



**USAID/EL SALVADOR
ACTION PLAN**

FY 1996-1997

February 20, 1995

BEST AVAILABLE

Table of Contents

I. Strategy Overview

Strategic Overview Narrative	1
Highlights of Mission Accomplishments	5

II. Achievement of Agency Goals

Encouraging Broad-Based Economic Growth	
Assist El Salvador to Make the Transition from War to Peace	7
SO 1 Tree and Performance Indicators (Tables I and II)	
Highlights of Program Accomplishments	
Broad-Based Economic Growth Increased	11
SO 2 Tree and Performance Indicators (Tables I and II)	
Highlights of Program Accomplishments	
Building Democracy	
Strengthened Democratic Institutions and Practices	15
SO 3 Tree and Performance Indicators (Tables I and II)	
Highlights of Program Accomplishments	
Stabilizing World Population Growth and Protecting Human Health	
Increased Quality with Equity in Health and Education	19
SO 4 Tree and Performance Indicators (Tables I and II)	
Highlights of Program Accomplishments	
Protecting the Environment	
Improved Environmental and Natural Resource Management	23
SO 5 Tree and Performance Indicators (Tables I and II)	
Highlights of Program Accomplishments	

III. FY 1996-1997 Program Plans and Resource Requirements

Program/Activity Overview	27
New Activity Descriptions	
519-0418 Land Tenure Security	29
519-0388 Municipal Development and Citizen Participation	33
519-0242 Environmental Health	39
Project Timeline (Table 5)	41
Summary Program Funding Table (Table 3)	45
Other Donor Coordination	49
Reengineering/Managing for Results/ Performance Measurement	51

IV. FY 1996-1997 Program Management Requirements - Workforce/OE

Narrative	55
OE Funding Requirements and Mission Staffing Requirements (Table 4)	57

V. Mission-Initiated Issues 59

VI. Special Reporting Requirements

Section 118-119 Tropical/Biodiversity	61
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List of Acronyms

Annexes

- A. Changes in Strategic Plan/Performance Measurement System
- B. Monitoring and Evaluation Plans

I. Strategy Overview

The years covered by this Action Plan, 1996 and 1997, close out the USAID/El Salvador Strategic Plan period that began in 1993. They mark the end of the postwar period of U.S. assistance to El Salvador, merging with and, hopefully, being followed by a period of concentration on sustainability and institutionalization of policies and practices that would alleviate key causes of war in this society. The USAID Action Plan supports and is fully consistent with overall U. S. Government objectives in El Salvador as set forth in the Mission Program Plan.

As the Action Plan demonstrates, enormous progress is being made toward achievement of five major development objectives in El Salvador. As the Action Plan also demonstrates, El Salvador remains a very poor country whose development successes are fragile and not yet sustainable. The country's delicate balance between war and peace requires additional time and effort by all elements of Salvadoran society and by donor organizations to become solidly weighted on the side of peace.

The United States was the major external donor providing assistance to El Salvador during the bitter, 12-year civil war and during the first few years after the Peace Accords were signed in January 1992. Its role in ameliorating the suffering of war and building a foundation for development was vital for the country and the people of El Salvador.

A unique opportunity now exists to preserve, consolidate and extend the reforms made at such great cost in human and financial terms. To this end, USAID/El Salvador requests continuation of assistance at levels high enough to make a difference through a program sufficiently broad-based to maintain momentum in selected democratic, economic, social and environmental areas. Planned assistance combines (often within the same activities) direct-action efforts that visibly

touch the lives of beneficiaries, providing assistance to those most in need, with policy reform efforts concentrated on measures designed reduce poverty, effecting change over a longer timeframe and promoting sustainable development.

Performance Measurement Framework

The USAID/El Salvador program concentrates on five strategic objectives:

- Transition from war to peace
- Broad-based economic growth
- Democratic institutions and practices
- Quality with equity in health and education
- Environmental and natural resource management

Although the first objective is unique to El Salvador, the Mission activities which promote it and the other four objectives are directly relevant to and supportive of the worldwide Agency objectives as described in USAID's Strategies for Sustainable Development: Encouraging broad-based economic growth, building democracy, stabilizing world population growth and protecting human health, and protecting the environment.

USAID/El Salvador objectives and program activities also directly support the principles set forth in the Summit of the Americas in December 1994, and the Mission anticipates participating in a number of collaborative development opportunities that are a part of Agency plans for follow up actions to the Summit.

The following brief paragraphs provide an overview of Mission strategies for each of the objectives. In-depth descriptions of the strategies, indicators by which they are to be measured, and ongoing activities and accomplishments are found in Section II of this Action Plan and in the tables that accompany that section. Technical annexes

provide details of adjustments made during the past year and additional detail on indicators.

SO1: Transition from War to Peace

Development activities underway through this strategic effort aim to reintegrate former combatants into society, reactivate the factors of production to respond to economic opportunities, reestablish access to basic services and infrastructure, build local level democratic institutions, and increase civic participation. Target groups and geographic areas are those largely excluded from the mainstream of Salvadoran economic and social networks from the late '70s through 1991.

Most of the activities reflect commitments assumed under the January 1992 Chapultepec Peace Accords. At that time the United States pledged \$300 million in development activities to support the accords. That pledge has since been reaffirmed in international donor sessions and on a number of other occasions.

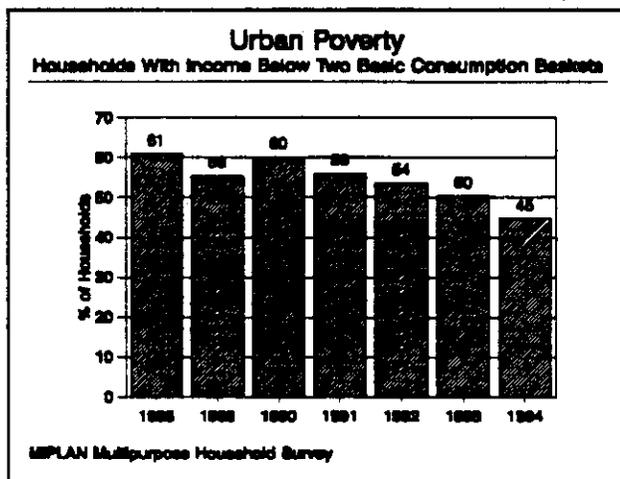
The central activity initiated by the U.S. Government under this pledge is the \$191 million Peace and National Recovery project. About \$37 million remains to be obligated for the activity. However, serious problems exist at present in securing sufficient ESF funding to complete it. This Action Plan requests that the Agency and the Bureau make extraordinary efforts to fulfill the commitment. Costly as it may seem, waging peace is far less expensive in any terms than trying to halt a war. The amount remaining is also relatively modest as insurance for the many billions of U.S. taxpayer dollars invested during the war.

SO2: Broad-based Economic Growth

Assistance focuses on attacking poverty through appropriate social and economic policies and increased private investment, exports, and employment.

By any objective yardstick, the Government of El Salvador has done an excellent job of instituting worthwhile economic policies and fostering economic growth. USAID has been a leader in provision of technical and financial assistance to encourage and support a broad range of these important and successful economic measures in El Salvador. Although declining assistance levels are decreasing the role of the U.S. Government in directly financing major improvements in this area, USAID assistance has been central over the years and is expected to continue to be an important influence through the period covered by this Action Plan and beyond.

Despite significant increases in economic growth during the past few years and meaningful improvements that directly benefit the poor, the fact remains that poverty afflicts about half the population of El Salvador. All of the strategic objectives address this problem to a large degree, but SO2 is USAID's primary vehicle for helping to lift people out of poverty and help individuals and families gain a better quality of life.



As in all of the USAID objectives, a mix of policy reform and direct action activities is used to attain the objective. Although assistance levels under this objective show a dramatic decline during the '90s, USAID/El Salvador has been and expects to

continue to be a key player (more through influence, technical expertise, and donor coordination than through major funding) in Modernization of the State and improvement of economic policies and practices. Ongoing activities in non-traditional agriculture, rural infrastructure, village banks, loans for micro and small enterprises, and training will continue to advance the objective.

Two new activities will contribute to broad-based economic growth within the next few years as well. One will help to set a foundation for sustainable, equitable rural economic growth. By increasing land tenure security and promoting rural businesses, the other will assist individuals and families to rise above poverty.

SO3: Democratic Institutions and Practices

Activities carried out under this objective promote citizen participation in the decision-making process, improve the legal and institutional framework for effective protection of human and citizen rights, improve public sector accountability and oversight, and increase the devolution of power to the local level.

El Salvador's open and competitive national elections in March and April of 1994 marked a major milestone in the country's transition to a lasting peace. While there were initial problems with the voter registry, those difficulties were largely overcome, and participation by voters was relatively high (some 1.3 million Salvadorans voted, increasing voter turnout by over 30 percent from the 1989 presidential elections). No significant acts of election-related violence occurred. Although some election irregularities were reported, it is generally accepted that these did not affect the outcome. ONUSAL and other observers determined that the elections were free and fair. A broader representation now exists in the Legislative Assembly, and the transition of the FMLN from a guerilla force to a political party is

an important step in El Salvador's democratic development.

Steady progress is also being made in other areas that directly support the Peace Accords, particularly in administration of justice. Especially important is the election of a new, more independent Supreme Court and the passage of several vital pieces of legislation that protect human rights.

A movement toward greater decentralization of both decision-making authority and control of resources is underway in El Salvador, fostered by activities that contribute to several strategic objectives. For example, a major project amendment scheduled for initiation in FY 1996 will emphasize community and NGO participation in municipal development and strengthen the ability of municipalities to manage their own affairs.

SO4: Quality with Equity in Health and Education

Assistance provided through USAID/El Salvador activities encourages greater access and quality in primary education, promotes increased contraceptive prevalence, and increases coverage for reproductive health care and child survival programs.

Among the many accomplishments taking place in the social sector are several particularly noteworthy for their contributions to progress toward meeting the objective. For example, as a result of USAID activities, El Salvador now has at the primary level a nationwide instructional methodology and new textbooks that are greatly improving the quality of education for the nation's children. USAID-financed family planning activities are a primary factor in major increases in contraceptive prevalence in El Salvador.

Strong coordination and cooperation with non-governmental organizations (NGOs) is an important part of this strategic objective (as it is in all others). USAID-sponsored assessments of health

and education in El Salvador have engaged large numbers of participants and beneficiaries in an ongoing dialogue on El Salvador's needs in those areas and the best means for meeting them.

In addition to major ongoing activities, USAID is proposing a new social sector project that will foster a series of policy reforms in both education and health, resulting in greater decentralization and a larger role for the private sector in those areas. The World Bank and the Inter-american Development Bank are planning major new activities in the sector. This is an excellent opportunity for collaboration and a good example of significant leveraging of USAID assistance.

SO5: Environmental and Natural Resources Management

Activities carried out as a part of this strategic objective are designed to create and implement the policy and legal framework for sustainable natural resource use, increase public awareness of environmental problems, and improve productive activities consistent with better natural resources management.

Early accomplishments in this relatively new area of Mission emphasis include the formation of the Salvadoran Environmental Secretariat and the passage of the Wildlife Protection Law. A National Environmental Education Strategy has been drafted to establish standards for the development of environmental education programs by public and private institutions.

Actual levels of public awareness about environmental issues have far exceeded expected levels, partly as a result of USAID-sponsored information campaigns. Environmentally sensitive agricultural practices and soil conservation techniques promoted by USAID through a number of project activities are having an important impact on the way small producers are using natural resources.

USAID/El Salvador has coordinated closely with other donors to meet the country's urgent environmental needs, thus avoiding duplication and capitalizing on USAID's long experience in rural areas.

USAID/EL SALVADOR HIGHLIGHT ACCOMPLISHMENTS

SO 1: The Transition From War To Peace

- In 1994, 64 percent of new land recipients in the ex-conflictive zones had their land in production, a significant increase from the 25 percent of land bank clients in March of 1993.
- Three-quarters of the population in the ex-conflictive zones have benefitted from over 2,200 infrastructure projects through the Municipalities in Action program.

SO 2: Broad-based Economic Growth

- Inflation, which hits the poor the hardest, has been reduced by more than half from 23.5 percent in 1989 to 8.9 percent in 1994. Inflation is at the lowest level since 1976.
- The impact on the poor of economic policy reforms contributed to a significant reduction in the number of households in extreme poverty, from 28.2 percent in 1992 to 27 percent in 1993.

SO 3: Democratic Institutions and Practices

- Ninety-five percent of eligible voters registered in time for the 1994 elections, a dramatic increase from only 73 percent just nine months before the elections.
- New legal reforms, critical to fulfilling the Peace Accords, were adopted: Public Defenders Law, Family Code, Family Procedures Code, and a Juvenile Offenders Code.
- Percentage of unsentenced prisoners awaiting trial dropped from 80 percent to 70 percent in 1994, in response to efforts by the Mission's judicial reform program.

SO 4: Equity In Health and Education

- More than 21,000 elementary school teachers and principals have been trained in improved teaching methods and leadership skills. The GOES considers this teaching methodology one of the best teaching methodologies.
- USAID programs contributed to declines in infant mortality from 55/1000 in 1988 to 41/1000 in 1993 and in child mortality from 15/1000 in 1988 to 12/1000 in 1993.

SO 5: Environment and Natural Resources Management

- Technical assistance and training to eight cooperatives has resulted in 450 hectares of reforestation and 357 hectares of soil conservation measures.
- Awareness of serious environmental problems in El Salvador has risen 14 percent over the past six months, since the initiation of media campaigns financed by USAID.

II. Performance Report

Encouraging Broad-Based Economic Growth

One of four fundamental strategies of sustainable development for the worldwide program of the U.S. Agency for International Development, broad-based economic growth is prominent in USAID/El Salvador's strategic objectives. Two Mission strategic objectives are encompassed under the global USAID objective: Assist El Salvador to Make the Transition from War to Peace (Strategic Objective No. 1) and Increased Equitable Economic Growth (Strategic Objective No. 2). Strategic Objective No. 1 is a shorter term goal and focuses on the El Salvador specific process of national reconstruction and reconciliation -- a prerequisite for long-term sustainable development. Strategic Objective No. 2 is a longer-term, national effort to decrease poverty and improve quality of life by increasing productive capacity and employment.

Mission Strategic Objective 1 Assist El Salvador to Make the Transition from War to Peace

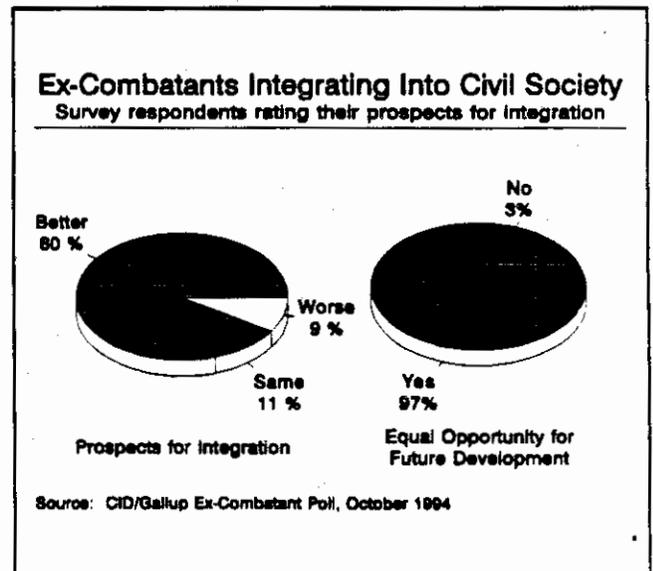
Agency and Mission Linkage

Promoting Broad-Based Economic Growth to narrow the gap between polarized social groups and unite ex-conflictive and non-conflictive areas is the core element in Strategic Objective No. 1, Assisting the Transition from War to Peace. Many activities under the objective are directly related to the Peace Accords. They target formerly conflictive areas that were largely excluded from the mainstream of Salvadoran economic and social networks from 1979 to 1991. Its goals include economic and social reactivation of the 115 ex-conflictive municipalities (counties), the reintegration of ex-combatants into society and the development of a widely participative, pluralistic democracy. In accordance with long-range plans, this objective will be phased out in 1997, and any

remaining activities will be integrated into USAID's other strategic objectives.

Performance

Overall progress toward achieving the strategic objective has been excellent. By their own admission, reintegration of the ex-combatants is nearly complete; the lessons learned in the process were used by the Haiti Task Force and have been offered for adaptation to resolution of some African conflicts. The importance of economic growth to the Salvadoran peace process was discussed at an OECD meeting in Paris in November 1994. The level of poverty in the formerly conflictive zones is lower than in 1992; voter registration is high, and mayors hold open town meetings regularly; schools and health posts are once again functioning; physically disabled ex-combatants and civilians are becoming productive citizens.



Factors of Production Reactivated to Respond to Economic Opportunities

- A total of 20,350 people (14,400 men and 5,950 women) have been trained in trades and agriculture, against a target of 18,800. A total of approximately 42,000 men and women have been trained since 1992. (Measurement of increases in income associated with training will be undertaken in 1995).
- Through December 1994, agricultural credit has been provided to more than 47,000 men and women, nearly 27,600 of whom have been ex-combatants. More than 12,000 persons, including almost 2,000 ex-combatants, have received microenterprise credit. Given currently projected ESF funding levels, training and credit activities will taper off in 1996, unless the levels are maintained in accordance with the U.S. commitment to the Peace Accords. Rural credit through Non-Governmental Organizations (NGO) should continue as a sustainable activity within Strategic Objective No. 2.
- Over 11,000 ex-combatants have received farmland under the Land Transfer Program funded by the Peace and National Recovery Project. About 65 percent have their land in production, up from 25 percent in March 1993. Women comprise 26 percent of land distribution beneficiaries. Land distribution is also being financed by the European Community and directly by the Government of El Salvador (GOES), which in combination with the USAID-funded program, brings the total of beneficiaries to more than 17,000.
- USAID has provided some \$34 million for the purchase and distribution of farmland through the Land Bank. This includes surveying, title search, and transfer expenses, as well as the appraised value of the land itself. Activities under the Land Transfer Program will continue through 1997, and the United States is

A Chance to Rebuild

Manuel Villavicencio left the home his family had in Tejutla, Chalatenango to fight with the FMLN. After the peace, he and his family returned to rebuild. He started farming again with tools and seed which were part of his demobilization package. Manuel shares title to the land transferred to him and his neighbors through the Land Bank; he has received credit for his farm and livestock from the Agricultural Development Bank. In addition to his own parcel, Manuel works in the communally-held sugar and grain fields. He says, "People have different points of view, but it's important to resolve problems together. I feel confident of living a normal life."

committed to provide \$60.1 million for this program. A number of current USAID activities are designed to help the newly endowed farmers make the land productive. Beginning in 1996, a new land tenure security project will be added to the portfolio in order to attack problems that have arisen and ensure that farmers have clear individual title to their farms.

Access to Basic Social Services and Infrastructure Reestablished

- Of the 1.4 million people in the ex-conflictive zones, three-fourths have benefitted from more than 2,200 infrastructure activities such as roads, schools, health centers, electricity, and potable water systems. Reliable transport, especially in the rainy season, has been a major impediment to small business and agricultural development. One sixth of the inadequate roads in the formerly conflictive zones have been improved with U.S. funds, benefitting more than 700,000 people. Another \$6.2 million will be committed for improvement of more than 200 km. of farm-to-market roads through 1996. Japanese assistance in rebuilding highway bridges will

further facilitate road access to the ex-conflictive zones.

- In 1994, 67 schools were built or rehabilitated, for a total of 287 since hostilities ceased. Improved primary education is now available in the ex-conflictive zones to over 50,000 children.
- A total of 56 health facilities have been restored. Along with a number of complementary NGO programs, this allows for increased, equitable basic health service coverage. Maternal health, family planning and childhood vaccination programs have been brought into the zones. With USAID financing, 35 local NGOs are reaching 230,000 women with maternal and child health programs; many others are at work with financing from other international and private donors and their own resources. Assistance has been provided to almost 7,000 disabled civilian war-wounded. The emergence of a network of specialized rehabilitative services is an unplanned but welcome consequence of USAID's help to ex-combatants and civilian war-wounded.
- In 1996 USAID completes funding of the Municipalities in Action (MEA) program, the activity which has brought small infrastructure projects to people throughout the area. Salvadoran NGOs are being encouraged to participate with municipal governments in the implementation of MEA activities so that links between NGOs and the town councils survive beyond the life of USAID funding.

Local Level Democratic Institutions Built and Civic Participation Increased

- All 115 mayors in the ex-conflictive zones hold open town meetings four times a year with representation of about three-fourths of their subsidiary cantons, up from two-thirds representation in 1993.

- Over 690,000 persons are registered to vote, 90 percent of the voting age population in the ex-conflictive zones.
- Popular participation in the National Reconstruction Program has been strong: at least 130 NGOs (122 Salvadoran and 8 international) have planned and carried out activities in the program with USAID funds. Of these, 93 are currently active.
- Two workshops were sponsored to strengthen the participation of 28 local NGOs in the National Reconstruction Program. USAID is assisting 60 NGOs to obtain legal status. In addition, CARE has been working to gain legal status for its local credit committees. To date, 44 credit committees have attained such status in the municipalities where they work, a process much faster than seeking national registration. NGOs in the Usulután department are participating in USAID's Municipal Development Project. These accomplishments strengthen democracy and lay the groundwork for vibrant community participation in years to come. USAID will continue to use local NGOs for the implementation of basic health services, provision of potable water, and participation in municipal government. However, budget restrictions will translate into program reductions in early 1996, reducing the active participation of smaller or incipient NGOs which have not attained a sustainable program.

Ex-Combatants Reintegrated

- Almost 2,900 war-wounded ex-combatants have received rehabilitation services.
- Some 9,900 ex-combatants have received agricultural investment and production credit or microenterprise credit.
- More than 6,200 ex-combatants and squatters received farmland in 1994, for a total of over

Against All Odds

Andres Alfaro, an FMLN ex-combatant from Guarjila, Chalatenango, lost his sight and the full use of both hands in the war. After treatment through a USAID-sponsored program for war wounded, Andres enrolled in a microenterprise program for ex-combatants offered through the National Reconstruction Secretariat. He used the training to plan a small retail store which he and his family would run, financed by a \$2,300 loan under the same program. The store opened in December 1994, with Andres himself behind the counter.

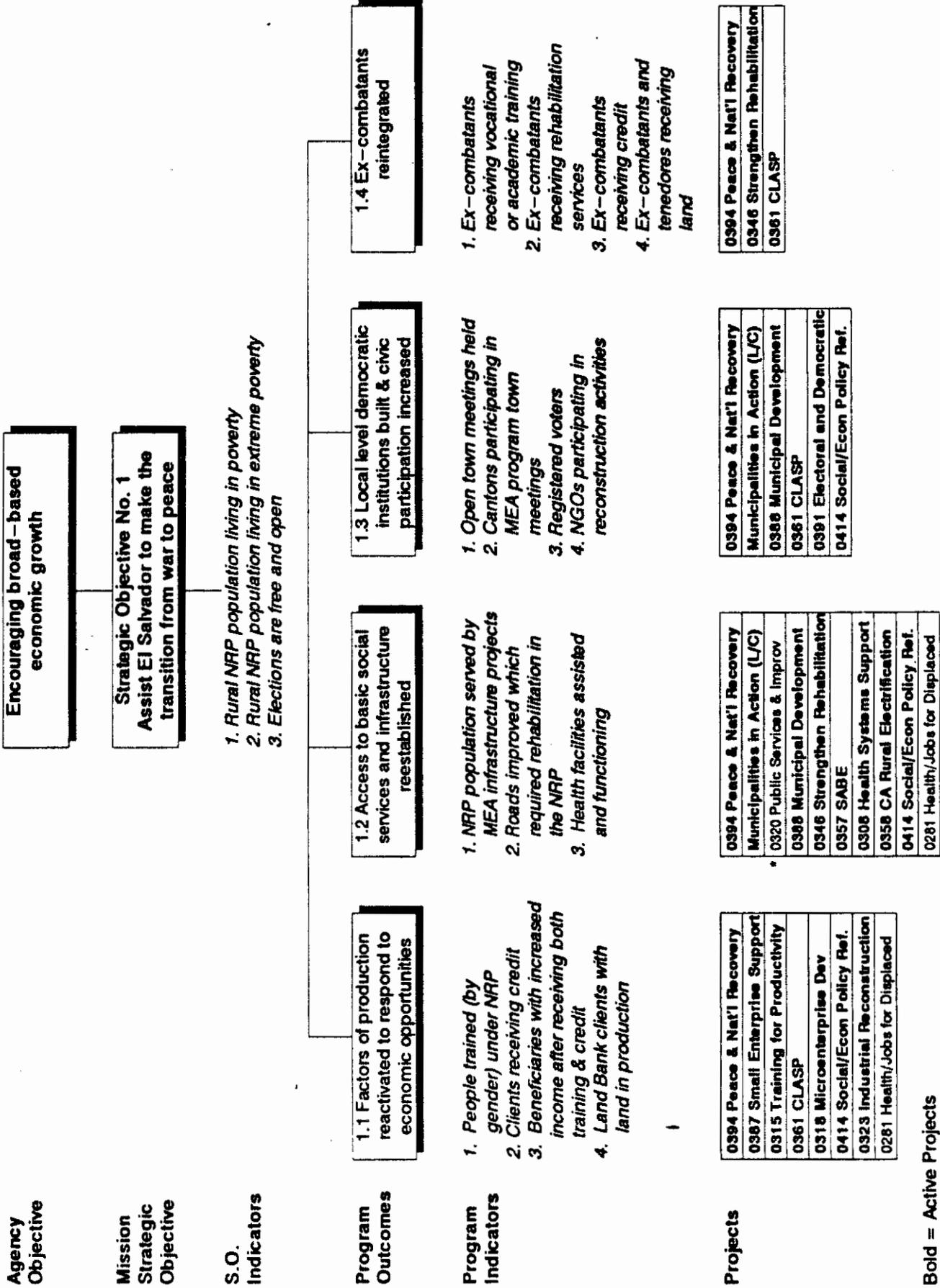
11,000 since 1992. (With GOES and European Community activities, the total rises to more than 17,000.)

- A 1994 CID/Gallup poll of ex-combatants found that nearly all (97 percent) see themselves as having the same opportunities for the future as do their neighbors. Eight out of ten ex-combatants consider themselves to be an integral part of society, and nine out of ten are active in their community. Economic and social reintegration of these nearly 23,000 ex-combatants is in sight.
- The completion of assistance to former members of the National Police (formally disbanded in January 1995) closes the universe of persons to be assisted under this Program Outcome. Activities in vocational training, land distribution, and microenterprise credit will be continued through April 1997 to ensure compliance of the benefits package with the Peace Accords.

Summit of the Americas

The Summit of the Americas outlines several principals which directly coincide with this Strategic Objective. Principal number 19 deals directly with encouraging microenterprise and small business development. USAID/El Salvador has provided more than \$10 million through five NGOs for the extension of credit to small businesses and microenterprises. These NGOs will be assisted to use this initial capital to incorporate formal finance companies which can access further credit from the GOES Multisectoral Investment Bank, as well as raising deposits on their own. Based on previous gender-specific use patterns, it is expected that the majority of this enterprise credit will be used by women (men are the primary beneficiaries of agricultural production credit). In addition, USAID/El Salvador will work with municipal governments and business associations to develop a national business small development strategy and to minimize the regulatory burden on formal and informal business.

El Salvador
TABLE I: STRATEGIC OBJECTIVE PROGRAM "TREE"



Bold = Active Projects

* = PACD 3/31/95

TABLE II: STRATEGIC OBJECTIVE PERFORMANCE

El Salvador Strategic Objective No. 1					
STRATEGIC OBJECTIVE NO. 1 ASSIST EL SALVADOR TO MAKE THE TRANSITION FROM WAR TO PEACE					
Indicator: 1. Population living in poverty (NRP rural)					
Unit: People, percent	Baseline	Year	Planned	Actual	
Source: MIPLAN Special Survey, to be contracted Comments: This indicator measures the change (decrease) in the spread between percent of population living in poverty in NRP rural areas and those living in poverty in rural areas nationwide. / Estimates based on preliminary data; actual data will be available 31 March 1995.		1993	N/A	5.91	
		1994	5.41	5.60 ¹	
		1995	4.41		
		1996	3.41		
Indicator: 2. Population living in extreme poverty (NRP rural)					
Unit: People, percent	Baseline	Year	Planned	Actual	
Source: MIPLAN Special Survey, to be contracted Comments: This indicator measures the change (decrease) in the spread between percent of population living in extreme poverty in NRP rural areas and those living in extreme poverty in rural areas nationwide. / Estimates based on preliminary data; actual data will be available 31 March 1995.		1993	N/A	7.98	
		1994	7.48	7.50 ¹	
		1995	6.48		
		1996	5.48		
Indicator: 3. Elections are free and open					
Unit: Yes/No	Baseline	Year	Planned	Actual	
Source: Election observer reports Comments: 1994 General Elections (presidential, legislative and mayoral). 1997 mayoral elections are legislative and mayoral only.		1994	yes	yes	
		1997	yes	yes	

Indicator: 2. Clients receiving credit									
Unit: Clients, number									
	Year	Planned		Actual		Total	Male	Female	Total
		Male	Female	Male	Female				
Baseline	1991 ^{1/}	6,500	900	7,400	6,650	6,200	12,850		
	1992	14,575	2,325	16,900 ^{2/}	7,250	450	7,700 ^{3/}		
	1993	19,200	19,200	38,400	20,362	8,798	29,160		
	1994 ^{4/}	11,320	2,834	14,154	5,180	3,864	9,044 ^{5/}		
	1995	4,128	3,012	7,140					
Target	1996	2,400	600	3,000					

Source: BFA, CRS, FUSADES, CARE, TECHNOERVE, CIRES, PROMIPE, DON BOSCO UNIVERSITY, CREA
Inactive: FINCA/CAM, FIGAPE, SNF

1/ These numbers are for ag. credit only-baseline data for 1991 not available for micro and village bank credit.
 2/ Micro-enterprise credit is added to 1991 ag. credit. No baseline data available for village bank credit for 1992.
 3/ 1992 actuals were estimated for micro-enterprise and village bank credit only. Ag. credit not included.
 4/ Projections for years 1994-1997 were revised in the 1994-1995 Action Plan.
 5/ Clients from the Agricultural Development Bank (BFA), the NRP's largest credit provider, have received credit in two tranches resulting in double-counting of these beneficiaries. The net result is reflected in lower actual figures than planned in 1994.

Indicator: 3. Beneficiaries with increased income after receiving both training and credit.									
Unit: Survey respondents, percent									
	Year	Planned		Actual					
		Male	Female	Male	Female				
Baseline	1995	60	70						
	1996	65	75						
	1997	65	75						

Source: NRP Project Data
Active: CARE, CRS, FUSADES, CIRES, TECHNOERVE, PROMIPE, FUDASAR, FEPADE

Comments: This is a new indicator. This indicator measures credit and training programs begun in 1994, and is meant to be illustrative of the entire training/credit program. Targets for 1995-1997 have been established based on limited project results to date. Annual surveys will be conducted to compare beneficiary baseline income level to income data at least six months after receiving both training and credit.

^{1/} FEPADE's Action plan provided training for employment - no credit was given.

Indicator: 4. Land Bank clients with land in production

Unit: People, percent

Source: Special On-Site Surveys, OCTA and USAID

Comments: A survey completed in March 1993 found that 25% of the beneficiaries who had received land had their land in production. Land in production is land cultivated under annual crops, permanent crops, and/or pastures in use, as well as land used for agro-industrial purposes.

Survey results from July, 1994 show a dramatic increase in beneficiaries with land in production -- in addition to overall improvements in the program, this is in part due to the seasonal nature of agricultural production, as most crops must be planted soon after the first rains of April or May. Thus a survey conducted in July captures the results of the primary crop cycle.

Special surveys will be conducted in July of 1994, 1995 and 1996.

1/ The original target of 100% by 1992 was established by the Peace Accords, without input by the USG. That target was obviously unrealistic; subsequent targets set in March 1994 reflect a more realistic expectation.

2/ Actual figure revised from Action Plan 1994-1995, based on survey results in early 1993.

	Year	Planned	Actual
Baseline	1993	100 ^{1/}	25 ^{2/}
	1994	50	64
	1995	60	
Target	1996	75	

El Salvador Strategic Objective No. 1

PROGRAM OUTCOME NO. 2 ACCESS TO BASIC SOCIAL SERVICES AND INFRASTRUCTURE REESTABLISHED

Indicator 1. NRP population served by MEA infrastructure projects

Unit: People, cumulative percent

Source: MEA Evaluation, CID/Gallup special polls

Comments: This is a new indicator. This indicator has been added to track the overall impact of the NRP's most significant "basic services and infrastructure" activity (excluding road construction projects, which are tracked under indicator 1.2.2), as follows:

	PROJECTS COMPLETED			Cum. Total
	1992 ¹	1993	1994	
educational facilities	246	118	67 projects	431
community buildings:	24	20	8	52
electrical projects:	91	76	117	284
health posts:	47	8	37	92
potable water systems:	45	15	20	80
roads:	606	375	318	1299
other:	20	6	5	31
TOTAL	1,079	618	572	2,269

Targets are not established as the MEA program is demand-driven. NRP funding for MEA is scheduled to end in FY95.

^{1/} This column includes projects financed with Contingency and MEA/92 Local Currency Funds for the 115 NRP municipalities.

Year	Planned	Actual
1992		
1993		70
1994		73
1995	80	

Indicator: 2. Roads improved which required rehabilitation in the NRP.				
Unit: kilometers of road, cumulative percent	Year	Planned	Actual	
<p>Source: Project 0320, MEA, NRP "caminos vecinales" Project</p> <p>Comments: "Roads" includes roads, bridges, overpasses, etc. "Improved" means any type of physical improvement as well as extensions, widening, etc.</p> <p>The target for this indicator is taken from a 1992 NRP infrastructure needs assessment, in which 9,048kms of roads were identified as needing rehabilitation in the NRP area. We have set a life of project target of 21% based on this universe of inadequate roads. Activities under this indicator are scheduled to end in 1995, due to FY95 budget reductions; therefore, the original target of 25% has been revised to 21% of inadequate roads improved.</p> <p>The formerly conflictive zone has a population of 1.4 million, according to 1992 census data. Of this population, it is estimated that 95% will benefit from road improvement over the life of the project.</p>	Baseline			
	1992	N/A	N/A	
	1993	N/A	10	
	1994	N/A	17	
	1995	21		
Indicator 3. Health facilities assisted and functioning				
Unit: Health facilities, number	Year	Planned	Actual	
Source: Ministry of Health data	Baseline			
Comments: This activity was completed in 1993.	1993		31	

El Salvador Strategic Objective No. 1

PROGRAM OUTCOME NO. 1.3 LOCAL LEVEL DEMOCRATIC INSTITUTIONS BUILT AND CIVIC PARTICIPATION INCREASED

Indicator: 1. Open town meetings held

Unit: Meetings, number

Source: Municipal Records/MEA Program Data

Comments: The number 460 is equal to the 115 municipalities in the NRP area holding four town meetings per year. The decline in 1994 is probably attributed to a large turnover in Mayors after the 1994 election, resulting in new Mayors slow to start-up their town meetings.

	Year	Planned	Actual
Baseline	1992	N/A	288
	1993	460	448
	1994	460	423
	1995	460	
	1996	460	
	1997	460	

Indicator: 2. Cantons participating in MEA program town meetings

Unit: Cantons, percent

Source: MEA Program Data

Comments: Total number of cantons in NRP area is 871.

Targets were changed from 100% to 90%, to reflect the target levels of the Municipal Development Project.

	Year	Planned	Actual
Baseline	1992	N/A	50
	1993	80	63
	1994	90	74
	1995	90	
	1996	90	
Target	1997	90	

Indicator: 3. Registered voters in NRP

Unit: Registered voters

Source: Electoral Tribunal Records

Comments: The number of registered voters in 1991 was 591,496 in the 115 targeted NRP municipalities. 1994 actual figures were measured before the second round of national elections of May/94. To be parallel to the March 1991 baseline, numbers of registered voters are based on figures at the conclusion of the national voter registration campaign on April 24, 1994. 1997 actual figures will be measured at the conclusion of a national voter registration campaign before the municipal election of that year.

	Year	Planned	Actual
Baseline	1991		591,496
	1994		634,227
Target	1997		

Indicator: 4. Non-Governmental Organizations (NGOs) participating in reconstruction activities

Unit: NGOs, number (cumulative)

Source: NRP Data

Comments: The cumulative number of NGOs was originally estimated at 80; however, this number was modified upward in last year's Action Plan to reflect Mission and Agency objectives to increase use of NGOs in implementing USAID-supported projects.

	Year	Planned	Actual
Baseline	1992		82
	1993		103
	1994	118	130
	1995	120	
	1996	122	
Target	1997	122	

El Salvador Strategic Objective No. 1					
PROGRAM OUTCOME NO. 1.4 EX-COMBATANTS REINTEGRATED					
Indicator: 1. Ex-combatants receiving vocational or academic training		Year	Planned	Actual	
Unit: Ex-combatants, number	Baseline				
Source: TECHNOSSERVE, UNDP, FEDISAL, FEPADE, CREA		1992	N/A	N/A	
Comments: These data do not reflect short-term training which was held in the areas of troop concentration immediately after the Peace Accords. Beneficiaries are counted upon course completion or graduation.		1993	10,000	11,710	
		1994	6,192	5,071	
		1995	2,473		
		1996	432		
		1997	1,331		
Indicator: 2. Ex-combatants receiving rehabilitation services		Year	Planned	Actual	
Unit: Ex-combatants, number	Baseline				
Source: FUNTER, PAHO, MOH, CERPROFA, ISRI, WRF		1992	2,600	1,400	
Comments: These services include: physical and occupational therapy; prosthetic and orthotic care; professional rehabilitation; and specialized medical interventions. Starting in June 1994 the target population includes both ex-combatants and civilian war wounded. Beneficiaries may receive more than one service (e.g., rehabilitation, orthotic care) but are counted only once.		1993	975	1,397	
		1994	1,500	882	
		1995	1,800		
		1996	1,500		

Indicator: 3. Ex-combatants receiving credit

Unit: Ex-combatants, number

Source: BFA, Technoserve, FUSADES, PROPEMI, PROMIPE, FIGAPE

Comments: Indicator measures agricultural and micro-enterprise credit recipients. No new credits will be targeted at ex-combatants after 1995.

^{1/} Beginning in 1994, *tenedores* (squatters) who have received credit from the Agricultural Development Bank (BFA) are included, increasing the actual number by 12,475.

	Year	Planned	Actual
Baseline	1993	N/A	8,085
	1994	6,794	21,461 ¹
	1995	1,500	
	1996	0	

Indicator: 4. Ex-combatants and *tenedores* receiving land

Unit: Ex-combatants, number

Source: OCTA, Land Bank, ISTA

Comments: Beneficiaries reported include both FMLN and ESAF ex-combatants and *tenedores* (squatters) who have received land from the Land Bank and ISTA. *Tenedores* are included because they were often identified with one side of the conflict.

As of 12/31/94, 17,076 beneficiaries have received land (USAID: 11,256; EEC: 1,633; GOES/Others: 4,187).

^{1/} Until the registration period for beneficiaries ended 10/31/93, a basis for planning was not available.

^{2/} Beneficiaries through 9/30/93

	Year	Planned	Actual
Baseline	1993	N/A ^{1/}	2,635 ^{2/}
	1994	7,200	8,621
	1995	7,200	
Target	1996	3,600	

USAID/EL SALVADOR HIGHLIGHT ACCOMPLISHMENTS

ASSIST EL SALVADOR TO MAKE THE TRANSITION FROM WAR TO PEACE

- In 1994, 64 percent of land bank clients in the ex-conflictive zones had their land in production, up from 25 percent in March of 1993.
- Over 11,000 new land recipients have received farmland under the Land Transfer Program.
- Three-fourths of the population in the ex-conflictive zone (est. 1992 census: 1.4 million), have benefitted from over 2,200 infrastructure projects (schools, health posts, potable water systems, electricity, etc.) through the demand-driven Municipalities in Action program.
- A total of 130 non-governmental organizations have participated in reconstruction activities in the ex-conflictive zone. About \$70 million has been channeled through NGOs.
- The National Reconstruction Plan (NRP) has committed \$97 million to ex-combatant activities. Beneficiaries include over 1,700 FMLN, 10,300 GOES Armed Forces and over 1,800 demobilized National Police. A CID/Gallup poll taken in late 1994 reported that eight out of ten ex-combatants perceived themselves as an integral part of Salvadoran civil society; 97 percent see their opportunities for future development equal to their neighbors, especially after receiving reintegration training or academic scholarship benefits.
- Approximately 60,000 beneficiaries have received agricultural or micro-enterprise credit through the NRP.
- Over 1,260 civilian war wounded amputees and 5,500 disabled civilians have received assistance. Approximately 2,900 war wounded ex-combatants have received assistance.

Mission Strategic Objective 2 Broad-based Economic Growth Increased

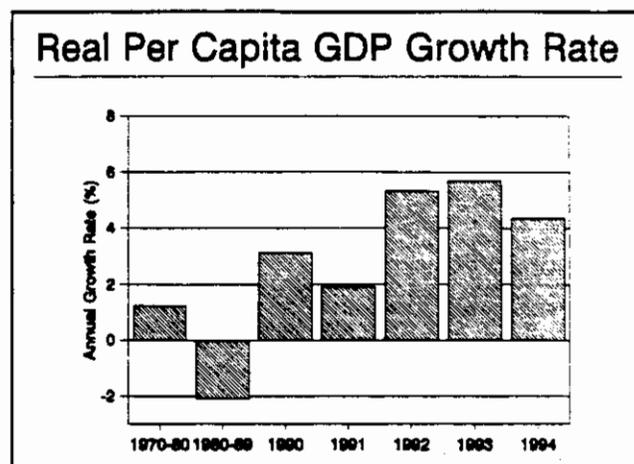
Agency and Mission Linkages

Increasing economic growth so that benefits accrue to a broad range of the population, the Mission's Strategic Objective No. 2, is a critical element in creating sustainable development. It is the foundation of efforts to decrease poverty, improve quality of life and eliminate some of the root causes of the country's bitter civil war.

USAID policies and programs under this objective aim to assist in developing an appropriate economic and social policy framework that encourages increased private investment, diversified exports and expanded employment opportunities. Attainment of the objective is monitored both by improvements in a series of economic indicators and by indicators that capture changes in numbers of people living in poverty. To date, results measured by the indicators of the objective tree are clearly meeting or exceeding planned targets.

Nevertheless, an increase in overall wealth does not guarantee equity. Therefore, the USAID program concentrates on the predominantly rural poor majority, helping to generate reliable sources of income and better access to public social services, and incorporating them into the larger economy. Non-traditional agriculture, village banks, loans for micro and small enterprises, and a wide range of training opportunities are but a few of the activities that support this objective.

Although there have been significant increases in economic growth and some meaningful improvements that directly benefit the poor, the fact remains that poverty afflicts about half of the population of El Salvador. Combatting poverty is recognized by the Government, by the private sector, and by donors as the country's key development issue. Activities under this strategic objective and several others are directed toward poverty alleviation.



Studies show a slight decline in poverty during the past few years. The proportion of urban households in relative poverty (defined as those reporting incomes lower than needed to purchase two basic baskets of goods and services per person/per month) has declined from 55.5 percent in 1989 to 50.5 percent in 1993. For those living in extreme poverty (defined as those households where the combined income of all members is less than that required to buy one basic basket per person/per month) there has been less change over the same period from 23.6 percent to 20.8 percent. Poverty figures are based on the Multipurpose Household Survey. Because of substantial under-reporting of income, the Survey is believed to have overestimated the extent of poverty in the past. Recent estimates obtained using a new methodology show much lower levels of poverty than previously reported. The Mission will analyze them and determine their usefulness as indicators over time. Regardless, trends observed with the survey data are likely to reflect real trends.

Other social indicators where recent improvement has been noted include: 79 percent of urban homes with piped water in 1994 compared with 76 percent in 1989; urban homes with indoor toilets, 53 percent in 1992 compared to 48 percent in 1989; and urban homes with electricity, 89 percent in 1992 compared to 84 percent in 1989.

Other donors, particularly the World Bank and the International Monetary Fund, have been very active in this area and have plans for major programs that would modernize the state, implement privatization activities, and encourage reforms leading to greater equity. USAID works closely with these organizations. USAID recommendations are given consideration by those donors as they develop their programs, and the various development activities are mutually supportive.

Performance

Appropriate Economic and Social Policy Framework Created and Maintained

Beginning in the late 1980's, even as the war was continuing, El Salvador initiated a comprehensive economic reform program that has resulted in five years of real economic growth (a GDP growth rate of more than six percent in 1994), lower inflation, improved fiscal performance, major gains in investment, substantially higher employment, and increases in nontraditional exports. The overall balance of payments position has strengthened, as net international reserves have increased sharply.

The solid economic policies and improved performance of the Government of El Salvador -- as encouraged and supported by USAID and other donors -- are creating a dynamic environment which provides opportunities, incentives and support for lower-income men and women to become more productive, thereby increasing their incomes and their ability to improve the quality of life for themselves and their families.

There are dozens of examples of improvements. To note just a few: The Government of El Salvador has reduced tax evasion. The 1995 budget for social programs has been increased by 23 percent in real terms. The GOES has begun to increase the quality and coverage of government services such as education, health, and economic infrastructure. Non-Governmental Organizations are playing a larger role in these areas. Inflation,

most harmful to the poor, has been held to less than ten percent; low inflation and increased per capita GDP mean that the average rural family now has more real income than in 1992.

In February 1995, the President of El Salvador announced an economic program that deepens the reforms of the previous administration. It includes further reductions in import duties, a more modern regulatory framework for electricity and telecommunications, the privatization of state-owned enterprises in those sectors, measures to improve tax administration, and increased social spending. In preparing the program, the GOES engaged a broad range of individuals representing all interested sectors in a dialogue considered by most observers as unprecedented in the history of the country. Many of the points in the proposal are supported by the Modernization of the State program and by technical assistance and studies financed through several USAID projects.

Increased Private Investment

Private sector investments have risen at a rapid rate in El Salvador, contributing to economic growth and resulting in significant gains in employment. In 1990 private investment as a percentage of GDP was 10.7 percent; in 1994 it was 14.8 percent. This impressive increase can be attributed primarily to the attainment of peace accompanied by economic reforms favorable to private investment. A reciprocal cause and effect relationship is evident. In other words, while consolidation of the peace process increased investor confidence and contributed to improved economic performance, the positive economic gains already clearly evident in 1990 and 1991 also contributed to the achievement of peace.

A surge in family remittance inflows from Salvadoran workers in the United States reached an estimated total of \$870 million in 1994. Because many of those recipients are poor families in rural areas of the country, remittances have a major favorable impact on the poor.

Small enterprise lending continues strong with 165 businesses assisted, many of them located in the formerly conflictive zones. Village banking and microenterprise lending activities have benefitted more than 30,000 small entrepreneurs, the great majority of them women and poor. Private investment in non-traditional agricultural exports continues to increase exponentially, up nearly 100 percent in 1993 and an additional 276 percent in 1994.

It Just Takes a Spark

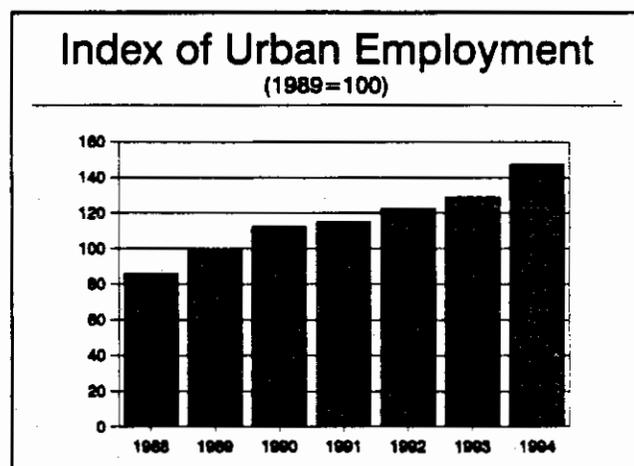
Raul Guatemala, at the La Merced cooperative, is a man who listens more than he talks and then acts on his decisions. He heard the presentation on new, more profitable non-traditional crops. Within a month, he had organized eight of his neighbors into a producer group. With USAID-financed technical assistance, they planted 10 acres of marigolds for the natural yellow food color the blossoms yield. The assistance team helped them link up to a buyer. After the successful harvest, the group paid off its production loan and divided the profits. In addition to marigolds, the group now produces melons for export. Raul says with pride, "We're not campesinos any longer. We are producers!"

Increased Exports

Strong export growth rates were posted by El Salvador in 1994, with exports of assembled products rising from \$71 million to \$104 million, traditional agricultural exports from \$282 million to \$332 million, and non-traditional agricultural exports from \$58 million to \$65.9 million. Private enterprise activities sponsored by USAID/El Salvador generated nearly \$71 million in exports in 1994.

A major 10-year industrial stabilization activity ended this year after having generated nearly 30,000 jobs and \$185 million in export earnings.

Non-traditional agriculture is an area of particular importance and emphasis because of the opportunities it offers for exceptional improvements in family incomes and quality of life to the women and men of poorer rural households. During the past five years, the value of such exports has almost doubled.



Increased Employment

In agriculture, USAID activities in working with agrarian reform cooperatives have helped to produce an average of \$345 in additional income per member per year, enough to lift many of them above the poverty line. Women's employment in agriculture is increasing, with wages equal to those of men.

Increases in non-traditional exports tend to correlate with increases in employment options in general, and, with proportionally greater increases in female employment opportunities. Non-traditional products are less likely to be associated with traditional roles and stereotypes. They also provide employment options that are more socially acceptable than agricultural field labor so that women who participate in non-traditional export production may gain social status.

Business of the Year

In the mid-'80s, Blanca and Miguel Paraza eked out a living hawking medicines and clothing in the streets and outdoor markets of Sonsonate. This past December they were awarded the PROPEMI Business of the Year prize. In between came an incredible amount of hard work on their part, combined with small-scale loans and technical assistance from a USAID microenterprise program. The Parazas used their first loan to purchase four pedal sewing machines and have now expanded to some 50 modern machines, creating nearly 50 jobs for others in the community.

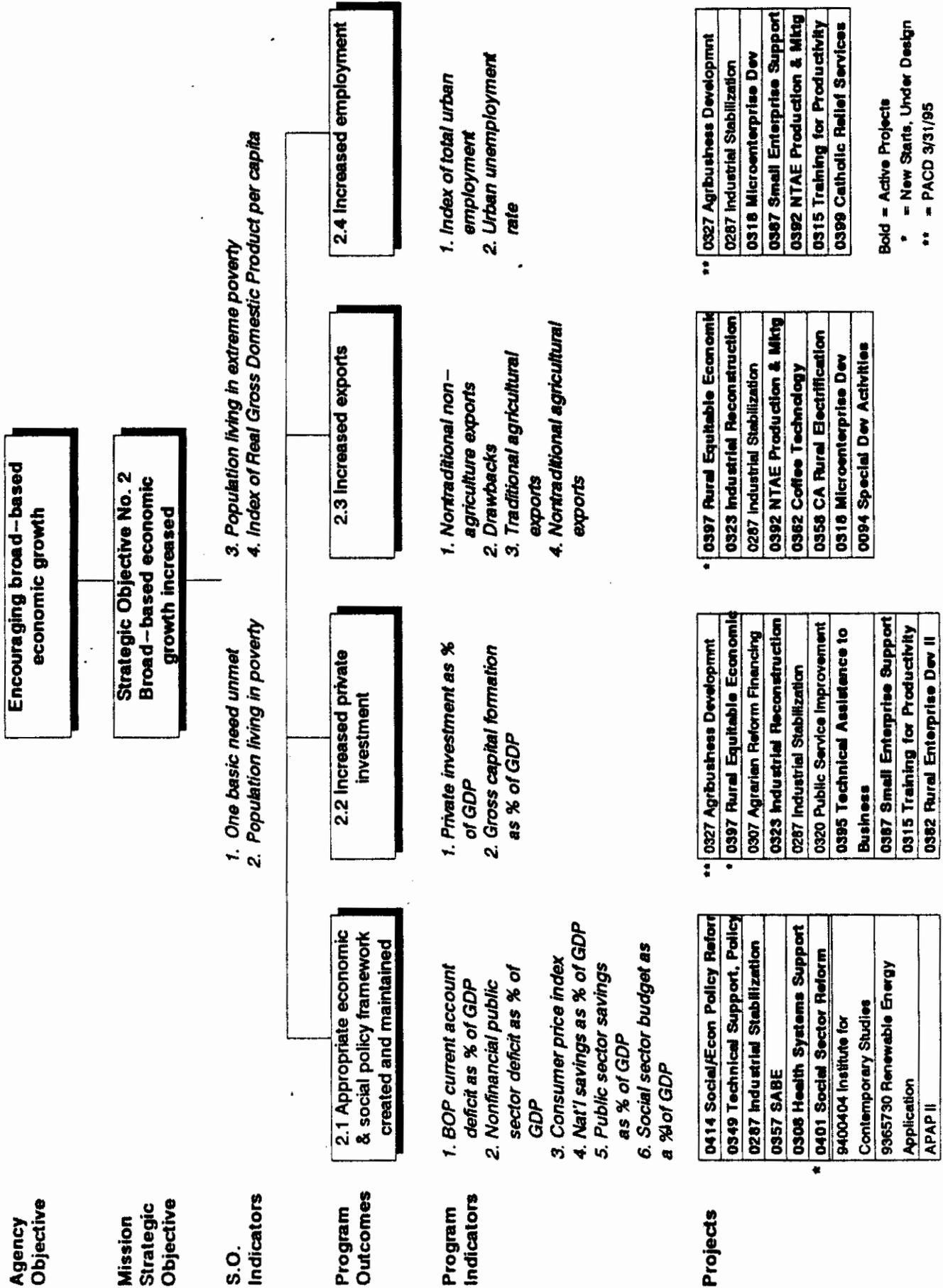
A new activity scheduled for initial obligation in FY 1995 promotes a policy agenda that lays a foundation for sustainable, equitable rural economic growth. Agricultural sector reforms, aimed primarily at increasing market efficiency, will increase access to production and processing inputs and increase land tenure security while promoting higher value crops. The activity will also promote

rural businesses, such as commodity associations and marketing firms, which will create employment and allow farmers, craftsmen and others to more easily market their products.

Summit of the Americas

All of USAID/El Salvador's objectives are being addressed through a combination of policy conditionality and dialogue, plus such development actions as technical assistance, commodity inputs, and training. They support and are in turn supported by Summit of the Americas principles. In addition, of specific interest under this strategic objective, activities advocate customs modernization, capital markets strengthening, strengthening of the financial system's supervision agency and the start of a national privatization dialogue. To further trade liberalization, the Mission will support research and seminars on policies that would increase El Salvador's readiness for access to the Free Trade Area of the Americas (FTAA). All of these enterprises directly parallel agreed upon principles of the Summit.

TABLE I: STRATEGIC OBJECTIVE PROGRAM "TREE"



Agency Objective

Mission Strategic Objective

S.O. Indicators

Program Outcomes

Program Indicators

Projects

Bold = Active Projects
 * = New Status, Under Design
 ** = PACD 3/31/95

TABLE II: STRATEGIC OBJECTIVE PERFORMANCE

El Salvador									
STRATEGIC OBJECTIVE NO. 2 Broad-based economic growth increased									
Indicator: 1. One basic need unmet									
Unit: Households, percent									
Source: MIPLAN, Multipurpose Household Surveys									
	Year	Rural	Urban	Planned Rural	Planned Urban	Rural	Urban	Actual Rural	Actual Urban
Baseline	1989	N/A	N/A	N/A	N/A	N/A	N/A	N/A	43.5
	1990	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	1991	N/A	N/A	N/A	N/A	N/A	N/A	N/A	42.5
	1992	N/A	N/A	N/A	N/A	N/A	N/A	90.8	41.4
	1993	88.9	40.4	88.9	40.4	N/A	N/A	N/A	N/A
	1994	88.8	39.4	88.8	39.4	N/A	N/A	N/A	40.6
	1995	87.8	38.4	87.8	38.4				
	1996	86.8	37.4	86.8	37.4				
Target	1997	85.8	36.4	85.8	36.4				
<p>Observations: This indicator measures households which lack at least one of four basic needs satisfied:</p> <ul style="list-style-type: none"> - less than 3 persons per bedroom - access to potable water - access to sanitation services - children aged 7-10 attending school <p>COMMENTS: 1993 figure is not available because the 1993 Multipurpose Household Survey did not include data on school attendance. 1994 data is not yet available for rural areas.</p>									

Indicator: 2. Population living in poverty ^{1/} a) urban, b) rural, c) overall									
Unit: Households, percent									
	Year	Planned			Actual				
		a	b	c	a	b	c		
Baseline	1989	N/A	N/A	N/A	55.5 (32.8)	N/A	N/A	N/A	
	1990	N/A	N/A	N/A	60.2				
	1991	N/A	N/A	N/A	56.1 (40.4)	N/A	N/A	N/A	
	1992	55.0	N/A	N/A	53.7 (30.8)	66.1 (49.9)	59.7 (40.0)		
	1993	54.5	69.8	59.8	50.5 (26.6)	65.3 (N/A)	57.5 (N/A)		
	1994	54.0	69.2	59.3	44.8 2/	64.1	52.8		
	1995	53.5	68.6	58.8					
	1996	53.0	68.0	58.3					
Target	1997	52.5	67.3	57.8					

Source: MIPLAN, Multipurpose Household Surveys

Observations: 1/ Includes both population living below relative poverty level and in extreme poverty. Due to lack of historical trend, targets for rural and overall are estimated but subject to revision.

COMMENTS: Beginning in 1994, MIPLAN changed its methodology for conducting the multipurpose household survey and is using expenditure data to validate reported income. 1994 poverty levels are much lower than originally estimated; however, we can not estimate how much of the reduction is due to the improvement in the methodology for capturing income data, and what proportion of the reduction in poverty is due to improvements in family income. New targets for out years will be developed based on the revised survey methodology when final data is available.
2/. Estimates for 1994.

Indicator: 3. Population living in extreme poverty " a) urban, b) rural, c) overall									
Unit: Households, percent		Year	Planned			Actual			
			a	b	c	a	b	c	
Source: MIPLAN, Multipurpose Household Surveys		Baseline	1989	N/A	N/A	N/A	23.6 (2.2)	N/A	N/A
<p>Observations: 1/ Those with a total income that does not allow them to purchase the basic food basket.</p> <p>Due to lack of historical trend, targets for rural and overall are estimated and subject to revision.</p> <p>COMMENTS: Note that survey methodology was changed in 1994. See comment under indicator 2.</p> <p>2/. Preliminary results for 1994.</p>			1990	N/A	N/A	N/A	28.1		
			1991	N/A	N/A	N/A	23.2 (2.0)	N/A	N/A
			1992	22.0	N/A	N/A	23.3 (2.9)	33.6 (10.2)	28.2 (6.4)
			1993	22.0	40.6	30.5	20.8 (3.5)	33.8 (N/A)	27.0 (N/A)
			1994	21.5	39.4	30.0	16.4 2/	32.7	23.2
			1995	21.5	38.2	29.4			
			1996	21.0	37.1	28.5			
Target			21.0	35.9	27.9				

Indicator: 4. Index of Real Gross Domestic Product per capita					
Unit: Index of Real GDP with base year of 1989 = 100 ^{1/} (Real GDP Growth Rate) per capita					
	Baseline	Year	Planned	Actual	
Source: BCR, Gerencia de Política Económica Observations: 1/ Based on 1992 Census results and estimates. COMMENTS: Actual and planned data have been revised due to the BCR's change in methodology for estimating GDP, and changes in population data due to 1992 census results. GDP is growing at a faster rate than previously reported, and conversely, population is growing at a slower pace than formerly informed based on the 1971 census estimates. 1990 is used as the new baseline to correspond to the new GDP base year.		1989	N/A	97.0 (-0.7)	
		1990	N/A	100.0 (3.1)	
		1991	N/A	101.9 (1.9)	
		1992	103.8 (1.8)	107.4 (5.3)	
		1993	106.8 (2.9)	113.5 (5.7)	
		1994	111.4 (4.4)	118.4 (4.4)	
		1995	116.3 (4.4)		
		1996	121.4 (4.4)		
		1997	126.4 (4.4)		
		Target			

El Salvador						
PROGRAM OUTCOME NO. 2.1 Appropriate economic and social policy framework created and maintained						
Indicator: 1. BOP current account deficit as % of GDP						
Unit: value of deficit, percent	Year	Planned	Actual	Year	Planned	Actual
Source: BCR, Gerencia de Política Económica	Baseline	N/A	10.7	1989	N/A	10.7
COMMENTS: Actual GDP data have been revised due to the BCR's change in methodology for estimating GDP.		N/A	7.61	1990	N/A	7.61
		N/A	5.6	1991	N/A	5.6
		5.0	6.4	1992	5.0	6.4
		5.6	4.3	1993	5.6	4.3
		5.0	4.6	1994	5.0	4.6
		4.0		1995	4.0	
		4.0		1996	4.0	
	Target		3.5	1997	3.5	
Indicator: 2. Nonfinancial Public Sector Deficit as % of GDP (before grants)						
Unit: value of deficit, percent	Year	Planned	Actual	Year	Planned	Actual
Source: BCR, Gerencia de Política Económica	Baseline	N/A	6.6	1989	N/A	6.6
COMMENTS: Data have been revised due to the BCR's change in methodology for estimating GDP.		N/A	2.8	1990	N/A	2.8
		N/A	4.9	1991	N/A	4.9
		4.0	6.5	1992	4.0	6.5
		5.4	3.6	1993	5.4	3.6
		5.1	2.3	1994	5.1	2.3
		1.8		1995	1.8	
		1.3		1996	1.3	
	Target		0.8	1997	0.8	

Indicator: 3. Consumer price index					
Unit: Annual inflation rate.					
Source: BCR, Gerencia de Política Económica					
Observations: End-of-period inflation rate.					
	Baseline	Year	Planned	Actual	
		1989	N/A	23.5	
		1990	N/A	19.3	
		1991	N/A	9.8	
		1992	10.0	20.0 ¹	
		1993	10.0	12.1	
		1994	10.0	8.9	
		1995	10.0		
		1996	10.0		
	Target	1997	10.0		
Indicator: 4. National Savings as % of GDP					
Unit: Percentage					
Source: BCR, Gerencia de Política Económica					
COMMENTS: Actual data have been revised due to the BCR's change in methodology for estimating GDP.					
	Baseline	Year	Planned	Actual	
		1989	N/A	7.7	
		1990	N/A	5.8	
		1991	N/A	9.9	
		1992	9.6	12.2	
		1993	9.4	14.4	
		1994	10.5	14.2	
		1995	12.0		
		1996	12.5		
	Target	1997	13.5		

Indicator: 5. Public Sector Savings as % of GDP						
Unit: Percentage		Year	Planned	Actual		
Source: BCR, Gerencia de Política Económica	Baseline	1989	N/A	-1.8		
COMMENTS: Actual data have been revised due to the BCR's change in methodology for estimating GDP.		1990	N/A	-0.4		
		1991	N/A	-0.7		
		1992	0.4	0.2		
		1993	1.0	0.8 ¹		
		1994	1.5	1.6		
		1995	2.0			
		1996	2.0			
		Target	1997	2.0		

Indicator 6. Social sector budget as a percent of GDP						
Unit: percentage	Baseline	Year	Planned	Actual		
Source: Ministry of Finance COMMENTS: This is a new indicator as of 10/94. In response to USIAD/W comments that this Program Outcome lacked indicators measuring the social policy framework, this indicator has been added. The focus on social policy is a new emphasis of the ESF Program in FY94.		1991	N/A	2.4		
		1992	N/A	2.6		
		1993	N/A	2.8		
		1994	3.1	3.1		
		1995	3.4	1		
		1996	3.8			
		1997	4.2			
El Salvador						
PROGRAM OUTCOME No. 2.2 Increased private investment						
Indicator: 1. Private investment as % of GDP						
Unit: Percentage	Baseline	Year	Planned	Actual		
Source: BCR, Gerencia de Política Económica COMMENTS: Actual data have been revised due to the BCR's change in methodology for estimating GDP.		1989	N/A	11.2		
		1990	N/A	10.7		
		1991	N/A	12.3		
		1992	10.9	13.6		
		1993	11.0	13.9		
		1994	11.5	14.8		
		1995	12.0			
		1996	12.5			
	Target	1997	13.0			

Indicator: 2. Gross capital formation as % of GDP						
Unit: Percentage						
	Baseline	Year	Planned	Actual		
Source: BCR, Gerencia de Política Económica COMMENTS: Actual data have been revised due to the BCR's change in methodology for estimating GDP.		1989	N/A	14.7		
		1990	N/A	13.0		
		1991	N/A	14.8		
		1992	14.3	17.0		
		1993	15.0	17.4		
		1994	15.5	18.4		
		1995	16.0			
		1996	16.5			
		1997	17.0			
		Target				
El Salvador						
PROGRAM OUTCOME No. 2.3 Increased exports						
Indicator: 1. Nontraditional non-agriculture exports (million \$)						
Unit: Millions of US Dollars						
	Baseline	Year	Planned	Actual		
Source: BCR, Gerencia de Política Económica Observations: Excluding maquila exports.		1989	N/A	209.9		
		1990	N/A	239.7		
		1991	N/A	267.3		
		1992	N/A	329.5		
		1993	365.4	391.4		
		1994	407.5	433.2		
		1995	459.3			
		1996	523.1			
		1997	596.3			
		Target				

Indicator: 2. Maquila						
Unit: Millions of US Dollars	Baseline	Year	Planned	Actual		
Source: BCR, Gerencia de Política Económica		1989	N/A	15.0		
Observations: Domestic value added of assembled products.		1990	N/A	18.0		
COMMENTS:		1991	N/A	24.9		
		1992	23.5	42.1		
		1993	50.0	71.1		
		1994	60.0	108.7		
		1995	70.0			
		1996	85.0			
	Target	1997	100.0			
Indicator: 3. Traditional agricultural exports (millions \$)						
Unit: Millions of US Dollars	Baseline	Year	Planned	Actual		
Source: BCR, Gerencia de Política Económica		1989	N/A	252.8		
COMMENTS:		1990	N/A	296.2		
		1991	N/A	272.1		
		1992	N/A	217.3		
		1993	271.5	282.3		
		1994	316.7	332.1		
		1995	356.2			
		1996	387.7			
	Target	1997	419.2			

Indicator: 4. Nontraditional agricultural exports (million \$)							
Unit: Millions of US Dollars	Year	Planned	Actual				
Source: BCR, Gerencia de Política Económica	1989	N/A	34.8				
COMMENTS:	1990	N/A	45.7				
	1991	N/A	48.7				
	1992	N/A	50.7				
	1993	54.8	58.0				
	1994	60.5	65.9				
	1995	69.3					
	1996	82.3					
	1997	97.8					
El Salvador							
PROGRAM OUTCOME NO. 2.4 Increased employment							
Indicator: 1. Index of total urban employment (1989=100) a) total (average), b) male, c) female							
Unit: People, index	Year	a	b	c	Planned	Actual	
Source: MIPLAN, Multipurpose Household Survey COMMENTS: Multipurpose household surveys conducted in January-June for the 1988, 1990, and 1994 figures, in October-February for the 1989 and 1991 figures, and in October-March for the 1993 figures. Preliminary results for 1994.	Baseline						
		1989	N/A			100	100
		1990	N/A			112	112
		1991	N/A			113	111
		1992	119			120	118
		1993	124	122	127	122	117
		1994	128	126	131	141	137
		1995	132	130	135		
		1996	136	134	139		
	Target	1997	140	138	144		

Indicator: 2. Urban unemployment rate a) total (average), b) male, c) female									
Unit: People, percent	Year	Planned			Actual				
		a	b	c	a	b	c		
Source: Multipurpose Household Survey (MIPLAN)	1989				8.4	9.5	6.8		
COMMENTS: Multipurpose household surveys conducted in January-June for the 1988, 1990, and 1994 figures, in October-February for the 1989 and 1991 figures, and in October-March for the 1993 figures. Preliminary results for 1994.	1990				10.0	10.1	9.8		
	1991				7.5	8.3	6.6		
	1992	7.4			7.9	8.4	7.2		
	1993	7.4	7.8	7.0	8.0	9.6	6.6		
	1994	7.0	7.3	6.5	7.5	8.1	6.8		
	1995	7.0	7.3	6.5					
	1996	7.0	7.3	6.5					
Target	1997	7.0	7.3	6.5					

USAID/EL SALVADOR HIGHLIGHT ACCOMPLISHMENTS

BROAD-BASED ECONOMIC GROWTH INCREASED

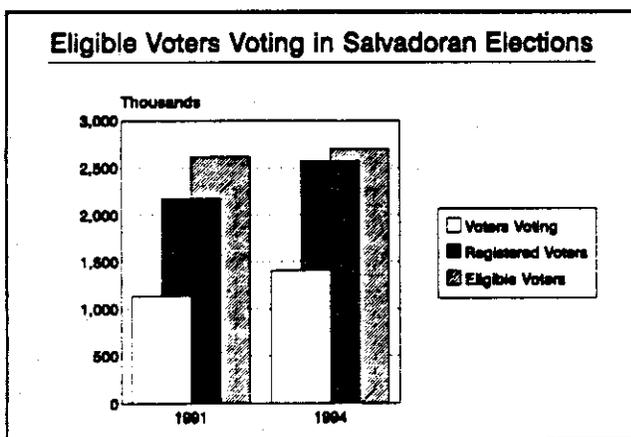
- Inflation, which hits the poor the hardest, has been reduced by more than half from 23.5 percent in 1989 to 8.9 percent in 1994, the lowest since 1976.
- The impact of overall economic policy reforms (i.e., reduced inflation rates, increased investment and employment) contributed to significantly reduce the number of households in extreme poverty, from 643,664 households (28.2 percent) in 1992 to 615,206 households (27 percent) in 1993.
- Net Value Drawback exports have grown 600 percent from \$15 million in 1989 to over \$100 million in 1994. The strong expansion in drawback exports combined with rapid local construction of thousands of new jobs in the private sector in 1994.
- El Salvador's tax ratio has risen from a low 7.6 percent of GDP in 1989 to 10.3 percent of GDP in 1994. This improvement is taking place with lower tax rates than in prior years and with fewer economic distortions. A rapidly growing Salvadoran economy and the implementation of tax enforcement laws are contributing to increased tax collections.
- The deficit of the consolidated non-financial public sector before grants was reduced from 6.6 percent of GDP in 1989 to 2.3 percent of GDP in 1994. This was achieved with less net domestic and external financing.
- Private investment in non-traditional agricultural exports (NTAES) increased from \$1.7 million in 1993 to \$6.4 million in 1994, a 376% increase.
- Private investment in the industrial sector is estimated at \$10.75 million.

Building Democracy

Mission Strategic Objective 3 Strengthened Democratic Institutions and Practices

Agency and Mission Linkage

USAID/El Salvador has been actively addressing the Agency goal of Building Democracy through the implementation of projects designed to bolster Salvadoran efforts to sustain the country's incipient democracy. The signing of the Peace Accords in January 1992 introduced a more intensive pace to activities directed at creating more transparent and effective democratic institutions, ensuring freer and fairer elections, and fostering tolerance for political differences among different political and social groups. This Strategic Objective is supported by four program outcomes: 1) improved citizen participation in the public-policy/decision-making process, 2) improved legal and institutional framework for effective protection of human and citizen rights, 3) improved mechanisms to ensure public sector accountability and oversight, and 4) increased devolution of power to the local level. These program outcomes also further two important initiatives of the Summit of the Americas: strengthening democracy, and invigorating society/community participation.



Under each of the Mission's strategic objectives, activities are being carried out through community groups and non-governmental organizations, and a variety of participatory mechanisms are being employed. These aspects of each of the other strategic objectives, therefore, further support and advance Strategic Objective No. 3.

The Mission is measuring the progress of Strategic Objective No. 3 through the holding of increasingly free and fair elections, and through greater citizen support for selected democratic institutions and tolerance for political differences. The latter two indicators will be measured by a University of Pittsburgh Study on democratic values, which is being carried out in early 1995. Results of this study are being analyzed and should be available by the end of March 1995.

Performance

Improved Citizen Participation in the Public-Policy/Decision-Making Process

The principal aim under this program outcome is to broaden the sphere of citizen participation in the political process and ensure that this process is as transparent, representative and professional as possible. Since the cessation of the war and the signing of the Peace Accords, there has been a noticeable flourishing of civil society, broader representation and vigor of debate in the Legislative Assembly with the presence of the FMLN, and greater participation by community groups in local government decision-making. An important agreement between the political parties to advance an agenda for electoral reform was announced in November 1994. It includes measures for a revised electoral roll and single citizen registration document, professionalization of the Supreme Electoral Tribunal, and proportional representation on municipal councils.

Achievements under this program outcome include:

- Over 95 percent of the eligible adult population is registered to vote and knows the procedures involved in voting. With ESF-generated local currency support, 622,000 voter cards (new and replacement) were delivered before the elections.
- During the March 1994 General Elections, 1.3 million Salvadorans went to the polls, increasing voter turnout by over 30 percent from the 1989 presidential elections. ONUSAL and other international observers determined that the elections were carried out peacefully and free from intimidation and that voters exercised their franchise freely and fairly. Data available through a CID/Gallup poll indicates that over 40 percent of persons participating in the elections were women and that youths under 24 years of age were twice as unlikely as other age groups to participate.
- Town meetings have become common in El Salvador over the past few years. All 262 mayors now hold open town meetings (cabildos abiertos) on a quarterly basis. This year, 74 percent of their subsidiary cantons participated, up from 63 percent in 1993. Preparatory open town meetings (called "pre-cabildos") have been initiated in some rural areas. Through this process, broader representation of all sectors of the municipality has been achieved. "Consultas Populares" are another mechanism used to discuss controversial issues of public choice.
- With support from a USAID Project, members of the Legislative Assembly have become more informed on issues they vote on and for which they are drafting legislation. These efforts have enabled the Assembly to exercise its role in the policy formulation process in a more aggressive and informed way. This improvement has been achieved through seminars, workshops, observation visits to

other countries' legislatures and employment of eight legislative analysts provided under the Project. Despite the broader representation in the current Assembly, 90 percent of legislation is now being passed by consensus, in large part due to the deputies' greater technical knowledge of the issues.

- Community participation in the decision-making process, especially for women and youth living in rural areas, is promoted through training sessions on how to identify and articulate concerns affecting their lives, plan civic actions to address these concerns, and access decision-makers who can respond to these needs.
- Through an intensive awareness campaign carried out by selected civil society organizations, men and women have greater knowledge about remedies available to them in situations involving domestic abuse, women's legal rights and other family matters.

Training in Practice

Humberto Centeno, a congressman representing labor groups, and Héctor Vidal, Executive Director of a leading trade association, were both participants in USAID-sponsored labor-management cooperation training in the States. Recently a dispute developed between the owners and workers of the San Francisco sugar mill. The dispute could not be resolved and the factory was about to close down, leaving 500 workers without jobs. Humberto and Héctor said: "Let's implement what we learned, let's give it a try." Together, they represented both labor and management groups at the mill in direct, uninterrupted negotiations without the assistance of lawyers or GOES representatives. The process took 10 hours. A compromise was finally reached and the mill remained open.

Improved Legal and Institutional Framework for the Effective Protection of Human and Citizen Rights

This program outcome supports activities that are critical to compliance with the Peace Accords, particularly in the area of judicial reform. Slow but steady progress is being made as the "legal reform" phase is beginning to wind down and the "institutional strengthening to allow effective implementation" stage is just getting underway. In a particularly important step, a new, more independent Supreme Court was elected last July, setting the stage for an increased pace of judicial reform. Among some of the reforms undertaken since that election has been a review and "weeding out" of unfit or corrupt justices.

Accomplishments under this program outcome include:

- In 1994, more than eight thousand indigent detainees received legal counsel from the Public Defenders Office, which was established with assistance from the Judicial Reform II Project.
- Case flow management, case tracking and case purging activities under the Judicial Reform II Project funded by USAID have advanced on schedule and are producing concrete achievements; approximately 6,000 cases have been purged so far. Manual and automated case tracking and case flow management procedures are being developed by a pilot project under Judicial Reform II.
- A new Family Code and a new Family Procedures Law creating a complete new jurisdiction and expanding fundamental rights to women, children and senior citizens went into effect on October 1, 1994. Two "street law" campaigns (Family Law and Rule of Law) were launched. Participation of twelve NGOs was crucial for the implementation of these campaigns. A Juvenile Offenders Law

guaranteeing due process rights and establishing a special rehabilitation process for offenders under age 18, has been approved.

- The Criminal Procedures Code, the Criminal Code and Sentencing Law were drafted for the purpose of protecting due process and introducing oral procedures and improving the effectiveness of criminal investigation. These Codes and Law were extensively discussed with NGOs, professional organizations, churches, and media, and were submitted to the Legislative Assembly for approval.
- In order to develop greater public support and political commitment for judicial reform, civil society organizations are participating actively in the effort to promote understanding about how to access the justice system under the new laws (hundreds of workshops and small seminars have been held). Television, press and radio campaigns have been conducted to highlight rights for women, children, and senior citizens.

Improved Mechanisms to Ensure Public Sector Accountability and Oversight

Dramatic strides have been made this year in the GOES' effort to decentralize financial record keeping and to audit funds after rather than prior to use, all for the purpose of improving public sector accountability and reducing opportunities for corruption. A constitutional amendment eliminating pre-control auditing was ratified in October.

Key accomplishments under this program outcome are:

- Twenty-six percent of the GOES' ordinary (or operational) budget, and 58.3 percent of its extraordinary (or investment) budget for 1993 was audited in 1994. This well exceeds the targets of 5 and 10 percent, respectively, for

1994 that the Mission had set to measure the success of its assistance in this area. Apparently, the GOES agencies were able to adopt the technical innovations more quickly than expected.

- Of the audited portion of the national budget, 100 percent received unqualified or qualified opinions. As this was the first year that a requirement was in effect for GOES agencies to prepare their own financial statements, having such an excellent result was an important achievement.
- GOES budget technicians are being trained to prepare a complete 1996 budget which reflects a cost/output relationship instead of an input-oriented one.

Increased Devolution of Power to Local Level

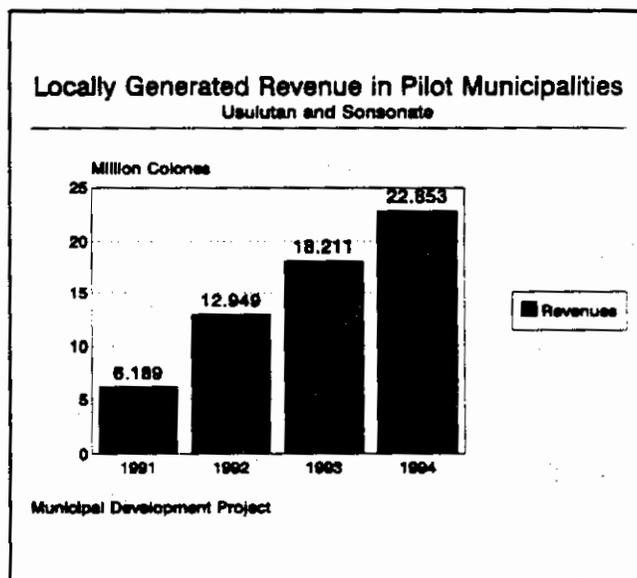
A process of decentralizing decision-making and control over resources is underway in El Salvador as part of the GOES' modernization of the state program. Critical to this process is the passage of a property tax law which should be coming before the Assembly very shortly. Successful devolution of power to the local level will increase access by citizens to the decision-making arena and thereby enhance their participation in the political process.

Accomplishments under this program outcome include:

- Among the 39 pilot municipalities with which the Mission's Municipal Development Project

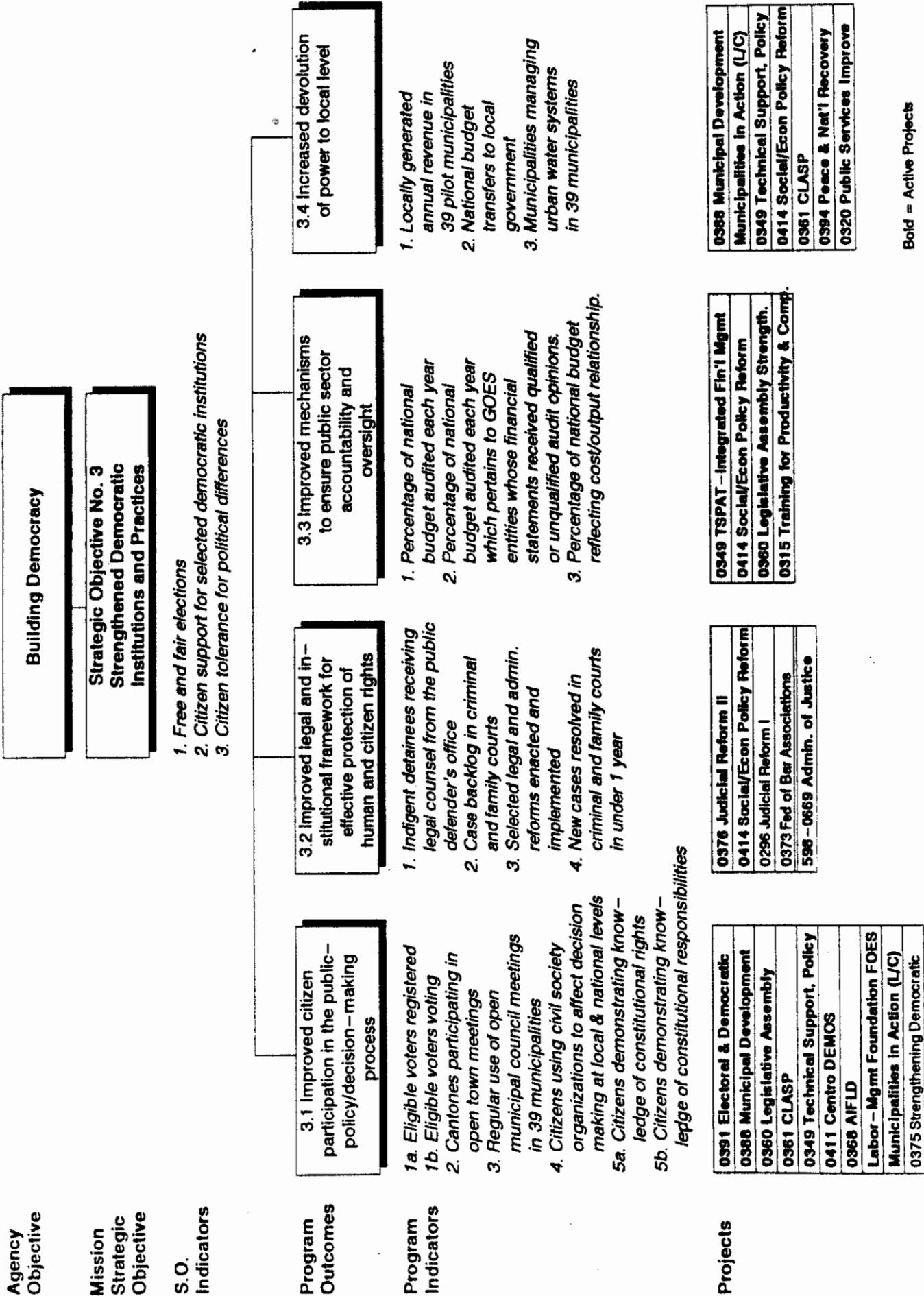
works, locally generated annual revenues increased in 1994 by 25.5 percent over the previous year. Seven of the municipalities are now managing urban water systems a development which is expected to help them show a net gain in municipal revenue.

- About 0.25 percent of the national budget has been transferred to local government, up from 0.17 percent in 1993.



- USAID-financed training activities have helped mayors and municipal council members improve their skills. Some 140 mayors (57 percent of total) of the previous administration were trained, and 160 mayors (61 percent of total) of the current government will receive training that will emphasize community and NGO participation in decision making.

El Salvador
TABLE I: STRATEGIC OBJECTIVE PROGRAM "TREE"



Bold = Active Projects

TABLE II: STRATEGIC OBJECTIVE PERFORMANCE

USAID/El Salvador						
STRATEGIC OBJECTIVE NO. 3 Strengthened democratic institutions and practices						
Indicator: 1. Free and fair elections						
Expressed as: Yes/No		Year	Planned	Actual		
Source: Election observer reports	Baseline	1991	Yes	Yes		
Comments: The 1994 elections included presidential, legislative and mayoral elections. The 1997 elections are legislative and mayoral only.		1994	Yes	Yes		
	Target	1997	Yes			
Indicator: 2. Citizen support for selected democratic institutions						
Unit: survey respondents Expressed as: percent		Year	Planned	Actual		
Source: Seligson study Comments: Baseline data is urban only. In relation to other Central American countries, El Salvador was shown to have relatively low "system support" in 1991. Seligson's 1995 survey will cover rural areas, as well. Targets will be established after results of 1995 survey are available, in March/April 1995. Study to be repeated in 1997. * Baseline is not currently available M/F.	Baseline	1992	n/a n/a	54*	M	F
		1993	n/a n/a	n/a n/a	n/a	n/a
		1994	n/a n/a	n/a n/a	n/a n/a	n/a n/a
		1995	n/a n/a	n/a n/a		
		1996				
	Target	1997				

Indicator: 3. Citizen tolerance for political differences						
Unit: survey respondents Expressed as: percent		Year	Planned		Actual	
			M	F	M	F
Source: Seligson study		1992	n/a	n/a	45*	
Comments: Baseline data is urban only. In relation to other Central American countries, El Salvador was shown to have relatively low political tolerance in 1991. Seligson's 1995 survey will cover rural areas, as well. Targets will be established after results in the 1995 survey are available, in March/April 1995. *Baseline is not currently available M/F.		1993	n/a	n/a	n/a	n/a
		1994	n/a	n/a	n/a	n/a
		1995	n/a	n/a		
		1996				
Target		1997				

El Salvador						
PROGRAM OUTCOME NO. 3.1 Improved citizen participation in the public policy/decision-making process						
Indicator 1a: Eligible voters registered						
Unit: eligible voters	Expressed as: percent		Year	Planned	Actual	
Source: Electoral Tribunal Records	Comments: 1997 election will be only for mayoral and legislative seats. Tribunal records do not disaggregate by sex.	Baseline	1991	n/a	n/a	
		(June)	1993	n/a	72	
		(March)	1994	n/a	95	
		Target	1997	95		
Indicator 1b: Eligible voters voting						
Unit: eligible voters	Expressed as: percent		Year	Planned	Actual	
Source: Electoral Tribunal Records	Comments: Gallup polls taken after the election indicate that approximately 40% of voters were women and 60% were men. * First round of elections; 49% for second.	Baseline	1991	n/a	n/a	
			1994	n/a	52*	
		Target	1997	55		

Indicator: 2. Cantones participating in open town meetings						
Unit: cantones	Expressed as: percent of total		Year	Planned	Actual	
Source: Municipal Records		Baseline	1992	N/A	63	
Comments:			1993	80	69.7	
			1994	85	174	
			1995	90		
			1996	90		
			1997	90		
		Target				
Indicator: 3. Regular use of open municipal council meetings in 39 municipalities						
Unit: municipalities	Expressed as: number		Year	Planned	Actual	
Source: Municipal records			1992	n/a	n/a	
Comments: 39 municipalities represent 2 departments out of 14. Performance was weak on this indicator in 1994 because MEA project conditionality went into effect later than we expected (January 1995). The Mission expects performance to improve quickly.			1993	n/a	0	
			1994	10	2	
			1995	15		
			1996	20		
		Target	1997	39		

Indicator: 4. Citizens using civil society organizations to affect decision-making at the local and national levels									
Unit: survey respondents Expressed as: percent		Year	Planned		Actual				
			M	F	M	F			
Source: Public opinion poll (CID/Gallup)		1992	n/a	n/a	n/a	n/a			
Comments: Baseline established in September 1994 public opinion poll. Respondents were asked if they participate in a group or groups that do any of the following: delivers services, speaks out for special interest groups, promotes policies, educates and gives out information, raises funds for a cause, or provides training.		1993	n/a	n/a	n/a	n/a			
		1994	n/a	n/a	9.5	4.0			
		1995	9.5	4.0					
The 1995 target remains the same as 1994 because the Mission does not expect its program to have a measurable national impact until 1996, after stepped-up civic education efforts get underway.		1996	10.0	5.0					
Target		1997							
Indicator: 5a. Citizens demonstrating knowledge of constitutional rights									
Unit: survey respondents Expressed as: percent		Year	Planned		Actual				
			M	F	M	F			
Source: Public opinion poll (CID/Gallup)		1992	n/a	n/a	n/a	n/a			
Comments: New (modified) indicator. Baseline established in September 1994 public opinion poll. This indicator measures respondents who are able to name three rights guaranteed to them under the Salvadoran constitution.		1993	n/a	n/a	n/a	n/a			
		1994	n/a	n/a	22.2	12.6			
		1995	22.2	12.6					
The 1995 target remains the same as 1994 because the Mission does not expect its program to have a measurable national impact until 1996, after stepped-up civic education efforts get underway.		1996	24	14					
Target		1997							

Indicator: 5b. Citizens demonstrating knowledge of constitutional responsibilities						
Unit: survey respondents	Expressed as: percent	Year	Planned		Actual	
			M	F	M	F
Source: CID/Gallup public opinion poll		1994	n/a	n/a	38.2	25.1
Comments: New (modified) indicator. Baseline established in September 1994 public opinion poll. This indicator measures respondents who are able to correctly name at least one responsibility which they have as citizen under the Salvadoran constitution.		1995	38.2	25.1	1	
The 1995 target remains the same as 1994 because the Mission does not expect its program to have a measurable national impact until 1996, after stepped-up civic education efforts get underway.		1996	40	26.5		
		1997				
USAID/EI Salvador						
PROGRAM OUTCOME NO. 3.2 Improved legal and institutional framework for effective protection of human and citizen rights						
Indicator: 1. Indigent detainees receiving legal counsel from the public defender's office		Year	Planned	Actual		
Unit: indigent detainees		1992	n/a	n/a		
Expressed as: number		1993	n/a	7,156		
Source: Public Ministry Records		1994	n/a	8,423		
Comments: Baseline established in March 1993.		1995	10,000			
Most detainees are men; information not readily available in disaggregated form.		1996	12,000			
		1997	12,000			
		Target	12,000			

Indicator: 2. Case backlog in a) criminal courts and b) family courts						
Unit: cases	Expressed as: percent of total	Year	Planned		Actual	
			A	B	A	B
Source: Court Records		1992	n/a	n/a	n/a	n/a
		1993	n/a	n/a	70	73
Comments: This indicator measures the percent of total cases that take more than one year to reach resolution. Progress is measured by a reduction in this percentage. *1994 figures are an estimate, as the statistical tracking system will not be in place until later in 1995. 1993 figures derived from a nationwide survey not repeated in 1994.	Baseline	1994	60	63	70* 1	73*
		1995	50	50		
		1996	43	30		
	Target	1997	33	10		
Indicator: 3. Selected legal and administrative reforms enacted and implemented						
Unit: reforms enacted	Expressed as: number	Year	Planned		Actual	
Source: Justice System and Legislative Assembly Records Comments: Expected reforms are as follows: Public Defenders Law - passed Family Code - passed Labor Code - passed Family Procedures Law - passed Juvenile Offenders Law - passed Agrarian Code Administrative Procedures NCJ Independence - passed (enabling legislation) Career Protection for Prosecutors and Public Defenders Sentencing Code Criminal and Criminal Procedure Code Civil and Civil Procedure Codes	Baseline	1992	n/a	n/a	1	1
		1993	3	3	2	2
		1994	3	3	3	3
		1995	4	4		
		1996	2	2		
		1997	1	1		
	Target					

Indicator: 4. New cases resolved in a) criminal courts and b) family courts in under 1 year

Unit: new cases Expressed as: percent of total

Source: Court Records

Comments: This indicator measures the percent of new cases entering the court system that reach resolution in less than one year. Progress is measured by an increase in this percentage. 1994 figures not available, as the statistical tracking system will not be in place until later in 1995. 1993 figure derived from a nationwide survey not repeated in 1994. Cannot estimate accurately for 1994.

Year	Planned		Actual	
	A	B	A	B
1992	n/a	n/a	n/a	n/a
1993	n/a	n/a	23	61
1994	35	70	n/a	n/a
1995	50	80		
1996	70	90		
1997	100	100		

USAID/EI Salvador						
PROGRAM OUTCOME NO. 3.3 Improved mechanisms to ensure public sector accountability and oversight						
Indicator: 1. Percentage of national budget audited each year a) operational b) investment						
Unit: national budget Expressed as: percent	Year	Planned		Actual		
		A	B	A	B	
<p>Source: Court of Accounts Audit Reports</p> <p>Comments: This indicator tells us about the extent of audit coverage. The goal, within 4 years, had been to audit at least 20% of the entire GOES operational budget (recurrent costs) each year. Obviously, the program has been much more successful than anticipated; technical innovations were adopted much more easily by GOES agencies, and more auditors were available than expected.</p> <p>Operational expenses are routine and do not need to be budgeted every year. Investment expenditures should be audited more often because they involve large amounts of non-routine spending and contracting - projects are usually short-lived and require prompt auditing. The goal for investment funds is to audit 65% by the end of CY 1997.</p>	1992	n/a	n/a	n/a	n/a	
	1993	n/a	n/a	0	0	
	1994	5	10	26	58.3	
	1995	10	25			
	1996	15	45			
	1997	20	65			
	Target					

Indicator: 2. Percentage of national budget audited each year that pertains to GOES entities whose financial statements received qualified or unqualified audit opinions					
Unit: audited portion of national budget	Expressed as: percent	Year	Planned	Actual	
Source: Court of Accounts Audit Reports	<p>Comments: This indicator tells us how much of the government's funds are controlled by entities with "adequate" accounting systems (i.e., those producing financial statements receiving a "qualified" or "unqualified" opinion by auditors). Only a part of the GOES budget is audited every year. The indicator looks at the audited part and quantifies what percentage of that audited part pertains to GOES entities whose financial statements received "unqualified" or "qualified" opinions.</p> <p>The 1994 result was so high in large part because the GOES entities that had auditable accounting systems in place were the ones already in the best shape, and therefore most likely to receive an acceptable audit result. As the other entities become auditable over the next few years, it is likely that the percentage of acceptable audit results will drop; it is possible, for example, that we will meet the 60% target in 1997 by declining to it rather than working up towards it. The 100% result for 1994 also does not tell us about the quality of the audits themselves; it is possible that mediocre audits did not uncover some serious problems. Quality of audits will be something the Mission will focus on in the future.</p>	1992	n/a	n/a	Baseline
		1993	n/a	0	
		1994	15	100	
		1995	30		
		1996	45		
		1997	60		
Indicator: 3. Percentage of national budget reflecting cost/output relationship					
Unit: national budget	Expressed as: percent	Year	Planned	Actual	
Source: Annual National Budget Law	<p>Comments: This indicator tells us about the quality of budget methods used by GOES entities. In 1994, none of the entity budgets are expressed in terms of outputs, rather they are presented in terms of expenditure categories, or inputs. The budget must be presented in terms of outputs in order for the public to know what results have derived from the expenditures. The 1996 budget is currently being prepared in cost/output form.</p>	1992	n/a	n/a	Baseline
		1993	n/a	0	
		1994	0	0	
		1995	32		
		1996	48		
		1997	65		

USAID/El Salvador						
PROGRAM OUTCOME NO. 3.4 Increased devolution of power to local level						
Indicator: 1. Locally generated annual revenue in 39 pilot municipalities						
Unit: revenue increase	Expressed as: percent change	Baseline	Year	Planned	Actual	
		Baseline	1991	n/a	1 -	
			1992	n/a	109	
			1993	n/a	40.6	
			1994	30	25.5*	
			1995	20		
			1996	30		
		Target	1997	30		
Source: Instituto Salvadoreño de Desarrollo Municipal (ISDEM) Comments: Locally generated revenues for the 39 municipalities is as follows: 1991 c6,189,580 1992 c12,949,786 1993 c18,211,289 1994 c22,853,800* Note: These figures have changed because we are using a more reliable data source. *Estimate						
Indicator: 2. National budget transfers to local government						
Unit: national budget	Expressed as: percent	Baseline	Year	Planned	Actual	
		Baseline	1992	n/a	.17	
			1993	n/a	.17	
			1994	.25	.25	
			1995	2.5		
			1996	3.0		
		Target	1997	3.5		
Source: National Budget, Municipal Records Comments: The Assembly has not yet approved COMURES' (Corporation of Municipalities of the Republic of El Salvador) request for 1995 transfer; however, the Mission is placing initial importance on local revenue generation through the property tax.						

Indicator: 3. Municipalities managing urban water systems in 39 municipalities					
Unit: municipalities	Expressed as: number		Year	Planned	Actual
Source: Municipal Records Comments: "Primary schools" was deleted from this indicator because the Ministry of Education has decided to pursue a <i>departmental</i> rather than <i>municipal</i> decentralization plan for the immediate future, working through school districts and their respective supervisors.		Baseline	1992	n/a	n/a
			1993	n/a	0
			1994	5	7
			1995	15	1
			1996	25	
		Target	1997	39	

USAID/EL SALVADOR HIGHLIGHT ACCOMPLISHMENTS

STRENGTHENED DEMOCRATIC INSTITUTIONS AND PRACTICES

- The presidential, legislative and municipal elections, held in 1994, were declared by external observers to be fair and free.
- Ninety-five percent of eligible voters registered in time for the 1994 elections, a dramatic increase from only 73 percent just nine months before the elections.
- Seventy-four percent of cantones participated in open town meetings in 1994, up from 70 percent in 1993, and 63 percent in 1992.
- Two of the 39 municipalities with which the Mission is working in its Municipal Development project regularly opened their municipal council meetings to the public during 1994; this is a major step toward greater participation.
- Over 8,400 indigent detainees received legal counsel from the public defender's office in 1994, up from 17 percent the previous year.
- Legal reforms critical to fulfilling the Peace Accords were achieved: Public Defenders Law, Family Code, Labor Code, Family Procedures Code, and Juvenile Offenders Code.
- The percentage of unsentenced prisoners awaiting trial dropped from 80 percent to 70 percent in 1994, in response to efforts by the Mission's judicial reform program to strengthen public defense and minimize the practice of pretrial detention.
- A Government Accounting Law was instituted and a decentralized standard automated accounting system was established in 22 Ministries.
- A Constitutional Amendment eliminating pre-control auditing of GOES entities was ratified by the new Legislative Assembly.
- Twenty-five percent of the nation's ordinary budget, and 58.3 percent of the investment budget were audited for the first time in 1994.
- Locally generated annual revenue in the 39 municipalities increased by 25.5 percent in 1994.

Stabilizing World Population Growth and Protecting Human Health

Mission Strategic Objective 4 Improved Quality with Equity in Health and Education

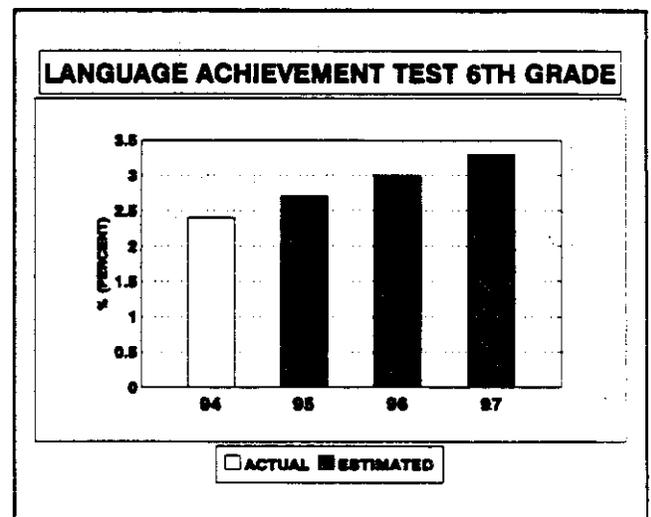
Agency and Mission Linkage

Combatting poverty and creating a foundation for sustainable development requires action in a number of economic and social areas. Progress in the economic arena is described under Strategic Objective No. 2 in this Action Plan. USAID/El Salvador finds that a strategic framework incorporating the areas of both education and health is the most logical, useful way to design programs and manage for results in the social sector.

Because the Agency does not categorize objectives in the same manner, there is no "right" place for the Mission to describe this strategic objective as a whole. Therefore, this description is being placed within one of the several Agency goals to which it contributes. Activities within this strategic objective are also directly supportive of the two key initiatives of the Summit of the Americas and Universal Access to Education and Equitable Access to Basic Health Services.

The current focus in the education sector portfolio is on overall improvement of the relevance, effectiveness, and efficiency of basic education at the primary level. Important policy dialogue issues include increased GOES budget levels for education, the availability of quality school materials for each child, improved quality of education through teacher training, and increased community involvement in the management of schools. National discussion of these issues is being spearheaded by the Comité Dinamizador, a multi-sectoral group formed as a result of the Mission's 1994 Education Sector Assessment.

The Mission health sector portfolio supports the Ministry of Health (MOH) in its leadership role for national health care reform; the decentralization, quality, accessibility and efficiency of primary health care services; and strengthened MOH capability to perform its normative functions as head of the health sector. Support to private sector groups, in particular grassroots NGOs, is providing these organizations with the opportunity to enhance their role as advocacy groups for more health delivery systems. The Mission coordinates with other multilateral and bilateral donors on implementation of health and education activities.



Performance

USAID policy dialogue efforts, technical assistance and training through a variety of projects have enabled Salvadorans to take some important steps in improving health and education services, thus contributing to the reduction of poverty. Major policy accomplishments in education over the past year include development of pilot programs for decentralized educational management, decentralized teacher training, increased local control of educational resource decisions, and

creation of a diverse advocacy committee to discuss and debate educational policies. Accomplishments in health include the design and implementation of the Ministry of Health's Cost Recovery System; increased primary health care and child survival coverage through the expanded use of NGOs; and decentralization of the selection, training and supervision of Community Health Promoters.

Increased Equity and Quality of the K-6 Educational System

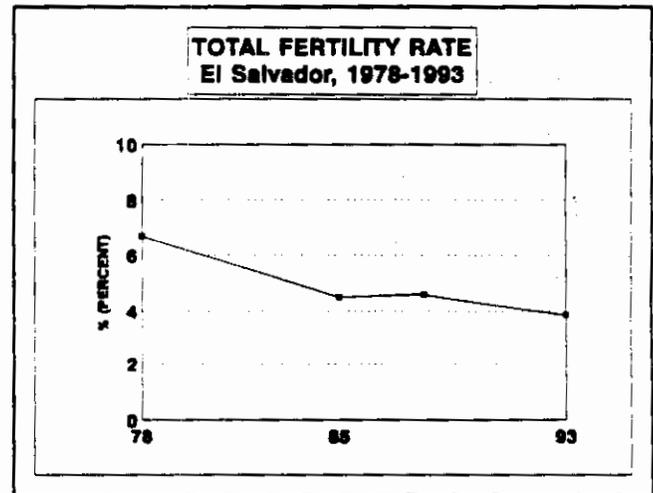
- Under a USAID project, 1,600,000 textbooks for public school grades one through six have been produced. These texts have been so well received by the educational community that local publishers have asked permission to publish them for public sale to the private community.
- USAID-financed educational improvements have been so successful that the Ministry of Education has targeted almost all of them (e.g. the curriculum development model, training methodology, evaluation model, testing methodology) for continued support and/or expansion in a proposed \$120 million World Bank/IDB project currently being developed.

Textbooks for the Children

Nestled in a small valley in the rugged mountains of Santa Ana Department is the village of Santa Rosa Guachipilin, estimated population 1,600. A USAID monitoring team visiting this remote area was met by some very excited parents; USAID-sponsored educational materials had just arrived at the school. Five villagers had traveled to the materials distribution center by mule, leading them back loaded with materials. The round-trip took all day, covering 42 kilometers and traversed two hanging hammock bridges in each direction. This was the first time that educational materials had ever been provided to the children of Guachipilin.

Increased Contraceptive Prevalence Rate with Greater Reliance on Modern, Temporary Methods

- USAID-funded family planning activities have been major factors in an increase in the rural Contraceptive Prevalence Rate (CPR) from 34 percent in 1988 to 42.8 percent in 1993, and the increase in the national CPR from 47.1 percent in 1988 to 53.3 percent in 1993.



- The number of Family Planning Users served by the Salvadoran Demographic Association's rural health promoters has increased from 0 in 1990 to more than 116,000 in 1994.

Increased Primary Health Care and Child Survival Coverage

- The Mission has been working closely with the MOH and local NGOs in developing strategies to address the most important elements of sustainable development. The MOH has initiated the implementation of an in-patient cost recovery system in 15 hospitals and 15 health centers. Many of the 35 NGOs working under a USAID-funded umbrella activity, PROSAMI, are developing sophisticated and creative ways of generating; some are already providing 30 percent of their

total costs through income-producing activities. By 1994 these local NGOs were providing maternal health, child survival, and family planning services to 440,000 beneficiaries, up from 148,000 in 1991. These private organizations, most of whose members are from local communities, are providing health services in areas traditionally not covered by the public health care system.

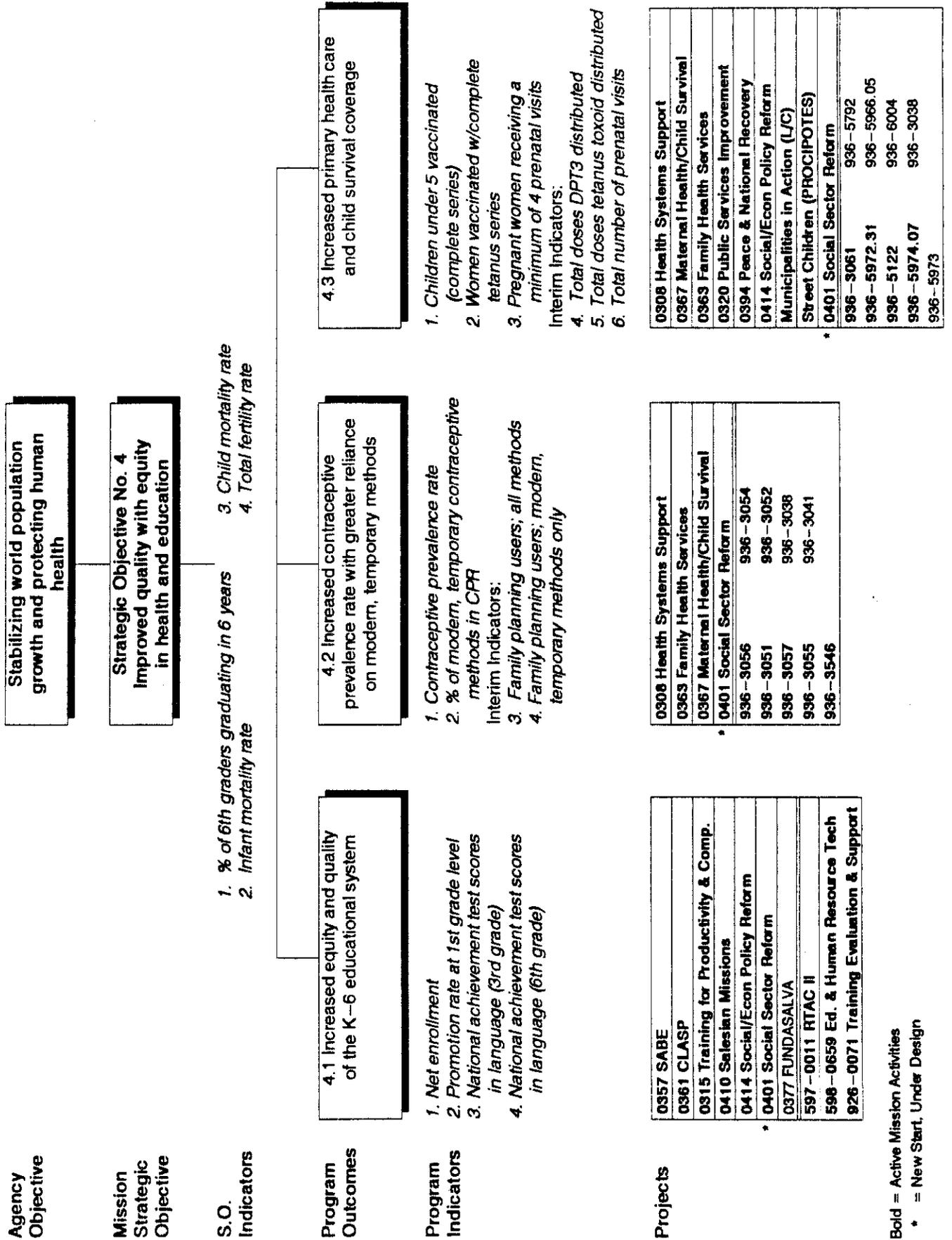
- The proportion of children under five years of age with Acute Respiratory Infection (ARI) or Acute Diarrheal Disease (ADD) that ended in death decreased in service areas. The project's health workers are following a PAHO/WHO regime to identify and treat ARI with sulfa drugs. The program has been so successful that PAHO has requested the Mission to document the experience for publication.
- Water and sanitation systems have been rebuilt in 56 of the 73 targeted primary health care facilities in ex-conflictive zones.
- Malaria incidence dropped nationwide from 20 per 1,000 people in 1980 to less than 0.5 per 1,000 in 1994, the best in Central America.
- The 35 NGOs under a Mission project have united and formed a consortium named CONSALUD which will eventually assume central supervisory, training, oversight, and representational functions for its members. Through this consortium the NGOs will pursue financial resources and technical assistance to allow them to achieve self-sufficiency and enhance their capacity for sustainability.

- In rural El Salvador, women are informally responsible for the health of the family and the community. On the other hand, men are most commonly selected for formal leadership roles, particularly if the position is salaried. To overcome traditional gender obstacles, the PROSAMI Project selected women as salaried promoters (65 percent). Also, a majority the administrative and medical personnel of 35 NGOs, respectively, are women.
- Since 1989, USAID activities have provided an additional 107,000 rural salvadorans with access to safe water and sanitary latrines.

A Better Life with Water

Doña Victoria Lima lives in the community of Zapotitán, and she and her family are some of the residents whose health has benefitted from a rural drinking water and latrine project financed by USAID. As Doña Victoria says with a smile while preparing some terrific "tortillas": "Now things are easier. I no longer have to hurt my back lifting buckets of dirty water from the well. My house is cleaner; we no longer have flies; and we can bathe every day. Of course we have to pay our monthly water bill on time. The truth is, we are now really happy, since the children were the ones who suffered most."

El Salvador
TABLE I: STRATEGIC OBJECTIVE PROGRAM "TREE"



Bold = Active Mission Activities
 * = New Start, Under Design

TABLE II: STRATEGIC OBJECTIVE PERFORMANCE

El Salvador									
STRATEGIC OBJECTIVE NO. 4 Improved Quality with Equity in Health and Education									
Indicator: 1. 6th graders graduating in 6 years: a) National, b) Urban, c) Rural									
Unit: 6th graders, percent	Year	Planned			Actual				
		a M/F Total	b M/F Total	c M/F Total	a M/F Total	b M/F Total	c M/F Total		
Source: MOE	Baseline	N/A	N/A	N/A	27/31 29	41/46 43	19/21 20		
<p>Comments: The targets were established using data from 1991-1992, and the data were calculated using UNESCO's methodology. Planned figures are based on a goal of 95 % for both rural and urban, M/F, within one generation (ie 25 years, or by the year 2017).</p> <p>The Mission's experience over the past three years with MOE shows that they have not been able to produce reliable data, for this and other indicators. A new MIS, funded by the World Bank, has likewise been unsuccessful in collecting reliable data.</p> <p>On the other hand the achievement testing program has been very successful and is based on a statistically representative sample. Therefore, we will design an alternative data collection system using that sample to generate reliable statistics for successive years.</p>	1992	29/33 31	43/48 45	22/24 23	27/35 34	38/44 43	16/23 19		
	1993	32/36 34	45/50 47	25/27 26					
	1994	34/38 36	47/52 49	28/30 29					
	1995	36/40 38	49/54 52	31/33 32					
	1996	39/43 41	51/56 54	34/36 35					
	Target								

Indicator: 2. Infant Mortality Rate (IMR) (under 1 year): a) National, b) Rural, c) Other Urban, d) MSS

Unit: Deaths per 1000 births	Year	Planned				Actual			
		a	b	c	d	a	b	c	d
Source: Family Demographic & Health Survey (FESAL) 17	1988	N/A	N/A	N/A	N/A	55	61	51	41
Comments: Rural and other Urban IMR to decrease to IMR in Metropolitan San Salvador (MSS).	1993	51	59	50	40	41	44	35	38
Final FESAL data is included. IMR is best measured every 3 to 5 years to allow sufficient time for a notable change to occur.	1996	40	43	34	37				
Current MOH data and vital statistics system is inadequate to determine IMR.	1999	38	41	32	35				
1/ USAID will seek other donor support to fund the FESAL every 3 years.	2002	37	40	31	34				
Target									

Indicator: 3. Child Mortality Rate (CMR) (age 1 to 5): a) National, b) Rural, c) Other Urban, d) MSS

Unit: Deaths per 1000 births	Year	Planned				Actual			
		a	b	c	d	a	b	c	d
Source: FESAL	1988	N/A	N/A	N/A	N/A	15	33	26	N/A
Comments: Rural and Other Urban CMR decreases to CMR found in MSS.	1993	12	15	12	7	12	14	12	7
Final FESAL 93 data is included. CMR is best measured every 3 to 5 years to allow sufficient time for a notable change to occur.	1996	11	13	10	5				
Current MOH data and vital statistics system is inadequate to determine CMR.	1999	10	12	10	5				
1988 Actual figure has been corrected.	2002	9	11	9	4				
Target									

Indicator: 4. Total Fertility Rate (TFR) a) National, b) Rural, c) Other Urban, d) MSS												
Unit: Children per woman												
Source: FESAL	Year	Planned				Actual						
		a	b	c	d	a	b	c	d			
Baseline	1988	N/A	N/A	N/A	N/A	4.6	5.9	3.8	3.1			
	1993	4.0	5.0	3.5	3.0	3.85	4.96	3.52	2.69			
	1996	3.5	4.5	3.0	2.5							
	1999	3.0	4.0	2.5	2.0							
Target	2002	2.5	3.5	2.0	2.0							

Comments: Rural and Other Urban TFR decreases to TFR found in MSS.

Final FESAL 93 data is included. TFR is best measured every 3 to 5 years to allow sufficient time for a notable change to occur.

Current MOH data and vital statistics system is inadequate to determine TFR.

TFR measures the average number of children that would be born alive to a woman during her lifetime if she were to go through her child bearing years conforming to age-specific fertility rates of a given year.

El Salvador

PROGRAM OUTCOME NO. 4.1 Increased equity and quality of the K-6 educational system

Indicator: 1. Net enrollment children 7-12 grade 1-6: a) National, b) Urban, c) Rural

Unit: Children, percent	Year	Planned			Actual			
		a M/F Total	b M/F Total	c M/F Total	a M/F Total	b M/F Total	c M/F Total	
Source: MOE	Baseline	N/A	N/A	N/A	64/66 65	N/A	N/A	
<p>Comments: Planned figures are based on a goal of 95% for both rural and urban figures, M/F, within 1 generation.</p> <p>The percentage of students attending elementary school jumped dramatically. The MOE assures us this jump is due to inclusion of World Bank "EDUCO" students in the enrollment estimate this year. The MOE recently incorporated the EDUCO schools into its own administration, as they were formerly a pilot program. Planned targets have been revised accordingly.</p> <p>The current statistic, 89%, is more in line with the commonly held estimate that 85% of eligible student attend elementary school. A greater desertion rate normally applies to higher grades.</p> <p>The Mission will develop an improved method for calculating this statistic based on achievement test sample population (see comments under SO indicator #1).</p>	1993	66/67 67	73/71 72	64/60 62	89/88 89	92/88 90	89/88 89	
	1994	89/88 89	92/89 90	89/89 89				
	1995	89/88 89	92/89 90	89/89 89				
	1996	90/89 90	92/90 91	90/90 90				
	1997	90/89 90	92/90 91	90/90 90				
Target								

Indicator: 2. Promotion rate: 1st grade level a) National, b) Urban, c) Rural											
Unit: Children, percent	Year	Planned			Actual						
		a M/F Total	b M/F Total	c M/F Total	a M/F Total	b M/F Total	c M/F Total				
Source: MOE	Baseline	N/A	N/A	N/A	60/63 62	65/68 66	58/61 59				
Comments: Planned figures are based on a goal of 95% for both Rural and Urban figures, M/F, within 1 generation. Originally very low, promotion rates for first grade began to surge shortly after the Mission concentrated on the problem through SABE and CAPS/CLASP project training of first grade teachers in a new instructional methodology. The improvement has been institutionalized by a new MOE policy on promotion.	1992	61/65 63	66/69 67	59/62 60	78/79 79	80/84 82	70/79 76				
	1993	63/66 64	67/70 68	60/64 62	78/79 79	84/88 86	68/78 74				
	1994	64/67 65	68/71 70	62/65 63							
	1995	65/68 67	69/72 71	63/66 65							
	1996	66/70 68	70/74 72	65/68 66							
Target											

Indicator: 3. National achievement test scores in language at the end of 1st cycle (3rd grade) a) National b) Urban c) Rural		Planned			Actual		
Unit: Test scores	Year	a M/F/T	b M/F/T	c M/F/T	a M/F/T	b M/F/T	c M/F/T
Source: MOE Achievement Tests Comments: Baseline testing took place in April/May 1994. Figures represent the average dominance score (from 0-9) of critical language skills taught in 3rd grade. (# of cases = 2,977) The slight drop (2.1 to 1.9) in 1994 was predicted due to refinements in the methodology of defining the representative sample, and do not reflect negatively on the impact of the project.	Baseline	N/A	N/A	N/A	2/2.2/2.1	2.1/2.2/2.2	2/2.1/2
	1993	N/A	N/A	N/A	1.8/2.0/1.9	1.9/2.1/2.0	1.9/1.9/1.9
	1994	1.8/2.0/1.9	1.9/2.1/2.0	1.9/1.9/1.9	2.1/2.3/2.2	2.1/2.3/2.2	1.8/2.0/1.9
	1995	2.1/2.3/2.2	2.2/2.4/2.3	2.1/2.3/2.2			1.9/1.7/1.8
	1996	2.7/2.9/2.8	2.8/3.0/2.9	2.6/2.8/2.7			
	1997	3.3/3.7/3.5	3.4/3.8/3.6	3.2/3.6/3.4			
1998	4.3/4.7/4.5	4.4/4.8/4.6	4.2/4.6/4.4				
1999							
Indicator: 4. National achievement test scores in language at the end of 2nd cycle (6th grade) a) National b) Urban c) Rural		Planned			Actual		
Unit: Test scores	Year	a M/F/T	b M/F/T	c M/F/T	a M/F/T	b M/F/T	c M/F/T
Source: MOE Achievement Tests Comments: These statistics are based on a representative sample of approximately 3000 students. This is the first year of testing for the sixth grade. Figures represent the average dominance score (from 0-9).	Baseline	N/A	N/A	N/A	2.4/2.3/2.4	2.5/2.4/2.5	2.2/2.2/2.2
	1994	N/A	N/A	N/A			
	1995	2.5/2.5/2.5	2.6/2.6/2.6	2.4/2.4/2.4			
	1996	2.8/2.8/2.8	2.9/2.9/2.9	2.7/2.7/2.7			
	1997	3.4/3.4/3.4	3.5/3.5/3.5	3.3/3.3/3.3			
	1998	4.0/4.0/4.0	4.1/4.1/4.1	3.9/3.9/3.9			
1999	4.8/4.8/4.8	4.9/4.9/4.9	4.7/4.7/4.7				

El Salvador

PROGRAM OUTCOME NO. 4.2 Increased contraceptive prevalence rate (CPR) with greater reliance on modern, temporary methods

Indicator: 1. Contraceptive prevalence rate: a) National, b) Rural, c) Other Urban ^v, d) MSS

Unit: Percent	Year	Planned				Actual			
		a	b	c	d	a	b	c	d
Source: FESAL	Baseline	N/A	N/A	N/A	N/A	47.1	34.2	56.4	64.4
Comments: Rural and Other Urban CPR to increase to CPR of MSS. Final FESAL 93 data is included. Note that as the FESAL will not be repeated until 1996, "interim" proxy indicators will be tracked in 1994 and 1995 (see indicators 4.2.3 and 4.2.4). 1/ Other Urban is differentiated from Rural as, "town having major and basic public services, i.e., electricity and water", per FESAL.	1993	51.0	36.0	58.0	67.0	53.3	42.8	56.7	66.4
	1996	56.0	45.0	59.0	69.0				
	1999	58.0	47.0	61.0	71.0				
	2002	60.0	49.0	63.0	73.0				
Target									

Indicator: 2. Percent of modern temporary contraceptive methods in CPR: a) National, b) Rural, c) Other Urban ^v and d) MSS

Unit: Percent	Year	Planned				Actual			
		a	b	c	d	a	b	c	d
Source: FESAL	Baseline	N/A	N/A	N/A	N/A	17.5	10.0	21.7	26.2
Comments: Percent in Rural, Other Urban and MSS eventually to be equal. Final FESAL 93 data is included. See comment above. 1/ Other Urban is differentiated from Rural as, "town having major and basic public services, i.e., electricity and water", per FESAL.	1993	22	15	24	30	21.4	14.6	24.0	29.5
	1996	26	19	28	34				
	1999	30	22	32	38				
	2002	33	25	35	41				
Target									

El Salvador

Indicator: 3. Family planning users; all methods: National only

Unit: Men and women, number	Year	Planned	Actual
<p>Source: Annual service statistics from MOH, ISSS and NGOs</p> <p>Comments:</p> <p>Data collection systems from MOH, ISSS and NGOs each have some weaknesses. Coordinated efforts are beginning to develop a more complete and consistent national reporting mechanism.</p> <p>Service statistics on users do not include complete MOH data, ISSS data which was unavailable, or those who buy oral pills and condoms via the Social Marketing Program (SMP). These users are counted as Couple Years of Protection (CYPs) based on the number of pill cycles and condoms sold. Total CYPs in 1993 and 1994 are 83,000 and 76,000, respectively. (Decline was due to unsuccessful experiment to utilize different basis for commissions on contraceptive sales; SMP reverted to old system in late 1994). The planned data must be considered tentative because the actual data is incomplete.</p>	Baseline	N/A	129,561
	1993	N/A	
	1994	N/A	160,430
	1995	193,000	
	1996	231,000	
	1997	277,000	
	1998	305,000	
	1999	335,000	
	Target		

Indicator: 4. Family planning users; modern, temporary methods only: National only

Unit: Men and women, number	Year	Planned	Actual ^{1/}
<p>Source: Annual service statistics from MOH, ISSS and NGOs</p> <p>Comments: See indicator 4.2.3 above.</p> <p>^{1/}Actual figures for users of modern, temporary family planning methods only are underreported because MOH statistics do not report the distinction. It is anticipated that changes in the MOH MIS will enable it to report this distinction in 1996.</p>	Baseline	N/A	45,150
	1993	N/A	
	1994	N/A	53,133
	1995	63,000	
	1996	77,000	
	1997	91,000	
	1998	101,000	
	1999	111,000	
	Target		

dividual (CS) coverage

Planned, b) Rural, c) Other Urban, d) MSS

Year	Planned				Actual			
	a	b	c	d	a	b	c	d
1988	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
1993	80	N/A	N/A	N/A	75.3	72.3	74.9	83.0
1996	79	75	78	86				
1999	82	78	81	89				
2002	85	81	84	92				

Rural, c) Other Urban, d) MSS

Year	Planned				Actual			
	a	b	c	d	a	b	c	d
1988	N/A	N/A	N/A	N/A	55.8	60.3	54.5	46.4
1993	N/A	N/A	N/A	N/A	55.2	52.4	57.7	58.2
1996	58	55	61	61				
1999	61	58	64	64				
2002	64	61	67	67				

Indicator: 3. Pregnant women receiving minimum of four prenatal care visits: a) National, b) Rural, c) Urban, d) MSS														
Unit: Pregnant women, percent	Year	Planned				Actual								
		a	b	c	d	a	b	c	d					
Source: FESAL	Baseline	1988	1993	1996	1999	2002	N/A	N/A	N/A	N/A	51.8	40.0	63.7	68.9
Comments: Percent in Rural and Other Urban areas to increase to percent in MSS.							N/A	N/A	N/A	N/A	59.9	48.7	62.8	77.5
See comments from 4.3.1 above.							66	55	69	84				
Note: Prenatal visits were counted differently in the 1988 FESAL and the 1993 FESAL. The 1988 data shown here has been recalculated to match FESAL 1993 definitions and criteria.							72	61	75	90				
							78	67	81	96				

Indicator: 4. DPT3 doses distributed: National only				
Unit: Doses, number	Year	Planned	Actual	
Source: MOH Annual Statistics	Baseline	N/A	694,000	
Comments: MOH data collection does not record number of children vaccinated; only number of doses distributed. It is not certain at this point whether the MOH data system can be changed or not. It is assumed that the increased number of doses distributed will result in more children fully immunized. FESAL data, next planned tentatively for 1996 and every 3 years thereafter, will determine the number of children under five fully immunized.	1993	N/A	759,000	
	1994	N/A		
	1995	770,000		
	1996	780,000		
	1997	790,000		
	1998	800,000		
	1999	810,000		
	Target			

Indicator: 5. Tetanus toxoid doses distributed: National only					
Unit: Doses, number					
	Year	Planned	Actual		
<p>Source: MOH Annual Statistics</p> <p>Comments: MOH data collection does not record number of women vaccinated; only number of doses distributed. It is not certain at this point whether the MOH data system can be changed or not. It is assumed that the increased number of doses distributed will result in more women fully immunized. FESAL data, next planned tentatively for 1996 and every 3 years thereafter, will determine the number of women fully immunized.</p>	Baseline	N/A	1,360,000		
	1993	N/A	1,470,000		
	1994	N/A			
	1995	1,480,000			
	1996	1,490,000			
	1997	1,500,000			
	1998	1,510,000			
	Target	1,520,000			

Indicator: 6. Number of prenatal visits: National only					
Unit: Prenatal visits, number					
	Year	Planned	Actual		
<p>Source: MOH and NGO Annual Statistics</p> <p>Comments: MOH data collection does not record number of pregnant women receiving prenatal care; only total number of visits made. It is not certain at this point whether the MOH data system can be changed or not. It is assumed that the increased total number of prenatal care visits made will result in more pregnant women receiving the minimum of four visits per pregnancy per the MOH norms. Figures presented here are underreported as NGO data was incomplete. FESAL data, next planned tentatively for 1996 and every 3 years thereafter, will determine the number of pregnant women who received the recommended minimum of four or more visits.</p>	Baseline	N/A	188,000		
	1993	N/A	205,000		
	1994	N/A			
	1995	225,000			
	1996	250,000			
	1997	270,000			
	1998	300,000			
	Target	330,000			

USAID/EL SALVADOR HIGHLIGHT ACCOMPLISHMENTS

INCREASED QUALITY WITH EQUITY IN HEALTH AND EDUCATION

- A total of 21,000 Elementary School teachers and principals have been trained in improved teaching methods, leadership skills, and teamwork. The Ministry of Education (MOE) considers the improved teaching methodology one of its most important tools for improving practices of classroom teachers.
- Colorful textbooks written by Salvadoran authors and adapted to Salvadoran life have been developed, printed and distributed to all school children in grades 1-4; grades 5 and 6 texts are in production -- a total of 1,600,000 texts.
- In January 1995, USAID/El Salvador funded a 3-day forum on educational reform hosted by the "Comité Dinamizador", a group formed from the 1994 Education Sector Assessment. Approximately 275 persons from 119 local and international organizations participated.
- The MOE is using the Education Sector Assessment's executive summary to stimulate participation in "consciousness-raising" workshops currently taking place with over 2,000 teachers nationwide.
- USAID programs contributed to the decline in infant mortality from 55/1000 in 1988 to 41/1000 in 1993 and in child mortality from 15/1000 in 1988 to 12/1000 in 1993.
- El Salvador's Total Fertility Rate dropped from 4.6 children per woman in 1988 to 3.85 in 1993; in rural areas it declined from 5.9 to 4.96.
- Complete immunization of children under five years of age increased from 49.8 percent in 1988 to 75.3 percent in 1993.
- Between 1989 and 1994, 107,000 rural residents have gained access to safe water and sanitary latrines.
- A Ministry of Health-managed malaria program reduced incidence from 20/1000 in 1980 to 0.5/1000 in 1994, the best in Central America.
- Ministry of Health income generated by cost recovery for services has increased from \$2.5 million in 1989 to \$6.5 million in 1993.

Protecting the Environment

Mission Strategic Objective 5 Improved Environmental and Natural Resources Management

Agency and Mission Linkage

Fostering awareness, action, and a positive policy climate constitutes the El Salvador Mission's three-pronged approach to improved environmental and natural resources management, Strategic Objective No. 5. Environmental education is the vehicle to promote greater public awareness of environmental issues and generate a grass roots demand for appropriate changes. Natural resource projects aim to provide sustainable technology and enhance the Salvadorans' capability to care for their natural environment. Policy dialogue underpins the policies and laws that provide economic incentives for the sustainable use of natural resources and concern for the environment.

Environmental degradation and the mismanagement of natural resources could provide a negative counterpoint to the many economic gains achieved in the region. Trends show that environmental problems are quickly worsening and that remedial action is required. Over the long run, the more degradation advances, the more costly and difficult the reversal. El Salvador's Environmental and Natural Resources Strategy identifies the most serious environmental problems as industrial and vehicular air pollution, water resources degradation, soil erosion and deforestation. A proposed new activity, Environmental Health, focuses on such problems by addressing lead emission reduction, improvement of air quality and reduction of water contamination. The consequences of abuse and neglect are experienced most directly by the poor and in these areas. The more marginal sectors of society with the least alternatives to dependence on natural resources.

Where Does It Go?

In the outskirts of San Salvador, 1,200 sixth grade students from 17 schools were deputized as "Garbage Detectives" to learn about household wastes. They interviewed their neighbors, weighed the trash in their own homes, and looked at garbage collection and disposal alternatives. Marvin Diaz had to "look up formulas in my math book because I had forgotten how to calculate averages, and find in the dictionary the meaning of the word 'organic'." The students turned their research results over to the Ministry of Education team which is putting together the National Environmental Education Plan and the National Education Campaign.

Performance

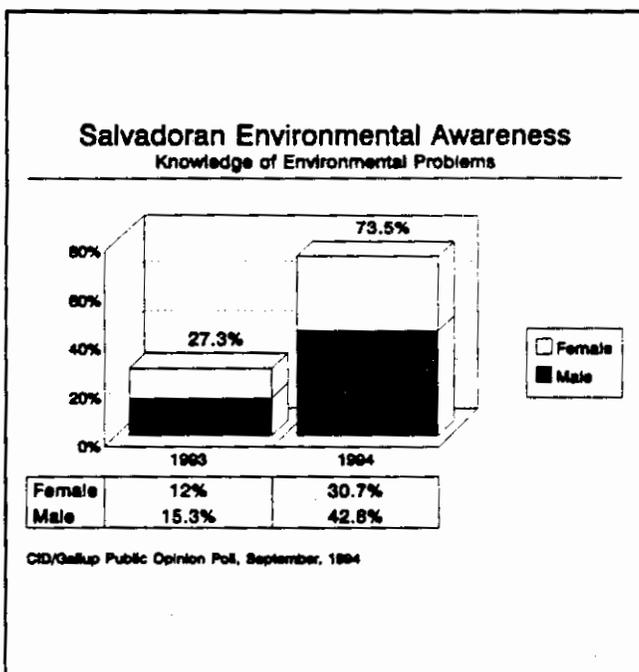
National Resource Use Policy/Legal Framework Created and Implemented

During this past year the Salvadoran Environmental Secretariat (SEMA) assembled a broad-based legislative working group to draft new and review existing environmental legislation. The group has begun drafting a comprehensive environmental protection law to be submitted to the Salvadoran National Assembly in early 1996.

In 1994, the Wildlife Protection Law was passed and a National Environmental Education Strategy was drafted. The objective of the law is to protect, preserve and manage wildlife. It includes the regulation of activities and the collection of animals and plants. The Environmental Education Strategy establishes standards and guidelines for the development of environmental education programs by public and private institutions.

Increased Public Awareness of Environmental Problems Nationwide

Under the auspices of the Ministry of Education and a USAID-funded project, two workshops, one on the topic of literature and the environment and media and the other on media and the environment, were held in 1994. In addition, 120 public school teachers received courses in basic environmental concepts, and the first Sunday newspaper supplement with an environmental theme was published. The topic was solid waste and human health.



To develop environmental appreciation and responsibility for the future, environmental themes have been integrated into the formal primary education curriculum for grades 1-6. Since the initiation of media campaigns financed by USAID assistance over the past six months, awareness of serious environmental problems in El Salvador has risen 14 percent.

Another Mission project has trained 75 environmental specialists and promoters. Alumni from this training are carrying out activities in the local communities. ASECHA (Chalatenango

Environmental Association), was formed by a group of people who had received training through a USAID program. It has been working closely with the Salvadoran National Environmental Fund (FONAES), created in 1993 to serve as the conduit for international donor and other program funds, for implementation of environmental projects. They have recently received \$15,000 from FONAES to carry out such projects.

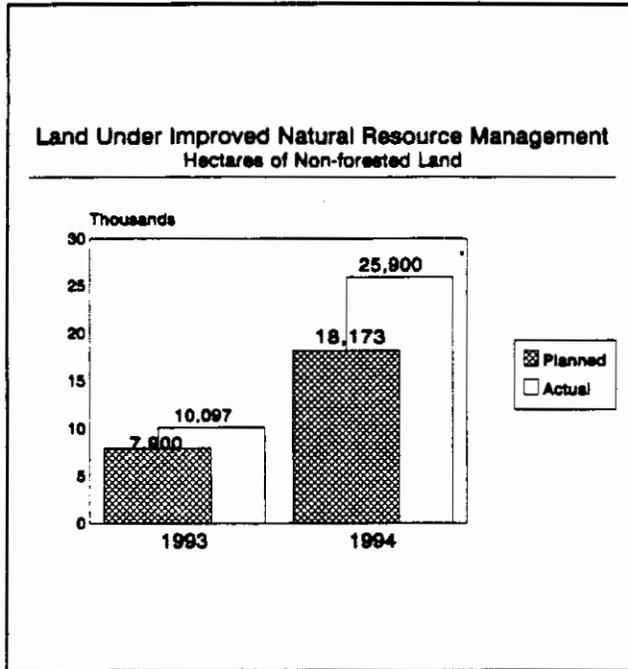
Improved Productive Activities Consistent with Sustainable Natural Resource Management

During 1994 more than 25,900 hectares of land were farmed using improved pesticide management, sustainable agricultural practices and soil conservation techniques promoted by USAID/El Salvador through a number of projects. This figure represents a 144 percent increase in planned outputs, and reflects a total of over 9,000 persons practicing improved methods of resources use and management.

Under a USAID-financed umbrella NGO activity, eight NGOs have received operational strengthening grants, and more than 500 board and staff members of NGOs have been trained in administrative and technical issues. An early indicator of the success of this project has been the NGOs' ability to successfully bid on environmental activities financed by the Government of El Salvador and by other donor organizations.

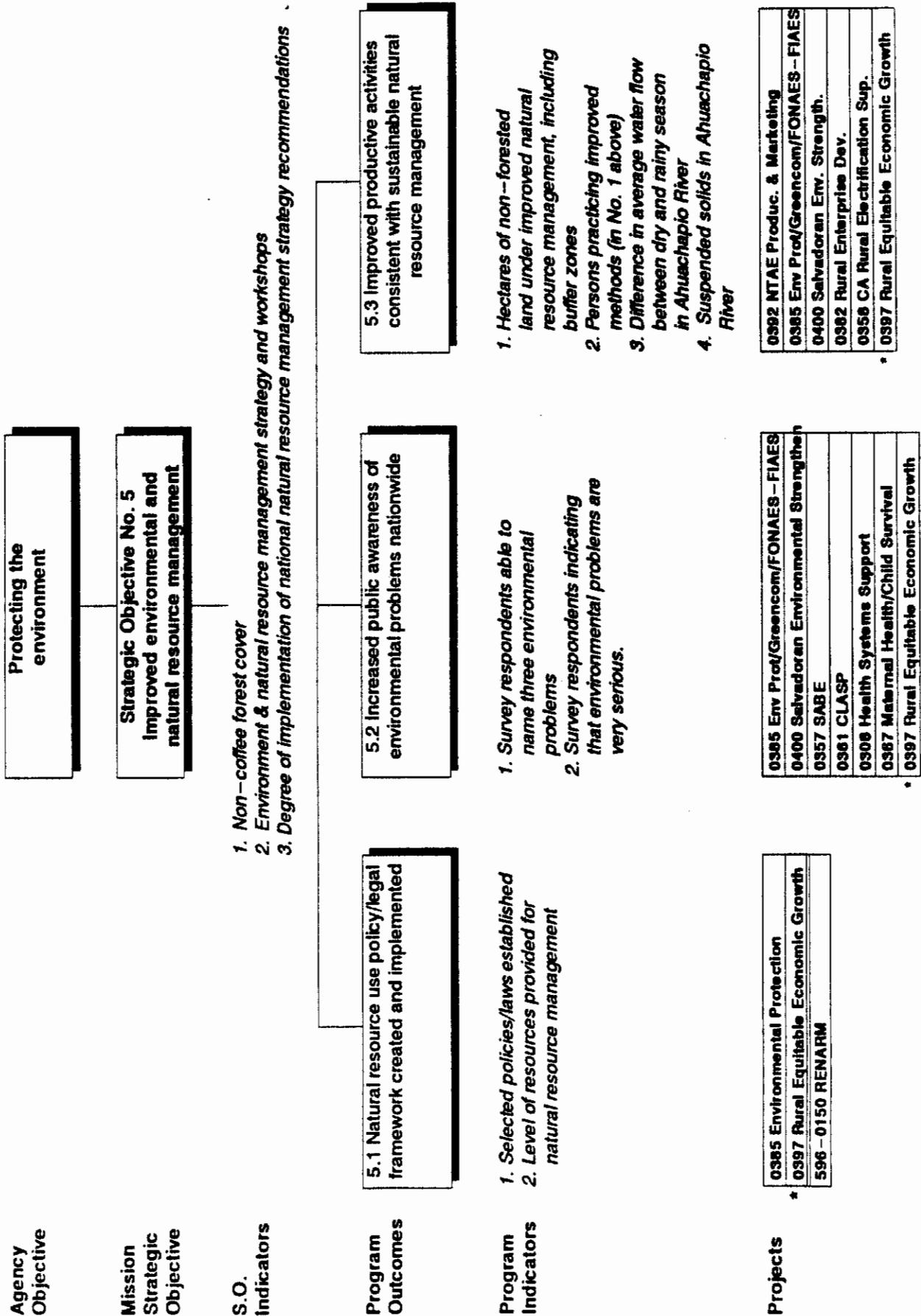
The Salvadoran Enterprise for the Americas Fund granted over \$3.3 million dollars to 53 Salvadoran NGOs in December 1994 to carry out reforestation, park management, soil conservation, coastal zone management, sustainable agriculture and child survival projects. A second round of grants is expected to be awarded in June 1995.

Summit of the Americas



The Summit's Declaration of Principles describes a number of different initiatives that are congruent with activities currently represented in the Mission portfolio, such as increased public awareness of environmental problems and improved productive activities that are consistent with the management of natural resources. In addition, the Mission plans to present a concept paper to AID/W for the possible funding of a preliminary project in the area of urban pollution. The Mission understands that there are some funds available under the newly created Environmental Initiative for the Americas for such an activity. This project, assuming it is accepted and funded, could lead to the development of a more formal and broader approach to the problems of urban pollution under an environmental health project the Mission will design for FY 1997 obligations.

TABLE I: STRATEGIC OBJECTIVE PROGRAM "TREE"



* = New Start, Under Design
 Bold = Active Projects

TABLE II: STRATEGIC OBJECTIVE PERFORMANCE

El Salvador					
STRATEGIC OBJECTIVE NO. 5 Improved environmental and natural resource management					
Indicator: 1. Non-coffee forest cover					
Unit: Hectares		Year	Planned	Actual	
Source: Satellite photos, CATIE, CEL, MAG/CENREN		1978 (reference)	-----	268,000	
Comments: Pine, broadleaf, mangrove, trees and shrub. Does not include coffee plantations. 1978 is included for reference.	Baseline 1/	1994	-----	-----	
		1995	273,000		
1/ Baseline data not collected in 1994 due to project start-up delays. GIS services and satellite images have been ordered.	Target	1997	280,000		
Indicator: 2. Environment and natural resource management strategy and workshops					
Unit: Yes/No (workshop held)		Year	Planned	Actual	
Source: SEMA, PROMESA project	Baseline	1994	12/31/93	1/31/94	
Comments: Strategy will be tracked every two years with national workshops to measure progress and adjust targets.		1995	2 workshops 04/1995 and 05/1995		
		1996	12/31		
Baseline reflects approval of the strategy by CONAMA.	Target	1998	12/31		

Indicator 3. Degree of implementation of national natural resource management strategy recommendations				
Unit: recommendations implemented	Expressed as: cumulative percent	Year	Planned	Actual
Source: PROMESA project		1994	N/A	
Comments: The national natural resource management strategy contains 70 "sub-strategies", or recommendations for implementation (see pages 30 to 73 of strategy document). The PROMESA project will track implementation of each of these recommendations, and will calculate a percentage of those implemented on an annual basis. A tracking system has been designed, but monitoring and actual tracking have not been initiated.		1995	20	
		1996	35	1
		1997	50	

El Salvador

PROGRAM OUTCOME NO. 5.1 Natural resource use policy/legal framework created and implemented

Indicator: 1. Selected Policies/Laws established:

Unit: Law or Policy passed by Legislative assembly	Year	Planned	Actual
Source: SEMA/MIPLAN (published in Official Gazette)			
Comments: Additional laws may be identified in the course of PROMESA implementation. ¹ The Forestry Law was withdrawn and is being modified. The revised version may be re-submitted to the General Assembly by Dec. 1995. ² The General Environmental Law was withdrawn and is being modified by the PROMESA Legislative Group. It is expected to be re-submitted to the General Assembly by October 1995. ³ The law for SEMA was intended to make SEMA an autonomous institution. Instead, SEMA as moved to MIPLAN by Executive decree.	Forestry Law	4/30	withdrawn ¹
	Gen Envt Law	4/30	withdrawn ²
	Law for SEMA	4/30	exec decree 7/15/94 ³
Wildlife Protection Law	1994	N/A	passed March 1994
FONAES/FIAES Laws	1994	N/A	FONAES 6/16/94 FIAES 6/30/93
Env Ed Policy	1994	12/31	draft 12/31

Indicator: 2. Level of resources provided for natural resource management (GOES, donors, FONAES)					
Unit: Current Dollars (million USD)	Year	Planned ¹	Actual		
Source: GOES Ordinary Budget/Extraordinary Budget/FONAES/Donors	1993	N/A	9.3 (GOES)		
Comments: ¹ Targets reflect combined national budget items plus donor funds and FONAES/FIAES funds allocated to environmental purposes. ² Targeted levels of funding for 1994 were not fully met due in part to IDB's freezing disbursements for environmental and natural resources activities.	1994	16.3	15.3 ²		
	1995	20	1		
	1996	25			
	1997	30			
	Target				

El Salvador						
PROGRAM OUTCOME NO. 5.2 Increased public awareness of environmental problems nationwide						
Indicator: 1. Survey respondents able to name three environmental problems						
Unit: Respondents by sex, percent		Year	Planned Male/Female	Actual Male/Female		
Source: CID/Gallup Survey	Baseline	1993 (Jan.)		15.3/12.0		
Comments: Baseline from January 1993 CID/Gallup Report. Targets have been revised 10/94 due to two sets of survey results (2/94 and 9/94) which indicate that knowledge of environmental problems is already significantly higher than the baseline data suggested.		1994 (Sept.)	17.0/14.0	42.8/30.7		
		1995	40/32			
		1996	44/38			
	Target	1997	46/42			
Indicator: 2. Survey respondents indicating that environmental problems are very serious						
Unit: Respondents by sex, percent		Year	Planned Male/Female	Actual Male/Female		
Source: CID/Gallup Survey	Baseline	1993 (Jan.)	-----	69.4/60.5		
Comments: Baseline from January 1993 CID/Gallup Report. This indicator measures the percent of respondents saying that the environment is a "very serious" problem. Gap between M/F expected to narrow to 0.9 % points.		1994 (Sept.)	71.4/63.5	80.0/79.1		
		1995	73.4/67.5			
		1996	75.4/71.5			
	Target	1997	77.4/76.5			

El Salvador					
PROGRAM OUTCOME NO. 5.3 Improved productive activities consistent with sustainable natural resource management nationwide and in demonstration area					
Indicator: 1. Hectares of non-forested land under improved natural resource management, including buffer zones					
Unit: Hectares, number		Year	Planned	Actual	
Source: Project Data, MAG, SEMA, DIVAGRO, TECHNOERVE, SENS, PROMESA	Baseline	1993	7,900	10,097	
Comments:		1994	18,173	25,900	
		1995	26,543		
		1996	29,947		
		1997	37,610		
	Target				
Indicator: 2. Persons (M/F) practicing improved methods (in number 1 above)					
Unit: Number of persons		Year	Planned Male/Female	Actual Male/Female	
Source: Project Data CLUSA, DIVAGRO, TECHNOERVE, PROMESA, SENS, PROCAFE	Baseline	1993	2,822/940		
Comments:		1994	6,491/2,163	6,322/2,775	
		1995	9,480/3,160		
		1996	10,695/3,565		
		1997	13,433/4,477		
	Target				

Indicator: 3. Difference in average water flow between dry and rainy season in Ahuachapio River					
Unit: Volume per second (cubic meters/sec.)	Year	Planned Dry/Rainy/Diff	Actual Dry/Rainy/Diff		
Source: Direccion General de Recursos Naturales: Servicio Hidrologico and Servicio Meteorologico Comments: Average water flow in dry season and rainy season, Rio Ahuachapio. 1 Data was not collected in 1994 due to delays in project start-up. The GOES does not have the capacity to measure flows at this moment. The monitoring system for the project is under design, equipment will be procured shortly.	Baseline				
	1991	N/A	1.3/4.9/3.6		
	1994	1.5/4.8/3.3	N/A ¹		
	1995	1.7/4.7/3.0			
	1996	2.0/4.5/2.5			
Target	2.2/4.3/2.1				
Indicator: 4. Suspended solids in Ahuachapio River					
Unit: Suspended solids mg/l	Year	Planned	Actual		
Source: PROMESA Water Quality Study, ANDA Comments: Turbidity will be measured by suspended solids because it represents a more scientific measurement. Location for measurement will be Rio Ahuachapio, Ahuachapan. Measurements are end of year average. 1 See note above	Baseline				
	1991	N/A	4.0		
	1994	3.9	N/A ¹		
	1995	3.7			
	1996	3.5			
Target	3.3				

USAID/EL SALVADOR HIGHLIGHT ACCOMPLISHMENTS

IMPROVED ENVIRONMENTAL AND NATURAL RESOURCE MANAGEMENT

- Technical assistance and training to eight cooperatives has resulted in 450 hectares of reforestation and 357 hectares of soil conservation measures.
- A total of 1,500 hectares of coffee and 876 hectares of cashew is being cultivated using organic agricultural practices.
- The first harvests of organic spinach and lettuce are being marketed and sold in local supermarkets.
- The Organic Crop Improvement Association convention, representing 10 countries, was held in El Salvador in January 1995.
- Over 240 participants have received "certified pesticide applicator" training.
- Awareness of serious environmental problems in El Salvador has risen 14 percent over the past 6 months, since the initiation of media campaigns financed by USAID assistance.
- Eight environmental NGOs receiving technical assistance and grant funding have successfully competed for 16 reforestation projects, on nearly 500 hectares.
- In the first round of grants from the Enterprise for the Americas foundation, 60 NGOs received grants for environmental and child survival projects totalling \$3.3 million dollars.

III. FY 1996-97 Program Plans and Resource Requirements

A. Program/Activity Overview

USAID El Salvador continues to use the strategic objective framework as its principal management tool for ensuring clear and direct linkages between funding and measurable results. Now in use for three years, the Mission believes that strategic objectives have eased the difficult decisions resulting from budget cuts, held the focus on U.S. foreign policy objectives in El Salvador, and enabled to measurement and evaluation of the results of the program and current portfolio.

USAID/El Salvador ended FY 1994 with a portfolio of 41 active projects with cumulative obligations of \$701.1 million, against an authorized level of \$803.8 million. In FY 1996, the portfolio will drop to 28 projects with an authorized level of \$617.3 million. The pipeline was \$183.3 million at the end of FY 1994. It is a young pipeline: 9 percent of funds are FY 1990 or older. The portfolio expended \$213.8 million in FY 1994, including the \$55 million Policy Reform Program. Expenditures should approximate \$177 million over FY 1995, including the \$25 million Modernization of the State Program, leaving an estimated \$77 million pipeline as the Mission enters FY 1996.

Overall declining budget levels will require continued review of the portfolio in order to properly anticipate modifications in funding. USAID/El Salvador may have to expand the projects in Strategic Objective 4, which includes Population, Child Survival AIDS and Basic Education earmarks. The Judicial Reform II Project, now "projectized" ESF, will be funded with Sustainable Development funds beginning in FY 1997 if no additional ESF monies are forthcoming. A listing of design and amendment actions is stated below, as well a narrative on the Mission's interaction with the Global Bureau.

Design and Amendment Actions

Family Health Services Amendment FY 95

\$5 million of PN for 3 years.

Democracy & Electoral Processes Amendment* FY 95

\$3 million of DA for 3 years

Equitable Rural Economic Growth FY 95

\$15 million of DA (some microenterprise and democracy) for 5 years.

Social Sector Reform FY 95

\$15 million of CS, PN, BE for 5 years.

Technical Support, Policy Analysis & Training Amendment FY 96

\$3.5 million of DA for 3 years.

Municipal Development and Citizen Participation Amendment* FY 96

\$15 million of DA for 5 years.

Land Tenure Security* FY 96

\$8 million of DA for 5 years.

Environmental Health* FY 97

\$6 million for four years.

* needs AID/W delegation to the field

The Global Bureau

Through participation in the Budget Planning Document and the Global Bureau Survey, the Mission continued to develop closer contacts with the Global Bureau's various centers. They are providing technical backup support, which includes identifying, disseminating, and applying state-of-the-art knowledge and technology to the Mission. For example, in the health arena, action is in process for field support agreements and Mission OYB transfers and is expected to include more than \$2,000,000 family planning, contraceptive social marketing, AIDS, and health financing sustainability activities.

Through the Human Capacity Development (HCD) Center, USAID/El Salvador has requested financial and technical participation in activities to improve educational quality, educational assessments, strategic plans, program design, implementation and evaluation.

The Democracy and Governance (DG) Center, through its Administration of Justice project and possibly civil society and electoral reform sub-projects, will provide technical assistance in the areas of judicial reform (court reform areas of delay reduction, oral procedure and pre-trial detention), electoral reform and improved civic participation. These three areas are critical to fulfillment of the Peace Accords.

As the principal USAID organizational unit managing and supporting the Agency's environmental programs, the Environmental Center (ENV) will assist the Mission in the design of an environmental health project and a forestry support program.

B. New Activity Descriptions

Activity Title: Land Tenure Security
Activity No.: 519-0418
Funding: DA
Duration: FY 1996-2001
Proposed LOA Funding: \$8,000,000 (\$133,000/mo, 60 mo)

During the 1980s and into the 1990s, in compliance with the Peace Accords, El Salvador carried out the most far-reaching agrarian reform program ever implemented in Latin America. USAID programs have raised the incomes and helped secure ownership rights for 76,000 beneficiaries of the phases I and III of agrarian reform. USAID also financed the adaptation in El Salvador of the successful Peruvian model for streamlined land registration. Since 1992, 17,000 persons have received farmland, in conjunction with similar European Community programs, under the land distribution effort of the National Reconstruction Program. Another 45,000 rural families do not control the land they farm due to outmoded land rental laws.

Despite improvements in this sector, analyses of the agrarian reform program and the Peace Accords land transfer program have identified a series of constraints inhibiting stable land ownership and the development of a sustainable land market. These constraints include surveying and equitable distribution of land held pro indiviso or in common, preparation and filing of a clear title, ability to enter into a long-term lease, problems with inheritance for undivided land, and inability to determine fair market values. Equitable administration of a property tax will also require clear land records. Land rental reforms and the analysis of the mechanics of dividing commonly held land will be addressed through the FY 1995 CRECER Project; cadastre and recording is being undertaken by municipal development projects and the World Bank. The impediments which remain to be addressed are surveying and equitable distribution of land, preparation and filing of a clear title, division of inheritance rights, and determination of fair market values.

1. Relationship to Agency and Mission Goals

The Land Tenure Security Project will support the Agency and USAID/El Salvador goal of Encouraging Broad-based Economic Growth, especially by expanding access and opportunity for the less-advantaged and by strengthening agrarian economies. It also contributes to progress in another Agency goal, Protecting the Global Environment, and to the Mission Strategic Objective, Improved Environmental and Natural Resource Management.

2. Consistency with Mission Strategy

A. Activity Goal: To promote broad-based economic growth by specifically alleviating rural poverty and stimulating rural economic growth.

Preliminary Verifiable Indicators

- reduction in extreme rural poverty
- reduction in rural poverty

B. Activity Purpose: To raise the incomes of extremely poor men and women in rural areas by expanding access to secure land tenure.

Preliminary Verifiable Indicators

- land holdings with proper title and registration
- reduction in idle reform cooperative and PTT lands
- improved legal and administrative procedures for selling and bequeathing land

C. Activity Description

The activity will finance a technical assistance team that will build consensus on policy reform through a participatory process involving agrarian reform beneficiaries, renters, the landless, NGOs and GOES policy makers. Specific activity interventions will include technical and institutional assistance to various reform sector organizations to ensure that policy reforms are implemented. Technical assistance will also be provided to assist in consolidating the multiplicity of public sector institutions overseeing the land transfer process and in formulating a more dynamic and coherent land transfer system.

The proposed activity will remove structural, legal and regulatory constraints that currently promote subsistence over commercial agricultural production, and that lead to inefficient and degrading land use. As a more rational and economically sustainable land tenure regime is developed, the activity will also facilitate land transfers to squatters and renters. The activity will target three specific subsectors of the rural productive sector: the large group of 80,000 members of the agrarian reform cooperatives that currently occupy approximately 25 percent of the arable farm land in El Salvador; over 100,000 renters and related producers with precarious tenancy; and 36,000 current and potential beneficiaries of the Peace Accords Land Transfer Program (i.e., ex-combatants of both sides and squatters in the former ex-conflictive zones).

In addition, the Project will assist the groups living on collectively titled lands to enter a process which leads to the division of the land, surveying of the resulting parcels, and their registration through the Instituto de Libertad y Progreso, the GOES agency which handles small urban holdings and the regular property registry.

D. Anticipated Impact on Poverty Alleviation, Access, and Participation

Endemic poverty, as measured by family income, is El Salvador's primary rural problem. The World Bank estimates rural poverty at 56 percent. Rural poverty strikes hardest at those employed in agriculture and at women, two groups chronically under-represented in government efforts to address poverty issues. Over 340,000 people (54 percent of the agricultural workforce) are landless temporary day laborers, farmers with less than one manzana of land, and unemployed agricultural workers. The rural poor generally have limited access to

productive resources and an inability to overcome barriers to market opportunities. Reduced or insecure access to land represents the major economic barrier faced by many of the rural poor.

E. Policy Dialogue Agenda

The activity's policy dialogue agenda will target reforms in the following areas:

- a revision of agrarian law in order to allow agrarian reform sector cooperatives to rent or sell land that is not being used thereby providing access to idle land and eliminating the current practice of illegal land transfers which cannot be registered nor access the formal credit system;
- a revision of agrarian reform cooperative structure to eliminate the system of disincentives that forces coops into economically nonviable practices with no concern for the overall profitability of the enterprise; and,
- a review and revision of the draft agrarian code to consolidate and make coherent the variety of agrarian-related legislation that currently defines the legal and regulatory environment for land tenure and use in rural El Salvador.

Because of the highly political nature of the current agrarian structure and the number of competing interest groups, the process of reform of the respective agrarian laws will need to be highly participative, both to ensure support for the reforms, but also to ensure that benefits accrue to the population most directly and indirectly affected by the reforms.

F. Donor Coordination

The activity will ensure donor coordination by funding short-term technical assistance activities and necessary analytical studies in conjunction with other international donors, in particular the World Bank. The World Bank will be involved in reform of the property registry and the completion of a nation-wide cadastre. Information for a 1995 UNDP planned evaluation of the land tenure situation will provide valuable data for this program. As such, donor coordination will be a critical element to the success of this activity.

3. Policy and Design Issues

The most significant design and implementation issue is the identification of secondary level organizations, such as the Salvadoran Association of Producers and Entrepreneurs (PROESA), the Democratic Small Farmer Alliance, and the cooperative federations, possessing the institutional capability to facilitate the policy dialogue process. A serious hurdle to moving the policy dialogue process forward will be the avoidance of becoming overly embroiled in local and national politics in a partisan fashion.

The Peace Accords signed in January 1992 provide for the issuance of an Agrarian Code that will regulate the land tenure system in the country, as well as other aspects of agriculture. The new code is still a long way from being finalized and formally debated by the legislature. Once approved, the Agrarian Code will require structural and administrative changes necessary for

the fulfillment of the new legal standards. Sustainability of the assistance to be provided will require government commitment to fully implement the legal reforms included in the new agrarian reform, including the necessary budget support. In this regard, the GOES has demonstrated a commitment to agriculture and rural areas which is encouraging. El Salvador is only one of three Latin American countries in a recent IDB study which has demonstrated sustained increases in public investment in agriculture since 1989.

The activity will be managed by a U.S. Direct Hire employee in the Productive Resources Office, with the assistance of a full time Foreign Service National development specialist. It is anticipated that USAID funds will be obligated through a Handbook 3 bilateral agreement. The activity will use the Design and Perform (DAP) modality, with selection of a U.S. firm/NGO to be made during the summer of 1995. No direct support from Global Bureau resources or LAC regional programs is foreseen at this time.

USAID/El Salvador recommends that the Agency authorize the Mission to proceed with activity design and authorize the project paper in the field.

New Activity Amendment Description

Activity Title:	Municipal Development and Citizen Participation	Project Amend ment
Activity No.:	519-0388	
Funding:	DA	
Duration:	FY 1996-2000	
Proposed LOA Funding:	\$15,000,000 (revised total \$19,000,000) (\$250,000/mo, 60 mo)	

The Municipal Development Project was initiated in FY 1993 as a 30 month, \$4 million pilot project. Full project implementation is appropriate now due to the progress made on decentralization of services and the pace of increasing municipal autonomy. Since 1993, the GOES has demonstrated commitment to this pace by: 1) drafting a local development plan (late 1994) which addresses issues of decentralization, financial and administrative strengthening of municipalities and departmental councils of mayors (CDAs), including a proposed property tax; 2) stating publicly (President Calderón Sol at the November 1994 mayoral congress) that it supports proportional representation on municipal councils; 3) advising in writing (Minister of Planning to USAID Director) of GOES intent to press legislation of a property tax in the short term (late 1994); 4) proposing, for public debate (January 1995), an economic plan which includes financial strengthening of local governments via the property tax and municipal development as fundamental in state modernization plans.

Interest groups now openly express their views, and government accountability to their constituents at the local level has increased. Notwithstanding these improvements, municipal governments still lack the legal and policy framework, technical skills and financial means to play a broader role in the country's democratic development. Therefore, amendment of the project authorization still depends on the continuation of the positive trend towards municipal autonomy through the remainder of 1995.

I. Relationship to Agency and Mission Goals

The Municipal Development and Citizen Participation Project (the modified title reflects the Mission's decision to fold its planned Participation and Governance Project into this amended project) contributes directly to the Agency's strategy of Building Democracy through "institutionalizing community participation at the local level and an accountable, transparent style of governance that can ensure the population a modicum of control over the basic necessities of life." It supports attainment of the USAID/El Salvador Strategic Objective No. 3, Strengthened Democratic Institutions and Practices, and contributes substantially to attainment of program outcomes under Strategic Objective No. 1 and Strategic Objective No. 4 pertaining to basic service provision (especially potable water) and more democratic local level institutions with increased citizen participation.

2. Consistency with Mission Strategy

A. Activity Goal: Strengthened Democratic Institutions and Practices

Verifiable Indicators

- Increased locally raised revenue in 39 municipalities, plus an additional 15 to be selected during FY 96
- Transfers to all 262 municipalities from the national budget reach 3.5 percent of the national budget
- 39 plus 15 additional municipalities managing water systems and other public utilities
- 39 plus 15 additional municipalities regularly hold town council meetings which are open to the public

B. Activity Purpose: Enhance the participation of the Salvadoran populace in the local democratic process and improve the capacity of municipalities to respond to the needs of their constituents.

Verifiable Indicators

- Legislation strengthening municipal finances, enabling decentralization of basic services, and proportional representation on municipal councils
- Functioning cadastral systems to permit equitable tax enforcement
- Improved tax administration and collection of user fees
- Introduction of capital investment budgets equal to 10 percent of revenues
- Municipal management and operation of public water systems with sustainable fee structures
- Construction and operation of a revenue-generating activity in each municipality from GOES funds
- Citizen participation in accordance with the 1986 municipal code
- Citizens understand their role in the municipal government process

C. Amended Activity Description

The central GOES, under its modernization of the state program, desires to reduce the size of the centralized autonomous agencies and to pass their responsibilities to the municipal governments. In order to accept these new and complex responsibilities, the municipal governments must improve their administrative systems, open their deliberations to the public, and collect sufficient revenues for both capital investment and current expenses.

The amended Municipal Development and Citizen Participation project will increase and enhance citizen participation in the local decision-making process in the 39 original plus an additional 15 municipalities. It will promote open municipal council meetings, establish community advisory boards, rotate open town meetings to rural cantons, and promote and finance grass-roots community organizations, and NGOs. Fundamental to this promotion of civil society

organizations will be horizontal linkages to municipal governments as local NGOs assume increased responsibility not only for service provision but also for citizen advocacy. In the project area, all council meetings dealing with budgetary issues and project prioritization and selection issues will require a public hearing. This transparency allows for greater accountability, and improved citizen understanding and participation in the decision-making process. Technical assistance and training for municipal officials (including FY 1995 CLASP II training for 160 mayors) will facilitate this transition to a more open, democratic process. A public education campaign targeting community organizations, NGOs, and the general public will educate citizens on rights and responsibilities in a local democratic government, as well as how to mobilize community resources and advocate effectively before local decision-making bodies.

The amended activity will widen support to decentralization and municipal development by providing technical assistance to 39 percent and 15 additional municipalities and training to respond effectively to the current needs of their constituents and to develop their capacity to handle their increasing autonomy as a result of central government decentralization. The amended activity is composed of three components (priority policy reforms, municipal strengthening, and local democratic development) and will work within the following broad areas to improve municipal capacity in El Salvador:

- a) ***Municipal management and finance*** including organization, budgeting, external auditing, personnel systems, and computer systems;
- b) ***Tax administration and cadastre systems***;
- c) ***Water and environmental technology*** including solid waste management, wastewater, potable water, and associated engineering services; and
- d) ***Expanded service provision*** including urban planning, local economic development, privatization of public services, and regional cooperation.
- e) ***Expanded citizen participation*** through civil society organizations which take advantage of broadened participation mechanisms implemented by local governments. (See Policy and Design Issues below)

D. Anticipated Impact on Poverty Alleviation, Access, and Participation

The Municipal Development and Citizen Participation Activity addresses poverty alleviation through provision of basic services which allow poor men and women to participate more fully in the formal economy. It also increases public participation, and thus ownership, in governmental decisions which affect their lives. The 950,000 residents of the target municipalities will be more freely able to guide the governments which most closely shape their lives.

E. Policy Dialogue Agenda

USAID/El Salvador's reform agenda for municipal development is to remove legislative and regulatory constraints to sustainable municipal development and decentralization. Such reforms benefit all Salvadorans, but especially those in the targeted municipalities, through devolution

of authority and autonomy to their mayor and town council. Key policy reforms for decentralization of authority to municipal governments are:

- increased municipal autonomy, particularly increased local authority to raise revenues;
- transfer of the authority and resources for provision of water supply, public sanitation, and other public utility services; and,
- proportional representation of the population on municipal councils.

Municipal governments will be encouraged to reform their own administrative management practices and formulate policies that contribute to more effective and participatory municipal management.

F. Donor Coordination

After USAID, the most significant donor in municipal development is the German aid agency GTZ. The GTZ has committed \$3.2 million for municipal development through 1995, assisting the central GOES agency, ISDEM, to do training in municipal management and administration, tax management systems, cadastre systems (a World Bank activity in the rural sector in 1995 and 1996), and urban planning. UNICEF has committed \$4.5 million through 1995 to improve services and basic infrastructure in education, health, and municipal administration to 38 municipalities. IDB loans to the GOES Social Investment Fund (FIS) provide funding for infrastructure at the municipal level. USAID/El Salvador is a member of a donors' working group (with IDB, UNDP, and GTZ) on decentralization and municipal development which meets monthly to coordinate policies and activities. USAID and the GTZ will continue to coordinate pressure on ISDEM to convert its operational mode from that of supply-driven to move demand-driven provision of TA and training.

3. Policy and Design Issues

A. Sustainability

The sustainability of municipal autonomy, increased revenue generation and increased revenue sharing lies in the legal changes to be made in 1995-1996 and in the increased institutional capability which the municipalities will develop over the life of the Project. The institutionalization of participatory democratic mechanisms in the target municipalities is the true source of sustained change in the way that municipal governance is carried out. The activity will provide financing to ensure that these concerns are addressed throughout the life of the project. Component three design will reflect efforts to assure simultaneous project activities with both local governments and civil society organizations (NGOs) which advocate broader citizen participation. This component, in particular, has trans-sectoral implications. Coordination of efforts in this area among USAID offices, in order to best use scarce resources and to consolidate the considerable gains made to date, is essential.

It has become evident during the initial project phase, and with the advent of the project's institutional contractor, that a considerable, and largely untapped human resource potential for technical assistance to the municipal sector exists in El Salvador. To address this critical issue of sustainability, this local talent will be prepared, beginning early in 1996 to assume the work

of the institutional contractor. To implement the three components, two or three cooperative agreements with existing foundations (e.g. FEPADE, FUSAI, et al.) will replace institutional contractor functions.

The Corporation of Municipalities of the Republic of El Salvador (COMURES), the major counterpart for the activity, a Salvadoran NGO, is the association of mayors representing all the municipalities in El Salvador. It coordinates the efforts of mayors to address problems overlapping municipal boundaries and works with the departmental committees of mayors in the coordination of relations with the central GOES. Technical assistance will be provided to COMURES to assist in its institutional development and to assure its financial self-sufficiency beyond the life of project.

The Municipalities in Action (MEA) program has increasingly sought greater local investments in participation, improved management and financial contributions as conditions for infrastructure investment grants. The local currency funding for this program, originally scheduled for completion this year, will be concentrated on target municipalities, thus extending the life of the program activity, and enhancing its leverage potential. Four recommendations on infrastructure provision in the 1994 MEA evaluation suggest this as a transitional strategy.

B. Potential Issues

Legislative reforms related to local revenue generation and revenue sharing, as well as electoral reforms, may require extended discussions within the Legislative Assembly. However, the Assembly has not yet blocked those municipal reforms (including enhanced revenue from fees) which have been submitted to it. The Calderón Administration has been committed to decentralization, and has approved substantial budget transfers from the central budget to the Municipalities.

The 1997 municipal election will take place during the life of the amended Project. New mayors and town councils will have to be folded into the more demanding environment in which decentralized authority operates.

C. Innovative Program Approaches

The project is implemented through a tri-partite agreement between USAID/El Salvador, the Government of El Salvador and the NGO, COMURES. The GOES coordinates the decentralization of authority for water supply, sanitation, and revenue collection to the municipalities. COMURES guarantees representation of the municipalities in the decentralization process. The successful use of open town meetings in the USAID-financed Municipalities in Action Program will be expanded to open municipal council and budget meetings to the public and financing for potential support of local democratic advocacy NGOs will be provided. Improved relationships between municipal councils and community organizations will help insure broad public participation as the decentralization process unfolds.

D. Global Bureau Resources and LAC Regional Programs

The project will utilize the ROCAP/RHUDO Local Government Regional Outreach Strategy (LOGROS) Project, as appropriate, for short term training and observational travel for Mayors and members of the Legislative Assembly. This training will include seminars, conferences and observation trips within Latin America and to the United States to familiarize participants with successful decentralization and municipal government programs.

USAID/El Salvador recommends that the Agency authorize the Mission to approve this activity amendment in the field.

New Activity Description

Activity Title: Environmental Health
Activity No. 519-0242
Funding: DA
Duration: FY 1997-2002
Proposed LOA Funding: \$8,000,000 (\$133,000/mo, 60 mo)

1. Relationship to Agency and Mission Goals

This project conforms to both the Agency goals of Protecting the Global Environment and the Agency Strategy of protecting the environment in a framework of sustained economic growth. It directly contributes to the Mission's portfolio in this area as it seeks to support and strengthen the GOES's natural resources legal framework and policy agenda, it strengthens community groups' and NGOs' abilities to respond to environmental problems, and increases public awareness of environmental problems.

2. Consistency with Mission Strategy

A. Activity Goal:

1. Improved Environmental and Natural Resources Management for Health and Education.

B. Activity Purpose:

To reduce the incidence of environmentally related diseases and hazards in order to achieve environmentally sound, broad-based social development and economic growth through improved policies, regulations, and interventions in the areas of air and water quality.

C. Activity Description:

The effects of environmental contamination and the degradation of natural resources have always been felt the most by the urban and rural poor. According to the Ecological and Human Risk Assessment developed for the National Environmental Strategy, the highest human health risks associated with environmental degradation stem from asbestos exposure, car and factory emissions, agro-chemical residues, cookstove smoke (interior air quality), contamination of water sources and the lack of solid waste management.

This \$8 million, five year activity will focus on: 1) standardizing environmental quality standards and the strengthening of SEMA's regulatory capacity; 2)

reduction of ground and surface water contamination, and improvement of interior air quality in rural areas; 3) reduction of vehicular lead emissions; 4) development of policies, a regulatory framework and some interventions to eliminate the production and use of asbestos products; and 5) development of policies and project interventions for low-cost, low-maintenance solutions to urban solid and liquid waste.

D. Anticipated Impact on Poverty Alleviation, Access, and Participation

This project will be targeted for the rural and urban poor. Where possible, it will be implemented by community groups, municipalities and local NGOs.

E. Policy Dialogue Agenda

The Mission's policy dialogue agenda will focus on the adoption and implementation of policies and regulations which will effectively reduce or eliminate air and water quality contamination. Specifically, the Mission will focus on lead emissions, asbestos production, agro-chemical residues in water supplies, cookstove smoke, landfills and small-scale, low-technology waste water treatment.

F. Donor Coordination

The Mission has established a working relationship with the IDB through the PROMESA project and IDB's \$3.3 million institutional strengthening project for the Salvadoran Environmental Secretariat. These two initiatives should place SEMA in a position to be able to develop a regulatory framework for the air and water pollution abatement. It is expected that the Mission will also collaborate with AID/RHUDO urban environmental activities.

3. Policy and Design Issues

This Mission has submitted a proposal on environmental problems to the Global Bureau for funding with Environmental Initiatives for the Americas resources. With this financing, a policy dialogue agenda will be established with the GOES, which will serve as the basis for longer term and more concerted efforts under this Project. Given an inconsistent GOES position on environmental issues, this preliminary financing should assist the Mission to design a focussed and coherent Project.

This activity will provide greater emphasis on environmental problems related to child survival through the FIAES program. Provide training and re-orientation to "child survival" NGOs so that they submit funding proposals which address such topics as cookstove smoke, agro-chemical residuals - and train rural communities to locally manage such problems as solid waste and protection of water sources and aquifers that provide the local water supply.

PROJECT NUMBER/TITLE	FY94				FY95				FY96				FY97				FY98				FY 99			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
0417 Peace Corps	[REDACTED]																							
0418 Land Tenure Security	[REDACTED]																							
0419 War Victims	[REDACTED]																							
0420 Orphans	[REDACTED]																							
5980791 RTAC II	[REDACTED]																							
TOTAL PROJECTS (number) (at end of FY 4th Qtr)	39				32				24				16				9				5			

TABLE 3
USAID/EL SALVADOR
SUMMARY PROGRAM FUNDING TABLE
Dollar Program
(000)

Funding Category	FY 1995 Estimated	FY 1996 Requested	FY 1997 Requested
Development Assistance			
Mission Strategic Objective No. 1 Assist El Salvador to make the transition from war to peace			
519-0000 PD and S	226	226	209
519-0308 Health Systems Support	752	754	0
519-0315 Trg. for Productivity Competitiveness	608	0	0
519-0349 Tech Support, Policy Analysis and Trng.	0	50	50
519-0357 Strength. Achievement in Basic Education	431	490	135
519-0361 CLASP	279	445	351
519-0367 Maternal Health/Child Survival Services	95	33	191
519-0387 Small Enterprise Support	780	420	0
Subtotal DA	3,171	2,418	936
Mission Strategic Objective No. 2 Broad-based economic growth increased			
519-0000 PD and S	227	226	209
519-0094 Special Development Activities	85	85	85
519-0315 Training for Productivity Competitiveness	911	0	0
519-0349 Tech Support, Policy Analysis & Trng.	0	620	620
519-0362 Coffee Technology Transfer	1,320	840	306
519-0387 Small Enterprise Support	520	280	0
519-0392 NTAE Production and Marketing	510	0	0
519-0397 Rural Equitable Economic Growth	1,510	2,850	4,275
519-0417 Peace Corps	10	17	17
519-0418 Land Tenure Security	0	2,500	4,000
936-Grow	38	140	0
Subtotal DA	5,131	7,558	9,512
(Mission OYB)	5,093	7,418	9,512
(Global Field Support)	38	140	9,512

Funding Category	FY 1994 Estimated	FY 1995 Requested	FY 1996 Requested
Development Assistance			100% FY95
Mission Strategic Objective No. 3 Enduring democratic institutions with broad-based participation			
519-0000 PD and S	227	226	209
519-0349 Tech Support, Policy Analysis & Trng.	0	330	330
519-0361 CLASP	775	1,235	976
519-0367 Maternal Health/Child Survival	95	33	191
519-0376 Judicial Reform II	0	0	3,700
519-0388 Municipal Dev. & Citizen Participation	594	3,500	6,500
519-0391 Democratic and Electoral Processes	0	3,000	0
598-0669 Administration of Justice	100	300	0
936-5468 Electoral Systems Support	10	0	0
936-5469 Civil Society Capacity	15	0	0
Subtotal DA	1,816	8,624	11,906
(Mission OYB)	1,615	0	0
(Global Field Support)	125	0	0
Mission Strategic Objective No. 4 Improved quality with equity in health and education			
519-0000 PD and S	227	226	209
519-0094 Special Development Activities	15	15	15
519-0308 Health Systems Support	1,128	1,131	0
519-0357 Strength. Achievement in Basic Education	3,446	3,918	1,079
519-0361 CLASP	388	618	488
519-0363 Family Health Services	1,700	967	1,000
519-0367 Maternal Health/Child Survival Services	1,702	602	3,428
519-0401 Social Sector Reform	1,500	3,500	4,500
519-0417 Peace Corps	10	17	17
519-0420 Orphans	0	0	0
936-0071 Training Evaluation & Support Services	30	30	0
936-3038 FP Logistics Management	0	300	0
936-3041 Family Health International	0	100	0
936-3051 Contraceptive Social Marketing II	400	300	0
936-3056 Promoting Financial Invest. & Transfers	400	200	0
936-3057 Central Contraceptive Procurement	0	800	0
936-3059 Access to Family Planning	200	100	0
936-3061 Natural Family Planning	200	200	0
936-5122 Omni	100	0	0
936-5832 Advancing Basic Education & Literacy	30	30	0
936-5836 Improving Educational Quality	18	18	0
936-5972.31 Aids Technical Support	150	667	0
936-5974.07 Initiatives	100	100	0
936-5991 DDM	200	200	0
936-6006 Basics	0	100	0
Subtotal DA	11,944	14,139	10,736
(Mission OYB)	10,909	14,460	0
(Global Mission OYB)	328	1,645	0
(Global Field Support)	1,100	1,100	0

Funding Category	FY 1995 Estimated	FY 1996 Requested	FY 1997 Requested
Economic Support Fund			
Mission Strategic Objective No. 5 Environmental and natural resources management			
519-0000 PD and S	226	226	209
519-0357 Strength. Achievement in Basic Education	39	44	12
519-0361 CLASP	108	172	136
519-0362 Coffee Technology Transfer	710	453	164
519-0385 Environmental Protection	1,110	3,000	4,300
519-0392 NTAE Production and Marketing	90	0	0
519-0397 Rural Equitable Economic Growth	80	150	225
519-0417 Peace Corps	10	16	16
Subtotal DA	2,373	4,061	5,062
TOTAL DA	24,435	36,800	38,152
Economic Support Fund			
Mission Strategic Objective No. 1 Assist El Salvador to make the transition from war to peace			
519-0394 Peace and National Recovery	13,500	7,500	11,000
Subtotal ESF	13,500	7,500	11,000
Mission Strategic Objective No. 2 Broad-based economic growth increased			
519-0414 FY 94 Social/Economic Policy Reform	6,448	0	0
Subtotal ESF	6,448	0	0
Mission Strategic Objective No. 3 Enduring democratic institutions with broad-based participation			
519-0376 Judicial Sector Reform II	2,500	3,500	0
519-0414 FY 94 Social/Economic Policy Reform	6,448	0	0
Subtotal ESF	8,948	3,500	0
Mission Strategic Objective No. 4 Improved quality with equity in health and education			
519-0414 FY 94 Social/Economic Policy Reform	12,895	0	0
Subtotal ESF	12,895	0	0
TOTAL ESF	41,791	11,000	11,000

Funding Category	FY 1995 Estimated	FY 1996 Requested	FY 1997 Requested
Demobilization and Transition Fund			
Mission Strategic Objective No. 1 Assist El Salvador to make the transition from war to peace			
519-0394 Peace and National Recovery	1,000	0	0
TOTAL DTF	1,000	0	0
TOTAL DA, ESF AND DTF	67,226	47,800	49,152

C. Other Donor Coordination

International and Bilateral Donors

Several years ago USAID was virtually alone as a major assistance donor to El Salvador. Today there are approximately 15 bilateral donors and a number of international donors. In 1994 the Inter-American Development Bank (IDB) was the primary donor to El Salvador. Other leading partners are the World Bank, the Central American Bank for Economic Integration, the European Economic Community, Japan, France, Spain, and Germany.

Partly as a result of major USAID-funded assessments, the World Bank and the IDB are jointly planning about \$200 million in social sector loan projects to support GOES reform efforts in health and education. The Mission's Social Sector Reform Project, a planned five-year, \$15 million effort, will dovetail other donor efforts in these areas. These projects will address the private/NGO sector and its role in the reforms, ensuring that the reform efforts are inclusive and participatory. USAID recommendations and ongoing activities are given strong consideration by donors as they develop their programs. The various development activities are mutually supportive.

Other donors have also expressed interest in assisting justice sector activities. Toward this end, USAID has had meetings with United Nations representatives and with the IDB to share basic information on technical assistance and training needs of the justice sector. The European Community, which plays an important role in the land transfer program, is also particularly interested in judicial reform. Given El Salvador's recent history, this interest is understandable and congruent with the Mission's desire to consolidate and strengthen justice sector institutions that are critical for a strong civil society.

The Inter-American Development Bank plans to provide up to \$80 million to the GOES for natural

resources policy reform and support. Communication between the IDB and USAID in this area is continual and open.

There are many other examples of complementary development programming. Japan's development agency is involved in infrastructure rebuilding, particularly in the ex-conflictive zones, while the Government of France is involved in surplus agricultural donations. The German developmental agency, GTZ, centers its portfolio on municipal development. Spain has recently signed a \$100 million agreement with the GOES for economic, judicial and social reform initiatives.

Non-Governmental Organizations (NGOs) and Private Voluntary Organizations (PVOs)

NGOs and PVOs play a significant role in providing humanitarian and development assistance to El Salvador. The NGOs/PVOs registered with the Mission vary markedly in size, scope, and capability, but all share a strong commitment to improving the quality of life of people in El Salvador. While continuing to respond to immediate human needs, particularly in emergency situations, NGOs/PVOs have increasingly contributed valuable resources to long-term sustainable development activities crucial to improving conditions within the Mission's five Strategic Objectives.

Coordinating with these development partners is key to the Mission's strategy. Nearly 200 American and Salvadoran NGOs are carrying out USAID-funded activities in every area of the country and in every field of development. They are participating in USAID activities as planners, implementers, evaluators and beneficiaries.

Through a series of workshops, a broad range of NGOs have been consulted on the elaboration of program strategies. These efforts have resulted in a wider consensus of program strategies, an increased number of NGOs implementing projects directly, and a renewed commitment by the NGO

community to the goals and objectives of national development and of the USAID program. Hence, avenues of participation have been enhanced. For example, approximately \$70 million of National Reconstruction Program funding has been channeled through NGOs to carry out small projects to help their communities. Also under the NRP Project, NGOs were contracted to implement a three-year program to provide services to both civilians and ex-combatants suffering physical and emotional handicaps as a result of the armed conflict.

Within the democracy portfolio, 19 NGOs received grants to carry out programs oriented toward civic and political participation, especially among women and young adults. Other NGO activities focus on issues such as women's legal rights and strengthening the integrity and inclusiveness of the democratic electoral process.

In education, a diverse group of NGOs, teachers unions, universities and the Ministry of Education was formed as a result of the 1994 Education Sector Assessment. This "Comité Dinamizador" is striving to increase participation of non-governmental actors and determine national educational policy. The Comité hosted a three-day forum in January 1995 in which 119 organizations participated.

Thirty-five 35 NGOs providing maternal health, family planning and child survival health services under one USAID program have united to form a consortium, CONSALUD, which will eventually assume central supervisory, training, oversight and representational function for its members. Through this consortium, the NGOs seek financial resources and technical assistance to allow them to achieve self-sufficiency and enhance their capacity for sustainability.

One USAID activity supports six environmental NGOs, providing small grants to enable them to carry out public education campaigns and develop projects which will actively involve citizens with their environment. Examples include activities in environmental policy; education; and soil, water and forestry management.

The NGOs/PVOs registered with USAID/El Salvador foster sustainable self-help efforts at the community level and provide a direct channel for people-to-people projects. These efforts broaden the participation of the poorest citizens in the social and economic decisions that affect their daily lives and ultimately influence the well-being of the nation as a whole.

D. Reengineering/Managing for Results/ Performance Measurement

USAID/El Salvador has implemented a series of management changes over the past year. While the Mission was undergoing a "right-sizing" exercise in which six functional Divisions were merged into three, an improved system of management was being created and implemented in the Mission through Strategic Objective Teams (SOTs). The role of the SOTs was consolidated and today they are firmly rooted in the Mission management culture. Drawn from the SOTs, a Mission "Monitoring and Evaluation Team" was created to focus on program monitoring and evaluation. A link was established between the SOTs and the Mission Gender Analysis and Impact Committee through shared membership, and the Mission has hired a part-time Gender Specialist to support the projects as well as the SOTs in conducting gender analysis to improve the impact of our program. Finally, the SOTs were effectively brought into the Semi-Annual Project Review process (SAR), thus strengthening the contribution of the project portfolio to the Program Outcomes.

Transition Planning

A "strategic management" secretariat comprised of a USDH, a USPSC and an FSN has been created informally in the Program and Project Development Office. Over the past year this unit has coordinated the activities and contributions of the SOTs. During FY95 it will play a coordinating role in bringing about the transition to the new "reengineered" operating system.

Recent management improvement efforts within the Mission have been explicitly geared toward preparing staff for the reengineering effort. A Mission-wide training needs assessment conducted in December 1994 assessed staff skill levels in areas directly relevant to the Agency reengineering.

That assessment also surveyed monitoring and evaluation skills, and the results were incorporated into the design of a series of Monitoring and Evaluation Workshops scheduled to be implemented in March 1995 (with assistance from AID/LAC and CDIE/PME). Through the workshops, SOT members, project managers and data collection staff will enhance their abilities to "manage for results", by providing timely, reliable performance information to Mission decision-makers. If successful, the March workshops may be replicated, in Spanish, for key counterparts who play a role in our data collection and analysis efforts.

USAID/El Salvador is setting the stage for developing a new "Strategic Plan" to be submitted to AID/W next year. The Mission is now undergoing a Strategic Objective Evaluation of our Strategic Objective No. 2, again with the assistance of AID/CDIE/PME. Recommendations will feed directly into the new Mission Strategic Plan.

During the Spring/Summer of 1995 the SOTs will undertake a series of "customer surveys", which may be carried out through public opinion polls, personal interviews with counterparts, and questionnaires. The purpose of the surveys will be to determine client satisfaction with the current program and development priorities, in order to guide the re-orientation of the Mission Program for the Strategic Plan.

Also during the Spring/Summer of 1995, the second annual retreat of all SOT members will be held to discuss the impact of dramatically declining funding levels on achievement of the Strategic Objectives. Mission priority areas and future strategic direction will be discussed and analyzed in that forum, which may result in a restructuring of the Strategy.

Core Values

Following are just a few examples of the many USAID/El Salvador actions that demonstrated "Core Values" of the Reengineering efforts, as described in the Operations Business Area Analysis Report, "Making a Difference for Development":

- **Customer focus:** Public opinion polls are being used to assess the satisfaction of ex-combatants with the various forms of reintegration assistance that they have received, to assess citizen satisfaction with judicial reforms, and to determine citizen knowledge of civic rights.
- **Teamwork/partnerships/participation:** Health and Education sector assessments completed during 1994 were noteworthy for the high degree of participation by all of the relevant Mission partners and clients. Results were communicated via workshops in which participants were given the opportunity to provide direct feedback.
- **Empowerment/accountability:** Mission Strategic Objective Teams have been empowered to guide the Mission strategy, make recommendations regarding the fate of new and continuing projects, and demonstrate through performance results the success of their decisions.
- **Results orientation:** Significant progress is being made toward clarifying the performance results desired, initiating surveys and implementing data collection systems to ensure that Mission management receives timely and reliable information for decision-making.

Managing for Results

USAID/El Salvador has integrated the Semi-Annual Review (SAR) of the project portfolio into the strategic planning framework since the Fall of 1993. The success of this approach has improved with each SAR review, and Strategic Objective Teams currently have a major role along with project managers and line staff offices. For example, during the most recent SAR, in the Fall of 1994:

- SOTs were able to resolve some project issues prior to the Mission review.
- The SAR project reviews opened with an update of Program Performance results for the previous six months, followed by a discussion of the individual projects contributing to each program outcome.
- SOTs reviewed the "project mix" under each program outcome to verify that those activities were appropriate and sufficient to accomplish the program outcome.
- SOTs reviewed all proposed project amendments in the context of their continued contribution to the program outcome. New starts were also considered in light of accomplishment of the program outcome versus funding shortages.
- SOTs discussed the possible effects of significant cuts in funding levels, both ESF and DA, on accomplishment of the Program Outcomes. This led to a preliminary discussion of priority setting within the SOs.
- SOTs identified "strategic level" issues for the Mission Director.

Management decisions resulting from the SAR review included strategic objective-level decisions as well as activity-level decisions. For example:

- It was decided that accomplishment of one of the program outcomes would be possible through existing projects, since funding constraints prohibit the start of a proposed new activity.
- An SO 1 workgroup was created in response to continuing problems in implementing the Land Transfer Program under the Peace and National Recovery Project. This workgroup will focus on ways to facilitate the rate of land transfer and increase the productive use of the land parcels.

Strategic objective process influence on program performance:

- The SOT discussions of how to include gender considerations into the Peace and National Recovery Project led to a concerted effort to obtain gender disaggregated data. As a result all activity "Action Plans" financed in FY 1994 require that output indicators be reported by Gender (where applicable). New Action Plans must now also include indicators of impact, in addition to outputs. This applies to other Mission objectives as well.
- The concept and themes of the Mission's strategic objectives were used as an overall framework and focus for the Fifth Regional Annual Reunions of CLASP project scholars in 1994, where a total of 923 scholars attended.
- A SOT discussion of an indicator measuring municipal management of primary schools and water systems in 39 Municipalities revealed that a) the Ministry of Education had recently made a decision to pursue departmental rather than municipal decentralization, (to include primary school management; and b) the GOES Water Authority has demonstrated a

willingness to proceed more rapidly with devolution of the water systems. The team modified the indicator, but more importantly, a decision was made to invest more heavily in devolution of water system management to the municipal level.

- A SOT encountering significant problems collecting reliable and consistent performance data reached out to other donors in an effort to coordinate data collection efforts. There is strong donor interest in this effort, and the SOT is following up in order to be able to report reliable performance data in a timely manner. This may save USAID the time and expense of mounting large-scale surveys to establish our own data sources.

Performance Measurement

The Agency uses a five step process for defining its program objectives and establishing the basis upon which that program's performance will be judged. These steps include: 1) selecting a program focus; 2) articulating program objectives as intended results; 3) developing a logical, results-oriented program strategy; 4) establishing performance indicators and targets; and 5) affirming the program plan as a management contract. USAID/El Salvador has clearly implemented the first four steps, and beyond; the Mission has now institutionalized a system for measuring program performance.

USAID/El Salvador SOTs have refined performance Monitoring and Evaluation (M&E) plans, originally developed in the Spring of 1994, for every strategic objective (SO). These plans are working documents adapted for use by each SOT. A copy of each SOT M&E plan is provided as Annex B.

To enhance the utility of the plans, every SOT has identified two team members who form part of a larger Mission "Monitoring and Evaluation Team". These M&E specialists are responsible for implementing the M&E plans. They assist with the

design of special studies/surveys to collect performance data, they monitor the regular collection of the performance data, and they work with project managers and data collection staff to resolve data collection issues. The M&E specialists periodically update the plan to account for modifications to indicators or data collection sources, etc. They review related project evaluations and surveys to ensure that they include program performance data, as appropriate.

USAID/El Salvador is sponsoring Monitoring and Evaluation workshops in March, 1995 (ongoing) to demonstrate how data can be used effectively to "Manage For Results" in the context of USAID's reengineering initiative. The workshops, focussed on the Mission strategic objectives, will strengthen the ability of SOT M&E specialists, project staff and counterparts to collect, analyze, and use in decision making program and project performance data.

IV. FY 1996-97 Program Management Requirements

As future program levels decline, USAID staffing and budget levels also decline by the year 2000. These reductions do not correlate directly with OYB reductions because many projects will remain in operation for several more years without receiving any new monies and because some new activities are expected to very be staff-intensive. Nonetheless, planned portfolio reductions over time will permit USAID to reduce its budget consistent with overall agency budget goals.

The OE Trust Fund is expected to last until the year 2001, creating a smooth reduction in OE Dollar needs through the year 2000. Outyear projections will change if underlying assumptions change.

Staff Projections

USAID/El Salvador's projected budget through FY 2000 is based on workload projections which imply the position levels as of the beginning of each fiscal year as shown on Table 4.

Between January 1993 and October 1995 the El Salvador Mission will have reduced the number of staff positions by approximately one third, from 292 positions to 203 positions. 25 of those positions will be eliminated during FY 95 based on the plan established over a year ago. These reductions have resulted in an increased workload for remaining staff, and a high-pressure work environment now and for the future.

Three FSNPSC positions would be added to the Mission's staffing totals (but funded by RIG) to support the RIG/SJ if that unit moves offices to San Salvador as is currently proposed.

Few reductions are planned during FY 96 because most of the projects active at the end of FY 95 are scheduled to run through FY 97. Estimates for fiscal years FY 98 to FY 2000 are much less reliable than for earlier years because underlying assumptions used to make the projections may not prove true.

Operating Expense Projections

The budget assumes that exchange rates remain fixed through the year 2000, based on recent GOES economic plan announcements. The economic plan has not yet been officially approved. If, on the other hand, the Colon/Dollar exchange rate declines, the Trust Fund will not last as long as projected.

After FY 97, inflation rates of 5 percent on utilities and leases, 10 percent on FSN salaries and 3 percent on USPSC salaries are assumed.

The budget further assumes that staff office personnel reductions occur at the same rate as line office personnel. This may not be entirely true since certain elements of staff work are fixed in the medium term. It assumes that only about half of the OE staff reductions are involuntary, a critical factor in calculating involuntary separation costs.

Economy Measures

Staff reductions produce the most significant economies. RIG/I/SJ is planning to move to USAID/El Salvador during the summer of FY 95. That will reduce USAID's share of fixed occupancy costs such as electricity. The Mission will try to reduce the cost of involuntary separation gratuities, an average of \$40,000 per involuntary FSNDH separation, AND \$15,000 per FSNPSC separation.

by relying as much as possible on voluntary separations to meet staff reduction goals. These are now running about one per month, missionwide. However, the expected retirement of eight FSNs, which qualifies them to receive large separation gratuities, adds about \$200,000 to the budget from FY 96 through FY 2000. The Mission has fully funded its Treasury Voluntary Severance Pay Trust Fund obligations through FY 1995.

Due to budgetary constraints placed upon Mission management regarding the procurement of Non Expendable Property last year and the direction in which the Agency intends to move in terms of reengineering-related ADP conversions, the NXP category has been apportioned a fairly significant part of the OE budget this year and next. It is particularly important to note that although the portion of the OE budget allotted to the procurement of NXP for the next two years is expected to be sufficient, starting in FY 98 the amounts reflected in the category of NXP are unrealistically low. However, the only way in which to fund forecast needs in other categories is to restrict the funding of NXP. Adequate funding for NXP will have to be sought from savings and economies in the other accounts during those budget years.

Trust Fund

Assuming fixed exchange rates, the OE Trust Fund is expected to last until the year 2001.

The OE Trust Fund portion of the OE budget is slightly higher in FY 96 than FY 95. This higher amount is shown on Table 4 because no Trust Fund limits for FY 96 and beyond have been announced as of the time of this submission and because that is where the costs arise. If overall Trust Fund limitations preclude the Mission's spending that much from the Trust Fund, Dollars will have to be provided for the balance.

Issue

USAID/El Salvador pays its FAAS costs out of the Trust Fund, the only LAC mission which does so. This Mission hereby requests that those costs be paid out of Dollars.

TABLE 4

OE/TRUST FUNDED LEVELS By Major Function Code:	FY 95	FY 96	FY 97	FY 98	FY 99	FY 2000
U100 U.S. Direct Hire	350	366	384			
U200 F.N. Direct Hire	964	1,102	1,115			
U300 Contract Personnel	2,280	2,226	2,359			
U400 Housing	860	912	951			
U500 Office Operations	1,189	1,226	1,168			
U600 NXP Procurement	708	519	183			
Total Mission Funded OE/TF Costs	6,351	6,351	6,160	6,037	5,916	5,798
of which TF Funded	3,241	3,444	3,529			

MISSION STAFFING REQUIREMENTS																
	FY95						FY96						FY97			
	USDH	USPSC	TCNPSC	FSN	Other	USDH	USPSC	TCNPSC	FSN	Other	USDH	USPSC	TCNPSC	FSN	Other	
Total Authorized Positions	28	15	0	175	5	27	14	0	159	1	26	13	0	158	1	
of which Program funded	0	11	0	36	0	0	11	0	29	0	0	10	0	30	0	

	TOTAL	TOTAL	TOTAL
	FY 98	FY 99	FY 2000
Total Authorized Positions	174	155	155
of which Program funded	36	34	34

V. Mission-Initiated Issues

Fulfilling U.S. Commitments to the Peace Process

With proposed cuts in Economic Support Fund (ESF) levels, USAID/El Salvador foresees a potential crisis. ESF monies are the primary source of financing for U.S. Government assistance for implementation of a broad range of actions, as mandated by the Peace Accords. With the pending cutback in funding, it is conceivable that not only will the U.S. Government be forced to default on its commitments to support the Accords, but that such a default could jeopardize the peace process itself. ESF monies are used to implement the types of activities crucial to alleviating the causes for war and establishing a solid foundation for peace, democracy, and sustainable growth with equity. Removing that funding could jeopardize these objectives that are so vital both to U.S. and Salvadoran interests.

The U.S. Government pledged \$300 million and signed a series of bilateral agreements to implement activities directly related to various provisions of the Peace Accords. The commitment has been reaffirmed in international Consultative Group meetings; in public statements by the USAID Administrator, the USAID Assistant Administrator for Latin America and the Caribbean and the Assistant Secretary of State for Latin America.

ESF cutbacks will diminish funding for an important segment of our commitment. Two current projects lack nearly \$47 million in additional funding to attain their authorized levels and fulfill U.S. commitments: the \$191 million Peace and National Recovery project still requires \$36.948 million, and the \$20.5 million Judicial Reform II project requires \$9.5 million. Following planned FY 1995 obligations at reduced levels, the Peace and National Recovery project will still be short by \$23.5 million and the Judicial Reform project will need \$7.5 million. Although the Mission may be able to fund Judicial Reform II

through Sustainable Development appropriations, this is not an option for the National Reconstruction Project. The Mission's SD level is far too small to incorporate such a large requirement. In addition, the SD appropriation funds a number of high priority objectives, often with money specifically earmarked for certain categories.

Deobligation/reobligation Authority

Deobligation/reobligation authority is an important management tool that a Mission could use to reconfigure its portfolio to better address strategic objectives.

Prevailing Agency practices with regard to deobligation/reobligation authority discourage Missions from using it by asking them to deobligate money from projects while offering them no ability to control its disposition. The current system of using deobligations for the purpose of rescission or for other uses outside the control of the deobligating Mission creates incentives to continue with old projects and discourages Missions from pursuing innovative amendments or changes to their portfolios. A more useful approach would allow Missions to use reobligations elsewhere within their portfolio of activities. This would create an incentive for Missions to review old projects and deobligate/reobligate funds for the purposes of "modernizing" their portfolios to better reflect the Agency's and Mission's strategic objectives.

Starting next year, USAID/El Salvador understands that Missions will obligate funds by strategic objective, rather than projects, and hence have the flexibility to transfer funding to those activities with the greatest promise to produce results. Why not initiate this process immediately by allowing Missions to utilize deobligation/reobligation authority for existing projects to best pursue our strategic objectives?

VI. Special Reporting Requirements

Section 118 and 119 Tropical Forestry/Biodiversity

The Mission's original Natural Resource Management Strategy was prepared in FY 1991 and subsequently updated annually. The following is a summary of major challenges the country is facing and a description of progress in addressing biological diversity and tropical forest concerns.

Major Conservation Challenges

The major challenges to conservation of biological diversity and the reduction of deforestation in El Salvador are: high population density, pressure for access to land, and lack of government attention to natural resources issues for the last 12 years, at least in part because of the civil war. In addition, there is a lack of legal basis for protected areas and of long-term plans for buffer zones to take some of the pressure off the few areas that are presently designated for protection.

Progress

With the consolidation of the Peace Process, the GOES has continue to work on environmental and biodiversity issues. A draft of a new Forestry Law, which includes the specific designation of

Protected Areas to conserve biodiversity, has been submitted to the Salvadoran General Assembly. In addition, a Wildlife Protection Law was passed in March 1994.

The Fondo de Inversión Social (FIS) supported by the Inter-american Development Bank has paid for the reforestation of nearly 2,300 hectares during 1994 and has one nationwide project scheduled for 1995 to reforest 2,500 hectares.

Under the USAID financed Salvadoran Environmental NGO Strengthening (SENS) Project, SENS-assisted NGOs carried out 16 FIS reforestation projects, on 478 hectares. SENS-assisted NGOs have applied to FIS to finance 12 new reforestation projects for 1995.

In 1994, the Fondo de las Iniciativas de las Américas de El Salvador (FIAES), the local Enterprise for the Americas Board, approved grants for 53 NGOs, totalling \$3.3 million dollars. Of these, 14 projects will be financing reforestation activities, and 15 projects will support parks managements and biodiversity activities. Others will address child survival and health issues.

LIST OF ACRONYMS

AIFLD	American Institute for Free Labor Development
AMED	Medical Assistance for FMLN Handicapped
ANDA	Water and Sewer Authority
APSISA	Health Systems Support Project
ASECHA	Chalatenango Environment Association
BCR	Central Reserve Bank
BFA	Agricultural Development Bank
CARE	Cooperative for Aid and Relief Everywhere
CATIE	Tropical Agricultural Center for Research & Training
CCAD	Central American Commission for Environmental and Development
CEPRODE	Disaster Protection Center
CEL	National Electric Power Company
CLASP	Central and Latin American Scholarship Program
CLUSA	Cooperative League of the United States
CMR	Child Mortality Rate
COMURES	Corporation of Municipalities of the Republic of El Salvador
CONAMA	National Commission for the Environment
CONSALUD	Salvadoran NGO Consortium for Health
CPR	Contraceptive Prevalence Rate
CRS	Catholic Relief Service
CS	Child Survival
DANIDA	Danish Development Agency
DIGESTYC	Dirección General de Estadísticas y Censos
DIVAGRO	Agricultural Diversification Division of FUSADES
DPT	Diphtheria, Pertussis, Tetanus
EDUCO	Infant Education with Community Participation
ENRM	Environmental and Natural Resources Management
ESAF	El Salvador's Armed Forces
ESF	Economic Support Fund
FECORAO	Foundation of Agrarian Reform Cooperatives for the Eastern Region
FEDISAL	Foundation for Salvadoran Integral Education
FEPADE	Foundation of Entrepreneurs for Educational Development
FIAES	Fund for the Americas' Initiative, El Salvador
FIGAPE	Warranty Fund for Small Enterprise
FINATA	Agrarian Land
FINCA	Foundation for International Community Assistance
FIS	Social Investment Fund
FMLN	Farabundo Martí National Liberation Front
FONAES	Environmental Fund for El Salvador
FSN	Foreign Service National
FTAA	Free Trade Area of the Americas
FUNDASALVA	Anti-Drug Foundation of El Salvador
FUNDAUNGO	Ungo Foundation
FUNTER	Pro-Rehabilitation Foundation
FUSADES	Salvadoran Foundation for Economic and Social Development
FUTECAMA	Environmental Foundation of Santa Tecla
GAES	Advisory Group for Economic & Social Affairs, MIPLAN
GDP	Gross Domestic Product

GOES	Government of El Salvador
GREENCOM	Green Communications Project
GTZ	German Technical Assistance
HIV/AIDS	Human Immunodeficiency Virus/Anti Immunodeficiency Syndrome
IBRD	International Bank for Reconstruction & Development (World Bank)
IDB	Inter-american Development Bank
ILO	International Labor Organization
IMR	Infant Mortality Rate
ISDEM	Salvadoran Municipal Development Institute
ISSS	Salvadoran Social Security Institute
ISTA	Salvadoran Agrarian Reform Institute
LOGROS	Local Government Regional Outreach Strategy
MAG	Ministry of Agricultures
MEA	Municipalities in Action
MIPLAN	Ministry of Planning
MOE	Ministry of Education
MOH	Ministry of Health
MSS	Metropolitan San Salvador
NAFTA	North American Free Trade Agreement
NGO	Non-Governmental Organization
NRP	National Reconstruction Plan
NTAE	Non Traditional Agricultural Exports
OCTA	Coordinating Office for the Agrarian Theme
OECD	Organization of Economic Cooperation and Development
ONUSAL	United Nations Commission for El Salvador
PACT	Private Agencies Cooperating Together
PAHO	Pan American Health Organization
PASA	Participating Agency Service Agreement
PHC	Primary Health Care
PROMESA	Salvadoran Environmental Protection Project
PROPEMI	Small and Microenterprise Program
PROSAMI	Maternal/Child Health Project
PVO	Private Voluntary Organization
RENARM	ROCAP's Natural Resource Management Project
ROCAP	Regional Office for Central America and Panama
RTAC II	Regional Technical AID Center II
SABE	Strengthen Achievement in Basic Education
SALVANATURA	Save Nature
SAR	Semi-Annual Review
SDA	Salvadoran Demographic Association
SEMA	Executive Secretariat for the Environment
SEN	Environmental NGO Strengthening Project
SNF	National Secretariat for the Family
SOT	Strategic Objective Team
TECHNOSERVE	Rural Small Enterprise and Cooperative Development
TFR	Total Fertility Rate
UNDP	United Nations Development Program
UNICEF	United Nations International Children's Emergency Fund
USDH	U.S. Direct Hire
USPSC	U.S. Personal Services Contractor
WHO	World Health Organization

ANNEX A
CHANGES IN STRATEGIC PLAN
AND PERFORMANCE MEASUREMENT SYSTEM

**USAID EL SALVADOR
CHANGES TO ACTION PLAN 1995 – 1996**

STRATEGIC OBJECTIVE # 1

	Action Plan 95 – 96	Changes per Action Plan 96 – 97	Rationale for Change
Strategic Objective 1	Assist El Salvador Make the Transition from War to Peace	Same	
Indicator 1	Rural NRP population living in poverty	Same	
Indicator 2	Rural NRP population living in extreme poverty	Same	
Indicator 3	Elections are free and open	Same	
Program Outcome 1.1	Factors of Production Reactivated to Respond to Economic Opportunities	Same	
Indicator 1a	People trained (by gender) under the NRP	Same	
Indicator 1b	People in NRP employed or with increased income after training	deleted, NEW INDICATOR #3: Beneficiaries with increased income after receiving both training & credit	The new indicator replaces previous indicators # 1b and 3b. 1b measured two different phenomena simultaneously, it was unclear HOW this measure could be expressed. Also, it was impossible to accurately measure income levels of all credit clients under prior indicator 3b. The new indicator measures increased income of beneficiaries of combined credit/training programs begun in 1994 – it is meant therefore to be illustrative only of the entire program.
Indicator 2	Land Bank clients with land in production	moved to indicator # 4	
Indicator 3a	Clients receiving credit	moved to indicator #2	
Indicator 3b	Income of clients receiving credit	deleted	See comments above
Program Outcome 1.2	Access to basic social services and infrastructure reestablished	Same	
Indicator 1	NRP population benefitting from rural road improvement/ expansion activities	Modified, moved to indicator # 2. NEW INDICATOR: NRP population served by MEA infrastructure projects	A new indicator was added to track the overall impact of the NRP's most significant basic services and infrastructure activity, which is MEA. Rural roads are provided through MEA as well as several additional project interventions, therefore a separate indicator tracks the combined impact of all USAID activities in roads.

**USAID EL SALVADOR
CHANGES TO ACTION PLAN 1995 – 1996**

STRATEGIC OBJECTIVE # 1

	Action Plan 95 – 96	Changes per Action Plan 96 – 97	Rationale for Change
Indicator 2	Official schools open and functioning	deleted. NEW INDICATOR # 2: Roads improved which required rehabilitation in the NRP	The schools indicator has been deleted as the impact of the MEA program on schools is now captured under new indicator #1. The roads indicator was modified, as the calculation of population benefitting from road improvements was too contrived to be very meaningful.
Indicator 3	Health facilities assisted and functioning	Same	
Program Outcome 1.3	Local level democratic institutions built & civic participation increased	Same	
Indicator 1	Open town meetings held	Same	
Indicator 2	Cantons participating in MEA program town meetings	Same	
Indicator 3	Registered voters	Same	
Indicator 4	NGOs participating in reconstruction activities	Same	
Program Outcome 1.4	Ex-combatants reintegrated	Same	
Indicator 1	Ex-combatants receiving vocational or academic training	Same	
Indicator 2	Ex-combatants receiving rehabilitation services	Same	
Indicator 3	Ex-combatants receiving credit	Same	
Indicator 4	Ex-combatants and tenedores receiving land	Same	

**USAID EI SALVADOR
CHANGES TO ACTION PLAN 1995 - 1996**

Action Plan 95-96

Changes per Action Plan 96-97 Rationale for Change

STRATEGIC OBJECTIVE # 2

Strategic Objective 2	Action Plan 95-96	Changes per Action Plan 96-97 Rationale for Change
Indicator 1	Increased Broad-Based Economic Growth	Same
Indicator 2	Index of real GDP.	Same
Indicator 3	Population living in poverty (PLIP) (urban/rural)	Same
Indicator 4	Population in extreme poverty (PIEP) (urban/rural)	Same
Indicator 4	Index of real per capita GDP.	Same
Program Outcome 2.1	Creation & Maintenance of Appropriate Economic and Social Policy Framework	Same
Indicator 1	BOP current account deficit.	Same
Indicator 2	Fiscal deficit of the non-financial public sector as a proportion of GDP.	Same
Indicator 3	Consumer price index.	Same
Indicator 4	National savings as a proportion of GDP.	Same
Indicator 5	Public sector savings as a proportion of GDP.	Same
Indicator 6		NEW INDICATOR: Social sector budget as a % of GDP
Program Outcome 2.2	Increased Private Investment	In response to USAID/W comments that this Program Outcome lacked indicators measuring the social policy framework, this indicator has been added. The focus on social policy is a new emphasis of the ESF program in FY 94.
Indicator 1	Private investment as a proportion of GDP.	Same
Indicator 2	Gross capital formation as a proportion of GDP.	Same

**USAID EI SALVADOR
CHANGES TO ACTION PLAN 1995 - 1996**

STRATEGIC OBJECTIVE # 2

Action Plan 95 - 96		Changes per Action Plan 96 - 97		Rationale for Change
Program Outcome 2.3	Increased Exports		Same	
Indicator 1	Value of non - traditional, non - agricultural exports		Same	
Indicator 2	Value of drawbacks		Same	
Indicator 3	Value of traditional agricultural exports		Same	
Indicator 4	Value of non - traditional agricultural exports		Same	
Program Outcome 2.4	Increased Employment		Same	
Indicator 1	Level of total urban employment.		Same	
Indicator 2	Urban unemployment rate.		Same	
Indicator 3	Visible urban underemployment rate.		Deleted	This indicator was dropped at the suggestion of USAID/W, because the figures were quite low and of uncertain validity.

**USAID EL SALVADOR
OCTOBER 1994 CHANGES TO ACTION PLAN 1995 - 1996**

STRATEGIC OBJECTIVE: # 3

Action Plan 95-96		Changes as of October, 1994		Rationale for Change
Strategic Objective 3	Enduring Democratic Institutions with Broad-based Participation	Strengthened Democratic Institutions & Practices		While participation is desired nationally & involving A.I.L. spectrums of society, the former SO statement in effect restated the outcome desired from PO 3.1. As an entire Program Outcome focuses specifically on "participation", it does not need to be restated at the higher level. The concept of "participation" is implied in democratic "practices". The word "enduring" was deleted as being undefinable and beyond the manageable interest of the Mission within this POD period (by FY97). Therefore the team has reverted to the original POD SO statement.
Indicator 1	Respondents supporting selected democratic liberties/values (Seligson Index)	Moved/rephrased as #3. NEW INDICATOR: Free and fair elections		This indicator was added to demonstrate the improvement in post-war El Salvador of an essential democratic institution - the electoral system. The existence of free and fair elections gives citizens the opportunity to exercise their vote, whether or not they choose to do so.
Indicator 2	Respondents accepting & supporting selected democratic systems and institutions	Rephrased: Citizen support for selected democratic institutions (Seligson Index)		The University of Pittsburgh model incorporates public confidence in institutions into one measure. This measure, a percent of population polled, is then combined with a measure of tolerance for political dissent. The end analysis provides a reading on sustainability of democracy.
Indicator 3	Improved citizen participation in the public policy/decision-making process	(Moved from # 1, rephrased) Citizen tolerance for political differences (Seligson Index)		
Program Outcome 3.1	Registered voters participating in elections	Same		
Indicator 1	Registered voters participating in elections	1a. Eligible voters registered		This indicator was divided into two parts, because the percent of total eligible voters who vote is the better indication of real participation in the electoral process. The comparison between the two figures could be useful in determining where obstacles to full participation lie -- in the registration process or elsewhere.
Indicator 2	Cantones participating in open town meetings	Same		Note that this indicator measures impact nationwide, as opposed to the following indicator which only measures impact on the USAID Municipal Development project area.
Indicator 3	Citizens with knowledge of rights, responsibilities & democratic processes	(Modified and moved to indicator # 5) NEW INDICATOR # 3: Regular use of open municipal council meetings in 39 municipalities		The measure of use of open council meetings was moved from PO 3.3 because it deals with participation. We are measuring results only in the 39 municipalities in which the Municipal Development project is working, which is the target area for USAID impact.
Indicator 4	Citizens using civil society organizations to affect decision making at local & national levels	Same		Note that the definition of CSOs includes those NGOs which affect public policy, assist the State in carrying out its functions, and provide services to the community.
Indicator 5		Former indicator # 3, modified: 5a. Citizens demonstrating knowledge of constitutional rights 5b. Citizens demonstrating knowledge of constitutional responsibilities		This indicator was broken into two parts to facilitate measurement by public opinion poll. Knowledge of democratic processes was dropped, as it is too difficult to measure.

USAID EL SALVADOR

OCTOBER 1994 CHANGES TO ACTION PLAN 1995 - 1996

STRATEGIC OBJECTIVE: # 3

	Action Plan 95 - 96	Changes as of October, 1994	Rationale for Change
Program Outcome 3.2	Improved legal and institutional framework for effective protection of human & citizen rights	Same	
Indicator 1	Indigent detainees receiving legal counsel within 72 hours of detention	Indigent detainees receiving legal counsel from the Public Defender's office.	The indicator has been revised to reflect a more realistic assessment of what detainees can expect. It was also extremely difficult to collect baseline data for the indicator as previously worded.
Indicator 2	Case backlog in criminal and family trial courts	Case backlog in criminal and family courts	Minor re-wording
Indicator 3	Selected legal and administrative reforms enacted and implemented	Same	
Indicator 4	New cases resolved in penal and family courts in under 1 year	New cases resolved in criminal and family courts in under 1 year	Minor re-wording
Program Outcome 3.3	Improved mechanisms to ensure public sector accountability and oversight	Same	
Indicator 1	Executive agencies & municipal accounting centers producing auditable financial statements with clean or qualified opinions	Revised, moved to indicator # 2. (moved from indicator # 2) Percentage of national budget audited each year.	This indicator tells us about the extent of AUDIT COVERAGE of each agency's operational budget as well as investment budget. The auditing goals will differ for the two types of funds.
Indicator 2	Percent of national budget audited per year	Percentage of national budget audited each year which pertains to GOES entities whose financial statements received unqualified or qualified audit opinions.	This indicator tells us how much of the government's funds are controlled by entities with "adequate" ACCOUNTING SYSTEMS ("adequate" defined as having qualified or unqualified auditor's opinion). This measures the QUALITY of the audited accounting systems.
Indicator 3	Regular use of open council meetings in 39 pilot municipalities	Moved to PO 3.1	The indicator was considered a more appropriate measure of PARTICIPATION.
Indicator 4	Percent of national budget reflecting cost/output relationship.	Now indicator # 3.	This indicator tells us about the quality of BUDGET METHODS used by GOES entities. The national budget is being restructured to permit analysis of costs by accomplishments in program areas, rather than by inputs purchased. It is measured by percent of budget presented in the new format.
Program Outcome 3.4	Increased devolution of power to local level	Same	
Indicator 1	Locally generated revenue in 39 pilot municipalities	Locally generated annual revenue in 39 pilot municipalities	The word "annual" was included to clarify the time frame for revenues being measured.
Indicator 2	National budget transfers to local government	Same	
Indicator 3	Municipalities managing water systems and primary schools in 39 municipalities	Municipalities managing urban water systems in 39 municipalities	The USAID program focuses on water systems found in the county seats, thus the word "urban" was added to this indicator. Primary schools was deleted because the MOE has decided to pursue a departmental rather than municipal decentralization plan in the near future.

**USAID EL SALVADOR
CHANGES TO ACTION PLAN 1995 - 1996**

Action Plan 95 - 96

STRATEGIC OBJECTIVE: # 4

Changes per Action Plan 96 - 97 Rationale for Change

Strategic Objective 4	Improved Quality with Equity in Health and Education	Same	
Indicator 1	Percent of 6th graders graduating in 6 years	Same	
Indicator 2	Infant Mortality Rate	Same	
Indicator 3	Child Mortality Rate	Same	
Indicator 4	Total Fertility Rate	Same	
Program Outcome 4.1	Increased Equity and Quality of the K - 6 Educational System	Same	
Indicator 1	Net enrollment of children (7-12) in grade 1-6	Same	
Indicator 2	Promotion rate 1st grade level	Same	
Indicator 3	National achievement test scores in language at the end of 1st cycle (3rd grade)	Same	
Indicator 4	National achievement test scores in language at the end of 2nd cycle (6th grade)	Same	
Program Outcome 4.2	Increased Contraceptive Prevalence Rate with Greater Reliance on Modern, Temporary Methods	Same	
Indicator 1	Contraceptive prevalence rate	Same	
Indicator 2	Percent of modern, temporary contraceptive methods in CPR	Same	
Indicator 3 (Interim)		New "interim" indicator: Family planning users; all methods	This indicator was added as an "interim" proxy for CPR. The CPR is measured every 3 years by the FESAL; other reliable data for CPR are not available in the interim years. This indicator can be reported annually from reliable data sources.
Indicator 4 (Interim)		New "interim" indicator: Family planning users; modern, temporary methods only	See comments above

**USAID EL SALVADOR
CHANGES TO ACTION PLAN 1995 - 1996**

STRATEGIC OBJECTIVE # 4

Program Outcome 4.3		Changes per Action Plan 96-97		Rationale for Change
Indicator 2	Increased Primary Health Care and Child Survival Services	Same		
Indicator 3	Children under 5 vaccinated (complete series)	Same		
Indicator 4	Women vaccinated with complete tetanus series	Same		
Indicator 5 (Interim)	Pregnant women receiving a minimum of 4 prenatal visits	Same		
Indicator 6 (Interim)		New "interim" indicator: DPT3 doses distributed: National only		This indicator was added as an "interim" proxy for children vaccinated. That indicator is measured every 3 years by the FESAL; in the interim years MOH data does not record the number of children vaccinated, only the number of doses distributed. It is assumed that an increased # of doses distributed will result in more children fully immunized.
Indicator 7 (Interim)		New "interim" indicator: Tetanus toxoid doses distributed: National only		This indicator was added as an "interim" proxy for women vaccinated. That indicator is measured every 3 years by the FESAL; in the interim years MOH data does not record the number of women vaccinated, only the number of doses distributed. It is assumed that an increased # of doses distributed will result in more women immunized.
		New "interim" indicator: Number of prenatal visits: National only		This indicator was added as an "interim" proxy for pregnant women receiving prenatal visits. That indicator is measured every 3 years by the FESAL; in the interim years MOH data does not record the number of women receiving prenatal care, only the number of visits made. It is assumed that an increased # of total prenatal care visits will result in more pregnant women receiving at least 4 visits.

**USAID EL SALVADOR
CHANGES TO ACTION PLAN 1995 - 1996**

STRATEGIC OBJECTIVE: # 5

		Changes per Action Plan 96 - 97 Rationale for Change	
Strategic Objective 5	Action Plan 95 - 96		
Indicator 1	Improved Environmental and Natural Resource Management Non - coffee forest cover	Same	
Indicator 2	Environment and natural resource management strategy and workshops	Same	
Indicator 3		NEW INDICATOR: Degree of implementation of national natural resource management strategy recommendations	Counting workshops is not sufficient, it is equally important to track progress on the sub-strategies, or recommendations delineated in the Strategy document. The unit will be percent of recommendations achieved.
Program Outcome 5.1	Natural Resource Use Policy/Legal Framework Created and Implemented	Same	
Indicator 1	Selected policies/laws established: Forestry, General Environment, & SEMA laws, Env. Education Policy	Same	
Indicator 2	Level of resources provided for natural resources management	Same	
Program Outcome 5.2	Increased Public Awareness of Environmental Problems Nationwide	Same	
Indicator 1	Survey respondents able to name three environmental problems	Same	
Indicator 2	Survey respondents indicating that environmental problems are very serious	Same	
Program Outcome 5.3	Improved Productive Activities which are Consistent with Sustainable Natural Resource Management	Same	
Indicator 1	Hectares of non - forested land under improved natural resource management, including buffer zones	Same	
Indicator 2	Number of persons (M/F) practicing improved methods (in #1 above)	Same	
Indicator 3	Difference in average water flow between dry & rainy season in Ahuachapio river	Same	
Indicator 4	Suspended solids in Ahuachapio river, mg/l	Same	

ANNEX B
MONITORING AND EVALUATION PLANS

Monitoring and Evaluation Plan (FY 1996-1997) - S.O. #1

	Indicator	Definition/ Data Set/ Unit of Measurement	Disaggregation	Data Sources	Method/ Approach	Frequency	Responsibility
USAID El Salvador STRATEGIC OBJECTIVE 1 - "Assist El Salvador to make the transition from war to peace" Strategic Objectives Indicator 1.1	1. Population living in poverty, NRP rural	Percent See Definitions on page 2 for "Poverty"	None	MIPLAN Survey	Reduce the spread between those living in poverty in NRP rural areas countrywide by 0.5% (1994); 1.0% (1995); and 1.0% (1996).	Annually, between November and January	<i>Primary:</i> ECON <i>Secondary:</i> IRD/NRD
	2. Population living in extreme poverty, NRP rural	Percent See Definitions on page 2 for "Extreme Poverty"	None	MIPLAN Survey	Reduce the spread between those living in extreme poverty in NRP rural areas countrywide by 0.5% (1994); 1.0% (1995); and 1.0% (1996).	Annually, between November and January	<i>Primary:</i> ECON <i>Secondary:</i> IRD/NRD
Strategic Objectives Indicator 1.3	3. Elections are free and open	Yes/No	N/A	Project Data/ UN and Other Observer Teams	Election observer reports	Before each national election	<i>Primary:</i> ECON <i>Secondary:</i> IRD/NRD

USAID El Salvador STRATEGIC OBJECTIVE 1 - "Assist El Salvador to make the transition from war to peace"	Indicator	Definition/ Data Set/ Unit of Measurement	Disaggregation	Date Sources	Method/ Approach	Frequency	Responsibility	
SPECIAL STUDIES/EVALUATIONS 1. Population living in poverty, NRP rural 2. Population living in extreme poverty, NRP rural	TYPE <i>Program Level Data Collection:</i> (MIPLAN) - Baseline, 1993	PURPOSE Measure SO 1.1 and 1.2	ESTIMATED COST	ACTUAL COST	1/ DEFINITIONS: Poverty - Urban: For a family of 4.35 persons, an income of less than two basic food baskets: total value \$248/month. Rural: For a family of 5.1 persons, the total value of the basic food baskets is \$208. Extreme poverty - Urban: For a family of 4.35 persons, an income of less than one basic food basket, valued at \$124/month. Rural: For a family of 5.1 persons, the total value of the basic food basket is \$104. 2/ MEASUREMENT CONSTRAINTS: a. Since families in extreme poverty are also counted as living in poverty, as those in the extreme poverty category decrease, numbers in the poverty group increase. b. Statistical survey error may be greater than the annual projected targets for reducing poverty levels. 3/ CRITICAL ASSUMPTIONS: 1. No precipitous decrease in USG economic assistance funds during the planning period 2. The current and future Salvadoran administrations remain committed to free market economic reforms 3. Peace & stability remain a reality 4. World economy continues at least moderate growth rate 5. The SRN continues as primary program implementor for the National Reconstruction Plan			
	% Poverty % Ext. Poverty							
NRP Country Country Country	NRP Country Country Country	NRP Country Country Country	NRP Country Country Country	NRP Country Country Country		NRP Country Country Country	NRP Country Country Country	NRP Country Country Country
75.71 69.80 48.58 40.80	a. MIPLAN, 1994 b. MIPLAN, 1995 c. MIPLAN, 1996	a. None to NRP (MIPLAN Cost: \$50,000) b. To be determined c. To be determined						
3. Elections are free and open	<i>Program Level Data Collection:</i> Election surveys, March 1994 and March 1997							

USAID El Salvador STRATEGIC OBJECTIVE 1 - "Assist El Salvador to make the transition from war to peace"	Indicator	Definition/ Data Set/ Unit of Measurement	Disaggregation	Data Sources	Method/ Approach	Frequency	Responsibility
Program Outcome 1.1 - Factors of production (land, labor and capital) reactivated to respond to economic opportunities	1.1.1 People trained (by gender) under NRP	Number trained	Gender	Project Data	Collection of project data	March, September, December	Primary: SCáceres/ RCristóbal/ YHerrera/ MCavallero Secondary: RLynch/ MDreyer
	1.1.2 Clients receiving credit	Number of clients	Gender	Project Data	Collection of project data	March, September, December	Primary: RCristóbal/ YHerrera Secondary: RLynch/ MDreyer
	1.1.3 Beneficiaries with increased income after receiving both training and credit	People, Percent	Gender	Project Data/ Surveys	Collection of project data; application of surveys	February 1994, 1995, and 1996	Primary: SCáceres/ MCavallero Secondary: MDreyer
	1.1.4 Land Bank clients with land in production	Percent See Definitions on page 4 for "Land in Production"	Gender	Project Data/ Annual Surveys	Collection of project data; application of surveys	August, 1994, 1995, and 1996	Primary: TCornick/ ALMena Secondary: RLynch

SPECIAL STUDIES/EVALUATIONS	TYPE	PURPOSE	ESTIMATED COST	ACTUAL COST	1/ DEFINITIONS:
1.1.1 People trained (by gender) under NRP	Program Level Data Collection: Scheduled Project Evaluations:				Land in production is land cultivated under annual crops, permanent crops, forestry areas, and/or pastures; as well as agro-industrial processing facilities, including <i>beneficios</i> and <i>salinas</i> .
1.1.2 Clients receiving credit	Program Level Data Collection:	Measure PO 1.1.3			
1.1.3 Beneficiaries with increased income after receiving both training and credit	Program Level Data Collection: Implementing institutions will supply data beginning 07/01/95 Scheduled Project Evaluations: a. Rural Income Survey/March, 1995 b. Rural Income Survey/January, 1996 c. Rural Income Survey/December 1996/January 1997 d. CID/Gallup Polls for ex-combatants e. AID Training Evaluation in NRP areas 1994/1995 (Surveys a, b, and c to be contracted in February 1995)	a. \$20,000 b. \$20,000 c. \$20,000 d. None to NRP (Cost: \$17,000 USAID/EI Salvador-PPD) e. Covered by Action Plans			
1.1.4 Land Bank clients with land in production	Program Level Data Collection: Four surveys: a. August, 1994 (completed) b. August, 1995 (contracted) c. August, 1996 (to be contracted)	Sample percentage of land transfer beneficiaries with land in production	a. \$10,000 b. \$10,000 (Included in Action Plan) c. \$10,000		

Indicator	Definition/ Data Set/ Unit of Measurement	Disaggregation	Data Sources	Method/ Approach	Frequency	Responsibility
USAID El Salvador STRATEGIC OBJECTIVE 1 - "Assist El Salvador to make the transition from war to peace" Program Outcome 1.2 - Access to basic social services and infrastructure reestablished	1.2.1. NRP population served by MEA infrastructure projects	None	Project Data	Collection of project date	March, September, December	Primary: FRivera/ AMiranda/ JHabron Secondary: RMMayorga
	1.2.2 Roads improved which required rehabilitation in the NRP	None	Project Data	Collection of project date	March, September, December	Primary: AMiranda/ FRivera Secondary: RMMayorga/ EGir6n
	1.2.3 Health facilities assisted and functioning	None	Ministry of Health survey	Ministry of Health survey; collection of project date	Project completed 1993	Primary: HRodr6guez JDale Secondary: SC6ceres
SPECIAL STUDIES/EVALUATIONS	TYPE	ESTIMATED COST	ACTUAL COST	1/ COMMENTS:		
1.2.1. NRP population served by MEA infrastructure projects	Program Level Data Collection: Baseline study, 1994	0		1.2.1 - This indicator tracks overall impact of the NRP's most significant "basic services and infrastructure" activity (excluding road construction projects, which are tracked under Indicator 1.2.2.)		
1.2.2 Roads improved which required rehabilitation in the NRP	Program Level Data Collection: MEA program	0		2/ DEFINITIONS: Roads include roads, bridges, overpasses, etc. Improved means any type of physical improvement, as well as extensions, widening, etc.		
1.2.3 Health facilities assisted and functioning	Program Level Data Collection:	0				

Indicator	Definition/ Data Set/ Unit of Measurement	Disaggregation	Data Sources	Method/ Approach	Frequency	Responsibility
USAID El Salvador STRATEGIC OBJECTIVE 1 - "Assist El Salvador to make the transition from war to peace" Program Outcome 1.3 - Local level democratic institutions built and civic participation increased	1.3.1. Open town meetings held	None	Municipal records/SRN data	115 municipalities in NRP area holding four meetings per year	March, September, December	<i>Primary:</i> AMiranda/ AMajano <i>Secondary:</i> RMMayorga
	1.3.2 Cantons participating in MEA program town meetings	None	SRN Data	% of cantons in NRP areas; collection of project data	March, September, December	<i>Primary:</i> AMiranda/ AMajano <i>Secondary:</i> RMMayorga
	1.3.3 Registered voters in NRP	None	Electoral Tribunal Records (1991, 1994, 1997)	Baseline of registered voters compared to registered voters post- national/municipal elections	March, 1994 March, 1997	<i>Primary:</i> SNovellino <i>Secondary:</i> ROberlin
	1.3.4 Non-Governmental Organizations (NGOs) participating in reconstruction activities	None	Project data	Number of NGOs participating in local level NRP activities	March, September, December	<i>Primary:</i> YHerrera <i>Secondary:</i> RLynch
SPECIAL STUDIES/EVALUATIONS	PURPOSE	ESTIMATED COST	ACTUAL COST	1/ DEFINITIONS:		
1.3.1. Open town meetings held	Measure nationwide impact of MEA Program		89,979	The number of Open Town Meetings held each year is equal to each of the 115 NRP municipalities holding four meetings during the period. The total number of cantons in the NRP is 793.		
1.3.2 Cantons participating in MEA program town meetings	Measure nationwide impact of MEA Program		89,979			
1.3.3 Registered voters in NRP	Determine number of registered voters in NRP municipalities	None				
1.3.4 Non-Governmental Organizations (NGOs) participating in reconstruction activities	Determine cumulative number of NGOs	None				

Indicator	Definition/ Data Set/ Unit of Measurement	Disaggregation	Data Sources	Method/ Approach	Frequency	Responsibility
USAID El Salvador STRATEGIC OBJECTIVE 1 - "Assist El Salvador to make the transition from war to peace" Program Outcome 1.4 - Ex- Combatants reintegrated	1.4.1. Ex-combatants receiving vocational or academic training	Gender; FMLN/FAES/PN	Project data	Collection of project data	March, September, December	Primary: SCaceres Secondary: MDreyer
	1.4.2 Ex-combatants receiving rehabilitation services	Gender; FMLN/FAES/PN	Project data	Collection of project data	March, September, December	Primary: HRodriguez Secondary: SCaceres
	1.4.3 Ex-combatants receiving credit	Gender; FMLN/FAES/PN	Project data	Collection of project data	March, September, December	Primary: YHerrera Secondary: RLynch
	1.4.4 Ex-combatants and <i>tenedores</i> receiving land	Gender; FMLN/FAES/PN	Project data; BFA reports	Collection of project data	March, September, December	Primary: ALMena Secondary: RLynch
SPECIAL STUDIES/EVALUATIONS	TYPE	ESTIMATED COST	ACTUAL COST	1/ DEFINITIONS:		
1.4.1. Ex-combatants receiving vocational or academic training	Program Level Data Collection: Five CID/Gallup surveys to be conducted: a. May and September, 1995 b. January, May, and September, 1996	a. None to NRP (Est. Cost: \$17,000 USAID/EI Salvador-PPD) b. None to NRP (Est. Cost: \$17,000 USAID/EI Salvador-PPD)		<p>Training numbers do not include short-term training held in areas of troop concentration immediately after the Peace Accords. Number is counted upon completion of course.</p> <p>Rehabilitation services include: physical and occupational therapy; prosthetic and orthotic care; professional rehabilitation; and specialized medical interventions. Each beneficiary is counted once, even if he/she receives more than one service.</p> <p>Credit includes both agricultural and micro-enterprise credit.</p> <p>Tenedores are farmers, often associated with one side of the conflict, who worked specific plots of land during the war.</p> <p>Land Beneficiaries include FMLN and ESAF ex-combatants, and <i>tenedores</i> who have received land from the Land Bank and ISTA.</p>		
1.4.2 Ex-combatants receiving rehabilitation services	To sample percentage of ex-combatants reintegrated into Salvadoran society					
1.4.3 Ex-combatants receiving credit						
1.4.4 Ex-combatants and <i>tenedores</i> receiving land						

MONITORING & EVALUATION PLAN/STRATEGIC OBJECTIVE No. 2

USAID El Salvador STRATEGIC OBJECTIVE # 2 BROAD-BASED ECONOMIC GROWTH INCREASED	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAG- GREGA- TION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE
	1. One Basic Need Unmet	At least one of the following basic needs unmet: Adequate Housing Conditions, Access to Potable Water, Adequate Sanitary Facilities & Schooling Percent: Urban (Rural) households with at least one basic need unmet/Total Urban (Rural) households.	Urban/ Rural	Multipurpose Household Survey (MPHS), UIM/MIPLAN	Extract information from MIPLAN's MPHS and calculate the percent.	Annual (Rural data available from 1992 and after)	Individual Manuel Rosales, Supervisor Francisco Molina	ACP/ Int.
	2a. Population Living in Poverty (PLIP)	Living in Poverty: Include population with income below two basic consumption baskets. Basic consumption basket is equal to the minimum amount of food necessary to meet minimum nutritional needs (US\$21.8 per person per month in 1989, \$21.5 in 1990, \$22.5 in 1991, \$24.2 (urban) and \$14.2 (rural) in 1992, and \$24.8 (urban) and \$14.9 (rural) in 1993). (%)	Urban/ Rural	Multipurpose Household Survey (MPHS) Unidad de Investigaciones Muestrales (UIM), Ministerio de Planificación (MIPLAN)	Population living in poverty/Population* 100. Extract the information from MIPLAN's MPHS.	Annual (Rural data available from 1992 and after)	Individual Manuel Rosales, Supervisor Francisco Molina	ACP/ Int.
	2b. Population in Extreme Poverty (PIEP)	Those with a total income that does not allow them to purchase the basic food basket. (%)	Urban/ Rural	MPHS, UIM/MIPLAN	Population in Extreme Poverty/Population* 100. Extract the information from MIPLAN's MPHS.	Annual (Rural data available from 1992 and after)	Individual Manuel Rosales, Supervisor Francisco Molina	ACP/ Int.
	3. Index of Real per capita GDP Memorandum: Real per capita Growth Rate	Index of real per capita GDP with 1989 as the base year. Per capita GDP = GDP divided by population. Percent change in real per capita GDP. (%)	None	Monetary Pro- gram. Gerencia de Política Eco- nómica, Banco Central de Reserva de El Salvador (BCR)	Calculate real per capita GDP, (real GDP/year popu- lation). Compute year index using 1989 real per capita GDP as 100% percent. Extract the information from BCR's Monetary Program.	Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP/ Int.

SPECIAL STUDIES/ EVALUATIONS	PURPOSE	EST. COST	ACTUAL COST	CRITICAL ASSUMPTIONS
Program Level Data Collection: Scheduled Project Evaluations:				<p>We are assuming that Real Gross Domestic Product will continue to grow on a sustainable basis and that population growth will not exceed real economic growth rate.</p> <p>We are also assuming that our leverage on policy dialogue will not significantly reduced given the fact that ESF funding is near to disappear.</p> <p>Finally, we assume that the Peace Process holds: in a peace scenario, we anticipate a healthy investment climate, exports will increase, and more jobs will be created. All these will contribute to sustain and vigorous growth rates for the Salvadoran economy.</p>

INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAGGREGATION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE	
USAID El Salvador STRATEGIC OBJECTIVE # 2 BROAD-BASED ECONOMIC GROWTH INCREASED Program Output No. 2.1 Appropriate Economic & Social Policy Framework Created & Maintained	1. Balance of Payments Current Account Deficit as percent of GDP.	The deficit in current account balance of payments (difference between imports and exports of goods and services plus unofficial unilateral transfers) divided by current GDP in US Dollars.(%)	None	Programa Monetario, Gerencia de Política Económica, Banco Central de El Salvador (BCR)	BOP Current Account/ GDP*100 (Both in US Dollars). Extract the information from BCR's Monetary Program.	Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
	2. Nonfinancial Public Sector (NFPS) Deficit as percent of GDP.	Overall deficit before grants of the Nonfinancial Public Sector (NFPS) divided by GDP. (%)	None	Programa Monetario, Gerencia de Política Económica, BCR	Overall Deficit/GDP*100. Extract the information from BCR's Monetary Program.	Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
	3. Consumer Price Index (End-of-Period Inflation Rate).	The weighted average of prices of items in a given urban consumer basket with 1992 as the base year. (Index)	None	Dirección General de Estadísticas y Censos (DIGESTYC), Ministerio de Economía	Monthly: The increase, in percent, from previous month, in prices. Annual: The increase, in percent, from same month in the previous year.	Monthly/ Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
	5. Public Sector Savings as Percent of GDP.	Current Account balance of the NFPS divided by GDP. (%)	None	Programa Monetario, Gerencia de Política Económica, BCR	Current account balance of the NFPS/GDP. Extract the information from BCR's Monetary Program.	Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
	6. Social Spending as Percent of GDP.	Total expenditures in health and education divided by GDP. (%)	None	Programa Monetario and Ministry of Finance Budget	Total expenditures in health and education/GDP. Extract the information from Ministry of Finance Budget and BCR's Monetary Program.	Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.

SPECIAL STUDIES/EVALUATIONS	PURPOSE	EST. COST	ACTUAL COST	CRITICAL ASSUMPTIONS
<p>Program Level Data Collection:</p> <p>Scheduled Project Evaluations:</p>				<p>In lowering the balance of payment current account deficits, we are relying on a long lasting expansion on nontraditional exports as well as strong remittances levels from Salvadorans living in the United States. In the last two years, nontraditional exports have grown 32 percent. They are expected to continue rising at a 16 percent annual rate. Family remittances continue to help financing the merchandise trade deficit, which in 1994 reached \$1.4 billion. Remittances are expected to reach \$1 billion in 1995 given the fact that Salvadorans living in foreign countries will continue abroad. In the short term, we assume that remittances will not drop significantly, and that in the long term they will decrease gradually.</p> <p>Nonfinancial Public Sector Deficit as percentage of GDP: ESF funding has played a key role to keep the GOES's adherence to sound economic programs. Our leverage on policy dialogue will be significantly reduced if ESF funding disappears, so the GOES may not continue pursuing sound and coherent economic programs.</p>

USAID El Salvador STRATEGIC OBJECTIVE # 2 BROAD-BASED ECONOMIC GROWTH INCREASED	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAG- GRE- GATION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE:
Program Output No. 2.2 Increased Private Investment	1. Private Investment as percent of GDP	Private sector investment divided by GDP. (%)	None	Programa Monetario, Gerencia de Política Económica, Banco Central de Reserva de El Salvador	Divide private investment by GDP times 100. Extract the information from BCR's Monetary Program.	Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP/ Int.
	2. Gross Capital Formation as percent of GDP	Private and public investment plus change in inventories divided by GDP. (%)	None	Programa Monetario, Gerencia de Política Económica, Banco Central de Reserva de El Salvador	Divide Gross capital formation by GDP times 100. Extract the information from BCR's Monetary Program.	Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP/ Int.
SPECIAL STUDIES/ EVALUATIONS	PURPOSE		EST. COST	ACTUAL COST				
Program Level Data Collection:								
Scheduled Project Evaluations:								

USAID El Salvador STRATEGIC OBJECTIVE #2 BROAD-BASED ECONOMIC GROWTH INCREASED	INDICATOR	DEFINITION/DATA SET/ UNIT OF MEASUREMENT	DISAG- GRE- GATION	DATA SOURCES	METHOD/ APPROACH	FREQUENC Y	RESPONSIBILITY	USE
Program Output No. 2.3 Increased Exports	1. Nontraditional Non-Ag. Exports.	Excluding maquila exports. Millions US\$	None	Programa Monetario, Gerencia de Política Económica, Banco Central de Reserva de El Salvador	Extract the information from Central Reserve Bank's Monetary Program	Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
	2. Maquila	Domestic value-added of assembled products. Millions US\$	None	Programa Monetario, Gerencia de Política Económica, Banco Central de Reserva de El Salvador	Extract the information from Central Reserve Bank's Monetary Program	Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
	3. Traditional Agricultural Exports	Millions US\$		Programa Monetario, Gerencia de Política Económica, Banco Central de Reserva de El Salvador	Extract the information from Central Reserve Bank's Monetary Program	Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
	4. Non-traditional Agricultural Exports	Millions US\$		Programa Monetario, Gerencia de Política Económica, Banco Central de Reserva de El Salvador	Extract the information from Central Reserve Bank's Monetary Program	Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
SPECIAL STUDIES/ EVALUATIONS	PURPOSE		EST. COST	ACTUAL COST	CRITICAL ASSUMPTIONS			
Program Level Data Collection: Scheduled Project Evaluations:					Increased Exports: An interim trade program is needed as a means to cushion the negative impact that NAFTA may have on foreign investment and Salvadoran exports. NAFTA leaves in disadvantage El Salvador vis-a-vis Mexico.			

USAID El Salvador STRATEGIC OBJECTIVE #2 BROAD-BASED ECONOMIC GROWTH INCREASED	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAG- GRE- GATION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE
Program Output No. 2.4 Increased Employment	1. Index of Total Urban Employment. (Total Urban Employment Growth Rate)	Index of urban employment with 1989 as the base year. (Percent increase in urban employment). (%)	Male/ Female	MPHS UIM/MIPLAN	Extract the information from MIPLAN's MPHS.	Annual	Individual Manuel Roseles, Supervisor Francisco Molina	ACP/ Int.
	2. Urban Unemployment Rate	Unemployment/Labor force. (%)	Male/ Female	MPHS UIM/MIPLAN	Extract the information from MIPLAN's MPHS.	Annual	Individual Manuel Roseles, Supervisor Francisco Molina	ACP/ Int.
SPECIAL STUDIES/ EVALUATIONS	PURPOSE							

USAID El Salvador STRATEGIC OBJECTIVE # 2 BROAD-BASED ECONOMIC GROWTH INCREASED	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAG- GRE- GATION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE
Satisfaction of Basic Needs: a. With Basic Needs Mat	1. Adequate Housing Conditions	Adequate Housing Conditions: Less than three persons per bedroom. Percent: Urban (Rural) households with adequate housing conditions/Total Urban (Rural) households.	Urban/ Rural	MPHS UIM/MIPLAN	Extract information from MIPLAN's MPHS and calculate the percent.	Annual (Rural data available from 1992 and after)	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
	2. Access to Potable Water	Percent: Urban (Rural) households with access to potable water/Total Urban (Rural) households.	Urban/ Rural	MPHS UIM/MIPLAN	Extract information from MIPLAN's MPHS and calculate the percent.	Annual (Rural data available from 1992 and after)	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
	3. Adequate Sanitary Facilities	Percent: Urban (Rural) households that have adequate sanitary facilities/Total Urban (Rural) households.	Urban/ Rural	MPHS, UIM/MIPLAN	Extract information from MIPLAN's MPHS and calculate the percent.	Annual (Rural data available from 1992 and after)	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
	4. Schooling	Percent: Urban (Rural) households with children aged 7 to 10 that attend school/Total households Urban (Rural) with children aged 7 to 10.	Urban /Rural	MPHS, UIM/MIPLAN	Extract information from MIPLAN's MPHS and calculate the percent.	Annual (Rural data available from 1992 and after)	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
SPECIAL STUDIES/EVALUATIONS Program Level Data Collection: Scheduled Project Evaluations:	Index of Real GDP Memorandum: Real GDP Growth Rate	Index of real GDP with 1989 as the base year. (Index) Percent change in real GDP. (%)	None	Monetary Program. Gerencia de Política Económica, Banco Central de Reserva de El Salvador (BCR)	Given the real GDP for any year, calculate the index for the year using 1989 GDP as 100%. Extract the information from BCR's Monetary Program.	Annual	Individual Manuel Rosales, Supervisor Francisco Molina	ACP /Int.
	PURPOSE	EST. COST	ACTUAL COST					

MONITORING AND EVALUATION PLAN / STRATEGIC OBJECTIVE No. 3

USAID/EI Salvador STRATEGIC OBJECTIVE #3	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAG- GREG- GATION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE: ACTION PLAN/ INTERNAL
SO No. 3 STRENGTHENED DEMOCRATIC INSTITUTIONS AND PRACTICES	1. Free and fair elections	Establishes whether elections are free and fair so that people can exercise their right to vote if they so choose.	N/A	Election observer reports.	Obtaining election outcomes from international observer reports.	1994, 1997 (every three years)	Salvador Novellino, ODI Carrie Thompson, ODI	Action Plan
	2. Citizen support for selected democratic institutions	Measures support for governmental and non- governmental institutions, trying to gauge democratic sustainability. Data set = survey respondents. Respondents, percent.	M/F R/U Socio- Economic Status (SES)	1991/1992 U. of Pittsburgh Central America Public Opinion project used as baseline; 1995 study underway. (See below.)	Uses a composite index of survey responses to measure popular support for, and sustainability of, a democratic form of government.	Jan. 1995, Jan. 1997	Carrie Thompson, ODI Kris Loken, ODI	Action Plan
	3. Citizen tolerance for political differences	Measures tolerance/ support for freedom of expression, the right to assemble. Data set = survey respondents. Respondents, percent.						
SPECIAL STUDIES/EVALUATIONS	PURPOSE		EST. COST	ACTUAL COST:	COMMENTS/CRITICAL ASSUMPTIONS			
Special Studies	Bi-annual survey (Jan. 1995, Jan. 1997) on support for democratic systems and values to be contracted out, based on Seligson model (University of Pittsburgh Central America Public Opinion project).		\$70,000 total	\$100,000 total	No major setbacks in the peace process.			

USAID/El Salvador STRATEGIC OBJECTIVE # 3	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAG- GREGA- TION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE: ACTION PLAN/ INTERNAL
Program Outcome #3.1 IMPROVED CITIZEN PARTICIPATION IN THE PUBLIC POLICY/ DECISION-MAKING	1a. Eligible voters registered	Measures Salvadorans 18 years or older registered to vote. Eligible voters, percent.	R/U Tribunal records do not disagree gate by sex or age	Electoral Tribunal Records	Counting a) the number of people registered, and b) the number of ballots cast; as a percentage of the total eligible voting population.	Per national elections (1994, 1997)	Salvador Novelino, ODI Carrie Thompson, ODI	Action Plan
	1b. Eligible voters voting	Measures Salvadorans 18 years or older voting in elections. Eligible voters, percent.						
	2. Cantones participating in open town meetings	Measures cantones participating out of 2,055 total. Cantones, percent.	Pol par- ty/size municip	Municipal records, via SRN	Adding up quarterly data	Annual, in February	Tom Hawk, RUD Aldo Miranda, RUD	Action Plan
	3. Regular use of open municipal council meetings in 39 municipalities	Measures municipal councils holding meetings to which the public is invited. Data set: 39 municipalities. Municipalities, number.	N/A	Municipal Records	Data to be provided by SRN and Institutional contractor (RTI)	Annual	Tom Hawk, RUD Aldo Miranda, RUD	Action Plan
	4. Citizens using CSOs to affect decision making at local and national levels	Measures membership in Civil Society Organizations (CSOs) and use of CSOs to resolve problems. Respondents, percent.	R/U M/F	CID Gallup Poll	Nation-wide survey	Annual	Carrie Thompson, ODI Peter Kranstover, PPD	Action Plan
	5a. Respondents demonstrating knowledge of constitutional rights	Measures respondents who a) are able to name three constitutional rights under Salvadoran law, b) are able to name at least one constitutional responsibility. Data set: survey respondents. Respondents, percent.	R/U M/F	CID Gallup Poll	Nation-wide survey	Annual	Carrie Thompson, ODI Peter Kranstover, PPD	Action Plan
	5b. Respondents demonstrating knowledge of constitutional responsibilities							
SPECIAL STUDIES/EVALUATIONS	PURPOSE		EST. COST	ACTUAL COST	COMMENTS/CRITICAL ASSUMPTIONS			
Scheduled Project Evaluations:	Democratic and Electoral Processes, 7/95 Municipal Development, 11/95 Legislative Assembly Strengthening, 7/95 CLASP II, 6/96 Labor-Management Foundation of El Salvador, 10/96 Centro Demos, 7/95 AIFLD, 12/95				Effective implementation of recommendations to be made by Presidential Commission on Electoral Reform.			

USAID El Salvador STRATEGIC OBJECTIVE # 3	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAGGREGATION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE: ACTION PLAN/ INTERNAL
Program Outcome # 3.2 IMPROVED LEGAL & INSTITUTIONAL FRAMEWORK FOR EFFECTIVE PROTECTION OF HUMAN & CITIZEN RIGHTS	1. Indigent detainees receiving legal counsel from the public defender's office	Detainees represented by public defender or court-appointed lawyer. Indigent detainees receiving counsel, number.		Public Ministry Records, Court Records	Project will establish MIS to guarantee information is received.	Continual, but will be reported annually	Linn Hammergren, ODI Carrie Thompson, ODI	Action Plan
	2. Case backlog in a) criminal courts & b) family courts	Data set = all cases Number.	Criminal Court/ Family Court	Court records & inventory prepared by institutional contractor	If Court data not accurate, will collect data from pilot courts.	Continual, but will be reported annually	Linn Hammergren, ODI Carrie Thompson, ODI	Action Plan
	3. Selected legal & administrative reforms enacted & implemented	Public Defender's Law Family Code, Labor Code, Family Procedures Law, Juvenile Offender's Law, Agrarian Code, Administrative Procedures, NCJ Independence, Career Protection for Prosecutors and Public Defenders, Sentencing Law, Criminal & Criminal Procedures Codes, Civil & Civil Procedures Codes, Reforms, number.	N/A	Justice System Records and Legislative Assembly	Record laws as they are passed.	Annual tally of laws passed.	Linn Hammergren, ODI Carrie Thompson, ODI	Action Plan
	4. New cases resolved in a) criminal courts; & b) family courts in under 1 year	Cases brought to resolution in less than one year's time. New cases, percent.	Criminal Court/ Family Court	Court Records	Random sampling of cases in pilot criminal courts and family courts.	Annual	Linn Hammergren, ODI Carrie Thompson, ODI	Action Plan
SPECIAL STUDIES/EVALUATIONS	PURPOSE		EST. COST	ACTUAL COST	COMMENTS/CRITICAL ASSUMPTIONS			
Scheduled Project Evaluations:	Judicial Reform II (0376), 3/95.				Indicator #1: Public Defender's Office receives higher operating budget from GOES and agrees with reorganization. Indicators #2,4: Court continues to be supportive of AID pilot project and case-purging efforts. Indicator #3: APENA (government party) continues to be supportive of reforms & does not revive "anti-imperialist, law & order" faction. New, big donor projects do not undermine GOES commitment to criminal justice reform.			

USAID El Salvador STRATEGIC OBJECTIVE # 3	INDICATOR	DEFINITION/DATA SET/JUNIT OF MEASUREMENT	DISAG- GREGATION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE: ACTION PLAN/ INTERNAL
Program Outcome #3.3 IMPROVED MECHANISMS TO ENSURE PUBLIC SECTOR ACCOUNTABILITY & OVERSIGHT	1. Percentage of national budget audited each year	National budget audited by Court of Accounts. Separate targets are set for operational and investment budgets. National budget, percent.	By agency and budget level	Court of Accounts Audit Reports	Calculate percent.	Annual	Richard Persons, CONT Tom Clarkson, CONT	Action Plan
	2. Percentage of national budget audited each year which pertains to GOES entities whose financial statements received qualified or unqualified audit opinions	Target includes 46 executive branch agencies and 14 municipal accounting centers (departmental capitals). Agencies/Municipal Accounting Centers. Audited portion of national budget, percent.	Agency/ Municipal Accounting Center	National Budget Documents; Court of Accounts Audit Reports	Classify entities by opinion type; Calculate from Budget Law the percentage of budget related to each class of entity.	Annual	Richard Persons, CONT Tom Clarkson, CONT	Action Plan
	3. Percentage of national budget reflecting cost/output relationship	National budget presented in new format (structure) to permit analysis of costs by management area. National budget, percent.	By agency and budget level	National Budget Law	Contractor to calculate percent of national budget converted to new format.	Annual	Richard Persons, CONT Tom Clarkson, CONT	Action Plan
SPECIAL STUDIES/EVALUATIONS	PURPOSE		EST. COST	ACTUAL COST	COMMENTS/CRITICAL ASSUMPTIONS			
Scheduled Project Evaluations:	Municipal Development, 11/95 Legislative Assembly Strengthening, 7/95				Indicator 1: new authorization legislation for the Court of Accounts is passed, changing its role from transaction pre-approval to post-audit. Indicator 2: same as for Indicator 1, because otherwise, the audit opinion's value is compromised for lack of independence. Indicator 3: a new Financial Administration law is passed, including a new section on budget procedures.			

USAID El Salvador STRATEGIC OBJECTIVE # 3	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAGGREGATION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE: ACTION PLAN/ INTERNAL
Program Outcome # 3.4 INCREASED DEVOLUTION OF POWER TO LOCAL LEVEL	1. Locally generated annual revenue in 39 pilot municipalities	Revenue generated by local government through user fees, property tax, and tax increases. Revenue increase, percent.	None	Municipal Records	ISDEM, SRN and institutional contractor are collecting and reporting	Quarterly, and compiled on an annual basis	Tom Hawk, RUD Aldo Miranda, RUD	Action Plan
	2. National budget transfers to local government	Measures increase in amount transferred. National budget, percent.		National Budget, Municipal Records	ESF conditionality	Annual	Mark Gallagher, ECON Tom Hawk, RUD	Action Plan
	3. Municipalities managing urban water systems in 39 municipalities	Measures 39 pilot municipalities. Municipalities, number.		Municipal Records	Institutional contractor/ MIPLAN/ANDA	Annual	Aldo Miranda, RUD	Action Plan
SPECIAL STUDIES/EVALUATIONS	PURPOSE		EST. COST	ACTUAL COST	COMMENTS/CRITICAL ASSUMPTIONS			
Scheduled Project Evaluations:	Municipal Development, 11/95 CLASP II, 6/96				Passage of <u>Impuesto Predial</u> (property tax) law by Legislative Assembly.			

MONITORING & EVALUATION PLAN -- STRATEGIC OBJECTIVE # 4

	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DIAGNOSTIC GATION	DATA SOURCE	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	
							AP or INT	AP or INT
Strategic Objective No. 4 Improved Quality with Equity in Health & Education	1. 6th graders graduating in 6 years	Of cohort group entering 1st grade, the number completing 6th grade in 6 years. Data set = cohort group, expressed as %	Male/Female N., R., U.	MOE	Enrollment/ Graduation Data	Annual in June	OHE PD/inken	AP
	2. Infant Mortality Rate (IMR)	No. of deaths of children under 1 year of age per 1000 births	MSS, OU, R, N	FESAL: (*)	Survey	FESAL every 3 years	OHE PD/inken	AP
	3. Child Mortality Rate (CMR)	No. of deaths of children between 1 and 5 years of age per 1000 births	MSS, OU, R, N	FESAL: (*)	Survey	FESAL every 3 years	OHE PD/inken	AP
	4. Total Fertility Rate (TFR)	No. of children born during woman's reproductive lifespan	MSS, OU, R, N	FESAL: (*)	Survey	FESAL every 3 years	OHE PD/inken	AP
SPECIAL STUDIES/ EVALUATIONS	ACTIVITY		EST. COST	ACTUAL COST	COMMENTS RELATED TO SO 4 INDICATORS AND CRITICAL ASSUMPTIONS			
SPECIAL STUDIES	FESAL: 1988, 1993, 1996, 1999, 2002				COMMENTS: TFR must drop to 2.1 for replacement level. However, further decreases in TFR will be hard to achieve because in 1993 desired family size closely matched actual family size. System inequities result in rural women having nearly twice as many children as those in MSS. IMR & CMR data are uncertain and differ greatly by source. * HPN will discuss with other donors the possibility of joint funding in order to conduct the FESAL every 3 years.			
SCHEDULED PROJECT EVALUATIONS:	SDA Project: October 1994 PROSAMI: November 1994, June 1997 APSISA: June 1996				CRITICAL ASSUMPTIONS: 1. GOES general privatization of public services and national reform of health care sector occurs within a reasonable timeframe. 2. ISSS health care services are included in health sector reform. 3. GOES economic reform continues at a reasonable pace. 4. GOES decentralization of governmental services in general and of the MOH in particular, continues at a reasonable pace. 5. GOES strongly supports health sector reform at highest level. 6. Other donors and USAID in coordinated fashion support health care sector reform.			

MONITORING & EVALUATION PLAN - STRATEGIC OBJECTIVE # 4

INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAGGREGATION	DATA SOURCE	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	AP or INT
Program Outcome No. 4.1 Increased Equity and Quality of the K-6 Educational System	4.1.1 Net enrollment	Percent of all children aged 7-12 who are enrolled in grades 1-6.	Male/Female N., R., U.	MOE/ Special Study	Enrollment/ Graduation Data	Annual in January	OHE/SABE WHarwood AP
	4.1.2 Promotion rate 1st. grade level	Percent of 1st. grade children who are promoted	Male/Female N., R., U.	MOE/ Special Study	Enrollment/ Graduation Data	Annual in January	OHE/SABE WHarwood AP
	4.1.3 National Achievement Test Scores in Language - 3rd. grade	This measures the degree to which the students have accomplished the GOES learning objectives for that level.	Male/Female N., R., U.	MOE/ Special Study	Use avg of collection referenced test scores	Annual in January	OHE/SABE WHarwood AP
	4.1.4 National Achievement Test Scores in Language - 6th grade	See above	Male/Female N., R., U.	MOE/ Special Study	See above	Annual in January	OHE/SABE WHarwood AP
SPECIAL STUDIES/ EVALUATIONS	ACTIVITY	EST. COST	ACTUAL COST	COMMENTS RELATED TO PO 4.1 INDICATORS AND CRITICAL ASSUMPTIONS			
SCHEDULED PROJECT EVALUATIONS:	SABE May 1994 audit/evaluation.			There is a need to design special data collection mechanisms since the MOE has proven to be an unreliable data source.			

MONITORING & EVALUATION PLAN – STRATEGIC OBJECTIVE # 4

INDICATOR	DEFINITION/DATA SETPOINT OF MEASUREMENT	DISAGGREGATION	DATA SOURCE	METHOD APPROACH	FREQUENCY	RESPONSIBILITY	AP or INT
Program Outcome No. 4.2 Increased Contraceptive Prevalence Rate with Greater Reliance on Modern, Temporary Methods	4.2.1 Contraceptive Prevalence Rate	MSS, OU, R, N	FESAL: (*)	Survey	FESAL every 3 years	OHE BDoe	AP
	4.2.2 Modern, temporary methods in CPR	MSS, OU, R, N	FESAL: (*)	Survey	FESAL every 3 years	OHE BDoe	AP
	4.2.3 Family planning users; all methods	MSS, OU, R, N	Annual Service Statistics from MOH, ISSS and NGOs.	Survey	FESAL every 3 years	OHE BDoe	AP
	4.2.4 Family planning users; modern temporary methods only	MSS, OU, R, N	Annual Service Statistics from MOH, ISSS and NGOs.	Survey	FESAL every 3 years	OHE BDoe	AP

MONITORING & EVALUATION PLAN - STRATEGIC OBJECTIVE # 4

SPECIAL STUDIES/ EVALUATIONS	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DIAGNOSIS - GATION EST. COST	DATA SOURCE ACTUAL COST	METHOD APPROACH	FREQUENCY	RESPONSIBILITY	AP or DFT	COMMENTS RELATED TO PO 4.2 INDICATORS AND CRITICAL ASSUMPTIONS	
									COMMENTS:	
SPECIAL STUDIES	FESAL: 1988, 1993, 1996, 1999, 2002								<p>Relatively high CPR masks several problems: Over 60% of CPR is due to female sterilization of mostly women who already have 4 children (demographic impact is less and individual needs less likely to be met); rural women rely on female sterilization much more than urban women; CPRs typically plateau approximately at current level (53.3%) & further gains are harder to achieve; 1993 stated desired family size matches actual size and changing desire is difficult.</p> <p>• HPN will discuss with other donors the possibility of joint funding in order to conduct the FESAL every 3 years.</p> <p>CRITICAL ASSUMPTIONS:</p> <ol style="list-style-type: none"> 1. GOES general privatization of public services and national reform of health care sector occurs within a reasonable timeframe. 2. ISSS health care services are included in health sector reform. 3. GOES economic reform continues at a reasonable pace. 4. GOES decentralization of governmental services in general and of the MOH in particular, continues at a reasonable pace. 5. GOES strongly supports health sector reform at highest level. 6. Other donors and USAID in coordinated fashion support health sector reform. 7. SDA find sufficient sources of funding (other donors, fees for services and pharmaceuticals, other income generating activities, increased efficiency) other than USAID to maintain its current level of services and to expand. 8. New Family Planning services focus on younger couples and individuals (age 15-24) by NGOs and MOH will be sufficiently strong and widespread, and well received. 9. PROSAMI NGOs find sufficient sources of funding (see #7 above) other than USAID to maintain its current level of services and to expand. 	
SCHEDULED PROJECT EVALUATIONS:	SDA Project: October 1994 PROSAMI: November 1994, June 1997 APSISA: June 1996									

MONITORING & EVALUATION PLAN – STRATEGIC OBJECTIVE # 4

	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAGGREGATION	DATA SOURCE	METHOD APPROACH	FREQUENCY	RESPONSIBILITY	AP or BNT
Program Outcome No. 4.3 Increased Primary Health Care and Child Survival Coverage	4.3.2 Children under 5 vaccinated (complete series)	Percent of children under 5	MSS, R, OU, N	FESAL:(*) MOHI, ISSS NGOs	Survey Annual service statistics	FESAL, every 3 years	OHE BDoe	AP
	4.3.2 Women vaccinated with complete tetanus series	Percent of women ages 15-44	MSS, R, OU, N	FESAL:(*) MOHI, ISSS NGOs	Survey Annual service statistics	FESAL, every 3 years	OHE BDoe	AP
	4.3.3 Pregnant women receiving minimum of four prenatal visits	Percent of pregnant women	MSS, R, OU, N	FESAL:(*) MOHI, ISSS NGOs	Survey Annual service statistics	FESAL, every 3 years	OHE BDoe	AP
	4.3.4 Doses of DPT3 distributed	Number of doses	N	MOHI statistics	Annual Service statistics	Annual	OHE BDoe	AP & INT
	4.3.5 Doses of Polio3 distributed	Number of doses	N	MOHI statistics	Annual Service statistics	Annual	OHE BDoe	INT
	4.3.6 Doses of BCG distributed	Number of doses	N	MOHI statistics	Annual Service statistics	Annual	OHE BDoe	INT
	4.3.7 Doses of measles vaccine distributed	Number of doses	N	MOHI statistics	Annual Service statistics	Annual	OHE BDoe	INT
	4.3.8 Doses of tetanus toxoid distributed	Number of doses	N	MOHI statistics	Annual Service statistics	Annual	OHE BDoe	AP & INT
	4.3.9 Prenatal visits	Number of prenatal visits	N	MOHI and NGO statistics	Annual Service statistics	Annual	OHE BDoe	AP & INT

MONITORING & EVALUATION PLAN - STRATEGIC OBJECTIVE # 4

INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAGGREGATION	DATA SOURCE	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	AP or INT
SPECIAL STUDIES/ EVALUATIONS	ACTIVITY	EST. COST	ACTUAL COST	COMMENTS RELATED TO PO 4.2 INDICATORS AND CRITICAL ASSUMPTIONS			
SPECIAL STUDIES	Community Health Promoter Inventory and Assessment (jointly with other donors) FESAL: 1988, 1993, 1996, 1999, 2002			COMMENTS: SDA serves 1.3 m people, 24% of all family planning users, and works in 90 ex-coalfield municipalities. APSISA doubled Community Health Promoters to 1,442 in 1994; reconstructed adequate water/sanitation systems in 56 Primary Health Facilities in the ex-coalfield zone; increased pharmaceutical availability in health centers from 49% in 1989 to 83% in 1994; maintained excellent malarial program and increased immunization coverage.			
SCHEDULED PROJECT EVALUATIONS:	SDA Project: October 1994 PROSAMI: November 1994, June 1997 APSISA: June 1996 PRO-CIPOTES: June 1997			PROSAMI funds 35 NGO subgrantees, serving 440,000 beneficiaries. - USAID will seek other donor support to fund the FESAL survey every 3 years. CRITICAL ASSUMPTIONS: 1. All those stated in SO 4 Indicators and PO 4.2 Indicators. 2. Donors continue to cooperate with MOH on vaccination campaigns and program.			

MONITORING & EVALUATION PLAN – STRATEGIC OBJECTIVE # 4

INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAGGREGATION	DATA SOURCE	METHOD APPROACH	FREQUENCY	RESPONSIBILITY	AP or D/T
INTERNAL MONITORING SO #4	Pregnant women who deliver in hospitals, clinics, or with trained personnel	MSS, R, OU, N	FESAL MOH, ISSS NGOs	MIS/Survey Annual service statistics	Annual FESAL every 3 years	HIPN BDoc	INT
	Individuals with access to potable water	R,U	ANDA, FIS EC, USAID	Annual ANDA Boletín Estadístico Annual Project Reports	Annual	HIPN BDoc	INT
	Individuals with access to latinas	R,U	ANDA, FIS EC, USAID	Annual ANDA Boletín Estadístico Annual Project Reports.	Annual	HIPN BDoc	INT

MONITORING AND EVALUATION PLAN/STRATEGIC OBJECTIVE No. 5

USAID El Salvador STRATEGIC OBJECTIVE # 5	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAGGREGATION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE: ACTION PLAN/ INTERNAL
P.O. No. 5.1 NATURAL RESOURCE USE POLICY/LEGAL FRAMEWORK CREATED AND IMPLEMENTED	1. Selected Policies/Laws established	Laws passed by Congress or Policies approved by GOES: a) Forestry Law b) Gen. Env. Law c) Law creating SEMA d) Env. Ed. Policy		Project reports, Official Gazette	Review of PROMESA reports and Official Gazette publications.	Quarterly January, April, July, October.	Primary: FMolina Secondary: RBlanco	AP PROMESA
	2. US \$ expended in El Salvador for natural resource management (GOES, Donors, FONAES/FIAES)	US \$ of GOES, Donors, and FONAES allocated per year. Million US dollars		GOES budget, Donors and FONAES/FIAES reports.	Review of Official Gazette, Extraordinary Budget, Donors and FONAES/FIAES documentation.	Annually January.	Primary: EFunes Secondary: RCristales	AP PROMESA
SPECIAL STUDIES/ EVALUATIONS	PURPOSE	EST. COST	ACTUAL COST					
Program Level Data Collection: Scheduled Project Evaluations: PROMESA-Oct. 95 and Oct. 98 SENS - May 1995	Mid-term evaluation at the end of the second full year of project activities and a final evaluation.	\$100,000		PROMESA contract Anne Lewandowski Rodolfo Cristales				

MONITORING AND EVALUATION PLAN/STRATEGIC OBJECTIVE No. 5

USAID El Salvador STRATEGIC OBJECTIVE # 5	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAGGREGATION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE: ACTION PLAN/ INTERNAL
P.O. No. 5.2 INCREASED PUBLIC AWARENESS OF ENVIRONMENTAL PROBLEMS NATIONWIDE	1. Survey respondents able to name three environmental problems	Persons able to name three or more environmental problems % of survey respondents	M/F	CID/GALLUP Survey	Periodically include questions in regularly scheduled survey.	Annually January/Feb.	Primary: RWherry Secondary: MMartinez	AP PROMESA
	2. Survey respondents indicating that environmental problems are very serious	Persons indicating that environmental problems facing El Salvador today are very serious. % of survey respondents	M/F	CID/GALLUP Survey	Periodically include questions in regularly scheduled survey.	Annually January/Feb.	Primary: RWherry Secondary: MMartinez	AP PROMESA
SPECIAL STUDIES/ EVALUATIONS	PURPOSE		EST. COST	ACTUAL COST				
Program Level Data Collection: CID/Gallup surveys Scheduled Project Evaluations: PROMESA-Oct. 1995 and Oct. 1998 SENS - May 1995	Determine the % person naming three environmental problems and the % person saying environmental problems are the most serious facing El Salvador today. Mid-term evaluation at the end of the second full year of project activities and a final evaluation.		\$100,000		Mission contract PROMESA contract	Annually January May/September Oct.95 and Oct.98 May 1995	Ross Wherry MMartinez ALewandowski Rodolfo Cristales	AP PROMESA AP PROMESA

MONITORING AND EVALUATION PLAN/STRATEGIC OBJECTIVE No. 5

USAID El Salvador STRATEGIC OBJECTIVE # 5	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAGGREGATION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE: ACTION PLAN/ INTERNAL
P.O. No. 5.3 IMPROVED PRODUCTIVE ACTIVITIES CONSISTENT WITH SUSTAINABLE NATURAL RESOURCE MANAGEMENT	1. Hectares of non-forested land under improved natural resource management, including buffer zones.	National non-forested land area under improved natural resources management, such as: proper pesticide use, soil conservation, contours, absorption ditches, ag. forestry, fuel wood, plantations, compost. Number of hectares		Project data. ANR Portfolio.	Project reports: PROMESA, SENS, CLUSA, FUSADES, TECHNOSERVE and PROCAFE.	Annually: as of December each year	Primary: RCuellar Secondary: YHerrera	AP PROMESA SENS CLUSA FUSADES TNS PROCAFE NRP
	2. Persons practicing improved methods.	Persons practicing improve methods in No. 1 above. Number of persons.	M/F	Project data. ANR portfolio.	Project reports: PROMESA, SENS, CLUSA, FUSADES, TECHNOSERVE and PROCAFE.	Annually: as of December each year	Primary: RCuellar Secondary: YHerrera	AP PROMESA SENS CLUSA FUSADES TNS PROCAFE
	3. Difference in average water flow between dry and rainy season in Ahuachapio river.	Difference in average volume of water flow in dry and rainy season in PROMESA demonstration area river. Cubic meters per second.		Project data. PROMESA/MAG	Project reports: PROMESA Calculate difference between avg hydrograph readings from dry & rainy seasons.	Dry season (Avg) Rainy season (Avg)	Primary: FCristales Secondary: RGavidia	AP PROMESA
	4. Suspended solids in Ahuachapio river.	Suspended solids in PROMESA demonstration area river. mg/l soil particles.		Project data. PROMESA/MAG	Project reports : PROMESA	Collected monthly. Reported as end of year avg.	Primary: FCristales Secondary: RGavidia	AP PROMESA

USAID El Salvador STRATEGIC OBJECTIVE # 5	INDICATOR	DEFINITION/DATA SET/UNIT OF MEASUREMENT	DISAGGREGATION	DATA SOURCES	METHOD/ APPROACH	FREQUENCY	RESPONSIBILITY	USE: ACTION PLAN/ INTERNAL
SPECIAL STUDIES/EVALUATIONS Program Level Data Collection: Scheduled Project Evaluations: PROMESA-Oct.95 and Oct.98, SENS-May 95 CLUSA-Jun.94 and Jun.96, FUSADES-Jun.94, TECHNOSERVE-Feb.95, PROCAFE-Feb.95 and Feb.96.	PURPOSE	PROMESA-Mid-term and final evaluation, SENS-Final evaluation, CLUSA-Mid-term and final evaluation, FUSADES-Final evaluation, TECHNOSERVE-Final evaluation, PROCAFE-Mid-term and final evaluation.	EST. COST \$450,000 ea/\$50,000	ACTUAL COST	PROMESA, SENS, CLUSA, FUSADES, TECHNOSERVE, and PROCAFE contracts.	10/95-10/98, 05/95, 6/94-6/96, 6/94, 2/95, and 2/95-2/97.	ALewandowski RCristales RCuellar	AP PROJECT

Supervisory: GStraub
 TCornick
 ALewandowski

Date: February/95