

PD-ABM-404  
ISN 97891

UNCLASSIFIED

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
Washington, D. C. 20523

EL SALVADOR

PROJECT PAPER

SALVADORAN ENVIRONMENTAL  
NON-GOVERNMENTAL ORGANIZATION STRENGTHENING  
(SENS)

AID/LAC/P-784

PROJECT NUMBER: 519-0400

UNCLASSIFIED

PROJECT DATA SHEET

1. TRANSACTION CODE

**A**  
A = Add  
C = Change  
D = Delete

Amendment Number

DOCUMENT CODE

3

COUNTRY/ENTITY: El Salvador

3. PROJECT NUMBER: 519-0400

4. BUREAU/OFFICE: Bureau for Latin America and the Caribbean

5. PROJECT TITLE (maximum 40 characters): Salvadoran Environmental NGO Strengthening

6. PROJECT ASSISTANCE COMPLETION DATE (PACD): MM DD YY 01 21 89

7. ESTIMATED DATE OF OBLIGATION (Under "E" below, enter 1, 2, 3, or 4): A. Initial FY 92, B. Quarter 4, C. Final FY 95

8. COSTS (\$000 OR EQUIVALENT \$) =

A. FUNDING SOURCE	FIRST FY 92			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	828	1,172	2,000	828	1,172	2,000
(Grant)	( 828 )	( 1,172 )	( 2,000 )	( 828 )	( 1,172 )	( 2,000 )
(Loan)	( )	( )	( )	( )	( )	( )
Other U.S. 1.						
2.						
Host Country PADE and ENGO	0	---	---	0	1,200	1,200
Other Donor(s) Counterpart						
<b>TOTALS</b>	<b>828</b>	<b>1,172</b>		<b>828</b>	<b>2,372</b>	<b>3,200</b>

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) ARDN						2,000		2,000	
(2)									
(3)									
(4)									
<b>TOTALS</b>						<b>2,000</b>		<b>2,000</b>	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code

B. Amount

13. PROJECT PURPOSE (maximum 480 characters):

To strengthen Salvadoran environmental NGOs to be self-sustaining advocates for natural resource management.

14. SCHEDULED EVALUATIONS

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000  941  Local  Other (Specify) \_\_\_\_\_

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a \_\_\_\_\_ page PP Amendment.)

Methods of Implementation and Financing approved:

*Douglas W. Arnold*  
Douglas W. Arnold  
Mission Controller

17. APPROVED BY: *John A. Sanbrailo*  
John A. Sanbrailo  
Mission Director  
USAID/EL SALVADOR

Date Signed: MM DD YY

18. DATE DOCUMENT RECEIVED BY AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION: MM DD YY

**AGENCY FOR INTERNATIONAL DEVELOPMENT  
UNITED STATES OF AMERICA A. I. D. MISSION  
TO EL SALVADOR  
C/O AMERICAN EMBASSY.  
SAN SALVADOR, EL SALVADOR, C. A.**

**PROJECT AUTHORIZATION**

Name of the Country: El Salvador

Name of the Project: Salvadoran Environmental  
Non-Governmental Organization  
Strengthening (SENS)

Number of Projects: 519-0400

1. Pursuant to Section 106 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Pan American Development Foundation's Salvadoran Environmental Non-Governmental Organizational Strengthening Project for El Salvador involving planned obligation of not to exceed Two Million United States Dollars (\$2,000,000), in grant funds ("Grant") over a thirty month period from the date of this authorization, subject to the availability of funds, in accordance with the A.I.D. OYB/Allotment process, to help in financing foreign exchange and local currency costs for the Project.
2. The goal of the Project is to protect and promote sustainable use of El Salvador's natural resources. The purpose of the Project is to strengthen Salvadoran environmental NGOs to become self-sustaining advocates for natural resource management. This will be accomplished by training in organizational management, fund raising, and board leadership, as well as in the provision of small activity grants for hands-on application of learned skills.
3. The Project Agreement shall be subject to the following essential terms, covenants, and major conditions, together with such other terms and conditions as A.I.D. may deem appropriate.
  - a. Source and Origin of Commodities, Nationality of Services. The authorized geographic code for procurement of goods and services under the project is code 000, the United States, except as A.I.D. may otherwise agree in writing.
  - b. Conditions and Covenants. Prior to the disbursement of funds by A.I.D. to PADF or to the issuance by A.I.D. of documentation pursuant to which disbursements will be made, the Recipient will, except as A.I.D. may otherwise agree in writing, provide:
    1. A statement of the name of the person empowered in PADF to receive the funds provided under this Agreement and of any additional representatives, together with specimen signature of each person so designated.

2. Evidence that the PADF office in El Salvador has established a bank account in El Salvador to control the receipt and disbursement of the grant funds, including the complete account number and name.
3. PADF covenants to pay no more than reasonable prices for any goods and services financed in whole or in part under this Agreement. Such items will be procured by employing fair and good commercial practices to assure the most effective use of the funds provided.

  
John Sanbrailo  
Mission Director

Drafted by:	M Hill, PRJ		Date:	8/15/92
Cleared by:	G Straub, ANR	(in draft)	Date:	_____
	T McKee, DPP	(in draft)	Date:	_____
	D Arnold, CONT		Date:	8/19/92
	L McGhee, CO	(in draft)	Date:	_____
	J M Deal, PRJ		Date:	8/19/92
	J L Lovaas, DDIR		Date:	8/20/92

**A PROJECT TO STRENGTHEN  
ENVIRONMENTAL NON-GOVERNMENTAL ORGANIZATIONS  
IN EL SALVADOR**

**SUBMITTED TO  
US AID MISSION TO EL SALVADOR**

**AUGUST 1992**

**Contact:  
PADF Program Director  
Phoebe Lansdale  
1889 F Street, NW, 8th Floor  
Washington, D.C. 20006  
Tel: (202) 458-3469  
Fax: (202) 458-6316**



**A PROJECT TO STRENGTHEN ENVIRONMENTAL  
NON-GOVERNMENTAL ORGANIZATIONS IN EL SALVADOR**

**TABLE OF CONTENTS**

<b>I. EXECUTIVE SUMMARY, RECOMMENDATION, SUMMARY BUDGET</b>	<b>1</b>
<b>A. Executive Summary</b>	<b>1</b>
<b>B. Summary Budget</b>	<b>2</b>
<b>II. BACKGROUND, RATIONALE</b>	<b>2</b>
<b>A. Country Setting</b>	<b>2</b>
<b>B. AID's Central American Environmental Initiative         and El Salvador's Response</b>	<b>5</b>
<b>III. PROBLEM STATEMENT, CONSTRAINTS ANALYSIS, AND PROJECT STRATEGY</b>	<b>6</b>
<b>A. Problem Statement</b>	<b>6</b>
<b>B. Constraints Analysis</b>	<b>7</b>
<b>C. Project Strategy</b>	<b>8</b>
<b>IV. DETAILED PROJECT DESCRIPTION</b>	<b>10</b>
<b>A. Project Goal and Purpose</b>	<b>10</b>
<b>B. End-of-Project Status</b>	<b>11</b>
<b>C. Project Outputs</b>	<b>11</b>
<b>D. Project Components</b>	<b>17</b>
<b>E. ENGO Selection Process and Policies</b>	<b>19</b>
<b>F. Implementing Organization</b>	<b>21</b>
<b>G. Project Administration/Management</b>	<b>22</b>
<b>H. Project Monitoring and Evaluation</b>	<b>24</b>
<b>V. FINANCIAL PLAN</b>	<b>26</b>
<b>A. Project Budget</b>	<b>26</b>
<b>B. Project Audits</b>	<b>28</b>
<b>VI. PROCUREMENT PLAN</b>	<b>29</b>
<b>ANNEXES:</b>	
<b>A. Budget</b>	
<b>B. Logical Framework</b>	
<b>C. Initial Environmental Examination</b>	
<b>D. Statutory Checklist</b>	
<b>E. ENGOs of El Salvador: Beneficiaries and Social Soundness         Analysis</b>	
<b>F. Non-Government Organizations of El Salvador: Institutional         Analysis</b>	
<b>G. Curricula Vitae</b>	
<b>H. PADF Organization Chart, Annual Report, 501(c)(3) Certification,         Overhead, Capability Statement</b>	
<b>I. List of Acronyms</b>	

### **Acknowledgements**

PADF wishes to thank members of the PROMESA design team who developed extensive analytic materials for a Project Paper. Dr. Constance McCorkle, team leader, shared an insightful mind, restless inquiry, and a graphic pen. Dr. Gerald Murray's broad assessment of social soundness of the four-pronged project was the basis for analyzing the new initiative. Mike Lofstrom edited materials from experts across the range of scientific fields, environmental education and policy. Recommendations made by consultants from the University of Florida, Organization for Tropical Studies, and Abt Associates on mangrove/agroforestry recuperation, education, and natural resource policy priorities will influence efforts to strengthen environmental non-governmental organizations. Jim Heinzen of PADF developed the thoughtful institutional analysis of NGOs on which the new project focuses, ably assisted by Salvadoran research staffs, particularly Ana Carolina Martinez. USAID El Salvador's inputs and discussion of PROMESA options were invaluable. Thanks go especially to Peter Gore, Kenneth Ellis, Megan Hill, Marc Scott and Michael Deal.

**I. EXECUTIVE SUMMARY, RECOMMENDATION, SUMMARY BUDGET**

**A. Executive Summary**

The Pan American Development Foundation submitted an unsolicited proposal for a \$2.0 million Cooperative Agreement to strengthen environmental non-governmental organizations (ENGOS) in El Salvador. PADF will provide co-financing adding \$140,000 cash to the AID grant and \$15,000 in in-kind resources. Further in-kind contributions will be made by the beneficiary ENGOS participating in the Project.

Over 30 months, PADF will carry out a process for strengthening six to eight ENGOS with potential effective specialization and impact in aspects of natural resources management.

The process will begin by inviting up to twenty selected ENGOS to participate in a series of workshops to help them define their goals, develop potential for effective specialization and impact in aspects of natural resource management (NRM), and prepare proposals to take part in the Project's institutional strengthening. From the applicants participating in the initial workshops, up to eight ENGOS will be selected for intensive technical assistance and training to solidify institutional progress.

The selected ENGOS will receive Operational Strengthening Grants to help them over a year to carry out their strategies and operational plans developed with PADF assistance. It is hoped that at least six, subject to performance, will receive second year grants, totalling about \$540,000 over the life-of-project. These Subgrants will fund ENGO Board and staff training in planning, management, fundraising and proposal preparation, and an annually declining portion of operational costs. The project will also provide Small Activity Grants of \$3,000-\$15,000, aggregating to \$160,000, to enable ENGOS to undertake activities not limited to environmental policy, education, or activities in soil, water, and forestry management.

PADF will provide a resident advisor in Institutional Development, experienced in the administrative strengthening and financial sustainability planning for rural NGOs in a number of Latin American countries. The resident advisor will be supported by locally hired specialists in financial systems, membership promotion and fundraising, and long-range planning. As needed, consultants will work with ENGOS in natural resource policy analysis, media campaign planning and non-formal education, information systems, soils management/agroforestry, NRM options, and extension methodology. These consultants will be drawn from Salvadorans, US nationals resident in Salvador, and US-based experts.

Particular attention will be placed on helping ENGOs to improve their financial viability and to meet an increasing percentage of core costs from Salvadoran sources, including working closely with the ENGOs to increase their capability to produce and "market" projects of interest to external funding agencies and governments. ENGOs will also be assisted in coordinating with public sector natural resource management agencies, including qualifying for the Secretaría de Medio Ambiente's (SEMA) certification program.

The proposal describes plans for addressing the ENGOs institutional limitations and constraints which presently limit recuperation of El Salvador's critically degraded natural resources. Lessons learned from the analyses presented in Annexes E and F are interwoven in Sections III and IV of the proposal.

**B. Summary Budget (\$000)**

	Months:	1-12	13-24	25-30	Total
I. Personnel		\$244	\$212	\$116	\$572
II. Travel/Transportation		23	21	8	52
III. Material Support & Operating Costs		151	47	27	225
IV. Training		26	25	3	54
V. Special Activity Grants		72	73	15	160
VI. Evaluation		--	40	--	40
VII. Audit			30		30
VIII. Home Office direct costs		26	27	14	67
IX. Operational Strengthening Subgrants		360	180	00	540
X. Indirect costs (24%)		216	140	44	400
		-----	-----	-----	-----
GRAND TOTALS		\$1118	\$765	\$257	\$2,140

**II. BACKGROUND, RATIONALE**

**A. Country Setting**

**1. Economic Future Threatened by Natural Resource Abuse**

Depletion and degradation of El Salvador's renewable natural resource base are severe impediments to sustainable, broad-based, economic and social development. Future economic opportunities are severely restricted by careless management of natural resources, uneven distribution of land and wealth, and the highest population density of the region: about 5.25 million people dispersed over 21,000 km<sup>2</sup>, or 250 people/km<sup>2</sup>. Erosion, floods, sedimentation of hydroelectric reservoirs, pesticide misuse, and water pollution and shortages have reached critical levels. Erosion of the vast upper Lempa watershed and deforestation of mangroves along the coast bear witness to lack of proper management.

Non-urban El Salvador is dedicated to intensive agriculture, except for limited mangrove and isolated forest areas. Together with forestry and fisheries, agriculture provides 20% of GDP. Furthermore, agriculture and fisheries constitute 70% of exports. Over-exploitation of agricultural, forestry and fisheries resources will inevitably lead to long-term decreases in production which will further exacerbate pervasive rural poverty, decreases in food production, and socio-political instability. Depletion rates of soil, water, forest and fisheries exceed renewal rates. Restoration of the natural resource base is critical to sustaining the country's economic growth and benefiting a significant portion of the population.

Political decisions affecting natural resources are made difficult by the population pressures on these resources. Natural resource management (NRM) in El Salvador is also constrained by a weak policy and legal framework, by insufficient trained personnel in both government (GOES) and non-governmental organization (NGO) entities concerned with environmental problems, and by lack of institutional capacity to handle complex activities. Outreach and popular support are made difficult by nearly overwhelming social constraints of poverty and inadequate education.

El Salvador's environmental situation is distinct from that in other countries. Because it has almost no protected areas, its natural resources must be saved and revitalized. A decade of civil war helped prevent external environmental organizations from giving priority to El Salvador, particularly in comparison with nearby countries.

Constraints to local capacity to take corrective measures include inadequate financial resources, the widespread lack of education, and many gaps in information and awareness about the status and properties of natural resources. Lack of effective environmental management experience and skills make it extremely difficult for the GOES to formulate effective and objective policy and sustainable long-term plans, regulations, incentives, disincentives, and action alternatives.

## 2. Opportunity for Corrective Measures

The GOES is successfully implementing an economic stabilization and structural adjustment program begun in June 1989. Building on solid progress, the Cristiani Administration is maintaining monetary discipline, liberalizing trade, improving public sector efficiency, and privatizing national institutions. In 1991 real output grew 3.5%, inflation was cut almost by half, the balance of payments deficit declined, and international reserves were strengthened--despite continued internal conflict and sabotage, Persian Gulf oil price shock, on-going drought, and a continued recession in the US, El Salvador's principal trading partner.

In agriculture, drought erased what could have been a second record year for basic grains production. Reflecting improved incentives, small farmers planted substantially larger areas in corn, rice and beans. A drought-induced fall in production to 14% below beginning-of-the-year projections, coupled with a 6% drop in earnings from livestock and a 7.5% contraction in the coffee harvest resulted in a .3% decline in real

agricultural value added in 1991, far below the prior year's 7.4% increase. Poor NRM practices (siltation of dams, soil erosion, and reduction in water retention capacity) exacerbated the effects of the drought.

The recent peace agreement and the resulting declining civil violence have permitted the GOES to turn from military crises to the task of guiding longer-term economic growth, assisted by foreign aid. GOES officials publicly recognize the urgency for sound management of natural resources to promote and sustain that recovery and growth. In the private sector, environmental non-governmental organizations (ENGOs) are beginning to link with international NRM groups such as the Nature Conservancy, the World Wildlife Fund, and the Audubon Society. Some already show promise of developing the capacity to manage project activities. In collaboration with the Secretaría del Medio Ambiente (SEMA), several have carried out mini-projects with USAID funds.

### 3. Other Donors

To achieve national reconstruction, natural resources as well as infrastructure and human resources must benefit. Reconstruction activities already include some support for CENDEPESCA and the Directorate for Natural Resources. As part of the Government's priorities (reduction of poverty, higher-paying jobs for the poor through economic growth, improved educational and health, and a social safety net for those who do not benefit immediately), a Social Investment Fund (FIS) funds for agriculture and natural resources projects among others. FIS is designed to cushion the impact of adjustment on vulnerable groups through projects to benefit low-income groups and infrastructure, for implementation by private nonprofit organizations and municipalities.

Several foreign assistance environmental activities are starting up or imminent. The Inter-American Development Bank (IDB) plans to help strengthen the Secretariat for the Environment, SEMA, a new agency responsible for natural resource policy. SEMA is the secretariat for a National Environmental Council, CONAMA, which will oversee policies and strategies to defend natural resources and improve the environment. The Nature Conservancy will help structure the recently conceived Environmental Conservation Fund, FOCAM. Two World Food Program environmental projects use food-for-labor incentives to support agricultural infrastructure and help diversify agricultural production. The Organization for American States (OAS) is financing a small multinational environmental project to be implemented by CENTA, CEL and the Ministry of Health to research genetic potential of Salvadoran flora for environmental conservation and improvement.

Foreign assistance also includes a World Bank agricultural sector loan which should provide significant support for Ministry of Agriculture planning and extension activities. An IDB loan is being designed to help rehabilitate the eroding upper watershed of the Lempa River. UN projects help displaced persons with soil conservation and reforestation using fruits and wood trees (San Miguel) and mangrove reforestation (La Union).

The UN Development Programme and the IDB have provided support for proposal writing to help NGOs access small grants from SEMA, as well as from FOCAM when it is operational. The UNDP helped SEMA prepare the Environmental Agenda and Action Plan, and financed several international trips for SEMA's key staff. The UNDP may approve a project to strengthen SEMA, including design of operating manuals and administrative procedures, training for GOES and NGO personnel, funding for an Environmental Emergency Plan, and partial funding for development of the Tropical Forestry Action Plan which is being assisted by the Food and Agriculture Organization (FAO).

Bilateral donors, including USAID and the USG's Enterprise for the Americas Initiative (amplified in Section B below), are planning major activities to stem degradation. AID has contributed to natural resource management in El Salvador through local currency support to SEMA and an environmental NGO, the Fundacion Ecologica Salvadorena Active 20-30 (FESA), and design work is underway for its major natural resource management project PROMESA. The Finnish International Development Agency (FINIDA) is funding rehabilitation of the Meteorological and Hydrological Services of the Central American Isthmus (PRIMSCEN), with equipment and materials to rehabilitate the weather stations of the Meteorology and Hydrology Service of MAG, replace many stations destroyed during the 1980s, and ultimately improve meteorological information.

These many sources of foreign funds and technical skills provide an opportunity which the environmental organizations of the private sector can participate in, benefit from, and influence.

**B. AID's Central American Environmental Initiative and El Salvador's Response**

AID's concern for natural resource management (NRM) is reflected in several major policy and strategy documents: the Administrator's September 1990 Environment and Natural Resource Announcement, the LAC Regional Bureau's March 1989 strategy for AID Assistance for Environmental and Natural Resources Management in Central America, and the April 1991 USAID/ES paper on Natural Resource Management in El Salvador: A Strategy for USAID, plus project identification and research papers related to specific aspects of El Salvador's natural resource degradation.

The Project will reinforce USAID/El Salvador's Strategic Objective 5 Improve Environmental and Natural Resource Management by strengthening a cadre of NGOs able to act as advocates for the protection and sustainable use of the country's natural resources. The strengthened NGOs will be able to support the policy/legal framework being developed by the GOES, increase public awareness of environmental problems, and carry out activities consistent with better natural resource management.

USAID/ES's FY 1992 ESF policy reform support program includes steps to address existing constraints to sustainable, improved economic performance--for which environmental restoration is essential. It also calls for progress in the administration of justice, including democratic policy reform in which this NGO strengthening can play a role.

11

The Project is also a specific step towards the LAC Bureau's goal for natural resource management in Central America, to "produce, with the citizens of Central American countries, the conditions for sustained exploitation of natural resources in a manner that minimizes the damage to the environment, protects biodiversity, and provide the means for equitable and sustainable growth". Furthermore, the Project will be a first step toward the support of strengthened environmental policy and institutions envisioned in the PROMESA project. It will focus on constraints to the process of establishing effective and implementable natural resources management policy in El Salvador, strengthening institutional capabilities, and building the public awareness needed to carry out effective policies and natural resource management (NRM) practices over the long-term.

The Project will work in concert with other Mission and international donor programs as appropriate. The proposed ENGO Strengthening Project will broaden the private sector's role, both as a source of information and a constituency for NRM reform. It will do so by supporting institutional growth, and by helping focus the efforts, building the technical capacities, and promoting outreach by selected ENGOs. The Project will expand public awareness of the urgent priority for effective NRM policies and practices to help El Salvador recuperate its long-term economic development options.

### **III. PROBLEM STATEMENT, CONSTRAINTS ANALYSIS, AND PROJECT STRATEGY**

#### **A. Problem Statement**

El Salvador's burgeoning population and aggressive natural resource use are consuming soil, water, forests, and wildlife habitat faster than they can regenerate. Deforestation, causing erosion and sedimentation problems, and water pollution from agrottoxins and sewage, threaten critical infrastructure and ecosystems, including sustainable agriculture and commercial fisheries.

Primary factors contributing to continued degradation are demographic, socio-political, and socio-economic, including: unbalanced human/land ratios; inequitable and insecure land tenure and policies that force people to inhabit and continue to erode fragile lands; lack of financial and policy incentives for sound resource management; and failure to disseminate existing technological know-how to increase yields of preferred foodstuffs or other critical agricultural or forestry products on lands for which they are best suited.

Excessive or inappropriate exploitation of renewable natural resources is urgent to avoid irreversible ecologic damage. AID and other donor assistance can help El Salvador overcome these problems which will permanently retard economic development. Assistance should address the lack of resources and the absence of adequate skills and technical capacity on the part of government functionaries, NGOs, and private citizenry, so as to permit needed reform of key policies, strengthen private sector institutions to take responsibility for natural resource management (NRM), and effectively promote sustainable management of renewable natural resources.

## **B. Constraints Analysis**

A number of constraints intended to mitigate, halt, or reverse degradation and destruction of resources are listed below. While they are serious constraints to natural resource management, the first four are more appropriately addressed through a larger natural resource management project such as PROMESA and are beyond the scope of the present Project to strengthen environmental NGOs.

1. **Lack of Information/Understanding of NRM Concepts and Practice**  
(No environmental education)
2. **Policy and Legal Constraints** (Lack of a National Environment and Natural Resource Management Strategy, lack of enforcement, conflicting sectoral laws)
3. **Sociological Constraints** (high population density)
4. **Human Resource Constraints** (lack of trained technicians)
5. **Institutional Constraints**

Because of the increasingly apparent failure to protect the natural resource base and use it wisely, environmental and development NGOs (ENGOS and DNGOs) have sprung up in recent years at the national and local level. Though small and unfocused, ENGOS are beginning to promote environmental awareness and wise natural resource management. Development NGOs are increasingly engaging their constituents in environmental activities. Press, radio, and television messages with environmental themes are more frequent, beginning to raise citizen awareness; some ENGOS have opened national policy debates in the media and other fora. National level ENGOS are increasingly demonstrating the ability to focus on issues and lobby effectively for change.

However, these incipient ENGOS are young, most having appeared within the last five years. Few have paid administrative staff, with most depending on limited numbers of volunteers. They generally lack management and financial skills. Memberships vary from less than 50 to 200 per group; some are small, informal groups of friends concerned about environmental degradation.

Annex 2 shows that ENGOS typically have a General Assembly, a Board of Directors with officers, and an Executive Director (often part-time and a volunteer). Averaging budgets much less than \$20,000/year, ENGOS are limited by lack of funds and fundraising programs, and are dependent on contributions by members and private sector business. While ENGOS are by and large sincerely concerned and committed, nearly all are still institutionally immature.

Under the proposed project, ENGOS will learn management skills, become focussed on particular technical expertise, and be helped to become effective, self-sustaining advocates and leaders for the proper management of El Salvador's threatened natural resources. In the process, they will address

some of the information constraints of the general populace and will become advocates for increasingly effective natural resource policy.

### **C. Project Strategy**

The Project will work with NGOs that classify themselves as national ENGOs because of their important role, to varying degrees already recognized, as voices for the NRM sector. Participants will be ENGOs which aspire to expand their technical capabilities and structures to become more influential in Salvadoran natural resource policy and management.

Emphasis will be placed on ENGOs with some experience and roots in order to enhance the prospects for sustained viability as a result of the 30-month strengthening effort. Operational Strengthening Subgrants will help these established ENGOs, and some of the newer and smaller organizations, to define their niches in NRM, develop valid plans, and expand membership and financial support.

The Project will promote mergers and the development of consortia among complementary ENGOs, to maximize the effectiveness of the limited number of Salvadoran leaders likely to actively support ENGOs with their leadership, special skills, reputations, and resources. We expect that over 30 months, some winnowing will occur because of the fragile human resource base as well as difficulties realized by initially eager ENGOs in obtaining the time commitments for planning, management, and fundraising necessary to fulfill their objectives and commitments.

#### **1. ENGO Self-Selection Process**

During the first six months, the institutional development team will invite up to 20 NGOs to workshops on options for institutional improvement and opportunities for making their efforts more effective. As described in Section IV, they will be helped in a participative planning process, together with members and officers, to define goals and mission, develop 3-5 year plans (Strategic Plan), and annual operating plans. The institutions invited will be challenged to consider if their organization has, or has the potential to acquire, the depth and breath of participation necessary to make an important impact on the conditions of natural resources in the country. A first step will include a search for common ground, leading to the merger of joint or complementary efforts, building on strengths. The ENGOs will examine characteristics of a strong sustainable organization: requirements for Board leadership, fundraising, management, and dedication.

The Project's contribution at this stage will be facilitate networking of interested NGOs, assistance in setting guidelines for participation in project institutional strengthening assistance and grants, advisory services with ENGO leaders and members, and help in developing competitive proposals for project grants.

The Project will entertain ENGO proposals for up to eight Operational Strengthening Subgrants responsive to selection criteria. Final selection will be based on proposal quality, and on the organization's or

consortium's ability and assessed potential to implement proposed NRM activities and to generate a significant level of membership participation and support. The organization's strategy to broaden membership and local support will be an especially critical factor in selecting the Subgrantees for the first year.

## 2. Support to ENGOs

Boards of selected ENGOs will adopt a Strategic Plan, followed by an Annual Operating Plan, both related to its goals and purposes and defining output goals. Operational Strengthening Grants will stimulate selected ENGOs to do the planning and budgeting work, set up adequate offices and garner needed expertise, and carry out agreed activities. The Project will provide significant commodity and TA direct assistance for strategic planning, financial systems, fundraising planning, office equipment, transport to the field for agreed ENGO activities (by means of pooled project vehicles or reimbursed mileage), and training materials.

Operational Strengthening Subgrants for up to eight ENGOs for one year will be renewed on the basis of "performance" for a second year. "Performance" will include a defined mission understood by members, Board, and staff, routinely considered in decision-making. Annual and Strategic Work Plans will have a financial strategy with a fundraising component, related to its special skills which make it competitive in carrying out certain kinds of activities and soliciting funds. Each ENGO must be operated by (or agree to take concrete steps in the direction of) a rotating Board, and be governed by policies encouraging a broad spectrum of the public to be members and on the Board. The range of assistance will be aimed at developing in each ENGO some breadth of leadership in the sector and sustainability of the organization in carrying out its ongoing/proposed activities.

Operational Strengthening Subgrants will include commodities procured by the PADP in conjunction with the ENGOs themselves, for which title will be determined by AID upon the PACD. Subgrants will also require each ENGO to invest appropriate amounts in non-administrative program services which they provide, and in annual financial audits by a firm acceptable to PADP and AID.

Over time, successful ENGOs will also involve women actively. They will be expected to prepare written policies for administration of personnel, budgets, maintenance, planning, and financial controls. Each ENGO which receives an Operational Strengthening Subgrant will engage a local accounting firm to help it set up a sound financial management system and audit its AID-funded grants, and ultimately become able to manage grants passed on for implementation by other entities.

Simultaneous with setting criteria for selection of ENGOs for Operational Strengthening Grants, a Small Activities Grant program will be developed to provide funding to meet project work-plans. Preliminary criteria for qualification for these Grants are specified in Section IV, and will be refined with AID and the ENGOs.

Small Activity Grants will be administered and closely monitored by the Project for specific short-term outputs. The Grants will provide the ENGO grantees with a fee for non-direct costs as a way of inducing them to take appropriate management steps and value income for such costs. AID and PADF will establish basic criteria for the Small Activity Grants, but ENGOs will largely be left on their own to design and implement small projects consistent with their organization's goal.

### 3. Goal of ENGO Self-Sustainability

Because the largest pitfall in long-term development of an NGO is often its inability to meet core costs after completion of subsidization and assistance, major focus will be on helping each ENGO expand its membership base and local financial support. Prospects for viability will be measured on ability to assume increasing portions of operating costs from supporters or multiple funding sources. ENGOs that cannot come up with realistic strategies to increase membership and contributions during the initial proposal process will not be considered for Subgrants.

The goal for each successfully participating ENGO will be to sustain at least 50% of its annual recurring (core) costs from locally raised funds or income from services. In Year 1, successful participating ENGOs would begin fundraising campaigns and be assisted to prepare project proposals to raise funds to promote their self-sustainability. This schedule is optimistic, but should feasibly enable six to eight ENGOs, through further Year 2 institutional development, to move towards self-sufficiency. The schedule is subject to the Log Frame's basic assumptions of sustained national reconstruction, international support for Salvadoran NRM and a strong interest among private sector leaders to improve the natural resource base.

A major strategy component will be to help participating ENGOs to identify and expand their membership and beneficiary base, and as a secondary benefit to expand the active universe of ecologically-minded Salvadorans willing to support effective activities through their organizations.

### 4. PADF Institutional Strengthening Team

PADF's technical assistance team will be made up of specialists in NGO strategic planning, administrative systems and procedures, finance, and/or membership-fundraising. The Chief of Party and two Salvadorans or locally hired expatriates will comprise the core team. The team will work with each ENGO on a rotating basis according to workplans developed once Subgrants are approved.

## IV. DETAILED PROJECT DESCRIPTION

### A. Project Goal and Purpose

The project Goal is to protect and promote sustainable use of El Salvador's natural resources. In striving to achieve this goal, the project Purpose is to strengthen Salvadoran Environmental NGOs to be a self-sustaining advocates for natural resource management.

**B. End-of-Project Status**

1. Up to eight ENGOs will have a track record demonstrating their private sector environmental leadership and the potential for their long range institutional sustainability.

2. The participating ENGOs will be perceived by the environmental community as credible advocates of one or more environmental issues as represented by their impact on community consciousness raising and NR policy.

3. The participating ENGOs will have established linkages with SEMA/CONAMA, local NGOs, FOCAM, appropriate government institutions, international ENGOs, and international support organizations.

4. The ENGOs will have established a network of linkages among themselves and other national NGOs working in natural resources.

**C. Project Outputs**

The Project will realize its purpose by delivery of six outputs: 1) Operating ENGO Planning Systems, 2) Trained ENGO Boards and Staff, 3) Functioning Administrative Systems, and 4) Implemented Fundraising Strategies, 5) Functioning Project ENGO Funding Mechanism, and 6) Evaluation.

**1. Operating ENGO Planning Systems**

a. Each ENGO will apply a participatory strategic planning model developed by PADF with a 3-5 year horizon. The strategic plan will be updated annually as part of an annual planning cycle.

b. Annual operating plans developed by each ENGO will address the strategic plan and include objectives, budget, and implementing strategy.

The planning system will comprise two basic documents, the Strategic Plan and the Annual Operating Plan. These interlocking documents will be prepared by each of the ENGOs annually.

The Strategic Plan takes a 3-5 year view of the institution. It examines the current condition of the environment from the perspective of the organization's mission and where the organization would like to be in three to five years. The process looks at the strengths and weaknesses of the organization, the external environment of policy, plans of similar organizations and of GOES NRM institutions, and opportunities for expansion or new directions. The ENGO's constituents and beneficiaries are consulted for their views, and priorities are established. Based on this information, the Board makes broad decisions related to staffing, training, specialization, fundraising, membership size and composition, the appropriateness of current by-laws, administrative policies and procedures and desirable linkages with other institutions. The Strategic Plan is a de-  
document of the individual ENGO.

17.

The initial ENGO strategic planning process will be developed by PADF as part of the process leading to the selection of ENGOs for Operational Strengthening Grants. The methodology will be based on PADF's experience, consultant experience in Community Action Programs in the United States, and Regional Planning experiences in Bolivia; and strategic planning work of the Nature Conservancy, the Amherst H. Wilder Foundation, Foundation for International Training, and others.

The second document of the annual planning cycle, the Operating Plan, will be developed immediately following Board approval of the Strategic Plan. We envision that each Operating Plan will include a one-year Log Frame, detailed budget, implementation chart for activities and disbursements, and minimal text supported by appendices.

The planning cycle methodology, instruments and procedures will be formalized in a planning manual during the life of the Project.

c. A community awareness campaign will be established by each NGO to educate the community of environmental needs, and its organization's priorities and strategies.

As part of the planning system, ENGOs will present their plans and strategy to the broader community explaining the environmental problems identified by their organization and their action plans. Community awareness and advocacy will be accomplished through public speaking, articles, forums and other opportunities through the media.

## 2. Trained ENGO Boards and Staff

a. Each ENGO will receive training in organizational structure, Board/staff duties and responsibilities, by-law purpose and composition and meetings procedures.

A variety of evaluation instruments and training materials will be used for training. PADF developed a Board of Directors self-evaluation instrument, Board of Directors Development Matrix, that will be used. Other material from the International Science and Technology Institute, Inc., the Foundation for International Training, the National Center for International Boards, and others will be drawn on for training workshops. The Project considers the quality of the Board of Directors as the single most important determinant for long term sustainability of individual ENGOs. The Project envisions typical Boards of 12 to 25 supported by a broad based membership.

b. Board/staff will be trained in the causes and conditions of environmental problems, policy implications, and advocacy methods.

Workshops will be structured to educate board members and staff. Representatives from official bodies like SEMA/CONAMA, experts from universities and the NGOs themselves, and visiting experts will be invited to speak to the causes and conditions of environmental problems and answer questions.

c. ENGO Staff will be trained in appropriate technologies and issues according to the specialties of the individual ENGOs.

As part of the ENGO strategic planning exercise (output #1) areas of specialization and staff needs will be developed. An ENGO staff training plan will be developed based on these results.

The Project will take advantage of the CAPs and CLASP participant training programs and others such as the PACA regional project for short-term training of technicians.

d. Board committees will be trained in fundraising, and staff in proposal preparation.

PADF will carry out fundraising and membership training for Boards based on its own experience. Training will focus on approaches to the local community, member obligations for financial support, and the expansion of membership. Training workshops in proposal preparations will be carried out by the PADF local team using PADF materials and those from a variety of other sources such as the IDB, International Science and Technology Institute, Grantsmanship Center, and the Island Resource Foundation.

Board and staff training in general institutional strengthening topics will be carried out through local workshops and seminars, site visits to similar institutions in the region, and participation in special training such as the PADF "Contact 92" forum and short technical training courses. Successful NGOs like FUNADEH of Honduras, ADESJO of the Dominican Republic and the Fundacion Natura of Ecuador would be strong candidates to show the Project's emerging ENGOs the role and responsibility of Board leadership.

### 3. Functioning Administrative Systems

a. Each ENGO will have annual audits and accounting systems that meet AID standards.

Local accounting firms, meeting AID standards, will be contracted by PADF with participation in the selection from the individual ENGOs. The firms will set up and audit the books of ENGOs receiving Operational Strengthening Subgrants and establish or update a computerized accounting system for each participant ENGO. Subsequent audits will be carried out annually for ENGOs participating throughout the life of the Project. The participating ENGOs will be encouraged to develop a continuing relationship, after the Project ends, to continue annual audits and receive accounting technical assistance as needed.

Along with establishment of modern accounting systems and controls, ENGOs will be encouraged to seek registration with SEMA's small grants program and other potential funders, and assisted by PADF to meet their respective qualifications criteria.

b. Procedures will be established for procurement, personnel, travel, control of equipment and materials, and operation of physical plants.

The PADF team will work with the ENGOs on an individual basis to develop appropriate policies and procedures for all major functional areas of each organization. A team approach will be used with appropriate staff and Board committee members. Audit observations and recommendations will be used to guide the financial control and monitoring aspects of policies and procedures. Model administrative policies and procedures developed by PADF for other organizations along with manuals from other organizations will be used to direct the process. Job descriptions will be developed or updated for each staff position along with functional descriptions of Board committees.

c. A simple management information system in each of the ENGOs will report progress and provide information for institutional monitoring.

The management information systems will be designed to inform the Boards and staff of the progress and performance of the institution. PADF will assist each ENGO to design a system meeting its particular needs. The system will be heavily reliant on accounting data and service delivery data. The system will be integrated into the Board's decision-making system. As an example, the appropriate committee or official of the Board will be responsible for presenting a monthly financial report to the whole Board for its approval. In this example, the accounting department will be responsible for preparing the report and reviewing it beforehand with the Board member.

d. Procedures will be supported by appropriate manuals and job descriptions.

Once key policies, procedures and job descriptions are developed, an administrative manual will be compiled for each organization.

#### 4. Operational Fundraising Strategies

a. Each ENGO will have a realistic strategy to raise sufficient funds by the end of the Project through local fundraising to make significant contributions to recurrent costs.

One of the best indicators of potential NGO sustainability is its ability to raise funds from local contributions. Local contributions will be looked at both in terms of the size of individual contributions and number of individual contributors, with the number of contributors considered especially important. We expect that membership expansion will be a principle element for the local contributions strategy of most of the ENGOs.

Closely related to local contributions will be special activities for local fundraising. Some organizations sell environmentally oriented items like T-shirts. Special appeals will be made to the business sector to become involved in funding natural resource activities.

The PADF team will assist each ENGO with its local fundraising strategy. Where possible, fundraising will serve a dual function of environmental education focusing on the environmental issues addressed by the individual ENGO.

b. Each ENGO will have developed a minimum of four proposals for local institutional funding: FOCAM, SEMA/CONAMA and other institutions.

Based on the proposal preparation training received, individual ENGOs will be assisted by the PADF team to develop proposals to fund activities through SEMA's small projects program and FOCAM, once it is established. Additional local sources will be sought such as service club funds, local foundations, and special funds of large businesses.

c. Each ENGO will have developed a minimum of two proposals for international donors.

Each ENGO will be assisted to identify potential international funding sources, prepare funding requests and negotiate funding. Among many potential funding sources will be the IDB small projects program, the FIS, the Dutch, Canadian and Japanese governments, the Kellogg Foundation, Rotary International and several international ENGOs. According to each case, proposals may be developed with the ENGO as the grantee or with PADF as a grantee and the ENGO as a subgrantee.

d. A committee of the Board will play a major role in fundraising and membership recruitment.

The Board of each participating ENGO will be required to have a standing committee whose principal function is membership/local fundraising. Members of this committee will be expected to participate actively in seeking donations and recruiting new members. The ENGO's administration will provide support for the committee by preparing materials and arranging meetings.

##### 5. Functioning Project ENGO Funding Mechanism

a. PADF will make Operational Strengthening Subgrants to six to eight ENGOs totaling \$540,000 over 30 months.

b. The selected ENGOs will receive two annual Subgrants during the thirty month period with the second year grant dependent on first year performance.

A key element of the Project is provision of Subgrants that cover a portion of the ENGOs' recurring costs. Subgrant budgets may include items like salaries and benefits, office supplies and equipment, communications, vehicle leasing, fuel, insurance, and training materials. Subgrantees are expected to raise a portion of all recurring costs items locally or through income earned from services. For the second year, it is anticipated that each ENGO's share of these core costs for the second year will be greater than the first. However, lack of Board interest or effort, lack of response to technical assistance and training, and poor performance are all cause for terminating funding relationships with an ENGO after the first year.

The process and criteria for selecting Subgrant recipients is discussed in detail in the Institutional Analysis (Annex F) as are criteria for Year 2 funding continuation.

PADF will retain title to commodities purchased under the Operational Strengthening Subgrants until the end of the Project, whereupon AID will make a final determination as to disposition and title.

c. PADF will make Small Activities Grants to selected ENGOs averaging under \$8,000 (total \$160,000). Grants will fund studies and pilot NR activities not limited to education and field activities in soil, water, and forestry.

Small Activities Grants will fund discrete activities of the selected ENGOs to carry out a portion of the work of the selected institutions. Small Activities Grants will be used for special policy studies, mass media campaigns and special educational programs, ENGO-sponsored training events, reforestation and soil conservation, and activities in the estuaries. Small Activities Grants must fit the goals and priorities of the sponsoring ENGO and the goal of the Project. Selection criteria will be established between AID and PADF for Small Activities Grants, but the ENGOs will largely be left on their own to design and implement projects.

ENGOs will be allowed to charge up to a 15% fee on Small Activities Grants to cover indirect costs. Small Activities Grants will require a counterpart contribution minimum of 25% from the ENGO. This contribution may be in cash or in-kind.

## 6. Evaluation

a. An early base line data analysis of NGOs receiving Operational Subgrants will be carried out. The analysis will cover the 24 months prior to receiving the Subgrant and include a review of membership, contributions, meetings/quorums, plans, etc.

This study will be carried out by PADF staff in collaboration with the ENGO subgrantees after selection. Base-line data will be collected on membership numbers, level of participation, and stability. Contributions will be examined by the range of size of contributions, average contribution, and percent of members who contribute. Board composition and occupational distribution will be reviewed, as will frequency of Board and membership meetings and quorums. Funding will be looked at in terms of the number and variety of sources, growth and stability. An accounting of basic documents will include: constitution, by-laws, audits, financial statements, plans, and written policies and procedures.

b. Annual internal evaluations of project outputs will be carried out to provide feedback for project modifications.

These evaluations will be concerned with the delivery of project activities, their need, and the appropriateness of the delivery system. Activities will be modified, added or eliminated as warranted.

Significant changes from approved ENGO work plans and budgets will be made with USAID authorization.

c. An external end of project evaluation will be carried out to measure the Project impact.

**D. Project Components**

The Project will be organized into two components: ENGO Technical Assistance & Training, and Grants Management & Administration.

**1. ENGO Technical Assistance and Training**

An ENGO Technical Assistance & Training Component will be responsible for all project outputs except evaluations. This Component is the principal contact point between the project and the ENGOs. It will have a team of three including the chief of party and two local-hire full-time specialists: Finance/Information Systems, and Membership and Fundraising.

The Technical Assistance & Training Component will prepare training materials, identifying/scheduling trainers and training opportunities, and logistics. The Component will coordinate all training activities: workshops and seminars, site visit training, scheduling of trainers and consultants, logistics, and the identification of training opportunities. The training coordinator will work with the CAPs and CLASP programs and other programs providing regional or other international training to provide comprehensive training over the life of the Project. The Component will be charged with development and monitoring of the Project's training plan.

The Component will work closely with the Grants Management & Administration Component to assure that the Operational Strengthening Subgrants and Small Activities Grants meet established standards and procedures. It will also work with the ENGOs to assure that they are providing timely and accurate information for the Grants Management & Administration Component to carry out its reporting function.

This will additionally assist the ENGOs in organizing and strategizing consciousness-raising activities like mass media campaigns, public forums, newsletters, and town meetings. It will work with the ENGOs and other project components in preparation of training materials. The Technical Assistance & Training Component will provide support in logistics, scheduling, and identifying trainers and specialized skills in media and training materials design.

The Component will be staffed by a local-hire professional who will also serve as the executive assistant to the Chief of Party.

**2. Grants Management and Administration Component**

The Grants Management and Administration Component will monitor the finances of the Operational Strengthening Subgrants and play a significant role in management of the Special Activities Grants. The Component will assure compliance with the terms of the individual contacts and contracting policies and procedures.

The Grants Management and Administration Component will also perform the Project reporting and evaluation functions (except end of project) of the Project and manage the Management Information System. The Component will be staffed by a local-hire professional and an accounting assistant.

This Component works with the Technical Assistance and Training component by establishing the reporting requirements and systems, collecting Project information and distributing reports on Project progress.

The Component will manage the Project's finances, commodity procurement and the support staff. It will be in charge of project office operations including maintenance, security, transport, and basic secretarial and receptionist support for the entire project. It will be headed by an Office Manager/Secretary. Other staff are an accountant, secretary/receptionist, driver, custodial and security staff.

### **E. ENGO Selection Process and Policies**

The Project will hold a series of workshops leading to the granting of Subgrants beginning in Month 7 of the Project.

The participants will be guided through a process of self-examination to clarify their individual missions within the sector; the areas of strength they wish to cultivate; and interrelationships with each other, with other NGOs and with government entities engaged in natural resource management. Participating groups will be encouraged to merge or combine strengths in consortia during this process. If the process successfully leads to joint efforts, final grantees will self-select. The planning process and tools used in the selection process for initial Subgrantees will be similar to those outlined earlier under description of the outputs above (IV C 1) as related to Operating ENGO Planning Systems. Initial selection will be particularly concerned with depth and breadth of leadership.

There are three phases or benchmarks during the life of the Project where ENGO selection is a critical factor to project advancement to the next phase: Selection of NGOs for initial workshops, selection of first year Subgrantees, and second year funding of Subgrantees.

#### **1. Selection of Eligible ENGOs**

Drawing from the NGOs analyzed in the Institutional Analysis annex and others having similar characteristics, the Project will present for discussion with USAID a list of up to 20 of the most promising which represent a broad spectrum of environmental NGOs with potential to meet the institutional and natural resource objectives of the Project.

The NGOs will be invited to take part in a series of workshops leading to possible institutional strengthening agreements between their organizations and the Project. They will be given background information on Project objectives, Subgrant selection criteria, and the Project's definition of End of Project ENGO characteristics. ENGOs not in agreement with project objectives and criteria should withdraw early in this process.

## **2. Selection of First Year Subgrantees**

Remaining ENGOs will consider problems and issues of natural resources in El Salvador, using participatory methods in a series of workshops. ENGOs will be encouraged to examine their interests and strengths and search for their institutional role (mission) where they would wish to specialize and grow. They will be asked to describe the natural resource work they see for their organization.

The ENGOs will be helped to examine the characteristics of a strong, sustainable organization, including product contribution, leadership requirements of a Board and demands of time and dedication, fundraising, and management requirements.

As a next step in this process, ENGOs or consortia of ENGOs will be invited to present proposals for the Operational Strengthening Subgrants responsive to Project ENGO selection criteria. AID and PADF will elaborate the following criteria:

- o Open, broad-based Boards, with bylaws fostering periodic systematic changes in leadership.
- o A willingness to open financial records and follow project administrative/financial standards.
- o A credible local fundraising strategy, to be demonstrated by funds raised.
- o A focused NRM mission and strategy for addressing its mission.
- o A willingness to adopt specific policies and take actions that will lead to the ENGO having the institutional characteristics discussed below by the end of the Project.

## **3. End-of-Project Institutional Characteristics for ENGOs**

As additional guidance, the ENGOs will be asked to consider the End-of-Project institutional characteristics in preparing proposals:

- a. The ENGO will have a defined mission as understood by the membership, Board, and staff, a mission which is actively considered in major organizational decisions to expand, diversify, or contract.
- b. It will have a current annual work plan and a 3-year (minimum) strategy including a financial strategy with a fundraising component.
- c. The institution will be specialized. It will possess a body of knowledge and skills distinguishing it from other organizations, making it competitive in carrying out certain kinds of activities. This competitive edge will carry over to enable it to benefit, through grantsmanship, from SEMA, FOCAM, and other national/international funds.

d. The institution will be operated by policies that allow for the participation of a broad spectrum of the public as members and in Board positions.

e. Policies will provide for structured changes in leadership as in Boards whose members are elected for staggered terms of three years.

f. A minimum of one-third of Board members will be women.

g. The ENGO will have written administrative policies covering personnel, budgets, maintenance, planning, and financial controls.

h. The institution will have an established financial management system.

i. The institution will have multiple funding sources including locally raised funds.

j. The institution can sustain at least 50% of its annual recurring costs in the absence of Project Operational Subgrants.

The format for the Operational Strengthening proposals will be that of the Strategic Plans accompanied by a one-year operating plans, described in the Output section (IV C 1 above), Operating Planning Systems. Final selection will be competitive, based on the quality of proposals and the organization's or consortium's ability to implement proposed NRM activities. Selection criteria will be developed and approved by AID.

As a final step, PADF will negotiate a working agreement with the individual ENGOs outlining the responsibilities of the two parties.

#### 4. Second Year Subgrantee Funding

In the third phase, ENGOs receiving Operational Strengthening Subgrants in Year 1 (approximate project months 7-18), will be presumptive grantees of Year 2 grants (months 19-30). Poor performance, lack of Board effort, lack of responsiveness to technical assistance and training, or lack of progress toward meeting the end-of-project characteristics are all cause for terminating funding relationships with an ENGO after Year 1. In the event that ENGOs are dropped during or after Year 1, the resources freed may be reallocated to other more successful Subgrantees or added to the Small Activity Grants fund. A minimal requirement for Year 2 funding will be implementation of a credible local fundraising and membership campaign during the first year.

The Subgrantees will repeat the Strategic Plan and Operational Plans as the basis for Year 2 funding. Review results and project selection will be reviewed with AID.

The target is that by Year 3, the ENGOs will have local fundraising capability equivalent to meet more than 50 percent of their recurring costs.

During the life of the project, the selected ENGOs will receive extensive technical assistance and training to develop them into El Salvador's leading environmental NGOs. The institutional strengthening activities to accomplish this are described in the Project Outputs section, IV. C.

#### 5. Small Activities Grants

Simultaneous with the process leading to ENGO selection, a Small Activity Grant program will be developed to provide program funding opportunities to the ENGO Subgrantees. The Small Activities Grants will fund NR activities while Operational Subgrants primarily fund recurring and institutional development costs. Small Activity Grants will be an important feature of the project for financing NRM activities during the life of the project. These Small Activity Grants will give the ENGOs the opportunity to test and demonstrate their newly acquired skills.

These small grants will fund specific short-term projects in the ENGOs' field. Initial small grants will average \$8,000. Besides direct costs, the Small Activity Grant program will provide the NGO grantees up to a 15% administrative fee to cover non-direct costs.

Small Activity Grant approval requires that the ENGO:

- a. Demonstrate an understanding of the proposed work and the skills necessary to carry it out.
- b. Demonstrate an ability to account for the funds.
- c. Not discriminate, on the basis of religion or political persuasion, in carrying out the work or in sharing its benefits.
- d. Contribute to the effort with cash or in kind of 25%.
- e. Display a willingness and ability to involve women in the work and its benefits.
- f. Show that the proposed activity is important for conserving natural resources.

The Project will prepare a guideline for the preparation of Special Activities Grants proposals which will include the above criteria, proposal content, and application procedures. The guideline will be approved by AID prior to its application in the Project.

Small Activity Grants are expected to total about \$160,000. Approximately 20 Grants will be awarded during the project.

#### F. Implementing Organization

##### 1. Pan American Development Foundation

Under a Cooperative Agreement with USAID El Salvador, PADF will maintain a project office in El Salvador to manage the Project on a day-to-day basis. PADF capabilities are provided at Annex F.

The Project will have a team of specialists in planning, finance, membership/fundraising and training; a capability to administer Subgrants and Small Activity Grants; and support staff.

The Project will implement activities through the selected ENGOs and coordinate activities as appropriate with SEMA/CONAMA, implementing branches of the MAG, non-participating NGOs, and other funding and implementing NRM entities.

## 2. ENGO Subgrantees

Six to eight ENGOs will receive Operational Subgrants. Each of the ENGOs will implement project activities based on a workplan negotiated with the Project. In addition, the ENGOs will execute a series of Small Activities Grants addressing project NR objectives.

## 3. SEMA/CONAMA

The lead public sector organization engaged in natural resources policy is of special interest to the project and the ENGO community. While SEMA is not officially linked to project implementation, the project will seek to influence national policy through participation in SEMA policy formulation activities related to the National Natural Resources Strategy, Environmental Code, Forestry Law, and Soils and Irrigation Laws. The Project will assure that participating ENGOs work with SEMA to meet their registration criteria. ENGOs will also participate in SEMA's Small Projects Program, and ENGO representatives on SEMA committees.

## 4. DRNR, CENDEPESCA, CENTA, and Schools

ENGOs will be encouraged to involve public sector entities in collaborative efforts in implementation of activities. The Small Activities Grants program will provide a useful opportunity to involve the local office of these institutions in field level activities.

## G. Project Administration/Management

Administration and management of the Project will provide for the maximum participation of beneficiaries in the planning, implementation, and evaluation of the Project on an ongoing basis. Beneficiary participation is a prerequisite in the annual planning/evaluation activities of the ENGO Subgrantees. ENGOs receiving Operational Subgrants will be required to satisfactorily describe their strategies for beneficiary involvement.

To assure maximum project impact, an ENGO NR network (advisory) committee will be established to foster linkages among participating ENGOs and others having significant involvement in the NRM sector. Of particular importance will be linkages between the participating ENGOs and public sector natural resource bodies, in particular SEMA/CONAMA.

The advisory committee, which may form the basis for a network of concerned private sector organizations, will consider national policy, its appropriateness and the suitability of project funded activities. It will review progress reports for comment and recommendations. The long term potential of a network will be considered as part of the end of project evaluation, including the possibility of developing it into an Association or Federation of ENGOs. The ENGO representatives will meet semi-annually at a minimum.

Project implementation will be carried out according to overall annual workplans approved by USAID. Counterpart relationships will be maintained between the Project Chief of Party and the Presidents and Executive Directors of participating ENGOs to assure that the workplan is carried out effectively. Administrative/management problems will be dealt with on an as-needed basis. Coordination under the cooperative agreement with USAID will be by the Project Chief of Party.

Local project expenses and contracts will be administered through the local project office. A local project contracts office will be responsible for administering Operational Strengthening Subgrants and Special Activities Grants to ENGOs.

Project long-term advisors will include a US Chief of Party experienced in managing AID-supported NR development activities, two local hire professionals plus support staff.

Short-term systems advisors will be selected as needed to assure start-up accounts establishment, contract management, procurement and inventory control, and management information systems to set up internal systems and link the project information system to PADF's Washington office. The systems expert will be experienced in meeting AID financial and management requirements.

Short-term technical advisors will back-up the technical elements of the Subgrantee's programs. Specific needs will not be identified until the Subgrantees develop strategies and workplans. However, the following needs are known to exist: 1) policy analysis, 2) mass media methods and strategies, 3) modern tree nursery technology, 4) agroforestry technologies, 5) estuary technologies, 6) conflict resolution and team-building methodologies, and 7) participatory needs assessment methodologies.

Short-term advisors will work as counterparts to project or ENGO technicians. The majority of short-term advisors will be Salvadoran, and may include advisors from the region.

#### 1. Project Implementation Responsibilities

The Project is organized into two components (ENGO Technical Assistance & Training; and Grants Management & Administration) with the following implementation responsibilities:

**ENGO Technical Assistance and Training**

- o Direct Technical Assistance to the ENGO Subgrantees.
- o Conduct training in areas of expertise.
- o Assist ENGOs with annual planning activities.
- o Identify specialized technical assistance and training needs.
- o Coordinate training activities and arrange logistics.
- o Identify training opportunities and arrange outside training.
- o Maintain the Project's training plan.
- o Advise ENGOs on the preparation of media and educational materials.

**Grants Management and Administration**

- o Manage finances of Subgrants and Special Activities Grants.
- o Maintain the project's data base and reporting system.
- o Monitor Subgrant and Special Activities Grants policies and procedures.
- o Monitor the projects internal policies and procedures for Subgrants and Special Activities Grants.
- o Manage Project finances.
- o Maintain the physical plant and equipment.
- o Supervise project support staff.

An organizational chart follows, illustrating the probable project structure.

**H. Project Monitoring and Evaluation**

Monitoring and evaluation activities will be an integral part of project operations from the beginning. The monitoring system will respond to performance indicators specified in the Logical Framework, project description, and project internal evaluation requirements. The planned baseline study will be used in the system.

**1. Monitoring and Evaluation System**

Monitoring and evaluation will be applied to the other five project outputs in order to measure project impact on the institutional strengthening of the participating ENGO Subgrantees.

ENGO Planning Systems are intended to provide direction to the individual ENGOs and form a basis for their decision making. The systems should result in focused decisions on how to invest institutional effort and resources. It should influence decisions on staffing, training, areas of specialization, linkages with other institutions, and capital investments. Reporting procedures will be developed to document:

- . Numbers of constituents and beneficiaries participating in the process.
- . Number of Board members participating in the process and level of participation.

- Completeness of the planning documents prepared.
- Thoroughness of community education campaign to inform community of institution's priorities.

The expected result of the Board and Staff Training output is to increase Board and staff awareness of environmental issues, increase their technical knowledge and knowhow, and improve their skills to carry out organized actions. Evaluation and reporting procedures will be developed to document the:

- Number of Board members (without excessive overlaps among ENGOs), staff, and organizational members participating in training.
- Total number of person hours of training received by Board members, staff, organizational members and ENGO Subgrantee beneficiaries as a result of the project.
- Number of hours of training provided by the project and ENGO Subgrantees as a result of the project, by subject matter.
- Number of person days of participation by Boards and staff in environmental conferences having policy versus training agendas.

The Administrative Systems output is expected to result in ENGO Subgrantees with effective and efficient methods of protecting the institutional resources to carry out its day-to-day activities. Evaluation and reporting procedures will be developed to document the:

- Execution of ENGO Subgrantee audits, the kinds of audit observations and ENGO responses to observations.
- The existence of written, Board approved policies for personnel management, travel, procurement, and control and management of the physical plant.
- Attendance at Board meetings and existence of quorums.
- Attendance and effectiveness of Board committees, standing and special.

The expected result of the Fundraising Strategies output will put ENGOs well on their way to demonstrating an ability to sustain their programming, based on multiple local and international funding. Evaluation and reporting procedures will be developed to document the:

- Ability of NGOs to raise funds locally, number of contributors, and the size of the average contribution.
- Number and growth in membership, membership stability and percentage of contributing members.
- Number/effectiveness of local fundraising campaigns and events.
- Number of proposals submitted by NGOs to international institutional donors and the result of those proposals.
- Number of proposals submitted by NGOs to SEMA/CONAMA, FOCAM and other national level institutional donors, results of proposals.

The ENGO Funding Mechanism output is expected to provide an efficient flow of funds to ENGO Subgrantees to strengthen those institutions and allow them to carry out a minimum level of program activity. Reporting procedures will be developed to document the:

- . The number and total amount of Subgrants, audit observations of ENGOs and their responses.
- . Evaluations of ENGOs Subgrants and Special Activities Grants carried out as part of the annual planning cycle.
- . Evaluations of specific activities.

## 2. Project Internal Evaluation

Internal evaluations of project implementation will be annual, and will involve the technical assistance team and input from participating ENGOs. They will focus on process -- i.e: what steps have been taken to achieve end-of-project status. Particular emphasis will be placed on problem-solving and team-building.

## 3. Base Line Data

An early base line analysis of ENGO institutional development and maturity will be carried out on selected ENGO Subgrantees. This study will be structured to establish the status of each institution with respect to the EOP description of strengthened institutions.

## 4. End of Project Evaluation

An external evaluation will occur at the end of the second year, and will be contracted by USAID using Grant funds. This report will evaluate the validity of the project strategy for accomplishing the Project's purpose plus the accomplishment of planned outputs. It will focus less on process and more on whether or not the project is achieving its overall purpose, i.e. strengthening Salvadoran environmental NGOs to be self-sustaining advocates of natural resource management. The evaluation will also explore linkages of this project to the USAID ANR portfolio and its contribution to the USAID strategic objectives as presented in the Program Objectives Document.

## V. FINANCIAL PLAN

### A. Project Budget

The budget for the ENGO Strengthening Project appears at Annex D and calls for an AID Cooperative Agreement of \$2 million and cash co-financing of \$140,000 for a 30 month activity. It is designed to support a 3-phased program -- to begin with about 6 months of analysis with up to 20 NGOs interested in institutional strengthening; then Year 1 assistance through Operational Strengthening Subgrants with up to eight of these with potential for more effective impact in NRM; and in Year 2 renewal, desirably of all eight, based on ENGO progress in program planning, financial management, and accessing financial resources. The Project will also fund Small Activities Grants (purchase orders) through which ENGOs can mount specific, small projects.

For the Project to achieve durable ENGO strengthening, with results by the end-of-project in NRM, the ENGOs need to obtain adequate material as well as technical support. Assistance must have helped each to clarify its focus and niche within the NRM sector, expand memberships and local support bases, and thus earn access to other funds. Each must have enough Board members who follow policies requiring power-sharing by rotation, and who are committed to actively promoting the ENGO. Informed ENGO staff must know how to develop promotional materials and garner support for advocacy initiatives -- including information-sharing with other ENGOs and NRM actors. The Project will provide limited one-time material support, and planning and financial training to help the ENGOs vigorously raise from their support bases successively increasing portions of operational costs.

Areas where additional funding outside the Project for the ENGOs, during the LOP, is especially needed, include the following:

\*Supplemental administrative support - computers, communications equipment, supplemental uninterrupted power supplies (UPS), office space improvements; if warranted by an ENGO's work, a pick-up truck or other vehicles; and specialized equipment and capital investments such as educational material editing equipment and nursery investments.

\*Small grants for ENGO-specific activities, such as field work, base data development, media materials development, workshop costs, fundraising training, etc. (from SEMA, FOCAM, other national and international sources)

\*Training in short courses, both in technologies and in leadership, including training outside El Salvador.

Operational subgrants and small activity grants must be carefully balanced between recurring and non-recurring costs to avoid creating a burden of continuing costs that would jeopardize environmental NGO institutional sustainability after the Project ends. Funding for recurring as well as non-recurring cost must be sought in addition to Project funding. In negotiating agreements for Operational Strengthening Subgrants, PADF will try to maximize opportunities for the ENGOs to obtain people or materials from other sources so as to complement project inputs.

Significant counterpart is expected from local cost-sharing anticipated in the form of ENGO facilities, volunteer time, members' time and travel costs, and expanded ENGO membership dues and local support. The budget does not identify inputs from cooperating or responding public agencies (GOES, CENDEPESCA, DRNR, etc.) which will both become resources for the ENGOs and involve them in cooperative public/private sector arrangements (e.g. SEMA committees, mangrove or fisheries monitoring). Counterpart is also expected from other funding agencies (GOES funds, IDB, World Bank, Finnish aid, USAID PROMESA) which the ENGOs will access as a direct result of the Project.

#### Co-Financing

PADF proposes to make a cash contribution of \$140,000 as its co-financing contribution. PADF's financial status precludes any further cash contribution, although \$15,000 will be provided through in-kind donations of equipment. Significant in-kind contributions are expected from the beneficiary NGOs participating in the Project. A rough estimate of their in-kind contribution follows:

Counterpart from Operational Subgrants: (\$540,000 x .33)	\$180,000
Counterpart from Small Activity Grants: (\$160,000 x .33)	\$53,333
Estimate of Fundraising: (8 ENGOs receive 1 grant @ \$10,000)	\$80,000
Volunteer in-kind contributions: (2 Full-time equivalents in 8 ENGOs over 30 months)	\$600,000
Non-Project funded work space: (\$6,000 for 8 ENGOs over 30 months)	\$120,000
	-----
	\$1,033,333

<u>PADF Counterpart</u>	<u>ENGO Counterpart</u>
\$140,000 cash	
\$15,000 in-kind	\$1,033,333 in-kind
-----	-----
\$155,000 total	\$1,033,333 total

This amount well exceeds total required counterpart for the Project (\$667,000)

**B. Financial Monitoring, Accountability, and Audit**

The Project will be implemented through a cooperative agreement with PADF receiving funds through a Federal Reserve Letter of Credit. Both the method of implementation as well as the method of financing are acceptable methods under the Agency's payment verification policy. Standard A.I.D. procedures governing these methods will be followed by USAID/El Salvador.

PADF will maintain books, records, documents and other evidence related to the Project in accordance with generally accepted accounting principles formally described by the USG. PADF will keep records for a period of three years after the final disbursement date of its Cooperative Agreement. In the case of subgrants, a clause will be included in the subagreement requiring the subgrantees receiving \$10,000 or more to keep their records for a period of three years as well. These may be audited at anytime by AID or its representative.

In addition, PADF will have annual financial audits performed in accordance with IG/F/FA guidelines and the USG Generally Accepted Audit Standards (GAAS) issued by the Comptroller General of the United States. PADF will require subgrantees receiving \$25,000 or more to have audits done in accordance with this provision. Also, should local audits be required by USAID/El Salvador, these shall be performed using the Inspector General's "Guidelines for Financial Audits Contracted by Foreign Recipients" as a guide, and the report shall be submitted to PADF within 30 days after completion of the audit but no later than 13 months after the close of the subgrantee's fiscal year end.

34

For PADF, USAID/El Salvador shall request a closeout audit from the IG/A/FA upon completion of the Cooperative Agreement.

Part of the institutional strengthening process will be assisting the participating ENGOs to choose from among USAID-approved firms, establishing a relationship based on a sound accounting system, recognizing the benefits of modern accounting and of annual audits, and beginning to budget for this operating cost.

#### VI. PROCUREMENT PLAN

Commodities and services will be procured in accordance with the Standard Provisions entitled, "Procurement of Goods and Services" and "AID Eligibility Rules for Goods and Services," by PADF's experienced Home Office logistics/procurement office and technical officers.

ENGO Strengthening Project staff, local and expatriate consultants will be paid according to AID-approved standards for salary levels and allowances. PADF may purchase specific services from the consulting firm most suited to provide them. The Project will adopt local per diem schedules consistent with practices approved by USAID, to cover local travel and support.

PADF expects to employ Salvadorans and local institutions where possible to strengthen post-project capacities. If not available locally or from the U.S., a waiver will be sought to procure from other Central American countries. Local staff will receive competitive wages and benefits conforming to El Salvadoran law.

The Project will fund contract costs for collaboration ENGOs to acquire the services of local affiliates of US certified public accounting firms to set up ENGO accounting systems and strengthen financial control and reporting capacities. The agreed local firms will also perform the independent audit function required.

The authorized geographic code for all procurement is 000. Commodity procurement will conform to AID's Buy America Policy issued 12/5/90. The Project will obtain competitive bids and otherwise conform to USAID manual orders and regulations. (See Annex D, Budget, for detail of equipment and supplies anticipated.) The USAID grant will not fund pesticides.

AID financed vehicles will be U.S. source and origin. The project will generally reimburse eligible travel costs for local-hire professional staff on an actual cost or mileage basis.

The Operational Strengthening Subgrants will finance partial ENGO procurement of both staff and limited commodities. Small Activity Grants (purchase orders) will partially fund approved, discrete activities and services.

ANNEX A

TOTAL BUDGET  
ENVIRONMENTAL NGO STRATEGIC PROJECT

ITEMS	1-12 MONTHS				TOTAL		13-24 MONTHS				TOTAL		25-36 MONTHS				TOTAL		TOTAL				GRAND TOTAL				
	LEAD		FADP		YR 1		LEAD		FADP		YR 2		LEAD		FADP		YR 3		LEAD		FADP			YR 4			
	FX	LC	FX	LC	FX	LC	FX	LC	FX	LC	FX	LC	FX	LC	FX	LC	FX	LC	FX	LC	FX	LC		FX	LC		
<b>I. TA &amp; SUP. FEES</b>																											
Political Personnel																											
CEPP/Pol/Fin	20,418	0			20,418	0	20,418	0			20,418	0	20,418	0	0	0	20,418	0	20,418	0	0	0	0	0	0	0	20,418
Member/Pol. Syst.		14,785		2,801	0	16,586		12,979		1,500	0	14,479		4,697		2,204	0	9,281		20,494		0	0	0	0	0	45,768
Trg. Syst./Pol. Syst.		6,285		2,801	0	9,086		6,489		2,720	0	9,209		4,967		1,857	0	6,252		21,992		0	0	0	0	0	34,200
Short TC/Coordination	2,500	0	15,000		17,500	0	15,000	0	2,500	0	17,500	0	4,200	0	0	0	4,200	0	21,700	0	17,000	0	0	0	0	0	38,700
01 Post-Gen Staff																											
<b>Support Personnel</b>																											
Coordination/Secretariat		2,800		2,800	0	5,600		2,800		2,800	0	5,600		2,800		1,604	0	2,813	0	16,700		0	0	0	0	0	24,817
Secretary/Office Mgr		6,000		0	0	6,000		6,300		0	0	6,300		2,200		0	0	2,200		16,000		0	0	0	0	0	24,600
Accountant		4,500		0	0	4,500		4,410		0	0	4,410		2,715		0	0	2,715		20,000		0	0	0	0	0	26,825
Manager		2,200		0	0	2,200		2,200		0	0	2,200		1,200		0	0	1,200		5,000		0	0	0	0	0	10,600
Coordinator/Service		1,200		0	0	1,200		1,275		0	0	1,275		807		0	0	807		3,000		0	0	0	0	0	5,082
Security		2,200		0	0	2,200		2,200		0	0	2,200		1,200		0	0	1,200		5,000		0	0	0	0	0	13,600
Research/TA Incl. 01		2,200		1,492	0	3,692		2,724		2,971	0	5,695		4,003		1,867	0	5,542		15,200		0	0	0	0	0	20,742
<b>I. TOTAL PERSONNEL</b>	<b>24,428</b>	<b>24,000</b>	<b>11,601</b>	<b>22,774</b>	<b>27,919</b>	<b>64,100</b>	<b>62,200</b>	<b>32,123</b>	<b>2,800</b>	<b>34,227</b>	<b>24,201</b>	<b>67,428</b>	<b>61,200</b>	<b>17,200</b>	<b>0</b>	<b>2,400</b>	<b>69,200</b>	<b>21,200</b>	<b>206,000</b>	<b>104,000</b>	<b>17,000</b>	<b>25,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>578,827</b>
<b>II. TRAVEL/GRANTS</b>																											
Int'l (2,000/4y)	4,000				4,000	0	1,000				1,000	0	2,000	0	0	0	2,000	0	12,000	0	0	0	0	0	0	0	16,000
Per Diem	2,000				2,000	0	3,000				3,000	0							5,000		0	0	0	0	0	0	10,000
Equipment (200/4y)	700				700	0	725				725	0	200	0	0	0	200	0	5,001	0	0	0	0	0	0	0	6,726
Per Diem	2,000				2,000	0	3,000				3,000	0							5,000		0	0	0	0	0	0	10,000
Local (200/4y)	1,000	4,000			1,000	4,000	1,000	4,000			1,000	4,000	225	4,000	0	0	225	4,110	6,525	20,220	0	0	0	0	0	0	27,225
<b>II. TOT. TRAV. &amp; GR</b>	<b>14,700</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>14,700</b>	<b>4,000</b>	<b>12,725</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>12,725</b>	<b>4,000</b>	<b>2,225</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>2,225</b>	<b>4,110</b>	<b>20,220</b>	<b>20,220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>61,000</b>	
<b>III. MATERIAL SUPPLY</b>																											
(see schedule for details)																											
<b>A. Coordination</b>																											
1. Office Costs	47,200	13,000			47,200	13,000	2,000	0			2,000	0	2,000	0			2,000	0	21,500	13,000	0	0	0	0	0	0	64,500
2. Utilities	24,000	0			24,000	0	0	0			0	0					0	0	24,000	0	0	0	0	0	0	0	24,000
3. Miscellaneous	1,500	1,000			1,500	1,000	1,275	1,000			1,275	1,000	201	1,000			201	1,000	2,400	2,125	0	0	0	0	0	0	6,776
<b>SUB-TOTAL COORD</b>	<b>72,700</b>	<b>14,000</b>	<b>0</b>	<b>0</b>	<b>72,700</b>	<b>14,000</b>	<b>3,275</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>3,275</b>	<b>1,000</b>	<b>2,201</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>2,201</b>	<b>1,000</b>	<b>47,900</b>	<b>15,125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
<b>B. Operating Costs</b>	10,500	41,200			10,500	41,200	2,000	20,000			2,000	20,000	2,200	21,201			2,200	21,201	65,700	101,001	0	0	0	0	0	0	138,901
<b>III. TOT. MATERIAL</b>	<b>83,200</b>	<b>55,200</b>	<b>0</b>	<b>0</b>	<b>83,200</b>	<b>55,200</b>	<b>4,275</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>4,275</b>	<b>20,000</b>	<b>4,401</b>	<b>22,201</b>	<b>0</b>	<b>0</b>	<b>4,401</b>	<b>22,201</b>	<b>113,600</b>	<b>116,126</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>251,901</b>	

26



MATERIAL SUPPORT  
 US\$  
 PADF OFFICE ONLY  
 MATERIAL SUPPORT FOR ENOCs FOUND BY SUB-GRANTS

ITEMS	DETAIL	1		2		3		TOTAL		GRAND TOTAL
		FX	LC	FX	LC	FX	LC	FX	LC	
<b>A. COMMODITIES</b>										
<b>1 OFFICE COSTS</b>										
Computer	5 office, 1 laptop	30,000						30,000	0	30,000
Printer	(2)	1,000						1,000	0	1,000
Comp. Accessories/Supplies		7,000	1,500	2,000		2,000		11,000	1,500	12,500
UPS(DC-AC convert/ry)	2 battery backups	20,000						20,000	0	20,000
Typewriter	2	400				600		1,000	0	1,000
Photocopier	1 @ 5,000	5,000						5,000	0	5,000
Fax Machine		1,000						1,000	0	1,000
Security System	2,000 off.	2,000						2,000	0	2,000
Telephone System			4,000					0	4,000	4,000
Furniture			10,000					0	10,000	10,000
Air Conditioner		2,400	0					2,400	0	2,400
Generator		5,000						5,000	0	5,000
Refrigerator (office)			800					0	800	800
Training Equipment/material	projector, comm. order, camera	5,000	2,000	2,000		2,300		9,300	2,000	11,300
		0		0		0		0	0	0
<b>SUBTOTAL OFFICE COSTS</b>		64,800	18,300	4,000	0	4,900	0	75,700	18,300	94,000
<b>2 VEHICLES</b>										
1 pickup, 1 closed	1 @ \$14,000 & 1 @ \$14,000	34,000		0				34,000	0	34,000
<b>SUBTOTAL VEHICLES</b>		34,000	0	0	0	0	0	34,000	0	34,000
<b>3 MISCELLANEOUS</b>										
		1,500	1,500	1,575	1,575	551	1,105	3,636	4,176	7,814
<b>SUB-TOTAL COMMOD.</b>		102,300	19,800	5,575	1,575	5,511	1,105	112,306	22,476	135,864
<b>B. OPERATING COSTS</b>										
Office Rent	approx. 1000/month @ 3% incl.		12,000		12,000		6,615	0	31,215	31,215
Office Maint/Improv/Repair			4,000		2,200	0	1,000	0	7,200	7,200
Utilities	estimated @ 15% rent		1,800		1,000		992	0	4,602	4,602
Photocopy Service (office)	\$200/month		2,400		2,570		1,323	0	6,243	6,243
Comm. maintenance (phone/fax)	1000/month		12,000		12,600		6,615	0	31,215	31,215
Courier/Postal Service	200/month		2,400		2,570		1,323	0	6,243	6,243
Project Office Supplies	Supplies/minor equip.	3,500		2,500		1,000		7,000	0	7,000
Translations			800		640		471	0	2,081	2,081
Fuel (Project office only)			1,000		1,575		827	0	3,402	3,402
Auto Insurance	800/yr & 200/month/year		1,600		1,680		882	0	4,162	4,162
Vehicle parts/Maintenance	5% cost yr1, 10% yr2, 15% yr3		1,700		3,200		2,550	0	7,650	7,650
Subscriptions/Library Mats.		1,000		500		250		1,750	0	1,750
Audiotapes/Project & ENGOs		20,000		20,000		10,000		50,000	0	50,000
Vehicle Leases			3,000		3,000		4,000	0	10,000	10,000
Other Operating Costs			300		325		276	0	1,301	1,301
<b>SUBTOT. OPERAT. COSTS</b>		24,500	43,200	23,000	45,550	11,250	26,844	58,750	315,394	174,144
<b>TOTAL</b>		126,800	63,000	28,575	46,925	16,761	27,947	172,136	137,872	310,008
<b>TOT. PER YEAR</b>			109,800		75,500		44,700		310,008	310,008

**INSTITUTIONAL STRENGTHENING  
SALVADORAN ENVIRONMENTAL NGOs  
- PADF -**

<b>GOAL</b>	<b>VERIFIABLE INDICATORS</b>	<b>VERIFICATION METHODS</b>	<b>IMPORTANT ASSUMPTIONS</b>
<p><b>Protect and Promote Sustainable Use of El Salvador's Natural Resources.</b></p>	<p>1. Government demonstrates NR priority with NR policies and budget allocations: National Resource Strategy, Environmental Code, Forestry, Soils, and Irrigation Drainage Laws. 2. Stabilization of deforestation.</p>	<p>1. National budget, legislation, regulations. 2. Aerial inventories.</p>	
<p><b>PURPOSE</b> Strengthen Salvadoran ENGOs to be Self-sustaining Advocates for Natural Resource Management.</p>	<p align="center">(End of Project Status)</p> <p>1. 6 to 8 ENGOs demonstrate private sector environmental leadership and potential for long range institutional sustainability. 2. The NGOs will be perceived by the environmental community as credible advocates of one or more environmental issues. 3. The NGOs will have linkages to SEMA/CONAMA, local NGOs, FOCAM, appropriate government institutions and international ENGOs and supporting organizations. 4. The ENGOs will have established a network of linkages among themselves and other NGOs working in natural resources.</p>	<p>1. Progress reports, mid-term evaluation. 2. Progress reports, mid-term evaluation. 3. Progress reports, written agreements. 4. Midterm evaluation and written agreements.</p>	<p>1. Government establishes the conservation of water, soil, and forests as a high priority. 2. Small project funds remain available through SEMA/CONAMA. 3. FOCAM begins operating within 12 months of the project start-up. 4. The selected NGOs are eligible for FOCAM funding. 5. Inter. donors maintain interest in El Salvador's NR degradation.</p>
<p><b>OUTPUTS</b> 1. Planning Systems Operational.</p>	<p>1a) Each ENGO will apply a participatory strategic planning model, developed by PADF, with a 3-5 yr. horizon. Plan will be updated annually as part of an annual planning cycle. b) Annual operating plans will address strategic plan and include objectives, budget, and implementation strategy. c) Community awareness campaigns established to educate the community of needs, and NGO's priorities and strategies.</p>	<p>1a) Resulting documents. b) Resulting documents. c) Progress reports, plan documents, printed mat. and news articles.</p>	<p>1. The Boards of selected NGOs embrace the criteria for a strengthened environmental NGO.</p>

**2. Board and Staff Trained.**

- | 2a) Each NGO will receive training in organizational structure, Board/staff duties and responsibilities, bylaws and meeting procedures.
- | b) Board/staff will be trained in causes and conditions of environmental problems, policy implications and advocacy methods.
- | c) Staff will be trained in appropriate technologies and issues according to NGO specialization.
- | d) A Board committee will be trained in fundraising and staff in grant proposal preparation.

- | 2a-d
- | Progress reports, training materials and evaluations.

| 2. Boards and staff are willing to adopt technical assistance recommendations and training.

**3. Administrative Systems Functioning.**

- | 3a) Each ENGO will have annual audits and accounting systems meeting AID standards.
- | b) Procedures will be established for procurement, personnel, travel, control of equipment and materials, and operation of the physical plant.
- | c) A Mgt. Information System in each ENGO will report progress and monitoring information.
- | d) Procedures will be supported by appropriate manuals and job descriptions.

- | 3a) Audit reports and acct. manuals.
- | b) Written policies and procedures.

| 3. Government policy does not adversely affect NGO legalization or local donations.

**4. Fundraising Strategies Operational.**

- | 4a) Each ENGO will have a realistic strategy to raise sufficient funds by the end of the project through local fundraising to make significant contributions to recurrent costs.
- | b) Each ENGO will have prepared four proposals for local institutional funding: FOCAM, SEMA, and other local institutions.
- | c) Each ENGO will have developed a minimum of two proposals for international donors.
- | d) A Board committee will play a major role in fundraising and membership recruitment.

- | 4a) Written strategy.
- | b) Documents: proposals.
- | c) Documents: proposals.
- | d) Committee reports and minutes.

| 480 citizens with leadership potential are able/willing to participate as Board members and 600 as active dues paying members.

**5. Project NGO Funding Mechanism Functioning.**

- | 5a) PADF will make Operational Subgrants to 6-8 ENGOs totaling \$ 540,000
- | b) ENGOs will receive 2 annual Subgrants, second dependent on 1st. year performance.

- | 5a) Financial Records.
- | b) Financial Records.

of

**6. Evaluations.**

c)PADF will make up to 20 small activities Grants (purchase orders) to ENGOs averaging \$ 8000. Grants fund studies and pilot NR activities not limited to education and field activities in soil, water, and forestry.

6a)An early base line data analysis of NGOs receiving operating grant, covering operations of past 24 month: membership, contributions, meetings/quorums, plans etc.

b)Annual internal evaluations of project outputs providing feedback for Project modifications.

c)An end of project evaluation after month 24 centered on the Project purpose to determine the appropriateness of project expansion and/ or new directions.

e)Financial Records.

6a)Document: analysis

b)Document: report

c)Document: midterm eval.

**INPUTS**

1. (Planning System)
  - a)Design ENGO strategic planning methodology.
  - b)Distribute ENGO selection criteria.
  - c)Conduct Planning Workshops.
  - d)Select operational grantees.
  - e)Dev. 1yr. oper. budget/plan.
  - f)Prepare manuals and materials
  - g)Repeat strategic and 1yr plan.
2. (Board/Staff training)
  - a)Design training plan.
  - b)Develop materials and identify trainers.
  - c)Schedule local training.
  - d)Deliver local training.
  - e)Identify training opporten.
  - f)Schedule training trips.
3. (Administrative Systems)
  - a)Design terms of refer. for audits and accounting systems.

**Approximate Distribution**

Person months TA: 20

Person months TA: 17

Person months TA: 18

1-6)Accounting Records.

1. Board members are willing to make significant time contributions for for workshops and meetings.

2. Board members are willing to aggressively solicit funds from members and the general public.

Handwritten mark

- b) Contract firms for audits and update accounting systems.
- c) Design and test policies and procedures.
- d) Design MGT. Infor. system.
- e) Prepare manuals and train staff.

4. (Fundraising)

- a) Organize Board committee.
- b) Establish member quotas.
- c) Dev. strategy for local campaigns.
- d) Carry out campaigns.
- e) Identify national and international donors.
- f) Prepare funding proposals.

5. (ENGO Funding)

- a) Develop disbursement/reimbursement procedures.
- b) Disburse quarterly funds to selected NGOs.
- c) Monitor Subgrants of each grantee.
- d) Track and provide TA on Special Activities Grants.

6. (Evaluation)

- a) Design base line study.
- b) Identify analysis and carry out study.
- c) Design annual output eval.
- d) Carry out annual eval.
- e) Design terms of reference for end of project
- f) Implement recommendations

Person months TA: 18

Person months TA: 10

Person Months TA: 10  
Evaluation

	AID Funded		FADF Funded	
	FX	LC	FX	LC
Admin Cost	\$757,580	\$532,966	\$21,140	\$58,314
Subgrants		\$540,000		
Small Activity Grants		\$99,454		\$60,546
Evaluation	\$40,000			
Audit	\$30,000			
Subtotal	\$827,580	\$1,172,420	\$21,140	\$118,860
Total	AID \$2,000,000		FADF \$140,000	

FADF will contribute \$15,000 of in-kind resources, and the participating NGOs will contribute an estimated \$1,033,000 of in-kind contribution, bringing the Project total to over \$3 million.

25

INITIAL ENVIRONMENTAL EXAMINATIONBASIC PROJECT DATA

Project Location: El Salvador

Project Title: Salvadoran Environmental NGO  
Strengthening Project

Project Number: 519-0400

Activity Funding: \$2.0 Million (LOP)

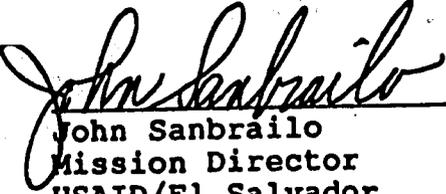
Life of Project: 2.5 years

IEE Prepared by: Peter Gore  
USAID/El Salvador  
Environmental Officer

Recommended  
Threshold Decision: Positive Decision

Mission  
Threshold Decision: Concur with Recommendation

Date Prepared: July 24, 1992

  
\_\_\_\_\_  
John Sanbrailo  
Mission Director  
USAID/El Salvador  
8/20/92  
\_\_\_\_\_  
Date

## INITIAL ENVIRONMENTAL EXAMINATION

### Salvadoran Environmental NGO Strengthening Project

(519-0400)

#### I. Project Description

The Project is for \$2 million for two and a half years and has three phases:

1. During the first six months of the Project up to 20 ENGOs will participate in workshops on institutional improvement and strategies for making their efforts more effective. They will be assisted in developing Action Plans, as well as in examining the characteristics of a strong, sustainable organization, including management structure, fundraising, board leadership, and technical specialization.

2. Following the initial workshops, the Project will accept proposals for up to eight operational strengthening grants responsive to specific selection criteria. The grants will support operation of the NGO to develop their skills in strategic planning, workplan and budget preparation, board leadership, membership development, fundraising, monitoring and evaluation systems, small project implementation and specialized technical development. The grants will be renewable for a second year based on performance.

3. The same pool of ENGOs that participate in the operational strengthening grants will be eligible to compete for small grants to carry out environmental activities designed to strengthen them in project identification, design, and implementation.

The goal of the Project is to protect and promote the sustainable use of El Salvador's natural resources. The Project purpose is to strengthen Salvadoran Environmental NGOs to be self-sustaining advocates for natural resource management.

The first two components of the Project will be training activities to strengthen the operational abilities of the participating NGOs. Since this action will not have an effect on the natural or physical environment, it qualifies for a categorical exclusion under Section 216.2(c)(i) "the action does not have an effect on the natural or physical environment" and Section 216.2(c)(2)(i), "Education, technical assistance, or training programs..." of 22 CFR.

The Small Activities Grant component of the Project has the potential for some environmental impact even though the activities will all be oriented to ameliorating environmental problems such as erosion. Since this component will not finance pesticides, and will undertake the same type of activities anticipated for the PROMESA Project, we recommend that it be linked to and placed under the same conditions as required under the Environmental Assessment for PROMESA (519-0385) which was submitted 05/15/92.

## II. Recommendations

Pursuant to Section 216.2(a) of A.I.D. environmental procedures, environmental analysis/evaluation is required for new Projects. Analysis of the proposal for the Salvadoran Environmental NGO Strengthening Project indicated that it should be covered by the same Environmental Assessment which was performed for Project 519-0385.

Based on the information above, we recommend a positive determination for the Threshold Decision for the Activity and the further determination that the Environmental Assessment performed for Project 519-0385 is sufficient to cover the actions contemplated by the Small Activities Grants component. We recommend that no further environmental study be undertaken for this Project.

**5C(2) - ASSISTANCE CHECKLIST**

Listed below are statutory criteria applicable to the assistance resources themselves, rather than to the eligibility of a country to receive assistance. This section is divided into three parts. Part A includes criteria applicable to both Development Assistance and Economic Support Fund resources. Part B includes criteria applicable only to Development Assistance resources. Part C includes criteria applicable only to Economic Support Funds.

**CROSS REFERENCE: IS COUNTRY CHECKLIST UP TO DATE?**

Yes, per PAAD  
519-0369

**A. CRITERIA APPLICABLE TO BOTH DEVELOPMENT ASSISTANCE AND ECONOMIC SUPPORT FUNDS**

**1. Host Country Development Efforts (FAA Sec. 601(a)):** Information and conclusions on whether assistance will encourage efforts of the country to:

- (a) increase the flow of international trade;
- (b) foster private initiative and competition;
- (c) encourage development and use of cooperatives, credit unions, and savings and loan associations;
- (d) discourage monopolistic practices;
- (e) improve technical efficiency of industry, agriculture, and commerce; and
- (f) strengthen free labor unions.

The technical assistance provided in this Natural Resources Project will strengthen Private non-Governmental organizations. Small activity grants may involve improving agricultural technical efficiency.

**2. U.S. Private Trade and Investment (FAA Sec. 601(b)):** Information and conclusions on how assistance will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise).

No significant U.S. trade nor investment participation anticipated.

### 3. Congressional Notification

a. General requirement (FY 1991 Appropriations Act Secs. 523 and 591; FAA Sec. 634A): If money is to be obligated for an activity not previously justified to Congress, or for an amount in excess of amount previously justified to Congress, has Congress been properly notified (unless the notification requirement has been waived because of substantial risk to human health or welfare)?

Congress was notified of this Project on August 3, 1992, and the Congressional Notification expired on August 18, 1992, without objection.

b. Notice of new account obligation (FY 1991 Appropriations Act Sec. 514): If funds are being obligated under an appropriation account to which they were not appropriated, has the President consulted with and provided a written justification to the House and Senate Appropriations Committees and has such obligation been subject to regular notification procedures?

N/A

c. Cash transfers and nonproject sector assistance (FY 1991 Appropriations Act Sec. 575(b)(3)): If funds are to be made available in the form of cash transfer or nonproject sector assistance, has the Congressional notice included a detailed description of how the funds will be used, with a discussion of U.S. interests to be served and a description of any economic policy reforms to be promoted?

N/A

4. Engineering and Financial Plans (FAA Sec. 611(a)): Prior to an obligation in excess of \$500,000, will there be: (a) engineering, financial or other plans necessary to carry out the assistance; and (b) a reasonably firm estimate of the cost to the U.S. of the assistance?

The Project includes detailed financial plans, with a firm estimate of U.S. assistance. No construction is planned.

5. Legislative Action (FAA Sec. 611(a)(2)): If legislative action is required within recipient country with respect to an obligation in excess of \$500,000, what is the basis for a reasonable expectation that such action will be completed in time to permit orderly accomplishment of the purpose of the assistance?

N/A

6. **Water Resources (FAA Sec. 611(b); FY 1991 Appropriations Act Sec. 501):** If project is for water or water-related land resource construction, have benefits and costs been computed to the extent practicable in accordance with the principles, standards, and procedures established pursuant to the Water Resources Planning Act (42 U.S.C. 1962, et seq.)? (See A.I.D. Handbook 3 for guidelines.)

N/A

7. **Cash Transfer and Sector Assistance (FY 1991 Appropriations Act Sec. 575(b)):** Will cash transfer or nonproject sector assistance be maintained in a separate account and not commingled with other funds (unless such requirements are waived by Congressional notice for nonproject sector assistance)?

N/A

8. **Capital Assistance (FAA Sec. 611(e)):** If project is capital assistance (e.g., construction), and total U.S. assistance for it will exceed \$1 million, has Mission Director certified and Regional Assistant Administrator taken into consideration the country's capability to maintain and utilize the project effectively?

N/A

9. **Multiple Country Objectives (FAA Sec. 601(a)):** Information and conclusions on whether projects will encourage efforts of the country to: (a) increase the flow of international trade; (b) foster private initiative and competition; (c) encourage development and use of cooperatives, credit unions, and savings and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture and commerce; and (f) strengthen free labor unions.

The technical assistance provided in this natural resources Project will strengthen private non-governmental organizations. Small activity grants may improve agricultural technical efficiency.

10. **U.S. Private Trade (FAA Sec. 601(b)):** Information and conclusions on how project will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise).

Private U.S. participation is not expected in this Project.

## 11. Local Currencies

a. Recipient Contributions (FAA Secs. 612(b), 636(h)): Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services, and foreign currencies owned by the U.S. are utilized in lieu of dollars.

N/A

b. U.S.-Owned Currency (FAA Sec. 612(d)): Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release?

N/A

c. Separate Account (FY 1991 Appropriations Act Sec. 575). If assistance is furnished to a foreign government under arrangements which result in the generation of local currencies:

N/A

(1) Has A.I.D. (a) required that local currencies be deposited in a separate account established by the recipient government, (b) entered into an agreement with that government providing the amount of local currencies to be generated and the terms and conditions under which the currencies so deposited may be utilized, and (c) established by agreement the responsibilities of A.I.D. and that government to monitor and account for deposits into and disbursements from the separate account?

(2) Will such local currencies, or an equivalent amount of local currencies, be used only to carry out the purposes of the DA or ESF chapters of the FAA (depending on which chapter is the source of the assistance) or for the administrative requirements of the United States Government?

(3) Has A.I.D. taken all appropriate steps to ensure that the equivalent of local currencies disbursed from the separate account are used for the agreed purposes?

(4) If assistance is terminated to a country, will any unencumbered balances of funds remaining in a separate account be disposed of for purposes agreed to by the recipient government and the United States Government?

## 12. Trade Restrictions

a. Surplus Commodities (FY 1991 Appropriations Act Sec. 521(a)): If assistance is for the production of any commodity for export, is the commodity likely to be in surplus on world markets at the time the resulting productive capacity becomes operative, and is such assistance likely to cause substantial injury to U.S. producers of the same, similar or competing commodity?

N/A

b. Textiles (Lautenberg Amendment) (FY 1991 Appropriations Act Sec. 521(c)): Will the assistance (except for programs in Caribbean Basin Initiative countries under U.S. Tariff Schedule "Section 807," which allows reduced tariffs on articles assembled abroad from U.S.-made components) be used directly to procure feasibility studies, prefeasibility studies, or project profiles of potential investment in, or to assist the establishment of facilities specifically designed for, the manufacture for export to the United States or to third country markets in direct competition with U.S. exports, of textiles, apparel, footwear, handbags, flat goods (such as wallets or coin purses worn on the person), work gloves or leather wearing apparel?

N/A

13. Tropical Forests (FY 1991 Appropriations Act Sec. 533(c)(3)): Will funds be used for any program, project or activity which would (a) result in any significant loss of tropical forests, or (b) involve industrial timber extraction in primary tropical forest areas?

N/A

14. Sahel Accounting (FAA Sec. 121(d)): If a Sahel project, has a determination been made that the host government has an adequate system for accounting for and controlling receipt and expenditure of project funds (either dollars or local currency generated therefrom)?

N/A

15. PVO Assistance

a. Auditing and registration (FY 1991 Appropriations Act Sec. 537): If assistance is being made available to a PVO, has that organization provided upon timely request any document, file, or record necessary to the auditing requirements of A.I.D., and is the PVO registered with A.I.D.?

PADF is a registered PVO with A.I.D. and complies with the necessary auditing requirements.

b. Funding sources (FY 1991 Appropriations Act, Title II, under heading "Private and Voluntary Organizations"): If assistance is to be made to a United States PVO (other than a cooperative development organization), does it obtain at least 20 percent of its total annual funding for international activities from sources other than the United States Government?

Yes

16. Project Agreement Documentation (State Authorization Sec. 139 (as interpreted by conference report)): Has confirmation of the date of signing of the project agreement, including the amount involved, been cabled to State L/T and A.I.D. LEG within 60 days of the agreement's entry into force with respect to the United States, and has the full text of the agreement been pouched to those same offices? (See Handbook 3, Appendix 6G for agreements covered by this provision).

N/A

17. Metric System (Omnibus Trade and Competitiveness Act of 1988 Sec. 5164, as interpreted by conference report, amending Metric Conversion Act of 1975 Sec. 2, and as implemented through A.I.D. policy): Does the assistance activity use the metric system of measurement in its procurements, grants, and other business-related activities, except to the

Yes

extent that such use is impractical or is likely to cause significant inefficiencies or loss of markets to United States firms? Are bulk purchases usually to be made in metric, and are components, subassemblies, and semi-fabricated materials to be specified in metric units when economically available and technically adequate? Will A.I.D. specifications use metric units of measure from the earliest programmatic stages, and from the earliest documentation of the assistance processes (for example, project papers) involving quantifiable measurements (length, area, volume, capacity, mass and weight), through the implementation stage?

18. Women in Development (FY 1991 Appropriations Act, Title II, under heading "Women in Development"): Will assistance be designed so that the percentage of women participants will be demonstrably increased?

Yes.

19. Regional and Multilateral Assistance (FAA Sec. 209): Is assistance more efficiently and effectively provided through regional or multilateral organizations? If so, why is assistance not so provided? Information and conclusions on whether assistance will encourage developing countries to cooperate in regional development programs.

N/A

20. Abortions (FY 1991 Appropriations Act, Title II, under heading "Population, DA," and Sec. 525):

N/A

a. Will assistance be made available to any organization or program which, as determined by the President, supports or participates in the management of a program of coercive abortion or involuntary sterilization?

b. Will any funds be used to lobby for abortion?

21. Cooperatives (FAA Sec. 111): Will assistance help develop cooperatives, especially by technical assistance, to assist rural and urban poor to help themselves toward a better life?

This natural resources Project will encourage both rural and urban Salvadorans to protect and conserve their natural resources, contributing to a healthier environment and a better life.

**22. U.S.-owned Foreign currencies**

a. Use of currencies (FAA Secs. 612(b), 636(h); FY 1991 Appropriations Act Secs. 507, 509): Describe steps taken to assure that, to the maximum extent possible, foreign currencies owned by the U.S. are utilized in lieu of dollars to meet the cost of contractual and other services. N/A

b. Release of currencies (FAA Sec. 612(d)): Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release? NO

**23. Procurement**

a. Small business (FAA Sec. 602(a)): Are there arrangements to permit U.S. small business to participate equitably in the furnishing of commodities and services financed? N/A

b. U.S. procurement (FAA Sec. 604(a)): Will all procurement be from the U.S. except as otherwise determined by the President or determined under delegation from him? Yes

c. Marine insurance (FAA Sec. 604(d)): If the cooperating country discriminates against marine insurance companies authorized to do business in the U.S., will commodities be insured in the United States against marine risk with such a company? N/A

d. Non-U.S. agricultural procurement (FAA Sec. 604(e)): If non-U.S. procurement of agricultural commodity or product thereof is to be financed, is there provision against such procurement when the domestic price of such commodity is less than parity? (Exception where commodity financed could not reasonably be procured in U.S.) N/A

e. Construction or engineering services (FAA Sec. 604(g)): Will construction or engineering services be procured from firms of advanced developing countries which are otherwise eligible N/A

under Code 941 and which have attained a competitive capability in international markets in one of these areas? (Exception for those countries which receive direct economic assistance under the FAA and permit United States firms to compete for construction or engineering services financed from assistance programs of these countries.)

f. Cargo preference shipping (FAA Sec. 603): Is the shipping excluded from compliance with the requirement in section 901(b) of the Merchant Marine Act of 1936, as amended, that at least 50 percent of the gross tonnage of commodities (computed separately for dry bulk carriers, dry cargo liners, and tankers) financed shall be transported on privately owned U.S. flag commercial vessels to the extent such vessels are available at fair and reasonable rates?

NO

g. Technical assistance (FAA Sec. 621(a)): If technical assistance is financed, will such assistance be furnished by private enterprise on a contract basis to the fullest extent practicable? Will the facilities and resources of other Federal agencies be utilized, when they are particularly suitable, not competitive with private enterprise, and made available without undue interference with domestic programs?

Yes

h. U.S. air carriers (International Air Transportation Fair Competitive Practices Act, 1974): If air transportation of persons or property is financed on grant basis, will U.S. carriers be used to the extent such service is available?

Yes

i. Termination for convenience of U.S. Government (FY 1991 Appropriations Act Sec. 504): If the U.S. Government is a party to a contract for procurement, does the contract contain a provision authorizing termination of such contract for the convenience of the United States?

N/A

**j. Consulting services.**  
(FY 1991 Appropriations Act Sec. 524): If assistance is for consulting service through procurement contract pursuant to 5 U.S.C. 3109, are contract expenditures a matter of public record and available for public inspection (unless otherwise provided by law or Executive order)?

**k. Metric conversion**  
(Omnibus Trade and Competitiveness Act of 1988, as interpreted by conference report, amending Metric Conversion Act of 1975 Sec. 2, and as implemented through A.I.D. policy): Does the assistance program use the metric system of measurement in its procurements, grants, and other business-related activities, except to the extent that such use is impractical or is likely to cause significant inefficiencies or loss of markets to United States firms? Are bulk purchases usually to be made in metric, and are components, subassemblies, and semi-fabricated materials to be specified in metric units when economically available and technically adequate? Will A.I.D. specifications use metric units of measure from the earliest programmatic stages, and from the earliest documentation of the assistance processes (for example, project papers) involving quantifiable measurements (length, area, volume, capacity, mass and weight), through the implementation stage?

**l. Competitive Selection Procedures** (FAA Sec. 601(e)): Will the assistance utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise?

## **24. Construction**

**a. Capital project** (FAA Sec. 601(d)): If capital (e.g., construction) project, will U.S. engineering and professional services be used?

**b. Construction contract** (FAA Sec. 611(c)): If contracts for construction are to be financed, will they be let on a competitive basis to maximum extent practicable?

c. Large projects, Congressional approval (FAA Sec. 620(k)): If for construction of productive enterprise, will aggregate value of assistance to be furnished by the U.S. not exceed \$100 million (except for productive enterprises in Egypt that were described in the Congressional Presentation), or does assistance have the express approval of Congress?

N/A

25. U.S. Audit Rights (FAA Sec. 301(d)): If fund is established solely by U.S. contributions and administered by an international organization, does Comptroller General have audit rights?

N/A

26. Communist Assistance (FAA Sec. 620(h)). Do arrangements exist to insure that United States foreign aid is not used in a manner which, contrary to the best interests of the United States, promotes or assists the foreign aid projects or activities of the Communist-bloc countries?

Yes

27. Narcotics

a. Cash reimbursements (FAA Sec. 483): Will arrangements preclude use of financing to make reimbursements, in the form of cash payments, to persons whose illicit drug crops are eradicated?

Yes

b. Assistance to narcotics traffickers (FAA Sec. 487): Will arrangements take "all reasonable steps" to preclude use of financing to or through individuals or entities which we know or have reason to believe have either: (1) been convicted of a violation of any law or regulation of the United States or a foreign country relating to narcotics (or other controlled substances); or (2) been an illicit trafficker in, or otherwise involved in the illicit trafficking of, any such controlled substance?

Yes

28. **Expropriation and Land Reform (FAA Sec. 620(g)):** Will assistance preclude use of financing to compensate owners for expropriated or nationalized property, except to compensate foreign nationals in accordance with a land reform program certified by the President? Yes
29. **Police and Prisons (FAA Sec. 660):** Will assistance preclude use of financing to provide training, advice, or any financial support for police, prisons, or other law enforcement forces, except for narcotics programs? Yes
30. **CIA Activities (FAA Sec. 662):** Will assistance preclude use of financing for CIA activities? Yes
31. **Motor Vehicles (FAA Sec. 636(i)):** Will assistance preclude use of financing for purchase, sale, long-term lease, exchange or guaranty of the sale of motor vehicles manufactured outside U.S., unless a waiver is obtained? Yes
32. **Military Personnel (FY 1991 Appropriations Act Sec. 503):** Will assistance preclude use of financing to pay pensions, annuities, retirement pay, or adjusted service compensation for prior or current military personnel? Yes
33. **Payment of U.N. Assessments (FY 1991 Appropriations Act Sec. 505):** Will assistance preclude use of financing to pay U.N. assessments, arrearages or dues? Yes
34. **Multilateral Organization Lending (FY 1991 Appropriations Act Sec. 506):** Will assistance preclude use of financing to carry out provisions of FAA section 209(d) (transfer of FAA funds to multilateral organizations for lending)? Yes
35. **Export of Nuclear Resources (FY 1991 Appropriations Act Sec. 510):** Will assistance preclude use of financing to finance the export of nuclear equipment, fuel, or technology? Yes

36. Repression of Population (FY 1991 Appropriations Act Sec. 511): Will assistance preclude use of financing for the purpose of aiding the efforts of the government of such country to repress the legitimate rights of the population of such country contrary to the Universal Declaration of Human Rights?

Yes

37. Publicity or Propoganda (FY 1991 Appropriations Act Sec. 516): Will assistance be used for publicity or propoganda purposes designed to support or defeat legislation pending before Congress, to influence in any way the outcome of a political election in the United States, or for any publicity or propoganda purposes not authorized by Congress?

No

38. Marine Insurance (FY 1991 Appropriations Act Sec. 563): Will any A.I.D. contract and solicitation, and subcontract entered into under such contract, include a clause requiring that U.S. marine insurance companies have a fair opportunity to bid for marine insurance when such insurance is necessary or appropriate?

Yes

39. Exchange for Prohibited Act (FY 1991 Appropriations Act Sec. 569): Will any assistance be provided to any foreign government (including any instrumentality or agency thereof), foreign person, or United States person in exchange for that foreign government or person undertaking any action which is, if carried out by the United States Government, a United States official or employee, expressly prohibited by a provision of United States law?

No

\$

B.

**CRITERIA APPLICABLE TO DEVELOPMENT ASSISTANCE ONLY**

1. **Agricultural Exports (Bumpers Amendment)** (FY 1991 Appropriations Act Sec. 521(b), as interpreted by conference report for original enactment): If assistance is for agricultural development activities (specifically, any testing or breeding feasibility study, variety improvement or introduction, consultancy, publication, conference, or training), are such activities: (1) specifically and principally designed to increase agricultural exports by the host country to a country other than the United States, where the export would lead to direct competition in that third country with exports of a similar commodity grown or produced in the United States, and can the activities reasonably be expected to cause substantial injury to U.S. exporters of a similar agricultural commodity; or (2) in support of research that is intended primarily to benefit U.S. producers?

N/A

2. **Tied Aid Credits** (FY 1991 Appropriations Act, Title II, under heading "Economic Support Fund"): Will DA funds be used for tied aid credits?

NO

3. **Appropriate Technology** (FAA Sec. 107): Is special emphasis placed on use of appropriate technology (defined as relatively smaller, cost-saving, labor-using technologies that are generally most appropriate for the small farms, small businesses, and small incomes of the poor)?

YES

4. **Indigenous Needs and Resources** (FAA Sec. 281(b)): Describe extent to which the activity recognizes the particular needs, desires, and capacities of the people of the country; utilizes the country's intellectual resources to encourage institutional development; and supports civic education and training in skills required for effective participation in governmental and political processes essential to self-government.

This Project emphasizes protection of the natural resource base by Salvadorans themselves; whenever possible Salvadorans will be contracted to provide technical assistance to help NGOS become self-sustaining advocates for the country's resources.

59

5. Economic Development (FAA Sec. 101(a)): Does the activity give reasonable promise of contributing to the development of economic resources, or to the increase of productive capacities and self-sustaining economic growth?

6. Special Development Emphases (FAA Secs. 102(b), 113, 281(a)): Describe extent to which activity will: (a) effectively involve the poor in development by extending access to economy at local level, increasing labor-intensive production and the use of appropriate technology, dispersing investment from cities to small towns and rural areas, and insuring wide participation of the poor in the benefits of development on a sustained basis, using appropriate U.S. institutions; (b) encourage democratic private and local governmental institutions; (c) support the self-help efforts of developing countries; (d) promote the participation of women in the national economies of developing countries and the improvement of women's status; and (e) utilize and encourage regional cooperation by developing countries.

7. Recipient Country Contribution (FAA Secs. 110, 124(d)): Will the recipient country provide at least 25 percent of the costs of the program, project, or activity with respect to which the assistance is to be furnished (or is the latter cost-sharing requirement being waived for a "relatively least developed" country)?

8. Benefit to Poor Majority (FAA Sec. 128(b)): If the activity attempts to increase the institutional capabilities of private organizations or the government of the country, or if it attempts to stimulate scientific and technological research, has it been designed and will it be monitored to ensure that the ultimate beneficiaries are the poor majority?

The Project emphasizes assistance to NGOs that will make them self-sustaining.

- a) Small activity grants will be granted to NGOs working in the environment in order to carry out field activities in rural areas;
- b) NGOs will be urged to work with other private NGOs and industry groups, as well as with the national and local Governments;
- c) Financial self-sustainability is a major activity in the technical assistance and training component;
- d) NGO boards will be encouraged to involve women in their activities;
- e) NGOs in El Salvador will be encouraged to work with their counterparts in the region, especially through the RENARM Project.

N/A

N/A

9. Abortions (FAA Sec. 104(f); FY 1991 Appropriations Act, Title II, under heading "Population, DA," and Sec. 535):

a. Are any of the funds to be used for the performance of abortions as a method of family planning or to motivate or coerce any person to practice abortions? No

b. Are any of the funds to be used to pay for the performance of involuntary sterilization as a method of family planning or to coerce or provide any financial incentive to any person to undergo sterilizations? No

c. Are any of the funds to be made available to any organization or program which, as determined by the President, supports or participates in the management of a program of coercive abortion or involuntary sterilization? No

d. Will funds be made available only to voluntary family planning projects which offer, either directly or through referral to, or information about access to, a broad range of family planning methods and services? No

e. In awarding grants for natural family planning, will any applicant be discriminated against because of such applicant's religious or conscientious commitment to offer only natural family planning? No

f. Are any of the funds to be used to pay for any biomedical research which relates, in whole or in part, to methods of, or the performance of, abortions or involuntary sterilization as a means of family planning? No

g. Are any of the funds to be made available to any organization if the President certifies that the use of these funds by such organization would violate any of the above provisions related to abortions and involuntary sterilization? No

10. Contract Awards (FAA Sec. 601(e)): Will the project utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise?

Yes

11. Disadvantaged Enterprises (FY 1991 Appropriations Act Sec. 567): What portion of the funds will be available only for activities of economically and socially disadvantaged enterprises, historically black colleges and universities, colleges and universities having a student body in which more than 40 percent of the students are Hispanic Americans, and private and voluntary organizations which are controlled by individuals who are black Americans, Hispanic Americans, or Native Americans, or who are economically or socially disadvantaged (including women)?

N/A

12. Biological Diversity (FAA Sec. 119(g)): Will the assistance: (a) support training and education efforts which improve the capacity of recipient countries to prevent loss of biological diversity; (b) be provided under a long-term agreement in which the recipient country agrees to protect ecosystems or other wildlife habitats; (c) support efforts to identify and survey ecosystems in recipient countries worthy of protection; or (d) by any direct or indirect means significantly degrade national parks or similar protected areas or introduce exotic plants or animals into such areas?

A) Yes  
b) No  
c) Yes  
d) No

13. Tropical Forests (FAA Sec. 118; FY 1991 Appropriations Act Sec. 533(c)-(e) & (g)):

a. A.I.D. Regulation 16: Does the assistance comply with the environmental procedures set forth in A.I.D. Regulation 16?

Yes

b. Conservation: Does the assistance place a high priority on conservation and sustainable management of tropical forests? Specifically, does the assistance, to the fullest extent

Yes

feasible: (1) stress the importance of conserving and sustainably managing forest resources; (2) support activities which offer employment and income alternatives to those who otherwise would cause destruction and loss of forests, and help countries identify and implement alternatives to colonizing forested areas; (3) support training programs, educational efforts, and the establishment or strengthening of institutions to improve forest management; (4) help end destructive slash-and-burn agriculture by supporting stable and productive farming practices; (5) help conserve forests which have not yet been degraded by helping to increase production on lands already cleared or degraded; (6) conserve forested watersheds and rehabilitate those which have been deforested; (7) support training, research, and other actions which lead to sustainable and more environmentally sound practices for timber harvesting, removal, and processing; (8) support research to expand knowledge of tropical forests and identify alternatives which will prevent forest destruction, loss, or degradation; (9) conserve biological diversity in forest areas by supporting efforts to identify, establish, and maintain a representative network of protected tropical forest ecosystems on a worldwide basis, by making the establishment of protected areas a condition of support for activities involving forest clearance or degradation, and by helping to identify tropical forest ecosystems and species in need of protection and establish and maintain appropriate protected areas; (10) seek to increase the awareness of U.S. Government agencies and other donors of the immediate and long-term value of tropical forests; (11) utilize the resources and abilities of all relevant U.S. government agencies; (12) be based upon careful analysis of the alternatives available to achieve the best sustainable use of the land; and (13) take full account of the environmental impacts of the proposed activities on biological diversity?

**c. Forest degradation:** Will assistance be used for: (1) the procurement or use of logging equipment, unless an environmental assessment indicates that all timber harvesting operations involved will be conducted in an environmentally sound manner and that the proposed activity will produce positive economic benefits and sustainable forest management systems; (2) actions which will significantly degrade national parks or similar protected areas which contain tropical forests, or introduce exotic plants or animals into such areas; (3) activities which would result in the conversion of forest lands to the rearing of livestock; (4) the construction, upgrading, or maintenance of roads (including temporary haul roads for logging or other extractive industries) which pass through relatively undergraded forest lands; (5) the colonization of forest lands; or (6) the construction of dams or other water control structures which flood relatively undergraded forest lands, unless with respect to each such activity an environmental assessment indicates that the activity will contribute significantly and directly to improving the livelihood of the rural poor and will be conducted in an environmentally sound manner which supports sustainable development?

NO

**d. Sustainable forestry:** If assistance relates to tropical forests, will project assist countries in developing a systematic analysis of the appropriate use of their total tropical forest resources, with the goal of developing a national program for sustainable forestry?

N/A

**e. Environmental impact statements:** Will funds be made available in accordance with provisions of FAA Section 117(c) and applicable A.I.D. regulations requiring an environmental impact statement for activities significantly affecting the environment?

Yes.

14. Energy (FY 1991 Appropriations Act Sec. 533(c)): If assistance relates to energy, will such assistance focus on: (a) end-use energy efficiency, least-cost energy planning, and renewable energy resources, and (b) the key countries where assistance would have the greatest impact on reducing emissions from greenhouse gases?

N/

15. Sub-Saharan Africa Assistance (FY 1991 Appropriations Act Sec. 562, adding a new FAA chapter 10 (FAA Sec. 496)): If assistance will come from the Sub-Saharan Africa DA account, is it: (a) to be used to help the poor majority in Sub-Saharan Africa through a process of long-term development and economic growth that is equitable, participatory, environmentally sustainable, and self-reliant; (b) to be used to promote sustained economic growth, encourage private sector development, promote individual initiatives, and help to reduce the role of central governments in areas more appropriate for the private sector; (c) being provided in accordance with the policies contained in FAA section 102; (d) being provided in close consultation with African, United States and other PVOs that have demonstrated effectiveness in the promotion of local grassroots activities on behalf of long-term development in Sub-Saharan Africa; (e) being used to promote reform of sectoral economic policies, to support the critical sector priorities of agricultural production and natural resources, health, voluntary family planning services, education, and income generating opportunities, to bring about appropriate sectoral restructuring of the Sub-Saharan African economies, to support reform in public administration and finances and to establish a favorable environment for individual enterprise and self-sustaining development, and to take into account, in assisted policy reforms, the need to protect vulnerable groups; (f) being used to increase agricultural production in ways that protect and restore the natural resource base, especially food production, to maintain and improve basic transportation and communication networks,

N/A

to maintain and restore the renewable natural resource base in ways that increase agricultural production, to improve health conditions with special emphasis on meeting the health needs of mothers and children, including the establishment of self-sustaining primary health care systems that give priority to preventive care, to provide increased access to voluntary family planning services, to improve basic literacy and mathematics especially to those outside the formal educational system and to improve primary education, and to develop income-generating opportunities for the unemployed and underemployed in urban and rural areas?

16. Debt-for-Nature Exchange (FAA Sec. 463): If project will finance a debt-for-nature exchange, describe how the exchange will support protection of: (a) the world's oceans and atmosphere, (b) animal and plant species, and (c) parks and reserves; or describe how the exchange will promote: (d) natural resource management, (e) local conservation programs, (f) conservation training programs, (g) public commitment to conservation, (h) land and ecosystem management, and (i) regenerative approaches in farming, forestry, fishing, and watershed management.

N/A

17. Deobligation/Reobligation (FY 1991 Appropriations Act Sec. 515): If deob/reob authority is sought to be exercised in the provision of DA assistance, are the funds being obligated for the same general purpose, and for countries within the same region as originally obligated, and have the House and Senate Appropriations Committees been properly notified?

N/A

#### 18. Loans

a. Repayment capacity (FAA Sec. 122(b)): Information and conclusion on capacity of the country to repay the loan at a reasonable rate of interest.

N/A

b. Long-range plans (FAA Sec. 122(b)): Does the activity give reasonable promise of assisting long-range plans and programs designed to develop economic resources and increase productive capacities?

Yes

c. Interest rate (FAA Sec. 122(b)): If development loan is repayable in dollars, is interest rate at least 2 percent per annum during a grace period which is not to exceed ten years, and at least 3 percent per annum thereafter?

N/A

d. Exports to United States (FAA Sec. 620(d)): If assistance is for any productive enterprise which will compete with U.S. enterprises, is there an agreement by the recipient country to prevent export to the U.S. of more than 20 percent of the enterprise's annual production during the life of the loan, or has the requirement to enter into such an agreement been waived by the President because of a national security interest?

N/A

19. Development Objectives (FAA Secs. 102(a), 111, 113, 281(a)): Extent to which activity will: (1) effectively involve the poor in development, by expanding access to economy at local level, increasing labor-intensive production and the use of appropriate technology, spreading investment out from cities to small towns and rural areas, and insuring wide participation of the poor in the benefits of development on a sustained basis, using the appropriate U.S. institutions; (2) help develop cooperatives, especially by technical assistance, to assist rural and urban poor to help themselves toward better life, and otherwise encourage democratic private and local governmental institutions; (3) support the self-help efforts of developing countries; (4) promote the participation of women in the national economies of developing countries and the improvement of women's status; and (5) utilize and encourage regional cooperation by developing countries?

a) Small activity grants will be granted to NGOs working in the environment in order to carry out field activities in rural areas;  
b) NGOs will be urged to work with other private NGOs and industry groups, as well as with the national and local Governments;  
c) Financial self-sustainability is a major activity in the technical assistance and training component;  
d) NGO boards will be encouraged to involve women in their activities;  
e) NGOs in El Salvador will be encouraged to work with their counterparts in the region, especially through the RENARM Project.

**20. Agriculture, Rural Development and Nutrition, and Agricultural Research (FAA Secs. 103 and 103A):**

**a. Rural poor and small farmers:** If assistance is being made available for agriculture, rural development or nutrition, describe extent to which activity is specifically designed to increase productivity and income of rural poor; or if assistance is being made available for agricultural research, has account been taken of the needs of small farmers, and extensive use of field testing to adapt basic research to local conditions shall be made.

N/A

**b. Nutrition:** Describe extent to which assistance is used in coordination with efforts carried out under FAA Section 104 (Population and Health) to help improve nutrition of the people of developing countries through encouragement of increased production of crops with greater nutritional value; improvement of planning, research, and education with respect to nutrition, particularly with reference to improvement and expanded use of indigenously produced foodstuffs; and the undertaking of pilot or demonstration programs explicitly addressing the problem of malnutrition of poor and vulnerable people.

N/A

**c. Food security:** Describe extent to which activity increases national food security by improving food policies and management and by strengthening national food reserves, with particular concern for the needs of the poor, through measures encouraging domestic production, building national food reserves, expanding available storage facilities, reducing post harvest food losses, and improving food distribution.

N/A

**21. Population and Health (FAA Secs. 104(b) and (c)):** If assistance is being made available for population or health activities, describe extent to which activity emphasizes low-cost, integrated delivery systems for health, nutrition and family planning for the poorest people, with particular attention to the needs of

N/A

mothers and young children, using paramedical and auxiliary medical personnel, clinics and health posts, commercial distribution systems, and other modes of community outreach.

22. **Education and Human Resources Development (FAA Sec. 105):** If assistance is being made available for education, public administration, or human resource development, describe (a) extent to which activity strengthens nonformal education, makes formal education more relevant, especially for rural families and urban poor, and strengthens management capability of institutions enabling the poor to participate in development; and (b) extent to which assistance provides advanced education and training of people of developing countries in such disciplines as are required for planning and implementation of public and private development activities.

N/A

23. **Energy, Private Voluntary Organizations, and Selected Development Activities (FAA Sec. 106):** If assistance is being made available for energy, private voluntary organizations, and selected development problems, describe extent to which activity is:

a. concerned with data collection and analysis, the training of skilled personnel, research on and development of suitable energy sources, and pilot projects to test new methods of energy production; and facilitative of research on and development and use of small-scale, decentralized, renewable energy sources for rural areas, emphasizing development of energy resources which are environmentally acceptable and require minimum capital investment;

N/A

b. concerned with technical cooperation and development, especially with U.S. private and voluntary, or regional and international development, organizations;

The Project's Implementor PADF, a registered U.S.-PVO, will provide technical assistance to Salvadoran environmental NGOS.

c. research into, and evaluation of, economic development processes and techniques;

The Project will be evaluated in its twenty-fourth month in order to monitor its economic development impact.

d. reconstruction after natural or manmade disaster and programs of disaster preparedness;

N/A

e. for special development problems, and to enable proper utilization of infrastructure and related projects funded with earlier U.S. assistance;

N/A

f. for urban development, especially small, labor-intensive enterprises, marketing systems for small producers, and financial or other institutions to help urban poor participate in economic and social development.

N/A

24. Sahel Development (FAA Secs. 120-21). If assistance is being made available for the Sahelian region, describe: (a) extent to which there is international coordination in planning and implementation; participation and support by African countries and organizations in determining development priorities; and a long-term, multidonor development plan which calls for equitable burden-sharing with other donors; (b) whether a determination has been made that the host government has an adequate system for accounting for and controlling receipt and expenditure of projects funds (dollars or local currency generated therefrom).

N/A

**C. CRITERIA APPLICABLE TO ECONOMIC SUPPORT FUNDS ONLY**

**1. Economic and Political Stability (FAA Sec. 531(a)):** Will this assistance promote economic and political stability? To the maximum extent feasible, is this assistance consistent with the policy directions, purposes, and programs of Part I of the FAA?

**2. Military Purposes (FAA Sec. 531(e)):** Will this assistance be used for military or paramilitary purposes?

**3. Commodity Grants/Separate Accounts (FAA Sec. 609):** If commodities are to be granted so that sale proceeds will accrue to the recipient country, have Special Account (counterpart) arrangements been made?

**4. Generation and Use of Local Currencies (FAA Sec. 531(d)):** Will ESF funds made available for commodity import programs or other program assistance be used to generate local currencies? If so, will at least 50 percent of such local currencies be available to support activities consistent with the objectives of FAA sections 103 through 106?

**5. Cash Transfer Requirements (FY 1991 Appropriations Act, Title II, under heading "Economic Support Fund," and Sec. 575(b)).** If assistance is in the form of a cash transfer:

**a. Separate account:** Are all such cash payments to be maintained by the country in a separate account and not to be commingled with any other funds?

b. Local currencies: Will all local currencies that may be generated with funds provided as a cash transfer to such a country also be deposited in a special account, and has A.I.D. entered into an agreement with that government setting forth the amount of the local currencies to be generated, the terms and conditions under which they are to be used, and the responsibilities of A.I.D. and that government to monitor and account for deposits and disbursements?

N/A

c. U.S. Government use of local currencies: Will all such local currencies also be used in accordance with FAA Section 609, which requires such local currencies to be made available to the U.S. government as the U.S. determines necessary for the requirements of the U.S. Government, and which requires the remainder to be used for programs agreed to by the U.S. Government to carry out the purposes for which new funds authorized by the FAA would themselves be available?

N/A

d. Congressional notice: Has Congress received prior notification providing in detail how the funds will be used, including the U.S. interests that will be served by the assistance, and, as appropriate, the economic policy reforms that will be promoted by the cash transfer assistance?

Congress was notified of the Project on August 3, 1992, and Congressional Notification expired on August 18, 1992, without objection.

DRAFTER:GC/LP:EHonnold:4/11/91:2169J

**ENVIRONMENTAL NON-GOVERNMENTAL ORGANIZATIONS OF EL SALVADOR:**  
**BENEFICIARIES AND SOCIAL SOUNDNESS ANALYSIS**

**I. PADF'S APPROACH**

It is PADF's tradition and preference to promote institutional development of Latin American organizations by participative decision-making. Both in dealing with participating ENGOs receiving Operation Grants, and in helping the ENGOs develop and manage Small Activity Grants, PADF will most often emphasize a "negotiator mode" of project implementation, shown in many situations as the most effective means of involving broad participation by membership organizations and their publics, and achieving ownership of an assistance effort by beneficiaries and participants. Negotiated exchange promotes behavioral change, as opposed to the slide show or forest ranger which often must accommodate development or government objectives.

To help participating ENGOs achieve tangible results, the Project should promote benefits for the recipients of policy, educational, or demonstration messages. Straightforward recognition of differences between macroecological goals of collaborating institutions and the microeconomic goals of farmers and fishers is required. Program measures will be designed to help the ENGOs forge a realistic, sustainable compromise between these two agendas.

**II. POTENTIAL PROJECT SPREAD EFFECT**

Social soundness analysis must address the potential spread effect of interventions proposed. ENGO assistance in policy analysis/promotion and EE initiatives has the potential for nationwide impact and coverage, but will fail to achieve genuine effect on natural resource management behavior unless concurrent policy changes are enforced, major gaps filled, and measurements made in terms broader than mere enumeration of decrees or laws passed. Some ENGO technical interventions will not occur without favorable policy changes.

To measure spread effect within the 30 month life of Project, the best that can be hoped will be measurable changes in knowledge and attitudes. Changes in natural resource management behavior will require those receiving formal educational messages to move out to the forests, estuaries, and hills where they can demonstrate new attitudes translated into behavior. As for the emerging ENGOs themselves, outreach will be measurable by clarified mission statements, the level of participation by Boards and members, and movement from sometimes pedagogic ideals into achieving behavioral changes. If and as their broader vision of the opportunities before them and more effective influence impacts on policy-makers and educators, the Project can help them achieve a spread effect also by influencing development NGOs, since these have a greater "real-life" involvement with rural resource managers facilitating promotion of on-the-ground behavioral changes.

**NON-GOVERNMENT ORGANIZATIONS OF EL SALVADOR:**  
**INSTITUTIONAL ANALYSIS**

**CONTENT**

<b>INTRODUCTION</b>	<b>1</b>
<b>I. BACKGROUND</b>	<b>2</b>
<b>II. INSTITUTIONAL CONSTRAINTS OF ENGOs</b>	<b>2</b>
A. Administrative/Financial Aspects	2
B. Human Resources Constraints	3
C. Experience Implementing Projects	4
D. Institutional Focus and Areas of Specialization	4
<b>III. NGOs' INSTITUTIONAL POTENTIAL</b>	<b>4</b>
<b>IV. STRENGTHENING OPPORTUNITIES</b>	<b>4</b>
A. Strategic Planning	5
B. Workplan and Budget Preparation	5
C. Administrative Aspects	5
D. Membership and Finance/Fund Raising	6
E. Monitoring Evaluation and Information System	6
F. Other Areas for Technical Assistance	6
<b>APPENDIX: INSTITUTIONS INVOLVED IN EL SALVADOR'S ENVIRONMENT</b>	<b>1</b>
A. Environmental NGO Organizational Profiles, Matrix	1
B. Development NGOs	14
C. Local NGOs	14
D. Agencies of the Government Engaged in NRM	14
E. Other Donors	16

## INTRODUCTION

The following analyzes institutional opportunities to participate in an effective natural resources management (NRM) movement in El Salvador. It documents in some detail the constraints faced by institutions, particularly environmental non-governmental organizations (ENGOS) in the private sector. It suggests the hopes and possibilities for overcoming these constraints.

This Annex lays the basis for identifying catalytic efforts by ENGOS to help arouse wider participation in discussion of NRM policies and environmental messages. They can take advocacy steps and test program alternatives to help El Salvador begin the process of environmental rehabilitation--and they can capture some of the well-funded reconstruction efforts of other donors for the benefit of the natural resource base on which many rely to survive.

Few private sector leaders have the voice or constituency to speak out effectively on behalf of environmental concerns. Without institutional and leadership support for private sector initiatives on improved natural resources management (NRM), the environment will remain minor in the context of competing efforts to help El Salvador recover from years of civil disorder.

At the same time, the private sector is witnessing growth in the number of individuals who make time commitments as Board members and supporters of environmental advocacy, action, and research NGOs and study groups. Natural resource mandates are increasingly appearing on the agendas of development organizations. There have been impressive improvements (from a minuscule base a couple of years ago) in membership and activities of small and local entities, due both to the urgent NRM problems which impact on the people, and to the tide of international concern supported by El Salvador's Presidency and national leaders.

In the public sector, with which the ENGO Strengthening Project must work, experienced technical and managerial officials are also few, many recently coming from private sector with which they maintain strong ties. GOES budgets are inadequate. Support staffs, field activities, and even surveys are insufficiently funded. There is an almost total lack of cohesive planning.

The longer Institutional Strengthening Analysis for PROMESA describes the leading GOES organizations that carry out NRM activities, including the fact that CONAMA and SEMA (CONAMA's administrative arm), DRNR (Direccion de Recursos Naturales Renovables), and CENDEPESCA are not adequately staffed to carry out broad policy studies or tackle even limited regulatory, licensing, or extension-training tasks. Although these should, in time, complement and strengthen educational and field initiatives of the ENGOS, they are not the direct focus of this Project proposal.

Major steps to catalyze public sector improvements in NRM policy and strengthen ministries and licensing/regulatory agencies must await fruition of USAID initiatives, World Bank agricultural sector support, and Inter-American Development Bank natural resources management (NRM) assistance. They will benefit from expanding effectiveness of SEMA/CONAMA and more balanced GOES budgets as these expand in the name of national reconstruction.

The ENGO strengthening project offers a feasible opportunity for the private sector to develop as a constituency to influence the GOES and promote changes in environmental policy, educational messages, and advocacy of improved NRM. Limitations of NRM leadership experience will be addressed by assistance to ENGOs.

## SECTION I. BACKGROUND

Many Salvadoran organizations demonstrate concern about the rapid deterioration of the natural resource base, and work to raise consciousness in public forums. The enormity of the technical task of achieving recuperation is aggravated by a general lack of NRM experience of local institutions. El Salvador's natural resources degradation warrants a far larger human and financial effort.

In the private sector, NGOs are poised to significantly increase their efforts to stabilize the natural resource base of El Salvador. Over forty have been identified at the national and local levels. Particularly at the local level and in the development NGO (DNGO) community, there may be several times the number identified here.

The institutional strengthening analysis conducted in the spring of 1992 divided the NGO community into two groups: ENGOs and DNGOs (developmental NGOs). NGOs were presented as national when they claimed a broad nation-wide interest, even when working in limited geographic areas, vs. NGOs with a local focus (LNGOs). Distinctions between various types of NGO are not always clear, and some NGOs meet criteria of more than one category. For purposes of this analysis, categorization was made by each NGO; DNGOs and LNGOs are omitted.

El Salvador's natural resource institutions are not strong enough to execute large projects without external assistance. This paper analyzes current limitations of Salvadoran ENGOs and describes a strategy to help them effectively implement NRM activities in the short-run while building a sustainable network of institutions.

## SECTION II. INSTITUTIONAL CONSTRAINTS OF ENGOs

### A. ADMINISTRATIVE/FINANCIAL ASPECTS

As a group, Salvadoran ENGOs are a recent phenomena, though one was founded in 1949. Few have permanent managers or financial or administrative personnel, and most depend heavily on volunteers. They have little experience in managing funds, accounting systems are typically single entry, and few have been audited. Most ENGOs have average yearly budgets under \$20,000. Few

ENGOS have an organized fundraising program. Most depend on voluntary contributions of members and sporadic donations from the private sector business.

A profile of thirteen Salvadoran ENGOS (not including Unidad Ecológica Salvadoreña) follows:

o Annual Budgets:

No.ENGOS	Range
1	+\$100,000
2	50,000 - 100,000
3	5,000 - 10,000
2	1,000 - 4,999
5	100 - \$999

o Memberships:

2	200 - 499
3	100 - 199
4	50 - 99
4	1 - 49

o Vehicles:

1	2 pick-ups
12	No vehicles

o Office Equipment:

2	Have computers
11	No computers

o Years of operation:

1	+40 yrs
2	5-7 yrs.
3	3-5 yrs.
3	1-2 yrs.
4	- 1 yr.

**B. HUMAN RESOURCES CONSTRAINTS**

Most NGOs classifying themselves as ENGOS are still at the stage of fairly informal groups of friends concerned with the environment. In many cases they are groups of volunteers, without paid staff, lacking institutional management and financial skills.

Typically, ENGOS have a General Assembly, a Board of Directors with president, vice-president, secretary and "vocales", and at the executive level an Executive Director (Secretary or Manager) and support staff. Often the

Executive Director is a volunteer. ENGOs report that they are limited not only by the amount of their funds but also by the time limits of their volunteer members. While some ENGOs claim sizeable memberships, others appear to be made up of a very limited number of people who work together.

#### C. EXPERIENCE IMPLEMENTING PROJECTS

The environmental movement in El Salvador is fairly new. Few ENGOs have been involved in implementing large environmental projects but many are helping to develop public environmental awareness.

Most ENGOs which carry out projects develop them at the field level. Nine NGOs recently received funds from SEMA to implement small projects in reforestation, school nurseries, lorena stoves, curil and turtle protection, and others.

#### D. INSTITUTIONAL FOCUS AND AREAS OF SPECIALIZATION

Many ENGOs lack defined roles or identity, but they can be grouped in areas of specializations according to their objectives and projects they are implementing: policy, environmental education and dissemination, biodiversity, park/wildland management, marine resources, forestry, information management (see Matrix in Appendix).

### SECTION III. NGOS' INSTITUTIONAL POTENTIAL

Despite these constraints, ENGOs have an important role to play in recuperation and restoration of El Salvador's natural resources. They have fed experts into new GOES positions dealing with NRM.

ENGOs are mainly responsible for creating an awareness among the public with regard to the environment. They are having some success: Politicians and decision-makers are becoming aware of the issues. The ENGOs have access to mass media that can be used to keep the natural resource agenda before the public.

Most people working for the ENGOs are volunteers, sometimes well known for work in the field. Such individuals and their organizations can have an important influence on public opinion. Volunteerism demonstrates commitment and enthusiasm, and should be used to involve more advocates in the NRM cause.

Some ENGOs have made international contacts or belong to an international or regional organization. These contacts provide the basis for international networking as well as some opportunities for potential funding.

An important role of the ENGOs is to speak out as "guardian" of natural resources and build a constituency on NRM issues.

### SECTION IV. STRENGTHENING OPPORTUNITIES

To maximize the ENGOs' effectiveness in NRM, some basic interventions are needed: funding, technical assistance and training. Technical assistance and funding should be provided for specific purposes and subject to escalation of performance and potential.

NGOs generally could benefit from the kinds of training listed below. Some project training by means of workshops and seminars can simultaneously benefit other NGOs concerned with NRM and GOES collaborators, especially in planning, evaluation and administration.

**A. STRATEGIC PLANNING**

Problem identification and analysis methods  
Situation assessment RRA (rapid rural appraisal)  
Planning and goal/objective selection, priority setting  
Board role and membership, staff roles  
Staff preparation, specializations, personnel requirements  
Long-term planning and monitoring  
Selection of alternatives  
Logistics  
Participatory processes, survey methods

**B. WORKPLAN AND BUDGET PREPARATION**

Methodologies  
Outputs and verifiable indicators  
Logframe development  
Budget justification  
Budget presentation  
Disbursement plans  
Identification of sources of funding  
Strategy of presentations, follow-up  
Goals and objectives  
Methodologies for implementation  
Chronogram preparation  
Monitoring and evaluation  
Justification

**C. ADMINISTRATIVE ASPECTS**

Board Leadership  
Board of Directors responsibilities  
Organization chart, function and responsibilities  
Administrative systems (personnel, procurement, organization)  
Parliamentary procedures, by-laws, legal aspects  
Meetings procedures, agendas  
Membership participation, duties, responsibilities  
General Assembly, duties and responsibilities  
Leadership development  
Personnel procedures: hiring, salaries, insurance, scope of work  
Accounting: Petty cash, bank accounts, voucher-checks payments, receipts, payrolls, reporting  
Auditing  
Vehicles: Maintenance plan, registration, insurance plan, etc.  
Others: Lease agreements, organization legal status, etc.

**D. MEMBERSHIP AND FINANCE/FUND RAISING**

Membership campaign/strategy  
Membership duties/responsibilities  
Fundraising campaign/strategy  
Marketing campaigns

**E. MONITORING EVALUATION AND INFORMATION SYSTEMS**

Management information systems  
Evaluation and monitoring

**F. OTHER AREAS FOR TECHNICAL ASSISTANCE**

Natural Resource Management Techniques  
Natural Areas Management/Administration  
Environmental Education Methodologies  
Policy Formulation Techniques  
Workshops/seminars Techniques  
Rapid Ecological Assessment  
Information Management Systems  
Economics of Natural Resources  
Forestry and Agroforestry Technologies  
Irrigation and Drainage Technologies  
Soil Conservation Technologies

INSTITUTIONS INVOLVED IN EL SALVADOR'S ENVIRONMENT

A. ENVIRONMENTAL NGO ORGANIZATIONAL PROFILES

An inventory of well known environmental NGOs (ENGOS) follows. It includes organizations with a record of program experience, and some that are new and have almost no funds.

Environmental associations and groups assessed all have concern for El Salvador's natural resources, made more urgent by the damage and economic pressures caused by the civil war.

However, older and new ENGOS suffer from uncertain organizational efforts which differ little from those faced by post-war political, labor, and other special interest institutions. ENGOS have more and less clear objectives, variably related to stemming degradation. Many focus on educational efforts. Some seek board members from a broad professional range of specializations in the interest of integration of approaches to ecological problems. Few have well defined areas of specialization on natural resources, and especially fewer focus on natural source management.

Origins of ENGOS differ. Some were sparked by newspaper articles. Others are formed by congenial groups with similar views. They may be torn asunder on the basis of issues and politics. Few are built on range of strengths, with specialists on their boards or staffs, clear administrative procedures, and adequately funded programs. Many were created by a single, still dominant, leader. Some individuals helped found several ENGOS, but attend meetings sporadically as eminent personalities, contributing little to the day-to-day implementation activities of any of the organizations.

With few exceptions, ENGOS are led by a college-educated elite. Most Board members work *ad honorem*. Few ENGOS have any paid staff. None cover operating costs, though many collect small sums from members' dues and private business donations. Marketing strategies are generally weak.

Leadership of the ENGO community is male dominated. Of 12 ENGOS for which information was available, Board membership is 79% male, 21% female. Of 9 ENGOS with female Board members, three have one woman each. Two, Audubon and the Fundación Montecristo, are headed by women.

National ENGOs play a role with some emerging local groups in the countryside or small cities. An ENGO is typically selected as "God Mother" willing to identify with local chapters. However, few ENGOs (e.g. MES) have a clear method of helping a local branch grow or raise funds, often giving only moral support by attending meetings and providing contacts outside the community to help it help itself.

The ENGO Strengthening Project will not directly help local NGOs with planning, organization, or demonstrations, although ultimately, by supporting outreach by strengthened ENGOs, it will help local groups become more effective actors in environmental efforts of the country.

The following identifies leadership and structures, to the extent possible, of El Salvador's ENGOs.

1. Amigos del Arbol (AMAR)

Brief Description: AMAR was founded by a biologist, agronomist, and zoologist and other friends to preserve the country's natural resources, particularly turtles in February 1987. Legally registered only in June 1991, its main efforts are directed toward sea turtle and mangrove management.

Administrative/Financial: The annual budget is approximately \$6,000. Eighty members annually contribute 120 colones each.

Projects. In Barra de Santiago, AMAR has a marine turtle egg hatching and release project and a mangrove planting project, in Tonacatepeque a reforestation project, and in Canton La Labor/Ateos a small dam construction project to collect water from rivers. It received a grant from SEMA in May 1992 to continue the Barra de Santiago project.

Human Resources: AMAR has affiliates in Tonacatepeque, Jayaque, Ateos, Mejicanos, and permanent staff in Barra de Santiago working on its marine turtle project. AMAR/San Salvador has a secretary, part-time accountant, and volunteer General Manager. Officers follow:

President	Ing. Francisco Rivas Méndez, co-founder and agronomist, staff member full time
Vice President	Francisco Adolfo Carrillo, works for MAG
Treasurer	Rubén Quintanilla, private school teacher
Secretary	Ing. Doribel Herrador, GOES agronomist
Two members without portfolio	Lic. Ernesto López Zenada. Chief of Biology Department, Univ. Nacional
	Mrs. Clara María Angulo, artist, painter, public relations for AMAR

Board Member

Jorge Acosta Hernández, professor,  
author of news articles and an ecology book  
adapted for formal and non-formal education

## 2. Amigos de la Tierra

**Brief Description:** This oldest ENGO in El Salvador was founded by landowners in 1949, and helped in creation of experiment stations of the Ministry of Agriculture. Organizational changes in the late 1970s, and difficulties in the 1980s in holding regular evening meetings, led to cessation of activities.

Revival efforts attracted more than 150 members, but internal divisions arose, so that some old members moved on to UNES. The new association is small, has no office space, is not affiliated with the international Friends of the Earth organization. Amigos belongs to the Partido Unionista Centro Americano, PUCA.

**Administrative/financial:** Before the war, Amigos de la Tierra was strong financially. The 1991 budget was \$6,000, raised from members and local private institutions. It has no formal fundraising program.

**Projects:** Amigos' most important activities were creation of MAG "Escuelas Normales Rurales," Central American roundtables, and two newsletters. Amigos is developing an Agricultural Vocational School (EVA) in El Carmen, Department of La Union. Students learn to cultivate the land and sell products, using proceeds to pay for their studies. Amigos de la Tierra has expressed interest in reforestation.

**Human Resources:** The General Assembly is the highest authority. The Executive Board is composed of a President, Vice President, Secretary, and "sindicos and vocales". There are no paid staff.

## 3. Asociación Ecológica Amigos de las Playas

**Brief Description:** Founded in May 1991, the Association's main objective is to save Salvadoran beaches. Since establishment, it has actively tried to prohibit the use of vehicles on beaches. The organizers, a small group of businessmen concerned with beach deterioration and littering, have led campaigns via newspaper articles to protect the beaches, and Rosy Marchesini takes the lead in assembling professionals to protect and clean up the beaches.

**Administrative/financial:** Activities are supported by members.

**Projects:** As part of project activities to teach the public the importance of keeping the beaches clean, Amigos de la Playa carried out a successful "save the beach" media campaign during Holy Week in 1992 with funds from SEMA's small projects program.

**Human Resources:** A General Coordinator is supported by an all-volunteer membership. The 15 institutional members, which include the Windsurf and Divers Associations, are organized into commissions, scientific, eco-tourism, promotion, and five secretariats as follows:

Sanitation	Dr. Juan Alwood Paredes, medical doctor, oversees human waste contamination of food, water, beaches
Scientific	Lic. César Abrego, marine biologist, responsible for scientific aspects of projects and environmental education, public speaker
Environmental	Lic. Laura Henríquez, journalist and entrepreneur, produces environmental educational TV show, engages other ENGOS
Written Communications	Herman Slagheter, industrialist, publishes condemnations of beach pollution and calls for public responsibility for clean beaches
Ecotourism	Eberhard Rues, consultant and hotel manager, views beach contamination as tourist problem

#### 4. Asociación Prohumedales

**Brief Description:** PROHUMEDALES was created in December 1991 by the Biology Department at the University of El Salvador to protect and conserve rivers, lakes, lagoons, swamps, and estuaries throughout El Salvador. PROHUMEDALES aims to clean up the water systems, protect their biodiversity, reforest surrounding areas, and ward off drought.

**Administrative/financial:** The Association plans to solicit funds from national and international sources.

**Projects:** In keeping with its scientific orientation, initial activities will include surveying the country's water sources. An in-depth analysis of each water source will follow to determine concrete actions to be taken to restore and manage water resources. ProHumedales also plans to launch a public awareness campaign on the importance of protecting water resources. All projects are in their initial stages, and have not yet been evaluated.

**Human Resources:** The board consists of the association's 15 founders, who voluntarily contribute time and the base funds for initial activities, as follows:

Director	Emiliano Aguilar Reyes (Agricultural Engineer)
Vice President	José Benjamín Yanez Paredes
Secretary	Noemi Elizabeth Ventura Centeno
Treasurer	Ana Gladys Sermeno

Honorary members: Dr. Alvaro Emilio Marino,  
Miguel Gonzalo Salazar Osegueda,  
Prof. Tomás Alberto Chávez Rosales,  
Oscar Armando Chinchilla Chicas.

5. Asociación Salvadoreña de Conservación del Medio Ambiente (ASACMA)

Brief Description: ASACMA was established by Alexander Vasquez, economist, and friends, in October 1985, to support conservation in general. Its principal activity is non-formal environmental education in rural communities, concentrating efforts in La Libertad. It is a member of the federation of NRM-concerned entities, UNES.

Administrative/financial: ASACMA's 1990 budget was \$500, growing to \$2,000 in 1991, and the Board expects \$10,000 for 1992. Funds come from members and private business donations. It has no fundraising program directed to the general public. ASACMA received a small grant from SEMA in May 1992 to start an appropriate technology project. Bookkeeping is simple cash accounting.

Projects: ASACMA works in La Libertad, La Palmera, Primero Dios, and Linares 1 y 2, on "environmental education in rural communities." Activities are carried out by volunteers, according to their availability. ASACMA wants to start a radio program to create awareness of ecological problems in rural areas. For 5 years, it has produced a monthly letter, "LA NATURALEZA", distributed to 125 individuals and institutions.

Human Resources: The Executive Committee of the Board meets twice a month. 26 of its 90 volunteers are active. ASACMA has a an Executive Director (ad honorem), a secretary (paid), as follows:

- General Manager            Alexander Vásquez
- President (recently retired)    Lic. Wilfredo Rodríguez, biology professor, Univ. of El Salvador
- Vice President            Vacant
- Treasurer                 Max Vásquez, no profession (brother to Alexander)
- Secretary                 Arq. Juan Francisco Cáceres, works for PRODERE, an NGO
- Alternate directors        Ing. Gustavo Denys, agronomist, consultant  
Néstor Herrera, biologist, Univ. of El Salvador  
Mrs. Zulma de Mendoza, biologist and member of FESA technical team

6. Centro Salvadoreño de Tecnología Apropriada (CESTA)

Brief Description: Following a 1980 initiative to create a technical school, professionals from several universities in August 1987 started a Foundation to promote appropriate technology projects to contribute to sustainable development. CESTA is a member of UNES.

85

**Administrative/financial:** CESTA's 1991 budget is the largest of the ENGOs, exceeding \$200,000. It has an office, two pick-up trucks.

**Projects:** Bicycles for cargo and human transport, latrines, promoting recycling, and campaigns against toxic waste.

**Human Resources:** CESTA claims 120 members, and a permanent staff of 42, who include professionals working in different areas. social, political, economic and environment. Board members follows.

President	Dr. Ricardo Navarro, PhD in engineering and policies, helped found UNES, lecturer on environmental issues
Treasurer	Ing. Carlos Cañas, MS in chemistry and head of engineering at the UCA
Secretary	Ing. Héctor Navarro, MS in electronics (brother to Ricardo)
Three Alternates	Dr. Julio César Oliva, lawyer Lic. Carlos Márquez, business administrator Vacant

#### 7. Fundación Ecológica Salvadoreña Activo 20 - 30 (FESA)

**Brief Description:** Started in 1988 by members of the Club Activo 20-30 as an ecological project, FESA was officially founded February 1990 with a multi-disciplinary group of professionals, scientists, students, and others to preserve the country's natural resources, and to promote "recuperation and conservation of the national ecosystem equilibrium in order to assure ecological survival of the country." FESA agreed at the end of 1991 with the Ministry of Agriculture to administer the Imposible National Park -- the first agreement of its kind. FESA has an annual plan.

**Administrative/financial:** FESA matched its first grant of \$47,000 from AID in 1990 with \$15,400. In 1991 FESA raised \$60,500 from local private donors and members, through active fundraising. It moved into new offices and hired additional personnel in expectation of a Ministry of Agriculture contract to be funded with AID funds which fell through. Following a difficult period, FESA seems to be on sound footing again.

**Projects:** FESA's principal activities have been the elaboration of technical studies and protection of natural areas, finishing an Action Plan for the National Environmental Strategy and an Environmental Policy Inventory contracted by Abt Associates 1990, both passed to the Government upon creation of CONAMA/SEMA. Active programs are: a) conservation and development of Imposible National Park and b) an environmental education program in El Imposible.

**Human Resources:** FESA has a rotating Board, including some experienced in NGO formation, which meets quarterly. The Executive Committee

meets weekly. FESA has a scientific committee of 12 respected Salvadoran scientists, 7 paid permanent staff members, and over 200 members who pay annual dues. Election June 18, 1992 will need to a new board, replacing the last one, which follows:

**President** Dr. David Escobar Galindo, philosopher, poet, member of the national peace committee appointed by President Cristiani

**Vice President** Juan Marco Alvarez Gallardo, businessman interested in protecting El Imposible park (becoming Executive Director June 1992)

**Secretary** Ing. Jose Roberto Duarte Schlageter, business administrator, interested in conservation

**Treasurer** Ing. Roberto Escobar Dreyfus, industrial engineer, with interest in environmental protection

**Executive Committee** Dr. David Escobar Galindo  
Juan Marcos Alvarez Gallardo  
Ing. Roberto Escobar Dreyfus  
Ing. Roberto Duarte Schlageter  
Dr. Fidel A. Ramos  
Dr. Francisco Serrano  
Dr. Vernon Madrigal

**17 Directors** Ing. Antonio Cabrales  
Dr. Roberto Figueroa Diaz  
Dr. Rafael Vernon Madrigal  
Lic. Maria Luisa Reyna de Aguilar  
Ing. Gustavo Aguilar  
Ing. Rafael Gonzalo Escobar  
Dr. Francisco Henríquez  
Ing. Roberto Denys Serrano  
Lic. Rodolfo Dutris  
Ing. Leticia de Escalante  
Lic. Manuel Rafael Rubio  
Ing. Manuel Benitez Arias  
Dr. Gelio Guzmán Villatoro  
Lic. Zulma de Mendoza  
Ing. Oscar Zaldana Paredes

**Technical Committee** Variously focuses on natural resources: wildlife, flora and fauna hydrology, meteorology, forestry, soil conservation, air pollution, bioenergetics and remote sensors.

**Fundación Montecristo**

**Brief description:** Formed by school teachers in 1985 to stem degradation of natural resources by educational efforts and training young

87

environmental leaders, the Fundacion was formally organized in May 1989 by 18 professors and biologists; legal status is still in process. Boys and girls all over the country, organized in 50 ecological groups, represent about 12,000 volunteers.

Administrative/Financial: The Foundation's 1991 budget was \$6,000, some funds from local donors, and some from fundraising such as ecotourism trips, selling "souvenirs," T-shirts and others items.

Projects: Concentrating on training young environmental leaders, the Foundation's ecological groups clean sidewalks, plant trees on abandoned lots, and do small hydroponic projects.

Human Resources: General Members Assembly (mostly teachers) meets every two years, and the Board weekly when needed, all ad honorem. Its executive board has a President, Vice President, Secretary, Treasurer, "Sindicos and Vocales." Two paid permanent staff are a secretary and a janitor. A professional hired short-term with funds from the Ebert Foundation supervises ecological groups.

President	Lic. Daisy Dinarte, biologist and school teacher at the Colegio Cristóbal Colón, last year's President of the Fundaci n
Vice President	Lic. Norma Callejas, biologist and school teacher at the Colegio Corazón de María and the Instituto Nacional
Board Member	Lic. Jorge Salvador Flores, biologist and school teacher at the Colegio San Francisco
Secretary	Lic. Tomás Alberto Chávez, biologist at the Universidad de El Salvador
Treasurer	Violeta Lacayo, Law student at UCA
Four Alternates	Lic. Elsy Galeas de Perla, biologist and teacher, Central de Señoritas Luis Adam Marroquín, teacher, Liceo Cristiano William Stanley, high school student at the Colegio Cristóbal Colón Pilar Gálvez, high school student in arts

9. Fundación Salvadoreña de Recursos Marinos y Limnológicos (FUREMAR)

Brief Description: Ricardo Ibarra called colleagues and friends to start an organization to protect marine life, lakes and rivers, and related sea coastal life fauna and flora, establishing FUREMAR in June 1990. Its environmental education activities emphasize public awareness of marine ecology. Its main concerns are marine turtles, protection of coral reefs, and shrimp harvesting.

**Administrative/financial:** FUREMAR has no budget. Fifteen members work as volunteers, helped by some in-kind donations.

**Projects:** In May 1992, SEMA granted \$49,000 to FUREMAR for curil protection project for curil protection, planting and harvesting in the Bahia de Jiquilisco.

**Human Resources:** Most members work in public institutions. While the Board has seven members, most of the total 15 members are biologists interested in research and protection of water life.

President	Ing. Ricardo A. Ibarra Manzanares, MS in biological oceanography, co-founder, marine biologist, and CENDEPESCA staffer
Vice President	Vacant
Secretary	Lic. Francisco Godines. Biologist, on leave from CENDEPESCA, in Canada. Replaced <u>pro tem</u> by Alberto Helleybuck, president of MES.
reasurer	Ing. José Dolores Amaya, ANDA specialist in beach latrines, has collaborated with FUREMAR
Board Member	Lic. Héctor Tijiboy, CEPA staff, interested in beach pollution, handles FUREMAR legal issues
Three Members without portfolio	Lic. César Abrego, biologist, co-founder Lic. Alberto Valdivieso Lemus, businessman, interested in fauna/flora of Barra de Santiago Hugo René Manzanares, administrator and accountant, helps strengthen cooperatives

#### 10. Fundación Teclena Pro Medio Ambiente (FUTECMA)

**Brief Description:** Following start-up by the Rotary Club in February 1988 of reforestation of Santa Tecla parks and city and protection from environmental damage, FUTECMA emerged as an independent organization focusing on reforestation, environmental education, city parks, and the cultural patrimony.

**Administrative/financial:** Supported by Rotary Clubs, FUTECMA's very good fundraising includes sponsorship of dinners at \$150/plate which raised \$50,000 in 1991.

**Projects:** A FUTECMA scientific committee advises the Board of Directors. It is involved in "Sanj n de los Pericos", "Quebrada El Piro" and local markets, and in May 1992 it received \$6,000 grant from SEMA to improve the forest and aquifer of Los Chorros National Park. Members give talks on the environment.

**Human Resources:** Many members are business people. The Board has 3 representatives of Rotary and a project manager. There are 38 institutional members, approximately 50 individual donors, and three paid staff. FUTECSA has an office, and the General Assembly is the highest authority.

General Manager	Arq. Jorge Alberto Dominguez
President	Ing. Samuel Antonio Hui Quan, founding member and businessman
Vice President	Ing. Jaime González, Rotary member and Vice President ICAITI
Secretary	Ing. Mauricio Avilés, representative of SIPROSA Company
Board Member	Dr. Ernesto Figueroa, lawyer, owner of gas stations, handles FUTECSA legal matters
Treasurer	Ing. César Dueñas, has construction company
First Director	Dr. José Zablah Touche, chemist and pharmacist, entrepreneur
Second Director	Dr. Salvador Chávez, doctor and representative of paper manufacture
Third Director	Lic. Noris de Castaneda, Cuscatlán Bank Agency Manager
Fourth Director	Jorge Ayala, represents the Gallardo Foundation dedicated to preserving the Cultural Patrimony of Santa Tecla
Fifth Director	Ing. Arturo Marengo, owner of the Smelt Company, represents Utila area of Santa Tecla

#### 11. Movimiento Ecológico Salvadoreño (MES)

**Brief Description:** Two well known environmentalists and co-founders of UNES (Helleybuck and Escalante) broke away in the late 1980s to create MES, legalized in June 1989. (They also founded Amigos de la Tierra, helped start MAG agriculture experimental stations, and Helleybuck is a FESA founder). Six MES affiliated local organizations are in Ataco, Juayua, Atiquizaya, Apaneca, Jucuapa, and San Miguel.

**Administrative/financial:** Each member contributes \$205/year. MES' 1991 budget was about \$4,000, with some contributions from the private sector, and its projected 1992 budget is \$8,000. MES affiliates raise their own funds.

**Projects:** The Instituto Salvadoreño de Vivienda rented MES land for a Botanical Park. Affiliates in Ataco and Apaneca give technical assistance on 26 agroindustry projects in flowers, ferns, fruits, and strawberry farming. MES records remarkable trees like 400-year-old ceibas, mounts soil

conservation projects and water treatment of lakes and lagoons. It also wants to promote reforestation and soil conservation. One member of MES runs a TV show, "Ecología Hoy".

**Human Resources:** MES claims more than 200 members in San Salvador and another 200 in affiliates. Paid staff are a secretary-bookkeeper and a part-time accountant. With 10 active members, the Board meets weekly and the General Assembly once a year, every three years electing members and alternates for the Board, presently as follows:

President	Alberto Helleybuck, co-founder, agronomist, businessman, active with membership and public positions on natural resources
Vice President	Ing. René D. Escalante Orozco, co-founder, agricultural engineer, ex-Minister of Agriculture, firm transplants old trees to save them from new highways or buildings
Board Member	Dr. Leonel Castillo, lawyer, handles MES legal problems, conservation legislation
Secretary	Lic. Laura Henríquez, environmental journalist. Because too busy for weekly role, Lic. Johanna Butler acts as secretary
Treasurer	Carlos Arguyeta, General Manager, San Salvador municipality, owns accounting firm, interested in saving city trees
Alternates	Ismael Sandoval Ing. Arturo Alvarez Borja Ing. Mauricio Alvarez Barillas Dr. Miguel Gallegos Valdez

## 12. Red de Periodistas Ambientalistas de Centro América (REPAC), El Salvador Chapter

**Brief Description:** REDPAC was formed August 1990, culminating discussions begun in November, 1989, to promote environmental issues and sustainable development of natural resources through mass media. Members are journalists interested in environmental issues.

**Administrative/financial:** Minimal budget, no office.

**Projects:** The network organizes workshops on environmental issues for local and regional journalists. An April 1991 seminar on "Journalism, Conservation and Environment", on NR deterioration, was sponsored by Fundación Montecristo and the PANOS Institute.

**Human Resources:** REPAC's first Board was selected mid-1991. The Directors meet once a month.

President Carlos Orantes  
Vice President Carlos Mauricio Chicas  
Board Member Jorge Acosta Hernández  
Treasurer Ana Lissette Meléndez Arrué  
Secretary Mayra Lizzeth Flamenco Serpas  
Three Alternates María Luisa Benítez  
David Mendoza  
Jorge Cea

4 Support Committees:

Chairmen:  
Professional Lic. Roberto Antonio Maza E.  
Finance Ana Lissette Meléndez Arrué  
Scholars Miguel Marroquín  
Press & Commun. Rafael Orantes

13. Sociedad Audubon de El Salvador Chapter (SAS). Formerly: Asociación Ambiental de El Salvador

**Brief Description:** The Audubon Society granted the El Salvador Society membership in April of 1992. It is in the process of securing legal status. Its objective is the protection of birds, wildlife, and fauna, and education of young people on environmental issues.

**Administrative/financial:** In 1991, the Audubon Society had a budget of \$700, not including in-kind donations of office space, etc. The Society does not have a budget goal for 1992.

**Projects:** Projects concentrate on youth group activities. FESA sponsored Audubon study of the gavián blanco in the Imposible National Park. A youth group is studying Acelhuate River contamination and its effect on wildlife. A university (USAM/UES) group is studying the status of the jaguar in Salvador. Others study specific bird species.

**Human Resources:** SAS has contributing members and 200 youths who participate in groups organized by schools. Each group assumes responsibility for specific tasks. The board of directors of six meets weekly, and is structured into committees: Administration, Technical, Public Relations, and Communication.

Zoila Esperanza Pérez Molina, biologist and ornithologist, split from the Fundación Montecristo to focus on protection of all birds and natural habitats with support from the Audubon Society/Guatemala and Audubon/NY. Audubon/El Salvador, authorized April 1992, has no regular Board of Directors. Directorships are organized as follows:

Director President Zoila Esperanza Pérez Molina, biologist at the University of El Salvador

Vice Pres. Director Vacant

Administrative Director & Treasurer Fulvia León de Pérez (sister-in-law to Zoila), teacher

Technical Directors (for technical aspects and youth) Lic. Miriam Gullén Ojeda, ornithologist, San Salvador Zoo  
Alfredo Chain, businessman, ornithologist

Communic. Director Lic. Milagro C. de Harrouch, biology teacher, interest in birds and other fauna, formerly with Fund. Montecristo. Records, marketing.

Two members with portfolio Julio Pérez and Marcelo, Cetreros, train on birds of prey, and study the Gavilán Blanco in El Imposible park

#### 14. The Unidad Ecológica Salvadoreña (UNES)

Brief Description: A confederation of 33 social, environmental, professional, and development organizations, and universities interested in environmental issues and programs. Its goal is to support, coordinate, and integrate members' efforts to promote restoration and conservation of the ecology.

Administrative/Financial: Minimal budget.

Projects: Working in 16 communities, UNES forms ecological committees and projects to build latrines, garbage collection, tree planting, vegetable gardens and community nurseries.

Human Resources: UNES has expanded from the 7 NGOs and 2 educational organizations involved in start-up. Founding organizations are represented on the Board, as follows:.

President Ing. Rosendo Sermeño, agriculture engineer, Rector of the Univ. Técnica Latinoamericana

Vice President Ing. Carlos Cañas, UCA specialist in garbage problems

By-Laws Director Ing. Nelson Nulla, Industrial Electrical and Mechanical Engineers Association (ASIMEI)

Planning Director Arq. Patricia Vásquez, School of Architecture

Finance Director Teresa Tario, CARITAS soya/nutrition program headed by a priest from Sonsonate who also is Vice-President of CARITAS/El Salvador

23

Public Relations & Communications	Vacant
Education & Culture Director	Lic. Daisy Dinarte, Fundación Montecristo
Legal Issues Dir.	Ing. Adonis Moreira, Agriculture Engineers Society.
Research Director	Lic. Jorge Santamaría, biologist, Universidad Nacional de El Salvador
Environment Director	Lic. Zoila Esperanza Pérez, Audubon

Summary of ENGO Emphases: The following matrix summarizes the areas of interest of the ENGOs and the confederation, UNES:

**B. Development NGOs**

DNGOs, which tend to have better administrative support and steadier sources of funds than ENGOs and carry out more projects, are outside the scope of the ENGO strengthening project. DNGOs and cooperative organizations that have interest in NRM are described in the PROMESA Project Paper's draft Institutional Strengthening Annex.

**C. Local NGOs**

Local non-governmental organizations are also outside the direct area of interest for the ENGO strengthening project. Ultimately, ENGO programs may support specific environmental studies affecting some LNGOs or in which they could be involved, including community boards, agriculture cooperatives, church groups, and others.

**D. Agencies of the Government (GOES) Engaged in NRM**

The Project will seek to promote ENGO in-put to GOES agencies. The urgency of helping SEMA coordinate NRM needs analysis, and design and evaluate policies from the viewpoint of local needs, is spelled out in the Institutional Analysis annexed to the draft PROMESA PP.

For purposes of the ENGO strengthening Project, emphasis in public/private cooperation will be on participation in CONAMA (Consejo Nacional del Medio Ambiente), the national environmental council, and SEMA (Secretaria Ejecutiva del Medio Ambiente), its administrative arm. CONAMA/SEMA is charged with coordination and oversight of policies and strategies to carry out national objectives for defense of natural resources and the environment, established in 1991 by Executive Decree following a December 1989 Central American Presidents' Commission for Environment and Development (CCAD).

94

ENGOS should play significant roles in two SEMA committees:

A National Consultative Committee will be a non-technical body of 20 NGO and private sector representatives (service clubs, labor, parastatals, growers' associations, business community, universities, NGOs) interested solving national NRM problems. Subcommittees should involve successful ENGOS on special topics (e.g. forestry) and consulted on NR policy issues.

SEMA's Technical Advisory Committee will surely include ENGO leaders among its corps of 13 highly recognized professionals specialized in specific fields. They will guide national NRM strategy design and advise SEMA on various technical matters.

ENGOS concerned with press and environmental education -- and there are several -- will be encouraged to work with the CONAMA/SEMA Press and Communications office which plans to establish a production and audiovisual center for massive media environmental educational and consciousness campaigns. ENGOS may also work with at least three other governmental institutions (CENTA, ENA, TVE) with technical and equipment capacity to carry out campaigns, but so far without a focus on NRM. The Project will help ENGOS raise their resource commitments and expertise to take part in major media activities.

The Institutional Analysis for PROMESA also highlighted the need for improvements in DRNR and CENDEPESCA enforcement activities especially on public-private joint efforts like curil production, monitoring of mangrove concessions, and resource management by the stakeholders. Both agencies have suffered reductions in staff and morale which provide an opportunity for private sector initiatives.

The DRN Director has expressed interest in support for:

- o design of realistic policies and regulations to facilitate SDTRN protection of the nation's forests and wildlands; and
- o reforestation for fuelwood production.

Particular areas of coordination should arise for ENGOS with the SDTRN in mangrove forestry inventory and regulation, provision of mangrove and buffer zone concessions, and technical assistance. Through Special Activity Grants, the Project will commission short courses, seminars, or studies of interest to the Project and to DRN.

ENGOS may be involved in a CENDEPESCA socioeconomic experiment in public/private enforcement of fisheries regulations that may provide some "lessons learned" for work with shell fishers in selected estuaries.

Both agencies expressed interest in Project cooperation, and in Peace Corps technical assistance.

The Project will encourage ENGO cooperation with CENTA (Centro de Tecnologia Agricola), national RD&E institute, which recently began to contract with ENGOS to carry out technology transfer. It plans a large project with the World Bank.

95

ENGOS will cooperate with the Ministry of Education, coordinated through SEMA, as appropriate for environmental education programs.

**E. Other Donors**

The ENGOS strengthened by the Project should gain access to other support such as small grants provided by SEMA (AID-funded) and the recently conceived FOCAM (Fondo para la Conservacion Ambiental) which should access US funds to be appropriated for the Enterprise for the Americas Program and other sources of small grants to ENGOS and other entities for environmental projects. Funds may also come from FOSEP (Fondo Salvadoreno de Estudios de Pre-Inversion).

In addition, other foreign assistance which can benefit ENGO activities would include IDB's SEMA institutional strengthening project, UNDP and IDB training in proposal writing to help access small grants, an IDB design to help manage the upper section of the Lempa River watershed, a World Bank agricultural reform loan (\$45 million/6 years), and FAO-assisted Forestry Action Plan, among others cited in the Country Setting Section II.A. above.

Such support can multiply the impact of the PADP effort to strengthen ENGOS for expanded and better focused NRM activities.



# Pan American Development Foundation

Organization of American States Building

1889 F Street, N.W. • Washington, D.C. 20006-4499 • U.S.A.  
Phone: (202) 458-3969 • FAX: (202) 458-6316

**JAMES D. HEINZEN**

105 Dellwood Drive  
Greenville, NC 27858  
(919) 756-4409

1987 - Present **Projects Director, Pan American Development Foundation (PADF),  
Washington, D.C.**

Design projects, negotiate funding, hire personnel, supervise project implementation, monitor operations, advise and train NGO boards of directors and staff, and represent PADF before funding sources, national governments and clients. Special project assignments:

- \* Natural Resource Investment Fund, Phase II (FIRENA II), Dominican Republic: Designed, using participatory methods, the \$2.5 million (\$1.0 AID) natural resources project to install 18 community irrigation systems, accompanied by soil conservation practices and hillside reforestation; and negotiated funding.
- \* PADF Agroforestry Project-Costa Rica and -Dominican Republic. Negotiated agreements with four partner organizations, designed project with each local NGO using participatory methods, trained Board members and staff.
- \* La Soledad, Costa Rica. Provided technical assistance and training to an artisan organization serving 300 craftspeople: trained board, established operating procedures, advised executive staff and supervised local advisors on marketing, quality control, budgeting, personnel and policies.
- \* Natural Resource Investment Fund (FIRENA I), Dominican Republic: Conducted a community-based planning exercise resulting in a \$1.2 million watershed investment in soil conservation, reforestation, and community irrigation (56% invested in farmer-installed, gravity-fed irrigation); trained Board and staff and managed technical assistance.
- \* Organization for Rural Development Project (ORD), St. Vincent Farmers Organization. Supervised upgrading of the computerized credit program and installation of turmeric drying facility, trained ORD management, and negotiated a AID project extension including additional funds.
- \* National Development Foundation of Honduras (FUNADEH). Analyzed the small business credit and technical assistance project leading to a strategy for financial sustainability.

**Project activities summary:** strategic planning skills; leadership development; soil conservation; small farm irrigation; tree farming; reforestation; farmer credit and co-investment

An independent, non-profit foundation, associated with the Organization of American States,  
working with the public and private sectors to improve the quality of life  
throughout the Caribbean and Latin America.



91

schemes; processing and marketing; organic farming methods; extension; small business credit and technical assistance; farm supply outlets; and cacao production.

1983 - 1987 Private Consultant, Ronco Consulting Inc., Chemonics International, Pan American Development Foundation, C.J. Harris & Co., Abt Associates, and Development Associates. Long-term advisor in Panama and the Dominican Republic.

Technical assistance assignments in Board/staff training in strategic planning, project design, decision making, and organizational structure. Evaluations of small business lending and technical assistance, and the economic performance of farm cooperatives.

1979 - 1983 Chief of Party, Regional Planning Project, USAID/MPC, Bolivia. Long term consultant to a regional development corporation. Chief of Party, one year.

Developed the planning systems used to establish medium range priorities and annual operating plans; carried out feasibility analysis of potential investments; trained staff in planning, economic analysis, market analysis, survey methods and statistical analysis; and advised President on corporate strategy, finance and administrative systems.

Project activities: Rice production, cacao nurseries and processing, poultry, cattle, and vegetable production and marketing, and fish marketing.

1978 - 1979 Marketing Instructor (1/2 time), University of Wisconsin-Stout.

1976 - 1978 Honduras Country Director, Technoserve, Inc.

Supervised a technical staff providing assistance to a cooperative of furniture makers, and two agribusinesses. Represented Technoserve with business owners, government, and funding agencies.

1969 - 1976 Executive Director, Community Action Commission, Madison, Wisconsin. Project Director, 1969 - 1973.

Executive responsibility for management of an organization employing 100 and an annual budget of \$2 million: Fund-raising, board of director support, and community relations. Increased funding by 42 percent during two years as Executive Director. As Project Director, in charge of community participatory planning, design and development of new project initiatives, and supervision of field staff.

Project activities: elderly nutrition, housing development, family planning, youth employment, adult education, Head Start, alcohol abuse, and outreach extension.

1964 - 1967 Papal Volunteer, Puno, Peru

Managed finances of a large credit union (one year) and started a cottage industry that made wool rugs and sweaters and dyed wool for resale. Project employed 35 members, full time.

## **EDUCATION**

**M.B.A., University of Wisconsin-Eau Claire, 1979.**

**B.S. in Business Administration, Ferris State College, Big Rapids, Michigan, Graduated Cum Laude, in 1969.**

## **SPECIAL QUALIFICATIONS**

- **Fluent Spanish**
- **Certified by the Center for Applications of Psychology Type, Inc. (CAPT) as a qualified Myers-Briggs Type Indicator in management training. MBTI practitioner.**
- **Logical Framework by Practical Concepts, Inc. Trainer and practitioner of planning and project design method pioneered by Practical Concepts.**
- **Nominal Group Planning Model. Practitioner of nominal group methods in community planning and decision making.**

## **SELECTED STUDIES AND REPORTS**

**"Natural Resource Investment Fund - Phase II (FIRENA-II) - Project Paper (in Spanish). James D. Heinzen, June, 1991.**

**"Sustainability Study of the National Development Foundation of Honduras (FUNADEH)" (in Spanish). James D. Heinzen, 1989.**

**"Planning and Development of the FIRENA Project, a Case Study" (in Spanish). James D. Heinzen, 1989.**

**"Natural Resource Investment Fund (FIRENA)" - Project Paper (in Spanish). James D. Heinzen, 1988.**

**"Mid-Project Evaluation of the National Development Foundation of Honduras (FUNADEH)." James D. Heinzen, 1986.**

**"Agricultural Technology Generation and Transfer in Panama: Towards and Improvement in Private and Public Sector roles" - Project Evaluation. Donald R. Fiester, Luis Marcano, James D. Heinzen, Eugenio Martinez S., and Refugio I. Rochin, in draft, 1985.**

**"Studies of four of ANACH's Regional Cooperatives" - Project Evaluation (in Spanish). Earl Jones**

and James D. Heinzen, Development Associates, Inc., Arlington, Virginia, 1983.

"Internal Operations Manual of CODEBENI" (in Spanish). Corporación de Desarrollo del Beni, Trinidad, Bolivia, 1982.

"A study of the Standard of Living of the Greater San Carlitos Area" (in Spanish). Corporación de Desarrollo del Beni, Trinidad, Bolivia, 1981.

"Trinidad Poultry Project Business Plan" (in Spanish). Corporación de Desarrollo del Beni, Trinidad, Bolivia, 1981.

"San Borja Rice Project Business Plan" (in Spanish). Corporación de Desarrollo del Beni, Trinidad, Bolivia, 1981.

"San Ignacio Cacao and Coffee Project Study" (in Spanish). Corporación de Desarrollo del Beni, Trinidad, Bolivia, 1980.

"Evaluation of the Trinidad Brick Factory" (in Spanish). Corporación de Desarrollo del Beni, Trinidad, Bolivia, 1980.



# Pan American Development Foundation

1889 F Street N.W. • Washington, D.C. 20006-4499 • U.S.A.  
Phone: (202) 458-3969 • Cable: FUPAD • Telex: 64128 • FAX: (202) 458-6316

## JORGE S. BAANANTE

Twenty years experience with international economic development projects. Skilled in institutional development, program design, project analysis and evaluation, credit and financial management, management training and design, information systems, and computer applications.

Planning/Evaluation Officer for Latin America, Program and Operations Officer, Technoserve, Inc., Norwalk, CT, 1984-90. Supervised enterprise development programs in El Salvador and Panama. Managed rural enterprise program, promoted fund raising, institutional relations, improved small business profitability, transferred skills of advisors to beneficiaries. In US office, prepared budgets, facilitated budget use and forecasting tools, reviewed project concepts and funding requests, designed Management Information Systems and strategic planning. Major contributor in development of a methodology for measuring project impact.

Independent Development Consultant, Peru, Bolivia, 1980-84. For USAID/Peru, evaluated Integrated Rural Market Town Development. INCOVESA, Peru, managed real estate and automobile distribution business. Practical Concepts, Inc./USAID Bolivia, Ministry Regional Development Planning, implemented methods and tools for project design, evaluation, conducted model survey, improved planning methodologies, sector analyses, trained project design using Logical Framework approach.

Technical Assistance and Credit Director, Southern Cooperative Dev. Fund, Lafayette, LA, 1975-80. Coordinated new ventures and evaluation of minority-owned small rural enterprises. Directed T/A division, provided needs assessment, financial planning, loan packaging, market research to member firms, planners, trainers, processed loan requests, recommended approvals.

Short-term Independent Development Consultant, Credit analysis/evaluation for Honduras National Development Bank with American Technical Assistance Center (ATAC), 1979. Profitability analysis of major crops for AID/Guatemala 1975. Economic/ financial assessment of Bolivia cooperative sector, CUNA proposal to AID, 1975. Reviewed Nicaragua Govt. agriculture loan request, ATAC, 1975.

Director of Basic Industry & Financial Analyst, Industrias del Peru, 1972. Monitored several major industries, prepared/evaluated feasibility studies.

Credit Specialist, North Carolina State Univ. Evaluation Mission, Peru, 1970-71. Analyzed/supervised Agriculture Program, portfolio, farmer impact.

**EDUCATION:** M.S. Economics, North Carolina State University, 1969.  
B.A. Econ. & Business, Uni. Nacional de Trujillo, Peru, 1965.

**LANGUAGES:** Native Spanish, fluent English (R-4, S-3).

---

# MICHAEL E. BANNISTER

---

**OBJECTIVE** Field agroforestry position in a developing country

**EDUCATION**

- ! Ph.D. in agroforestry in progress, University of Florida, Gainesville, Florida. Minor area and assistantship in farming systems research and extension (FSR/E). Course work completed in 1989, passed qualifying examination and advanced to candidacy in June, 1989. Field research investigating moisture competition between trees in hedgerows and adjacent crops has been established in Haiti, however data collection has been suspended due to political problems.
- ! Master of Forestry in forest management, Oregon State University, Corvallis, Oregon, June 1981. The Master's paper developed a fuelwood harvest plan for a village in highland Guatemala.
- ! Bachelor of Science in forest management, Oregon State University, Corvallis, Oregon, June, 1976.
- ! Associate of Arts in language and literature, American River College, Sacramento, California, August, 1966.
- ! Short courses in agroforestry at CATIE, Turrialba, Costa Rica in 1982, and in tropical tree improvement at North Carolina State University in 1984.

## **EXPERIENCE**

Feb. 1990 to present **Research and Documentation Coordinator, Pan American Development Foundation, Agroforestry II, Haiti.** This position consisted of three central activities: documentation and analysis of project activities, liaison to the university research unit of AFII, and maintaining the Agroforestry Resource Center (ARC). Specific tasks were to:

- ! coordinate the collection of project implementation data from five regional teams who worked with 80 local NGO's and 1,200 extension agents.
- ! formulate documentation and monitoring systems for tree planting, contour hedgerow installation and other soil conservation practices, and give regular training seminars to staff involved in data collection.
- ! supervise computer entry and analysis of monitoring data, as well as write periodic reports, and deliver summaries to the Assistant Director for Agroforestry and to the Project Director.
- ! negotiate and monitor research protocols with the Auburn University research team, and report the results to the PADF team by publishing a series of technical papers in Haitian Creole.

I supervise a secretary/archivist and a data entry clerk in the Agroforestry Resource Center maintained by PADF in the Port au Prince office for the use of PADF staff and other organizations. The ARC contains extensive computer-indexed files of project documents, books and technical papers related to agroforestry, and an herbarium of tree species used in the project.

- August 1989 Trainer in USDA/OICD/ITD short course TC 170-5, Agroforestry Extension and Training, held at the University of Florida and in Haiti from 14 August to 15 September. Attended USDA short course training in Washington, D.C.. Participants were mid-level forestry professionals from several African and Asian countries.
- July 1988 Consultant to the Pan American Development Foundation. Evaluated living hedgerow gardens in Haiti with Dr. P.K. Nair.
- Spring 1988 Teaching assistant to Dr. P.K. Nair in the first graduate agroforestry class offered at the University of Florida.
- November 1987 Project design team member for the Pan American Development Foundation. Assisted in the preparation of a project proposal based on the needs of farmers in the area of Choluteca, Honduras.
- June-July 1987 Training consultant for the Pan American Development Foundation, Agroforestry Outreach Project (AOP), Haiti. The position of Research and Documentation Coordinator had just been created in AOP. I trained the new Coordinator in the monitoring systems and the research undertaken by AOP, and prepared a report summarizing the data generated by those systems for the new AOP Director.
- March 1987 Consultant for a PADF/Chemonics project design team working on a targeted watershed proposal in Haiti.
- Oct. 1981 -Dec. 1986 Regional Team Leader for the AID-funded Agroforestry Outreach Project implemented by the Pan American Development Foundation in Haiti. I planned, organized, and implemented all aspects of assisting Haitian peasant farmers to incorporate fast-growing trees into their agricultural cycle as a cash crop and as soil conservation structures for the region centered around Les Cayes. AOP worked through small indigenous NGO's to reach farmers. My principal activities were negotiating contracts with NGO's, training NGO extension agents and nursery workers, organizing the construction and operation of NGO small-container nurseries, and transferring funds and materials to the NGO's. I also established a regional office and staff, initiated the PADF monitoring activities, and introduced the use of personal computers to AOP operations. During this period I also served as a consultant to another PADF agroforestry project in the Dominican Republic.
- Oct. 1979 -June 1981 Peace Corps Coordinator, Career Planning and Placement Center, Oregon State University, Corvallis, Oregon. This was an assistantship during my Master's program.

Nov. 1976 Peace Corps Volunteer, National Forestry Institute of Guatemala (INAFOR)  
-Feb. 1979 and CARE. Established forest tree nurseries in San Andres Sajcabaja and  
Canilla, Guatemala with a total production of 65,000 seedlings per year.  
I taught tree planting and soil conservation to local farmers and school  
children.

1973-1975: Forestry Technician GS-4, summer work with the Bureau of Land  
Management, Eugene, Oregon. Posted timber sale boundaries and timber  
access roads, corrected maps, assisted with timber cruising.

Dec. 1966 Second Class Petty Officer, radar, United States Navy. Honorable  
-Nov. 1970 discharge.

**PERSONAL** [REDACTED], married, two children ages 2  
years and 2 months, excellent health. Non-smoker and non-drinker.

**MEMBERSHIPS** Xi Sigma Pi, National forestry honor society  
International Society of Tropical Foresters  
Nitrogen Fixing Tree Association

**LANGUAGES** Fluent in Haitian Creole and Spanish

**PUBLICATIONS** Bannister M.E. 1988. Agroforestry and the forestry technician.  
In: Vinopal, D. (ed.), Educating forestry technicians into  
the 21st century; proceedings of an international  
conference, pp. 17-20; Forestry Support Program of USDA and  
Paul Smith's College, New York.

Bannister M.E. and P.K.R. Nair. 1990. Alley cropping as a  
sustainable agricultural technology for the hillsides of  
Haiti: experience of an agroforestry outreach project.  
American Journal of Alternative Agriculture 5:51-59.

## CURRICULUM VITAE

OMBRES Y APELLIDOS : CARLOS JOSÉ BONILLA  
FECHA DE NACIMIENTO :  
LUGAR DE NACIMIENTO :  
NACIONALIDAD : Dominicana  
RESIDENCIA : Calle 27 de Febrero N.º 4, San José de Ocoa, R. D.

### EDUCACION:

- Primaria: Escuela Primaria Juan Isidro Pérez-Mac-Valverde
- Secundaria: Liceo Eugenio Dechamps y Juan de Jesús Reyes, Mac-Valverde, R. D.
- Universitaria: Ing. Agrón. en la Universidad Autónoma de Sto. Dgo. (UASD).

### CURSOS, SEMINARIOS Y TALLERES

- Curso sobre Cons. de Suelos, San Cristóbal, Rep. Dom. 1979.
- " " Planificación y Manejo de Cuencas, en Cajamarca, Perú, 1980.
- " " Economía Agrícola aplicado a la Investigación y Extensión de Sistemas Agrícolas, en coordinación con la Universidad de La Florida, en San José de Ocoa, R.D., 1983.
- Taller de Planificación de Planes de Trabajo en Recursos Naturales, en Jimenoa-Jarabacca, Rep. Dom., 1986.
- Curso sobre Conservación de Suelos, USAID/OECD, Servicio de Conservación de Suelos, San Juan, Puerto Rico, 1986.
- Participación y ponente, en el Seminario-Taller sobre Tierras Frágiles, auspiciado por la UASID/Santo Domingo, en Salcedo, Quito-Ecuador, 1987.
- Participación en un seminario internacional de Cons. de Suelos, Sto. Dgo., en 1984.
- Participación-ponente en un seminario nacional de Cons. de Suelos " " , en 1985.
- Participación en el Evento CONTACTO 93, Miami, Florida, 1990.
- " en el 2º Encuentro Humanidad y Naturaleza, Sto. Dgo., 1991.
- " ponente en el Seminario Taller La Mujer y el Medio Ambiente, San J. de Ocoa 1991
- Curso sobre Agricultura Orgánica, en Río Limpio, R. D. 1990.

### EXPERIENCIA DE TRABAJO

- 1979- Encargado de Grupo, Proyecto Bao, Jánico-Santiago, Rep. Dominicana.
- 1979- " en Funciones Proyecto Bao. " " " "
- 1980- Sectorización y Priorización de las cuencas de los Ríos Maguaca y Chacuey, Dajabón, R. D.
- 1980- Director Oficina Regional de Cons. de Suelos, en San José de Ocoa, R. D.
- 1980-1983- Director Proyecto Integrado de Cons. de Suelos, en San José de Ocoa, R.D.
- 1983-1985- Director Proyecto MAFENA, en San José de Ocoa, R. D.
- 1985-1991- Director Proyecto FLIENA
- 1991- Consultor Temporal del Proyecto Agroforestal de las Comunidades Organizadas Zona Norte de Baní, Baní, R. D.

### OTRAS EXPERIENCIAS

- Secretario del Comité de Manejo de Cuencas (CEDEC) del Proyecto MAFENA, San José de Ocoa, R. D., 1983-1988.
- Secretario del Comité Ejecutivo de la Junta para el Desarrollo de San José de Ocoa, Rep. Dom., 1988-1989.
- Enc. Depto. de Rec. Naturales de la Junta para el Desarrollo
- Secretario del Comité de Recursos Naturales del Depto. de Rec. Naturales
- Secretario Club Rotario de San José de Ocoa, 1990-1991
- Actual Presidente Club Rotario Ocoa, Período 91-92
- Actual Vicepresidente de la Compañía Servicios Agrícola Ocoa.

# JON JICKLING

## EXPERIENCE:

**Forester** **Forest Management Associates**  
August 1990 - present **Montpelier, Vermont**

Provided forestry and land management services to private landowners. Work included forest land inventory, mapping, management plan development, timber harvesting planning and supervision, soil erosion and water quality monitoring, wildlife habitat management.

**Agroforestry Economist** **University of Minnesota/World Bank**  
May 1992 - present **Haiti**

Conducted review of agroforestry efforts in Haiti. Developed ex-post farm-level economic analyses for two project areas. Designed and supervised a survey of farm-level project impacts.

**Watershed Management - Forestry Specialist** **World Bank**  
March - April 1992 **Colombia**

Member of pre-appraisal team for the Colombia Forestry and Environmental Protection Project. Responsible for the preparation of the Watershed Protection and Rehabilitation and Pacific Coast Forest Management project components.

**Economist** **World Bank**  
August - September 1991 **Haiti**

Co-authored study on soil and water conservation in Haiti. Responsible for the design and development of an economic analysis of the Maissade Watershed Management Project. Collected on-farm soil loss data for estimating erosion related crop yield declines. Published as World Bank Environment Department Working Paper No. 1992-33.

**Agroforestry Consultant** **World Bank**  
April - May 1990 **Haiti**

Assisted in preparation of an agroforestry component for the proposed Forestry and Environmental Protection Project. Identified project areas, defining the scope, prices and phasing of inputs and outputs. Developed farm models showing the physical and financial impact of the proposed extension activities. Conducted economic analysis of the component.

**Project Director/Technical Specialist**  
1985 - 1986

**U.S. Peace Corps**  
Pampanga, Philippines

Responsible for the overall design, management, direction and coordination of a pre-service special skill training in agroforestry for 21 future volunteers. Directed program delivery, acting as lead trainer and training staff supervisor. Designed and implemented a staff development program involving on-going performance evaluation and feedback. Worked with administrative staff in establishing and managing the program's operational budget. Acted as trainee assessment coordinator assuring that the program and its components were clearly moving trainees towards accomplishing the technical training requirements.

**Research Assistant**  
1985 - 1986

**University of Minnesota**  
St. Paul, Minnesota

Collaborated with research team in the preparation of FAO publication Guidelines for Economic Appraisal of Watershed Management Projects. Prepared empirical case studies illustrating techniques for the valuation of benefits and costs in economic analyses of watershed management projects. Conducted a review of the role of private voluntary organizations in natural resource management in the developing world.

**Agroforestry Extension Trainer**  
September - December, 1984 and 1985

**ASDELA**  
Quito, Ecuador

May - July 1984

**A.L. Nellums, inc.**  
Frogmore, S.C.

Designed and implemented three technical training programs for future PCVs assigned to agroforestry projects in four African nations and Ecuador. Conducted pre-training surveys to evaluate past training weaknesses and update training objectives. The programs emphasized skill building in forestry extension techniques, nursery establishment, plantation establishment and management, soil and water conservation, environmental education, among others. Designed and supervised an 8-week long extension practicum where trainees worked closely with rural communities teaching environmental education at local schools, conducting community meetings and organizing local reforestation efforts. Established behavioral based evaluation criteria and coordinated assessment team evaluation of trainees.

**Forestry Extension Agent**  
1980 - 1983

**U. S. Peace Corps**  
Canar, Ecuador

Worked with the Ecuadorian National Forestry Program designing and implementing forestry development projects in both the tropical highlands and lowlands of Canar Province. Established eight communal nurseries with agricultural cooperatives, established species elimination trials and developed conservation education programs for both farmers and students.

**Agroforestry Consultant**  
November - December, 1989

**Pan American Devt. Foundation**  
Washington, D.C./Haiti

Collaborated in the preparation of a final report to USAID for PADF's Haiti Agroforestry Outreach Project. Reviewed program performance against stated project objectives. Assessed the impact of the technical interventions which include farmer training in agroforestry tree cropping and soil conservation, environmental education, and on-farm seedling production. Provided program recommendations for follow-on Agroforestry II project.

**Agroforestry Researcher**  
September - October 1989

**Forestry Support Program, USFS**  
Washington, D.C.

Conducted a study examining the short-term economic benefits of agroforestry. This assessment which involved a review of the agroforestry economics literature and a survey of individuals and institutions involved in research efforts in this field, also provided programming recommendations to FSP for greater involvement in the agroforestry economics field.

**Regional Director**  
1986-1989

**Agroforestry Outreach Project/Haiti**  
Pan American Development Foundation

Responsible for managing project activities for PADF outreach regions in the north of Haiti. Administered a network of 29 non-governmental organization (NGO) sub-projects which provided agroforestry extension services to over 18,000 farmers annually. Supervised the production of over 2.5 million tree seedlings at 7 regional nurseries and coordinated their distribution to local farmers through over 300 NGO extension agents. Initiated a regional soil conservation program using living terraces which established over 40 kilometers of soil conserving hedges on 800 farms in the first year. Worked with NGOs to design and implement agroforestry interventions and programs appropriate to local conditions. Established agroforestry demonstration gardens to aid in village extension efforts.

Managed a regional team of 10 agronomists and agricultural technicians. Monitored personnel performance and program effectiveness, and developed periodic training sessions for all levels of project staff, from extension agents to nurserymen and agronomists.

Coordinated regional research work which included studies on tree survival and growth, species introduction, client farmer case studies, economic impact studies and nursery production cost analyses.

Prepared monthly and quarterly reports for the project director on technical and financial activities, as well as program evaluations and recommendations. Prepared and monitored regional budgets and contracts with NGO sub-projects. Computerized regional budget and tree production/distribution information.

**OTHER TECHNICAL EXPERIENCE:**

<b>Urban Forester</b>	<b>Summer 1980</b>	<b>City of Ann Arbor, Michigan</b>
<b>Fire Suppression Crew Chief</b>	<b>Summer 1979</b>	<b>USFS, Custer N.F., Montana</b>
<b>Forestry Technician</b>	<b>Summer 1977</b>	<b>USFS, Kaibab N.F., Arizona</b>

**EDUCATION:**

<b>1986</b>	<b>M.S.</b>	<b>University of Minnesota, St. Paul. Master's Degree in Forestry. Major field of study: Forest Economics, with an emphasis on social forestry and watershed economics.</b>
<b>1980</b>	<b>B.S.F.</b>	<b>University of Michigan, Ann Arbor. Bachelor of Science in Forestry Degree. Emphasis on forest management.</b>

**LANGUAGES:**

**Spanish, excellent; Haitian Creole, good; French, poor.**

**OVERSEAS EXPERIENCES:**

**Haiti, 2.5 yrs.; Philippines, 2 mo.; Ecuador, 4 mo.; Dominican Republic, 1 mo.; Honduras 0.5 mo. (Bolivia, 4 yrs. and Guatemala, 7 yrs with family)**

**ANA CAROLINA MARTINEZ**

**Education:** B.S. Landscape Architecture, Texas A&M University, 1983.

Non-degree: Environmental Policies and Sustainable Development and Conservation of Natural Resources, Duke University, 1990. (One year fellowship USAID/RENARM awarded).

**Organizations:** Abt and Associates, USAID, UNDP, Consejo Nacional del Medio Ambiente (CONAMA), Fundación Ecológica Salvadoreña Activo 20-30.

**Countries:** El Salvador

**Languages:** Spanish (native)  
English

**Nationality:** Salvadorean

**Professional History**

Oct 91-Present: National Coordinator and Consultant for the preparation of background papers "Environmental Policy Analysis and Environmental Education Assessment in El Salvador", under PACA/USAID agreement to be used in the design of PROMESA project. Responsibilities: office management, document preparation, contact point, organization and coordination of workshops, and a substantial role in producing each background paper. CARE, Inc.

May 91- Oct 91: National Consultant for the preparation of the UNCED92 National Inform. Responsible of coordination and direction of UNCED92 National Commission and 12 working teams, liaison between CONAMA and different governmental and non-governmental organizations involved in the management and conservation of natural resources, and consolidation of the information to prepare the "Agenda Ambiental y Plan de Acción of El Salvador", which includes an Environmental Emergency National Plan. UNDP/Secretaría Ejecutiva del CONAMA

Aug 90- Apr 91: Assistant Director to prepare the Action Plan for El Salvador Environmental National Strategy. Provided technical and logistic support in the development of the document. USAID/MAG/Fundación Eco Activo 20-30

June - July 90: Team member to develop El Salvador Natural Resources Policy Inventory. A study which revised the different policies and institutions that deals with the natural resources of the country, providing alternatives and suggestions. Abt & Asso/APAP II/USAID/ROCAP/Fundación Eco Activo 20-30

Oct 89-June 90: Visiting Scholar at the Center for International Development Research at Duke University. Responsible of a White Paper on Central America Environmental Policies.

June 83-Aug 89: Landscape Architect, with 6 years of working experience in the United States, specifically in the cities of New Orleans, Louisiana and Miami, Florida. Head of the design department, experience in designing parks and recreational areas, playgrounds and large scale housing areas.

#### OTHER ACTIVITIES

Founder member of the Fundación Eco Activo 20-30. Provides technical support and liaison with other organizations.

Member of the Central America Technical Team: Women and Sustainable Development. UICN/CCAD/CONAMA/NGO's

Member of the National Advisory Committee to CONAMA

## DATOS BIOGRAFICOS

JAI ME A. MENDOZA



## HISTORIAL PROFESIONAL

Septiembre 10., 1987 - Al presente

Especialista en Desarrollo Institucional y de Personal, representante de NCBA/CLUSA en el Convenio para el Proyecto de Fortalecimiento Cooperativo del Concejo Mundial de Cooperativas de Ahorro y Crédito (WOCU) en Guatemala. El propósito del proyecto es el de fortalecer siete federaciones cooperativas Guatemaltecas mediante la modernización de su capacidad gerencial y entrega de servicios, estabilizar su situación financiera y proporcionar crédito para mejorar su desenvolvimiento como empresas rentables. Las federaciones participantes son: la Federación de Cooperativas de Ahorro y Crédito (FENACOAC), Federación Regional de Cooperativas Agrícolas (FECOAR), Federación de Cooperativas Artesanales (ARTEXCO), Federación de Mercadeo y Servicios Múltiples (FECOMERQ), Federación de Cooperativa de Consumo (FEDECCON), Federación de Cooperativas Agrícolas de Guatemala (FEDECOAG), Federación of Cooperativas de las Verapaces (FEDECOVERA).

Participar en la planificación, preparación de formularios y el diagnóstico de ocho federaciones cooperativas Guatemaltecas. Preparar formularios de reportes, diseñar planes trimestrales y anuales, usando programas TIMELINE y LOTUS, preparación e implementación de planes anuales de desarrollo para dos federaciones, incluyendo actividades para: mejorar el sistema de información; mejorar los sistemas de control interno; reducir gastos, mejorando los procedimientos gerenciales; proporcionar recomendaciones para cambiar las políticas de capitalización, administración de personal y la de precios; recomendaciones en base a análisis de tareas, para la reorganización de la estructura administrativa; establecer bases y guías para la preparación del manual de administración de personal, incluyendo la reclasificación de puestos y una escala salarial; diagnosticar afiliadas para incremento de membresía; entrenar personal y miembros directivos en aspectos administrativos y gerenciales; y, recomendar acciones para estabilizar financieramente a las organizaciones. Como Especialista en Desarrollo de Recursos Humanos, proporcionar respaldo técnico al equipo como el principal responsable para el Área de Administración y Gerencia. También, como Técnico en Capacitación, incluye: preparar e implementar los programas de promoción y capacitación; diseño y desarrollo de seminarios y cursos cortos; preparar currículos para tales programas de capacitación; proporcionar también capacitación diaria y

en-servicio; facilitar el uso de becas de los programas académicos nacionales e internacionales, preparar talleres para mejorar habilidades en manejo de oficina, sistemas operacionales y de información financiera, procesamiento electrónico de datos, introducción de técnicas de comunicación masiva y grupal, preparación y distribución de materiales de instrucción estandarizada, tales como manuales, listas de verificación, guías y recomendaciones generales; diseñar e implementar un programa de incentivos y compensaciones al personal, en base al desenvolvimiento y los resultados positivos de las operaciones de la firma; capacitación especializada para gerentes y personal, como otra forma de incentivos; y también, apoyar en el diseño, desarrollo e implementación de sistemas administrativos para la Unidad Administrativa del Proyecto, así como para las federaciones asistidas; uso de computador y software tales como Word Perfect, Lotus, Formtool, FX, Storyboard, etc. para presentaciones promocionales y de capacitación.

Octubre 1983 - Agosto 31, 1987

Oficial de Enlace del Proyecto de Fortalecimiento de las Organizaciones del Pequeño Agricultor, División de Desarrollo Rural, Agencia del Gobierno de los EE. UU. para el Desarrollo Internacional, Tegucigalpa, Honduras. El proyecto proporciona una mezcla de operaciones de respaldo y asistencia técnica, recursos de crédito y estabilización financiera, para promover y asistir el desarrollo organizativo de las federaciones cooperativas de Honduras. El proposito es fortalecer a las federaciones para permitir que éstas sirvan como canales a través de los cuales fluyan recursos productivos (incluyendo crédito, habilidades empresariales y tecnología) a los pequeños agricultores a lo largo y ancho del país. El proyecto similar al Guatemalteco. Las federaciones participantes o por participar fueron: la Federación de Cooperativas de Ahorro y Crédito de Honduras (FACACH), la Federación de Cooperativas de la Reforma Agraria (FECORAH), la Union de Cooperativas de Servicios Agrícolas (UNIOCOOP), la Asociación Nacional de Campesinos Hondureños (ANACH).

Preparar planes de implementation y presupuestos financieros, desarrollar componentes de documentos de proyectos, específicamente relacionados a sistemas de respaldo administrativo y procedimientos gerenciales. También, asistir en definir estrategias para la programación de proyectos y la preparación de guías sobre políticas para la Dirección de Fomento Cooperativo (DIFOCOOP) así como para cada una de las federaciones participantes. Asistir en la orientación y capacitación del personal de DIFOCOOP y las federaciones para que cumplan las regulaciones y procedimientos administrativos de la AID. Asistir en el diseño de estudios de factibilidad a ser establecidos por DIFOCOOP y las federaciones. Orientar, capacitar y asistir al personal de DIFOCOOP y las federaciones en la preparación de presupuestos financieros de asistencia, diseño de registros contables y sistemas de archivo de

documentos, preparación de vouchers y liquidaciones, reprogramación de presupuesto, informes, diseño de programas de capacitación, currículos, preparación de seminarios, y diseño de políticas y procedimientos administrativos. También asistir en el diseño e implementación de evaluación de proyectos de las cooperativas. Asistir en el diseño e implementación de procedimientos de auditoría y examinación para la división de auditoría de DIFOCOOP. Responsable para la organización de un programa de capacitación en auditoría (incluyendo un componente substancial de estudio de casos) para el personal de DIFOCOOP y las federaciones. Asistir al Gerente del Proyecto en la planificación y monitoreo del desenvolvimiento del proyecto.

Prestar servicios como Asesor en Cooperativas para USAID, DIFOCOOP, y las federaciones. Jugar un rol principal en la reestructuración de FACACH. También en la selección de personal para la administración de los fondos de la AID para las federaciones, en su rol como intermediarias de crédito. Desarrollar un programa para mejorar las interrelaciones entre el personal de las cooperativas afiliadas y el personal de las oficinas cúpula de sus federaciones, mediante reuniones regionales periódicas de feedback, para buscar soluciones a conflictos. Asistir en el diseño y revisión de campañas promocionales, programas de educación y entrenamiento en cooperativismo, servicios promocionales y gerencia. Desarrollar programas de video cassette sobre el rol de las cooperativas de Honduras exportando pepinos y melones a los mercados de USA. También preparación de un video cassette sobre una cooperativa modelo de servicios agrícolas afiliada a la Unión de Cooperativas Modelo de Servicios Agrícolas UNIOCOOP. Estos videos fueron presentados en programas agrícolas y de noticias de la TV de Honduras. Para la reestructuración de FACACH, realizar diagnosticos para identificar los problemas más críticos de la federación, desarrollando descripciones de trabajo del personal clave, reducir personal en algunos departamentos, llevar a cabo análisis de tareas y definir el territorio de la federación que pudiera ser cubierto razonablemente con los subsidios proporcionados. Diseñar formatos de reportes y horarios de informes de las cooperativas locales a sus federaciones y de las federaciones a la oficina central del proyecto.

Diciembre 1982 a Octubre 1983.

Gerente del Proyecto de Agua Potable, División de Salud y Desarrollo de Recursos Humanos, Agencia para el Desarrollo Internacional, La Paz, Bolivia.

Monitoreo de todo el proyecto incluyendo la capacitación del personal del Ministerio de Salud en procedimientos administrativos relacionados al proyecto. Seguimiento supervisado para asegurar que el Ministerio cumpla los requerimientos del proyecto. Ayudar a establecer los

procedimientos para la administración del proyecto. Asistir en la preparación del programa estratégico de la división, que incluía definir componentes específicos del proyecto y supervisar la implementación de las recomendaciones de las evaluaciones. Capacitar a líderes comunitarios de los comités de agua, en manejo, administración, y mantenimiento de sus proyectos de agua. Establecer procedimientos administrativos para la ejecución del proyecto, como presupuestación, calendario de desembolsos, ordenes de compra, guías, manuales, inventarios, auditoría y evaluación del proyecto.

Junio 1978 - Diciembre 1982

Gerente General, Empresa Minera San José de Berque Ltda., La Paz, Bolivia.

Las responsabilidades gerenciales incluía, planificación, organización, dirección, supervisión, control, preparación de políticas, relaciones públicas y presupuestos. Supervisor 450 trabajadores (obreros de minas y empleados). Diseño de nuevos proyectos, cuyo resultado fue un importante incremento de la productividad. La producción en 1978 era de 165 TM/año, incrementada a 620 TM/año hasta 1982 con 12% menos de obreros.

Restrukturar la compañía, principalmente sus divisiones de operaciones y procesamiento así como la oficina administrativa. Mediante el Análisis de Tareas, se reclasificaron las posiciones se estableció una escala salarial que proporcionó posibilidades de ascenso. También se estableció un programa de incentivos, basado en evaluaciones de desempeño, para los perforistas. Se implementó un nuevo sistema de información.

Julio 1971 - Mayo 1978

Gerente del Programa de Desarrollo de Cooperativas del Cuerpo de Paz de los EE. UU. en Guatemala.

Proporcionar respaldo técnico y entrenamiento a 45 Voluntarios del Cuerpo de Paz en aspectos técnicos de cooperativas. Proporcionar recursos humanos y asistencia técnica al Banco de Desarrollo (BANDESA) y cuatro organizaciones cooperativas FENAGCAC, FECOAR, FECCMERQ y ARTEXCO. Manejo, programación, entrenamiento y supervisión de los Voluntarios y sus contrapartes. Durante 1971, se asistió a la oficina administrativa de Cuerpo de Paz en administración, análisis de sistemas, presupuestación y planillas de pago.

Asesoramiento a las organizaciones cooperativas en aspectos gerenciales, de crédito y mercados. Varias de éstas fueron uniones de crédito, con asociados agricultores a quienes se proporcionaba crédito para producción agrícola y el mercadeo de sus productos. Se asistió a una federación de cooperativas artesanales, en organizarse y exportar sus productos a los

EE.UU., Japón y Europa. Se prepararon películas como un vehículo de desarrollo, para mantener informada a la gente y motivar su participación, se instituyeron algunas cartas y folletos informativos para miembros de las cooperativas. También un show de diapositivas sobre las funciones y responsabilidades del comité de crédito, para las cooperativas del área rural. Se proporcionó capacitación a los Voluntarios del Cuerpo de Paz, directivos y empleados de cooperativas, en: principios cooperativos, responsabilidades de directivos, planificación, organización, supervisión, coordinación y control a los gerentes de cooperativas; toma de decisiones; y funciones específicas del Consejo de Administración y de los gerentes. Asistir a los comités de educación y extensión agrícola a preparar sus programas y curricula, para enseñar los principios básicos del cooperativismo y recomendaciones y prácticas agronómicas a los agricultores (Train to Trainers en didáctica y metodología).

#### Junio 1963 - Junio 1971

##### U.S. Peace Corps. Bolivia.

Oficial de Servicios Generales (Junio 1963 - Febrero 1965);  
Administrador (Marzo 1965 - Septiembre 1966); Director  
Ejecutivo para Administración (Octubre 1966 - Agosto 1970);  
Asesor Nacional en Cooperativas (Septiembre 1970 - Junio 1971).  
En la última posición, se proporcionó guía técnica a 10  
Voluntarios del Cuerpo de Paz en su trabajo con las  
cooperativas. Se prepararon programas de entrenamiento en el  
país para nuevos grupos de Voluntarios. Se seleccionaron sitios  
para la asignación de Voluntarios. Se entrenó tanto a personal  
de las cooperativas, como a extensionistas en gerencia y  
administración. Se asistió a los Voluntarios y ejecutivos de  
las cooperativas a establecer sistemas para control de crédito,  
mercadeo de los productos de las cooperativas y organizar el  
trabajo diario y sistemas de informes.

Durante los primeros seis años con el Cuerpo de Paz en Bolivia,  
se cumplieron funciones gerenciales, de planificación,  
organización, supervisión, control y evaluación de programas.  
También se prepararon presupuestos nacionales de administración  
de la oficina nacional del Cuerpo de Paz y cinco (5) oficinas  
regionales con un total de 30 empleados. Responsable de la  
administración de un presupuesto anual mayor a los \$600,000.

#### Noviembre 1958 - Mayo 1963

Diferentes posiciones en la División de Economía Agrícola, del  
Servicio Agrícola Interamericano (oficina de la USAID), Bolivia.

Oficial de Información Estadística, (Noviembre 1958 a Julio  
1959); Asistente de Mercadeo (Agosto 1959 a Julio 1961); y Jefe  
de la Sección de Mercadeo (Agosto 1961 a Mayo 1963). Se

**Agricultural Economist:** National Cooperative Business Association  
GUATEMALA (August - September 1989): Conduct final evaluation of a dairy sector development project financed by AID in compliance with the Obey Amendment and in part utilizing PL-480 Title II commodities.

**Rural Credit-Cooperative Specialist:** Arizona State University  
EL SALVADOR (July 1989): Conduct a preliminary study of the use of credit by small landholders and associated cooperatives involved in the agrarian reform, the credit delivery systems involved, and related problems in extending credit both for banks and clientele.

**Agricultural Economist:** Harvard Institute for International Development  
THE GAMBIA (February and May 1989): Participate in operational analysis of national cooperative union, specifically in the areas of marketing and produce transport and concentrating on evaluating efficiency and managerial effectiveness.

**Cooperative Specialist:** National Cooperative Business Association  
EL SALVADOR (November - December 1988): Conduct a survey of selected agricultural cooperatives and prepare a report for the Land Tenure Center (University of Wisconsin) on production cooperative ownership models, focussing on the organizational effectiveness with respect to productivity, financial performance, and membership benefits.

**Agricultural Economist:** National Cooperative Business Association  
NIGERIA (June and September 1988): Conduct preliminary survey for the World Bank to assess the agricultural cooperative movement in Southern Nigeria and appraise viability as a component for future development projects; participate in survey in Oyo State to evaluate cooperative performance, identify existing constraints, assess training needs and available resources, and determine capacity of cooperatives to assume an active role in several major agricultural development projects.

**Rural Credit-Cooperative Specialist:** National Cooperative Business Assoc.  
EL SALVADOR/HONDURAS (July and August 1988): Participate in sector assessment of beef and dairy industries for USAID/El Salvador and dairy only for the Honduran National Dairy Commission by Land of Lakes/NCBA, responsible for the aspects of credit availability and use and the role of producer organizations within the sector.

**Rural Survey Data Manager:** National Cooperative Business Association  
EL SALVADOR (February and May 1988): Participate in assisting Ministry of Agriculture in project management and technical advice of data collection for nation-wide survey on land use and tenancy.

**Cooperative-Agribusiness Specialist:** National Cooperative Business Assoc.  
EL SALVADOR (March - April 1988): Assess existing and potential role of cooperatives within agribusiness sector and provide preliminary design for project to create or expand production and marketing linkages between cooperatives and private sector entities.

**Cooperative Development Specialist:** Servicios Técnicos del Caribe  
EL SALVADOR (April 1983 - January 1988): Both assist AID in project administration, implementation and evaluation of agrarian reform cooperative development programs and coordination of other AID-funded activities with Ministry of Agriculture, Agrarian Reform Institute and National Federation of Agrarian Reform Cooperatives; and provide technical assistance in area of cooperative management.

**Cooperative Specialist:** U.S. Agency for International Development  
BOLIVIA (January - February 1983): Assess requirements of small farmers, analyze feasibility of cooperative organization, and design implementation plan as recommendation for an integrated rural development project in the Chapare region.

**Cooperative-Agribusiness Specialist:** Checchi and Company  
EL SALVADOR (November - December 1982): Participate in evaluation of progress of agrarian reform program and recommend policies and procedures to improve implementation, especially those concerning cooperatives and other agricultural sector entities.

**Rural Credit-Bank Specialist:** Checchi and Company  
LIBERIA (March 1981 - September 1982): Advise and assist branch of Agricultural and Cooperative Development Bank, including recommendation of policies and procedures for extending credit primarily to small farmers and cooperatives, training of staff in loan documentation, appraisal, supervision and collection, and participating in medium-range bank planning.

**Cooperative Specialist:** Robert R. Nathan Associates  
BOLIVIA (January - February 1981): Design and analyze feasibility of two proposed regional cooperative organizations based on the production and marketing of vegetables and of potatoes and grains.

**Management Consultant:** Laboratorios Merz, Ltda.  
COLOMBIA (September - October 1980): Prepare financial study, loan application and accounting documents presented to Colombian Industrial Development Institute; also advise on accounting system and production planning.

**Cooperative-Agribusiness Specialist:** Development Planning-Research Assoc  
BOLIVIA (May - June 1980): Design projects and analyze the feasibility of two proposed regional cooperative organizations based on processing and marketing coffee and citrus fruits.

**Rural Credit Specialist:** Rural Development Services  
EL SALVADOR (April 1980): Design agricultural production credit program to be administered by national small farmer union financed by AID, including adaptation of organization by-laws, preparing farmer-oriented promotional materials and providing field training of selected union officials and staff.

**Director--Commercial Section:** Colombian-American Chamber of Commerce  
COLOMBIA (March 1979 - March 1980): Responsibility for commercial and economic information, including correspondence and visitor briefings, editing material for monthly economic magazine, designing an information system for the commercial section, and occasional management of office of sixteen employees.

**Economic Consultant:** Robert R. Nathan Associates  
BOLIVIA (May 1978): Determine economic and organizational feasibility and financial requirements of a proposed regional cooperative for the production and processing of tea.

**Rural Credit-Cooperative Specialist:** Development Alternatives Inc.  
BOLIVIA (March 1977 - April 1978): Advise and assist at regional and local levels in an agricultural credit and cooperative development program, including implementation of cooperative accounting systems, procedures for developing, executing, and evaluating credit projects, and studies of the financial, social and organizational feasibility of proposed regional cooperatives.

**Planner-Cost Analyst:** Office of Planning and Evaluation, Tennessee State  
Department of Education  
TENNESSEE (November 1973 - February 1977): Participate in statewide planning of various programs and special studies, research and organization of studies, and revising state tax funding formula for supporting local-level primary, secondary and special education activities.

**Research Analyst:** Urban Observatory of Metropolitan Nashville  
TENNESSEE (June - November 1973): Determine costs and levels of public services in Nashville for University of Tennessee study of state and local level public finance and calculate change in tax burden caused by shifts to state tax financing of services.

**Volunteer-Agricultural Cooperatives:** U.S. Peace Corps  
PERU (July 1968 - October 1971): Participate with Ministry of Agriculture at local and regional levels with agricultural cooperatives, centralized cooperative systems, marketing projects and Ministry Regional Planning Office, and serve as coordinator of training for Peace Corps cooperative program.

**PERSONAL** Languages: Fluent Spanish, reading comprehension in Portuguese  
Other Skills: Operate microcomputer: word processing, spreadsheet, data base, and statistics

December 1991

**RUBEN D. NUNEZ**



**Associates Inc**

**Education**

**Ph.D., Agricultural and Resource Economics, University of Maryland. (1977)**  
**M.S., Agricultural Economics, University of Delaware. (1974)**  
**B.S., Agricultural Education, Texas A & M University. (1971)**  
**Bachiller en Ciencias Agrícolas, Instituto Superior De Agricultura, Santiago, Dominican Republic. (1968)**

**Summary of Experience**

Twenty years of international experience in agricultural and natural resource policy analysis, development, export promotion, finance, credit, marketing, agribusiness development, and training, as well as design, management and evaluation of agricultural projects. Extensive experience in coffee, as well as sugar, milk and edible oils. Extensive experience in Honduras and the Dominican Republic. Short-term experience in Guatemala, Costa Rica, Ecuador and El Salvador.

**Experience with Abt Associates Inc.**

**Agricultural Policy Analysis Project.** APAP is a five-year project to improve agricultural policy analysis and policymaking in developing countries. The scope of the project includes macroeconomic policies that affect agriculture, agricultural product policies, and agricultural input policies. Activities under the project include analyzing agricultural policy issues; developing in-country capacity to do policy analysis; designing and evaluating policy analysis projects; presenting in-country workshops for developing country analysts and decisionmakers; developing guidelines both to analyze agricultural policies and to design and manage policy projects. (Client: Agency for International Development, Bureau for Science & Technology.)

- **Research Coordinator** (September 1991-present). Coordinate research activities of the project.
- **Acting Research Coordinator** (February-August 1991). Coordinate research activities of the project.
- **Senior Agricultural Economist** (1990-1991). Review policy analysis studies financed by the project, as well as provide technical assistance to Missions requesting support in policy analysis and training.
- **Team Leader** (September-October 1991). Conduct the study "El Salvador: An Assessment of the Impact of Recent Policy Changes on Agriculture."

- **Senior Agricultural Economist** (November 1990-February 1991). Study on "Honduras: Quantifying the Economic Impact of Policy Reforms in Agriculture."
- **Chief of Party** (June-August 1990). Conducted the natural resource policy inventory of El Salvador with a group of Salvadoran technicians.

**Other Assignments**

- **Natural Resource Policy Analyst** (April-May 1992). Design the natural resource policy formulation and reform component of the Environmental Protection Project (PROMESA) for USAID/El Salvador.
- **Institutional Strengthening Specialist** (March 1992). Design the technical assistance component for an Economic Policy Reform Support Project Amendment for USAID/Guinea.
- **Senior Agricultural Economist** (September-October 1990). Conducted economic analysis of a Coffee Technology Transfer Project Paper for USAID/El Salvador.

**Other Professional Experience**

**U.S. Agency for International Development, Honduras Mission**

- **Agricultural Economist, Small Farmer Coffee Improvement Project (1987-1990)**. Project's objective was to increase the productivity of small coffee growers in Honduras through a technological package along with supervised credit. Collaborated with the Project Coordinator in IHCAFE and the Project Officer in A.I.D. in the overall management of the Project, assisting with supervision, coordination, and document preparation; conducted a series of economic studies in areas of interest to project participants, such as marketing, costs and production systems; provided support to a series of departments in the use of computers for analysis, as well as in the preparation of project proposals; aided IHCAFE in financial management, and in planning for the resources needed for the project. Extensive participation in the design of Honduras' coffee policy was also required. Additional assignments included a study on cost of operation of BANADESA for policy analysis purposes and a study of the Honduran sugar industry.

**Servicios Tecnicos del Caribe**

- **Agricultural Economist, Small Farmer Coffee Improvement Project in Honduras (1985-1987)**. Conducted economic analysis for various aspects of this A.I.D. financed project. This job required extensive use of personal computers. Conducted economic studies, contributed to negotiations with participating banks,

planned resources to be used in the project, provided support to the Research Department, designed statistical samples, and forecasted coffee production. Also, contributed to the generation of information pertinent to AID in project management. In 1985, conducted a study of the milk industry in Honduras.

**Industrias Asociadas. C. por A. (INASCA)**

- **Financial Manager** (1982-1985). Performed all the functions of financial administration of the Investment Group. Supervised the computer, accounting, procurement, and credit departments, as well as the New York office, with a staff of 35. Introduced the use of personal computers for financial analysis using spreadsheet software.

**Secretariat of State for Agriculture. Santo Domingo. Dominican Republic**

- **Economic Advisor to the Secretary and Director of the Statistical Information and Computing Department** (1978-1982). Advised the Secretary of Agriculture on a wide range of economic problems; represented the Secretary on several boards of directors of public institutions. I also managed the Department mentioned above, which monitored and developed an agriculture sector information system and provided data processing services to the Secretariat of State for Agriculture. Supervised 73 employees.
- **Economic Advisor** (1977-1978). Provided assistance to the Technical Under-Secretariat for Agricultural Sector Planning (SEAPLAN); cooperated with national and foreign technicians in the design and implementation of the economic analysis systems necessary for the activities of SEAPLAN; trained national technicians in the use of mathematical, statistical and econometric models needed for SEAPLAN and the Sector Analysis Project; and participated in formulating the agricultural medium-term plan and served on the advisory group.

**University of Maryland. Department of Agricultural and Resource Economics. College Park. Maryland**

- **Graduate Research Assistant** (1975-1977). Studied the economic effect of export controls on the country imposing them and on other countries, and conducted a study on potentials to meet the demand of the world's growing population.

**University of Delaware. Department of Agricultural Economics. Newark. Delaware**

- **Research Assistant** (1974-1975). Developed a discrete stochastic simulation model to determine the internal rate of return and the net present value of a proposed savings branch bank.
- **Graduate Research Assistant** (1972-1974). Developed a model to determine the potential deposits for a proposed savings branch bank.

**Instituto Superior de Agricultura (ISA), Santiago, Dominican Republic**

- **Professor (1972).** Taught courses at the college and high school levels, and managed the school shop.

**Other Teaching Experience**

- **Universidad Católica Madre y Maestra (UCMM).** (1982) Agriculture Credit (Graduate), Agriculture Policy (Graduate)
- **Universidad Nacional Pedro Henriquez Ureña.** (1977-1980) International Economics, Quantitative Methods in Economics
- **Instituto Tecnológico de Santo Domingo.** (1978-1980) Econometrics, Microeconomics, Seminar on Dominican Republic Agricultural Problems
- **Universidad Mundial Dominicana.** (1979) Statistics for Business Administration (Graduate)

**Other Relevant Experience**

July 1984 to July 1985: Served on the Council of Economic Advisors of the Asociación de Empresas Industriales de Herrera, Dominican Republic.

March 1984 to July 1985: Served on the Board of Asociación Dominicana Pro Bienestar de la Familia, Dominican Republic.

January 1980 to August 1982: Represented the Secretary of State for Agriculture on the State Sugar Council Board of Directors, the Dominican Republic.

October 1980 to December 1982: Served as President of the State Sugar Council Retirement Plan Committee, Dominican Republic.

January 1980 to August 1982: Represented the Secretary of State for Agriculture on the Board of Directors of the Sugar Institute (INAZUCAR), the Dominican Republic.

January 1980 to August 1982: Represented the Secretary of State for Agriculture on the Board of Directors of the Dominican Center for Export Promotion (CEDOPEX).

January 1980 to August 1982: Represented the Secretary of State for Agriculture on the Board of Directors of the Dominican Institute for Development and Credit for Cooperatives (IDECOOP).

**January 1981 to August 1982: Represented the Secretary of State for Agriculture on the Board of Directors of the National Population Council (CONAPOFA), Dominican Republic.**

**October 1980 to February 1982: Worked with the Council of Economic Advisors to the president of the Dominican Republic, which met weekly to deal with economic problems assigned by the President.**

**October 1981 to October 1982: Served as technical coordinator of a research group to conduct an assessment of the Dominican Republic industrial and small enterprise sectors. This project included an industrial census and a survey of small enterprises.**

**Other Consulting Experience**

**February 1988: Analyzed the possibility of a coffee project in Guatemala. One week assignment to Guatemala to collaborate with USAID/Guatemala Mission.**

**December 1987: Conducted a financial and economic analysis of the coffee component of the Fedia and the REE/RELU System (518-0066), a project financed by US AID/Ecuador. This was done on a one-week assignment in Quito.**

**May 1987: Collaborated in the design of an information system on the participants of the AID-FEDECOOP R. L. Program of Costa Rica.**

**August-September 1985: Studied the production, industrialization and marketing of milk and milk products in Honduras. Study contracted by USAID/Tegucigalpa and Fondo Ganadero de Honduras, S. A. de C. V.**

**January-February 1985: Studied financial requirements for the agrochemical industry in the Dominican Republic. Study contracted by the Asociacion de Fabricantes e Importadores de Productos Agroquimicos, Inc.**

**September-November 1984: Studied the potential to increase production in the Dominican Republic through the use of fertilizers in rice, beans, corn, sorghum, potatoes and sugar cane. Study contracted by the Asociacion de Fabricantes e Importadores de Productos Agroquimicos, Inc.**

**May-June 1984: Studied the feasibility of using fertilizers in rice, beans, corn, sorghum, potatoes and sugar cane in the Dominican Republic in 1984. Study contracted by the Asociacion de Fabricantes e Importadores de Productos Agroquimicos, Inc.**

**July 1984: Conducted financial analysis of a rice mill, SERCITEC.**

- January 1984: Served on a team that wrote the scope of work for an irrigation management project. Study contracted by the USAID Mission in Santo Domingo.
- November 1983: Reviewed an agricultural planning project in Honduras. Contracted by the AID Mission in Tegucigalpa.
- November 1982 to January 1983: Participated as advisor in a study on population, agriculture production and food in the Dominican Republic. Contracted by PROFAMILIA.
- October 1982 to December 1983: Participated as team member on a study of the employee cooperatives of the Universidad Autonoma de Santo Domingo in order to make policy recommendations to the Board of Directors.
- October 1982: Reviewed the study "Poblacion y Mano de Obra en la Republica Dominicana: Perspectivas de la Fuerza de Trabajo y del Empleo-Desempleo en el Periodo 1982-1990." Contracted by PROFAMILIA.
- September-October 1982: Analyzed fertilizer and pesticide prices and their effect on the cost of production of rice, as well as on crop productivity. Study contracted by the Asociacion de Fabricantes e Importadores de Productos Agroquimicos, Inc.
- June-October 1982: Studied credit and services demand for export, Antonio Rodriguez Mansfield & Asoc. Study contracted by a bank.
- May 1982: Conducted pre-feasibility study of the Cibao-Sur road. SERCITEC.
- March-December 1982: Conducted pre-feasibility study for a tomato plant. Contracted by a private investor.
- January 1982: Conducted economic analysis of a small hydroelectric plant in El Puerto, Dominican Republic, SERCITEC.
- January 1977: Two-day assignment on the demand analysis of the study "Analysis of the Economic Impact of Appliance Efficiency Targets and Standards" for the Federal Energy Administration, Arthur Young & Company.

**Publications**

Rubén D. Núñez and William Lochr, El Salvador: An Assessment of the Impact of Recent Policy Changes on Agriculture. Bethesda, Md.: Abt Associates Inc. October 1991.

**Rubén D. Núñez and John S. Holtzman, Enhanced Rapid Market Appraisal: A Tool to Improve Marketing Information in Developing Countries. Paper presented at the Trade and Marketing Discussion Group, XXI INTERNATIONAL CONFERENCE OF AGRICULTURAL ECONOMISTS, August 22-29, 1991, Tokyo, Japan. Bethesda, Md.: Abt Associates Inc.**

**Rubén D. Núñez, Honduras: Quantifying the Economic Impact of Policy Reforms in Agriculture. APAP II Technical Report No. 117. Bethesda, Md.: Abt Associates, Inc. February 1991.**

**Rubén D. Núñez, Francisco Serrano, Ana C. Martínez and Hugo Guerra, El Salvador Natural Resource Policy Inventory. USAID/ROCAP RENARM Project. APAP II Technical Report No. 113. Bethesda, Md.: Abt. Associates, Inc. August 1990.**

**Rubén D. Núñez y Amparo Canales, Algunos Aspectos del Mercado de Café en Honduras. Tegucigalpa, Honduras: IHCAFE, Programa de Mejoramiento al Pequeño Caficultor, Febrero 1990.**

**Rubén D. Núñez y Amparo Canales, Análisis de los Rendimientos y Costos de los Lotes del Proyecto a 1989. Tegucigalpa, Honduras: IHCAFE, Programa de Mejoramiento al Pequeño Caficultor, Octubre 1989.**

**Amparo Canales y Rubén D. Núñez, Regional I - Santa Bárbara, Datos Básicos del Proyecto a Diciembre de 1988. Tegucigalpa, Honduras: Instituto Hondureño del Café, Junio 1989. This is a series of 9 documents, one for each of ICAFE's regions: Olancho, Comayagua, Copan, El Paraiso, Yoro, La Paz, Cortés and Central.**

**Rubén D. Núñez y Amparo Canales, Análisis de los Rendimientos y Costos Promedios de los Lotes del Proyecto a 1988. Tegucigalpa, Honduras: Instituto Hondureño del Café, Marzo 1989.**

**Rubén D. Núñez y Amparo Canales, Actualización de los Rendimientos y Costos Promedios de los Lotes del Proyecto a 1987. Tegucigalpa, Honduras: Instituto Hondureño del Café, Programa de Mejoramiento al Pequeño Caficultor, Mayo 1988.**

**IHCAFE, Antecedentes, Características y Logros del Proyecto al 31 de Diciembre de 1987. Tegucigalpa, Honduras: IHCAFE. Programa de Mejoramiento al Pequeño Caficultor, Mayo, 1988.**

**Rubén D. Núñez y Amparo Canales, Requerimientos de Información, Programación de Actividades y Calendarios del Proyecto. Tegucigalpa, Honduras: Instituto Hondureño del Café, Programa de Mejoramiento al Pequeño Caficultor, Marzo 1988.**

Rubén D. Núñez y Amparo Canales, **Algunas Características del Caficultor Hondureño que no es Beneficiario del Proyecto y la Radiación del Mismo.** Tegucigalpa, Honduras: Instituto Hondureño del Café, Programa de Mejoramiento al Pequeño Caficultor, Marzo 1988.

Rubén D. Núñez, **A Proposed Alternative of the Quality Control Improvement Activity of Project Amendment.** Tegucigalpa, Honduras: Instituto Hondureño del Café, Small Farmer Improvement Project, February 1988.

Rubén D. Núñez, **Bases Para Establecer un Programa de Gerencia Participativa por Objetivos en el IHCAFE en el Período 1988-1989.** Tegucigalpa, Honduras: Enero 1988.

Rubén D. Núñez, Amparo Canales and Technical Personnel of the Agricultural Division of IHCAFE, **Actualización del Pronóstico de Registros de Compra de la Cosecha 1987-1988.** Tegucigalpa, Honduras: Instituto Hondureño del Café, Enero 1988.

IHCAFE, **Procedimiento Para el Registro de Compras de Café.** Tegucigalpa, Honduras: Instituto Hondureño del Café, Commercialization Division, Enero 1988.

Rubén D. Núñez, **Financial and Economic Analysis of Coffee Component.** Fedia and The REE/RELU System (518-0066). Quito Ecuador: Fundación Para el Desarrollo Agropecuario (FUNDAGRO), December 8, 1987.

Rubén D. Núñez and Amparo Canales, **Impacto Económico del Proyecto en la Regional V - Comayagua.** Programa de Mejoramiento Al Pequeño Caficultor. Tegucigalpa, Honduras: Instituto Hondureño del Café, Septiembre 1987.

Rubén D. Núñez, Amparo Canales and Technical Personnel of The Agriculture Division of IHCAFE, **Pronóstico de Registros de Compra de la Cosecha 1987-88.** Tegucigalpa, Honduras: Instituto Hondureño del Café, Septiembre 1987.

Amparo Canales and Rubén D. Núñez, **Regional I - Santa Bárbara, Datos Básicos del Proyecto a Diciembre de 1986.** Programa de Mejoramiento al Pequeño Caficultor. Tegucigalpa, Honduras: Instituto Hondureño del Café, Septiembre 1987. This is a series of 9 documents, one for each of ICAFE's regions: Olancho, Comayagua, Copan, El Paraíso, Yoro, La Paz, Cortés and Central.

IHCAFE, **Análisis de los Anteproyectos de Ley Sobre el Impuesto de Exportación de Café, Presentados Ante el Soberano Congreso Nacional.** Tegucigalpa, Honduras: Instituto Hondureño del Café, Agosto 1987.

Rubén D. Núñez y José Claudio Santos, **Guía Para Muestrear Viveros de Café.** Tegucigalpa, Honduras: Instituto Hondureño del Café, Julio 1987.

Rubén D. Núñez y Amparo Canales, **Evaluación Parcial del Programa de Mejoramiento al Pequeño Caficultor**. Tegucigalpa, Honduras: Instituto Hondureño del Café, Junio, 1987.

Rubén D. Núñez, **Value Added of the Project to Honduras Economy - An Estimate**. Tegucigalpa, Honduras: Instituto Hondureño del Café, June, 1987.

Rubén D. Núñez y Amparo Canales, **Impacto Económico del Proyecto en la Regional IV - El Paraíso**. Tegucigalpa, Honduras: Instituto Hondureño del Café, Mayo, 1987. Similar studies were conducted for the following regions: Olancho, Cortés, Yoro, La Paz and Santa Bárbara.

Rubén D. Núñez y Hugo Rodríguez, **Comportamiento de la Recuperación del Proyecto y Posibilidades de Revisar la Reserva de Cuentas Incobrables**. Tegucigalpa, Honduras: Instituto Hondureño del Café, Febrero 1987.

Rubén D. Núñez, **Financial and Economic Analysis of Transferring to Coffee Credit The Funds Budgeted For Coffee Mills**. Tegucigalpa, Honduras: Instituto Hondureño del Café, Enero 1987.

Rubén D. Núñez, **Consideraciones Económicas En Las Investigaciones Cafetaleras en Honduras**. Tegucigalpa, Honduras: Instituto Hondureño del Café, Noviembre 1986.

Rubén D. Núñez, **Aspectos Económicos del Proyecto AID-IHCAFE**. Tegucigalpa, Honduras: Instituto Hondureño del Café, Septiembre 1986.

Rubén D. Núñez y Amparo Canales, **Planes de Inversión y Recomendaciones Crediticias Para Rubros de Diversificación Seleccionados Para Su Financiamiento a Través Del Proyecto AID-IHCAFE, Un Análisis Preliminar**. Tegucigalpa, Honduras: Instituto Hondureño del Café, Agosto 1986.

Rubén D. Núñez, Fausto Coello y Amparo Canales, **Rendimientos Promedios Del Café Tecnificado en Honduras, La Experiencia de Los Beneficiarios del Proyecto AID-IHCAFE del 1982 al 1984. Rendimientos Hasta el Año Cafetalero 1985/86**. Trabajo presentado ante el 4to. Seminario Nacional De Investigación Cafetalera del 9 al 11 de Julio de 1986. Tegucigalpa, Honduras: Instituto Hondureño del Café, Julio 1986.

Rubén D. Núñez y Amparo Canales, **Datos Básicos del Proyecto a Diciembre de 1985**. Tegucigalpa, Honduras: Instituto Hondureño del Café, Junio 1986.

Rubén D. Núñez, **Financial And Economic Analysis of Project Expansion**. Tegucigalpa, Honduras: Instituto Hondureño del Café, May 1986.

Rubén D. Núñez, **Impacto del Proyecto en la Producción y Comercialización del Café en Honduras**. Tegucigalpa, Honduras: Instituto Hondureño del Café, Marzo 1986.

**Rubén D. Núñez, Impacto del Proyecto en las Finanzas del IHCAFE. Tegucigalpa, Honduras: Instituto Hondureño del Café, Marzo 1986.**

**Rubén D. Núñez, Análisis de los Aspectos Económicos de los Esquemas de Renovación. Tegucigalpa, Honduras: Instituto Hondureño del Café, Diciembre 1985.**

**Rubén D. Núñez, Análisis de la Producción, Industrialización y Comercio de la Leche en Honduras. San Pedro Sula, Honduras: Fondo Ganadero de Honduras, S. A. de C. V., Septiembre 1985.**

**José M. Gómez y Rubén D. Núñez, Estimación de los Recursos Financieros Requeridos para Satisfacer las Necesidades de Agroquímicos Durante 1985. Santo Domingo, República Dominicana: Asociación de Fabricantes e Importadores de Productos Agroquímicos, Inc. Febrero 1985.**

**Rubén D. Núñez, El Potencial de Aumentar la Producción Mediante el Uso de Fertilizantes en la República Dominicana - El Caso de Arroz, Habichuela, Maíz, Sorgo, Papa y Caña de Azúcar. Santo Domingo, Rep. Dom.: Asociación de Fabricantes e Importadores de Productos Agroquímicos, Inc., Noviembre, 1984.**

**Rubén D. Núñez, La Rentabilidad del Uso de Fertilizantes en Arroz, Habichuela, Maíz, Sorgo, Papa y Caña de Azúcar en la República Dominicana en 1984. Santo Domingo, Rep. Dom.: Asociación de Fabricantes e Importadores de Productos Agroquímicos, Inc., Junio 1984.**

**Asociación de Fabricantes e Importadores de Productos Agroquímicos, Inc., Comportamiento de los Precios de Fertilizantes y Pesticidas, su Influencia en el Costo de Producción de Arroz y la Incidencia en la Productividad de los Cultivos. Santo Domingo: Asociación de Fabricantes e Importadores de Productos Agroquímicos, Inc., Octubre 1982.**

**Rubén D. Núñez e Irma Morrobel, "Proyectos Agroindustriales en la República Dominicana". Trabajo presentado en el Segundo Seminario Nacional de Administración Agroindustrial. Santo Domingo, República Dominicana, 1981.**

**Rubén D. Núñez y Arismendi Diaz, "Crédito Como Instrumento para el Desarrollo Agropecuario". Seminario Sobre Crédito Agrícola. Octubre 7-8, 1980. Secretaría de Estado de Agricultura, Santo Domingo, República Dominicana, Febrero 1981.**

**Rubén D. Núñez and J. R. Moore, The Potential for Expanding India's Food Grains Production, Maryland Agricultural Experiment Station Bulletin No. MP.926, College Park, Maryland: University of Maryland, June 1978.**

**Secretaría de Estado de Agricultura. Aspectos del Empleo Rural en la República Dominicana. Santo Domingo, Dominican Republic: Subsecretaría Técnica de Planificación Sectorial Agropecuaria, 1977.**

**Rubén D. Núñez and J. R. Moore, Food Export Controls, Agricultural and Resource Economics Information Series, AREIS No. A-5. College Park, Maryland: University of Maryland, October 1975. Presented at the American Agricultural Economics Association Meeting in Columbus, Ohio, August 11, 1975, and as a Department Seminar, Department of Agricultural and Resource Economics, University of Maryland, November 3, 1975.**

**Rubén D. Núñez and U. C. Toensmeyer, Studying the Feasibility of a Proposed Savings Branch Bank Under Uncertainty, Agricultural Experiment Station Bulletin No.415, Newark, Delaware, July 1975.**

**Rubén D. Núñez and U. C. Toensmeyer, Projection of Deposits for a Proposed Savings Branch Bank; A Deterministic Approach, Agricultural Experiment Station, Bulletin No.413, Newark, Delaware: University of Delaware, January 1975.**

**Non-Published Documents**

**Rubén D. Núñez, Adrew V. Urquhart, Personal de BANADESA, Estudio de Costos del Banco Nacional de Desarrollo Agrícola. Tegucigalpa, Honduras: BANADESA. Febrero, 1990.**

**Rubén D. Núñez, Jorge Borjas and Magdalena Garcia, Estudio Sobre la Industria Azucarera de Honduras. Draft submitted to the USAID Agricultural Policy Analysis Project. Tegucigalpa, Honduras, October 1989.**

**Rubén D. Núñez, John Jordan and Jaime Villatoro, Propuesta Para Modificar El Componente de Diversificación del Proyecto AID-IHCAFE. Tegucigalpa, Honduras: IHCAFE, Julio 1989.**

**IHCAFE, La Política Cafetalera de Honduras, 1989. Tegucigalpa, Honduras: IHCAFE, Agosto 1989.**

**IHCAFE, El Mercado Internacional del Café y la Situación Crediticia de los Caficultores en los Programas Administrados por el IHCAFE. Tegucigalpa, Honduras: Instituto Hondureño del Café, Agosto 1989.**

**IHCAFE, El Convenio Internacional del Café y sus Implicaciones Para la Economía Hondureña. Tegucigalpa, Honduras: Instituto Hondureño del Café, Junio 1989.**

**Rubén D. Núñez and John Jordan, Coffee Activities of the Agricultural Development Project for Honduras. Tegucigalpa, Honduras: USAID/TEGUCIGALPA Mission, May 1989.**

**Rubén D. Núñez, John Jordan y Jaime Villatoro, Propuesta Para Modificar el Componente de Diversificación. Tegucigalpa, Honduras: Instituto Hondureño del Café, Abril 1989.**

**Rubén D. Núñez, Amparo Canales y Victor Moya, Ejercicios Para el Cálculo de la Distribución de Cuotas en la O.I.C.. Tegucigalpa, Honduras: Instituto Hondureño del Café, Enero 1989.**

**IHCAFE, Proyecto de Una Política Cafetalera Para Honduras, 1988. Tegucigalpa, Honduras: Instituto Hondureño del Café, Diciembre 1988.**

**Rubén D. Núñez and John Jordan, A Preliminary Analysis for Considering The Coffee Sector as a Prime Contributor to the Mission's Agriculture Strategy Goals. Tegucigalpa, Honduras: USAID/TEGUCIGALPA Mission, November 1988.**

**IHCAFE, Conceptualización de Una Propuesta Para Continuar el Apoyo de la AID al Pequeño Caficultor. Tegucigalpa, Honduras: IHCAFE, Octubre, 1988.**

**IHCAFE, Logros del Programa de Mejoramiento al Pequeño Caficultor a Septiembre de 1988. Tegucigalpa, Honduras: IHCAFE, Octubre, 1988.**

**IHCAFE, Logros y Situaciones Adversas del Programa de Mejoramiento al Pequeño Caficultor y las Acciones Tomadas por el IHCAFE Para Ayudar a los Caficultores con Problemas. Tegucigalpa, Honduras: IHCAFE, Agosto, 1988.**

**John L. Jordan and Rubén D. Núñez, On the Possibility of a Coffee Project in Guatemala. Guatemala: USAID/Guatemala Mission, February 1988.**

**Rubén D. Núñez y Rubén Guevara, Propuesta Para Un Sistema de Informaciones Estadísticas en el IHCAFE. Tegucigalpa, Honduras: Instituto Hondureño del Café, Abril 1987.**

**Rubén D. Núñez, Hugo Rodriguez, Ricardo Puerta y Frank Bendaña, Coffee: Hondura's Concept. Tegucigalpa, Honduras: USAID/TEGUCIGALPA, December 1986.**

**Rubén D. Núñez, Sugerencias Para Un Programa de Capacitación Para el Proyecto AID-IHCAFE. Tegucigalpa, Honduras: Instituto Hondureño del Café, Junio 1986.**

**Rubén D. Núñez, An Update on The Project's Rate of Return, Contribution to GDP, Effect on Balance of Payments, and Income Effect for Individuals Participating in Project. Tegucigalpa, Honduras: Instituto Hondureño del Café, January 1986.**

**Rubén D. Núñez, Plan de Tabulación Inicial Para Analizar los Datos del Proyecto. Documento de Trabajo del Proyecto AID-IHCAFE. Tegucigalpa, Honduras: Instituto Hondureño del Café, Septiembre 1985.**

**W. C. Motes and Rubén D. Núñez, "Winrock Review of Agricultural Planning in Honduras", Report to USAID/Tegucigalpa, November 1983.**

**R. Morel, "Capacidad de Captación de la Cooperativa de la UASD y su Perspectiva de Crecimiento". Santo Domingo: Universidad Autónoma de Santo Domingo, 1982.**

**Rubén D. Núñez, "Estudio de Prefactibilidad Para Una Planta Precesadora de Pasta de Tomate con Capacidad de Siete Toneladas por Hora en la República Dominicana". Confidential report for a private investor. Santo Domingo, December 1982.**

**SERCITEC-DELCANDA, "Estudio de Prefactibilidad de la Carretera Cibao-Sur". Santo Domingo, 1982.**

**Rubén D. Núñez, "Análisis Sobre la Política de Precio de la Leche". Confidential report presented to the Secretary of Agriculture. Santo Domingo: Secretariat of State for Agriculture, February 1982.**

**Rubén D. Núñez, "Importancia del Sector Industrial Dentro de la Economía Nacional y su Papel en el Desarrollo Socio-Económico". Document of restricted circulation prepared for the study "Diagnóstico del Sector Industrial y de las Pequeñas Empresas en la República Dominicana. Santo Domingo: USAID/Santo Domingo y AIRD, Junio 1981.**

**Rubén D. Núñez, "Análisis de los Resultados de la Encuesta a la Pequeña Empresa no Manufacturera de la República Dominicana." Document of restricted circulation prepared for the study "Diagnóstico del Sector Industrial y de las Pequeñas Empresas en la República Dominicana. Santo Domingo: USAID/Santo Domingo y AIRD, Junio 1981.**

**Rubén D. Núñez and Hector Tejada, "Consideraciones Para el Diseño de una Política de Precios en la República Dominicana." Confidential report presented to the Council of Economic Advisers of the President of the Dominican Republic. Santo Domingo, November 1980.**

**Rubén D. Núñez and Bélgica Núñez, "Consideraciones Para Evaluar el Precio del Maní y el Aceite." Confidential report presented to the Council of Economic Advisers of the President of the Dominican Republic. Santo Domingo, 1980.**

**Rubén D. Núñez, "Consideraciones Sobre el Precio Tope al Azucar de Exportación." Confidential report presented to the Secretary of Agriculture. Santo Domingo, República Dominicana: Secretaria de Agricultura, Agosto 1980.**

**Academic Honors**

- Honors - University of Maryland
- Honors - University of Delaware
- Honors - Texas A & M University
- Valedictorian, two honor and two Agriculture Awards  
Instituto Superior de Agricultura (ISA)
- Scholarship to study at Instituto Superior de Agricultura
- Scholarship to study at Texas A & M University
- Scholarship to study at the University of Delaware
- Scholarship to study at the University of Maryland

**Professional Societies**

- American Agricultural Economics Association
- International Agricultural Economics Association
- American Management Association

**Countries Work Experience**

Dominican Republic: 9 Years  
United States: 5 Years  
Honduras: 5 Years  
El Salvador: 6 Months  
Costa Rica: 2 Weeks  
Guatemala: 2 Weeks  
Ecuador: 1 Week  
Guinea: 1 Month

**Countries Visited**

Nicaragua, Panama, Puerto Rico, Brazil, Venezuela, Argentina, Chile, Peru, Bolivia, Mexico, Colombia, Canada, Italy, Spain, Holland, Israel, Germany, Belgium, France, Switzerland, Greece, Japan, Hong Kong, China, Singapore Thailand, and Sierra Leone.

**Languages**

Spanish and English

## CURRICULUM VITAE

José María Rodríguez de la Guardia  
Coordinador de Política Ambiental  
Organización para Estudios Tropicales  
Costa Rica

### 1. INFORMACION PERSONAL

Nombre: José María Rodríguez de la Guardia  
Nacimiento: 26 de agosto de 1944, San José, Costa Rica  
Nacionalidad: Costarricense, cédula 1-316-546, pasaporte  
1-319-545-90  
Dirección Postal: Apartado 676-2050, San Pedro, Costa Rica  
Teléfono: (506) 40 66 96 (of); (506) 24 94 39 (hab)  
Télex: 3674-OTS  
Fax: (506) 40 67 83

### 2. EDUCACION SUPERIOR

1985 Egresado, Maestría en Recursos Naturales.  
The University of Michigan, Estados Unidos.

1963 Arquitecto. Politecnico di Milano, Italia.

### 3. EXPERIENCIA PROFESIONAL

3.1 Organización para Estudios Tropicales (Organization for  
Tropical Studies, Inc.), OET/OTS.

Dic. 1989 a feb. 1991: Coordinador Académico y <sup>educación</sup>  
Mar. 1991 al presente: Coordinador de Política Ambiental

3.2 Servicio de Parques Nacionales

Nov. 1977 a nov. 1989: Director General, Subdirector  
General, Asesor en políticas de manejo, Asistente del  
Director General. Jefe Departamento de Planificación.

3.3 Instituto Costarricense de Turismo: Oct 1976 a oct 1977

3.4 Oficina Ejecutora del Proyecto Cooperativo MEP-BID,  
Ministerio de Educación Pública: Ene 1973 a set 1976.

3.5 Instituto Nacional de Vivienda y Urbanismo: Ene 1969 a  
dic 1972.

#### **4. EXPERIENCIA DOCENTE**

1991-92 Cursos "Interdependencia: Desarrollo Económico y Medio Ambiente en los Países Tropicales" (curso de extensión) y "Principios Ecológicos para la Toma de Decisiones y el Manejo de los Recursos Naturales" (curso de posgrado), Programa de Posgrado OET-UCR.

1990-1992 Cursos "Manejo de Areas Silvestres" y "Geografía del Ecoturismo", Programa de Licenciatura en Geografía, Universidad de Costa Rica.

1990-1992 Curso "Areas Silvestres I", Programa de Maestría en Turismo Ecológico, Universidad Latinoamericana de Ciencia y Tecnología, ULACIT.

Conferencias sobre manejo de los recursos naturales en Costa Rica y sobre el sistema nacional de áreas silvestres protegidas, impartidas a numerosos cursos de la Organización de Estudios Tropicales (OET), cursos y seminarios de universidades costarricenses, cursos para estudiantes universitarios extranjeros realizados en Costa Rica con el apoyo del Centro Cultural Costarricense-Norteamericano, Friends of the World College, etc.

#### **5. CUERPOS COLEGIADOS**

Colegio Federado de Ingenieros y de Arquitectos de Costa Rica (CFIA), miembro activo, 1972 al presente.

Junta Administrativa de la Fundación de Parques Nacionales de Costa Rica, director-fundador, 1979 a 1983.

Asociación Costarricense de Paisajismo, directivo y fundador, 1992.

Actualmente y en el pasado ha sido miembro de comisiones asesoras, coordinadoras, redactoras de normas legales o administrativas, promotoras de proyectos y organizadoras de actividades, generalmente relacionadas con la conservación y manejo de recursos naturales.

#### **6. REUNIONES PROFESIONALES**

Ha participado en numerosos congresos, seminarios, mesas redondas y eventos semejantes, nacionales e internacionales, como expositor, moderador o facilitador.

## **8. PUBLICACIONES**

**Architettura come Semiotica. 1968, Tamburini Editore s.p.a., Milán, Italia. Coautor.**

**Arquitectura como Semiótica (traducción al castellano de la obra anterior). 1977, Ediciones Nueva Visión, Buenos Aires, Argentina.**

**La Destrucción del Bosque en Costa Rica: Emergencia Nacional, en "La Verdadera Emergencia Nacional". 1986, Ministerio de Gobernación y Policía, San José, Costa Rica. Coautor.**

**Análisis de Políticas de Manejo de Áreas Silvestres en Costa Rica. Consultoría elaborada para la Organización de Estados Americanos y Conservation International. Documento. 1989. San José, Costa Rica. Coautor.**

**HENRY J. WEISS**  
Tel. and Fax (503) 25 - 9928  
Mail: VIP SAL 766  
P.O. Box 52-5364  
Miami, Florida 33152-5364

**PROFESSIONAL HISTORY SUMMARY**

Fourteen years of experience in technical and administrative training, rural development projects, institutional strengthening and engineering programs. Productivity and quality measurement and improvement systems. (1985-1988 Sr. Researcher, Productivity Research Center).

**PROJECT MANAGER / Sr. Project Engineer** : Deleuw Cather Engineering Mgt. Division, 1987 to 1991. Managed budgets, vouchers, market research, forecasts, demonstration and pilot programs, engineering applications, feasibility studies and cost analysis for rural development program. Developed integrated budget and data base systems for infrastructure maintenance management programs and land use planning for Bolivian Ministry of Transportation and Public Works. A training program and courses were designed to implement the system in 10 states, 41 counties and over 100 municipal and local government groups responsible for infrastructure maintenance. Small rotating credit funds were used to sustain local level maintenance and operations of water and road infrastructure projects by section. Local level demonstration sites were set up as pilot programs to train the trainers for the national level implementation.

concurrently **U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT (U.S. AID)**  
1986 1991 **TRAINING AND LOGISTICS SPECIALIST** :  
Short and long term assignments (21 months El Salvador) in Central America and Mexico to provide TA (technical assistance) in the areas of procurement, training, institutional strengthening, and logistic systems (transport, warehousing, inventory control and distribution). Served as long term advisor to develop and implement an equipment and maintenance management system for a training and departmental modernization project within the Ministry of Health, ANDA and PLANSABAR (water authorities) AID institutional strengthening project in El Salvador, (APSISA Project). Worked on PVO institutional strengthening project for health service delivery and community development program with 35 non governmental organizations in El Salvador, (PROSAMI Project). Member of short term team for program evaluations within the Ministry of Agriculture estuary aquaculture program in El Salvador. Mr. Weiss has participated in CENTA and MAG reforestation and soil conservation programs. He recently assisted the PROMESA project paper design team to obtain natural resource protection design data.

**DEPARTMENT MANAGER : G.S.A. (General Services Administration, Miami, Florida) Managed facilities and fleet divisions for Fire, Police, Solid Waste, Water and Sewer, Public Works, and all municipal government agencies within the city of Miami. Directly responsible for 14 administrative and 85 trade and technical employees, 3 computer systems, 1 network, fiber optics, police and fire radio communications, 4 shops and warehouses and 24 hour day, 7 day a week service operations. Mr. Weiss was responsible for obtaining all environmental protection permits, project identification, specification and sub contractor supervision. The Department obtained E.P.A. funding for and managed two large scale water quality improvement and pollution abatement projects.**

**SENIOR PROJECT ENGINEER : Jorgensen Associates; USA Eastern Division. Developed performance standards, specifications, management information systems, productivity measurements and quality assurance procedures and programs for various municipal governments in four Florida counties and two state wide projects. (1985 to 1987 Jorgensen Assoc. Inc. projects in Manatee, Hillsborough, Tampa, Lee, Pinellas, and Broward counties, Florida, and Pennsylvania.) Short term assignments on Jorgensen International Division projects in Central America. Assignments included specifications, contracts and procurement, technician training, performance budgets, sub contractor supervision and work management systems for international agencies, various PVO and NGO programs and two foreign Ministries of Health and Agriculture in Honduras and El Salvador.**

**TRAINING SPECIALIST : Jorgensen Associates. Instructor and training director for technical training programs including facility planning, layout, construction, equipping and training center operations for training programs in conjunction with three World Bank institutional strengthening projects. Responsible for administration, engineering, and instructor staff for two national training organizations. Train the trainers, and sustainable training production unit programs implemented in three national organizations (1979 - 1985, Central America: Honduras 82-83, Belize 84-85, short term in Guatemala and Costa Rica.) The Dominican Republic program (1979-1982) was selected as a model by the Bank's training division. All programs contained training needs assessments for income generation, base line data monitoring, evaluation and improvement. Two programs involved public sector decentralization.**

**RESEARCH AND DEVELOPMENT : Extension agent Ohio State U. (OARDC Agricultural Engineering Laboratory) (1977 - 78) Product testing and development to bring results of research to rural Ohio target industries, communities and regions. Participant in the state farm services research and extension (FSR/E) programs. Demonstration sites and plot development.**

**EDUCATION**

M.B.A. University of Miami (3.7 GPA)  
M.S. Industrial Engineering, U. of Miami  
B.A. American U. School of International Service, Wash. D.C.  
A.S. Mechanical Engineering, Ohio State Technical Institute

**PERSONAL DATA**

Born : 1954...excellent health, married, 1 child, bilingual Spanish, good training, administration and technical skills. Four long term and five short term projects in Central America.

Member: American Society for Quality Control, American Training and Development Association, International Institute of Industrial Engineers, senior member, American Society of Agricultural Engineers, Affiliate member. Publications, references and work samples available.



# Pan American Development Foundation

Organization of American States Building

1889 F Street, N.W. • Washington, D.C. 20006-4499 • U.S.A.  
Phone: (202) 458-3969 • FAX: (202) 458-6316

## PHOEBE LANSDALE

Over 35 years experience in international development, including 20 years with the U.S. Agency for International Development (USAID). Strong background in project design, implementation., evaluation, and project management.

Program Director, PADF/Washington, 1981 - present. Designs, manages, and backstops rural development income-producing projects benefiting countries of Latin America and the Caribbean, particularly tree-cropping, watershed development, small-scale and production marketing of cocoa, and creation and training of PVOs and NGOs. Manages PADF/Washington and field staffs. Organizes workshops on PVO institutional strengthening, project design, fundraising, agroforestry, and farmer production and marketing of cocoa.

Morocco Desk Loan Officer, World Bank, 1979 - 80. Developed projects and helped prepare Bank documents on artisan mining and petroleum exploration.

Consultant, Organization of American States (OAS), 1978. Evaluated private voluntary organization program and management.

Multilateral Affairs Division Chief, Latin American Bureau, AID/Washington, 1971 - 78. Policy development, management and representation in international and U.S. Government meetings.

Nigeria Desk Officer, AID/Washington, 1966 - 71. Supervised development assistance, maintained wide range of projects during civil war, and managed AID support for relief and evacuation.

South Korea Assistant Desk Officer, AID/Washington, 1960 - 66. Administrative and program support, budgeting.

Congressional Inquiries Officer, AID/Washington, 1959 - 60.

EDUCATION: M.A., Public Law/Government, Columbia University, 1953.  
B.A., cum laude, Government, Smith College, 1947.

LANGUAGES: Native English, fluent French (S-4,R-4), working Spanish (S-2-,R-2).

**Internal Revenue Service**

**Department of the Treasury**

District  
Director

31 Hopkins Plaza, Baltimore, MD 21201

RECEIVED SEP - 5 1979

Person to Contact:

M. Ash

Telephone Number:

301-962-4769

Refer Reply to:

EO: 7204

Date:

SEP 4 1979

Pan American Development  
Foundation, Inc.  
1625 Eye Street, N.W., Suite 622  
Washington, D.C. 20006

Gentlemen:

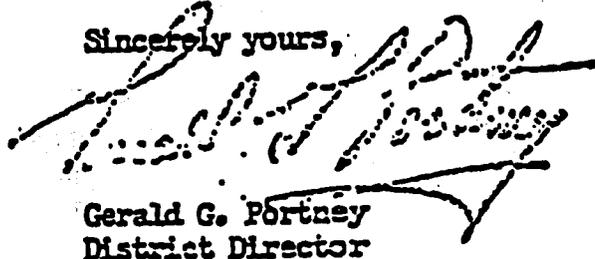
This is in reply to the letter of August 14, 1979 from John Lynch, Comptroller, in which he requested a clearer determination letter as to your tax-exempt and foundation status. A new determination letter is not issued. However, the following information should serve your purpose.

According to our records, the Pan American Development Foundation, Inc. was granted exemption from Federal income tax under section 501(c)(3) of the Internal Revenue Code by letter dated April 7, 1964. The organization continues to be recognized as such.

In addition, it has been further determined that your organization is not a private foundation because it is an organization described in sections 509(a)(1) and 170(b)(1)(A)(vi) of the Internal Revenue Code.

If we can be of further assistance, please contact our office.

Sincerely yours,



Gerald G. Portney  
District Director

Internal Revenue Service

Department of the Treasury

District  
Director

*Pan American Development  
Foundation  
1889 F Street N.W.  
Washington, D.C. 20006*

Person to Contact: CHARLES WALKER

Telephone Number: (301) 962-4769

Refer Reply to: EO: 7206

Date: MARCH 11, 1988

The following information regarding THE TAX EXEMPTION  
OF YOUR ORGANIZATION  
is furnished in response to your letter dated FEBRUARY 18, 1988.

We have searched our files and can find no record that the organization is exempt from Federal Income Tax. In the event the organization wishes to apply for tax-exempt status, the appropriate forms and information are attached.

A search of our files indicates that the organization is exempt from Federal Income Tax under Section 501(c)(3)  
effective APRIL 1964.

A fact sheet containing basic information about the organization's tax-exempt status is enclosed.

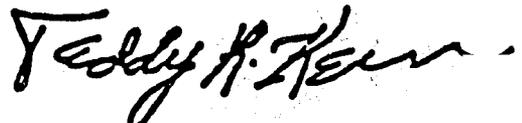
A copy of our letter certifying the status of the organization is enclosed.

A copy of our letter certifying the status of the organization is not available, however, this letter may be used to verify your tax-exempt status.

Your change of address has been noted in our files. Our records now indicate your address as:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Sincerely yours,



Teddy R. Kern  
District Director

ORIGINAL

NEGOTIATED INDIRECT COST RATE AGREEMENT

Date SEP 16 1991

SUBJECT Indirect Cost Rates for Use in Cost Reimbursement Type Agreements With the Agency for International Development (AID)

REFERENCE Contractor's Proposal Dated July 18, 1990 and July 26, 1991

CONTRACTOR Pan American Development Foundation  
or 1889 F Street, N.W.  
GRANTEE Washington, D.C. 20006

PART I. NEGOTIATED INDIRECT COST RATES (%)

<u>Type</u>	<u>From</u>	<u>Effective Period</u> <u>Through</u>	<u>Overhead Rates</u>
Provisional	10/1/88	9-30-89	19.92
Provisional	10/1/89	9-30-90	15.27
Provisional	10/1/90	Until Amended	24.00

Base of Application

Total program expenses and resource development expenses less A.I.D shipping subsidy costs.

Acceptance of the rate(s) agreed to herein is predicated upon the conditions: (1) that no costs other than those incurred by the grantee/contractor were included in its indirect cost rate proposal and that such costs are legal obligations of the grantee/contractor; (2) that the same costs that have been treated as indirect costs have not been claimed as direct costs; (3) that similar types of costs have been accorded consistent treatment; and (4) that the information provided by the grantee/contractor which was used as the basis for acceptance of the rate(s) agreed to herein is not subsequently found to be materially incomplete or inaccurate.

143

**PART II - ITEMS NORMALLY TREATED AS DIRECT COSTS**

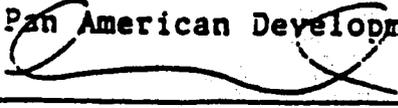
**ORIGINAL**

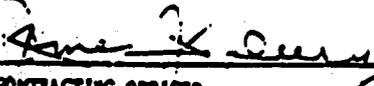
**PART III - SPECIAL TERMS AND CONDITIONS**

Pursuant to 742.770 of the Agency for International Development Acquisition Regulations (AIDAR), the negotiated indirect cost rates set forth in Part I of this Agreement are incorporated into AID Agreements shown below. This Agreement shall not change any monetary ceiling, obligation, or specific cost allowance or disallowance provided for in the Contracts or Grants listed below or any other Agreement between the parties.

<u>Contract/Grant Number</u>	<u>Amendment Number</u>	<u>Project Number</u>
LAC-0628-G-SS-3029-00		598-0628
LAC-0620-G-SS-3030-00		598-0629
PDC-0231-G-SS-3105-00		938-0231
PDC-0230-G-SS-5072-00		938-0230
LAC-0016-G-SS-6062-00		597-0016

ACCEPTED: Pan American Development Foundation

BY   
 Lewis Townsend  
Printed or Typed Name  
 Deputy Executive Director  
Title  
 September 19, 1991  
Date

  
 CONTRACTING OFFICER  
 Overhead and Special Costs Branch/  
 Procurement Support Division  
 Office of Procurement  
 Agency for International Development

DWL

**DISTRIBUTION:**

- |           |      |         |                |               |               |
|-----------|------|---------|----------------|---------------|---------------|
| OP/OS     | OP/W | OP/W    | OTHER          |               |               |
| OS/ANE    | W/HP | W/CO    | :: RIG/A/W     | :: FVA/PVC    | :: LAC/DR/CEN |
| :: OS/LAC | W/FA | :: W/MS | :: PS/SUP      | :: LAC/DR/EST | :: LAC/DR/INN |
| OS/AFR    | W/R  |         | :: FFM/FM/PAFD |               |               |



# Pan American Development Foundation

Organization of American States Building

1889 F Street, N.W. • Washington, D.C. 20006-4499 • U.S.A.

Phone: (202) 458-3969 • FAX: (202) 458-6316

## PAN AMERICAN DEVELOPMENT FOUNDATION (PADF) CAPABILITIES STATEMENT

### OVERVIEW

PADF is one of the few US-based private voluntary organizations (PVOs) working exclusively in Central and South America and the Caribbean. Based on almost thirty years of experience, it understands the development needs of the hemisphere and subregions, and responds with both tested and innovative solutions to a wide range of development problems. PADF is recognized for its private sector focus, institutional development experience, and ability to work close with local leaders and institutions to assure adaptation to local circumstances and to ensure sustained development.

PADF is a U.S. tax-exempt, non-profit organization, associated with the Organization of American States, which provides some administrative and financial support. PADF was created in 1962 by leading citizens of the United States and Latin America. It encourages cooperation between local business communities and development institutions in Latin America and the Caribbean, while drawing on US private sector skills and financial resources. PADF helps the enterprising poor gain access to technical assistance, material support, and credit to become more productive.

PADF provides in-kind shipments of equipment and supplies to hospitals and clinics, universities, vocational schools and skills training programs through its Health Services and Tools for Training programs. This material is donated by individuals and corporations which wish to see unneeded equipment used to support development.

### A. PADF's Orientation

PADF seeks to improve employment opportunities and incomes for the enterprising poor in Latin America and the Caribbean. It strengthens both rural and urban development organizations. PADF has had a direct role in the formation of National Development Foundations (NDFs) in over 30 countries. NDFs engage business and civic leaders in providing training assistance and credit to low-income men and women so that they can form successful small and micro businesses.

145

In rural sectors, PADF promotes incomes through agroforestry, linking perennial and annual crop production to increase farmer income and provide sustainable benefits to the environment. Specific activities have included cocoa production, marketing, and provision of mini-irrigation and potable water.

PADF has promoted agroforestry as a means of expanding farmers' incomes since 1981. USAID/Haiti invited PADF to expand its private business sector networking efforts beyond microbusiness support. To design a tree cropping project for Haiti, PADF drew on anthropological research on peasant attitudes and land tenure and on local PVOs interested in new development activities to benefit rural clients in Haiti.

PADF has been involved in varying degrees in "demand-driven" tree-cropping efforts also in Antigua, Belize, Costa Rica, Dominican Republic, Guatemala, Honduras, and the East Caribbean. PADF's agroforestry staff includes ex-US Peace Corps Volunteers, AID, and other hands-on specialists in tropical tree crops, arid and semi-arid area tree cultivation, anthropology, and institutional analysis. Forestry economists define product demand.

1. Haiti - Since 1981, PADF agroforestry outreach has helped over 100,000 peasant farmers plant over 35 million trees, far beyond original planning levels. Networking with about 85 local PVOs and missionary groups each spring and fall rainy season, the multi-year project ("Pwoje Pyebwa") combats the harsh soil erosion and desertification of Haiti's slopes. PADF's project successfully promotes fast-growing hardwoods which the farmers harvest for charcoal and fuelwood, green manure, fodder, living hedges, fruit and nuts, and construction materials. Some trees enrich agricultural lands while others shade food crops. Income expectations sustain peasant demand for seedlings far exceeding supply.

The project helps rural Haitians improve their incomes from their own small holdings - either planting trees as cash crops or benefitting food intercrops. It is PADF experience that ownership commits peasants to maintaining trees.

The Haiti project has achieved improved survival rates. Species trials and survival/growth studies analyze production. Living hedges are promoted to enhance soils and agricultural production. Low cost nurseries of Haitian PVOs in remote provincial areas are utilizing small roottrainers which make seedling transport to the mountains and planting more efficient than in traditional plastic bags, and increasing efforts have promoted home-garden nurseries on lands of lead-farmers in the hinterland. The project monitors wood product prices to maximize incomes and promote selected species.

Training includes Creole-language workshops and audio-visual materials based on project experience. A study of Small Farmer Decision Making presents advice on the best sequence of training. A nursery guide book assists tree production from species selection, germination, inoculation, to distribution to farmers. Other handbooks are for school children and to guide promoters.

The resulting network of extension stretches across 80% of Haiti. By involving small missionary and PVO groups, PADF is now an efficient implementor for large donors of otherwise unwieldy projects to reach community-based programs in remote Haiti. Pwoje Pyebwa. Funds have come from USAID, Canada, Shell Oil Ltd., a Swiss assistance organization, a Belgian development organization, and private sector donors. The project also strengthened local PVOs so that they have begun to get funds from outside donors directly.

Tree germination also reflects PADF's entrepreneurial approach. Nurseries are helped to purchase agricultural inputs for tree production, trained in technologies, and encouraged to sell seedlings or complementary plants to move towards sales for profits, so as to motivate them to sustain their efforts. The project helps them seek other funds for production, capitalize infrastructures (water systems, shade, warehouses, seedling racks, fencing) and supports seed orchards and budwood orchards.

2. Costa Rica Small Farmer Agroforestry - Two farmers associations began in 1991 to introduce agroforestry for more sustainable agriculture and tree-cropping in Costa Rica, which has the highest rate of deforestation in the Americas. PADF is providing agroforestry technologies, support for agricultural inputs, hillside training, and NGO support to strengthen the abilities of low-income rural producers to replace unsound cultivation by methods beneficial to the environment.

**3. Dominican Republic Tree Cropping** - Working through local servicing NGOs, PADF first involved the business community of the Dominican Republic in pilot tree planting in 1983-85. Using the Haiti agroforestry model to address fuelwood and charcoal needs of the arid southwest, PROGRESSIO undertook with PADF help to promote nurseries, distribute seedlings, train extensionists to help campesinos plan on their smallholdings, and support NGOs in other parts of the country. Since the late 1980s, PADF has managed a large agroforestry and micro-irrigation project with a development association of San Jose de Ocoa to which it is also providing institutional and financial management assistance. In 1990, PADF expanded income-driven tree-cropping with two other NGOs in the southwest.

**4. Antigua Agroforestry** - In 1987 PADF answered a request to help farmers plant trees for shade, fodder, green manure, living fences, windbreaks, and food, providing technical assistance and agroforestry inputs to help their efforts. Subsequent funds expanded demonstration activities to include additional farmers' associations, schools, and an advisory committee of concerned groups including the Environmental Awareness Organization.

**5. Dominica** - PADF's income-driven agroforestry promotion in this East Caribbean island benefits from an Advisory Committee of several organizations and administrative support from the Dominica Conservation Association.

**6. St. Lucia** - The advisory committee approach also applies to the model agroforestry efforts promoted in St. Lucia. Ministry experts as well as a CIDA (Canadian International Development Association) representative join with local NGOs to identify priorities and implementation plans.

## **B. The Foundation's Geographic Reach**

In the Caribbean, Institutional development, microbusiness, rural income health and tools programs have been conducted since 1981. For example, NDFs have been established in almost every country of the English-speaking Caribbean. PADF continues to offer agroforestry and microenterprise assistance to Hispaniola, the East Caribbean, and throughout Central America.

It has recently reestablished strong ties with Central American NDFs and other PVOs concerned with microenterprise and rural development. The Health and Tools programs are active in almost every developing country of the hemisphere, particularly those of the Southern Cone of South America.

### C. SUMMARY of PADF PROGRAMS

1. Programs for Microproducers. PADF channels financial, material, and technical assistance to benefit low income producers. PADF helps improve the institutional capacities of NGOs to enable them to benefit low income farmers and small scale enterprises.

2. In-Kind Contributions Improve the Quality of Life. The impact and visibility of donations by PADF's Tools for Training and Health Services programs are heightened by channeling donations, wherever possible, through local non-profit development groups. Over the past ten years these programs have provided equipment and supplies with a fair market value of over \$46 million to every country of the region.

3. Disaster Relief, Reconstruction, and Mitigation. Recent relief and reconstruction efforts have meeting the disaster relief needs of Costa Rica, Panama, and Chile, as well as hurricane relief to the Caribbean islands. PADF is helping to stem the spread of cholera in several countries. The foundation is also executing a hurricane mitigation project in Jamaica. The OAS has requested PADF to coordinate donor efforts for natural disasters.

PADF has an established reputation as a "servicing PVO," which works directly with local non-governmental organizations. For example, in Haiti training and materials are channeled through 80 local NGOs which work with farmers to teach them tree-planting and intercropping as a means of stemming desertification and increasing income.

PADF also conducts forums in the United States and overseas which provide opportunities to NGOs to network, learn project development and management skills, as well as how to approach funding organizations.

### D. Affiliations and Associations

PADF's private sector orientation promotes close relationships with the US corporate sector. PADF also establishes linkages between local private sector firms and small scale entrepreneurs in developing countries.

PADF works with the OAS in project design and execution, as well as disaster relief activities. The OAS provides PADF office space and support, expedites custom clearance of health and tools shipments, and provides some direct financial support.

PADF is tied to many other development organizations, some of which are listed below:

American Cocoa Research Institute (ACRI)  
 American Council for Voluntary International Action  
 (InterAction)  
 American Hospital Assn. (AHA)  
 Assn. of PVO Financial Managers  
 Assn. for Cultural, Technical, and Cultural Cooperation  
 of Belgium (ACTEC)  
 Canadian International Development Agency (CIDA)  
 Caribbean Assn. of Industry and Commerce (CAIC)  
 Caribbean Agricultural and Research Development Inst.  
 (CARDI)  
 Center for Research and Education in Tropical  
 Agriculture (CATIE)  
 Florida Assn. of Voluntary Agencies (FAVA)  
 Helvetas of Switzerland  
 Inter-American Children's Institute  
 Inter-American College of Physicians and Surgeons  
 Inter-American Development Bank (IDB)  
 Inter-American Foundation (IAF)  
 Inter-American Indian Inst. (IAH)  
 Inter-American Inst. for Cooperation in Agriculture  
 (IICA)  
 Intl. Services Agencies (ISA)  
 Intl. Society for Tropical Forestry (ISTF)  
 Island Resources Foundation (IRF)  
 Joint PVO/University Rural Development Center  
 National Council for International Health (NCIH)  
 Natural Resources Defense Council (NRDC)  
 Organization of American States (OAS)  
 Pan American Health Organization (PAHO)  
 Pan American Medical Society  
 Private Agencies Collaborating Together (PACT)  
 Society for International Development (SID)  
 Southeast Consortium for Cooperation in Devt. (SECID)  
 United Nations Environmental Programs (UNEP)  
 US Agency for International Devt. (USAID)  
 US Peace Corps  
 Volunteers in Technical Assistance (VITA)

These relationships permit the exchange of ideas, information and resources, as well as direct cooperation on specific projects. PADF also works closely with overseas networks of private development institutions. PADF frequently hosts or participates actively in national and region-wide forums or workshops of NGOs.

### E. Financial Support

PADF's operations are supported by: a) cash and in-kind donations from corporations, foundations, and individuals; b) contributions from recipients to cover logistic and administrative costs; c) grants and contracts from the Agency for International Development, Multilateral Organizations and bilateral donors; and d) contributions from foundations, corporations, and individuals.

Donations, which may be tax deductible under Section 501(c)(3) of the US Internal Revenue code, are accepted for both general support and special programs, such as the "matching grant" for agroforestry development in the Caribbean and Central America. All donations and receipts are recorded in PADF's financial records which are audited annually by an independent firm. PADF meets the standards of the National Charities Information Bureau, which monitors the activities of U.S. non-profit organizations.

Benefits to donors of equipment and supplies include the knowledge that the donation will be well utilized by an organization with almost thirty years of experience in health and tools programs. In addition, such donations offer tax deductions, the freeing of storage and warehouse space, and enhancing product recognition in new markets. Furthermore, PADF publicly recognizes donations with publicity and ceremonies.

"Blocked" currencies are also eligible for tax benefits to donating banks and corporations. PADF blocked currencies support loan portfolios of NDFs or PADF-approved projects, especially small business programs.

MORE DETAILED INFORMATION ON INDIVIDUAL PADF ACTIVITIES MAY BE OBTAINED BY REQUESTING SUCH INFORMATION AT THE FOLLOWING ADDRESS:

Pan American Development Foundation  
1889 F Street, N.W.  
Washington, D.C. 20006

## LIST OF ACRONYMS

<b>AAT</b>	Asociación Amigos de la Tierra, ENGO
<b>AMAR</b>	Asociación Amigos del Arbol, ENGO
<b>APA</b>	Asociación de Proveedores Agrícolas, ENGC
<b>APAES</b>	Asociación para la Protección Ambiental en El Salvador, ENGO
<b>ARENA</b>	Alianza Republicana Nacionalista
<b>ASACMA</b>	Asociación Salvadoreña para la Conservación del Medio Ambiente, ENGO
<b>CAT</b>	Centro de Asistencia Técnica
<b>CATIE</b>	Centro Agronómico Tropical de Investigación y Enseñanza
<b>CECAP</b>	Centro de Capacitación Apropriada (FUNPROCOOP)
<b>CENREN</b>	Centro de Recursos Naturales, GOES
<b>CENTA</b>	Centro Nacional de Tecnología Agropecuaria, GOES/MAG
<b>CESTA</b>	Centro Salvadoreño de Tecnología Apropriada
<b>CONAMA</b>	Consejo Nacional del Medio Ambiente
<b>CONARA</b>	Comité Nacional de Reconstrucción de Areas
<b>CONCULTURA</b>	Consejo Nacional para la Cultura y el Arte
<b>CREMA</b>	Comité de Recuperación del Medio Ambiente
<b>DESAP</b>	Dirección de Servicios Agropecuarios
<b>DNGO</b>	Development Non-Governmental Organization
<b>DNR</b>	Director de Recursos Naturales, GOES
<b>ENGO</b>	Environmental Non-Governmental Organization
<b>FAO</b>	Food and Agricultural Organization of the United Nations
<b>FESA</b>	Fundación Ecológica Salvadoreña Activo 20-30, ENGO
<b>FIS</b>	Fondo de Inversión Social
<b>FM</b>	Fundación Montecristo, ENGO
<b>FUREMAR</b>	Fundación de Recursos Marinos y Limnológicos, ENGO
<b>FUTECMA</b>	Fundación Teclaña Pro-Medio Ambiente, ENGO
<b>GOES</b>	Government of El Salvador
<b>MAG</b>	Ministerio de Agricultura y Ganadería, GOES
<b>MES</b>	Movimiento Ecológico Salvadoreño, ENGO
<b>mz</b>	Manzana, 1.74 acres or 0.7 hectares
<b>NAPA</b>	National Association of Partners of the Americas, PVO
<b>NGO</b>	Non-Governmental Organization
<b>OTS</b>	Organization for Tropical Studies
<b>PACA</b>	Proyecto Ambiental para Centro América, ROCAP/AID-funded
<b>PREIS</b>	Proyecto Regional de Investigación sobre El Salvador
<b>PRODERE</b>	Programa de Desplazados y Refugiados
<b>PROMESA</b>	Proyecto de Protección del Medio Ambiente Salvadoreño, USAID-planned

<b>REPAC-ES</b>	<b>Red de Periodistas Ambientalistas de Centro América, Capítulo El Salvador</b>
<b>SABE</b>	<b>Strengthening Achievement through Basic Education, USAID project</b>
<b>SAS</b>	<b>Sociedad Audubon de El Salvador, ENGO</b>
<b>SEMA</b>	<b>Secretaría Ejecutiva del Medio Ambiente, GOES</b>
<b>SPNVS</b>	<b>Servicio de Parques Nacionales y Vida Silvestre, GOES</b>
<b>TCS</b>	<b>Telecorporación Salvadoreña</b>
<b>UCA</b>	<b>Universidad Centroamericana José Simeón Cañas</b>
<b>UES</b>	<b>Universidad de El Salvador</b>
<b>UF</b>	<b>University of Florida</b>
<b>UICN</b>	<b>Unión Internacional para Conservación de la Naturaleza</b>
<b>UTLA</b>	<b>Universidad Técnica Latinoamericana</b>
<b>UNES</b>	<b>Unidad Ecológica Salvadoreña, Federation of ENGOs and others</b>
<b>UNICEF</b>	<b>United Nations Children's Education Fund</b>
<b>USAID</b>	<b>United States Agency for International Development</b>

organizaron tres cooperativas de mercadeo de citricos. Se diseñaron, organizaron, desarrollaron y se estableció un sistema de seguimiento para cursos de educación, entrenamiento y seminarios para directivos y asociados, en corte, manipulación, lavado, empaque, transporte y distribución del producto de las cooperativas. También se organizaron las estructuras administrativas y gerenciales de las cooperativas y se prepararon estudios de mercadeo. Se recolectó, seleccionó, tabuló y publicó información agrícola y se estableció un sistema de información de mercados y precios.

Febrero 1958 : Julio 1958

Jefe del Departamento de Importación, Sociedad Importadora y Exportadora Boliviana Ltda., (SIEBOL), Bolivia. Empresa importadora de maquinaria agrícola y exportadora de café, hule, castaña, etc.

Asistir en el programa de importaciones, incluyendo la preparación de todos los documentos y trámites de importación.

Diciembre 1956 : Enero 1950

Supervisor de la Planta Industrial y la Estación de Servicio, en Industrias Unidas Rimpulio, La Paz, Bolivia. Empresa fabricante de muebles de madera y metal y toda clase de reparaciones de vehículos.

Supervisión de 25 trabajadores. Asistir al Gerente General en todas las funciones de la firma, así como la administración y gerencia del personal.

Abril 1954 : Octubre 1956

Secretario asistente y Jefe de la Sección de Compras, Departamento de Adquisiciones, Ministerio de Economía, La Paz, Bolivia.

Supervisar contratos de compra para varios artículos importados de consumo. Preparación de la planificación anual de adquisiciones conjuntamente con el Jefe del Departamento y su distribución a nivel nacional.

## EDUCACION

Ingeniería Civil, Facultad de Ciencias y Matemáticas, Universidad de Buenos Aires, Argentina, 1951-1952.

Economía Agrícola (énfasis en mercadeo de productos agrícola y administración de cooperativas), Ohio State University, Columbus, Ohio, EE.UU. 1961-1962.

Nivel de Educación Superior, similar al de BS en Economía Agrícola.

### **Cursos cortos y seminarios:**

- Gerencia por Objetivos, American Management Association (AMA), Tegucigalpa, Honduras, Abril 1986.
- Políticas, Administración y Uso de Microcomputadoras, University of Minnesota, Minneapolis, Minnesota, Octubre 1985.
- Administración y Supervisión de Personal, Cámara Americana de Comercio de Bolivia y AMA, La Paz, Bolivia, Junio 1982.
- Cursos Avanzados en Gerencia Cooperativa, Federación de Cooperativas de Ahorro y Crédito y la Universidad Católica, La Paz, Bolivia 1967.
- Administración de Proyectos (US Peace Corps), Caracas, Venezuela, Junio 1969.
- Conferencia sobre Entrenamiento de Voluntarios del Cuerpo de Paz, Utah, EE.UU., Julio 1968.
- Seminarios-Talleres sobre Programación y Entrenamiento de Voluntarios del Cuerpo de Paz fuera de los EE.UU. Miami, Florida, EE.UU. Operaciones en Latinoamérica, Junio 1971, Noviembre 1973, Noviembre 1976.
- Seminario-Taller sobre Mejoramiento de la Programación y Entrenamiento de Voluntarios del Cuerpo de Paz en el campo. Operaciones en América Central, Tegucigalpa, Honduras, Junio 1975.
- Seminario Taller sobre Diseño de Entrenamiento Cross Cultural, Cuerpo de Paz, La Paz, Bolivia, Julio 1969
- Conferencia sobre Revisión del Programa de Cooperativas para Bolivia y Perú, Lima, Perú, Marzo 1971.
- Estudios en Sociología, Instituto de Estudios Sociales y Económicos (DESEC), La Paz, Bolivia, 1969.
- Seminario sobre Comunicación, Ohio State University, Columbus, Ohio EE.UU., Febrero 1962.
- Visita a organizaciones de mercadeo de los EE.UU. y C.A., sobre organización, operaciones y comercialización de frutas cítricas y hortalizas, patrocinado por Ohio State University y USAID. (Viaje a Florida, Panamá y Costa Rica), 1962.
- Mercadeo de Carne y Ganado, Universidad Católica, Santiago, Chile, Septiembre-Noviembre 1955.

### **HABILIDADES DE LENGUAJE**

- Español: Parlante Nativo
- Inglés: Fluyentemente. Certificado de Proficiencia, University of Michigan. 1966.

### **OTROS**

- Presidente, Primera Conferencia Nacional de Cooperativas Agrícolas La Paz, Bolivia, Junio 1970.
- Vice-Presidente, Federación Boliviana de Uniones de Crédito, La Paz, Bolivia, 1978-1983.
- Presidente, El Carmen Ltda. Unión de Crédito, La Paz, Bolivia, 1967-1971 and 1979-1983.
- Presidente, Consultora de Servicios, Guatemala, Febrero 1972-1973.



AGENCY FOR INTERNATIONAL DEVELOPMENT  
UNITED STATES AID MISSION TO GUATEMALA



USAID/GUATEMALA  
17th St  
A171A 24024

U.S. Agency for International Development  
Washington, D.C.

February 13, 1992

Telephone: 311 32022, 320327  
Fax: 311 511, 311 505, 311 508

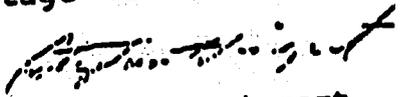
TO WHOM IT MAY CONCERN:

I have known and worked with Jaime Mendoza for much of the past twenty years, first when he served as technical representative for the Peace Corps for volunteers working with agricultural cooperatives and credit unions and I had similar responsibilities for USAID/Guatemala, and later when I had oversight responsibility for his work as assistant project manager and education advisor for cooperative development activities in Honduras and Guatemala.

I have the highest regard for Mr. Mendoza and strongly recommend him for employment as a technical advisor in rural development programs and as a manager of technical assistance resources. He has several very important strengths which make him an effective advisor. He has a calm, can do attitude which enables him to quickly establish rapport with counterparts, campesinos and colleagues of all nationalities. He is obviously deeply committed to development of his fellow men, and he is able to instill this commitment in others. He is extremely industrious, willing to work long hours giving training courses, traveling on weekends to attend cooperative meetings, etc. Finally, he is very intelligent and has a profound understanding of the issues confronted by small farmers in Latin America and of the measures required to improve their income and well being.

I have also observed Mr. Mendoza's performance of project manager responsibilities within the USAID/Honduras Mission. He quickly became adept at the arts of PIO/T and PIO/C preparation and processing, the purpose and preparation of implementation letters, AID procurement regulations, project budgeting, voucher processing, and accrual procedures, etc. Again, his quiet style, honesty, and commitment to Mission objectives enabled him to work effectively with officers throughout the Mission.

It has been a pleasure to have worked with Mr. Mendoza and I am certain he will be an asset to any rural development activity that can take advantage of his unique combination of skills.

  
Stephen C. Wingert  
Deputy Director  
USAID Guatemala



**AGENCY FOR INTERNATIONAL DEVELOPMENT  
UNITED STATES AMBASSY MISSION TO GUATEMALA**



USAID-GUATEMALA  
UNIT 3323  
APO AA 34024

the American Embassy  
Guatemala, City, Guatemala, C.A.

Telephones: POX 320202, 320322  
Fax: 311151, 311505, 311506

February 18, 1992

To Whom it may Concern:

I have known and worked closely with Jaime Mendoza at different times over the past 20 years and in a variety of settings. He is a dedicated professional with a broad range of skills and experience in the design and implementation of cooperative development programs. Our most recent working relationship began in 1983, when Mr. Mendoza was contracted by USAID/Honduras to manage three (3) separate activities -- a credit union development program with the Honduran Federation of Savings and Loan Cooperatives; an agricultural cooperative development program with the private sector and the Honduran Government; and, a complex agrarian reform cooperative initiative with a series of large, collective farms and the American Institute for Free Labor Development (AFLD). Throughout his 5-year tenure with the Honduras Mission, Mr. Mendoza demonstrated outstanding technical competence, resourcefulness and judgement under frequently very trying conditions, and he became well-known for both his management skills and ability to negotiate successful solutions to the often difficult problems we encountered.

Our working relationship continued in Guatemala, when in 1987, Mr. Mendoza joined me as the Management and Training Advisor to the Cooperative Strengthening Project, a large institutional development program with Guatemala's cooperative movement. Mr. Mendoza's skills were again put to the test and his performance was again outstanding, both during the initial start-up of the Project and throughout the four and a half year's he provided assistance to five federations and 59 base-level cooperatives. In particular, he successfully developed and implemented a broad training program designed to impart the complexities of cooperative management to the Board's of Directors and staff of credit unions and agricultural cooperatives located throughout the country. The training program was key to obtaining cooperative acceptance of important financial management and planning disciplines, and in many ways, much of the Project's current success is due to the long hours, frequent travel, unfailing dedication and unique insight of Mr. Mendoza.

In May 1992, Mr. Mendoza's contract with the Mission will end and he will be sorely missed by both his colleagues and the cooperatives with whom he worked. He's a team player for whom I have the highest regard and I have no hesitation to recommend him to anyone looking for a skilled development professional capable of dealing with the complex issues which surround many rural development initiatives. I've enjoyed working with him and hope that we'll again find ourselves working together in the future.

*Barry Jensen*

Barry Jensen, Project Manager  
Rural Development Office

157

**JEFFREY R. NASH**

**ADDRESS** c/o USAID/San Salvador      **TELEPHONE** El Salvador Office  
Department of State      (503) 98-1250, 79-0285  
Washington, D.C. 20523      **FAX** (503) 79-0286  
Residence (503) 98-1250

**OCCUPATION** Economist and consultant specializing in the design and management of agricultural development projects overseas.

**EDUCATION** M.A. Economics, Vanderbilt University, 1978  
B.A. Economics, University of Illinois, 1968

**PROFESSIONAL EXPERIENCE**

Management Systems Advisor/Chief of Party: RONCO Consulting Corp.  
EL SALVADOR (November 1990 to present): Direct staff of 20 in providing technical assistance under AID project concerned with emergency assistance, economic and social reintegration of the displaced and repatriated population, and assist implementing agencies with institutional strategies, operational policies, and improvement of management information system design and utilization.

Regional Manager: Agricultural Development Consultants, Inc.  
EL SALVADOR (Retainer basis: January 1989 - October 1990): Establish office to represent the interests of the firm in Central America and the Caribbean, primarily in the provision of technical assistance related to agriculture, contribute in the preparation of proposals and other documents, and assist in project and personnel administration.

Rural Development Economist: Development Alternatives Inc.  
BOLIVIA (May - August 1990): Team leader of group charged with identifying and conducting prefeasibility analyses of investment opportunities for medium to large scale social, productive, and rural infrastructure projects in the highlands and valley regions, to be funded by AID and other donor agencies.

Cooperative Specialist: National Cooperative Business Association  
EL SALVADOR (March 1990): Evaluate technical assistance and training activities under the agribusiness production and marketing project and make recommendations for proposed extension.

Agricultural Economist: Agricultural Development Consultants  
GUATEMALA (October - December 1989): Determine perceived market situation and institutional feasibility of a purchase/resale program by NGOs for rural lands to landless farmers, and design institutional mechanism, appropriate support services, and credit delivery system to accomplish this long-term objective.