dictate;
- o Provide and assure continuing staff assistance to design team as required, including preparing or overseeing the preparation of "boiler-plate" or standard project documents;
- o Draft project outline;
- o Assure follow-up actions are taken;
- o Arrange for GOES participation as appropriate.

D. COMMITTEE MEMBERS

Deputy Mission Director

Appropriate technical office staff (including engineering expertise)

Appropriate staff office representatives, e.g.,

- Management Officer
- Engineering/Contracting/Procurement Specialist (MO)
- Controller
- Office of Development Planning and Programming
- Ad interim, AID/W and/or contractor design expertise, as required

E. MEMBER'S RESPONSIBILITIES

Members will keep themselves current on project activities, perform their project function on a staff basis operating within the established organization and report to their line supervisors, and will assist to:

- Define project objectives;
- Design the project elements;
- Prepare cost estimates and the financial plan and decision on other aspects of the project design;
- Provide continuing assistance in drafting the Scope of Work;
- Provide expertise on design decisions that are made throughout the project development process, including preparation of the implementation plan.

F. FREQUENCY OF COMMITTEE MEETINGS

Varies, depending on needs of project.

510.10 PROJECT MANAGEMENT WORKING GROUP

A. COMMITTEE'S OBJECTIVES, SCOPE OF ACTIVITIES AND DUTIES

Project Management Working Groups are established for the life of each active project, immediately upon completion of the project development stage, i.e., following conclusion of the work of the Project Development Committee (see Committee description 510.05 preceding). The Mission Director will appoint a Project Officer and a Working Group to administer these projects. The Working Group is used to ensure that appropriate organizational units within USAID/El Salvador are kept informed on the progress of project implementation, that they are consulted when their specific expertise is needed, and that administrative or implementation actions are taken by those units and individuals who are best qualified to do so by virtue of their individual background, functional responsibilities and experience. The function of the Working Group during implementation is to effectively perform all necessary administrative, direct support, or supervisory functions associated with AID's project responsibilities, and to take appropriate actions when problems or unforeseen opportunities arise. A difference of opinion between members of the Working Group which cannot be resolved within the Working Group is referred to the respective supervisors of those members and ultimately, if need be, to the Mission Director.

B. COMMITTEE CHAIRPERSON

Project Officer

C. CHAIRPERSON'S RESPONSIBILITIES

The Chairperson may act, prepare or assign (and then coordinate) action responsibilitiy to the member of the Working Group best qualified to take or prepare a specific action. The Chairperson is responsible for reaching decisions or recommending actions to his/her supervisor and/or the Mission Director.

D. COMMITTEE MEMBERS

The composition of the Working Group established for any given project depends on the type of expertise needed for its implementation and, of course, on the composition of the USAID/El Salvador staff. Project Management Working Groups may include members from the technical staff, Office of Management Operations, Office of Development Planning and Programming, Office of Development Resources, Office of the Controller and the Engineering/Contracting/Procurement Specialist. Any member of the Mission staff may be assigned to serve on more than one Working Group at a given time.

E. MEMBER'S RESPONSIBILITIES

Members of the Working Group perform their project functions on a staff basis, but otherwise operate within the established Mission organization and report to their line supervisors. Members are responsible for keeping themselves current

on project activities and for individually performing functions for which they are responsible in a timely and professional manner. Maintaining Working Group awareness and coordinating contributions to the resolution of implementation problems can normally be effected through informal consultation and/or in the course of preparing and clearing action recommendations or implementation documentation.

F. FREQUENCY OF WORKING GROUP MEETINGS

The Working Group can normally perform its function and operate effectively without formal meetings, providing communications and coordination are adequate. In the event a meeting is necessary, the Chairperson will schedule and notify all members of the Working Group.

510.15 SECTOR REVIEW COMMITTEE

A. COMMITTEE'S OBJECTIVES, SCOPE OF ACTIVITIES AND DUTIES

The Sector Review Committees are established by each office having project management responsibilities, (the three technical offices, the Private Enterprise Divison of DR, the Office of Development Planning and Programming and the Office of Management Operations). The Committees are designed to keep the Mission Director and other senior staff informed of the progress, delays and difficulties in individual projects and to schedule resources against project needs.

B. COMMITTEE CHAIRPERSON

Deputy Mission Director (in conjunction with appropriate Office Director)

C. CHAIRPERSON'S RESPONSIBILITIES

- Review projects in depth to identify and resolve problem areas;
- Provide overall senior level guidance and leadership to projects within sector area;
- Coordinate Mission's priorities and staff resources within and between sector areas;
- Disseminate information which impacts on project implementation responsibilities.

D. OFFICE DIRECTOR'S RESPONSIBILITIES

- Schedule meetings;

- Prepare and distribute agenda;
- Develop sector status report for Committee discussion and follow-up purposes;
- Assure follow-up actions are taken;
- Review planned and actual interaction with GOES agencies and other host country institutions and coordinate, where possible, such interactions with other Mission offices in order to assure fullest possible consistency and exchange of information in USAID/GOES relationships.

E. COMMITTEE MEMBERS

Appropriate technical office staff (including contractor personnel)

Appropriate staff office representatives, e.g.:

-- Management Officer
-- Engineering/Contracting/Procurement Specialist (MO)
-- Controller
-- Office of Development Resources
-- Office of Development Planning and Programming

F. MEMBER'S RESPONSIBILITIES

Under actions as assigned, to support project needs and assist in corrective actions as soon as implementation delays are identified.

G. FREQUENCY OF COMMITTEE MEETINGS

Biweekly on a rotating basis.

510.20 SENIOR STAFF MEETINGS

POLICY

In order to ensure the free flow of information throughout the Mission, Senior Staff Meetings will be held each week to exchange information and to discuss important problems and issues.

PROCEDURES

1. A Senior Staff Meeting will be held each Tuesday at 1530 in the Ambassador's conference room. The meeting will be Chaired by the Director or, in his/her absence, the Deputy Director.

2. Regular attendees include:
   - o Director
   - o Deputy Director
   - o Director, or his/her designee, of each Mission Office
   - o Management Officer
   - o Controller
   - o Recording Secretary

3. A recording secretary (assigned by the Management Officer) will attend all Staff Meetings and distribute to each Office the transcribed minutes of the meetings. Additonally, the recording secretary will prepare an Agenda for upcoming meetings and distribute the Agenda to Office Directors by noon each Tuesday. Items for inclusion in the Agenda should be telephoned to the recording secretary by COB each Monday.

4. Areas of general interest are discussed at these meetings e.g., visitors, Mission activities, political developments, items to be included or revised in the Mission Operations Manual, and each attendee is invited to describe recent events, plans and problems in his/her office or projects. When appropriate, the Chair schedules meetings to discuss more fully any problems that are raised or may assign specific follow-up actions.

5. In order for these meetings to serve as a good communications mechanism, each attendee must transmit to the staff in his or her office appropriate general or specific information that may be of interest to them. In most cases, this may be more appropriately accomplished by holding a brief office meeting as soon as possible following the Senior Staff Meeting.

The development of an AID project involves the preparation of various types of programming, budgeting, and congressional and project review documents as more fully described in the following section. The project development system can best be seen as a five-stage process:

- Preparation and review of USAID/El Salvador's Country Development Strategy Statement (CDSS);
- Preparation and review of Sector Assessments and Annual Budget Submission (ABS);
- Preparation and review of Project Identification Documents (PIDs);
- Preparation and review of Project Papers (PPs); and
- Project authorization and obligation of funds.

The time required to develop an AID project usually depends on the commitment of the Government of El Salvador (GOES) to the project, the complexity of project activities, the types of analyses needed for project preparation, and the difficulty of negotiating project issues and conditions with GOES implementing agencies. It usually takes from six to eighteen months to conceptualize, develop, prepare, negotiate and obligate funds for an AID project.

USAID/El Salvador has the major responsibility for generating project ideas and project documents, working with GOES ministries and other local development agencies. The LAC Bureau in Washington reviews and approves (or possibly modifies or disapproves) these project proposals with the advice of other AID Offices, including the Bureaus for Program and Policy Coordination (PPC) and Science and

Technology (S&T). In addition, AID/W very often provides temporary duty personnel--either from AID's direct-hire staff or specialized contractors--to assist USAID/El Salvador in the preparation of various parts of the analyses underlying the project proposal. Throughout the project development process, USAID/El Salvador will be most concerned with what the project can do for the country while AID/Washington is concerned with consistency with AID policy and with ensuring that all project design and feasibility issues have been adequately analyzed by the Mission's project development team.

1. Preparation and Review of the Country Development Strategy Statement (CDSS)

   Project development commences with the identification of a development problem that can be addressed by United States foreign assistance. The Foreign Assistance Act of 1961, as amended, and PPC and LAC Bureau program guidance to USAID/El Salvador provide the basic policy framework that identify broad areas in which AID projects can be developed by USAID/El Salvador.

   The identification of development problems is initiated through the preparation of a CDSS. The CDSS is a five-year document which, once approved, is updated as required. Within the CDSS, USAID/El Salvador analyzes the country's development problems and prepares assistance strategies to address those problems. It identifies target groups and target sectors or sub-sectors where AID assistance is to be concentrated and analyzes how this assistance will address critical development problems for particular target groups (e.g., the rural poor) and for particular sectors (e.g., agriculture). The CDSS is

forwarded to AID/W and reviewed by a Bureau committee chaired by the AA/LAC, his Deputy, or the Director of the Bureau's Office of Development Planning (LAC/DP). Prior to the meeting, LAC/DP prepares an Issues Paper on the CDSS which serves as an agenda for the CDSS review. The Bureau review committee (with the advice and consent of PPC) can approve, disapprove or modify the Country Development Strategy Statement. The results of this review are summarized and Approved Assistance Planning Levels (AAPLs) are provided in a guidance cable to USAID/El Salvador. The CDSS is normally submitted to AID/W in January and reviewed in February-March.

2. Preparation and Review of Sector Assessments and Annual Budget Submission (ABS)

Once USAID/El Salvador's CDSS is approved, the basic framework for AID assistance to El Salvador is established. Two parallel processes are then initiated as follows:

- First, for those sectors identified as areas of AID concentration, USAID/El Salvador undertakes Sector Analyses or Sector Assessments. These documents provide more detailed information on the structure and development constraints in particular sectors such as agriculture, education and health, and they provide additional description and analysis of a target group that will be the focus of AID assistance within a particular sector. Sector documents are prepared by USAID/El Salvador (often with the assistance of specialized contractor personnel); they are

reviewed by the Bureau and supplement the information provided in the CDSS. Sector documents provide the detailed analytic frameworks for further identifying and analyzing AID project proposals. Major Sector Assessments are usually prepared only once every five or six years.

When completed, the Sector Assessment is forwarded to AID/W for review and approval. The LAC Bureau's Office of Development Resources (LAC/DR) prepares an Issues Paper for the AA/LAC on the Assessment. The Director or Duputy Director for LAC/DR usually Chairs the Bureau review meeting on each Assessment, with policy guidance provided by the AA/LAC or DAA/LAC. PPC and S&T Bureaus also attend these meetings. The results of the meeting are summarized in a guidance cable to the field that approves, disapproves or, suggests revisions in the Sector Assessment.

- Second, an Annual Budget Submission (ABS) document based on the CDSS and AAPLs is prepared by USAID/El Salvador each Fiscal Year which recommends specific loan and grant funding levels for the so-called "Current" Year (the upcoming Fiscal Year) and for the Budget Year (two years). Through the ABS presentation, USAID/El Salvador translates its generalized CDSS strategies into specific annual budget requests for new loans and grants for El Salvador. The Mission's ABS is reviewed by the LAC and PPC Bureaus in the context of anticipated annual funding levels that will be available for the LAC Bureau. Through the process, the Agency allocates available loan and grant funding to El Salvador.

The ABS is normally submitted to AID/W in May and reviewed in June. Based on its ABS approvals, USAID/El Salvador intensifies discussion on individual project ideas with GOES agencies. Based on these discussions and the ABS, Congressional Presentation (CP) materials are prepared and presented to AID/W. From these CP materials emerge the LAC Bureau's Budget Presentation to Congress. Congressional committees then review the new project proposals presented by the Bureau. The Congressional Presentation is prepared during the fall and normally submitted to the Congress in January. Final decisions on funding levels follow the passage of authorization and appropriations legislation.

3. Preparation and Review of Project Identification Documents (PIDs)

Simultaneously with the preparation of budget documents, a Project Identification Document (PID) for each new project is also developed. The PID provides the first detailed presentation of a particular project concept. It describes the project design and strategy, gives the technical rationale for the project, proposes a financial plan, contains an initial environmental examination, and identifies critical project issues that must be analyzed and negotiated with the GOES as well as those studies that must be undertaken to finalize the project design and establish the project's full feasibility. The PID also lays out a project development schedule and identifies those critical project issues that require policy guidance from AID/W. The PID is prepared by the Mission and reviewed in AID/W by the LAC Bureau's Development Assistance

Executive Committee (DAEC) which is Chaired by the AA/LAC or in his/her absence, the Director of the Office of Development Resources (LAC/DR). PPC comments on the PID will be provided to the LAC Bureau by memorandum or, on a selective basis, by attendance at review meetings. For each DAEC meeting the Bureau prepares an Issues Paper to highlight major PID issues and to structure the agenda for the DAEC review of the project proposal. (This Issues Paper is forwarded to the AA/LAC for comment prior to the meeting.) A Mission representative normally goes to Washington to present the PID. Each PID is approved or disapproved for further project development by the AA/LAC and a cable is sent to USAID/El Salvador providing a summary of the DAEC's decisions and guidance. This guidance cable should be sent to the Mission within two weeks after the DAEC meeting. Often DAEC reviews of PIDs will modify project concepts and recommend that a specific type of project analysis be undertaken during the preparation of a final Project Paper (PP).

4. Preparation and Review of Project Papers (PPs)

Once the PID is approved USAID/El Salvador is authorized to undertake feasibility studies and commence detailed project discussions with GOES officials on implementation requirements. This latter step leads to the preparation of a final Project Paper (PP) that contains the requisite institutional, economic, social soundness and environmental impact analyses, as well as the implementation plan, evaluation plan and project budget. Often the Bureau will provide the Mission with temporary duty personnel or the Mission

will hire specialized contractors to assist in the preparation of these PPs. The PP is forwarded to AID/W for review by the LAC Bureau's Development Assistance Executive Committee (DAEC). The PP is usually reviewed by the DAEC within two weeks of its arrival in AID/W. Again, for each DAEC meeting the AID/W Office of Development Resources (LAC/DR) prepares an Issues Paper to highlight major issues and to structure the agenda for the DAEC review of the final Project Paper. The Issues Paper is forwarded to the AA/LAC for comment prior to the meeting. The Director of LAC/DR Chairs the DAEC and conducts the meeting in accordance with guidance from the AA/LAC. A Mission representative usually goes to Washington to present the project to the DAEC. The DAEC can approve, disapprove or request modifications in the Project Paper. It should be noted that the DAEC review of project proposals serves to establish Bureau-wide standards for project development. Through these reviews the Bureau can encourage the development of the stronger project proposals and identify those weaker projects where Missions may require additional project development assistance. The DAEC also provides a vehicle for ensuring that USAID/El Salvador is fully aware of all technical and policy issues in a particular project area.

5. Project Authorization and Obligation

When the final Project Paper (PP) has been approved by the DAEC, a Project Authorization and Request for Allotment of Funds (PAF) document is prepared by either the Bureau's General Counsel Office or by the Mission. The PAF is an

internal Agency document that is used by AID/W to approve a specific project and its budget described in the Project Paper (PP), specify the terms and set forth major covenants and conditions, authorize negotiation and signing of a Project Agreement, authorize funding for the project, and (normally) request allotment of funds. After approval of the PP by the AID/W LAC Bureau, the Project Agreement (PROAG) is prepared by the Mission. The PROAG summarizes the essential elements of the objective and rationale for the PP, the amount and type of funding, and the responsibilities of the U.S. Government and the Government of El Salvador (GOES) in implementing the project. An updated implementation plan is also prepared and made a part of the PROAG. The PROAG is signed jointly by representatives of USAID/El Salvador and the GOES.

REFERENCE:

LAC/DR Bureau Paper, "Anatomy of a Project", updated for the Administrator's Retreat, June, 1981

POLICY

The Country Development Strategy Statement (CDSS) is the basis for AID's program planning and budget process. It provides a concise format in which the Mission can analyze the development problems of the recipient country and propose assistance strategies and levels to be undertaken by USAID/El Salvador. The document is closely integrated with AID's budget process and the links between analysis, strategy and allocations are strong. It is a five-year document which, once approved, is updated as required. It includes a summary analysis of the:

- Social and economic development status in El Salvador.
- Progress and constraints to development in El Salvador.
- GOES' development plan and resources, and USAID/El Salvador's overall and sectoral assistance strategy, within the framework of current AID/Washington policy and guidelines.

The CDSS is developed in consultation with the GOES on the basis of the prior CDSS, any new developments in El Salvador or the Mission, and evaluation of current and completed projects.

PROCEDURES

1. AID/W initiates the CDSS process with the issuance of El Salvador specific guidance based upon an assessment of the prior CDSS and upon new general issues and concerns within the Agency.

2. The Mission normally prepares the CDSS in October through December under the guidance and management of the Office of Development Planning and Programming (DPP).

3. DPP schedules a series of meetings among senior Mission staff to discuss and agree upon the USAID's policy position. These meetings include the following:

   - Director and Deputy Director
   - Office of Development Planning and Programming (DPP)
   - Office of Development Resources (DR)
   - Office of Management Operations (MO)
   - Office of the Controller (CONT)
   - Office of General Development (GD)
   - Office of Human Resources and Humanitarian Affairs (HR/HA)
   - Office of Rural Development (RD)

4. In accordance with the agreements reached within the Mission, DPP manages the preparation of the draft CDSS by:

   - Establishing the internal schedule for preparation/revision of the CDSS;
   - Making individual assignments of sections to appropriate Mission offices;
   - Writing the draft CDSS which may involve editing the inputs from other offices.

5. The draft CDSS is circulated by DPP to other Mission offices for review and comment, and DPP may schedule additional meetings to discuss proposed modifications to the draft.

6. When possible, DPP will arrange for translation of appropriate sections by the official translator (MO) to provide the GOES an opportunity to review the selected sections prior to submission to AID/Washington. Those sections that are reviewed in collaboration with GOES officials include the Financial Plan, the Negotiating Position, and the Project Description. DPP is responsible for scheduling these GOES review sessions.

7. Based upon the inputs of the Mission Director and other Mission offices, DPP prepares the final CDSS.

8. When the Mission Director approves the final CDSS, DPP presents a copy to the U.S. Ambassador for his/her concurrence and forwards the CDSS to AID/W, usually in January.

9. AID/W normally reviews the strategies proposed and the overall country situation during February and March. This review will result in Approved Assistance Planning Levels (AAPLs), which serve as the link between the CDSS and the ABS and represent the approved budget for the program to be carried out in the budget fiscal year (FY), and the subsequent four years.

10. Following the CDSS review, AID/W will usually notify the Mission of approval by April. Twenty-five copies of the CDSS are sent by AID/W to the Mission where the Office of Development Planning and Programming distributes at least one copy to each Mission office and arranges distribution to appropriate GOES ministries.

REFERENCE:

AID/W Program Guidance

POLICY

The Annual Budget Submission (ABS) presents a program that is constrained by the FY's Approved Assistance Planning Level (AAPL) and is limited to priority areas agreed to in the CDSS review. It sets forth a priority ranking of projects proposed to carry out the agreed upon CDSS strategy. The USAID/El Salvador ABS initiates a new budget cycle and forms the basis of AID's budget submission to the Office of Management and Budget (OMB) and later, AID's budget request to Congress (the Congressional Presentation). The ABS is composed of a series of tables and accompanying narrative on their content which specify:

- The Mission's choice of proposed projects, relating the project ranking to the achievement of agreed upon CDSS goals.
- The Mission's long-range budget plan, by appropriated account, for Development Assistance Economic Support Fund, PL 480, Housing Investment Guaranty, and Operating Expense activities.
- The status of the Mission's obligations, by appropriate account.
- Mission projects for which new funding is requested and an analysis of the priority for funding these projects under several budgetary assumptions.

PROCEDURES

1. In May or June, AID/W Planning and Budget Office (PPC/PB) issues guidance and table formats for preparation of the ABS. Upon receipt, the Office of Development Planning and Programming (DPP) prepares Mission-specific guidance and establishes the internal schedule for preparation of the ABS.

2. The first draft of the ABS is prepared by Mission Offices following the instructions and guidance of DPP.

   - The Office of the Controller (CONT) prepares the Operating Expense (OE) budget.
   - The Office of Management Operations (MO) prepares the personnel budget.
   - Project Officers and the technical offices prepare the project narratives and other sections as assigned.

3. In preparing individual inputs, Mission offices should keep in mind that the ABS should answer the following questions:

   - What will the resources requested achieve in terms of the agreed upon goals in the CDSS?
   - What was the rationale for assigning higher priority to some projects and goals than others?
   - What AID personnel are necessary to design and implement the program for FY 19XX and future years?

4. The draft ABS is edited and typed by DPP using the tables and forms supplied by AID/W. DPP circulates the draft ABS to other Mission offices and makes any changes to the draft.

5. The Mission Director, based on analysis and findings of DPP, CONT, and the Management Officer, approves the budget requests in each major funding area. Any modifications to the draft ABS are made by DPP, which types the final ABS for MO and CONT clearance and information copy to the Office of Development Resources (DR).

6. Following approval by the Director, DPP presents a copy to the U.S. Ambassador for his/her concurrence. DPP makes five copies of the ABS for retention by the USAID and forwards the original to AID/W.

7. AID/W reproduces the ABS and sends at least 25 copies of the approved ABS to the Mission where DPP provides each office with at least one copy for reference.

REFERENCES:

AID Handbook 2-- Program Planning and Budgeting

AID/W Annual Guidance

POLICY

The annual AID Congressional Presentation (CP) is designed to further justify and explain AID's budget request to the Congress for approval and appropriation of funds. The CP is based upon the ABS and presents budget and narrative information on USAID/El Salvador projects for which funding is requested.

PROCEDURES

The preparation of the CP follows the same procedures established for the ABS (see Section 630). AID/Washington issues Agency-wide guidance on the format and content of field documentation requirements for the CP. From this guidance, the Office of Development Planning and Programming (DPP) provides the schedule and specific instructions for other Mission offices to use in preparation of the CP.

2. The first draft of the CP is based upon agreements reached by the Mission Director and senior staff on the USAID's future budget requirements.

   - The Office of the Controller (CONT) prepares updated expenditure records.
   - Project Officers and the technical offices collaborate with DPP and the Controller in preparing future years' budgets.
   - Project Officers prepare the draft project summaries in the format provided by DPP.

3. The draft CP is edited and typed by DPP in the format established by AID/W. DPP circulates the draft among the other Mission offices. Any changes to the draft are made by DPP.

4. The Controller and the Mission Director clear the CP, and DPP makes any changes as necessary in the final draft.

5. When the Mission Director clears the final draft of the CP, the DPP presents a copy to the U.S. Ambassador for his/her concurrence. DPP makes five copies of the CP for retention in the Mission and forwards the original to AID/W.

6. AID/W reproduces the final CP and sends at least 25 copies back to the Mission where DPP provides each office with at least one copy for reference.

REFERENCES:

AID Handbook 2--Program Planning and Budgeting

AID/W Annual Guidance

POLICY

The Project Identification Document (PID) is the first formal document in a series leading to the approval of a specific project. The project concept described in the PID serves as the bridge between the program rationale presented in such documents as the ABS, the CDSS, and project development and subsequent financing decisions. It reflects the decisions made by the Government of El Salvador (GOES) and AID regarding the application of development strategy and country program funding levels to particular situations. The PID provides a summary and preliminary project proposal and seeks to further develop the project.

PROCEDURES

1. Project needs and concepts are developed in a collaborative process involving the USAID, host country institutions and other donor organizations. However, such collaboration must not result in commitments being made on behalf of the U.S. Government to develop the concept prior to receipt of approval of the PID by AID/Washington.

2. The Mission Director discusses and agrees upon project concepts to be developed into PIDs in consultation with staff/technical offices, and establishes a Project Development Committee (see Section 510.05).

3. The Office of Development Resources (DR) is normally assigned responsibility for coordinating the project development process, a key element of which is the PID. That responsibility is carried out in close partnership with other

mission offices, particularly the technical offices, and is accomplished through the Committee process.

4. PIDs should be as concise as possible and generally not more than fifteen single spaced pages in length. It is not expected that information in the depth and detail necessary for final project approval will be included in the PID.

The PID should cover:

- o Program Factors
  - -- Conformity with El Salvador Strategy Programs
  - -- Relationship to the CDSS (or other Strategy Statement)
- o Project Description
  - -- Perceived problem
  - -- Project goal and purpose
  - -- Expected achievements/accomplishments
  - -- Project outline and how it will work
- o Factors affecting project selection and further development
  - -- Social considerations
  - -- Economic considerations
  - -- Relevant experience with similar projects
  - -- Proposed Borrower/Grantee (B/G) and/or implementing agency
  - -- AID support requirement and capability
  - -- Estimate costs and methods of financing
  - -- Design strategy
  - -- Recommended environmental threshhold decision
  - -- AID policy issues

Attachments to the PID must include the preliminary log frame, initial environmental examination and, if applicable, a waiver request.

5. The lead technical office has authority for project design substance, utilizing design team expertise and in that regard develops the first draft of the PID in English only (Spanish translation should be reserved until such time as written USAID/GOES collaboration requires). The DR reviews the draft for style, clarity, consistency, and conformance to AID regulations and requirements and prepares the PID facesheet and any annexes. When appropriate DR consults with the Regional Legal Advisor.

6. The draft PID is then submitted to the Project Development Committee for technical/policy, clarity and substance review. The DR schedules the review meetings and handles reproduction and distribution of copies of the draft PID to Committee members.

7. Any final changes to the PID are made by the DR working with the design team. When the PID has been approved by the Director and appropriately endorsed by host country institutions, DR handles reproduction and submits copies to AID/W for review and approval.

8. The AID/W PID review is Chaired by the LAC Assistant Administrator or his/her designee. (The review is not intended to include detailed analysis of the project and will vary depending upon the nature of the project. For an explanation of the area of focus, refer to AID Handbook 3, Chapter 2). The Bureau will make one of the following decisions on the document:

- Approval with appropriate guidance for project design;
- Conditional approval with explicit requirements for granting full approval, plus appropriate guidance for project design;
- Approval and guidance on project design, but withholding final Project Paper approval for AID/W, including citing the reasons therefor, or;
- Disapproval, including the basis for rejection.

NOTE: In some instances, the decision of the Review Committee may be to defer completion of the review until supplementary information or a revised PID is obtained from the originating office.

9. As a general rule, AID/W decision on a PID should be made within 30 working days after receipt of the PID, including necessary time for reproduction and distribution. Notification of the decision on the PID and PID guidance is given by Cable.

10. The AID/W approval may draw attention to certain issues in the PID document and require the Project Development Committee to make adjustments in the concept or take certain actions to address specific design matters during development of the project.

11. Approval of the PID signals the Mission to proceed with necessary consultations with the proposed recipient and/or B/G and to utilize the resources necessary to bring the project to the Project Paper stage via the Project Development Committee.

12. The Mission Director will notify host country institutions of PID approval and distribution of the approved PID is as follows:

- o Mission Director (1)
- o DR (1--working file)
- o Technical Office project files (5)
- o C&R (2--1 chron file, 1 reading file)
- o AID/W-LAC/DR (3)

13. If at any time the Mission decides to terminate or suspend project development activities on an approved PID, it should immediately notify the AID/W LAC Bureau and the Bureau for Program and Policy Coordination (PPC) by submitting a revised PID Facesheet, or asking the Bureau to do so for it.

REFERENCE:

AID Handbook 3, Chapter 2--Project Identification

POLICY

The Project Paper (PP) fully develops the project concept presented in the approved PID. It provides a detailed description of the proposed project activity, defines the role and responsibilities of AID and the Government of El Salvador (GOES) institution, and describes the analysis and conclusions upon which the project is based. The purpose of the PP is twofold: (1) to provide the basis for approval of the project by the Mission Director, and (2) to provide the official historical record of the rationale for the project, the description of the project elements, the analyses supporting the design of the project and of the initial implementation and monitoring plans. Both of these purposes must be kept in mind during the preparation of the PP.

PROCEDURES

1. The content of the PP is determined by its two purposes mentioned above. The material to be presented is listed in the following outline:

   - Project Data Sheet
   - Draft Project Authorization
   - Project Rationale and Description
   - Cost Estimate and Financial Plan
   - Implementation Plan, including procurement description and schedule
   - Monitoring Plan

- Summaries of Analyses
- Conditions and Covenants
- Evaluation Arrangements
- Annexes, as follows:

  - PID approval message;
  - Log Frame Matrix;
  - Statutory Checklist;
  - B/G request for assistance;
  - Section 611(e) certification for all bilateral projects;
  - Project Analyses, as follows:

    -- Economic
    -- Financial
    -- Social
    -- Technical
    -- Administrative
    -- Environmental

Chapter 3 of Handbook 3, Part I, describes the content of each of the foregoing sections of the PP.

2. Upon approval of the PID, the PP is then developed in a similar manner as the PID via the Project Development Committee approach.

3. The body of the PP should generally not exceed 50 pages, and with annexes dealing with substantive matters (analysis, implementation planning, etc.) should not exceed 70 pages. The organization should follow item 1 listed above. To facilitate locating related parts of the PP, it is advisable to cross reference in the text or in footnotes other sections or paragraphs of the PP dealing with related subjects.

4. The lead technical office has authority for project design substance, utilizing design team expertise and in that regard develops the first draft of the PP in English only (the Spanish translation should be reserved until such time as USAID/GOES collaboration requires). The DR reviews the draft for style, clarity, consistency, and conformance to AID regulations and requirements. When appropriate, DR consults with the Regional Legal Advisor.

5. The draft PP is then submitted to the Project Development Committee, for technical/policy clarity and substance review. The DR schedules the review meetings and handles reproduction of copies of the draft PP to Committee members. Any final changes to the PP are made by the DR working with the design team.

6. The PP is approved on behalf of AID by the Mission Director with DR having responsibility for making any changes upon which approval is conditioned. If the PP does not require AID/W approval, this is the final clearance for AID PP approval and Project Authorization.

7. If the PP does require AID/W approval, the DR handles reproduction and distribution of copies to AID/W.

8. Upon receipt by the LAC Bureau of a PP submitted by USAID/El Salvador, it is reviewed in accordance with procedures established by the LAC Bureau. Such procedures may include review by an AID/W Project Committee, preparation by the responsible AID/W backstop office of an Issues Paper in which issues found are discussed and recommendations made for their resolution by the AA, and review by a standing Review Committee, Chaired by the AA or his designee, which acts in an advisory capacity. The AA decides whether the project will be approved as submitted, or recommend approval by the Administrator if the AA does not have authority to approve the project.

9. Before Authorization of a project by the AA/LAC or the Administrator, the Congressional Notification is prepared if the amount to be funded exceeds, or if the description of the project as designed differs significantly from that contained in the Congressional Presentation for the Fiscal Year in which it is to be authorized. The project cannot be obligated until the waiting period following notification (15 days) has expired.

10. When final clearance for AID PP approval has been obtained, the DR recommends that the Mission Director notify GOES institutions of approval and is responsible for distribution of the approved PP as follows:

    - Mission Director (1)
    - Office of Development Resources (1)

- Office of Development Planning and Programming (1)
- Controller's Office (1)
- Technical Office project files (5)
- C&R (2--1 chron file, 1 reading file)
- AID/W-LAC/DR (3)

PROJECT PAPER SUPPLEMENTS

1. If an approved project is being amended to facilitate attainment of its original objectives, e.g., through more funds, an extension of the time, changing AID/W required covenants, a PID or PID Amendment is not needed. In those cases, a PP Supplement is called for. The Project Officer should, however, consult by cable with the LAC Bureau as to the extent of the proposed change and its implications early in the modification process, and before the PP Supplement is initiated. Depending upon the nature of the proposed change, the LAC Bureau may require the Mission to provide it with descriptive or supporting information, for Bureau approval before the PP Supplement is initiated, especially when additional project funding will be required to implement the change(s). If programming or policy issues are involved, the LAC Bureau may also require USAID/El Salvador to submit the PP Supplement to AID/W for review and approval before actions are taken to amend the Project Authorization.

2. The detail and depth of analysis supporting the PP Supplement will be determined by the significance, scope and complexity of the proposed project modification. In many cases, the Supplement will be no more than a synopsis of the implementation problem and the proposed solution. This could serve as well as the essence of any action memorandum accompanying the proposed Authorization Amendment. USAID/El Salvador or the LAC Bureau (depending upon location of authorizing authority) will review PP Supplements. PP Supplements should include an amended Project Data Sheet, if appropriate. Authority to approve Authorizations or Amendments are cited in Handbook II, Chapter 3.

3. If the foreseen modification(s) will emerge as a second-stage or add-on type project, an abbreviated PID should be submitted to AID/W, preferably in cable form. Following Bureau review of the PID (and assuming approval), as appropriate, a PP Supplement or new PP would be developed. It would be reviewed by the unit having authorization authority.

4. If the modification would change project elements such that they emerge as essentially a completely restructured project or a new project with different objectives, then a new PID should be prepared and submitted for Bureau review and approval. As with other PIDs, such should be submitted and approval received prior to the expenditures of extensive PP development resources. The new PP would be prepared and reviewed in accordance with procedures outlined above.

REFERENCES:

AID Handbook 3, Chapter 3--Project Development, Analysis and Presentation

AID Handbook 3, Chapter 5--Project Authorization

Participant Manual, Project Implementation, prepared by: Development Associates, Inc., 1981

The implementation phase of a project consists primarily of directing and coordinating the work planned, then monitoring progress on a periodic basis. Prime elements of project implementation include:

- Providing U.S. assistance as speedily as possible and ensuring its effective utilization;
- Aiming at an increasing large role for recipient countries in the implementation of projects;
- Minimizing the cost and maximizing the benefits to U.S. interests other than providing assistance to developing countries.

In project implementation the Borrower/Grantee (B/G) and the Project Officer each have specific functions and responsibilities. Examples of B/G functions include:

- Appointing a Project Manager and recruiting needed staff;
- Organizing and training the project team;
- Assigning implementation responsibilities among participants;
- Satisfying Conditions Precedent;
- Making certain that the B/G budgeting contributions for the project are made;
- Nominating candidates for training;
- Arranging for contracting and procurement actions;
- Administering supply and service contracts;
- Directing the inbound transportation, receipt, inspection and warehousing of critical materials and equipment;
- Distributing material, equipment and labor to project sites and supervising construction;

- Managing construction or technical assistance activities;
- Inspecting and testing completed facilities;
- Directing start up of project operations;
- Completing general coordination, administration, reporting, evaluation and management functions;
- Close out of project implementation activities.

Project Officer responsibilities include:

- AID liaison with the B/G Project Manager and implementing entity (Host Country Agency, contractor grantee);
- Insuring that USAID implementation actions are taken;
- Monitoring and reporting project progress to Mission management and AID/W;
- Evaluating performance of contractors, grantee or other entities executing projects.

Since project success is heavily influenced by the accuracy and completeness of design, and the level of understanding and commitment reached during negotiation, some actions can be taken prior to signature of the Project Agreement. AID policy endorses use of pre-implementation actions to accelerate overall project implementation.

Pre-implementation actions that could be taken might be selected from any of the functional areas described in Chapter 8 of Handbook 3. For example, in the functional area of project management, the Project Officer might:

- Delineate lines of responsibility and issue delegations of authority;
- Hold discussions with the B/G on the nature of Conditions Precedent expected in the Project Agreement and methods of meeting them;
- Complete staffing patterns for both local and foreign staff and begin administrative support preparations (e.g., housing, customs and transport arrangements, etc.);
- Locate and hire suitable B/G staff and conduct project orientation sessions.

In the functional area of planning, the Project Officer might:

- Prepare the detailed implementation plan, including management, implementation, procurement, logistics, shipping and/or other subsidiary work plans;
- Set up appropriate measurement, communications and reporting systems;
- Design specific data gathering systems and complete the evaluation plan and arrangements.

In the functional area of contracting, the Project Officer might:

- Familiarize the B/G staff with AID procurement and contracting rules and guidelines and reach an agreement on the detailed procedures to be applied;
- Prepare draft notices for advertising procurement requirements in the Commerce Business Daily;
- Prepare the detailed Scope(s) of Work and prequalification questionnaires;
- Unless an A/E or other consulting firm is to be assigned that task, prepare Invitations for Bids (IFBs), Requests for Proposals (RFP's) and detailed specifications for commodity procurement.

In the functional area of financial management, the Project Officer might:

- Develop detailed budgets and the project plan;
- Design the project accounting and materials control system;
- Assure agreement between B/G and AID on detailed disbursement procedures;
- Oversee B/G request to AID for the opening of revolving funds and Letters of Commitment and prepare final drafts of the Letters of Credit thereunder;
- Review detailed procedures with the B/G's designated "approved applicant" (bank) and its correspondent relationships with U.S. banks which will open, advise, or confirm Letters of Credit.

Upon signature of the Project Agreement (the document that summarizes the essential elements of the objective and rationale for the Project Paper (PP), the amount and type of funding, and the responsibilities of the U.S. and the GOES) the project is ready for implementation. The following section presents the Mission's policies and procedures for the primary documents and/or functions in the pre-implementation and implementation cycles.

POLICY

The Project Agreement obligates the U.S. to fund and provide specified assistance for a project. The Project Agreement contains:

- o A written understanding of the commitments or limitations of USAID/El Salvador, the GOES and other parties in project implementation;
- o The terms and conditions under which U.S. Assistance is provided;
- o A summary description of the project, its timeframe and expected outcomes.

The Project Agreement is the bridge between project design and implementation and must be fully executed before implementation activities may begin.

Except as indicated below, the appropriate format of the model Project Agreement is to be used for all loan and grant projects. Examples where other formats are necessary include:

- o Grants under Section 214 of the Foreign Assistance Act of 1961, as amended, administered by the Office of American Schools and Hospitals Abroad, Bureau for Food for Peace and Voluntary Assistance (discussed in Handbook 1B);
- o Housing Guaranty projects (discussed in Handbook 7);
- o Grants not involving foreign governments as signatories, such as certain grants administered by the Bureau for Science and Technology (discussed in Handbook 1B);
- o Operational Program Grants (OPGs) and other grants (discussed in Handbook 13); and
- o Grants to multi-national organizations (discussed in Handbook 1B).

When necessary, the Project Agreement may be subsequently amended to change the substance and terms of the original Agreement and to provide additional funds.

PROCEDURES

1. The Office of Development Resources (DR), in consultation with the appropriate technical office, usually begins preparation of the Project Agreement concurrently with preparation of the Project Paper (PP).

2. Upon AID approval and authorization of the PP, the Office Director of the appropriate technical office assigns a Project Officer who notifies the Office of Development Resources to initiate discussions with the involved GOES agencies so that agreements on various programming elements may be reached. The Project Officer participates in these discussions. DR and other USAID staff assigned to the Project Development Committee participates in these discussions as required.

3. When agreements have been reached with the GOES counterpart agency, DR, in consultation with the Project Officer, prepares the draft Project Agreement in the format established in Handbook 3. DR has responsibility for assuring the Project Agreement conforms to the project description in the PP and to AID requirements, consulting with the Regional or Aid/W General Counsel as necessary, and initiating the clearance process by circulating the draft Project Agreement to the Office Director of the responsible technical office, the Office of Development Planning and Programming (DPP) and the Controller (CONT).

After all preliminary clearances are received, the Project Officer will arrange for translation of the draft by the USAID's official translator in the Office of Management Operations (MO) prior to clearance by the Mission Director.

4. When the Project Agreement is cleared in draft, DR works with the Project Officer to make any changes required. DR usually types the final copy of the Project Agreement and arranges for reproduction and distribution.

5. When the USAID and GOES technical implementing offices reach agreement, the Project Officer, with assistance as required from DR, discusses the Project Agreement with the Ministry of Planning.

6. The Project Officer then formally submits the Project Agreement to the Ministry of Planning and any other executing agencies for signature by all parties. DR prepares the Project Agreement in final format and prepares the draft memorandum to the U.S. Ambassador which includes all pertinent project information (amount, signing date, time and place). DR also forwards a copy of the memorandum to USICA, who will prepare the Ambassador's speech and a press release.

7. DR Handles reproduction and distribution of the executed Project Agreement as follows:

   - Mission Director (1)
   - DR (1--working file)
   - DPP (1--information copy)

- Technical Office project files (5)
- C&R (2--1 chron file, 1 reading file)
- Ministry of Planning (as required)
- Each GOES implementing agency/ministry (as required)
- AID/W-GC (2--in all cases)
- Regional Legal Advisor, Tugicagulpa (1)
- AID/W-LAC/GC (1)
- AID/W-LAC/DR (15)

PROJECT AGREEMENT AMENDMENTS

1. Following AID approval of a project modification, either by Action Memorandum, Authorization or Authorization Amendment, as appropriate, the modification can be effected and recorded with the Borrower/Grantee (B/G) through joint signature of a Project Agreement or Agreement Amendment.

2. Within limitations specified in general or specific Delegations of Authority, the AID official who signed a document, or his/her designee or anyone acting in his/her capacity, generally has the authority to authorize a Project Agreement Amendment. Notwithstanding, Project Agreements and Agreement Amendments that interpret elements of the Agreement shall be cleared by the Regional Legal Advisor and/or the LAC/GC, as appropriate, prior to execution by the AID official.

3. Modifications in the Amplified Project Description, which is an Annex to the Project Agreement, may be accomplished by mutual agreement with the B/G and signature by each party's official representative (e.g., per Section 9.3 of Loan Agreements and 8.3 of Grant Agreements.) Cost increases which the B/G undertakes to finance may be acknowledged through revisions in the Financial Plan in this Annex. The formally revised Annex should be transmitted to the B/G under cover of an Implementation Letter.

REFERENCES:

AID Handbook 1B, Chapter 16

AID Handbook 3, Chapter 9

AID Handbook 13, Chapters 1,3,4,5

Participant Manual, Project Implementation, prepared by: Development Associates, Inc., 1981

POLICY

The Project Implementation Letter (PIL) is the formal medium through which USAID/El Salvador communicates with the GOES on matters related to project implementation. PILs are used to convey general guidance or specific information to the GOES relative to actual implementation of the project. They may be used for example:

- To confirm mutual agreement to changes in Annex 1, the amplified description in the Project Agreement; and/or transmittal of formal Amendments of the Agreement;
- To notify that Conditions Precedent are met;
- To notify extension of the Project Assistance Completion Date (PACD);
- To notify approval or denial of request for extension of terminal dates to meet Conditions Precedent to disbursement;
- To treat specific matters related to Special Covenants and General Covenants;
- To confirm agreements on or revisions to methods of procurement previously and informally agreed to prior to the signing of the Project Agreement;
- To discuss reprogramming or reallocation of Project funds within the context of the Project Paper and Project Agreement;
- To notify the GOES of acceptance of authorized representatives for the Project.

PILs should not be used for matters related to Disbursement Authorizations, Letters of Credit or Letters of Commitment, approval of Invitations for Bids or Requests for Technical Proposals, or to amend Project Agreements. It is Agency practice to use other forms of correspondence related to the preceding matters. PILs are used

to expand upon material covered in the Project Agreement only when the terms of the Agreement specifically provide that the authorized parties may effect limited changes or when the Project Agreement provides for an alternative, e.g., "... such other time (or period, source, level, method, etc.) as the parties (or AID) may agree to in writing". Except as thus authorized, changes in the Project Agreement are accomplished by formal Amendments to the Agreement.

Because the GOES implementing agency will be required to act promptly on some of the matters discussed in the PIL, particularly on meeting Conditions Precedent and contracting for services (if they are required at the start of the project), it is recommended that those subjects be discussed with the GOES in detail even before the Project Agreement is signed. It is therefore desirable that the Basic Implementation Letter or Basic PIL, be prepared in draft shortly after the Project Paper is completed in order to allow these discussions with the GOES implementing agency during the interval between completion of the Project Paper and signature of the Agreement.

Simultaneously with the Agreement to be negotiated, or as soon as possible after signature of the Project Agreement, the Mission issues PIL No. 1. Subsequent PILs are serially numbered to permit control and identification. The Basic PIL gives the GOES more detailed guidance on matters covered in the Project Agreement. It explains specifically what documents are to be submitted to satisfy the Conditions Precedent set forth in the Project Agreement, including the format of the Legal Opinion to be submitted; it spells out contracting and purchasing procedures and

source/origin rules; it provides specific information on disbursement procedures; and it specifies what reports AID requires, defining their frequency, format and content, etc. These matters are discussed in more detail in Handbook 3, Chapter 8, Appendix A.

PILs frequently deal with subject matters which require the professional expertise of members of the Mission staff other than the Project Officer. The Basic PIL is always in this category. USAID/El Salvador has established the procedure that Basis PILs are drafted by the Office of Development Resources (DR) in consultation with the appropriate technical office since the Basic PIL furnishes the GOES with instructions and guidance pertaining to the Project Agreement with respect to the specific conditions and requirements that the GOES must satisfy. Subsequent PILs are normally the responsibility of the appropriate technical office and should be limited to matters related to implementing a project or elements of a project. Project Officers should make every attempt to limit the use of subsequent PILs by excluding all approvals and transactions related to financial matters.

BASIC PIL PROCEDURES

1. Basic PILs are prepared on USAID/El Salvador letterhead stationery and are numbered sequentially for each project, beginning with the number "1". The number and title of the project to which they refer are shown; for loan projects, the loan number is usually cited together with the project number. PILs should be addressed to the official representative as shown in the Project Agreement.

2. The DR, in consultation with the appropriate technical office, normally initiates the process of the Basic PIL preparation shortly after the Project Paper (PP) is completed by discussing and agreeing upon its content with the GOES implementing agency. Depending upon the project and the matters under discussion, DR and the Project Officer would normally involve other Mission offices such as the Controller, Executive Officer, Office of Development Planning and Programming (DPP), etc., to participate in discussions with the GOES implementing agency.

3. Based upon the agreements reached, DR, in consultation with the Project Officer, prepares the draft Basic PIL simultaneously in English and Spanish.

4. DR arranges for circulation of the draft Basic PIL and pertinent background documentation to the Controller and other Mission offices and/or the Regional Legal Advisor (depending upon the content of the PIL) and expedites its clearances.

5. Upon clearance by all concerned offices, DR arranges for final typing of the Basic PIL.

6. The Mission Director signs the Basic PIL and returns it to DR where the PIL number is assigned and the date of signature typed.

7. DR will then make copies of the PIL and mail them to the GOES implementing agencies and, if necessary, to the Ministry of Planning.

8. DR is responsible for reproduction and distribution of the Basic PIL to the following:

- o Mission Director (1)
- o DR (1--working file)
- o CONT (2)
- o MO(1--when involving contracting/procurement)
- o C&R (2--1 chron file, 1 reading file)
- o GOES Implementing agency/ministry (5 or as required)
- o AID/W-LAC/DR (15)

SUBSEQUENT PIL PROCEDURES

1. Subsequent PILs are prepared by the Project Officer in the same format described for "Basic PILs."

2. The Project Officer will take lead responsibility for all processing, clearance and distribution actions previously described (see items 1 through 8 above) on subsequent PILs, with the exception of assigning the PIL number. Given the present physical separation of some of the USAID/El Salvador offices, DR has been designated the Mission focal point for this action in all cases.

REFERENCE:

AID Handbook 3, Chapters 8,13

POLICY

Project Implementation Orders (PIOs) are prepared by the USAID Project Officer during project implementation. The PIO is the principal means for allocating or subobligating funds. There are three types of PIOs:

- o Project Implementation Order/Technical Services (PIO/T)
  - To procure specialized technical services.
- o Project Implementation Order/Commodities (PIO/C)
  - To procure project commodities, equipment and supplies.
- o Project Implementation Order/Participant (PIO/P)
  - To provide for training of participants in the U.S. or countries other than El Salvador (third countries).

Each of these three PIOs has its own set of characteristics, thus each is discussed separately in the following sections.

740.05 PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES (PIO/T)

POLICY

The PIO/T (AID Form 1350-1) is the official AID instrument which formally initiates the process of procurement of technical services and which describes the services required (Scope of Work), the estimated costs and time period, logistical support arrangements and other details necessary to facilitate the negotiation and execution of a responsive grant or contract. The PIO/T earmarks funds obligated by the Project Agreement, or, when no bilateral Project Agreement is involved, the PIO/T makes an "administrative reservation" of funds. Project Officers should keep in mind that PIO/Ts are never used as the obligating document for technical assistance projects. For bilateral technical assistance projects the Project Agreement (PROAG) serves that purpose. PIO/Ts are to be processed and the contract executed before the contractors are to arrive in-country.

In planning for contracting by AID, it is important to keep in mind that the contracting process takes an average of 90 to 150 days from receipt of the PIO/T to the award of a contract. Primarily, the PIO/T must include a scope of services which is contractible in that it spells out clearly the nature and duration of the services required. All funding and administrative support data must also be included in order to avoid technicians' reporting for duty without a clear understanding of their duties and of the logistic support they are to receive and from where.

There are essentially five means by which AID may obtain competent technical services to carry out a technical assistance project. They are:

- o Contracting by Host Country;
- o Direct-hire employment;
- o Assignment from another U.S. Government agency under a PASA;
- o Contracting with a private individual, firm or institution;
- o Grant to an individual, firm or institution.

The latter three of these require the Project Officer (in AID/W or in the USAID) to initiate a PIO/T as the first step toward recruitment. Handbooks 11, 12, 13, and 14 discuss these in greater detail.

Guidance and services required by the Project Officer can be obtained upon memoranda or cabled request directed to AID/W, Office of Contract Management, Directorate for Program and Management Services, Bureau for Management (AID/W-M/SER/CM). Contract Management's assistance can be most effective if requested early in the project development cycle, normally when preparing a Project Paper (PP). CM staffers can assist USAID/El Salvador by:

- o Providing overall contract/grant PASA policy guidance, as needed;
- o Assisting in development of contracting plans and schedules;
- o Supplying suggested source lists from the AID Contractor's Index and contracts with the Small Business Administration;

- Upon receipt of PIO/Ts, conducting the contracting process, including determining contract method and appropriate instrument, soliciting proposals, evaluating, negotiating, preparing document, executing subsequent contract/grant/PASA administration;
- Providing guidance and assistance in conducting USAID or GOES contracting;
- Providing Government-wide negotiated overhead rates for application to AID or GOES cost-type contracts; and
- Delegating contracting authority to the Mission Director or area Contracting Officer as needed to conduct Mission contracting.

PROCEDURES

Project-Funded PIO/T

1. After reviewing the project's technical service requirements with GOES implementing agency and upon receipt of the GOES authorization asking AID to act in their stead, the Project Officer of the appropriate technical office prepares the draft PIO/T. The draft PIO/T should include the following information:

   - Detailed Scope of Work specifying services to be provided;
   - Experience, academic background and experience required;
   - Period of performance;
   - Estimated costs of services;
   - Logistical support to be provided by grantee/contractor, USAID/El Salvador and other participants;
   - Detailed definitions of product or indicators of progress to be used in monitoring and evaluating performance of services;
   - Required reports.

Complete instructions on completing the PIO/T are contained in AID's Project Officers' Guidebook, Attachment A to Appendix C.

2. The draft PIO/T is submitted to the Office of Development Planning and Programming (DPP) which reviews the PIO/T for consistency with programmed requirements and project objectives. The PIO/T is sent back to the Project Officer who makes any changes.

3. The Project Officer manages the AID clearance process by circulating the PIO/T to his/her Office Director, the Controller, the Contracting and Procurement Officer (MO), DPP, and the Regional Legal Advisor as appropriate in accordance with delegated authority. The Project Officer arranges for final typing and translation of the PIO/T, if necessary, into Spanish by the USAID's official translator in the Office of Management Operations (MO), and obtains the GOES counter-signature.

4. The PIO/T is then forwarded for approval to the Mission Director, or the Management Officer, in accordance with delegated authorities (See Chapter 300 of this Manual).

5. When all signatures have been obtained, Communications and Records (C&R) arranges for photocopying and distribution for the approved PIO/T:

   o Mission-issued

      - Mission Director(1)

- Project Officer official project; files (5)
- Office of Development Planning and Programming (1)
- Office of Development Resources (1--if loan funded)
- Office of the Controller (1)
- C&R (2--1 chron file, 1 reading file)
- GOES (as required)
- AID/W-LAC/DR/RR, Room 2252, N.S. (10) NOTE: DR/RR will distribute copies to DR technical office and Finance Office, and M/SER/CM.

o AID/Washington-issued PIO/Ts have the same internal USAID and GOES distribution as above, plus one reproducible copy is submitted to LAC/DP and one reproducible copy is submitted to M/FM.

6. When justified on the ground of urgency, USAID/El Salvador may initiate a PIO/T by telegram for AID/W to complete the issuance. The telegram must provide the data called for in Blocks 2, 3, 4, 5, 6, 7 and 13 of Form 1350-1. Failure to provide the foregoing information may seriously delay issuance of the PIO/T. Telegram requests must be confirmed immediately by forwarding a "Worksheet" PIO/T to M/SER/CM citing the telegram reference in Block 17. In some instances, because of rigorous time constraints, USAID/El Salvador provides only the Scope of Work, budget funding symbols and special instructions to M/SER/CM.

PIO/Ts Funded from Other Sources

1. The Project Officer of the appropriate staff office (AID/W or USAID/El Salvador) initiates the process by discussing and agreeing upon the technical services required with appropriate Mission offices.

2. Based on the agreements reached, the Project Officer is responsible for preparing the draft PIO/T on the standard AID Form (content as specified in No. 1 above for project-funded PIO/Ts).

3. The Project Officer is responsible for obtaining clearance from his/her Office Director, the Controller, the MO Contracting and Procurement Officer and DPP. The Project Officer arranges for the final typing and translation into Spanish by the USAID's official translator in the Office of Management Operations (MO). If the PIO/T is AID/W initiated, the Project Officer will arrange for distribution to the USAID for necessary clearances and final typing and translation if necessary and obtaining GOES counter-signature.

4. The Mission Director approves the PIO/T by signature.

5. The C&R is responsible for reproduction and final distribution of the approved PIO/T as outlined in item 5 of Project-Funded PIO/Ts.

PIO/ T Amendments

1. PTO/Ts can be amended to adjust the amount earmarked or to change its content, provided that the action originally requested has not yet been taken (e.g., execution of a contract) or that such action can be amended. In all cases, amendments must be consistent with the Project Agreement and within the funding it provides.

2. PIO/Ts need not be amended to adjust their earmarked value to the actual costs of the transaction. The USAID should, however, take all necessary steps to return funds earmarked but not needed to the "unearmarked" balance in the project account. These steps should be taken as soon as actual costs (e.g., the value of a Purchase Order) are known. A journal voucher referenced to the PIO/T is normally used to accomplish that purpose. Washington backstop offices should be kept advised as appropriate.

REFERENCE:

AID Handbook 3 (as revised 1982) Supplement A

Project Officers's Guidebook for Management of Direct AID Contracts, Grants and Cooperative Agreements (June 1980)

740.10 PROJECT IMPLEMENTATION ORDER/COMMODITIES (PIO/C)

POLICY

The PIO/C (AID Form 1370-1) is used for the procurement of project related commodites when the Mission or AID/Washington undertakes to implement a project commodity element, or to arrange for its implementation, through a third party (host country through an authorized agent). It may include the procurement of commodity-related services or incidental services for the commodities, as long as these services do not exceed $50,000 or 25 percent of the commodity price, whichever is less. A PIO/T rather than a PIO/C is used to authorize the purchase of incidental services if their cost is in excess of this limitation.

The PIO/C serves several purposes. First, it contains a detailed description of what is to be procured, directly or indirectly, by AID; it is thus a purchase request. Second, when it is countersigned by the GOES, it constitutes an agreement on specific commodities and services AID undertakes to procure. Third, it earmarks funds obligated by a Project Agreement, or when no bilateral Project Agreement is involved, the PIO/C makes an "administrative reservation" of funds.

The PIO/C must designate an "authorized agent" to accomplish the procurement. The authorized agent may be:

- USAID/El Salvador;
- Another Mission, with its concurrence;
- AID/Washington;

- Another U.S. Government Agency;
- A non-USG procurement agent (e.g., GOES purchasing agent) as described in Handbook 15, Appendix D7.

PIO/Cs are infrequently used now in El Salvador. Rather, a Letter of Commitment or a Letter of Credit has been the preferred method of procurement. Offices are encouraged to adopt more frequent use of this program document, which is in keeping with AID program guidance, following the procedures outlined.

PROCEDURES

1. The Project Officer develops project commodity requirements using a PIO/C Worksheet, Form AID 1370-IX. Assistance in the development of specifications for the Worksheet may be obtained from the Contracting and Procurement Officer, Office of Management Operations (MO). This process is usually facilitated by early MO involvement.

2. The Project Officer manages the AID clearance process by circulating the PIO/C to his/her Office Director and the Controller.

3. The PIO/C is forwarded to the Contracting and Procurement Officer (MO). MO will consult with the Regional Legal Advisor if the value of the PIO exceeds $100,000. or when circumstances warrant. If disapproved, the Contracting and Procurement Officer (MO) returns it to the originator with reasons for disapproval.

4. The PIO/C is then approved by either the Mission Director or the Management Officer in accordance with delegated authorities (See Chapter 300 of this Manual).

5. The Contracting and Procurement Officer assigns a Contracting and Procurement number in sequence for control purposes, registering the document in a master ledger.

6. The Contracting and Procurement Officer (MO) selects an agent (as outlined in Handbook 15, Appendix D7) and converts the original Worksheet into reproducible copy and prepares a Face Sheet with all necessary provisions.

7. Communications and Records (C&R) arranges for reproduction and distribution.

8. Mission-initiated and Mission-issued PIO/Cs after reproduction, are collated into sets and distributed as follows.

   - Mission Director (1)
   - Project Officer official project files (5)
   - Office of Management Operations (1)
   - Office of the Controller (1)
   - C&R (2--1 chron file, 1 reading file)
   - GOES (as required)
   - Designated Authorized Agent (2)
   - Non-US procurement agent (5 sets if appropriate)

- AID/W-Desk Officer (5)
- AID/W-M/FM/BFD (4--if Direct Letter of Commitment)

Note: AID/Washington is currently reviewing distribution requirements. Any changes to the above will be forwarded to all USAID's.

9. The Contracting and Procurement Officer maintains control, administers follow-up contacts as necessary, and issues procurement documents. He/she provides procurement status information to Project Officers until all commodities are received. (See Handbook 15, Appendix D7(3) for issuance requirements reserved to AID/W, M/SER/COM).

10. After receipt of the "Receiving Report" and after all payments are completed, the Contracting and Procurement Officer closes out.

11. When justified on the grounds of urgency, USAID/El Salvador may initiate a PIO/C by telegram for AID/W to complete the issuance. The telegram must provide the data called for in Blocks 2, 3, 4, 5, 6, 7 and 13 of Form 1370-1, as well as the consignee and any special documentation requirements for completing the AID 11-94, Document Distribution and Shipping Instructions. When information furnished in Block 7 indicates that the funds are obligated by an Agreement, the date that the Agreement was executed should be provided. Failure to provide the foregoing information may seriously delay issuance of the PIO/C. Telegram requests must be confirmed immediately by forwarding a

"Worksheet" PIO/C (AID 1370lX) to M/SER/COM citing the telegram reference in Block 17.

PIO/C Amendments

1. Amendments to a PIO/C are generally initiated and issued pursuant to the same rules as the original PIO/C.

2. As an exception, Missions may issue any amendment to a PIO/C (whether issued by AID/W or by USAID/El Salvador) when decreasing its authorized value; such action is taken with the concurrence of the authorized agent as soon as possible after the values of such PIO/Cs are determined to exceed the amounts actually required to cover contemplated or completed purchases.

3. Amendments to a PIO/C increasing its authorization value in order to cover increased costs of commodities may be made so long as there are funds available within the project. An issued PIO/C should not be amended to add new items or to increase quantities of previously listed items after the authorized agent has finalized orders with specific suppliers for items originally authorized. Additional items and/or increased quantities should be authorized in a new PIO/C.

4. The Office of Commodity Management, Bureau for Management (M/SER/COM) in AID/W may reissue Mission-issued PIO/Cs and/or Amendments thereto as prescribed in Handbook 15, Appendix D7.

5. AID/W does not issue closing Amendments.

REFERENCE:

AID Handbook 1 Chapters 4, 5 and 6

AID Handbook 15 Chapters 2, 3 and 5, Appendix D7

Project Officers's Guidebook for Management of Direct AID Contracts, Grants and Cooperative Agreements (June 1980)

740.15 PROJECT IMPLEMENTATION ORDER/PARTICIPANT TRAINING (PIO/P)

POLICY

The PIO/P (AID Form 1380-1) is the official AID form which formally initiates the process of providing training for Government of El Salvador personnel as participants in the U.S. or third country.

The PIO/P serves as the obligating document which commits project funds. It is the USAID's policy to ensure AID/W's lead-time requirements for processing participants upon receipt are followed. Those lead-times are:

o U.S. Training	
- Academic	150 days (plus 10 days Mission processing)
- Technical	90 days (plus 10 days Mission processing)
o Third Country Training	
- Academic	90 days (plus 10 days Mission processing)
- Technical	60 days (plus 10 days Mission processing)

PROCEDURES

1. The Project Officer discusses project training requirements with the Office of Development Planning and Programming (DPP) Participant Training Assistant, and the GOES implementing agency as the basis for preparing program specifications for the candidate. The Project Officer or a GOES Ministry Agency can initiate the request for training programs.

2. The Project Officer specifies the training program needed for the participant candidate:

   - Kind of training and its relevance to the project;
   - Number of participants;
   - Duration (academic or non-academic);
   - Location U.S. or third country;
   - Degree objective;
   - Position which the participant is scheduled to fill upon completion of training.

3. As soon as the Project Officer learns who the candidates will be, he/she should submit the candidate's name and personal data to the Office of Development Planning and Programming (DPP) who will begin preliminary processing, including records check and English examinations. These procedures can be undertaken before receiving formal nominations from the GOES. DPP will notify the Project Officer as soon as the Office of Security clears on the candidate.

4. The Project Officer should submit the following information to DPP for preparing the PIO/P:

   - Title and number of the project under which the training will be funded;
   - Project completion date;
   - Desired starting date for training;
   - Latest acceptable starting date for the training;

- Number of participants;
- Summary of project input, output and purpose to which training will be applied;
- Particular emphasis desired.

5. At the same time the Project Officer submits the above information, he/she should submit a copy of the GOES proposal letter signed by the appropriate Minister or Agency head requesting the training program, nominating the candidate(s), and stating the GOES commitment regarding payment of salary during the training and reinstatement of the participant after the training's completion. (Note: the usual commitment on payment by GOES for international travel has been, for the time being, waived until further notice).

6. The Participant Training Assistant (DPP) is responsible for preparation of the draft PIO/P on the standard AID Form:

   - Checks reference materials for course announcements to determine availability of training;
   - Calculates costs of training;
   - Initiates Security Record Check;
   - Prepares and transmits nomination cable to AID/W or third-country;
   - Prepares the PIO/P document.

7. In preparing the draft the Participant Training Assistant (DPP) is responsible for verifying the content of the PIO/P from the following sources:

- Project Officer for specifications of the training program;
- Office of DPP for completeness and accuracy of the form;
- Office of the Controller for availability of funds.

8. The Participant Training Assistant makes any revisions to the draft, prepares the final PIO/P, comprised of funding information, training request and participant's biographical data information, academic transcripts, etc., and distributes the PIO/P for review to:

   - Project Officer;
   - Office of Development Planning and Programming Office Director;
   - Controller;
   - GOES implementing agency as appropriate;
   - Deputy Mission Director.

9. Following approval by the lead Technical Office Director, the Participant Training Assistant reproduces copies of the approved PIO/P for distribution:

   - Mission Director (1)
   - Office of the Controller (1)
   - C&R (2--1 file, 1 reading)
   - Project Officer official project files (5)
   - GOES implementing agency (5)
   - Participant (10)
   - AID/W-S&T/IT/RS, Room 213, SA-16 (15) NOTE: S&T/IT/RS will distribute copies to all AID/W offices and appropriate Contractor.

10. The Participant Training Assistant handles USAID internal distribution, and the Project Officer makes distribution to the responsible GOES offices.

11. The Participant Training Assistant also handles all documentation required by AID/W-S&T/IT/RS; reporting date notificaton; advances due the participant and travel arrangements, as well as providing a pre-departure orientation.

12. All correspondence regarding participant training, such as cables, letters and memos to AID/W or the GOES must be cleared by DPP prior to issuances.

PIO/P Amendments

Amendments to original PIO/Ps are required if there is a significant change in the type of training or funding after the PIO/P has been received and a program designed. AID/W-S&T/IT will inform USAID/El Salvador if an amendment is necessary on U.S. training.

750.05 WAIVERS

POLICY

On occasion it may be necessary for a Project Officer or the Regional or AID/Washington Contracting Officer to deviate from AID's regulations and standard contract provisions when preparing a PIO or a contract. To receive official approval to deviate from a regulation or a standard contract provision, a waiver form must be filled out and signed by the appropriate authority. The requirement for waiver should be considered in the course of project design and, wherever possible, included in the terms of the Project Paper (PP). It is the Mission policy that waivers would be requested only when the lack of a waiver could adversely affect a project or significantly hinder the work of the Mission.

PROCEDURES

1. On occasion, waiver may be necessary for:

   - Approval of non-competitive procurements;
   - Eligibility of commodities;
   - Source and nationality of suppliers and contractors;
   - Eligibility of suppliers' and contractors' certificates;
   - Marine insurance;
   - Conditions for authorizing advance and progress payments;
   - Limitations on contractor salary levels;
   - Other provisions of the AID procurement regulations.

2. When the Project Officer and the Office of Management Operations Contracting and Procurement Officer conclude that a waiver is necessary in connection with a PIO/C, the Contracting and Procurement Officer will prepare the waiver in accordance with the Project Officer's justification sent to the Office of Management Operations (MO). Upon clearance by the Project Officer, the Controller and the Office of Development Resources (DR), the Contracting and Procurement Officer will submit the waiver to the Mission Director for approval.

3. For waivers related to PIO/Ts, PIO/Ps, and other forms of contracts, the waiver will be prepared by the requesting office in conjunction with the Contracting and Procurement Officer. In most instances, these waivers will require the approval of the Mission Director.

4. Upon approval, the Contracting and Procurement Officer (MO), will arrange for reproduction and distribution:

   - AID/W - M/SER/COM and/or M/SER/CM, as appropriate (3)
   - AID/W - LAC/DP (3)
   - Controller (12)
   - Project Officer (5 -- 1 official project file)
   - C&R (2 -- 1 chron file, 1 reading file)

5. Detailed procedures for the preparation and processing of waivers will be developed by the MO Contracting and Procurement Officer.

6. Some simple rules on preparing waivers and a listing of AID waiver authorities are attached as APPENDIX A & B respectively to this chapter.

REFERENCES:

AID Handbook 1, Supplement B

AID Handbook 11

AID Handbook 15

Participant Manual, Project Implementation, prepared by Development Associates, Inc., 1081

750.10 PAYMENT VOUCHER FORM 1034

POLICY

Voucher 1034 is the official AID form for payment of rendered goods or services. The Payment Voucher is utilized to pay for goods or services including contractual, which have been received; to transfer local funds to implementing agencies in accordance with the specification of a Project Implementation Letter (PIL) and to account for the expenditure of advance funds.

PROCEDURES

Project-Funded Payment Vouchers

1. There must be an approved implementation document authorizing the action taken and justifying the payment to be made under the Payment Voucher. The required implementation document includes a Project Implementation Letter (PIL) or a Project Implementation Order/Technical (PIO/T) and its resultant contract.

2. The Office requesting payment for goods or services received prepares the Payment Voucher which includes:

   - Designation of the purchaser as USAID/El Salvador, c/o U.S. Embassy, El Salvador;
   - Name of the vendor and address to which payment will be made;
   - Brief description of the goods or services purchased and their cost.

   The Payment Voucher Form or a cover memorandum should indicate the implementation document number and the project number for payment.

3. The original invoices are attached to the Payment Voucher which is approved by the Director of the requesting office and is submitted to the Office of the Controller requesting that payment be made.

4. The Payment Voucher is processed by the Office of the Controller, which verifies the costs and approves payment.

Local Currency Funds

Not applicable - No local currency funds are being used at this time.

REFERENCE:

AID Handbook 23, Financial Management

TYPES OF CONTRACTS, COOPERATIVE AGREEMENTS AND GRANTS

This section of the USAID/El Salvador Mission Operations Manual is intended to provide an overview of the primary modes of project implementation associated with AID-financed development project assistance. Detailed guidance is contained in AID Handbooks 1, IB, 3, 3A and B, 11, 12, 13, 14 and 15. Specific citations are provided for each major mode.

760.05 GENERAL PROCEDURES

AID-financed development project assistance, whether loan or grant, is accomplished by one of two major modes, i.e., either by host country contracts or by AID-direct contracts, grants, or cooperative agreements. A determination of which type of implementation mode to select is addressed in Handbook 1, Supplement B, Chapter 3, "Responsibility for Procurement" (attached as Appendix C to this Chapter). In Appendix D, a comparative chart depicting and describing these two modes is attached. In Appendix E an overview chart on the dual procurement processes is attached.

760.10 HOST COUNTRY CONTRACTING CONSIDERATIONS (Handbooks 1B; 3 Sup. B; "Project Officer's Guidebook on Host Country Contracting"; and Handbook 11)

A host country contract is a legally binding agreement between the contracting agency and an entity--institution, firm, or individual--whereby the latter undertakes to provide the specified goods or services required to carry out an AID approved project in return for payment therefor. Such a contract is eligible for

financing by AID provided that the host country contracting procedures and resultant contract are acceptable to AID.

Although AID has a preference for host country contracting, many factors should be considered prior to employing that mode. Attached in Appendix F are illustrative issues which should be favorably determined before the Mission commits to this mode.

When a host country contract is to be employed, there are many major responsibilities for the AID Project Officer. In Handbook 11 and HB 3, Sup. B ("Project Officers' Guidebook on Host Country Contracting") host country contracting requirements for AID Project officers are covered in depth; however, some of the significant requirements to which AID's Project Officers must respond when host country contracting is to be employed are attached in Appendix G.

Host Country contracts arise from bilateral projects. A bilateral project is one which is mutually developed and agreed upon by AID and the host country as reflected in a formal "Project Agreement" (PROAG) - executed by both AID and the host country setting forth the commitments and undertakings of both parties to achieve stated project objectives. Nevertheless, decisions related to host country versus AID-direct contracting are a part of the pre-PROAG, PID and PP project development process. In accordance with the PROAG, when it is the responsibility of the host country to undertake procurement, the implementing requirements for AID differ substantially from AID-direct procurement. The requirements are given in the Handbook references noted above.

The implementation of bilateral projects presents a more intricate pattern than the implementation of centrally funded projects and requires AID to play a different role. Although AID must assume responsibility for substantive implementation actions, it does not act as "Project Manager." The B/G and its agencies have not only the legal responsibility "to implement the Project;"[1/] i.e., to manage its implementation, but have substantive responsibilities. The implementing agency designated by the B/G is therefore looked upon as the "Project Manager." AID generally plays a subsidiary role (sometimes called a "support" role), but the interaction between AID and the B/G is affected by such factors as the capabilities of the implementing agency and the experience of its staff, the organization and operating practices of the B/G government, including the extent to which authority for decision making is delegated and other political and cultural factors. AID's responsibilities regarding bilateral projects are largely carried out by its field organizations with support by units in Washington.

1/ See e.g., the Standard Provisions Annex to the Project Loan and Project Grant Agreements (Appendix 9A-1 and 9A-2, respectively, to Handbook 3, Chapter 9). Article A refers to the fact that AID will "assist the (Borrower or Grantee) in the implementation of the Project;" in Section B2, the Borrower or Grantee undertakes "to carry out the Project ..." and to "provide ... management," etc.

Finally, some mention must be made regarding the typical time required for host country contracting. In Appendix H a table has been attached which depicts average time requirements. In brief, the time is 165 days for the RFTP (Request for Technical Proposal) process for professional services, 215 days for an IFB (Invitation for Bids) for equipment and materials, and 290 days for an IFB for construction services.

760.15 AID-DIRECT CONTRACTS (Handbook 14; Handbook 3, Sup. A)

The decision on which contracting mode to utilize is made by the AID official approving the project, and is reflected in the Project Paper (PP) or other project approval document. When the judgment is made that host country contractng is not preferred then AID can provide project assistance employing other AID-direct contracts, grants and cooperative agreements. Another option, i.e., PASAs and RSSAs, will be discussed separately.

A direct AID contract is a legally binding agreement between AID and a non-government entity (institution, firm, or individual) whereby the latter undertakes to provide AID with specified goods or services required for AID programs in return for payment thereof.

A direct AID contract is a procurement instrument that is used when the principal purpose is to acquire specific goods or services of direct benefit or use to AID in support of AID-financed programs or projects. On the one hand, the contractor agrees to carry out AID's objective in the manner determined and specified by AID

in the contract itself. On the other hand, AID retains the right to exercise greater administrative contractual, or legal remedies for breach of the terms and conditions of the contract than would be appropriate under a grant or cooperative agreement.

When AID contracts directly for the services required to carry out technical assistance projects, contractors are normally selected competitively based on evaluations of their relative technical competence, ability to perform the particular project, and reasonableness of cost. Non-competitive selection can be used only when there is clear justification based on sole source of supply, exclusive or predominant capability, impairment of foreign assistance objectives, etc. (For detailed guidance see AIDPR 7-3. 101-50.) AID direct contracts adhere to U.S. Government contracting procedures and regulations. The contracts should spell out as fully as possible the services the contractor is to provide and set forth in some detail the conditions for his performance and the support he will receive from the mission and host government or institution. These contracts are signed and administered by duly authorized U.S. Government contracting officers, technically directed by AID project personnel; and funded, paid and audited by mission and/or AID/W staff.

In sum, direct AID contracts require active participation and direction by AID employees at almost every point. The role of the host country includes concurrence in the contractor selected and provision of professional counterparts and local support.

Direct contracts--as are AID direct grants, cooperative agreements (a form of a grant) and PASAs/RSSAs--are initiated by a PIO/T. A distinction needs to be made regarding bilateral technical assistance projects and AID centrally funded projects. The obligating document for a bilateral project is the Project Agreement (PROAG); in this circumstance the PIO/T issued authorizes the AID/Washington office of Contract Management to negotiate and execute contracts. When AID initiates a centrally funded AID project and technical assistance support activities, the signed contract, PASA, purchase order or grant are the documents that obligate funds; the PIO/T is used to administratively reserve funds.

Some of the significant types of direct contracts and grants and their characteristics are depicted on a chart attached in Appendix I; in brief, the major options and formats for direct contracts are:

- Purchase orders
- Cost Reimbursement Type Contract (General)
- Cost Reimbursement with Educational Institutions
- Fixed-Price Technical Services Contract
- Personal Services Contract
- Indefinite Quantity Contracts

Attached in Appendix J is a table illustrating AID direct contracts and clarifying aspects of the method of selection, specifically:

- 8(a) set-aside
- Small Business set-aside
- PASA/RSSA
- Competitive Negotiation - Procurement by Formal Advertising
- Architect & Engineering
- Education Selection and Collaborative Assistance
- Non-competitive

Considerations as to the method of selection are contained in HB 3, Sup. 1, Chapter II, Part B (Project Officers' Guidebook on the Management of AID Direct Contracts, Grants, and Cooperative Agreements). Also, attached in Appendix K is a table which provides average lead times required for competitive and non-competitive procurement.

In selecting the type of contract several particular restrictions should be noted:

- Purchase Orders. Purchase orders are limited to procurement of goods or services under $10,000. If services are to be procured, the contract must be with a small business. The Agency interprets contracts with individuals to be, per se, small business contracts. Although purchase orders are not competitively let, as such, the Project Officer must justify a purchase order and should informally compare at least three sources when possible. Purchase orders are one time, end product contracts; if the total procurement is in excess of $10,000 then a different contract type

should be considered. When a purchase order is appropriate, such contracts can be quickly executed by either M/SER/CM or M/SER/MO/RM (an average of 22 days is typical). Authority to execute certain types of purchase orders is the delegated responsibility of M/SER/MO (see AID Handbook 20, Chapter 8; and Handbook 23, Chapter 14.) (Use form SF-147; see AIDPR 7.3.6. Handbook 14.)

o Indefinite Quality Contracts (IQCs) IQC contracts are competitively let by AID sponsoring offices. As of June 1982, S&T/DIU's "Directory of AID Indefinite Quantity Contracts (IQCs)" lists 122 Agency contractors reporting to 21 sponsoring offices. The directory contains as an appendix, a copy of M/SER/CM's "Uniform Procedures for Issuance of Work Orders under Agency-wide IQCs." The services available from these contractors are in diverse specialties from accounting to urban and regional development. IQCs are quick response contracts (M/SER/CM can issue work orders in 29 days, on average, following a PIO/T request), and they are appropriate for assignments which generally can be accomplished in no more than 90 to 120 days from start to finish. Additionally, each IQC firm has a "multiplier" applied to the cost of salaries which may range from 100% to 300% of salary costs. It is a relatively expensive mode of contracting and should not be used when other less expensive contracts can be let. Additional advice and assistance on IQCs can be provided by individual sponsoring offices within AID and/or M/SER/CM.

- Personal Services Contracts - AID may contract directly with individuals for personal services (PSCs), pursuant to the authority in Section 636(a)(3) of the Foreign Assistance Act. The policy and provisions under which a Mission may enter into such contracts with U.S. citizens or foreign nationals for personal services abroad are set forth in Appendix F of Handbook 14. It should be emphasized that PSCs may not be used in AID/W; this method of assisting in project implementation is for overseas assistance only. This method of contract assistance has the advantage of being less expensive than IQCs in that PSCs are paid only salary costs, no profit/overhead "multiplier" is applied. M/SER/CM can execute a PSC contract in an average 50 days from the receipt of the PIO/T.

- Cost Reimbursement Contracts (General) Cost reimbursement contracts can be either "level of effort" or "completion" types. M/SER/CM assists in the appropriate selection of the type of contract, or "instrument" required. However, the distinction between these two types of contracts should be understood. Attached in Appendix L is a brief summary of the differences between the two types.

  In brief a completion type of contract is appropriate when the contractor is responsible for accomplishing a clearly defined task or output. The contractor is usually paid on a reimbursement basis for actual, agreed costs already incurred. In a level of effort contract, the statement of work is stated in general terms. If the contractor expends the level of

effort called for in that period of time satisfactorily, then he/she is reimbursed for the costs and receives the fixed fee, if any, negotiated in advance. It is important to note that level of effort contracts do not require the contractor to obtain an objective, only to supply the requisite level of effort demanded; an example would be in a research or development project.

Whichever type of contract is ultimately decided on, the work statement (scope of work) should be specific and detailed as to what is wanted and when it is to be done. In summary, cost reimbursement contracts are preferable when the known specifications and cost risks are high; when such considerations are considered low a firm fixed price contract should be utilized.

o Cost Reimbursement Contracts with Educational Institutions and International Research Institutions (See AIDPR 7-4.57, Handbook 14)

When selecting this type of contract the Project Officer must consider other alternative contracting types first. The Project Officer must certify his determination, with the concurrence of the contract officer, that the required skills or institutional relationships are available only from educational institutions or international research centers. Contracts with these institutions are non-competitive as to price, but do require competitive negotiations as to the qualifications of prospective contractors. The Project Officer must provide selection criteria, source

list, and a statement of qualifications. The average time required for M/SER/CM to complete the contracting process is 201 days from the receipt of the PIO/T.

Aside from the types of contracts, and the characteristics already discussed, some discussion of the selected method of contracting is warranted, specifically:

- 8(a) contracts ("Utilization of Small and Disadvantaged Business," See HB 3, Sup. A, Chapter II B1.) The U.S. Small Business Administration (SBA) administers an "8(a)" contracting mechanism to assist small and disadvantaged contractors in receiving a reasonable share of Federal Government contract awards. Most 8(a) companies are minority or women-owned. A firm qualified by SBA as 8(a) can be selected by AID and SBA, under AID's program of set asides for small and small disadvantaged firms, and awarded a contract without competition, or alternatively a small number of qualified 8(a) firms (usually three) can be selected by AID and SBA to informally compete for the award. This is a preferred method of AID contracting, when feasible, and each PIO/T is reviewed by AID's Office of Small and Disadvantaged Business Utilization (PRE/SDB) to consider whether such an award is possible. Moreover, large projects which can be broken down into smaller discrete contracts suitable for small and disadvantaged firms to perform will be considered by the SDB office. It is important that project designers consider small and disadvantaged firms' participation as early in the design phase as possible. Under the 8(a) procedure contract awards can be concluded

quickly because of the limited competition; M/SER/CM can usually execute the contract in an average of 130 to 150 days from receipt of the PIO/T. The Office of SDB and/or the AID/W bureau's SDB liaison officer can assist in identifying potential small and disadvantaged firms and matching them with planned procurements.

- Small Business Set-Asides - Small businesses, like 8(a) firms, are eligible for AID's set-aside program. Unlike the 8(a) program, formal competition is required when a small business set-aside is utilized, but a procurement can be partially or totally limited to small business compeititon, i.e., large business, will not be allowed to compete for that protion of the procurement which is "set-aside." As in the case of open competitive procurement, M/SER/CM requires an average of 187 days to execute a contract after the PIO/T is received.

- Competitive Negotiation - Procurement by Formal Advertising - When firm requirements exist and price competition can be obtained, formal advertising is a method of competitive procurement characterized by issuing invitations for bids with awards made on the basis of the lowest, responsive bidder.

  This method does not include contracts for architect-engineer services, for the services of educational institutions or international research centers, or collaborative agreements because they are non-competitive as to price but do require competitive negotiation as to the qualifications of prospective contractors.

For formally advertised contract awards the preparation of the RFP (Request for Proposal) scope, selection criteria and cost estimate are vital. Guidance on these requirements are at Appendix M. Once CM has received a contractable PIO/T the average time required for competitive selection is 187 days.

- Architect-Engineer Services - As has already been mentioned, these contracts are non-competitive as to price but are competitive as to qualifications. (For further information, see Handbook 14, AIDPR 7-4.5606 and HB 3, Sup. A II, 2 B & C.) M/SER/CM requires an average of 172 days to execute such contracts.

- Educational Institutions and International Research Centers - (Handbook 14 AIDPR 7-4.57 and Handbook 3, Sup. A II.) These contractors are competitive as to qualifications but not as to price. Usually, such contracts are issued by AID, although some controversy exists, some legal opionions have been issued indicating that host countries could contract directly for these services; however, the use of an AID direct contract may often prove to be more appropriate and effective in carrying out a project when a U.S. university will be involved. However, contracts from these institutions are not to be used unless the Project Officer certifies, with the contract officer's concurrence, that the required skills are available only from educational institutions or international research centers (including land grant and minority institutions). M/SER/CM requires an

average of 201 days from receipt of PIO/T, issuance of an RFTP (Request for Technical Proposal) to institutions on the source list, and execution of the contract.

- Collaborative Assistance Selection (See Handbook 1, Sup. B3Ac. (2)(b); Handbook 14, Appendix H; andd Handbook 3; Sup. A Chapter II B 2 E.) This is a competitive contract as to qualification but not price. Either an AID direct or a host country contract, or a combination thereof, may be used depending on the circumstances that pertain to the respective roles of the parties and the nature of the long-term collaborative relationship that is desired. Collaborative assistance is a method of contracting when the Project Officer makes a preliminary finding that the objective of the related project can best be achieved by the early involvement of an educational institution or international research center in the design and development of the project. This may include the pioneering of new institutional forms, capabilities, processes, and techniques. The Project Officer works with the contract officer in the preparation for an "expression of interest" which is then sent to the institutions on the source list. M/SER/CM requires an average of 217 days from receipt of the PIO/T to execute a contract.

- Non-Competitive Contracts - (Negotiation Without Soliciation of Competitive Proposals. See Handbook 3, Sup. A II B 2 F; Handbook 14 AIDPR 7-3: 101.50.) Negotiation without formal solicitation of proposals from

more than one source may be undertaken in the special situations listed below. In each of these situations--with the exception of unsolicited proposals--consideration of as many other sources as is practicable, including informal solicitation, is required to assure maximum competition. Negotiation without solicitation of competitive proposals should under no circumstances be used to compensate for a lack of forward planning which would permit orderly competitive negotiation or bid procedures.

Specific non-competitive contracts are as follows:

- o Services to be performed by the contractor in person (i.e., purchase orders, see previous discussion under "types" of contracts, also AIDPR 7-3.101.50(d)(1)

- o Unsolicited Proposals When the Agency receives an unsolicited proposal it is reviewed by the appropriate AID technical office to determine whether it is unique and the product of original thinking, has significant merit, and contributes to the AID program. If an unsolicited proposal meets these criteria it may be awarded to an offeror without consideration given to other competitive sources, if approved by the Bureau's AA. Under no circumstances should AID suggest or initiate activities which stimulate such a proposal. (See AIDPR 1-4.910 and 7.3.101.50(d)(6).)

- o Mission Procurement - i. e., up to $50,000 for professional or technical services, or $25,000 for equipment and materials (see AIDPR 7.3.101.50(c) and 7-3.101.50(b)(2))

- o Predominant capability - i.e., procurement from the entity which has exclusive or clearly predominant capability (see AIDPR 7.3.101.50(d)(3)).

- o Sole Source - i.e., procurement from a sole source of supply (see AIDPR 7-3.101.50(d)(4))

- o Proprietory procurement - i.e., purchase of goods which are of particular specification, trade name, or designation in order to assure interchangeability or standardization of equipment, etc. (See Handbook 15, Chapter 3C4 and AIDPR 7-3.101.50)

- Emergency procurement - i.e., contract required when inadequate time for formal competitive negotiation or bid procedures would result in an unacceptable delay or substantial increase in costs. (See Handbook 15, Chapter 3C5 and AIDPR 7-3.101.50)

- Amendments - i.e., procurement which results in amendments to existing contracts to provide for continuation of activities or assistance. (See AIDPR 7-2.101.50(b)(5) and 7-3.101.50(d)(5))

- Special situations - i.e., where procurement from any other source would impair or be inconsistent with the objectives of the Foreign Assistance Act. (See AIDPR 7-3.101.50(b)(7) and 7-3.101.50(d)(7).)

All of the above non-competitive procurement methods require justification by the Project Officer, the contract office's approval, and in the case of "special situation" noted above, the Bureau's AA must also approve; a summary of these requirements is contained in Handbook 3, Sup. A, Chapter II, Part B2F "Project Officers' Guidebook for the Management of Direct AID Contracts, Grants, and Cooperative Agreements." The attendant approval process for non-competitive procurement is also contained in Chapter II, 3 for both AID/W and the missions.

760.20 AID-FINANCED GRANTS (See Handbook 13; Handbook 3, Chapter 3 and Sup. A, "Project Officers' Guidebook on the Management of AID Direct Contracts, Grants, and Cooperative Agreements"; Handbook 13, Chapter 16).

The guidance contained in this section does not apply to grant-financed bilateral agreements as these are government-to-government grants, usually for technical assistance, covered by bilateral project agreements between AID and host countries (see Handbook 3, Project Assistance). As in the case of AID-direct contracts, M/SER/CM both develops and maintains the assistance policy and procedures

(Handbook 13) and has operational authority and responsibility for the preparation and execution of all such instruments executed in the U.S. (except for grants awarded by the American Schools and Hospitals Abroad program).

Contracts of one form or another are used when AID and an eligible LDC agree to a technical assistance project and then seek out a contractor to undertake the project. However, if an individual, firm or institution presents to AID an activity in which it is involved, or which it wishes to initiate, and convinces AID that the U.S. foreign assistance program would be served by supporting that activity, a grant may be made to fund the activity wholly or in part. Such activities may sometimes be in sensitive subject areas where a low U.S. profile is particularly desirable. Since the activity was originally conceived and planned by the grantee, close AID technical direction normally is not appropriate. Nevertheless, the grantee is obligated to expend the AID funds to carry out the project as originally proposed and accepted (with modifications, if and) by AID. Once a project is approved, a PIO/T must be prepared and sent to CM requesting that a grant be negotiated and signed. Subsequently, the CM grant officer will administer the grant in accordance with its terms and the Project Officer will monitor technical progress.

There are advantages and disadvantages in choosing between grants versus contracts which should be emphasized. According to M/SER/CM, some bureaus and offices are beginning to more frequently ask the contract office to negotiate assistance instruments (grants or cooperative agreements (CAs)) rather than contracts. This

.s appropriate when, instead of procuring services, AID wishes to assist the recipient in carrying out an activity in which there is a mutual interest. (Cooperative agreements are discussed later in this section.) Grants and CAs are also popular because procedures are somewhat simpler and the technical office can more readily nominate and justify a particular recipient.

There is another side of the coin, however. Administrative requirements for USG grants and CAs are set forth in OMB Circular A-110. Grantees and CA holders cannot be required to submit reports more frequently than quarterly for example. Grants and CAs cannot be terminated unilaterally by the government except for cause. (A special exception has been established permitting AID to terminate "for changed circumstances" but this is limited mainly to situations where, by law, AID's program of which the grant/CA is a part has to be cut off.) Finally, grantees/cooperators can only be monitored, not managed as contractors are. This limit on their managerial role requires some change of "mind set" for Project Officers when they use assistance instruments rather than contracts to help implement their projects. From time to time, grantees or CA recipients complain that attempts are being made to manage their efforts as though they were contractors.

In brief, it is appropriate to use grant agreements to assist in project implementation when:

- Transfer of dollars, goods, services to recipient is to accomplish public purpose.
- Grantee has freedom to pursue its stated program or purpose.
- Agency-grantee involvement is minimal.

Moreover the type of AID Project Officer involvement which is not expected in grants is:

- o Approval of plans prior to award.
- o Normal exercise of Federal stewardship such as site visits, performance or financial reporting and audits.
- o Unanticipated involvement to correct deficiencies in project or financial performance.
- o General statutory requirements such as civil rights, environmental protection, etc.
- o Agency review of performance after completion.
- o General administrative requirements such as included in OMB Circular A-110, Handbook 3, etc.

Attached in Appendix N is a graphic of the grant process. Among the various AID-financed grants are:

a. Section 211(d) Grants Institution building grants are now being phased out in favor of university strengthening grants under Title XII of the FAA. (For 211(d) see Handbook 13, Chapter 2; Handbook 3, Chapter III, Part B1.)

b. General Support Grants. Provides partial support for the total budget of an organization whose basic program purpose is in consonance with FAA objectives, without identifying any specific elements of the organization's budget which are to be supported. The grantee must provide AID

with a program description in sufficient detail to support the grant. (See Handbook 13, Chapter 163; Handbook 3, Chapter 6 and Sup. A, Chapter III, Part B2.; and Handbook 13, Chapters 1 and 3.)

c. Specific Support Grants (See Handbook 1B, Chapter 16B; Handbook 3, Chapter 6 and Sup. A, Chapter III, Part B3; and Handbook 13, Chapters 1 and 4.)

Specific support grants provide assistance for all or a portion of a discrete program or project proposed by an organization applying for support. The program or project aided by a specific support grant is clearly definable in terms of what grant funds are to support. Handbook 13, Chapters 1B2 and 4c explain the selection criteria and procedures used in awarding this type of grant. Grants in excess of $250,000 must be cleared with the legal advisor. The more significant categories of specific support grants are as follows (see Handbook 3, Sup. A, Chapter 3, Part B3):

(1) Matching grants

(2) Operational Program Grants (OPGs)

(3) Development Program Grants (DPGs)

(4) Other specific grants

(5) Grants made pursuant to Title XII, these include:

(a) Matching Formula University Strengthening Grants

(b) Minority Institutions University Strengthening Grants

(c) Collaborative Research Support Program (CRSP)

d. Grants to Public International Organizations (See Handbook 13, Chapter 5; Handbook 1, Sup. B, Chapter 16C; and Handbook 3, Sup. A, Chapter III, Part B4.)

Grants in this category are made to public international organizations created by international agreement and having membership consisting primarily of national governments or public agencies thereof, and in which the United States participates pursuant to a treaty or under the authority of an act of Congress authorizing such participation or making an appropriation thereof. Such grants are made only to support specific activities undertaken by the international organizations. AID may use such grants to initiate a new project or activity or to expand an ongoing program in which it has a special interest and a preference that it be handled by an international organization rather than by AID directly.

760.25 COOPERATIVE AGREEMENTS (See Handbook 1B, Chapter 25E3; Handbook 3, Sup. A, Chapter III, Part B5; Handbook 13, Chapter 6.)

A cooperative agreement is a grant where substantial AID involvement is anticipated in:

- review/approval of each step of a project
- review/approval of subcontracts/agreements
- involvement in selection of key grantee staff
- Agency/grantee collaboration or joint participation
- monitoring to permit specific kinds of direction or reduction of project

The cooperative agreement authorizes a form of assistance that includes substantial AID involvement, unlike other types of grants. In determining whether to use a grant or a cooperative agreement to fund a program, the grant officer must first decide whether the intention is to support or stimulate the proposed grantee's own program or to manage another program authorized by the FAA. If this is the intention, and the recipient can be expected to run its program in accordance with the grant agreement without substantial involvement by AID, then a grant, not a cooperative agreement, is the instrument which should be used to provide the assistance.

Where, however, the intention is to support or stimulate the proposed grantee's own program, and where AID expects to become substantially involved in that program, then a cooperative agreement may be used to fund a multi-year program of an organization such as a university, international research center, private and voluntary organization, or other entity which complements a field of endeavor of active interest to AID. Problems in the less developed countries related to access to land, water, and natural resources, and to off-farm employment generation are

examples of the subject matter of some current cooperative agreements. The cooperative agreement provides for active participation by AID at various stages in the program being funded.

The programming and implementation processes described below for grants essentially apply also to cooperative agreements. Excepting the extent to which there is a greater degree of AID involvement in a cooperative agreement, the Project Officer and grant officer play roles similar to those under grants.

AID's greater involvement in cooperative agreements, however, means that the Project Officer must assume a more active role both in planning and monitoring the implementation of those instruments. For example, the cooperative agreement may provide for the Project Officer's prior review and approval of each annual work plan or one stage of work before work can begin on a subsequent stage; prior review and approval of the substantive provisions of subordinate agreements or contracts; concurrence for staff appointments; monitoring to permit specified kinds of direction or redirection of the work because of the inter-relationships with other AID-financed projects; and joint participation in other aspects of implementation and evaluation.

The Project Officer should assure that the extent of AID's involvement in a program or activity funded by a cooperative agreement is spelled out in the agreement itself. In order to learn the nature of his/her other specific responsibilities,

the Project Officer should become thoroughly familiar with the contents of the cooperative agreement, including the standard provisions thereto, as well as with other relevant project documents.

760.30 PASA/RSSA SERVICES FROM OTHER FEDERAL AGENCIES (See Handbook 12.)

The acronym PASA is for a Participating Agency Support Agreement, and RSSA is for a Resources Support Services Agreement.

Section 621(a) of the Foreign Assistance Act, as amended, directs AID to utilize the services and resources of other Federal agencies when providing technical assistance when such facilities are particularly or uniquely suitable and are not competitive with private enterprise. AID relies selectively upon the participation of other government agencies in carrying out its foreign assistance programs related to their specialities. (Due to reduced staffing within AID in recent years, reliance on participating agency assistance has become increasingly important, particularly in areas which are inherently governmental in function.)

PASAs are agreements with other Federal agencies for specific services or support. Usually technical assistance is furnished through experts on the agency's regular rolls. The assistance provided is tied to a specific project goal to be performed within a definite time period and renewed periodically thereafter, perhaps for the life of the project.

RSSAs are used for obtaining continuing general support assistance from a participating agency and have no specific, readily measurable goal to be accomplished

within a set time period. Examples of RSSAs are agreements with an agency to handle participants, provide informational support, or furnish continuing veterinary advice for AID's agriculture program.

PASAs involving assigned personnel normally are authorized for one fiscal year and renewed each fiscal year, as required. However, where funding is available, such as in the case of a three-year loan, or forward funding is authorized, the original issuance or amendment may be for a longer period.

PASAs usually involve one of three types of personnel: (a) Project: long-term persons assigned overseas for a year or more to work with their technical counterparts in developing nations; (b) Staff: a staff specialist occupying a position under a mission's regular staffing pattern and normally working as an integral member of a mission; and (c) TDYs: temporary duty assignments lasting less than a year and requiring fewer predeparture preparations than for a person assigned to an overseas AID post.

Most RSSAs provide support to AID/W organizations, and are frequently forward funded.

If project authorities are convinced that the technical expertise desired for a project is most appropriately available from another U.S. Government agency, they so indicate on the PIO/T. Technical personnel in AID/W are in frequent contact with their counterparts in other agencies so that they are often able to identify specific qualified individuals who are available. Responsibility for financing

selections and budgeting and administrative arrangements and for issuing PASAs lies with the Services Operation Division in the Office of Contract Management (M/SER/CM). This division is also responsible for ongoing administration and ultimate close-out of each PASA. The duties are, of course, carried out in close collaboration with, and as a service to, Project Officers or other technical personnel in the regional or technical bureaus and the field.

Again, the use of PASAs and RSSAs, per Section 621(a) of the FAA, may only be used when they are particularly, or uniquely suitable, and are not competitive with private enterprise.

POLICY

AID recognizes that good project design, effective implementation and evaluation go hand in hand. As a result, and in recognition of the dynamic nature of the development environment, AID policy supports the adjustment of project designs and implementation methods to maintain their relevance and effectiveness under changing conditions. Such flexibility is a critical tool for sound project management. This is not to imply that originally agreed-upon project elements and objectives are to be taken lightly or altered without justification and prior approval. This policy intends that approved project designs and implementation plans and methods are to be adhered to unless conditions change to the degree wherein their continued pursuit would not, with all factors and risks considered, result in appropriate use of development resources or the practicable and effective achievement of agreed upon objectives. When problems are suspected or confirmed, Borrower/Grantee (B/G) and/or the USAID Project Management Working Group members should evaluate the condition and, as appropriate, recommend alternative apporoaches and mechanisms, prepare justifications for the changes and obtain prompt approval to incorporate such changes into the project.

If the existing project design and/or official documentation require changes, AID encourages the making of such changes, when appropriate and justified, at the lowest possible organizational level. Likewise to promote flexibility of actions at lower levels when changes are being effected, detailed specification of

requirements and procedures should be minimized in higher order formal documentation (e.g., Project Authorizations and Agreements) unless specification at that level is essential to the success of a project.

Actions which occur during development, negotiation or implementation which may be considered "administrative" in nature or which could come under the heading of "implementation options" may require the issuance of a formal document by an authorized official (ie., Authorization or Agreement Amendment), or otherwise would be recorded in the official files. They are not considered "modifications." A few brief examples of such actions are:

- Obligation of funds in somewhat different FY segments than the planning figure noted in the Authorization for an incrementally funded project. (An Authorization Amendment would not be required, but an Advice of Program Change may be necessary. Approval action would be an internal LAC Bureau OYB allocation decision. The execution of a Project Agreement Amendment would obligate the funds and complete the action.)

- USAID/El Salvador and the B/G make non-substantive changes relating to project implementation, e.g., changes within the implementing agency organization, adjustments in project input accounts that don't change overall totals, replacement of service contractors, etc. If none of these aspects was significantly critical to success in the original project analyses or design, then they can be considered "implementation options" and handled by mutual agreement at the Mission level. Such changes would be recorded in memoranda or correspondence. The change may also be reflected in a revision of the project description in the Project Agreement Annex.)

- USAID/El Salvador initiates changes to or Waivers of Conditions and Covenants that were not required by AID/W or contained in an AID/W signed authorization. Such would be acknowledged in Implementation Letters or, if necessary, an Agreement Amendment.

"Substantive" modification is one which results in a major change in:

- Elements of a project design that are judged critical to project success. These elements could be aspects of feasibility or relate to project objectives (outputs, purpose, goal) participants, methods, funding, timing, etc.;

- The project description, timing, financing or essential Conditions and Covenants cited in the Project Authorization;

- The project description, financing level, essential Conditions and Covenants or other significant project specific terms in the body of the Project Agreement;

- The overall length of the project.

There is not always a clear separation between "implementation options" and "substantive" design, authorization or implementation modifications. When to act and what should be done will vary with the circumstances and personnel making the modification assessment.

770.05 PROJECT EVALUATION PROCEDURES

1. Evaluations are scheduled by the Office of Development Planning and Programming (DPP) at appropriate stages of implementation as specified in the Evaluation Plan of the Project Paper (PP) or as determined by the Project Officer in consultation with DPP. Special evaluations are scheduled when unexpected problems arise as identified in the Sector Review Committee process.

2. The DPP drafts the Evaluation Plan which is approved by the Office Director responsible for the project. The Project Officer is usually designated by the Office Director to lead the evaluation team.

3. The DPP supports and coordinates the work of the evaluation team by:

   - Developing the Scope of Work of the evaluation;
   - Obtaining specialized technical evaluation services from AID/W, PSCs, etc., as required;
   - Assuring appropriate Mission expertise is consulted and/or included in evaluation discussions or reviews.

4. The Project Officer and the evaluation team conduct the evaluation and prepare the draft Project Evaluation Summary (PES), AID form 1330-15 and 15A, following the guidelines presented in AID Handbook 3, Part II, Chapter 8, and the instructions attached as APPENDIX O to this chapter. The Evaluation Officer in DPP will provide assistance as needed.

5. The technical office types the draft PES and submits it to the DPP which reviews and edits the draft for technical quality, clarity and conformance to AID evaluation requirements. The draft is returned to the Project Officer who is responsible for making any changes.

6. Evaluation review meetings are scheduled by the DPP, which handles the photocopying and distribution of the draft evaluation report to all review attendees. The Office of Development Resources (DR) and the responsible technical office will provide representation to the review meetings.

7. The DPP makes any changes to the Evaluation Report upon which USAID clearance is conditioned.

8. Final distribution of the Evaluation Report cleared by the USAID is handled by the DPP, and includes:

- o Mission Director (1)
- o DR (1--information copy)
- o DPP (1--working file)
- o Technical Office project files (5)
- o C&R (2--1 chron file, 1 reading file)
- o Each GOES implementing agency/ministry (as required)
- o AID/W-M/SER/MO/PUM (1)

9. A separate cable should be prepared and sent by DPP to AID Washington LAC/DP/PPE advising what evaluation documents have been sent and when they were pouched to M/SER/MO/PUM.

10. If, due to special urgency, copies of evaluation documents are handcarried to AID/W the formal transmittal should still be made to ensure proper distribution.

11. If limited distribution is required the evaluation should be submitted to LAC/DP/PPE with instructions. LAC/DP/PPE will arrange for special handling.

12. The DPP then prepares any correspondence between the Mission Director and the GOES agencies describing the results of the evaluation and any agreements on future actions to be undertaken which were identified by the evaluation process.

REFERENCES:

AID Handbook 3, AID Evaluation

Participant Manual, Project Implementation, prepared by: Development Assoc., Inc., 1981

State Cable 314141, dated Dec. 06, 1979

State Cable 310810, dated Nov. 22, 1980

770.10 PROJECT MODIFICATION PROCEDURES

1. Making modifications that will: correct project designs; make implementation more effective, and improve outputs and positive impact are the responsibilities of Project Officers and USAID/El Salvador management. This is consistent with the AA/LAC's assigned responsibility for directing and/or overseeing the effective and efficient administration of AID assistance.

2. Significant modifications after PID approval, but early in the project development are accomplished by the originating office cabling or otherwise advising the LAC Bureau about the proposed change. The purpose of this advice is to keep AID/W informed and, if modifications represent a significant departure from earlier precepts, e.g., major increase in development resources or project cost, to obtain LAC Bureau clearance prior to committing such resources. If the proposed modification would result in essentially a new project with different objectives, then the old PID should be cancelled and a new one submitted.

3. Substantive departures from the activity described in the PID arising during the latter stages of project design should be called to the LAC Bureau's attention by the Project Officer to obtain clearance for the change and the modification should be incorporated in the PP. In some instances, a revised PID Facesheet will also have to be submitted.

4. Non-substantive modifications arising between the PID and PP may be accomodated by explanations in appropriate sections of the PP.

5. Amendments to an already approved project to facilitate attainment of its original objectives, e.g., through more funds, an extension of time, changing AID/W required Covenants, do not require a PID or PID Amendment. In these cases, a PP Supplement is called for. The Project Officer should consult by cable with the LAC Bureau as to the extent of the proposed change and its implications early in the modification process, and before the PP Supplement is initiated.

6. An abbreviated PID, preferably in cable form, should be submitted to AID/W by the Project Officer when foreseen modification(s) will emerge as a second-stage or add-on type project. Following LAC Bureau review of the PID (and assuming approval), as appropriate, a PP Supplement or new PP would be developed, following procedures as outlined in Chapter 660 of this Manual.

7. A modification that would change project elements such that they emerge as essentially a completely restructured project or a new project with different objectives, requires a new PID to be prepared and submitted for LAC Bureau review and approval prior to the expenditure of extensive PP development resources.

8. Following AID approval of a project modification, the modification can be recognized with the B/G through:

   o Joint signature of a Project Agreement or Agreement Amendment, or;

- If Agreement Amendment is not required, issuance of an Implementation Letter (countersigned by the B/G if confirmation of B/G acceptance and/or commitment to the change is felt to be necessary).

Project Agreements, Agreement Amendments and Implementation Letters that interpret elements of the Agreement shall be cleared by the Regional Legal Advisor and/or the AID/W LAC/GC, as appropriate, prior to execution by the AID official.

9. Modifications in the Amplified Project Description, which is an Annex to the Project Agreement, may be accomplished by mutual agreement with the B/G and signature by each party's official representative. Cost increases which the B/G undertakes to finance may be acknowledged through revisions in the Financial Plan in this Annex. The formally revised Annex should be transmitted to the B/G under cover of an Implementation Letter. If a revised interpretation or clarification of Project Agreement terms and conditions will be sufficient to define and record what might otherwise have to be called a modification, then such may be transmitted to the B/G by Implementation Letter.

10. Terminal Dates for Meeting Conditions Precedent (TDCP), unless otherwise defined by AID/W at the time of project approval, may be extended by USAID/El Salvador for a cumulative period of up to one year. Extensions for longer periods must be authorized by the AA/LAC. Extensions are recorded and communicated through issuance of Implementation Letters.

REFERENCE:

Participant Manual, Project Implementation, prepared by: Development Associates, Inc., 1981

POLICY

The purposes of the project close-out process are to determine whether the project has met its goals and will continue after AID participation has ended, and to conduct the administrative processing to officially close project records. Project close-out is conducted when:

- The Project Assistance Completion Date (PACD), or the end of its extension, has been reached;
- USAID/El Salvador has fully executed its responsibilities as established in the Agreement;
- A Project Evaluation concludes that it is no longer desirable to continue project implementation.

PROCEDURES

1. The Project Officer analyzes the status of the project and recommends to the Office of Development Resources (DR) that the project be closed.

2. The DR is responsible for project close-out with assistance from the Project Officer. DR prepares the Project Completion Report and the Grant Close-Out Report. The Project Officer usually prepares any Contractor Evaluation Reports. The Controller's Office is requested to review and submit a project financial status report to DR.

3. Project close-out documents are cleared by DR, the Project Officer, the Office of Development Planning and Programming (DPP), and the Controller's Office. DR

circulates the documents, follows-up on any delays in the reviewing offices and recommends project close-out to the Mission Director when all the documents have been cleared.

4. The DR prepares any correspondence between the Mission Director and host country institutions needed to facilitate project close-out. All such correspondence is translated into Spanish and reviewed by the DR and Project Officer prior to submission for the Mission Director's signature.

5. The DR is responsible for notifying the appropriate ministry of project close-out.

6. The DR will arrange for final distribution of project close-out reports:

   - Mission Director (1)
   - DR (1--working file)
   - DPP (1--information copy)
   - CONT (1--information copy)
   - Technical Office project files (5)
   - C&R (2--1 chron file, 1 reading file)
   - GOES (as required)
   - AID/W-LAC/DR (1 reproducible copy)
   - AID/W-LAC/DP (1 reproducible copy)
   - AID/W-M/SER/CM (1 copy of the Contractor Evaluation Report)

REFERENCES:

AID Handbook 3, Chapter 13

Project Officer's Guidebook for Management of Direct AID Contracts, Grants and Cooperative Agreements (June 1980)

WAIVERS IN A NUTSHELL

1. Tell the addressee what rule he or she is being asked to waive and describe the transaction in question. For example, "You are being asked to waive source/origin requirements for the purchase of $40,000 dollars worth of Arabic text books which are not available in the United States or the cooperating country." Or "You are being asked to waive the requirement for competition in the procurement of technical services in the amount of $75,000."

2. Cite the handbook provision or delegation of authority under which the official in question is empowered to grant the waiver. For example, "You are authorized to waive source and origin for the procurement of commodities pursuant to Handbook 1, Supplement B, Section 5b4d(2) for individual transactions up to $250,000." If you have difficulty finding your way through delegations of authority or handbooks on these subjects, GC or your regional legal advisor will help.

3. Tell the addressee which of the criteria for waivers you are relying on in making your request and quote the relevant language. The handbooks indicate, in each case, several criteria which may justify a waiver. You may use more than one but tell the addressee which criteria you are relying on and even better quote the language from the handbook or delegation. For example, "You are authorized to waive geographic eligibility if the commodity is not available from countries included in the authorized geographic code." Placing this

language before the responsible official will be a great help to him or her. Unfortunately, however, this is where about 50% of the waivers stop. There is one more vital step.

4. Explain how your factual situation fits within the criterion you have selected. You cannot simply say, for example, that a particular waiver is "critical to the success of project objectives." You have to say why! What will happen in the implementation of the project if the requested waiver is not granted? Be detailed and specific. For example, "Because funding under the existing contract has been exhausted, failure to grant this waiver will require the contractor presently on the job to demobilize with a resulting six month delay in project implementation." If the waiver is requested because of "impelling political considerations" describe those political considerations. A backup cable from the Mission or a memorandum from the State desk should be attached if possible. If you want a waiver of source, origin or nationality on the ground that the item is not available from the authorized geographic code don't just say that it is not available, explain what you have done to reach that conclusion; e.g., despite advertising, no U. S. suppliers have offered eligible items or review of this request with M/SER/COM indicates that this problem has arisen in many previous cases and that widgets are not manufactured in the United States.

Remember, no matter how much confidence the addressee of your waiver request may have in your judgment or thoroughness, he or she needs an adequate record in your memorandum to defend their decision. Cover the four items listed above and they'll have it.

REFERENCVE:

Participant Manual, Project Implementation, prepared by: Development Associates, Inc., 1981

AID WAIVER AUTHORITIES

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
ABORTION EQUIPMENT & SERVICES Waiver of policies governing procurement of abortion equipment/commodities and direct support/promotion of abortion.	Sec. 4D4d (P&N) Waiver only by Pres. under FAA Sec. 614(a)		
AGRICULTURAL COMMODITIES--PRIOR APPROVAL Waiver of prior approval in AID/W for procurement of specific agricultural commodities: wheat, rice, corn, soybeans, sorghams, flour, meal, beans, peas, tobacco, hides, cotton, vegetable oils, animal oils, & fats.	Sec. 4C1d(1) Proj. Assist.: AA with program responsibility in consultation with FPP & GC. Non-proj. Assist: M/SER/COM in consultation with FFP & GC.		
AGRICULTURAL COMMODITIES--PRIOR APPROVAL RE PARITY Waiver of prior approval in AID/W w/respect to parity of agricultural commodity to be procured.	Sec. 4C1d(2) Waiver only by Pres. under FAA Sec. 614(a).		
AID REGULATION 1 Waiver of AID Regulation 1, in whole or part, for Commodity Import Program.	Sec. 8D2 Justified in PAAD and approved by Admin.		
ADVANCES Waiver to conditions authorizing advance and progress payments.	Sec. 15B2, 15B3 Host country: Geographic AA. Direct: M/DAA/SER--except waiver of Treasury Circ. No. 1075.		

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
AIR CHARTERS Waiver of prior approval (and retroactive approval in appropriate cases) of charter requirements.	Sec. 7E4 (P&N) Waiver by M/SER/COM		
AIR TRANSPORTATION - Code 941 authorized source but financing limited to U.S. and Cooperating Country air carriers: waiver of limit to authorize use of air carriers in any Code 941 country.	Sec. 7C4 (P&N) Refers back to Sec. 7B4(a)(1) Waiver by M/DAA/SER with appropriate Geographic Bureau.		
AIR TRANSPORTATION - Code 941 authorized source but financing limited to U.S. and Cooperating Country air carriers: waiver of limit to authorize use of Code 899 air carriers when U.S. Cooperating Country and Code 941 air carriers not available.	Sec. 7C4 Refers back to Sec. 7B4(a)(2) 1. Up to $250,000-M/SER/COM with Geographic Bureau 2. $250-$500,000-M/DAA/SER with Geographic Bureau 3. Over $500,000-Administrator		
AIR TRANSPORTATION - Code 000 authorized source for goods and services Waiver to authorize procurement in: 1. Cooperating Country, when U.S. carrier unavailable, or 2. Any Code 941 country, or 3. Any Code 899 country	Sec. 7C4 Refers back to Sec. 7B4 1. Up to $250,000-M/SER/COM with Geographic Bureau 2. $250-$500,000-M/DAA/SER with Geographic Bureau 3. Over $500,000-Administrator		

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
AMERICAN SCHOOLS & HOSPITALS ABROAD Waiver provisions of HB 1B apply to procurement under ASHA grants.	Sec. 16A4 (P) Waivers calling for AA approval by M/DAA/SER		
CARRIERS - Eligibility of Commodity Determined by Inelgibility of Carrier Waiver of rule prohibiting financing of commodities because of carrier on which commodity shipped;(except for Sec. 4E1(c), which may only be waived by Pres. under FAA Sec. 614(a)).	Sec. 4E4(a)-Proj. Assist. Waiver by AA w/program responsibility in consultation with GC. Sec. 4E4(b)-Non-Proj. Assist: Waiver by M/SER/COM in consultation with GC.		
CHARTERS - OCEAN Waiver of prior approval (and retroactive approval in appropriate cases) of ocean charter requirements.	Sec. 7E4 (P&N) Waiver by M/SER/COM		
COMMINGLING Waiver of commingling rules	Sec. 9D (P&N) -AA in consultation w/GC to determine if AID projects assist "bloc projects" -Adminstrator to determine if assisting "bloc projects" contrary to best interests of United States	Chap. 1,Sec.2.6.5 (Prof. Services): Administrator on recommendation of AID Mission & American Embassy. Chap. 2,Sec.2.5.7 (Const) Administrator on recommendation of AID Mission & American Embassy	

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
COMMODITY ELIGIBILITY LISTING - Waiver for commodities which cannot be explicitly related under one of the following categories: abortion equipment & services, agricultural commodities, commodities ineligible because of carrier or marine insurance policy, gambling equipment, law enforcement support commodities and services, luxury goods, motor vehicles, pesticides, pharmaceuticals, rubber compounding chemicals & plasticizers, used eqipment, U.S. Gov't-owned excess property, & weather modification equipment. For these commodities, see specific waiver policy listed in this chart.	Sec. 4A4 (P&N) AA w/program responsibility		
COMMODITY IMPORT PROGRAMS - Non-project Assistance, Negotiation Waiver of completion to permit negotiation.	Sec. 13A4a (N) -M/SER/COM in consultation with Geographic Bureau & GC -Mission Directors in certain B-3 instances		
SOURCE, ORIGIN & NATIONALITY Individual Waivers	Sec. 5B4d(2) and Sec. 5C4a -Administrator,$500,000 & up -AA, up to $500,000 -Mission Director, up to $250,000 if AA redelegates	For nationality of Comm Suppliers: Chap. 1, Sec. 2.6.2.3 (c) & Chap.2, Sec. 2. 5.2.4(d) -Administrator, $500,000 & up -Mission Director, up to $250,000 if authority redelegated	For Geographic Codes: Sec. 2A9b -Administrator, $500,000 up -AA, up to $500,000 -Mission Director, up to $250,000 if authority redelegated

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
SUPPLIERS & CONTRACTOR'S CERTIFICATES Waiver of requirement for suppliers of contractor's certificate	Sec. 8D M/DAA/SER with concurrence of GC		
USED EQUIPMENT Waiver of special conditions applicable to procurement of used equipment	SEC. 4C6d(2) (P&N) AA in consultation with M/SER/COM		
VOLUNTARY AGENCIES - TRANSPORTATON COSTS Waiver of requirements governing financing of transportation costs	SEC. 7D4a AA/PDC in consultation with M/SER/COM		
WEATHER MODIFICATION EQUIPMENT Waiver of policy against providing assistance for weather modification	SEC. 4D6d (P&N) Administrator		
POST PROCUREMENT POLICIES - REEXPORT OF COMMODITIES	SEC. 24A4b (P&N) Geographic Bureaus in consultation with M/DAA/SER		
RUBBER COMPOUNDING CHEMICALS & PLASTICIZERS Waiver of policies, against financing	SEC. 4C5d (P&N) Mission Director		

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
SAHEL PROGRAM Waiver of AID procurement policies	SEC. 21E4 AA/AFR with GC		
SOURCE, ORIGIN & NATIONALITY - Blanket Waiver from Codes 000 or 941 to other Codes	SEC. 5B4d(1)(a) -Administrator, if over $500,000 -AA, up to $500,000		For Geographic Codes: Sec. 2A9a -Administrator, over $500,000 -AA, up to $500,000
SOURCE, ORIGIN & NATIONALITY - Blanket Waiver from Codes 000 or 941 to Cooperating Country	Sec. 5B4d(1)(b) and Sec. 5B4d(2) AA		For Geographic Codes: Sec. 2A9a AA
PESTICIDES Waiver of interim regulations against procurement of pesticides after EPA notice of intent to suspend pesticide use.	SEC. 4C4d Administrator (after consultation with EPA)		
PHARMACEUTICALS - NON/U.S. SOURCE PROCUREMENT	SEC. 4C3d (P&N) Waiver permitted under Sec. 5B4 authority after consultation with M/SER/COM		
PHARMACEUTICALS - PROCUREMENT FROM CODE 941 COUNTRY	SEC. 4C3d(2) M/SER/COM		

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
POLICE & OTHER LAW ENFORCEMENT ACTIVITIES	SEC. 4D3d (P&N) Presidential Waiver only under FAA Sec. 614(a)		
POSTPROCUREMENT POLICIES - CLAIMS AGAINST BORROWER/ GRANTEE & REFUNDS Waiver of claims against borrower/grantee	Sec. 24C4(b) (P&N) Administrator, with advice of GC		
NATIONALITY OF SUPPLIERS OF SERVICES - Blanket Waiver from Codes 000 or 941 to Cooperating Country	Sec. 5C4c(a)(b) AA		
NATIONALITY OF SUPPLIERS OF SERVICES - Individual Waivers	Sec. 5C4c(2) -Administrator, $500,000 & up -Mission Directors, up to $250,000 if AA redelegates	Chapt. 1, Sec. 2.6.2.3c&d -Administrator, in consultation with GC & M/SER/CM, $500,000 and up -AA in consultation with GC & M/SER/CM, up to $500,000 -Mission Directors up to if AA redelegates	
OCEAN TRANSPORTATION Code 941 authorized source but financing limited to U.S. and Cooperating Country Waiver of limit to authorize use of flag vaessels of any Code 941 country.	SEC. 7B4a(a) (P&N) M/DAA/SER with Geographic Bureau		

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
OCEAN TRANSPORTATION Code 941 authorized source but financing limited to U.S. and Cooperating Country. Waiver of limit to authorize use of Code 899 vessels when U.S., Cooperating Country and Code 941 vessels not available	Sec. 7B4a(2) -Up to $250,000-M/SER/COM with Geographic Bureau -$250-$500,000-M/DAA/SER with Geographic Bureau -Over $500,000-Administrator.		
OCEAN TRANSPORTATION Code 000 authorized source for goods and services Waiver to authorize procurement in: 1. Cooperating Country, U.S. carrier not available, or 2. Any Code 941 country, or 3. Any Code 899 country	Sec. 7B4b -Up to $250,000-M/SER/Com with Geographic Bureau -$250-$500,000-M/DAA/SER with Geographic Bureau -Over $500,000-Administrator		
MARKING - COMMODITIES: UNDESIRABLE REACTION IN RECIPIENT COUNTRY Waiver of marking requirements on grounds of antagonistic/derisive reaction in recipient country.	SEC. 22D2 Mission Directors		Sec. 219b Mission Directors
MARKING - TECHNICAL SUPPORT COMMODITIES Waiver of marking requirements for technical support commodities when title and use remains with Mission	SEC. 22D3 Mission Directors when title to and use of such commodities stays within Mission		Sec. 219c Mission Directors when title to and use of such commodities stays within Mission.

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
MOTOR VEHICLES Waiver of requirements that motor vehicles eligible for AID financing be manufactured in U.S.	SEC. 4C2d AA w/program responsibility in consultation with GC and M/SER/COM		
NATIONALITY OF SUPPLIERS OF COMMODITIES See "Source, Origin, and Nationality", this chart			
NATIONALITY OF SUPPLIERS OF SERVICES - Blanket Waiver from Codes 000 or 941 to other Codes: Waiver of nationality requirements for suppliers of services	Sec. 5C4c(1) -Administrator over $500,000 -AA, up to $500,000		
LOCAL COST FINANCING Waiver of policies applicable and peculiar to local cost financing	SEC. 18D (P) AA, in consultation with GC		
LUXURY GOODS Waiver of classification of goods as luxury goods on Commodity Eligibility List	SEC. 4D5d For Non-Project Assistance: Geographic AA in consultation with M/SER/COM For Project Assistance: Geographic AA		
MARINE INSURANCE - PROJECT ASSISTANCE Waiver of marine insurance policies	Sec. 11D1 Geographic AA in consultation with GC		

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
MARINE INSURANCE - NONPROJECT ASSISTANCE Waiver of marine insurance policies	Sec. 11D2 M/SER/COM in consultation with GC		
MARKING - COMMODITIES: IMPRACTICALITY Waiver of marking requirements on grounds of impracticality	Sec. 22D1 Regional AA or designee in consultation with M/SER/COM	Chapter 1, Sec. 2.12.6 Contractor/Services: Regional AA or delegate Chapter 2, Sec. 2.11.6 Construction: Regional AA or delegate	Sec. 219 A M/SER/COM
GRANTS - SPECIFIC SUPPORT GRANTS: PROCUREMENT POLICIES to waiver of source (Code 935) of commodities and services or other waivers, see specific waiver policies indicated in this chart.	Sec. 16B1c(7)		
HOUSING GUARANTY Waiver of AID policies governing direct AID administrative procurement of commodities and services	Sec. 21F4 (P) -M/DAA/SER -Dir., M/SER/CM -Mission Directors, if procurement authority redelegated. See AIDPR Sec. 7-1.107, Sec. 7-1.206		

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
INCIDENTAL SERVICES Waiver of eligibility of incidental services	SEC. 13B4 (N) Director, M/SER/COM		
INTERMEDIATE CREDIT INSTITUTIONS Waiver of policies applicable and peculiar to intermediate credit institutions.	Sec. 19D (P) Geographic AA		
INTERNATIONAL NARCOTICS CONTROL Waiver of procurement policies in AIDPR and FPR for international narcotics control assistance.	SEC. 21B4 Senior Advisor to Sec. of State and Coordinator for International Narcotics.		
EXCESS PROPERTY Waiver of policy banning acquisition of excess property for use in U.S.	SEC. 4C7d Chief of M/SER/COM/GPR		
FIXED AMOUNT REIMBURSEMENT Waiver of rules governing procurement of imported shelf items under FAR projects and subprojects	SEC. 20.D1 (P) Geographic AA in consultation with GC		
GAMBLING EQUIPMENT No waiver	SEC. 4.D.5.d No waiver		
GEOGRAPHIC CODES See "Source, Origin, and Nationality", this chart			

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
GRANTS - GENERAL SUPPORT GRANT TO FINANCIALLY DEPENDENT ORGANIZATION	SEC. 15B1b(3)(d) (P&N) Deputy Administrator		
COOPERATING COUNTRY CONTRACTS - Non competitive Negotiation with Single Source Waiver of competition to permit negotiation with single source	Sec. 12C4c -Appropriate AA in consultation with M/DAA/SER up to $500,000 -Administrator, over $500,000	Chapter 1,Sec.2.4.2 and Chapter 2, Sec.2.3.3 -Appropriate AA in consultation M/DAA/SER with up to $500,000 -Administrator over $500,000	
DEAD FREIGHT Waiver of rule prohibiting financing of transportation costs attributable to dead freight	SEC. 7G4 (P&N) M/SER/COM in consultation with GC		
DELIVERY SERVICES - DESPATCH & DEMURRAGE Waiver or rule against financing demurrage	SEC. 7H4 Geographic AA in consultation with M/SER/COM		
DELIVERY SERVICES - INLAND TRANSPORTATION Waiver or rule prohibiting financing delivery costs beyond point of entry	SEC. 7I4 Delegated to Geographic AA in consultation with M/SER/COM		
DIRECT CONTRACTS Waiver of AIDPR/RFP	Sec. 12 B5 M/DAA/SER		

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
COMMODITY IMPORT PROGRAMS - Non-project Assistance, Non-competitive Procurement from Sole Source of Supply Waiver of competition for procurement from sole source of supply	Sec. 13A4b (N) M/SER/COM		
COMMODITY IMPORT PROGRAMS - Non-project Assistance, Non-competitive Procurement from Other than Sole Source Waiver to permit noncompetitive procurement from other than sole source	Sec. 13A4c (N) -M/SER/COM in consultation with Geographic Bureau and GC up to $500,000 -M/DAA/SER in consultation with Geographic Bureau and GC between $500,000 and $1.0 million -Administrator, if more than $1.0 million		
CONTRACTOR'S CERTIFICATE Waiver of requirement for contractor's certificate	SEC. 8D1 (P&N) M/DAA/SER with concurrence of GC		
COOPERATING COUNTRY CONTRACTS - Advertising of IFBs and and RFPs Waiver of notice of publication of IFB or RFP in Commerce Business Daily	Sec. 12C4d -Regional AA, qualified waiver -USAID Directors for contracts less than $500,000 estimated value, if authority redelegated	Chap. 1, Sec. 2.5.3 -Regional AA -USAID Directors for contracts less than $500,000 estimated value, if authority redelegated Chap. 2, Sec. 2.4.2 -Regional AA	

WAIVER	HANDBOOK 1B	HANDBOOK 11	HANDBOOK 15
COOPERATING COUNTRY CONTRACTS - Competitive Negotiation for Construction Contracts Waiver of competitive bid procedures to allow competitive negotiation for construction contracts.	Sec. 12C4b(2) Regional AA	Sec. 2.3.2 Regional AA	

CHAPTER 3

RESPONSIBILITY FOR PROCUREMENT

3A. Policy

1. Applicability

This Chapter applies to bilateral project assistance governed by Handbook 3.

2. Selection of Responsible Contracting Entity

a. AID's policy is one of general preference that the procurement of AID-financed project goods and services required to implement bilateral projects be undertaken by host countries rather than by AID. The principle of country responsibility and initiative in the implementation of its development projects underlies this policy. The Agency believes there will usually be a more serious commitment by the host country to the project when a host country contract is used.

b. The responsibility for procuring goods or services may be assigned among a wide range of entities. In addition to the host country implementing agency itself, other host country agencies (such as central contracting agencies) may be involved. Either AID/W or the Mission may assume procurement responsibility, or AID or the host country may arrange for intermediaries such as other U.S. government agencies, private firms, nonprofit organizations, or educational institutions to procure needed goods or services.

c. Mission Directors are responsible for assuring that project design assigns procurement responsibility in a manner which best fits the particular circumstances and will result in the most effective implementation of AID-financed projects. In assigning contracting responsibility, the Mission Director should take the following into account:

(1) General Factors

(a) Project design and objectives, including the type of goods or services required and any timing constraints;

(b) Borrower/Grantee (B/G) preference;

(c) Procurement capability of the B/G, including contractor selection, contract administration, and audit capability;

(d) Relative costs;

(e) Systems and procedures for effective contract support, including payment and other administrative and logistic support availability;

3Ac(1)

(f) Availability and experience of AID procurement, legal and program staff to advise and assist the host government or to undertake AID direct contracting;

(g) Effects on establishment of desired institutional or professional relationships.

(2) Special Circumstances

(a) U.S. university as a contracting party. Use of a direct AID contract may often prove to be more appropriate and effective for carrying out a project when a U.S. university will be involved.

(b) Collaborative assistance selection procedure. Either an AID direct or a host country contract, or a combination thereof, may be used depending on the circumstances that pertain to the respective roles of the parties and the nature of the long-term collaborative relationships that are desired.

(c) Potential for Minority Business Contract. When a proposed procurement can be performed by a socially or economically disadvantaged firm eligible to receive awards under Section 8(a) of the Small Business Act, AID contracts directly with the U.S. Small Business Administration (SBA).

(d) U.S. Government Agency involvement. The B/G may designate a U.S. Government Agency to provide, or contract for, services or commodities when specialized expertise is required. For example, AID has a special purchasing arrangement with GSA for contraceptives, condoms, and malaria eradication equipment and supplies. In addition, USAID's or AID/W may procure project goods or services.

(e) U.S. Government-Owned Property. If, pursuant to Section 608 of the FA Act, U.S. Government property is to be used on the project, it may be provided by the AID Govenrment Property Resources Division, M/SER/COM, under established procedures.

3B. Source of Policy

Sections 102 and 601 of the Foreign Assistance Act. Action Memorandum on Host Country Contracting Policies approved by the Administrator on February 23, 1982.

3C. Implementation

Handbooks 3, 11, 12, 14, and 15.

3D. Waivers

There are no waivers of this policy. The decision on the responsibility for contracting is made by the AID official approving the project, and is reflected in the Project Paper or other project approval document.

APPENDICES D thru N TO BE

ISSUED UNDER SEPARATE COVER.

WHEN RECEIVED FILE HERE

(END OF CHAPTER 700, IMMEDIATELY FOLLOWING APPENDIX C).

INSTRUCTIONS FOR COMPLETING FORM AID 1330-15 & 15A

PROJECT EVALUATION SUMMARY (PES - PART I and II

EVALUATION PROCESS - Officials of the Host Government and AID Mission should collaborate in periodic evaluation of the progress of each project. (For AID/W projects, participation of grantees is appropriate.) Timing of such regular evaluations should be linked to the key decisional requirements of the project, as listed in the Evaluation Plan included in the Project Paper and as confirmed in the Evaluation Schedule of the Annual Budget Submission; otherwise annually. A description of the evaluation process is found in Handbook 3, Part II, Chapter 8.

PURPOSES OF SUMMARY - The Project Evaluation Summary (PES) is prepared after each review to record information which is useful both to the implementors (including the Host Government and contractors) and to concerned AID/W units. It serves four purposes:

(1) Record of decisions reached by responsible officials, so that those who participated in the evaluation process are clear about the conclusions, and so that headquarters is aware of the next steps.

(2) Notice that a scheduled evaluation has been completed, with a brief record of the method and participation for future reference.

(3) Summary of progress and current status for use in answering queries.

(4) Suggestions about lessons learned for use in planning and reviewing other projects of a similar nature. The PES and other project documentation are retained in S&T/DIU and are available to project planners.

CONTENTS OF SUMMARY - A PES submittal has two parts, plus relevant attachments, if any.

PART I REQUIRED: Form AID 1330-15, PES Facesheet, serves as the input documentation for automated data systems and for other management purposes. It is therefore important that all items on the Facesheet be completed in detail. Missions are most frequently remiss in and are therefore requested to pay particular attention to completion of the following Facesheet items:

- Item 2: Project number. For automation purposes, the project number should always be provided. In the case of loan projects, the project number should be provided in addition to the loan number.
- Item 4: Serial number beginning with number 1 each FY; FY of evaluation; and type of evaluation, e.g., regular, special, final.
- Item 7: Period covered and date of review.
- Item 12: Signature and date. Since the PES reports decisions it is signed by the Mission Director or AID/W office responsible for the project. Space is also provided for signatures of the project officer, host country and other ranking participants in the evaluation, to the extent appropriate.

PART II, OPTION 1: For regular evaluations, use continuation sheets to respond to Items 13-23 as outlined in Form AID 1330-15A.

PART II, OPTION 2. For a special evaluation, the reporting unit may opt for a somewhat varied format, with a different sequence or greater detail in some areas; however, Items 13-23 should all be addressed.

SUBMITTAL PROCEDURES: The PES Facesheet, continuation sheets, and attachments should be submitted under cover of a mission memorandum to AID/Washington, M/SER/MO/PUM, Room B-930, N.S. for reproduction and distribution. The memo heading should contain "PES" as the subject matter and the memo should state that the document is being submitted for reproduction and distribution.

A separate cable should be sent to the LAC Evaluation Office (LAC/DP/PPE) advising what evaluation documents have been sent and when they are pouched to MO/PUM.

If, due to special urgency copies of Evaluation documents are handcarried to AID/W, formal transmittal, as indicated, is still required to ensure proper distribution. Also, if limited distribution is required, the Evaluation should be submitted to LAC/DP/PPE with instructions and LAC/DP/PPE will arrange for special handling.

M/SER/MO/PUM has instructions to reproduce the required number of copies, including all attachments, for AID/W distribution using lists developed by the LAC/DP/PPE.

PROJECT EVALUATION SUMMARY (PES) - PART II

The following topics are to be covered in a brief narrative statement (averaging about 200 words or half a page per item) attached to the printed PES Facesheet. Each topic should have an underlined heading. If a topic is not pertinent to a particular evaluation, list the topic and state: "Not pertinent at this time." The summary (item 13) should always be included, and should not exceed 200 words.

13. SUMMARY - Summarize the current project situation, mentioning progress in relation to design, prospects of achieving the purpose and goal, major problems encountered, etc.

14. EVALUATION METHODOLOGY - What was the reason for the evaluation, e.g., clarify project design, measure progress, verify program/project hypotheses, improve implementation, assess a pilot phase, prepare budget, etc.? Where appropriate, refer to the evaluation plan in the project paper. Describe the methods used for this evaluation, including the study design, scope, cost, techniques of data collection, analysis and data sources. Identify agencies and key individuals (host, other donor, public, AID) participating and contributing.

15. EXTERNAL FACTORS - Identify and discuss major changes in project setting, including socioeconomic conditions and host government priorities, which have an impact on the project. Examine continuing validity of assumptions.

16. INPUTS - Are there any problems with commodities, technical services, training or other inputs as to quality, quantity, timeliness, etc.? Any changes needed in the type or amount of inputs to produce outputs?

17. OUTPUTS - Measure actual progress against projected output targets in current project design or implementation plan. Use tabular format if desired. Comment on significant management experiences. If outputs are not on target, discuss causes (e.g., problems with inputs, implementation assumptions). Are any changes needed in the outputs to achieve purpose?

18. PURPOSES - Quote approved project purpose. Cite progress toward each End of Project Status (EOPS) condition. When can achievement be expected? Is the set of EOPS conditions still considered a good description of what will exist when the purpose is achieved? Discuss the causes of any shortfalls in terms of the causal linkage between outputs and purpose of external factors.

19. GOAL/SUBGOAL - Quote approved goal, and subgoal, where relevant, to which the project contributes. Describe status by citing evidence available to date from specified indicators, and by mentioning the progress of other contributory projects. To what extent can progress toward goal/subgoal be attributed to purpose achievement, to other projects, to other causal factors? If progress is less than satisfactory, explore the reasons, e.g., purpose inadequate for hypothesized impact, new external factors affect purpose-subgoal/goal linkage.

20. BENEFICIARIES - Identify the direct and indirect beneficiaries of this project in terms of criteria in Sec. 102(d) of the FAA (e.g., a. increase small-farm, labor-intensive agricultural productivity; b. reduce infant mortality; c. control population growth; d. promote greater equality in income; e. reduce rates of unemployemnt and underemployment). Summarize data on the nature of benefits and the identity and number of those benefitting, even if some aspects were reported in preceding questions on output, purpose, or subgoal/goal. For AID/W projects, assess likelihood that results of projects will be used in LDC's.

21. UNPLANNED EFFECTS - Has the project had any unexpected results or impact, such as changes in social structure, environment, health, technical or economic situation? Are these effects advantageous or not? Do they require any change in project design or execution?

22. LESSONS LEARNED - What advice can you give a colleague about development strategy, e.g., how to tackle a similar development problem or to manage a similar project in another country? What can be suggested for follow-on in this country? Similarly, do you have any suggestions about evaluation methodology?

23. SPECIAL COMMENTS OR REMARKS - Include any significant policy or program management implications. Also list title of attachments and number of pages.

REFERENCES:

Participant Manual, Project Implementation, prepared by Development Assoc., Inc., 1981

State Cable 314141, dated Dec. 6, 1979

State Cable 310810, dated Nov. 22, 1980

This Chapter, prepared by the Controller's Office, provides basic practical information on financial management policies, processes and procedures. This Chapter is organized as follows:

- Basic fiscal process, from budget appropriations to implementation actions.
- Controller's role in project design and budget process.
- Detailed policies and procedures for financial implementation actions.
- Cash management and project advances.
- Project Officer's administrative approval of vouchers.

910.05 APPROPRIATIONS

AID, like all Federal agencies, receives funds through Congressional appropriations. Appropriations provide funds for specific purposes or for specific geographic areas. Appropriations do not provide AID with cash, but establish accounts in the U.S. Treasury.

There are some aspects of the Federal fiscal cycle that affect the activity of all Mission officers. The appropriations passed by Congress are Federal law and represent the absolute maximum that a Federal agency can spend. There are strict penalties for violations, that is, making expenditures in excess of appropriations.

The U.S. Treasury writes all AID checks and keeps cumulative records of all AID payments. The Treasury also receives a copy of the appropriation legislation and thus can readily determine if an agency exceeds its appropriated funds.

910.10 FISCAL YEAR AND OBLIGATIONS

All U.S. Government agencies operate under budgets covering a Fiscal year. The present Fiscal Year runs from October 1st to September 30th.

Agencies budget in terms of obligations. An obligation is an agreement between the U.S. Government and another party. AID projects are obligated by Project or Grant Agreements signed by AID and the Host Government. The actual expenditures of funds sometimes takes place several years after the obligation. Thus, AID's budget is really a request for authority to enter into agreements with Host Governments up to

the amount of the approved budget. Funds not obligated by the end of the Fiscal Year are withdrawn by AID/Washington.

In the case of such activities as PM&R (Project Management and Research), which are not covered by Host Government agreements, funds are obligated by individual implementation actions such as contracts, purchase orders, leases, etc.

AID funds for projects are normally obligated piecemeal or incrementally. Thus, while a project may have a total cost of $10 million U.S. dollars, only $2 million may be obligated in the first year of the project. The amount obligated the first year should be enough to cover all contracts, commodity procurements, and Host Government expenditures that will be required prior to the second project obligation.

910.15 BUDGET ALLOWANCES

The AID Budget allowance system is designed to assure that AID does not spend more funds than are appropriated. Budget allowances are issued to each Mission by AID/W. The budget allowance is the maximum amount of Federal funds that the Mission can spend. The Mission Controller reports on the status of each budget allowance to AID/W each month. Thus AID/W can readily determine if Missions exceed their budget amounts.

There are two key principles in the Mission budget allowance system. --First, no obligations can be incurred prior to receipt of a budget allowancce. The Advice of Budget Allowance is a government form which is approved by the LAC Bureau and AID/W

Controller's Office. Usually, AID/W will send a telegram once the Advice of Budget Allowance is approved by all appropriate officials, and issued. Missions can then incur obligations based on the telegram. However, the telegram must say that the budget allowance has been issued. Telegrams that say the budget allowance is in process are not sufficient. The Mission must be positively informed that the budget allowance has been issued. --Second, the amount of funds expended for projects and programs cannot exceed the amount of the budget allowance. The Mission Controller is responsible for seeing that obligations are not incurred prior to the receipt of budget allowances and that Mission payments do not exceed the authorized amounts. Other Mission personnel are responsible for clearing with the Controller all Project Agreements, Project Implementation Orders (PIOs), and other documents which commit funds. Officials who do not clear funding documents with the Controller will be held personally liable and subject to the financial and other penalties specified in Section 1311 of the Appropriations Act.

All implementing documents, such as PIOs and Implementation Letters, must be cleared with the Controller for fund availability. PIOs have a fund availability clearance block on the Facesheet. All host government contracts should be cleared by the Mission Controller prior to Mission approval.

910.20 OVERVIEW OF IMPLEMENTATION ACTIONS

Project Agreements obligate project funds. The Controller records the obligation and establishes an account for the project grant or loan. It is AID policy that all bilateral projects are joint projects with the host government. Therefore,

prior to the disbursement of any project funds it is necessary that the Controller's Office receive an Implementation Order (PIO) contersigned by the Government of El Salvador (GOES).

For grants, AID normally utilizes the funds by requesting the local Treasury representative to issue checks payable to the individual or firm that provided goods or services under an approved AID program or project. Sometimes, AID uses a U.S. bank or local development bank to make payments to such individuals or firms. AID then reimburses the bank periodically for all payments made on its behalf.

The following are the most frequently used forms of implementation actions:

- Project Implementation Order for Technical Services (PIO/T)
- Project Implementation Order for Commodities (PIO/C)
- Project Implementation Order for Participants (PIO/P)
- Project Implementation Letters (PILs)

It is recommended that once a Project Agreement is signed, the technical office arrange a meeting with the Controller's Office to discuss the implementation actions to be issued. If implementation will require considerable miscellaneous direct local procurement, it is recommended that an Implemnentation Letter with a budget for the procurement be prepared and approved by the GOES.

920.05 PROJECT DESIGN

It is Mission policy to include Controller participation in project design through his/her participation in the Project Development Committee (see Chapter 510.05). Project design officers, economists or other members of the design team often possess most or all of the necessary financial skills to complete the financial section of the project Identification Document or Project Paper. However, the Controller's participation in the Project Development Committee assures that the Controller is consulted regarding the completion of financial sections of PIDs and PPs. The following are the types of design tasks that require financial or accounting skills:

- Budget Preparation -- Controller personnel can apply their knowledge of various cost factors as a result of their participation in the payment process.
- Cost-Benefit Analysis -- Cost-benefit analysis is best performed when economists and accountants are involved to determine costs and amortize cost over the life of the project.
- Profitability and Cash Flow Statements for Project Participants -- A professional accountant should be employed to perform profitability and cash flow projections on projects that have commercial implications, such as small farmer projects.
- Institutional Analysis of Host Country Institutions -- The project designs typically define roles for host country institutions, such as ministries, regional development agencies and cooperatives. An analysis should be made of these institutions' financial and other management capabilities. If the institutions are found to be lacking in these capabilities, then the design should include outside assistance in order to strengthen the capability of these organizations or to compensate for shortcomings. Financial or accounting personnel are best equipped to evaluate an institution's financial management capabilities.

920.10 MISSION BUDGET PROCESS

Agency policy requires that the Mission Controller review all financial budget tables. The Controler is required to submit separate budget tables directly to the AID/Washington Controller for the purpose of financial tracking. These tables should be consistent with the Mission's Annual Budget Submission (ABS). Therefore, it is essential that all project budget tables on historical and projected obligations which are included in the ABS be cleared with the Mission Controller.

Project Agreements obligate funds for AID projects. Budgets in the Project Agreements are illustrative and do not normally indicate who is doing the implementation. Therefore, it is USAID/El Salvador's policy that prior to the disbursement of any funds, an implementation action must be prepared and signed by both AID and the host government.

The following are the most frequently used implementation actions:

- Project Implementation Order/Technical Services (PIO/T)
- Project Implementation Order/Commodities (PIO/C)
- Project Implementation Order/Participant (PIO/P)
- Project Implementation Letter (PIL)

Sections 730 and 740 of this Manual describes Mission procedures for preparation of the above documents. AID Handbooks provide more detailed explanations on the completion of PIOs.

On AID direct procurement and contracts, PIOs are normally the implementing documents. The PIO Facesheet provides blocks for both AID and Host Government approval. Frequently, AID makes a variety of small local procurements for which it is not very practical to issue separate PIO/Cs for each procurement. In these cases Project Officers are encouraged to work with the Controller's Office in drafting a PIL which authorizes direct AID procurement. Examples of items of this nature are:

- Gasoline
- Photographs
- Invitational travel
- Meetings
- Vehicle repairs
- Miscellaneous supplies

Project Officers are encouraged to consider the need for small local procurement for each project. Even if such procurement is not definite, it is advisable to draft a PIL which authorizes AID to do a small amount of direct procurement. A letter which earmarks a small amount of funds for unforeseen procurement at the outset of the project will avoid implementation delays during the project.

POLICY

AID policy guidelines and the procedures described below are applicable to U.S. Dollars and foreign currencies available to or held by or for the credit of AID to finance programs, operations and activities, regardless of how implemented, except where precluded by law or waived by the Administrator, the Deputy Administrator or the AID Controller.

940.05 BILLINGS AND COLLECTIONS

Bills for Collection must be issued to individuals and organizations at the earliest possible date by which amounts due AID can be identified, approved and properly charged. Past due receivables will be given priority attention in accordance with HB 1), Chapter 7.

940.10 DEPOSITS

Offices responsible for depositing receipts shall assure that all receipts are deposited promptly and not be delayed pending processing of related documents.

940.15 DISBURSEMENTS

Government obligations must be paid in a timely manner and to the extent possible to take advantage of cash discounts by suppliers.

940.20 CASH ADVANCES

U.S. Treasury regulations state that "it is the responsibility of Agencies to monitor the cash management practices of their recipient organizations to insure

that Federal cash is not maintained by them in excess of immediate disbursing needs".

AID policy favors payment to AID financed recipients on the basis of goods delivered or services performed, or, to cover costs already incurred by the recipient. An exception to this policy is made for non-profit organizations and Host Country governmental institutions which are normally funded on an advance-of-funds basis. In such case, the USAID will establish systems and procedures to assure that balances are maintained commensurate with immediate disbursement needs. Excess balances will be promptly returned to the Treasury.

Advances are generally defined as payments made before delivery of goods and services. Progress payments made upon the completion of work are not advances unless made in anticipation of future costs to be incurred by the recipient.

"Immediate Disbursement Needs" may be assumed to be cash requirements for as much as thirty (30) days from the date the recipient receives the advance until it is expended. When successive advances are made, it may be necessary to provide an initial advance of somewhat more than 30 days to permit timely processing and disbursement of successive monthly payments. The period of the advance may extend for as long as 90 days in unusual instances when the USAID has established that project implementation will be interrupted or impeded by applying more restrictive guidelines. Judgment will be applied by the USAID Controller, the Contracting and Procurement Officer (Office of Management Operations) and others in determining the immediate disbursement needs of specific recipients.

Due to the turnaround time and the time required to process vouchers through both the GOES and the U.S. Government, it has been the policy of USAID/El Salvador to consider requests for 60-day advances by Host Government institutions.

All advance requests should be reviewed carefully by USAID/El Salvador Project Officers to assure that they reflect realistic cash needs of the Host Country institution. On at least one occasion, the advances were not used until several months had passed. This causes the U.S. Treasury to incur unnecessary interest costs and reflects poorly on the Mission's management. If large advances are given and the project is delayed for any reason, the Host Government organization should be asked to return the advance. It is the Project Officer's responsibility to see that the Host Government organization should be asked to return the advance. It is also the Project Officer's responsibility to see that the Host Government organization reports to AID on the status of advances. Expenditure reports should be sent to AID monthly. If the reports are not received, the Project Officer should contact the organization and request the report. The Controller will not give Host Government organizations further advances if they do not complete reports on the expenditure and the status of previous advances.

Advance payments to profit-making organizations should be authorized only if no other means of adequate financing is available to the contractor (Handbook 1, Chapter 15, Supplement B). Advances under direct AID contracts to profit-making organizations <u>must</u> be authorized by the M/DAA/SER.

AID Policy has been somewhat less restrictive with respect to Host Country (B/G) contracts. Advance or progress payments may be agreed upon under Host Country contracts when such payments are necessary for delivery or performance (See Handbook 1, Chapter 15, Supplement B).

In order to qualify for advances, organizations must submit plans for the use and timing of advances. Recipient organizations are required to report regularly on the use of advances and must demonstrate through such reports that balances of advances are maintained in amounts commensurate with immediate disbursing needs, that excess balances are promptly returned to AID, and that interest earned on advances of AID funds has been remitted to AID.

REFERENCES:

AID Handbook 1, Chapter 15, Supplement B

AID Handbook 19, Chapter 7

An essential feature of the AID system of contract management is the requirement for administrative approval by the Project Officer of Vouchers and supporting documentation submitted for payment. This administrative approval, in the form of a prescribed certification, supplements the normal U.S. Government requirement for the financial certification of all payment Vouchers by an authorized certifying officer.

The Project Officer is the AID official who is best and most currently informed concerning the progress, problems, and accomplishments of the contractors. Consequently, he/she is the logical choice to acknowledge that the services and/or commodities covered by Vouchers have, in fact, been satisfactorily delivered. Therefore, any request for payment requires approval by the Project Officer to assure that AID's interests are adequately protected. In addition, the requirement for such approval becomes a useful means for the Project Officer to obtain remedial action in any case where significant deficiencies in performance become known.

The purpose of the Project Officer's approval of Vouchers is to assure that goods and services have been received. The Project Officer is <u>not</u> responsible for any of the following in approving project payments:

- Mathematical accuracy of the Voucher, including extensions and additions of Vouchers and supporting schedules.
- Rates used on Voucher.

- Assuring that any required receipts are attached to the Voucher.
- Reviewing any records of the payee to determine that amounts claimed agree with the records of the contractor or grantee.

POLICY

The AID C&R (MO) is the control point for handling all non-classified incoming and outgoing correspondence--pouches, telegrams, and mail. (It is Embassy policy that State C&R serve as control point for all classified materials. State C&R policy is to retain classified cables for no longer than 30 days). The C&R also functions as an extension of the Mission executive secretariat services. That is, the C&R assures copies of all materials are provided to the Director's Office; develops and circulates a log which summarizes all Mission non-classified correspondence activity; maintains chronological ("chron") and reading files.

The C&R handles all correspondence as expeditiously as possible. To facilitate the work of the C&R, all C&R procedures must be followed. In selected cases, special handling will be provided upon request.

1010.05 OUTGOING TELEGRAMS, AND OFFICIAL MAIL

1. Drafters and their secretaries are responsible for ensuring telegrams are typed using the correct telegram format (Form 153), with a 10-pitch Courier typewriter element.

2. The Office of the Mission Director approves all outgoing cable traffic.

3. The AID C&R Unit maintains an Action Log of all incoming telegrams and mail to ensure that timely responses are given to these communications. C&R enters into the log the data received, subject, and action office for those telegrams and mail which appear to require a response.

4. Each week the C&R prepares a list of incoming items to which no response has been made for review by the Management Office (MO) and circulation to each Mission unit. Action offices should notify the MO of the status of replies to correspondence on the list as soon as it is circulated. Drafters of correspondence which responds to prior incoming correspondence should ensure that the C&R receives a final copy to close out the entry in the Action Log.

5. To ensure prompt action, outgoing telegrams (and other correspondence requiring the Mission Director's signature) should be delivered to the Office of the Director.

6. After apprroval, telegrams may be hand-carried to the Embassy C&R.

7. The Mission Director's secretary will return telegrams to originators if there is no clearance signature or if the addressee block or the typewriter pitch (10 pitch Courier) is incorrect. It is the responsibility of the drafting office to ensure that these requirements for transmission are met. In the case of "Immediate" or higher precedence, the Embassy C&R will phone the Mission to make expeditious changes to permit transmission.

8. Depending on the volume and precedence of all telegrams which the Embassy C&R has to process, telegrams received at the Embassy by mid-afternoon will be transmitted by the close of business day. "Immediate" precedence telegrams are transmitted on the day of receipt at the Embassy.

9. Before sending telegrams to the Embassy, the AID C&R makes one copy for the "Chron" file.

10. Comeback copies (exact copies of the transmission) are received most often the day after the Embassy's transmission of a telegram. They are distributed from the AID C&R in the regularly scheduled inter-office mail rounds. Distribution of comeback copies is as follows:

- o Chron file (1)
- o Office of the Mission Director (1)
- o Drafter (1)

11. A weekly reading file is prepared by the C&R unit and is available upon request. The Embassy C&R also keeps an unclassified chron file whose contents are accessible for one year. As noted earlier, classified cables are destroyed after 30 days.

1010.10 INCOMING TELGRAMS AND OFFICIAL MAIL

1. All incoming telegrams and mail are received through the Embassy.

- o C&R picks up telegrams, pouch mail and GOES mail several times a day in the course of its scheduled messenger runs.
- o Washington pouch mail is received at the Embassy three times a week on Monday, Wednesday and Friday afternoons. It is usually received for sorting at the Mission C&R late the same day or the next morning.
- o Salvadoran and international mail is received daily through the Embassy.

2. The Mission C&R sorts incoming telegrams and correspondence by office. Distribution by inter-office messenger is done in rounds which vary according to the volume and the resultant photocopying requirements. Immediate cables are delivered upon receipt.

- o Business and personal mail are delivered to the "front office" of each unit.
- o Individuals may go to C&R to pick up correspondence and mail, rather than wait for delivery in the inter-office mail.
- o Each front office is responsible for distribution to individual addresses within the unit.

3. Copies of incoming telegrams are distributed as follows:

- o C&R (2--1 chron file, 1 reading file)
- o Action office (1)
- o Office of the Mission Director (1)
- o Other Offices depending on content (1 each)

Copies of incoming mail are distributed as follows:

- o C&R (2--1 chron file, 1 reading file)
- o Action office (1)
- o Office of the Mission Director (1)
- o Other Offices depending on content (1 each)

4. Incoming business mail is opened and logged in a book retained by C&R, which may be consulted to locate the C&R chron file copy, if needed. The following information is logged in chronological order:

   o Date received
   o Action office
   o Subject matter
   o Serial Number (assigned by C&R)

5. C&R uses its best judgment to determine the appropriate action office for telegrams and mail which have no obvious indication of the intended recipient or action office. When C&R cannot designate the action office, the Management Office is consulted for assistance. Following distribution of telegrams and, if a question arises concerning the appropriate action office, the matter is resolved by the Office of the Mission Director, not C&R.

1010.15 LOCAL MESSENGER AND MAIL

1. Official mail to government offices and other destinations within San Salvador proper is normally delivered by drivers from the Mission motor pool. Appropriately cleared mail should be delivered to the C&R where such mail is logged into the transmittal book. Motor pool drivers pick up and deliver this mail daily, recording deliveries in the transmittal book with the recipient's signature. Delivery is typically the same day or next day. C&R should be notified in advance of urgent deliveries so that special arrangments can be made to expedite delivery.

2. Outgoing mail which will enter the postal system is processed and transferred to the Embassy by C&R in the same fashion as other mail. It is delivered to the Embassy mail room in the course of the scheduled messenger runs. The Embassy affixes metered postage Mail is delivered by the Embassy to the post office daily. In order to be included in the last delivery to the post office, items should normally be in the last morning messenger run from the Mission C&R to the Embassy.

1010.20 AIR POUCH

1. All official correspondence, except telegrams, destined for other posts and AID/W is sent by air pouch.

2. Outgoing pouches are filled and closed in the Embassy's pouch unit three days a week on Monday, Wednesday and Friday. In order to ensure an item gets into a pouch, the item should be delivered to the AID C&R no later than three hours prior to the scheduled pouch departure time (See Chapter 4010.25 for a description of APO facilities).

3. The Embassy pouch unit may be contacted by phone to ascertain the status of particular pouches, although individual contents are not recorded or traceable. The pouch unit can confirm the departure of particular pouches and, after signed receipts from receiving posts are obtained, delivery to the pouch unit at the destination.

4. Classified material is sent by special courier according to the Embassy pouch unit schedule. Information on this schedule can be obtained from that unit.

5. Classified material must be logged out of the Director's safe and wrapped according to regulations. Classified material of any type must be delivered to the Embassy by a security-cleared U.S. direct-hire staff member.

SECTION 1020---FILES, WILL BE SUBMITTED TO MISSION UNDER SEPARATE COVER. FILE HERE WHEN RECEIVED.

POLICY

Local, in-country and international telephone service, though limited and costly, is a necessity. Accordingly, the LAC Bureau and the Mission has taken steps to hold its phone usage to bare minimum. For international communications, telegrams must be used unless the circumstances clearly warrant telephone communications. Long distance phone usage is strictly controlled. Mission offices are issued quarterly telephone usage allocations which are not to be exceeded. The Mission's phones are for business use only, with the exception of personal emergencies.

PROCEDURES

1 The Mission has incoming and outgoing lines, plus some direct lines for the use of designated officers with special requirements.

2. Incoming calls (with the exception of the direct lines) are routed through the switchboard on the first floor. The receptionist rings the appropriate extension and transfers the call.

3. Outgoing and incoming phone service is available during routine business hours during the week and Saturdays until noon. After hours, urgent calls can be made to the Marine Guard Desk (See Chapter 8010.20 for telephone directory).

4. To reach an internal extension including the AID San Benito Annex, the three digit phone extension should be dialed. To reach outside lines, dial 9 and then the telephone number.

5. USAID, USICA, and Embassy phone numbers are contained in a mimeographed list updated periodically by the Embassy. Any changes in Mission extensions should be given to the Office of Management Operations for forwarding to the Embassy.

6. All phone usage should be kept to a minimum due to the heavy volume to be handled on a limited number of lines, as well as intermittent interruptions in service.

7. Report any need for repair to the Management Officer.

8. At no time is discussion of classified information over the phone permitted.

1030.05 LONG DISTANCE CALLS

1. Any calls outside of metropolitan San Salvador are considered long distance and are strictly controlled. For authorization to make such calls, the caller should fill out a Long Distance Phone Request form, which is available from the Office of Management Operations. The form requires information on:

   - Caller
   - Recipient's name, city, phone number
   - Reason for the call in a sentence or two (uninformative statements such as "project business" are unacceptable)
   - Estimated duration in minutes

2. The request form must be signed by the Management Officer before the call may be made.

3. For communication with other posts and Washington, telegrams are recommended not only to save money, but also because comeback copies and the response telegram provide a written record of the communication.

4. The Office of Management Operations periodically reviews long distance telephone request forms and surveys actual usage against levels allocated. When unauthorized long distance business--or personal--calls are identified, steps will be taken to correct these practices and to bill individuals for personal calls.

POLICY

It is the policy of this Mission to translate, where appropriate, all major project documents and official correspondence into Spanish for presentation to the appropriate GOES Ministries. In addition, every effort is made to ensure that all outgoing communications in Spanish are proper in grammar, in format, and in style and tone of Spanish communication. The Office of Management Operations (MO) is assigned the responsibility for coordinating this effort. The Management Office's official translator will coordinate the translation of major documents with the originating office and will assist Mission offices in securing translation and interpreter services when necessary.

1040.05 TRANSLATION FROM ENGLISH TO SPANISH

1. The Office of Management Operations serves as the central translation office for selected programming doucments as defined in Chapters 600 and 700 of this Manual. MO also serves as a translation coordination office for translation services and will assist other Mission offices in obtaining "overflow" translation services upon request.

2. If questions and concerns are raised about a translation, the document will be submitted to the MO where the official translator will make the final review of its quality and accuracy and make any changes in consultation with the originating office. MO also develops and distributes a compendium of frequently used Spanish words and phrases.

3. All outgoing communciation in Spanish which requires the signature of the Mission Director or the Deputy Director will be cleared by the senior translator prior to being forwarded for signature.

1040.10 TRANSLATION FROM SPANISH TO ENGLISH

1. The assistance of the official translator in the Management Office may be requested for particularly important letters or portions of documents.

2. In order to keep the official translator's workload reasonable, however, requesting offices should first attempt their own translation and then submit both documents to the Management Office for assistance.

POLICY

The USAID will provide for photocopying of essential program, project and management documents to facilitate operations. Photocopy requests should be kept to the bare minimum due to equipment, storage and cost limitations. C&R's procedures for photocopying must be followed.

PROCEDURES

1. AID machines are located in the mezzanine (C&R machine) and in the San Benito Annex. The Embassy also provides photocopying services to AID under the JAO arrangement. Embassy machines operate during normal business hours, unless priority requests for service necessitate overtime or weekend use. All photocopying other than that in offices with their own copying machines, should be done on the C&R machine.

2. To obtain copies, a C&R Reproduction Request form is completed. These forms are available at C&R. The form requires the following information:

   - Name and unit of requestor.
   - Number of pages submitted and number of copies desired.
   - Precedence:

     -- Routine

     -- Priority

     -- Immediate

3. Work to be photocopied may be brought to C&R or sent through the inter-office mail with a completed request form.

4. Service is given on a first-come, first-served basis.

   - Routine is the precedence which should apply to most requests. Routine requests are handled the same day or next business day.
   - Priority requests receive handling before routine work.
   - Immediate requests will be handled while the requestor waits.

   This order of precedence, self-administered, is essential to make the most of limited photocopying capacity. C&R staff will use their own judgment or will query requestors if the indicated precedence of an incoming job could dislocate work in process.

5. Completed jobs of routine precedence may be picked up at C&R or, routed through the inter-office mail. Immediate and priority jobs will be hand-delivered to the requestor if arrangements are made in advance.

6. C&R will keep a record of all completed jobs, with names of requesting units, number of copies, made, and the date work was completed.

7. C&R will provide services to AID TDY, PSC and contractor personnel provided their control officer has given approval.

8. No reproduction of other than USAID business-related material is permitted.

POLICY

The policies governing the administration of AID U.S. direct-hire staff, including the responsibilities of supervisors, the Mission Director and the Management Officer, are clearly articulated in AID Handbook 24, Chapter 3. There are, however, several Mission specific procedures.

2010.05 FILLING A NEW POSITION

1. The Mission Director determines that an unfilled position or a newly authorized position is to be filled and, that the position is within the established Monitoring Overseas Direct Employment (MODE) ceiling approved by the Ambassador. The appropriate office director will be asked to prepare a job description, draft Staffing Pattern Action Request (SPAR), and a memorandum justifying the need for the position, and to forward this information to the Management Officer, who will prepare the final documentation.

2. Following review and approval of this documentation by the Management Officer and the Mission Director, the Director will notify LAC/EMS and the Office of Personnel Management (M/SER/PM) in AID/Washington of the requirement by transmitting the SPAR with a written justification.

3. Information on candidates forwarded by LAC/EMS to the Mission will be reviewed by the Mission Director and the appropriate Office Director, and a selection will be made.

4. The Management officer is responsible for all arrival planning and arrangements, including:

   - Airport reception
   - Housing
   - Temporary hotel/guest house arrangements (if necessary)
   - Office space
   - Furniture
   - Guard service
   - New staff check-in procedure
   - Establishment of a personnel file
   - General orientation.

5. The USAID Office Director is responsible for:

   - Preparing office-specific briefing and orientation materials
   - Introducing the new staff member to USAID staff and to appropriate other U.S. Agency personnel.

2010.10 FILLING A VACATED POSITION

1. At least six months before an individual's tour is completed, he/she must fill out and submit to the Management Office a Completion of Assignment Report (COAR), indicating a preferred next assignment. The Management Officer will process the COAR through the Mission and forward it to AID/W. This document alerts AID/W to any requirement for a replacement, and the recruitment process is initiated.

2. Following the review and approval of the replacement request by AID/W, the procedures described under "Filling a New Position" (above) are followed.

2010.15 LEAVE PLANNING AND AUTHORIZATION

1. Among others entitlements, U.S. Direct-Hire Staff are currently entitled to Family Visitation and Rest and Recuperation Travel (R&R) (as described in Chapter 3020.55 of this Manual). Given the relatively small U.S. Direct-Hire staff, severe problems in coverage and continuity frequently result when staff exercise these entitlements.

2. Each staff member should therefore plan leave as far in advance as possible and seek his/her supervisor's written approval, in order to avoid last minute disappointments.

3. An approved leave notification indicating type of leave and start and end dates should be sent to the Controller and the Management Officer. The MO maintains a master record of all planned periods of absence. Some adjustments in leave may be requested to assure minimum coverage requirements are met.

2010.20 HOME LEAVE

1. To request home leave, the staff member should submit a request in writing to the MO through his or her supervisor.

2. When the request is approved, the MO submits a formal request for home leave approval to AID/W.

3. Upon receipt of a formal home leave approval from AID/W, the requesting staff member must submit a Travel Request form to the Management Officer.

4. The Travel Request form will not be approved until the requesting staff member has done the following:

   - Completed PERs that may come due during the leave period (if in a supervisory position);
   - Requested the completion of his/her own PER if it is to become due during the leave;
   - Arranged for the coverage of all work responsibilities;
   - Arranged for access of a Mission staff member to his/her residence.

5. If there is any possibility that the requesting staff member's assignment may change while on home leave and the employee would be unable to return to this post, the staff member should prepare contingency plans including:

   - Loose packaging of personal belongings;
   - Contingent arrangements for the sale or shipment of a personal vehicle.

2010.25 PAYMENT OF EXPENSES

1. All reasonable continuing maintenance expense items such as house rents, utilities, repair work, etc., are paid by the Mission. Vendors submit their invoices directly to the Embassy for approval, after which they are sent to the Mission Controller.

2. Direct-hire staff are responsible for their residential telephone expenses and are expected to handle these bills themselves.

2010.30 PERFORMANCE EVALUATION REPORTS (PERs)

1. Procedures and instructions for staff performance evaluation reports are fully described in AID Handbook 25, and will be followed by this Mission.

2. PERs for the Mission Director are prepared by the Ambassador and the AA/LAC; PERs for the Deputy Director and the Director's secretary are prepared by the Mission Director; PERs for Office Directors and the Deputy Director's secretary are prepared by the Deputy Director and reviewed by the Mission Director; all other U.S. Direct-hire PERs are prepared by Office Directors and reviewed by the Deputy Director.

3. Chapter 510.25 of this Manual describes the Mission's internal Performance Evaluation Committee.

POLICY

It is the preference of this Mission that all Foreign Service National (FSN) positions be occupied by English-speaking Salvadoran citizens as opposed to citizens of other countries (third country nationals). Administrative responsibilities for FSNs are shared between the Mission and the Embassy JAO.

PROCEDURES

1. Each year a ceiling for the number of FSN positions is established by AID/Washington. Within this ceiling, the Mission has substantial freedom to determine which jobs and which individuals will be classified as FSNs. As explained in AID Handbook 31, an FSN has substantial rights and benefits beyond those of local-hire staff employed on a contract basis.

2. When an FSN position is to be filled, the requesting Office Director prepares a job description (or uses an existing job description, if adequate) and sends it with a written justification of the requirement and the names of any suggested candidates to the Management Officer. The MO will forward the job description to the Embassy, where a preliminary grade determination will be made.

3. The MO coordinates any necessary recruitment (which can often be assisted by the Embassy) and initial screening of candidates. The final selection of the individual for the position is made jointly by the requesting Office Director, the Management Officer, and the Mission Director.

4. The MO is responsible for securing an employment application, completing other necessary paperwork, and forwarding the paperwork to the Embassy Personnel Officer. The MO also arranges for English language testing of all FSN candidates.

5. The Embassy arranges for a security check and for a health examination and prepares all final paperwork, which is then returned to the MO for final signature. The Embassy, upon employment of the FSN, establishes the official personnel file for the new hire and maintains it throughout his or her employment. The MO also establish a working file.

6. Upon completion of the new staff check-in process at the Embassy, which is scheduled by the MO, the requesting Office Director is responsible for assuring the proper introduction, and training of the new employee. This includes:

   - Arranging for office space with the MO;
   - Making appropriate introductions to USAID staff;
   - Assembling appropriate orientation material;
   - Planning any necessary formal training.

7. During the course of employment, the supervising Office Director is responsible for routine personnel administrative functions, such as Performance Evaluation Reports (PERs) and recommendations on periodic step increases and meritorious awards, described in AID Handbook 29, Chapter 5.

8. Each FSN and his/her supervisor is responsible for reading and developing a working knowledge of the material contained in the Local Employees Handbook developed by the JAO Personnel Office and included as APPENDIX A to this Chapter.

POLICY

It is AID and Mission policy to hire local staff under contract preferably through an institutional contract or, where such an approach is not feasible, through a Personal Services Contract (PSC).

PROCEDURES

1. When a contracted local-hire staff person is required by an office, the Office Director must request the services of an employee in writing from the Management Officer. The written request should specify:

   - Date needed and length of service required;
   - Description of duties and responsibilities;
   - Minimum qualifications for the position (e.g., language capabilities, education, skills);
   - Supervisory relationship;
   - Individual(s) who should be involved in the selection process.

2. The MO is responsible for all necessary coordination and contractual arrangements with the institutional contractor, or the PSC employee, and is also responsible for the initial screening and English language testing of candidates.

3. When qualified candidates are found by the MO, candidates will be interviewed by U.S. staff in the requesting office. The hire decision will be made jointly by the requesting Office Director and the Management Officer.

4. The employment tenure for the contracted staff member is normally one year, unless otherwise specified.

5. The requesting Office Director is responsible for assuring that appropriate arrangements are made, as follows:

   - Arranging for office space with the Management Officer;
   - Making appropriate introductions to USAID staff;
   - Assembling appropriate orientation material;
   - Planning any necessary formal training.

6. Each Office Director or his/her designee is responsible for maintaining accurate attendance records for each of the contracted local-hire staff employed in his/her unit, and the reporting of attendance to the MO.

7. Any concerns raised by employees regarding the terms and conditions of employment, as well as grade and pay, should be referred to the MO for action.

8. At the conclusion of the employment period or at the end of every twelve months of employment (whichever comes first), the supervising Office Director submits a Performance Evaluation Report (PER) on the employee to the MO. The general procedures used for direct-hire PERs should be followed where applicable. In the case of a twelve month performance appraisal, this document will provide the basis for discussion of any salary action, or extension, if appropriate.

POLICY

The Management Officer is primarily responsible for the hiring of contractor staff. While contractor staff services can be obtained through the use of Purchase Order (PO), Institutional Contracts, and Personal Services Contracts (PSCs), the latter two mechanisms are preferred. Wherever possible, multiple sources for the desired service should be found so that a competitive contracting process can be conducted.

2040.05 USE OF PURCHASE ORDERS IN ACQUIRING CONTRACT STAFF

1. When there is a specific product to be produced, when the product can be explicitly defined, when the effort required to produce the product can be accurately estimated, and when the total cost of the product will not exceed $10,000, a Purchase Order (PO) may be used to secure a contractor.

2. The requesting Office Director notifies the Management Officer in writing concerning the requirement specifying:

   - Statement of work (including a definitive description of the product);
   - Estimated number of hours of work required and suggested hourly rate of pay;
   - Length of time required and desired starting date;
   - Budget for estimated reimbursable expenses to be incurred;
   - Recommended source(s) for the service.

3. The MO, in conjunction with the requesting Office Director, contacts the individual or firm and negotiates the terms of the PO.

4. When negotiations are complete, the MO prepares the PO and secures all necessary signatures and approvals. Contractor may not begin work until the PO has been fully executed.

5. The requesting Office Director is responsible for the supervision and technical direction of the PO work. Contractor Invoices are to be submittted to the Office Director for approval, then forwarded to the MO for approval, and finally submitted to the Controller for payment.

6. When all of the terms of the PO have been satisfactorily completed, the requesting Office Director must submit necessary documentation to this effect to the MO. The MO will then initiate the contract close-out process.

2040.10 INSTITUTIONAL AND PERSONAL SERVICE CONTRACTS FOR STAFF

1. At least three months before the services of an individual are required, the requesting Office Director notifies the MO in writing, specifying:

   - Nature of work to be performed and the required qualifications of the individual;
   - Estimated number of weeks of work required and needed starting date;
   - Recommended source(s) for the service.

2. The MO, in conjunction with the requesting Office Director, contacts the recommended source(s) to assess availability and interest, and to request a curriculum vitae and an earnings history.

3. Upon receipt of the requested information, the MO will work with the requesting Office Director to prepare an offer letter that specifies:

   - Nature of the work;
   - Starting date and duration;
   - Salary;
   - Entitlements;
   - Supervisory arrangements.

4. A draft of this letter will be reviewed by the Deputy Director, Controller and MO for reasonableness and consistency with policy. When it has been approved, it is sent by the MO to the proposed contractor.

5. The MO negotiates all terms and conditions of the proposed contract with the institution or the individual. When negotiations are completed, the MO prepares the contract and, as appropriate, consults with the Regional Legal Advisor or LAC/GC. See Delegations of Authority, Chapter 300 for dollar limitations for signature authority.

6. When a contract is executed with a U.S. hire PSC, it is the responsibility of the MO to assure that a security and other required clearances are obtained

before the individual arrives in El Salvador. Upon arrival it is the responsibility of the contract employee to assure that emergency locator and other pertinent information is on file with the MO.

7. The requesting Office Director is responsible for assuring that all arrangements required to prepare for the arrival of a contractor, and to make the contractor productive are made. These include:

   - Notifying the MO of required office space, supplies, equipment and support assistance;
   - Assembling orientation material;
   - Making introductions throughout the Mission;
   - Arranging airport reception.

8. Contractor Invoices and reimbursement Vouchers are to be submitted to the requesting Office Director (or designee) for approval and then forwarded to the Controller for approval.

9. When a contract covers more than a twelve-month period and provides a clause for the negotiation of salary and entitlements for the period after the first twelve-months, the negotiation will be conducted by the MO, based upon a performance report submitted by the appropriate Office Director.

10. In unusual circumstances, the Office Director may believe it is necessary to extend the contract briefly beyond its original termination date. In this case, the Office Director must notify the MO at least two months in advance of contract termination and describe in writing:

- The circumstances that necessitate the contract extension;
- The desired extension period.

The MO is responsible for negotiating and executing the extension, if approved.

REFERENCE:

AID Handbook 14, Appendix F

POLICY

The Mission will make every possible effort, within the limits of AID policy, to assure that the first few days at post for new staff are positive experiences and that the staff member is settled as rapidly as possible.

2050.05 U.S. DIRECT-HIRE STAFF

1. The Management Officer or the Mission Control Officer will:

   - Meet the incoming employee at the airport;
   - Arrange for temporary housing or make hotel reservations;
   - Arrange social introductions and activities within the American community;
   - Provide the arriving employee with appropriate briefing and background materials including a copy of the Mission Operations Manual. Employees must return the Manual to the MO upon departure from the Mission.

2. On the morning of the first working day after arrival, the new employee will meet with the Management Officer, who will brief him/her on the in-processing procedure, introduce him/her to the Director and Deputy Director, and escort him/her to the Embassy for official in-processing.

3. At the Embassy, the new employee will receive a "Welcome Kit" and undergo formal in-processing which includes:

   - Security briefing and issuance of security badge;
   - Orientation;
   - Forms completion (for allowances, etc.).

4. During the first or second day, following the Embassy check-in, the new employee will meet with the MO, who will explain procedures for travel, housing repairs, insurance, etc. The employee will also be introduced to the Controller, who will make final arrangements for time cards and salary payments.

5. Orientation of the new employee with regard to his or her assigned duties or functions is the responsibility of the employee's supervisor.

2050.10 F.S. NATIONAL STAFF

1. The initial processing for FSNs is similar to that for U.S. direct-hires, except that the in-processing procedure at the Embassy is abbreviated.

2. The need for an appropriate work orientation at the Mission is not, however, diminished. Both the Management Officer and the appropriate Office Director or designee should plan the work orientation carefully so that the new employee can become rapidly effective at his/her new position.

3. New employees will also be provided a copy of the Mission Operations Manual for orientation and reference purposes. The Manual must be returned to the MO when the employee is separated from the Mission.

2050.15 INSTITUTIONAL AND PERSONAL SERVICE CONTRACT STAFF

1. The initial processing of institutional and personal services contractors will be handled entirely by the MO.

POLICY

It is Mission Policy that, within funds availability, employees be provided with training opportunities which are of direct benefit to the employee and to the Mission and which are consistent with short-and long-term program and career development objectives.

PROCEDURES

1. The Office of Management Operations is responsible for posting training opportunity announcements on the employee information bulletin board located on the mezzanine.

2. It is the responsibility of employees and their supervisors to review such announcements and to jointly consider the latter's application in meeting staff and/or office needs.

3. Employees may also consult the "Training Services Offered" pamphlet issued by the AID/W Office of Management Operations (M/SER/MO), which identifies a broad range of courses offered by the Agency. A copy is available in the Management Office.

4. Consideration should also be given to the broadest application and most cost-effective approach to training. For example, it may be preferable to arrange for an in-country training program for a group of employees versus sending those employees out of the country on an individual basis.

5. The supervisor should consult with the Management Officer on developing the training plan and in planning for work coverage which may be necessitated by the training. The Office of the Mission Director may also be consulted early in the process to assure that the training plan is consistent with other Mission objectives.

6. The Controller's office should also be consulted to ensure funds are available.

7. Care should be taken throughout the process to assure commitments are not made to employees which may not be possible to honor.

8. When agreement is reached on the final training plan, MO is responsible for making the final travel arrangements and assuring the training requisition and related forms are completed.

9. The employee is responsible for briefing staff who will be filling in during his/her absence on the status of current work assignments and on any particular work methods. Upon return from training, employees are responsible for writing a brief evaluation of the training and filing it with MO for the benefit of other employees/supervisors who express subsequent interest in the training.

10. The supervisor is responsible for assuring that the departing employee fulfills the responsibilities as outlined in item 9 above.

POLICY

In order to avoid the heavy burdens that are placed on Mission and Embassy staff when out-processing is not appropriately completed, the out-processing procedures for staff will be adhered to strictly.

2070.05 U.S. DIRECT HIRE STAFF

1. At least six months before the end of a tour, the staff member completes a Completion of Assignment Report (COAR) and submits it to the Management Officer, who will process it within the Mission and forward it to AID/W. This process may result in the reposting of the staff member to another Mission or to AID/W.

2. Upon receipt of orders from AID/W, the employee submits a Travel Authorization request form to the Management Officer. At that time, the MO gives the employee a master checklist for all of the steps that must be completed and clearances that must be obtained before the staff member is cleared to leave the post. Examples include:

   - Cashier clearance;
   - Security check-out;
   - Shipping arrangements;
   - Furniture inventory;
   - PER completion;

- Controller check-out;
- Briefing other USAID staff on status of work assignments;
- Providing C&R and APO with forwarding address (for personal mail);
- Designating a Control Agent (for making final payments).

3. When arrangements have been made to fully complete the checklist, the Travel Request will be processed and travel arrangements will be finalized. Travel Orders will only be issued to the employee after the checklist has been completed.

4. Employees are also reminded there is an airport departure fee of $8.00 or ¢24.00 Colones. Excess baggage fees may be paid by Colones or major credit card.

2070.10 INSTITUTIONAL AND PERSONAL SERVICE CONTRACTOR STAFF

1. Four weeks prior to the expiration of the contract, the contractor's supervisor must notify the MO that the contract is terminating and identify the precise date of termination.

2. Prior to the termination date, the contractor's supervisor prepares and submits to the MO a performance report on the contractor and determines the preferred disposition of property items (such as furniture and vehicles) that have been purchased with project funds for the contractor's use. Instructions for completing a contractor performance evaluation report are contained in Handbook 14, Appendix C.

POLICY

In order to encourage and recognize outstanding staff performance, this Mission will attempt to utilize the full range of available incentive awards for direct-hire staff.

PROCEDURES

1. Periodically during the Fiscal Year, the Management Officer issues requests to managers for nominees for the various incentive awards. Full information on these awards is available in Handbook 29, Chapter 5, or from the Management Officer.

2. In general, nominees for incentive awards are reviewed by a Mission review group (composed of the Deputy Director, the Controller, and the Management Officer). The group's recommendations are forwarded, for some awards, either to AID/W or to the JAO Office of Personnel, for final determination.

POLICY

Benefits provided to various classes of direct-hire and contractor staff are governed by Embassy and AID policy, and few are subject to negotiation.

3010.05 U.S. DIRECT-HIRE STAFF

U.S. direct-hire staff (including TDY, except as noted) are provided the following:

- o Allowances
  - -- Danger Pay
  - -- Post (Hardship) Differential (applies to TDY after 42 continuous days at Post)
  - -- Per Diem (TDY only at $50 per day rate)
- o Embassy Services
  - -- Cashier services
  - -- Commissary privileges
  - -- Health Unit services
  - -- Visa assistance
  - -- Pouch privileges
  - -- Cafeteria privileges
  - -- Language instruction
- o Support Services
  - -- Travel arrangements
  - -- Motor pool services for official business

The following does not apply to TDY personnel:

- o Allowances
  - -- Separate Maintenance Allowance (SMA)
  - -- Temporary Lodging Allowance (TLA)
  - -- Supplementary Post Allowance
  - -- Educational Allowance (in exceptional circumstances only)
  - -- Housing (Living Quarters), Furniture and Related Allowances
  - -- Foreign Transfer Allowance
  - -- Family Visitation Travel
  - -- Rest and Recuperation (R&R) Leave
  - -- Non-Pro Courier
- o Support Services
  - -- Locating and securing housing
  - -- Arranging housing repairs
  - -- Customs clearance and transport of goods
  - -- Securing needed furniture and appliances

3010.10 FOREIGN SERVICE NATIONAL STAFF

Foreign Service National staff are provided the following benefits:

- o Embassy Services
  - -- Health Unit services
  - -- Cafeteria privileges

- Support Services
  - -- Motor pool services for official business

3010.15 INSTITUTIONAL AND PERSONAL SERVICES CONTRACT STAFF

The terms and conditions of each contract are negotiated in light of the individual circumstance of the contractor and the work to be performed. However, the maximum benefits that can be provided are as follows:

- Allowances
  - -- Post Differential
  - -- Housing furniture and related allowances
  - -- Guard service allowance
  - -- R&R allowance (if the contract period is for two years)
- Embassy Services
  - -- Cashier services
  - -- Health Unit services
  - -- Pouch privileges (with limitations on frequency of use and weight)
  - -- Cafeteria privileges
  - -- Commissary privileges
- Support Services
  - -- Customs clearance of personal goods
  - -- Travel arrangements
  - -- Motor pool services for official business

3010.20 IN-RESIDENCE PSC STAFF

When contracts are negotiated with contractors who are in-residence in El Salvador the specific circumstance of the individual are taken into consideration in determining the benefits each will receive. The usual set of benefits are:

- o Embassy Services
  - -- Cashier services
  - -- Health Unit services
- o Support Services
  - -- Travel arrangements
  - -- Motor pool services for official business
- o Allowances
  - -- Danger Pay (applies to U.S. staff only--an official ruling is still pending on third-country national staff)
  - -- APO privileges (for personnel with diplomatic or official passports)

3020.05 DANGER PAY

Effective September 28, 1982, San Salvador, an unaccompanied post, was also designated a Danger Pay Post. The allowance is 25% of biweekly salary. The allowance is paid to all direct-hire personnel, including those on TDY, on a biweekly basis. The Controller and the TDY Control Officer are responsible for preparation of time cards which reflect the number of hours in Danger Pay status. TDY employees will need their time keepers code to ensure Danger Pay is properly credited. Danger Pay is not subject to the ceiling limit ("CAP") imposed by the salary of Chief of Mission at a Class I Mission. The ceiling for base salary, plus Hardship Differential has been raised to the equivalent of $100 less than the salary of an Ambassador at a Class I Mission ($60,662.50 minus $100, or $60,562.50). Danger Pay is not paid during periods of absence from post or for details of less than 24 consecutive hours, and is payable on a normal weekly basis (e.g., Monday-Friday).

REFERENCE:

State Cable 266413

3020.10 POST (HARDSHIP) DIFFERENTIAL

San Salvador's Post (Hardship) Differential is 15% of the biweekly salary. Employees stationed at post may elect extra service credit in lieu of payment of Post Differential. Even though San Salvador is a Class II Mission, the "CAP" is $60,562.50. TDY personnel are entitled to Post Differential beginning after the 42nd day of continuous duty. Payments to TDY personnel are made in lump sums

following completion of their Travel Vouchers. Assigned employees are paid Post Differential on a biweekly basis.

REFERENCE:

State Cable 241730

3020.15 PER DIEM

Per diem to TDY employees is paid at the maximum rate of $50 per day. Effective May 15, 1982 AID Travel Regulations were revised to permit travelers to claim the maximum rate without differentiating between lodging and subsistence and are no longer required to provide proof of lodging. However, employees residing in guest house quarters--currently available in San Salvador--are entitled to subsistence only (net lodging expenses) are thus entitled to one-half of the maximum per diem rate, or $25.00 per day.

3020.20 SEPARATE MAINTENANCE ALLOWANCE

Since San Salvador has been declared an unaccompanied post, a Separate Maintenance Allowance (SMA) shall commence for employees with dependents as of the date on which the employee begins official travel under an order of assignment, the date of assignment, or the date on which the separation from dependents occurs, whichever is latest. The rates payable are as follows:

o 1 child only	$1,800
o 2 or more children	$3,200
o 1 adult only	$3,600

- 1 adult and 1 additional dependent $4,400
- 1 adult and 2 or 3 dependents $5,500
- 1 adult and 4 or more dependents $6,600

REFERENCE:

Standardized Regulations, Sections 263.1 and 943

American Embassy San Salvador "Allowance Information for New Arrivals", dated May 4, 1982.

3020.25 TEMPORARY LODGING ALLOWANCE (TLA)

The maximum rate for San Salvador is $26.00 per day for the employee and each family member over the age of 11. Under 11 years of age, the maximum daily rate is one-half the full daily rate. This allowance is paid from the date of the employee's arrival at post and should not exceed three months. TLA must be supported by lodging receipts which are submitted to the JAO Payroll Office, Budget and Fiscal, through the AID Office of Management Operations. (El Salvador is currently an unaccompanied post and, as such, references to family member rates, currently not payable, are for future reference only.)

3020.30 SUPPLEMENTARY POST ALLOWANCE

The daily rate is $6.00 per employee and each family member. This allowance is paid only to employees who are faced with heavy expenses because of the necessity of providing hotel or restaurant meals and when no kitchen facility is available. (El Salvador is currently an unaccompanied post, and references to family member rates, currently not payable, are for future reference only.)

3020.35 EDUCATIONAL ALLOWANCE

Since San Salvador is an unaccompanied post, the U.S. has been declared the official safehaven for most AID employees. Because free public schools are available to all in the U.S., the educational allowance cannot be paid for school attendance in those cases where a parent resides in the U.S., and the child either lives with the parent or could live with the parent but does not due to parental discretion. In certain cases, (i.e., both parents are working at post, but the child is not permitted to reside with them and a Separate Maintenance Allowance is not granted for the child) the educational allowance can be paid at the "school away from post" rate. These cases are determined on a case-by-case basis, and when granted, the rate for the "school away from post" is currently $9,050 per annum.

REFERENCE:

American Embassy San Salvador, "Allowance Information for New Arrivals", dated May 14, 1982

3020.40 HOUSING ALLOWANCE

AID is now authorized to provide government-leased housing and such leases are being negotiated. However, some employees continue under non-government lease arrangements at the following rates: $550 for unfurnished unit, single or unaccompanied employee; $650 for unfurnished unit, married couple or furnished unit, single or unaccompanied contract employee. Rates include utility payments. USAID San Salvador will supply basic residential furnishings to AID employees in lieu of maximum weight allowance of household effects. Employees are entitled to a one-time allowance for curtains and draperies not to exceed $300.00. This

allowance may be used for the purchase of drapery material plus lining, tape, curtain and drapery hooks, labor, etc. In addition, employees are eligible to such reimbursement of up to ₡40 Colones per month for expenses related to maintaining gardens and lawns at their residence. Reimbursement will be made on a quarterly basis and claims should be submitted in writing through the Office of Management Operations.

In addition to the gardening fees described above, employees quartered in U.S. Government-leased housing are entitled to fumigation, electricity and water/sewage fees. Guard service is also permitted when security factors warrant.

REFERENCES:

Embassy Administration Bulletin No. 16, dated January 12, 1982

Mission Policies and Procedures No. 76-4, dated February 23, 1976

3020.45 FOREIGN TRANSFER ALLOWANCE

The Foreign Transfer Allowance is composed of two separate items: miscellaneous expense portion and wardrobe portion.

The miscellaneous expense portion is intended to partially reimburse the employee for additional expenses incurred in changing residences, such as disconnecting and connecting or converting appliances, equipment, or utilities; cutting and fitting rugs, draperies, and curtains (but not buying new items); utility fees not subject to refund; drivers' licenses and similar fees; and automobile registration and personal cable and telephone charges incident to the transfer when not otherwise reimbursed.

A one-time payment of $100 (employee without family) and $200 (employee with family) are payable without required receipts or itemization, but claims above these amounts require receipts for the entire miscellaneous expense claim.

The wardrobe expense portion is to assist with the costs of changing types of clothing needed because of a two climate zone transfer. In San Salvador (zone 3), only those persons transferring from a cold climate (zone 1) are eligible for the allowance. All of the U.S. is considered to have a moderate climate (zone 2).

The rates payable are:

o Employee without family	$75.00
o Employee and one member of family	$125.00
o Employee and more than one member of family	$175.00

(El Salvador is currently an unaccompanied post and references to family member rates, currently not payable, are for future reference only.)

REFERENCE:

American Embassy San Salvador, "Allowance Information for New Arrivals", dated May 14, 1982

3020.50 FAMILY VISITATION TRAVEL

As an unaccompanied post at which dependents cannot reside, Family Visitation Travel may be exercised from San Salvador by employees whose dependents remain in the U.S. Not more than two round trips at a cost of less than first class to the residence of dependents during each one year period is permitted. Family

Visitation Travel is not authorized within the final three months prior to scheduled transfers. A year for Visitation Travel purposes is defined as one year from the date the employee arrives at post on assignment.

REFERENCE:

3 FAM 599.43

3020.55 REST AND RECUPERATION (R&R) TRAVEL

Effective May 1982, employees are eligible for one R&R trip per tour and may elect to take the trip or apply the plane fare equivalent to another location of one's choice. R&R location is the Bahamas and the plane fare cost is currently $440.00. Employees with dependents may substitute R&R for one additional Family Visitation Travel trip.

3020.60 NON-PRO COURIER

Employees without dependents may register an Non-pro Couriers with the Embassy. Further details are available from the Embassy JAO.

REFERENCE:

AID Handbook 26, Chapter 13

4010.05 EMBASSY CASHIER SERVICES

The Embassy Cashier under the direction of the JAO Budget and Fiscal Office (B&F), is located in the Consular Section on the first floor of the Embassy. Operating hours are from 0830 to 1230 daily, Monday-Friday. The Cashier provides accommodation exchange services for dollar checks, traveler checks, and U.S. currency at the official exchange rate - ¢3.8 Colones to $1.00 Dollar as of September 1982 (previously ¢2.5 Colones to $1.00 Dollar). Biweekly Colon payroll disbursements are made through the Cashier's office to Salvadoran employees on paydays.

Travel Advance Requests, Travel Vouchers, and other documents may be presented directly to the Cashier for payment once the necessary B&F Administrative Office approval has been granted.

Employees are reminded that U.S. Government personnel will not, within the borders of El Salvador:

- Sell dollars, dollar checks, or other foreign currencies, even at the official exchange rate, except through banks, Embassy B&F or to other than U.S. Government personnel.
- Make payments in dollars, dollar checks, or other foreign currencies to landlords, doctors, merchants, tradesmen, or other than U.S. Government personnel.

Dollar checks/instruments used to obtain Colones from authorized sources (Embassy Cashier/banks) shall be drawn in the name of the payee only and shall not be left

blank or made out to cash on the Pay to Order line. Checks negotiated with the Embassy Cashier shall be made payable to the American Embassy San Salvador. The Cashier is prohibited from accepting any checks for accommodation exchange made otherwise payable. Payment of deposits and for goods purchased from the U.S. Missions Commissary (see following section) by check shall be made payable specifically to the Commissary.

Personnel arriving from abroad, in accordance with currency controls established by the Central Bank of El Salvador, may import a maximum of ¢2,000 Colones per trip. Whenever an employee brings Colones into El Salvador, the Administrative Officer must be notified.

REFERENCE:

Chief of Mission's Code of Conduct for U.S. Employees, U.S. Mission, El Salvador

4010.10 COMMISSARY PRIVILEGES

The U.S. Missions San Salvador Commissary is located on the first floor of the Embassy near the employee's parking lot entrance and is open from 1400-1700 Monday, Wednesday, and Friday. The Commissary features a wide range of food, beverage, and sundry items.

Assigned personnel wishing to join the Commissary should submit their application to the Administrative Officer for approval and must leave with the Commissary Manager a $200.00 deposit, which is returned at the end of one's tour. TDY personnel assigned up to 120 days are not required to pay a deposit, but must pay

a 15% surcharge on any purchase. A Commissary Board, made up of representatives from all agencies in the Embassy, establishes Commissary policy and provides direction to the Commissary Management (see Chapter 520.05 of this Manual).

The Commissary will accept payment in U.S. dollars, U.S. dollar checks or, for purchases under $5.00, in Colones. Checks should be made payable to U.S. Missions Commissary.

REFERENCE:

American Embassy San Salvador, "Miscellaneous Information"

4010.15 HEALTH ROOM

The Health Room is located in Room 171 on the first floor of the Embassy and is staffed by a U.S. citizen contract Registered Nurse assigned to the JAO. The Health Room is open Monday through Friday from 1000 to 1230 and from 1300 to 1630.

The Health Room is not a substitute for a doctor, hospital or dispensary. The Health Room Nurse provides the following services: Giving immunizations to eligible personnel; maintaining "sick call" and providing medical care that does not require a physician's care, etc.; providing first aid during office hours; and lending an ear if someone just wishes to talk.

Generally speaking, the employee is responsible for purchasing his/her medicines, paying for doctor's office visits, lab and/or X-ray tests and then filing a claim with their insurance company. There are exceptions where the Embassy will pay for these services. A few examples are: hospitalization and extensive follow-up treatment for a medical condition.

Whenever an employee needs doctor's care, she/he should go to the Health Room for a physician's name, and to pick up a Chronological Sheet of Medical Care to take to the appointment. This sheet is for the doctor to document his/her findings, diagnosis and plan of treatment. This sheet should be returned to the Health Room, although the physician sometimes keeps the sheet until follow-up visits are completed. Your cooperation is needed in order to improve medical records for the Health Room and for yourself.

Employees should also stop by the Health Room soon after arrival so that the Nurse can obtain your temperature, blood pressure, pulse and respiration for a general baseline reading.

REFERENCE:

American Embassy San Salvador "Welcome Kit Material"

4010.20 VISA ASSISTANCE

Visa and passport assistance for American employees is available through the JAO Personnel Office. The Consular Section is responsible for visas for non-U.S. applicants. Visa referrals for friends and relatives of Embassy employees are outlined in Embassy Executive Memorandum 38 of April 25, 1978.

4010.25 APO (ARMY POST OFFICE)

The APO is located in Rooms 106/107 on the first floor of the Embassy near the Cafeteria and is a joint effort by the U.S. Military Group (USMILGP) and the U.S. Embassy. Hours of operation are 0730-1700 Tuesday and Thursday and 0730-1400

Monday, Wednesday and Friday. To ensure successful operation, all users are required to abide by the regulations and to use the service with discretion and in moderation. Participation in this facility is a privilege and not a right. Any misuse will result in withdrawal of this privilege.

Postage rates will be the same as domestic rates in the U.S. The postal clerk will provide necessary information as needed.

The APO orders stamps on a continuing basis through the U.S. Postal Service in the Department of State. However, as has happened in the past, stamps sometimes are not received on a timely fashion for a variety of reasons beyond the APO's control. Therefore, it is suggested that you have a small supply of stamps for periods of heavy mailing. All outgoing mail (including postcards) must have a complete return address, i.e., sender's name and complete mailing address. Any mail which does not have a complete address will be returned to sender, or lacking a return address will be held in the APO until the sender can be identified.

All letters and packages will be subject to customs inspection. Authorized users of the APO facility may mail bona fide gifts not over $25.00 in value, free of duty from APOs outside the U.S. Customs territory to persons in the U.S. Customs territory at the retail value in the country of export. The aggregate value of articles received by one person on one day, and exempted from payment of duty, must not exceed $25.00. Customs tags listing contents must be attached to all outgoing packages. These tags are available from the Postal Clerk.

Money Order and Registered service will not be provided. Users may insure parcels and certify letters.

There are limitations on the size and classes of items which can be sent and received through the APO. For example, people with limited weight allowances inbound/outbound from El Salvador may not send household goods through the APO. Any questions regarding this policy and the limitations on types of items which can be sent or received should be directed to the Postal Clerk in the APO.

Cigarettes or other tobacco products and liquors may not be mailed through the APO. Firearms of all types, except antiques, and any type of pellet guns which use compressed air or gas as the propellant are prohibited.

Authorized persons desiring to receive and send mail through APO channels should notify correspondents to address mail as follows:

Mr. John Doe (Agency)
U.S. Embassy El Salvador
APO Miami 34023

If your correspondents prefer to use the international mail system, the correct address for the Embassy is:

Embajada de los Estados Unidos
25 Avenida Norte 1230
San Salvador, El Salvador, C.A.

Upon arrival at post, employees should register with the postal clerk to ensure prompt receipt of mail. Prior to departure, employees should leave a forwarding

address to ensure mail is properly forwarded. First Class mail is forwarded up to one year and other classes for up to three months.

Payment for APO services may be made in U.S. dollars, U.S. dollar check, or, for services under $5.00, in Colones. Any change due to the APO user is normally made in Colones.

REFERENCE:

American Embassy San Salvador, Administrative Memorandum No. 10/80,
Subject: Authorized APO Users, dated 10/08/80

4010.30 CAFETERIA PRIVILEGES

The Mission Cafeteria is located on the first floor of the Embassy and operates from 0700 to 1600 Monday-Saturday. Breakfast is served from 0700-0900 and lunch from 1200-1430. The Cafeteria also sells coffee, tea, soft drinks, sandwiches, ice cream and candy throughout the day.

REFERENCE:

American Embassy San Salvador, "Miscellaneous Information"

4010.35 LANGUAGE INSTRUCTION

Language instruction in Spanish and English is available for those employees eligible under the language instruction program. Instruction is in groups or individually and is tailored to meet individual needs. For further information contact the Embassy JAO or the AID Management Officer.

4010.40 LOCATING AND SECURING HOUSING

Employees are responsible for initiating necessary action to locate appropriate housing. For security reasons, it is preferable to check with the Management Officer for any restrictions on rental areas. Real estate agents, free of charge, are available to assist employees in locating housing within San Salvador. A listing of approved agents can be obtained from the MO.

4010.45 ARRANGING HOUSING REPAIRS

Normal housing maintenance and upkeep (e.g., basic cleaning, replacing light bulbs, ashers, etc.) is the responsibility of the employee. Assistance in arranging ther types of housing repairs (e.g., plumbing, carpentry, electrical work) is vailable through the Office of Management Operations who should be contacted to etermine eligibility requirements.

010.50 ARRANGING CUSTOMS CLEARANCE AND TRANSPORTATION OF GOODS

ustoms clearance and transportation of goods, in accordance with Agency policy, is vailable through the JAO. Transportation arrangements are available through the AO located on the first floor of the Embassy.

010.55 MOTOR POOL FOR OFFICIAL BUSINESS

ost security policy requires that all personnel traveling between their residence nd the Embassy during the hours of 0700-0830 and 1630-1800 must use the Embassy or D Shuttle Service. The only persons exempt are those who have assigned official hicles, however, limited parking space requires car pooling and shuttle use enever possible. The shuttle operates each morning from 0645-0815 and each

evening from 1645-1730. Employees departing after 1730 should make arrangements directly with the JAO Motor Pool or with the Duty Driver (see Chapter 8010.15 for telephone numbers).

Requests for transportation at other times during the day should be presented in writing as far in advance of the needed service as possible to the JAO or AID Motor Pool Dispatcher. Every attempt will be made to honor on-the-spot transportation requests, but the shortage of vehicles and drivers may not always permit the JAO or AID to do so. All written requests submitted in advance, however, will be honored.

REFERENCE:

American Embassy San Salvador, "Miscellaneous Information"

4010.60 SECURING NEEDED FURNITURE AND APPLIANCES

Eligible employees may secure basic furniture, furnishings, and appliances through the Office of Management Operations. Employees may indicate a choice of color or style and within the extent of availability, efforts will be made to accommodate such requests.

A Welcome Kit is available from the JAO to provide new arrivals with some of the basic supplies needed to start housekeeping.

POLICY

The Mission must do everything possible to facilitate the work of its numerous visitors. To coordinate each visitor's schedule and support arrangements, a control officer will be appointed for every AID TDY, contractor (other than those based at the Mission), and other visitors.

PROCEDURES

1. All visits should be authorized by the Mission Director before firm arrangements are made.

   - The head of the unit inviting or arranging a visit for its own purposes should notify the Director of the name, organization, purpose, intended arrival date and duration of stay of the visitor.
   - The Director's office will notify the Embassy, whose approval may also be necessary, but is in most cases pro forma.

2. When Mission management approval has been obtained, a control officer will be assigned by the Director, or his designee.

   - In most cases, the control officer will be a member of the unit initiating action to arrange the visit.
   - In the case of frequent visitors, standing control officer assignments will be made.

3. The control officer is responsible for:

   - Ensuring the visit is publicized on the Weekly Visitor List issued by the Management Office.

- Establishing firm or estimated dates of arrival and departure.
- Assisting with arrangements for lodging and airport transportation, if necessary, in coordination with the Management Office.
- Keeping the visitor's schedule, making mutually convenient appointments with Mission staff or other parties, as requested.
- Arranging with the Management Officer for desk space, typing support, or other office services required.
- Introducing the visitor to staff, as requested or as a courtesy.
- Making other appropriate business or social introductions outside the Mission.
- Helping the visitor follow-up his/her work following departure.

4. When the visitor's arrival date is known, the control officer is responsible for reporting this to the Management Office for inclusion on the Weekly Visitor List.

   - The list contains the name, organization, control officer, arrival date (and departure date, if known), and lodging location.
   - Information provided to the Management Officer by noon Friday will be on Monday's list.
   - The list will contain all visitors expected to arrive over the next month and all who are still in-country as of the date of publication.

POLICY

It is Mission policy to fully utilize regional and AID/W support services given the Mission's critical staffing shortages. The Mission must plan and organize its work priorities with regional entities and AID/W to facilitate support in the most efficient and effective manner.

4030.05 ROCAP SERVICES

The Regional Office for Central American Programs (ROCAP) is headquartered in Guatemala City, Guatemala and provides services to Costa Rica, Honduras, Nicaragua and El Salvador. The ROCAP, among other things, provides a control source of TDY services for assistance in economic, engineering, program, agricultural, and financial analysis areas. The Regional Supply Management Offices are also located in ROCAP. (See Chapter 31B, AID Handbook 17 for a complete description of ROCAP responsibilities.)

4030.10 REGIONAL SERVICES

The Regional Legal Advisor is located in Tegucigalpa, Honduras and provides assistance and counsel on legal matters.

The Area Contracting Offices, assigned to the AID/W Office of Contract Management, is located in Panama City, Panama and provides assistance on contracting and procurement matters.

Previously under contract to USAID/El Salvador, the Contracting and Procurement Officer, now under contract to USAID/Costa Rica, is available to provide assistance on contracting and procurement matters including host country contracting.

A Forestry Officer, under contrct to USAID Costa Rica, is available to provide assistance on reforestation matters.

The Regional Housing Office is located in Tegucigalpa, Honduras and is responsible for the administration of the Housing Investment Guaranty Program for Central America (see Chapter 31D, AID Handbook 17 for fuller description of RHO responsibilities). The Regional Housing Office is also responsible for providing overall guidance and supervision to the Housing Advisor (FSN Contract Employee) assigned to the Office of General Development.

4030.15 AID/WASHINGTON SERVICES

AID/Washington services cover the complete range of services available. When possible, Regional services are preferred due to savings in TDY travel and professional time costs and because regional interest in common problems and proposed solutions is best served by such an institution.

Services available on a discretionary basis are listed in the AID/Washington Directory of Services, which is published at least annually by M/SER/MO. The USAID Office of Management Operations has a reference copy of this Directory.

Use of discretionary AID/W services, whether in Washington or El Salvador or by pouch or telegram, requires the approval of the Mission Director.

4030.20 REQUESTING REGIONAL AND/OR AID/WASHINGTON SERVICES

1. Services are requested through a single point of contact within the Mission, in accordance with the principal liaison responsibilities assigned in each office's Statement of Functions, Chapter 410 of this Manual. These points of contact are responsible for the substantive approval of the requirement for assistance and for providing the control officer to facilitate the visit. (Control officer duties are described in the preceding section.) This means that all requests for Regional and/or AID/W services in a particular functional area are coordinated by the assigned office, whether or not the assigned office is the ultimate user of the services. When the assigned office is not the principal user of the services, it may mutually agree that the principal user provide the control officer.

2. Requests for services are given to the assigned Mission offices which has responsibility for contacting the appropriate office. In most cases, the need for services should be identified far enough in advance to permit the use of routine telegrams or air pouch to make the arrangements.

3. To make the most efficient use of resources when a TDY visit to the Mission is planned, users should forward in advance of the visit background information on the matter at issue.

4. In many cases, services typically involve a visit by TDY staff to the Mission. Trips are often part of itineraries involving visits to other LAC posts. When necessary, Mission staff can visit the Regional Officers with appropriate

authorization to travel. In these cases, the appropriate Mission coordinating office should still be the point of initial clearance to arrange the visit.

POLICY

The Mission's motor pool provides service for morning and afternoon shuttle, local and business-related travel and airport trips. The AID motor pool provides for similar overflow services and for field travel. The service includes both a vehicle and a driver, who is responsible for all vehicle-related concerns.

PROCEDURES

1. In-town service is on a first-come, first-served basis. Service may be arranged as follows:

   - Sign a dispatch sheet the day before service is required with name, date and time, and origin and destination points, and take this sheet to the motor pool dispatcher who schedules the following day's runs.
   - If same-day service is needed, the Embassy Dispatcher may be called directly.
   - The AID Management Office may also be contacted to arrange for travel service.
   - If no vehicles are available, taxi cabs or personal vehicles should be used, in accordance with standard procedures for reimbursement.

2. For reasons of security, the Embassy shuttle runs on a staggered schedule. Requests for shuttle pickup morning service should be made at least a day in advance. Shuttle afternoon drop-off service is also on a staggered basis. The shuttle leaves the USAID from the Embassy employees' entrance parking lot. Every effort should be made to schedule trips to and from the Embassy during the shuttle schedule so that additional vehicles will not be required.

3. Request for service outside of normal business hours should be made as follows:

   - Sign the request sheet e.g., for early airport runs or afternoon business travel.
   - Contact the dispatcher directly.

4. For field trips, the arrangements on the road are as follows:

   - The driver will have a fully fueled vehicle with extra jerry cans of fuel, if necessary.
   - The driver will also have all gas coupons necessary, given the estimated mileage.
   - A two-way radio should be installed in all field trip vehicles, and should be tested prior to the trip.
   - The driver will have been given 80% of his per diem for food and lodging; passengers must make their own arrangements with the Controller's Office for advances, if desired.
   - The vehicle carries a tool box for small repairs; it is recommended that passengers budget for and carry sufficient local currency for each day of the trip to cover any mechanical assistance required in the field. If used, these funds will be reimbursed to the passenger by the Controller's Office.
   - The driver is responsible for knowing the route, performing routine maintenance or finding local assistance, dealing with police or other local authorities, if necessary, arranging for guardians, and helping unload and load luggage and equipment.
   - In the event of an impending mechanical problem or medical emergency, drivers are instructed to return to San Salvador with the passenger and vehicle if possible.

5. The motor pool attempts to stock field gear, such as sleeping bags, tents, canteens, and blankets. This gear should be requested on the Transportation Request Form.

- The gear, if available, will be loaded from the garage by the driver.
- The passenger must sign for the equipment and is accountable for it.
- The equipment must be signed in at the conclusion of the trip.
- Because of very limited availability of gear, passengers should seek to confirm whether requested items are available well in advance of the trip.

6. The following restrictions apply to the use of the motor pool:

- Vehicles are used only for official business.
- Only Mission employees and their accompanied business-related visitors or guests may use the service.
- Only motor pool drivers may check out and drive the vehicles.
- The motor pool garage, and its equipment and supplies are used only to support official business-related local travel and OE-funded travel; however, its staff may offer advisory assistance to project teams and individual employees, time permitting.

POLICY

Travel in-country, in the region and overseas is an essential element of the Mission's operations. A set of government-wide standardized policies and procedures governs authorization of travel and its reimbursemnt. The Mission Management Officer and Controller are responsible for strictly enforcing these regulations. They apply equally to direct-hire and contract staff whose contracts call for government-paid travel while based in El Salvador.

5020.05 AUTHORIZATION TO TRAVEL

1. The traveler initiates the process by completing an official Travel Request form. The form requires complete information on the intended trip, including:

   - Type of travel (in-country, U.S., TDY, etc.);
   - Departure and return dates;
   - Route and days at each stop;
   - Whether a travel allowance and excess baggage are required.

2. The request form is available in the Office of Management Operations (MO), or the Office of the Controller (CONT). After the traveler completes the memo, the processing is as follows:

   - The traveler's supervisor reviews and signs the form.
   - The MO reviews and signs the form, checking for such items as the following:

-- Supervisor's approval

-- Eligibility for R&R or home leave

- The MO transmits the request form to the Controller, who then adds a control number and makes a preliminary determination of availability of funds in the appropriate OE or project account.

- Then, the MO transmits the official Travel Request to the Embassy Travel Section.

3. The Travel Section prepares an AID Request and Authorization of Official Travel, or "TA" form.

   - The MO reviews the TA and signs the form, which constitutes an obligation document.

   - This form is sent to the CONT, who enters the appropriation and budget allowance information.

4. Travel bookings with airlines are made in two ways:

   - In most cases, the traveler, by not indicating otherwise on the original official Travel Request form, requests the Embassy Travel Section to make the bookings and hotel reservations.

   - When the Embassy Travel Section makes bookings, it obtains tickets and hotel confirmations and delivers them to the traveler.

   A GTR presented to most airlines is accepted as a form of payment.

5. When repeated authorized in-country travel is necessary, travelers can apply for an annual "blanket" TA through the MO. With a blanket TA, a Travel Request form must still be approved for each trip.

6. Travelers should allow five working days from the time the official Travel Request form is submitted to the MO to the time tickets are desired. However, in many cases, service is completed in less than five days.

5020.10 TRAVEL ADVANCES

1. Advances up to 80% of the traveler's estimated out-of-pocket expenses, such as hotel costs, may be requested. If time permits, the traveler requests the CONT to process a dollar advance. Most travelers prefer advances because it takes at least one month to receive reimbursement after a Travel Voucher is submitted.

2. To obtain an advance, indicate the requested amount on the Travel Advance Request form, which is available in the Office of the Controller.

3. The form should be completed at least five days before the need for the advance. The form is reviewed and signed by the CONT, who checks, among other items, for costs within permissable per diem limits. The traveler then takes the executed form to the Embassy cashier. The cashier will advance $100 upon the departure of the official.

5020.15 TRAVEL REIMBURSEMENT

1. Travelers should retain airline ticket stubs, receipts for items costing more than $15.00 and obtain receipts for each taxi fare in excess of $25 per trip.

2. The traveler completes a Travel Voucher form obtainable from the MO, the CONT, or the front office of each unit, and signs and submits it to the CONT for payment.

3. Following the Controller's review and sign-off, the Voucher is processed for payment in local currency or dollars.

4. Travelers should allow at least one month for reimbursement when requesting dollar payment. Under present arrangements they must contact the Embassy cashier to confirm that the check has arrived and arrange to pick it up.

5. Travelers can make standing arrangements, through the Office of the Controller to make direct deposits of travel reimbursement checks to their U.S. bank account.

5020.20 LOCAL TRAVEL

1. When motor pool vehicles are unavailable for local travel, the use of taxi cabs is authorized.

2. Travelers must use their own funds.

3. Reimbursement is obtained using the same Voucher as for other travel. Reimbursement is obtained in cash from the Embassy cashier, following MO and CONT approval, if the amount is less than $100. If in excess of this amount, payment will be made by check.

NOTE: A petty cash fund has been established in the USAID's Management Office. Taxi fares can be reimbursed from this fund. A petty cash receipt has to be prepared for the taxi fare.

POLICY

All Mission staff must be fully informed about, and practice, security and emergency procedures in line with AID-wide, USAID/El Salvador, and Embassy policies. Implementation of these policies on a continuing basis is the responsibility of the Office of Management Operations. Violations of procedures will be brought to the attention of the Mission Director, who will take appropriate corrective, and, if necessary, disciplinary action. It is especially important, given the polticial situation in El Salvador, that employees continually exercise extreme care and sound judgment in conducting their professional and personal activities.

6020.05 EMERGENCY ASSISTANCE

All U.S. employees should acquaint themselves with the "USAID/El Salvador Emergency Alert System" and the "Radio Call Signal Network". For reasons of security these items and related material are not included in the Manual, but are provided to new employees as a part of their orientation. Employees should ensure they receive, or have ready access to, these materials within 24 hours of arrival. Also included as an Appendix to this Manual is the Security Handbook which all personnel should read.

6020.10 PHYSICAL SECURITY

1. All official members of the U.S. Mission have free access to the USAID Building. This is determined by recognition or the showing of a proper identification to the receptionist or guard.

2. The entrances to all USAID offices are controlled by combination locks. Only U.S. employees are provided the combination. All entrances to USAID offices are open from 0800 until 1830, when all offices are locked. The Management Officer has overall security responsibility for AID personnel.

3. Those employees who are required to work after hours are responsible for ensuring that the exited entrance is locked upon their departure.

4. After hours, members of the Embassy Marine guard force make a security inspection of Mission offices. Violations, such as unlocked doors, are reported to the Management Office, the Mission Director, as well as the Regional Security Office at the Embassy. Based on the type of violations found, greater restriction of access to offices may be necessary. In the case of serious or repeated violations, disciplinary action will be taken.

5. To ensure proper security, visitor access to the USAID building is controlled by the receptionist located at each entrance to a USAID office. Upon the arrival of a visitor, determination is made as to whom he/she wishes to see, the office is contacted and requested to send a representative to the receptionist desk, and the visitor is personally escorted to this location. At the completion of the business transaction, the visitor is escorted back to the receptionist desk.

6020.15 PERSONNEL SECURITY CLEARANCES

1. All U.S. direct-hire staff will have been approved for Top Secret clearance before arrival in El Salvador.

2. "Offshore" contractors will be processed for security clearances if their work requires access to classified information.

3. All FSN staff will have been cleared with Salvadoran authorities by the Embassy RSO before coming on board.

4. The same procedure as item 3 above is followed for the security clearances on non-direct-hire FSN employees.

6020.20 DOCUMENT SECURITY

1. As a general rule, all material classified for Limited Official Use (LOU), Confidential, or higher are accessible only to appropriately cleared staff and only on a need-to-know basis.

2. Material being borrowed is controlled by a sign-out sheet maintained by the Mission Director's secretary. When classified material is returned, proper notation is made on this sign-out sheet. The Director's secretary will contact appropriately cleared U.S. personnel and request that they come to the Director's office to read classified communications that relate to their area of responsiblity or require action by their office.

3. Classified material other than LOU cannot be taken outside the Mission.

   - If on loan for the day from the Embassy, such material must be constantly safeguarded by appropriately cleared U.S. direct-hire staff.
   - It is recommended that all materials classified above LOU documents be used at the Embassy to ensure their security.

4. Classified telegrams (outgoing or incoming) are to be carried to or from the Embassy only by appropriately cleared U.S. direct-hire staff:

- When the Embassy C&R has incoming classified traffic, it notifies the Mission C&R by note in normal messenger runs if the message is of routine precedence. If priority or immediate traffic is received, the Embassy notifies the Office of the Director by Phone.
- U.S. direct-hire staff delivering outgoing classified telegrams should deliver them to the Embassy Communications Processing Unit.

5. In the event of a building-wide emergency, such as a fire, the Management Officer will take appropriate steps to safeguard any classified material stored or temporarily in the Mission.

SECURITY HANDBOOK

REGIONAL SECURITY OFFICE
AMERICAN EMBASSY
SAN SALVADOR, EL SALVADOR
JUNE 1981

CHAPTER 6000
(Sec. 6020)
APPENDIX A
TM: 82-01

Introduction

The Security Handbook is provided to give personnel of the U.S. Embassy, San Salvador, a brief summary of security precautions to be observed while assigned to this post. The Regional Security Officer and members of his staff welcome questions regarding the information provided in the handbook and other security matters. Although this is not a classified document, it is requested that you leave it in your office and destroy it when you feel you no longer need it.

The Chancery

The chancery has undergone many physical changes to enhance our security posture. All entrances have been reinforced with improved doors and locking devices. Cement outer walls provide protection to windows on the ground floor and first floor. Since the chancery has received several attacks by small arms and rockets, additional hardening of the building is planned for the near future. You will find local national guards stationed at the main and parking lot entrances. All personnel are required to present Embassy identification cards upon request. The Marine Security Guards (MSG) are on duty every day on a 24-hour basis. They are required to identify all persons entering the building. Your cooperation in providing proper identification is appreciated.

There are secondary doors which permit entry from the foyer or consular areas. They are electronically operated from the MSG post at the main entrance. The MSG usually maintains observation of the door areas. If you are not recognized or are in the building after duty hours, depress the button of the intercom located in each area and ask for the door to be opened. The door from the garage operates in the same manner. There are various push-button locks located throughout the building. Only cleared personnel should be given the combinations.

Before entering the parking lot, your vehicle may be searched or scrutinized by the guard and you may be asked to be identified. Vehicle passes should be displayed and may be obtained from the General Services Officer. Your cooperation and understanding is appreciated.

Persons entering the chancery after normal duty hours are required to sign in and out at the Marine post located at the main entrance. Due to security considerations, you should, except in extraordinary circumstances, leave the Embassy not later than 6:30 p.m. during the week and 12:00 noon on Saturdays and holidays.

ID Cards

ID cards are provided by the Security Office for each U.S. or Salvadoran direct-hire or contract employee. All visitors should be escorted and will

be provided a visitor's pass by the MSG upon presentation of appropriate identification. The card is your positive identification and may be requested for identification to enter the chancery. All ID cards have an expiration date and must be returned to the Security Office upon transfer or departure from post. Please report lost or stolen ID cards to the Security Office.

Guard and Patrol Force

Embassy contract and Government of El Salvador security forces are on duty at all times at the chancery. Embassy contract guards are also used for protection of persons riding in official vehicles, protection of certain high-visibility officers and their residences, and for protection at special functions. If you plan to have a large party or representational function please notify the Security Office and guards can be assigned to your residence. Please report any abuses or poor performances by the guards to the Security Office.

A plain clothes patrol/reaction force, consisting of National Police and Embassy contract security personnel, is on duty during non-curfew hours. The purpose of this patrol is three-fold. They patrol mission residential areas to note and question suspicious persons and vehicles. They supervise the contract guard force assigned to residences and they react to requests for help or assistance made by Embassy personnel. These requests may include not only problems related to criminal or terrorist activity, but emergency requests due to traffic accidents, medical emergencies, etc.

The patrol force is dispatched through the Marine Security Guards at the Embassy. You may request assistance by telephone or by radio. To request help by radio, use frequency 1 and simply give the Marine your call sign and location, state the problem, and the Marine will dispatch the response vehicle by radio. The Embassy has direct radio contact with the National Police and in the event of any serious emergency, coordination will be effected between the Embassy and the National Police units in the area. When you have selected a home please leave the address with the RSO Office.

Armored Vehicle Service

An armored vehicle service with armed guards is provided as a shuttle from your residence to the chancery and return and for other official travel as needed. The shuttle schedule is developed monthly to insure variation in pick-up and return times. Drivers additionally vary the routes and rotation of the persons to be included in the shuttle on a daily basis. It is your responsibility to notify the dispatcher of your desire to use the shuttle.

Floor Wardens

Floor wardens are assigned to each floor of the chancery. Floor wardens have been appointed to assist and direct personnel during emergency

situations. They have received additional instruction regarding contingency plans and all personnel should follow their directions during emergencies.

Alarm System

A Selectone alarm system has been installed in the chancery. The first tone, a steady wail, represents a warning of a sniper, bomb, rocket or other similar attack against the Embassy. The correct response in the event of an actual attack should be to move from your office into the interior hall space and sit or lie on the floor as directed by the floor warden. The second alarm, a wavering tone, indicates all clear. These alarms will be tested periodically in conjunction with an intercom system which will first indicate that the alarm is only a test. Additional instructions may be given verbally over the loudspeaker.

Medical Kits

Emergency medical kits are located near each elevator on each floor of the chancery. The kits contain identifiable packets for various wounds, burns or other types of injury. Medical kits are also carried in the armored shuttle vehicles.

Gas Mask Storage

Gas masks are stored in wooden containers located in the hallways of each floor of the chancery. The masks have filters attached. All that is required to don the mask is to remove the tape from the bottom of the container and tighten the straps. Classes are given periodically in the correct use of the mask. Persons requesting review or individual instruction may contact the Security Office.

Safehaven

The safehaven is the Communications and Records Office located on the third floor of the chancery. In case of major mob attack and upon order of the Security Officer, all personnel should proceed to this location. The location has additional protection from small arms fire, communication facilities and medical and emergency supplies. You should take a protective mask with you when you evacuate your floor. Floor wardens will supervise the orderly movement of personnel to the safehaven. An additional safehaven is scheduled to be constructed in the near future in the garage.

Authorization to Carry Firearms

Any personnel who perceive a direct threat to their safety may be issued a firearm after appropriate training by the Security Office, approval of the Ambassador and licensing by the GOES.

Security Advisories

During working hours the Security Office will advise all personnel by telephone through the internal notification system of areas of the city which should be avoided due to violent activity. This will also be broadcast by radio in English and Spanish on frequency 1 (E&E net) to all U.S. Government vehicles in the field. Information on after hours terrorist activity of significant interest will be passed through the internal warden system as well as through frequency 1.

Security While in Your Vehicle

The single most effective and important way to protect yourself is to CHANGE YOUR ROUTINE. An 8-5 job can all too easily put you into a dangerous pattern. If you leave home at the same time and travel the same route to and from home five days a week, you are your own worst enemy. CHANGE YOUR ROUTINE! Vary your departure times and routes as much as possible. BECOME SYSTEMATICALLY UNSYSTEMATIC! The Embassy is on flex-time and the core hours are 0930 to 1530 to allow you to change your working hours as much as possible. BE ALERT AT ALL TIMES, particularly while driving. Know what is going on around you at all times; be suspicious of any vehicle which appears to be following you. This is the key to detecting surveillance, avoiding vehicular attacks and avoiding ambushes.

If you suspect or detect that you are being followed, immediately make an unsignaled, relatively high-speed turn and circle the block. If the following persists, head for the nearest safehaven. A good safehaven is almost anywhere there is a gathering of people--the Embassy, the Marine House, a hospital, police station or military installation, or even a gas station if nothing else is available. As soon as possible, notify the Marine Security Guard of your problem and location and he will dispatch the Embassy reaction force.

Please note that on occasion vehicles of Embassy personnel have been mistakenly shot at by members of the Salvadoran security forces. All military and police checkpoints should be approached very slowly and with extreme caution. The usual method of signaling a vehicle to stop is by a slight hand motion and/or whistle during the day or by flashlight at night. At night turn on your vehicle's dome light to give the security forces a good view of the interior of the car to allay their suspicions.

During the day, it is suggested that the windows of your car be rolled to within two or three inches of the top and that your radio be turned off. This will enable you to hear any severe disturbances in your area, as well as police whistles at checkpoints. The risk of being a victim of random terrorist activity increases directly in proportion to the amount of time spent outside of your house. All persons are discouraged from visiting the downtown area (east and southeast sections of the city) except as

absolutely necessary. Recreational travel outside of San Salvador should be limited to those areas which are considered fairly safe, such as the beach and lake resorts.

Residence Security

It is required that the RSO conduct a security survey and approve of all residences prior to occupancy. Generally, only residences located in the relatively secure areas of Western San Salvador (Colonias Escalon, San Benito, San Francisco) should be considered when looking for housing. Although the RSO has a stock of residential security hardware on hand, the majority of the architectural security improvements (i.e., grillwork, doors, walls, etc.) will have to be made at the landlord's expense. To date, we have been successful in having landlords make the required improvements.

Residence Physical Security

The following are the minimum standards that you should look for when seeking a residence:

A. Check the perimeter of the property. Most residences have walls, iron gates or doors which enclose the property. It is beneficial to have walls of sufficient height and strength to dissuade an intruder and to offer additional protection against possible bombings or gunfire.

B. Make sure all doors have good locks. A good lock is one which incorporates a pin-tumbler cylinder which activates a deadbolt. For double protection an inside deadbolt should be used. All entrance doors should have a door viewer and be constructed of solid wood or sheet steel.

C. All windows to the living areas should be covered with metal bars and firmly attached to the building.

Residence Procedural Security

These security procedures should be followed at your residence:

A. Once you have moved into your residence be sure that all doors and windows are secured nightly or when departing your residence. Be careful of your house keys. They are easily copied. Do not entrust your keys to temporary or part-time help. Remember, if you rent a house, it may have had five or six tenants during the life of the lock. This means many keys to your door were made and may be in the hands of former occupants or maids. For peace of mind, it is recommended that a new lock be installed in place of the old one.

POLICY

Within budgetary, physical and logistical limits, the USAID will make every effort to accommodate the office needs of units and individuals based in San Salvador. The Management Office is responsible for these arrangements in coordination with the Embassy JAO. With respect to supplies and equipment acquisition and disposal, the Mission will work cooperatively with the Embassy. it is essential to make the most of office space, supplies and equipment and to safeguard government leased or owned property.

7010.05 OFFICE SPACE

1. The Embassy has overall responsibility for the chancery building. The Office of Management Operations (MO) has overall responsibility for the AID San Benito building. The MO makes space assignments to units based on the following considerations:

   - Amount of available and obtainable space in the inventory within budgeted limits;
   - Inter-office work flow;
   - Number of staff based in San Salvador;
   - Composition of staff, by grade and type;
   - Special needs, such as exceptional storage or equipment requirements.

   The entire inventory is periodically reviewed to assess allocations to units and the need for any adjustments.

2. Heads of units, within their total space allocation, have the authority to make assignments in accordance with their unit's needs and preferences. They may request adjustments in their office space allocations at any time, but should keep in mind that there are substantial externally imposed limits on space available.

3. Should there be a need for additional office space for a limited period (such as 3 to 6 months), unit heads may request the MO to consider short-term rentals. The fulfillment of such requests requires a well supported justification and available operating expense (or project) funds.

4. Control officers are responsible for arranging desk assignments for visitors either within their own unit or nearby units.

5. The MO handles any requests for routine or emergency maintenance or repairs. These requests are processed by the MO for transmittal to the Embassy GSO if they require the services of local tradesman or artisans. Routine janitorial services are handled in the Embassy by employees who report to the JAO; in San Benito such services are handled by contract employees who report to the Management Officer through the Senior Administrative Assistant in the Office of Rural Development (RD).

7010.10 OFFICE SUPPLIES

1. The Embassy JAO maintains a supply of commonly used consumable and small desk-top items, such as pads, pencils and staplers. These items are stored in a supply room to which only JAO staff are permitted access.

2. To request supplies, a USAID Request for Supplies form is completed and submitted through MO. The form requires the following information:

   - Name of requestor and unit
   - Date
   - Description and quantity of requested items.

   The form is also used to record the quantity of supplies actually issued from stock.

3. If the requested supplies are not in stock, the Embassy GSO will order them. This process varies depending on the supplies but normally requires about one week to fulfill.

4. If the GSO is out of stock, or does not customarily stock the requested item, an order is placed by GSO with the General Services Administration (GSA) or other source through State Department administrative channels. Fulfillment of such orders can take from several weeks to a few months.

5. In exceptional circumstances, the MO may authorize the local purchase of special or out-of-stock items. In this case, the Embassy will handle the purchase.

6. The front office of each unit should take steps to manage their supply needs.

   - Sufficient stock of commonly used items should be kept in the unit to preclude orders from the Embassy more than once a week.

- Special items should be requested far in advance of need, given the likelihood for long lead times to acquire some of them through GSA.

7. Office supplies are provided solely for official use.

7010.15 OFFICE EQUIPMENT AND FURNITURE

1. The MO in conjunction with the Embassy JAO, controls the acquisition, assignment, repair, maintenance, and disposal of office equipment and furniture. The Embassy and AID share warehouse facilities.

2. The MO assigns furniture and equipment based on the following considerations:

   - Availability of items within stock and budgetary limits;
   - Number of staff based in El Salvador;
   - Composition of staff, by grade and type;
   - Special needs, such as exceptional storage or computational requirements.

3. Furniture and equipment is assigned to units, not individuals. Unit heads may make individual reassignments of furniture and equipment based on the unit's needs and preferences.

4. Requests for repairs, replacements, and maintenance are made in writing by office heads to the Management Office. Like acquisitions, these services are provided by the Embassy GSO to the Mission through the MO.

POLICY

The Office of Management Operations (MO) is responsible for coordinating the secretarial resources of the Mission and supplementing those resources when necessary in order to handle unusually large typing loads in any of the Mission's offices. MO will assist all offices in the Mission with secretarial and clerical coverage for planned absences and will attempt to provide assistance for unplanned absences.

7030.05 OVERFLOW TYPING

1. When an unusually heavy typing load is anticipated in an office and it becomes evident that the office's secretarial staff will be unable to handle the work within the available timeframe, the Management Officer should be notified immediately and advised of:

   - Amount of overflow typing;
   - Date material will be ready for typing;
   - Date by which typed material is needed;
   - Language of typed material.

2. The MO will check the anticipated workload throughout the Mission and determine whether the overflow typing can be accommodated internally or whether temporary secretaries must be used.

3. If the work can be accommodated internally, the MO will act as the coordinator by:

- Receiving the overflow typing from the requesting office;
- Scheduling the time of available secretaries;
- Monitoring the work;
- Returning the completed typing to the originating office.

4. If the work cannot be accommodated within the Mission, the MO will make every attempt to arrange for temporary secretarial help and secure needed typewriters and working space. It will be the requesting office's responsibility, however, to manage the temporary help.

7030.10 TEMPORARY COVERAGE

1. When a planned secretarial or clerical absence becomes known to an Office Director and if he/she determines that additional temporary assistance is required, the Office Director should notify the Management Officer in writing as soon as possible identifying:

   - Number and qualifications of staff required;
   - Starting and ending date.

2. The MO will determine whether a temporary transfer can be made from another office or whether a temporary employee must be found. In the latter case, the Management Office will make all necessary arrangements.

3. Should an unexpected illness or absence occur and coverage for that individual be required, the Management Officer should be notified immediately, and every effort will be made by the MO to assist with the problem.

8010.05 ACRONYMS AND THEIR MEANING

-A-

AA	Assistant Administrator
AAC	Asociacion de Ahorro y Credito (Savings and Loan Associations)
AAES	Asociacion Azucarera de El Salvador (Sugar Association of El Salvador)
A/AID	Administrator of the Agency for International Development
ABECAFE	Asociacion Salvadorena de Beneficiadores y Exportadores de Cafe (Salvadoran Association of Coffee Processors and Growers)
ABS	Annual Budget Submission
ABS	Asociacion Bancaria Salvadorena (Salvadoran Banking Association)
ACES	Asociacion Cafetalera de El Salvador (Coffee Producers Association of El Salvador)
ACOPAI	Asociaciones Cooperativas de Produccion Agropecuaria Integradas (Cooperative Associations of Integrated Agricultural Production)
ADELA	Atlantic Community Group for the Development of Latin America (Grupo de Comunidades del Atlantico para el Desarrollo de America Latina)
A/DIR	Assistant Director
AEAS	Asociacion de Empresarios de Autobuses Salvadorenos (Association of Salvadoran Bus Owners)
AES	Asociacion de Estudiantes de Secundaria (Association of Secondary School Students)
AFDA	Office of Disaster Assistance

AFSA	American Foreign Service Association
AGEAP	Asociacion de Graduados de la Escuela Agricola Panamerican (Pan American Agriculture School Graduates Association)
AGEPYM	Asociacion General de Empelados Publicos y Municipales (General Association of Public and Municipal Employees)
AGES	Asociacion de Ganaderos de El Salvador (Salvadoran Cattlement's Association)
AGEUS	Asociacion General de Estudiantes Universitarios Salvadorenos (General Association of Salvadoran University Students)
AGU	Asamblea General Universitaria (University General Assembly -- UES)
AID	Agency for International Development (Agencia para el Desarrollo Internacional)
AIDPR	Agency for International Development Procurement Regulations
AID/W	Agency for International Development/Washington, D.C.
AIFLD	American Institute for Free Labor Department
AL	Annual Leave
AMAD	Asociacion Magisterial de Accion Democratica (Teachers' Association of Democratic Action)
AMP	Asociacion de Medios Publicitarios (Association of Advertising Media)
AMUS	Asociacion de Mujeres Universitarias Salvadorenas (Association of Salvadoran University Women)
ANA	Asociacion Nacional de Agricultores (National Farmers Association)
ANDA	Administracion Nacional de Acueductos y Alcantarillados (National Administration for Aqueducts and Sewerage Systems)
ANDES 21 de JUNIO	Asociacion Nacional de Educadores Salvadorenos 21 de Junio (National Association of Salvadoran Teachers - June 21)

ANEP	Asociacion Nacional de la Empresa Privada (National Association of Private Enterprise)
ANES	Asociacion Nacional de Enfermeras Salvadorenas (National Association of Salvadoran Nurses)
ANTEL	Administracion Nacional de Telecomunicaciones (National Telecommunications Administration)
AOSC	Agency Occupational Specialty Code
AP	Alianza Productiva (Productive Alliance)
APA	Asociacion de Proveedores Agricolas (Association of Agricultural Contractors)
APES	Asociacion de Periodistas de El Salvador (Association of Journalists of El Salvador)
APO	Army Post Office
ARDES	Accion Revolucionaria de Estudiantes de Secundaria (Revolutionary Action of Secondary Students)
ARS	Accion Revolucionaria Salvadorena (Salvadoran Revolutionary Action)
ASA	Asociacion Salvadorena de Agricultores (Salvadoran Farmers Association)
ASAP	Asociacion Salvadorena de Agencias de Publicidad (Salvadoran Association of Advertising Agencies)
ASAP	As Soon as Possible
ASEIG	Asociacion Salvadorena de la Empresarios de Industrias Graficas (Salvadoran Association of Printing Industry Owners)
ASDER	Asociacion Salvadorena de Radiodifusion (Salvadoran Broadcasting Association)
ASES	Asociacion Salvadorena de Empresas de Seguro (Salvadoran Association of Insurance Companies)

ASI	Asociacion Salvadorena de la Industriales (Salvadoran Chamber of Manufacturers)
ASIA	Asociacion Salvadorena de Ingenieros y Arquitectos (Salvadoran Association of Engineers and Architects)
ASOB	Asociacion Salvadorena de Oficiales Bancarios (Salvadoran Association of Banking Officials)
ASPAS	Asociacion de Trabajadores Agropecuarios y Campesinos de El Salvador (Union Association of Salvadoran Pilots and Aviators)
ATACES	Asociacion de Trabajadores Agropecuarios y Campesinos de El Salvador (Association of Agricultural Workers and Campesinos of El Salvador)
ATES	Asociacion Salvadorena de Transportistas (Salvadoran Association of Transporters)
AVBLN	Asociacion de Vendedores de Billetes de la Loteria Nacional (Association of National Lottery Ticket Vendors)
AVPES	Asociacion de Vendedores Profesionales de El Salvador (Association of Professional Salesmen of El Salvador)
AVRDC	Asian Vegetable Research and Development Center (Taiwan) (Centro Asiatico de Fomento e Investigacion Vegetal)

BAC	Banco Agricola Comercial
BANCAPI	Banco Capitalizador
B de C	Banco de Comercio
BC	Banco Cuscatlan
BCIE	Banco Centroamericano de Integracion Economica
BF	Banco Financiero
BH	Banco Hipotecario
BFA	Banco de Fomento Agropecuario
BI	Banco Internacional
BID	Banco Interamericano de Desarrollo (Interamerican Development Bank)
BIFAD	Board for International Food and Agricultural Development
BOLAM	Bank of London and Montreal (Banco de Londres y Montreal)
BPR	Bloque Popoular Revolucionario (Popular Revolutionary Block)
BPS	Brigadas Proletarias Salvadorenas (Salvadoran Proletariat Brigades)
BRES	Brigadas Revolucionarias de Estudiantes de Secundaria (Revolutionary Brigades of Secondary Students)
BS	Banco Salvadoreno
BTC	Brigada de Trabajadores del Campo (Workers Brigades of the Countryside)

CACM	Central American Common Market (El Salvador is co-participant)
CAESS	Compania de Alumbrado Electrico de San Salvador (Electric Light Company of El Salvador)
CASL	Cooperativa Algodonera Salvadorena, Ltda. (Salvadoran Cotton Cooperative, Ltd.)
CATIE	Centro Agronomico Tropical de Investigacion y Ensenanza (Costa Rica) -- El Salvador is co-participant
C&R	Communications and Records
CBO	Comite de Bases Obreras (Workers' Base Committee)
CCAES	Camara de Comercio Americana de El Salvador (American Chamber of Commerce)
CCC	Commodity Credit Corporation
CCE	Concejo Central de Elecciones
CCIES	Camara de Comercio e Industria de El Salvador (Chamber of Commerce and Industry of El Salvador)
CCS	Comite Coordinator de Sindicatos "Jose Guillermo Rivas" (Jose Guillermo Rivas Union Coordinating Committee)
CCS	Comite de Campesinos Salvadorenos (Salvadoran Campesino Center)
CDSS	Country Development Strategy Statement
CEDA	Centro de Desarrollo Agropecuario (Center of Agricultural Development)
CEES	Conferencia Episcopal de El Salvador (Episcopal Conference of El Salvador)
CEGA	Centro de Desarrollo Ganadero (Livestock Development Center)

CEL	Comision Ejecutiva Hidroelectrica del Rio Lempa (Executive Hydroelectric Commission of the Lempa River)
CENCAP	Centro Nacional de Capacitacion Agropecuaria (National Center for Agricultural Training)
CENTA	Centro Nacional de Tecnologia (VER ISIAP) (National Technology Center)
CEPA	Comision Ejecutiva Portuaria Autonoma (Autonomous Executive Ports Commission)
CEPAL (ECLA)	Comision Economica para America Latina (Naciones Unidas) (United Nations Economic Commission for Latin America)
CGS	Confederacion General de Sindicatos (General Confederation of Unions)
CGT	Confederacion General de Trabajadores de El Salvador
CIAP	Comite Interamericano de la Alianza para el Progreso (Inter-American Committee on the Alliance for Progress)
CIAT	Centro Internacional de Agricultura Tropical (Colombia) (International Center for Tropical Agriculture)
CIDA	Canadian International Development Agency (El Salvador is co-participant)
CIMMYT	Centro Internacional para el Mejoramiento de Maiz y Trigo (Mexico - El Salvador is co-participant)
CIP	Centro Internacional de la Papa (Peru) (International Potato Center)
CIS	Comite Inter-Sindical (Inter-Union Committee)
CP	Congressional Presentation
CNT	Central Nacional de Trabajadores (National Center of Workers)
COAR	Completion of Assignment Report
COB	Close of Business

COMAPAN	Cooperativa de Maestros Panaderos (Cooperative of Master Bakers)
CONOCAL	Consejo de Organizaciones Campesinas Latinoamericanas (Council of Latin American Peasant Organizations)
CONSISAL	Consejo Sindical Salvadoreno (Salvadoran Trade Union Council)
CONT	Controller
COPEFA	Consejo Permanente de la Fuerza Armada (Permanent Council of the Armed Force)
COSDO	Consejo Sindical de Obreros (Workers Union Council)
COSO	Central Obrera Sindical de Occidente (Western Workers Union Center)
CP	Congressional Presentation
CP	Conditions Precedent (to the release of funds)
CRDO	Capital Development Office
CRS	Catholic Relief Service
CSI	Consejo de Sindicatos Independientes (Council of Independent Trade Unions)
CSIC	Camara Salvadorena de la Industria de Construccion (Salvadoran Chamber of the Construction Industry)
CSO	Consejo Sindical de Oriente (Workers Union Council of the East)
CSU	Consejo Superior Universitario (University Superior Council - UES)
CTCA	Confederacion de Trabajadores Centro Americanos (Confederation of Central American Workers)
CTOS	Central de Trabajadores Organizados de El Salvador (Salvadoran Organized Workers' Center)

CTS	Central de Trabajadores Salvadorenos (Salvadoran Workers Center)
CUS	Comite de Unidad Sindical (Committee for Union Unity)
CUTS	Confederacion Unitaria de Trabajadores Salvadorenos (United Confederation of Salvadoran Workers)
CY	Calendar Year

DA/AID	Deputy Administrator of AID
DAC	Development Assistance Committee
DAP	Development Assistance Plan
DCM	Deputy Chief of Mission
DDA	Departmento de Defensa Agropecuaria
DGAP	Direccion General de Recursos Pesqueros (General Directorate of Fishing Resources)
DGC	Direccion General de Caminos (General Directorate of Highways)
DGEA	Direccion General de Economia Agropecuaria
DGG	Direccion General de Ganaderia
DGOR	Direccion General de Obras de Riego (General Directorate of Irrigation Works)
DGRD	Direccion General de Riego y Drenaje (Irrigation Works Div.)
DGRNR	Direccion General de Recursos Naturales Renovables (Natural Renewable Resources Division)
DIDECO	Direccion de Desarrollo Comunal (Directorate for Communal Development)
DIDERE	Direccion de Desarrollo Regional (Regional Development Directorate)
DIR	Director
DLC	Development Loan Committee
DPO	Development Planning Office
DRU	Direccion Revolucionaria Unificada (Unified Revolutionary Directorate)

DU	Direccion Unificada (Unified Directorate)
DUA	Direccion General de Urbanismo y Arquitectura (General Directorate of Urbanism and Architecture)

EM	Escuadron de la Muerte (Death Squadron)
EN	Ejercito Nacional (National Army)
ENA	National School of Agriculture
ENG	Engineering
EOD	Entry on Duty
ERP	Ejercito Revolucionario del Pueblo (People's Revolutionary Army)
ESA	Ejercito Secreto Anti-Comunista (Secret Anti-Communist Army)
ESF	Economic Support Fund
ETA	Estimated Time of Arrival
ETD	Estimated Time of Departure

-F-

FAA	Federal Aviation Administration
FAL	Fuerzas Armadas de Liberacion (Armed Forces of Liberation)
FALANGE	Frente Anticomunista de Liberacion - Guerra de Eliminacion (Anti-Communist Front of Liberation of Central America)
FALCA	Frente Anticomunista para Liberacion de Centro America (Anti-Communist Front for the Liberation of Central America)
FAN	Frente Amplio Nacional (Broad National Front)
FAO	Food and Agricultural Organization (El Salvador is co-participant)
FAPU	Frente de Accion Popular Unificada (United Popular Action Front)
FAR	Fixed Amount Reimbursement
FAR(S)	Fuerzas Armadas Revolucionarias (Salvadorenas) (Revolutionary Armed Forces)
FARO	Frente de Agricultores Regionales del Oriente (Eastern Regional Farmers' Front)
FARP	Frente de Accion de la Resistencia Popular (Popular Resistance Action Front)
FAU	Frente de Accion Universitaria (University Action Front)
FCA	Facultad de Ciencias Agronomicas (College of Agronomic Science)
FDN	Frente Democratico Nacionalista (Nationalist Democratic Front)
FDR	Frente Democratico Revolucionario (Revolutionary Democratic Front)

FECCAS-UTC	Federacion Cristiana de Campesinos Salvadorenos-Union de Trabajadores del Campo (Christian Federation of Salvadoran Campesinos - Union Land Workers)
FEDECACES	Federacion de Cooperativas de Ahorro y Credito de El Salvador (Federation of Savings & Loan Cooperatives of El Salvador)
FEDECCREDITO	Federacion de Cajas de Credito (Credit Federation)
FENADESAL	Ferrocarriles Nacionales de El Salvador (National Railroads of El Salvador)
FENAPES	Federacion Nacional de la Pequena Empresa Salvadorena (National Federation of Salvadoran Small Businesses)
FENASTRAS	Federacion Nacional de Sindicatos de Trabajadores Salvadorenos (National Federation of Salvadoran Trade Unions)
FESINCONSTRANS	Federacion de Sindicatos de la Construccion, Similares Transportes y de Otras Actividades (Federation of Trade Unions in Construction, and Similar Activities, Transportation and Other Activities)
FESINTRABS	Federation of Food, Drink, and Similar Unions
FESTIAVTSCES	Federacion de Sindicatos de Trabajadores de la Industria del Alimento, el Vestido, and Textile Industries, and Similar and Related Trade Unions of El Salvador)
FESTRAS	Federacion Sindical de Trabajadores Salvadorenos (Trade Union Federation of Salvadoran Workers)
FEUCA	Frente Estudiantil de la UCA (Student Front of the Central American University)
FF.AA.	Fuerzas Armadas (Armed Forces)
FFP	Food for Peace
FICA	Federal Insurance Contribution Act (Social Security)

FICTAS	Federacion Internacional de Campesinos, Trabajadores Agricolas y Similares (International Federation of Peasants, Farm Workers, and Related Workers)
FLN	Frente de Liberacion Nacional (National Liberation Front)
FNV	Financiera Nacional de la Vivienda (National Financing for Housing)
FOCCO	Fomento y Cooperacion Comunal con Esfuerzo Propio y Ayuda Mutua (Self-help and Mutual Aid Communal Development and Cooperation Program)
FPL	Fuerzas Populares de Liberacion Farabundo Marti (Farabundo Marti Popular Liberation Forces)
FRAP	Fuerzas Revolucionarias Armadas del Pueblo (Armed Revoluntionary Forces of the People)
FSN	Foreign Service National
FS	Foreign Service
FSI	Foreign Service Institute
FSO	Foreign Service Officer
FSR	Federacion Sindical Revolucionaria (Revoluntionary Union Federation)
FSR	Foreign Service Reserve
FSV	Fondo Social para la Vivienda (Social Fund for Housing)
FTC	Federation de Trabajadores del Campo (Federation of Field Workers)
FUDI	Frente Unido Democratico Independiente (United Democratic Independent Front)
FUERSA	Frente Unido de Estudiantes Revolucionarios Salvador Allende (Salvador Allende United Revolutionary Student Front)

FUNDASAL	Fundacion Salvadorena de Vivienda Minima (Salvadoran Foundation for Low-Cost Housing)
FUNPROCOP	Fundacion Promotora de Cooperativas (Cooperatives Promoter Foundation)
FUR-30	Fuerzas Universitarias Revolucionarias 30 de julio (July 30 Revolutionary University Forces)
FUSS	Federacion Unitaria Sindical Salvadorena (United Federation of Salvadoran Trade Unions)
FY	Fiscal Year

GAO	General Accounting Office
GBL	Government Bill of Lading
GC	General Counsel
GDO	General Development Office
GN	Guardia Nacional (National Guard)
GOES	Government of El Salvador
GS	General Schedule
GSA	General Services Administration
GSO	General Services Office(r)
GTR	Government Transportation Request
HRD/HA	Human Resources Development and Humanitarian Affairs
HHE	Household Effect
HIG	Housing Investment Guaranty
HL	Home Leave

IAF	Inter-American Foundation
IBRD	International Bank for Reconstruction and Development
ICAITI	Instituto Centroamericano de Investigacion Technologica Industrial (Central American Institute for Industrial Technology Investigation--El Salvador is co-participant)
ICAP	Instituto Centroamericano de Administracion Publica (Central American Institute of Business Administration--El Salvador is co-participant)
ICRISAT	International Crops Research Institute for the Semi-Arid Tropical Zones (Instituto Internacional de Investigacion de Cultivos para las Zonas Tropicales Semiaridas) (India)
IDA	International Development Association (Asociacion de Desarrollo Internacional)
IDB	Inter American Development Bank
IDCA	International Development Cooperation Agency
IFB	Invitation for Bid
IFC	International Finance Corporation (of World Bank) (Corporacion Financiera Internacional)
IFPRI	International Food Policy Research Institute (Instituto Internacional de Investigacion de Politica Alimenticia)
IG	Inspector General
IICA	Instituto Interamericano de Ciencias Agricolas (Inter-American Institute of Agricultural Sciences)
IITA	International Institute for Tropical Agricultural (Nigeria) (Instituto Internacional de Agricultura Tropical)
ILCA	International Livestock Center of Africa (Ethiopa) (Centro Internacional de Ganaderia de Africa)

ILPAD	International Laboratory for Research of Animal Diseases (Kenia) (Laboratorio Internacional de Investigacion sobre Enfermedades de Animales)
IMF	International Monetary Fund (Fondo Monetario Internacional)
INCAE	Instituto Centroamericano de Administracion de Empresas (Central American Institute of Business Administration)
ICAP	Instituto de Nutricion de Centro America y Panama (Nutrition Institute of Central America and Panama)
INDES	Instituto Nacional de los Deportes de El Salvador (National Sports Institute of El Salvador)
INPEP	Instituto Nacional de Pensiones del Empleado Publico (National Institute for Public Employee Pensions)
INSAFI	Instituto Salvadoreno de Fomento Industrial (Salvadoran Institute of Industrial Development)
INSAFOCOOP	Instituto Salvadoreno de Fomento Cooperativo (Salvadoran Institute of Cooperative Development)
IQC	Indefinite Quantity Contract
IRA	Instituto Regulador de Abastecimientos (Institute for the Regulation of Provisions)
IRRI	International Rice Research Institute (Philippines) (Instituto Internacional de Investigaciones sobre el Arroz)
ISCE	Instituto Salvadoreno de Comercio Exterior (Salvadoran Institute of Foreign Commerce)
ISIAP	Instituto Salvadoreno de Investigacion Agraria y Pesquera (Salvadoran Institute for Agrarian and Fishing Research)
ISIC	Instituto de Investigaciones del Cafe (Institute for Coffee Investigations)
ISREN	Instituto Salvadoreno de Recursos Naturales y Renovables (Salvadoran Institute for Natural and Renewables Resources)

ISTA	Instituto Salvadoreno de Transformacion Agraria (Salvadoran Institute of Agrarian Reform)
ISTU	Instituto Salvadoreno de Turismo (Salvadoran Tourism Institute)
IVU	Instituto de Vivienda Urbana (Institute for Urban Housing)

JAO	Joint Administrative Office
JCS	Juventud Comunista de El Salvador (Communist Youth of El Salvador)
JDC	Juventud Democrata Cristiano (Christian Democratic Youth)
JRG	Junta Revolucionaria de Gobierno (Revolutionary Governing Junta)

LAC	Bureau for Latin America and the Caribbean
LADA	Latin America Development Assistance Program
LIGAS	Ligas Campesinas (Campesino Leagues)
LL	Liga para la Liberacion (Liberation League)
LOGFRAME	Logical Framework
LOP	Life of Project
LP-28	Ligas Populares 28 de Febrero (Popular Leagues of February 28)
LWOP	Leave Without Pay

-M-

MAG	Ministerio de Agricultura y Ganaderia (Ministry of Agriculture and Livestock)
MBS	Mano Blanca Salvadorena (Salvadoran "White Hand")
MCI	Marginal Community Infrastructure
MERS	Movimiento de Estudiantes Revolucionarios de Secundaria (Movement of Revolutionary Secondary Students)
MINPLAN	Ministerio de Planificacion y Coordinacion del Desarrollo Economico y Social (Ministry of Planning and Coordination of Economic and Social Development)
MLP	Movimiento de Liberacion Popular (Popular Liberation Movement)
MO	Management Office
MOP	Ministerio de Obras Publicas (Ministry of Public Works)
MPSC	Movimiento Popular Social Cristiano (Popular Social Christian Movement)
MRC	Movimiento Revolucionario Campesino (Campesino Revolutionary Movement)
MRS	Movimiento Reformista Salvadoreno (Salvadoran Reform Movement)
MUCIA	Midwest Universities Consortium for International Activities
MUN	Movimiento de Unidad Nacional (National Unity Movement)
MUP	Movimiento de Unidad Popular (Popular Unity Movement)

OAS (OEA)	Organization of American States (Organizacion de Estados Americanos)
OAS	Old Age Security
ODM	Overseas Development Ministry (United Kingdom) (Ministerio del Desarrollo Exterior)
OLC	Organizacion para Liberacion del Comunismo (Organization for the Liberation from Communism)
OMB	Office of Management and Budget
OMCOM	Oficina de Mejoramiento de Colonias Marginales (Office for the Improvement of Slum Neighborhoods)
OMR	Organizacion Magisterial Revolucionaria (Revolutionary Teachers Organization)
OPG	Operational Program Grant
ORDEN	Organizacion Democratica Nacionalista (National Democratic Organization)
ORE	Oficina de Recursos Especiales (Office for Special Resources)
ORT	Organizacion Revolucionaria de los Trabajadores (Workers' Revolutionary Organization)
OSPA	Oficina Sectorial de Planificacion Agropecuaria (Sectoral Office for Agricultural Planning)
OYB	Operational Year Budget

-P-

PACD	Project Assistance Completion Date
PAHO	Pan American Health Organization
PASA	Participating Agency Service Agreement
PASITAM	Program of Advanced Studies in Institution Building and Technical Assistance Methods
PCES	Partido Comunista de El Salvador (Communist Party of El Salvador)
PCN	Partido de Conciliacion Nacional (National Conciliation Party)
PCCMCA	Programa Cooperativo Centroamericano para el Mejoramiento de Cultivos Alimenticios
PD&E	Program Design and Evaluation
PD&S	Project Development and Support
PDC	Partido Democrata Cristiano (Christian Democratic Party)
PER	Personnel Evaluation Report
PH	Policia de Hacienda (Treasury Police)
PID	Project Identification Document
PIL	Project Implementation Letter
PIO	Project Implementation Order
PIO/C	Project Implementation Order/Commodities
PIO/P	Project Implementation Order/Participants
PIO/T	Project Implementation Order/Technical Assist.
PL	Public Law
PO	Purchase Order

POP	Partido de Orientacion Popular (Popular Orientation Party)
POV	Privately Owned Vehicle
PP	Project Paper
PPC	Program and Policy Coordination Bureau
PPS	Partido Popular Salvadoreno
PRIDECO	Programa Integral de Desarrollo Comunal (Integral Program of Communal Development)
PROAG	Project Agreement
PROCANA	Asociacion de Productores de Azucar de El Salvador (Sugar Producers Association of El Salvador)
PRODEMA	Productores de Madera (Wood Producers Institution)
PRONAVI	Programa Nacional de Vivienda (National Program for Housing)
PROSA	Parcelaciones Rurales, S.A. (Rural Land Parceling Agency)
PRS	Partido de la Revolucion Salvadorena Marxista-Leninista (Party of the Salvadoran Marxist-Leninist Revolution)
PRTC	Partido Revolucionario de Trabajadores Centroamericanos (Revolutionary Party of Central American Workers)
PRUD	Partido Revolucionario de Unificacion Democratica (Revolutionary Party of Democratic Unification)
PSC	Personal Services Contract
PUCA	Partido Unionista Centroamericano (Central American Unionist Party)
PVO	Private Voluntary Organizaton

-R-

RDD	Rural Development Division
RFP	Request for Proposal
RFTP	Request for Technical Proposal
RLA	Regional Legal Advisor
RN	Resistencia National (National Resistence)
ROCAP	Regional Office for Central American Program

SIADES	Sociedad de Ingenieros Agronomos de El Salvador (Society of Salvadoran Agricultural Engineers)
SCD	Service Computation Date
SDA	Selected Development Activities
SER	Directorate for Program and Management Services
SF	Standard Form
SIECA	Secretaria Permanente del Tratado General de Integracion Economica Centroamericana (Permanent Secretariat for Central American Economic Integration)
SIES	Sindicato Industrias Electricas de El Salvador (Electrical Industry Union of El Salvador)
SITRACOCS	Sindicato de Trabajadores de la Construccion y Conexas Salvadorenos (Union of Salvadoran Construction Workers and Related Activities)
SMA	Separate Maintenance Allowance
SPI	Social Progress Indicators
STIMCES	Union of Workers in the Mining and Associated Industries
STISS	Sindicato de Trabajadores del Instituto Salvadoreno del Seguro Social (Salvadoran Social Security Institute Workers' Union)
STIUSA	Sindicato de Trabajadores de Industrias Unidas, S.A. (United Union of Textile Workers)
SUTC	Sindicato Union de Trabajadores de la Construccion (Union of Construction Workers)

TA	Travel Authorization
T&A	Time & Attendance
TCN	Third Country National
TDD	Terminal Disbursement Date
TDY	Temporary Duty
Title XII	New section of the Foreign Assistance Act which places heavy emphasis on utilization of land grant universities and other institutions in fostering development in food and agriculture.

-U-V-W-

UCA	Universidad Centro Americana Jose Simeon Canas (Central American University - Jose Simeon Canas, also known as Catholic University)
UCR	Union de Campesinos Revolucionarios (Revolutionary Campesinos Union)
UCS	Union Comunal Salvadorena (Salvadoran Communal Union)
UDN	Union Democratica Nacionalista (Nationalist Democratic Union)
UES	Universidad de El Salvador (University of El Salvador, also known as National University)
UFDC	Union Femenina Democrata Cristiana (Feminine Christian Democratic Union)
UGB	Union Guerrera Blanca (White Warriors Union)
UIT	Union de Industrias Textiles (Union of Textile Industries)
UMR	Usual Marketing Requirements
UNO	Union Nacional Opositora (National Opposition Union)
UPT	Union de Pobladores de Tugurios (Union of Slum Dwellers)
UR-19	Universitarios Revolucionarios 19 de julio (Revolutionary University Students of July 19)
USAID	Country Mission of the Agency for International Development
USDA	United States Department of Agriculture
USDH	United States Direct Hire
USFSE	United States Foreign Service Employees

USG	United States Government
USICA	United States International Communications Agency
UTC	Union de Trabajadores del Campo (Union Land Workers)
VOLAG	Voluntary Agencies
VP	Vanguardia Proletaria (Proletariat Vanguard)
WHO	World Health Organization

8010.10 U.S. AND SALVADORAN HOLIDAYS

The following U.S. and Salvadoran holidays will be observed by the Embassy during 1982. It will be noted that the U.S. holidays reflect the revised dates of certain holidays as authorized by the U.S. Government.

DATE/DAY	COUNTRY OF ORIGIN	HOLIDAY
January 1, Friday	USA/Salvadoran	New Year's Day
February 15, Monday	USA	Washington's Birthday
April 8, Thursday	Salvadoran	Holy Thursday
April 9, Friday	Salvadoran	Good Friday
May 1, Saturday	Salvadoran	Labor Day
May 31, Monday	USA	Memorial Day
July 4, Sunday*	USA	Independence Day
August 3, Tuesday	Salvadoran	Feast of San Salvador (Employee's Day)
August 5, Thursday	Salvadoran	Feast of San Salvador
August 6, Friday	Salvadoran	Feast of San Salvador
September 6, Monday	USA	Labor Day
September 15, Wednesday	Salvadoran	Independence Day
October 11, Monday	USA	Columbus Day
October 12, Tuesday	Salvadoran	Columbus Day
October 15, Friday	Salvadoran	Revolution Day
November 2, Tuesday	Salvadoran	All Soul's Day
November 5, Friday	Salvadoran	Day of First Cry of Independence
November 11, Thursday	USA	Veteran's Day
November 25, Thursday	USA	Thanksgiving
December 25, Saturday **	USA/Salvadoran	Christmas Day

* Embassy will be closed Monday July 5
**Embassy will be closed Friday, Dec. 24

Source ADMIN/JAS notice to Embassy Employees dated 10/28/81. Reference - 2 FAM 111.2

8010.15 EMBASSY DESIGNATIONS, DELEGATIONS OF AUTHORITY, DUTIES AND REFERENCES AS OF NOVEMBER 11, 1981

DESIGNATION	EMPLOYEE OR POSITION	REFERENCE
GENERAL		
Duty Officers and Duty Personnel	See Duty Rosters prepared by the Personnel Office	2 FAM 111.3
Post Language Officer	Personnel Officer	3 FAM 877.1-4
Protocol Officer	Political Officer	2 FAM 311
Science Liaison Officer	Economic Officer	CA-10545, 04/8/6
Mission Disaster Relief Officer	Chief Human Resource and Humanitarian Affairs (AID)	2 FAM 062
Alternate Mission Disaster Relief Officer	Chiefs, General Development Officer (AID)	Mission Disaster Relief Plan
Education Liaison Officer	Public Affairs Officer	2 FAM 615.2
Alternate Education Liaison Officer	Administrative Officer	2 FAM 615.1
Narcotics Control Officer & Drug Abuse Program Coordinator	Deputy Chief of Mission	CA-4399; 3 FAM 695.6-2a
E&E Committee	Deputy Chief of Mission, Chairman Training Officer Military Group Regional Security Officer Chief Consular Section Administrative Officer	
Women's Federal Coordinator	Econ/Commercial Secretary (Pos.20-119)	A-8056, 08/08/7 Admin.Memo 12/8
Equal Employment Opportunity Counselor	Consular Officer (Pos.31-108)	3 Fam 131.4
Alcoholism Abuse Program Coordinator	Administrative Officer	3 FAM 695.6-2a

PERSONNEL

Authorizing Officer (Allowances)	Administrative Officer	3 FAM 315.1-1
Approving Officer (Representation)	Deputy Chief of Mission	3 FAM 343-2
Efficiency Rating Review Committee	Administrative Officer, Chairperson for POL/ECON Chief POL, Chairperson for CONS Chief CONS, Chairperson for ADMIN	3 FAM 518
Evaluating and Approving Officer (Personal Property Transactions)	Administrative Officer	3 FAM 620 (p.6)
Grievance Appeal Officer	Administrative Officer	3 FAM 664.3
Embassy Nurse	Mrs. Barbara Kitchen	
Post Medical Adviser	Dr. A. Gomez Mira	3 FAM 682.2-1
Post Medical Adviser	Dr. E. Roberto Hasbun	" " " " "
Post Medical Adviser	Dr. Francisco Rodriguez Porth	" " " " "
Post Medical Adviser	Dr. Guillermo Rivera Palomo	" " " " "
Post Medical Adviser	Dr. Raul Arguello Escolan	" " " " "

BUDGET & FISCAL

Approving Officer (Employee Sales of Foreign Currency to Post Cashier)	Administrative Officer	4 FAM 365.2
Post Cashier	Miss Consuelo Huezo	4 FAM 310.1
Alternate Post Cashier	Miss Maria Teresa Craik	4 FAM 310.1
Time & Attendance Clerk	Exec. Secretary/DCM Secretary	4 FAM 532
Time & Attendance Clerk	POL Secretary	" " " "
Time & Attendance Clerk	C & R Officer	" " " "
Time & Attendance Clerk	ECON Secretary	" " " "
Time & Attendance Clerk	CONS, Mrs. Enna Billie de Pineda	" " " "
Time & Attendance Clerk	COMMERCIAL, Mrs. Sonia Rivas	" " " "
Time & Attendance Clerk	ADMIN, Secretary	" " " "
Time & Attendance Clerk	PER, Mrs. Bertha de Fitzgerald	" " " "
Time & Attendance Clerk	SY, Secretary	" " " "
Time & Attendance Clerk	GSO, Miss Esther R. Sermeno	" " " "
Time & Attendance Clerk	UNCL Mail Room, Mr. Antonio Rivas Heredia	" " " "
Time & Attendance Clerk	DAO, Admin. Officer	" " " "
Time & Attendance Clerk	ICA, Mrs. Rosa O. de Cienfuegos	" " " "
Time & Attendance Clerk	USAID DOM, Secretary	" " " "
Time & Attendance Clerk	USAID ADOM, Mrs. Myriam de Gonzalez	" " " "
Time & Attendance Clerk	USAID MO, Miss Claudia Lopez	" " " "

BUDGET & FISCAL (CONT'D.)

Time & Attendance Clerk	USAID, Mrs. Carolina de Hudson	4 FAM 532
Time & Attendance Clerk	USAID, Mrs. Delia de Cuellar	" " "
Time & Attendance Clerk	USAID GDO, Mrs. Rita de Rios	" " "
Time & Attendance Clerk	USAID CONT, Mrs. Gloria de Reyes	" " "
Time & Attendance Clerk	USAID, Mrs. Daisy de Pendergast	" " "
Time & Attendance Clerk	USAID, Mrs. Elsa Maria H. de Campos	" " "
Time & Attendance Clerk	USAID, Mrs. Rosario de Castellanosde	" " "
Time & Attendance Clerk	GSO Motor Pool, Dispatcher	" " "
Time & Attendance Clerk	B&F, Mrs. Gladys de Rengifo	" " "
Time & Attendance Clerk	USMILGP, Mrs. Ana Luz L. de Figueroa	" " "
Approving Officer (Cashier Operations)	Administrative Officer	4 FAM 392
Funds Control Officer	Administrative Officer	4 FAM 131.3
Authorized Certifying Off.	Administrative Officer	4 FAM 036.2
Authorized Alternate Certifying Officer	Personnel Officer Consular Officer (Pos. 31-101)	4 FAM 036.2

COMMUNICATIONS & RECORDS

Authorized Signing Officer	Agency & Section Chiefs	5 FAM 256.1
Telegram Precedence Control Officer	Deputy Chief of Mission	5 FAM 254.4
Comsec Officer	C & R Officer	5 FAM 982.2
Comsec Custodian	C & R Support Officer (Pos. No. 067)	5 FAM 982.3
Alternate Comsec Custodian	C & R Officer	5 FAM 982.3
Pouch Certifying Officer	C & R Officer	5 FAM 313.3-3
Alternate Pouch Certifying Officer	Education Officer, Controller Economic Officer, Public Affairs Officer, General Services Officer	5 FAM 313.3-3
Pouch Control Officer	C & R Assistant	5 FAM 313.3-2
Alternate Pouch Control Off.	Administrative Officer	5 FAM 313.3-2
Post Records Officer	C & R Officer	5 FAM 415.2
Correspondence Control Clerk	C & R Assistant	5 FAM 131
Top Secret Control Officer	Deputy Chief of Mission	5 FAM 991.4
Alternate Top Secret Control Officer	C & R Officer	5 FAM 991.4
Post Security Officer	Regional Security Officer	5 FAM 991.1
Deputy Post Security Officer	Assist. Regional Security Officer	5 FAM 991.1
Assist. Post Security Off.	Administrative Officer	5 FAM 991.1
Unit Security Officer (AID)	Management Officer	5 FAM 991.2
Unit Security Officer (ICA)	Cultural Affairs Officer	5 FAM 991.2

GENERAL SERVICES

Accountable Property Officer	General Services Officer	6 FAM 222.2
Authorizing & Approving Officer (Travel)	Administrative Officer	6 FAM 121
Claims Officer	General Services Officer	6 FAM 217
Contracting Officer	General Services Officer	6 FAM 211.2
Alternate Contracting Officer	Administrative Officer	6 FAM 211.2
Procurement Officer	General Services Officer	6 FAM 211.2
Alternate Procurement Off.	Administrative Officer	6 FAM 211.2
Property Disposal Officer	AID Management Officer	6 FAM 222.3
Property Management Officer	Administrative Officer	6 FAM 222.1
Property Survey Board Members	ECON Officer AID Controller Cultural Affairs Officer	6 FAM 232
Property Survey Board Alternate Members	Chief, Consular Officer AID Capital Resources Development Officer	
Receiving Officer	General Services Assistant	6 FAM 225.3
Safety Officer	General Services Officer	6 FAM 610.3
Building Warden	General Services Officer	6 FAM 620
Post Library Officer		6 FAM 913.2
Rental Control Board	STATE, Adm;inistrative Officer & General Services Officer AID, Management Officer DAO (incl. IAGS), Warrant Officer USMILGP, Commander USICA, Public Affairs Officer	

SPECIAL CONSULAR SERVICES

Selective Services Register	Consular Officer (Pos. No. 007)	7 FAM 230.2-3
Voting Officer	Consular Officer (Pos. No. 007)	7 FAM 877.2

POLITICAL AFFAIRS

Biographic Information Coordinator	Political/Labor Officer	11 FAM 311
Graphic Coordinator	Political/Labor Officer	11 FAM 442.1b
Map and Publications Procurement Officer	Political/Labor Officer	11 FAM 441.5-2
United Nations Coordinating Officer	Political Officer	11 FAM 122.3-2
Population Matters	Health & Family Planning Development Officer (AID)	11 FAM 130

OTHER

Joint Country Awards Committee Members	Deputy Chief of Mission, Chairperson 1. Public Affairs Officer (ICA) 2. Assistant Director (AID) 3. Administrative Officer/JAO (STATE)	3 FAM 643
Sale of Personal Property	Administrative Officer/JAO for Ambassador	3 FAM 620
	USAID Management Officer	" " "
	DAO Operations Coordinator	" " "

Source: Embassy Administrative Procedure No. 11/81
Approved by Ambassador Deane R. Hinton

Clearance: ADMINO: LMGrossman
DCM: KBleakley

PER/JAS:ASpakauskas:pgh

8010
TM: 82-01

8020 PROGRAM/PROJECT

8020.05 BUDGET PLAN CODES *

Effective 10/1/81

OPERATING EXPENSES

		Appropriation
COEA-82-25519-U000	Operating Expenses FY 1982	72-1121000
COEA-81-25519-U000	Operating Expenses FY 1981	72-1111000
COEA-80-25519-U000	Operating Expenses FY 1980	72-1101000
COEA-78-25519-U000	Operating Expenses FY 1978	72-1181000

PROGRAM FY 1981

	Project No.	Appropriation
LDAA-81-25519-AG18	0167	72-1111021.3
LDAA-81-25519-AG18	0222	
LDAA-81-25519-AG18	0262	
LDAA-81-25519-AG18	0197	
LDAA-81-25519-AG18	0229	
LDAA-81-25519-BG18	0149 (SDA)	72-1111021.4
LDAA-81-25519-DG18	0177	72-1111021.6
LDAA-81-25519-DG18	0251	
LDAA-81-25519-DG18	0094	
LDAA-81-25519-CG18	0178	72-1111021.8
LDAA-81-25519-CG18	0253	
LFDA-81-25519-HG41	Red Cross	72-1111035
LFDA-81-25519-HG41	Dis. Assist.	
LDAA-81-25519-EG17	0588	72-1111021.5

PROGRAM FY 1980

LDAA-80-25519-AG18	0167	72-1101021.3
LDAA-80-25519-AG18	0215	
LDAA-80-25519-AG18	0229	

* Supersede Allotment Codes

PROGRAM FY 1980 (Continued)

LDAA-80-25519-AG18	0222	
LDAA-80-25519-AG18	0250	
LDAA-80-25519-AG18	0251	
LDAA-80-25519-AG18	0253	
LDAA-80-25519-AG18	0263	
LDAA-80-25519-BG18	0149 (SDA)	72-1101021.4
LDAA-80-25519-BG18	0149 (Min. Plan.)	
LDAA-80-25519-EG18	0260 (045)	72-1101021.5
LDAA-80-25519-DG18	0260 (046)	72-1101021.6
LDAA-80-25519-DG18	0256	
LDAA-80-25519-DG18	0251	
LDAA-80-25519-DG18	0197	
LDAA-80-25519-DG18	0177	
LDAA-80-25510-CG18	0253	72-1101021.8
LESA-80-25519-KG18	0259B	72-1101037
LESA-80-25519-KG18		
LESA-80-25519-KG18		

PROGRAM FY 1979

LDAA-79-25519-AG18	0167	72-1191021.3
LDAA-79-25519-AG18	0182	
LDAA-79-25519-AG18	0215	
LDAA-79-25519-BG18	0149 (SDA)	72-1191021.4
LDAA-79-25519-BG18	0149 (MOH)	
LDAA-79-25519-BG18	0149 (Min. Plan.)	
LDAA-79-25519-EG18	0168	72-1191021.5
LDAA-79-25519-EG18	0172	
LDAA-79-25519-EG18	0190	
LDAA-79-25519-DG18	0223	72-1191021.6
LDAA-79-25519-CG18	0209	72-1191021.8

PROGRAM FY 1978

LDAA-78-25519-AG18	0182	72-1181021.3
LDAA-78-25519-AG18	0203	
LDAA-78-25519-BG18	0149 (SDA)	72-1181021.4
LDAA-78-25519-BG18	0149 (MOH)	
LDAA-78-25519-EG18	0172	72-1181021.5
LDAA-78-25519-DG18	0177	72-1181021.6
LDAA-78-25519-DG18	0202	

PROGRAM FY 1977

LDAA-77-25519-BG18	0149 (MOH)	72-11X1024

Budget Plan Codes for FY 1982 will be the subject of a future communication.

8020.10 LIST OF PROJECT OFFICER ASSIGNMENTS
(As of February 1982)

Loan/Grant Project	Project Title	Date Orig. Agreement Signed	LOP ($000)	PACD	Project Mgr.(USDH) Asst. Proj. Mgr. Implementing Agency
	I. OFFICE OF DEVELOPMENT RESOURCES				
0229A (G)	Small Producer Development	2/27/80	500	9/30/83	J. Wall R. Martinod FEDECACES
0229B (G)	Small Producer Development	2/27/80	250	9/30/83	J. Wall R. Martinod FEDECCREDITO
T-023A (L)	Small Producer Development	2/27/80	4,000	9/30/83	J. Wall R. Martinod FEDECACES
T-023A (L)	Small Producer Development	2/27/80	4,000	9/30/83	J. Wall R. Martinod FEDECCREDITO
T-026 (L)	Marginal Community Improvement	4/24/80	3,000	4/20/82	J. Wall F. Hernandez BFA/Microenterprises
0266 (G)	Transportation Restoration	9/30/80	1,500	a/9/30/81	J. Wall C. Ferro FIGAPE
0267 (G)	Private Sector Support I	12/17/80	20,000	b/12/31/81	J. Wall F. Hernandez/Martinod BCR/MinPlanning

TM: 82-01
June 14, 1982

8020.10 LIST OF PROJECT OFFICER ASSIGNMENTS
(As of February 1982)

Loan/Grant Project	Project Title	Date Orig. Agreement Signed	LOP ($000)	PACD	Project Mgr.(USDH) Asst. Proj. Mgr. Implementing Agency
	I. OFFICE OF DEVELOPMENT RESOURCES				
0229A (G)	Small Producer Development	2/27/80	500	9/30/83	J. Wall R. Martinod FEDECACES
0229B (G)	Small Producer Development	2/27/80	250	9/30/83	J. Wall R. Martinod FEDECCREDITO
T-023A (L)	Small Producer Development	2/27/80	4,000	9/30/83	J. Wall R. Martinod FEDECACES
T-023A (L)	Small Producer Development	2/27/80	4,000	9/30/83	J. Wall R. Martinod FEDECCREDITO
T-026 (L)	Marginal Community Improvement	4/24/80	3,000	4/20/82	J. Wall F. Hernandez BFA/Microenterprises
0266 (G)	Transportation Restoration	9/30/80	1,500	a/9/30/81	J. Wall C. Ferro FIGAPE
0267 (G)	Private Sector Support I	12/17/80	20,000	b/12/31/81	J. Wall F. Hernandex/Martinod BCR/Min Planning

8020.10 LIST OF PROJECT OFFICER ASSIGNMENTS
(As of February 1982)

Loan/Grant Project	Project Title	Date Orig. Agreement Signed	LOP ($000)	PACD	Project Mgr.(USDH) Asst. Proj. Mgr. Implementing Agency
K-030 (L)	Private Sector Support II	7/21/81	24,900	7/31/82	J. Wall F. Hernandez BCR/MinPlanning
K-032-N (L)0	Private Sector Support III	-	25,000	-	J. Wall F. Hernandez BCR/MinPlanning
0277-N (G)	Private Sector Support III	-		-	J. Wall F. Hernandez BCR/MinPlanning
	II. OFFICE OF MANAGEMENT OPERATIONS (MO)				
0259B (G)	Technical Cooperation	4/24/80	750	9/30/82	D. Carter C. Ferro MinPlanning
	III. OFFICE OF RURAL DEVELOPMENT (RD)				
0167 (G)	RD PD&S	N/A	Cont'	Cont'	B. Perez
T-021 (L)	Small Farm Irrigation	8/30/78	2,300	9/01/83	D. McIntyre Min Agriculture
0197 (G)	Small Enterprise Dev.-OPG	9/25/78	800	9/30/82	B. Perez Technoserve Inc.

8020.10 LIST OF PROJECT OFFICER ASSIGNMENTS
(As of February 1982)

Loan/Grant Project	Project Title	Date Orig. Agreement Signed	LOP ($000)	PACD	Project Mgr.(USDH) Asst. Proj. Mgr. Implementing Agency
0250 (G)	Urban Food Stores-OPG (AIFLD)	2/28/80	100	9/28/82	B. Perez FESINCONSTRANS
0259A (G)	Agrarian Reform Support	4/24/80	3,250	10/24/81*	G. Rozell B. Perez MAG-ISTA-BFA-CENCAP
0262 (G)	Agrarian Reform Organization	9/30/80	1,650	12/31/82	G. Rozell Cristales/McIntyre MAG
T-029	Agrarian Reform Organization	9/30/80	11,750	12/31/82	G. Rozell Molina/Apontes/Flores ISTA-CENCAP/FINATA/ BFA
0263 (G)	Agrarian Reform Credit	7/07/80	1,625c/	11/10/82	G. Rozell Apontes/Cristales BFA
T-028 (L)	Agrarian Reform Credit	7/07/80	28,100d/	11/10/82	G. Rozell Apontes/Cristales BFA/BCR/MAG
	IV. OFFICE OF GENERAL DEVELOPMENT				
0177 (G)	SDA PD&S	N/A	Cont'	Cont'	C. Brady R. Pena Ulloa N/A

TM: 82-01
June 14, 1982

8020.10 LIST OF PROJECT OFFICER ASSIGNMENTS
(As of February 1982)

Loan/Grant Project	Project Title	Date Orig. Agreement Signed	LOP ($000)	PACD	Project Mgr.(USDH) Asst. Proj. Mgr. Implementing Agency
0242 (G)	Dev. of Local Gvt. Services	-	100	-	C. Brady R. Pena Ulloa Min. of Interior
0251 (G)	Marginal Community Improvement	4/24/80	825	4/20/82	C. Brady H. Maldonado/Harrouch MAG/3FA/Min. of Interior
T-026 W-027(L)	Marginal Community Improvement	4/24/80	11,000	4/20/82	C. Brady H. Maldonado/Harrouch Min. of Interior/BFA/MOP
0256 (G)	Public Sector Employment	3/28/80	655	e/3/05/82	H. Maldonado MIPLAN
0256-per Kitson	Public Sector Employment	3/28/80	39,930	e3/05/82	D. Kitson Harrouch MOP/MAG
0276-per Kitson	Restoration of Vital Services	11/16/81	13,400	11/16/83	D. Kitson Pena Ulloa CEL/INCAFE/ABECAFE
	V. OFFICE OF HUMAN RESOURCES AND HUMANITARIAN AFFAIRS (HR/HA)				
0094 (G)	Spoecial Development Activities	N/A	Cont'	Cont'	L. Ruelas J. de Torres N/A

TM: 82-01
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8020.10 LIST OF PROJECT OFFICER ASSIGNMENTS
(As of February 1982)

Loan/Grant Project	Project Title	Date Orig. Agreement Signed	LOP ($000)	PACD	Project Mgr.(USDH) Asst. Proj. Mgr. Implementing Agency
0149 (G)	Family Planning and Pop.	3/29/78	3,174	12/31/82	L. Ruelas G. Toledo MOH/SDA/MinPlan
0168 (G)	Education PD&S	N/A	Cont'	Cont'	L. Ruelas - N/A
0172 (G)	Basic Occupational Skills Trg.	5/03/78	100	f/2/21/82	L. Ruelas J. de Torres MinEducation
0178 (G)	Health PD&S	N/A	Cont'	Cont'	L. Ruelas - N/A
0181 (G)	Population PD&S	N/A	Cont'	Cont'	L. Ruelas - N/A
0182 (G)	Nutrition Improvement	9/25/78	250	g/3/30/82	L. Ruelas J. Mena MinPlanning
0190 (G)	Rural Primary Educ. Expansion	7/26/79	200	9/30/83	L. Ruelas J. de Torres MinEducation

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8020.10 LIST OF PROJECT OFFICER ASSIGNMENTS
(As of February 1982)

Loan/Grant Project	Project Title	Date Orig. Agreement Signed	LOP ($000)	PACD	Project Mgr.(USDH) Asst. Proj. Mgr. Implementing Agency
V-022 (L)	Rural Primary Educ. Expansion	7/26/79	4,200	9/30/83	L. Ruelas J. de Torres MinEducation
0209 (G)	Rural Water and Sanitation	9/28/79	390	3/31/83	L. Ruelas Y. de Herrera MinHealth
0215 (G)	Integrated Rural Dev.-OPG	9/24/79	653	h/2/23/82	L. Ruelas J. de Torres Save the Children
0222 (G)	Nutrition Production/Educ.-OPG	12/2/79	480	12/02/82	L. Ruelas Y. de Herrera La Leche League
0223 (G)	Rural Women Prod. Center OPG	8/01/79	453	7/31/82	L. Ruelas J. de Torres League of Women Voters
0253 (G)	Health and Nutrition	4/24/80	1,275	12/31/83	L. Ruelas Y. de Herrera MinHealth
0275-N (G)	Salv. Demog. Association-OPG	-	3,500	-	L. Ruelas G. Toledo Slv. Demog. Assoc.
	VI. OFFICE OF DEVELOPMENT PLANNING AND PROGRAMMING (DPP)				
0260 (G)	Reform and Policy Planning	4/24/80	1,350	9/30/82	R. Sogge A. Canjura MinPlan/MinJus/PRI DECO

8020.10 LIST OF PROJECT OFFICER ASSIGNMENTS
(As of February 1982)

Loan/Grant Project	Project Title	Date Orig. Agreement Signed	LOP ($000)	PACD	Project Mgr.(USDH) Asst. Proj. Mgr. Implementing Agency
	VII. MISCELLANEOUS				
	PL-480 Title I	-	-	N/A	G. Rozell J. Mena
	PL-480 Title II	-	-	N/A	L. Ruelas J. Mena
	HIG	-	-	N/A	M. Caceres

a/ Payments are still pending, and will be made before 6/30/82
b/ Mission is in process of monitoring reflows for second tranche disbursements of Ø50M mil. in Agrarian Reform Credit. Industrial short-term working capital line of credit has been extended by GOES through 6/30/82 and Mission will also continue monitoring this activity.
c/ Includes $625 to be obligated/PACD to be extended through 12/31/83
d/ Includes $17,000 mil. to be obligated/PACD to be extended through 12/31/83
e/ Loan LOP includes $12.5 million to be obligated. 2 yrs. PACD extension requested to AID/W per SS 0600 1/26/82
Grant LOP includes $5.30 million to be obligated.
f/ Mission does not intend to extend PACD
g/ 6 months PACD extension being requested for reprogramming $40,000
h/ PACD being extended through 12/31/82

* Project is terminating, all funds have been disbursed.