

A.I.D. EVALUATION SUMMARY - PART I

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.
2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE.

IDENTIFICATION DATA

A. Reporting A.I.D. Unit: Mission or AID/W Office <u>El Salvador</u> (ES# _____)	B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan? Yes <input type="checkbox"/> Skipped <input checked="" type="checkbox"/> Ad Hoc <input type="checkbox"/> Evaluation Plan Submission Date: FY ____ Q ____	C. Evaluation Timing Interim <input checked="" type="checkbox"/> Final <input type="checkbox"/> Ex Post <input type="checkbox"/> Other <input type="checkbox"/>
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D. Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report.)

Project No.	Project /Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
519-0385	Environmental Protection Project	March/93	March/99	\$20 Mil.	\$16.4 Mil.

ACTIONS

E. Action Decisions Approved By Mission or AID/W Office Director	Name of Officer Responsible for Action	Date Action to be Completed
Action(s) Required SEE ATTACHMENT		

(Attach extra sheet if necessary)

APPROVALS

F. Date Of Mission Or AID/W Office Review Of Evaluation: _____ (Month) _____ (Day) _____ (Year)

G. Approvals of Evaluation Summary And Action Decisions:

	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Name (Typed)	Peter Gore		Ana Cristina Mejia	Kenneth Ellis
Signature				
Date	12/18/97		12/19/97	12/23/97

ABSTRACT

H. Evaluation Abstract (Do not exceed the space provided)

This mid-term evaluation of USAID/EL Salvador's Environmental Protection Project (EPP) was conducted from April 21 to May 30, 1997. The evaluation was conducted by a team of specialists from Cambridge Consulting Corporation (CCC). This report reflects the findings and assessment of the Cambridge team based on the information available to them. The purpose of the evaluation is to assess the mid-term progress of three Project components: 1) environmental policy reform, 2) demonstration of benefits, and, 3) environmental education. Recommended mid-course corrections are to fully contribute to the Mission's Environmental Strategic Objective #4, including the new emphasis on water as a cross-cutting focus. Abt Associates, with Winrock and RONCO as subcontractors, is the technical assistance contractor for the first two Project components, and the Academy for Educational Development (AED), through a buy-in to their centrally-funded GreenCOM Project, is the technical assistance contractor for the third component. Abt commenced implementation activities in June 1994, and AED (GreenCom) in March 1994.

Major obstacles to implementation progress have included an unusually high level of institutional instability and key management personnel turnovers. The Executive Secretariat for the Environment (SEMA), originally attached to the Ministry of Agriculture (MAG), has been relocated within three different ministries, and on June 1, 1997, SEMA merged into the new Ministry of Environment (MIMA). Important management personnel turnovers include three Directors of SEMA, three Ministers of Agriculture, four USAID Mission Directors, numerous changes of supervisors of the USAID Project Manager, two USAID Project Managers and three Abt Chiefs of Party (COPs) since the Project began. This difficult implementation atmosphere was further exacerbated by differences about Project implementation that arose between one SEMA Director (7/94-2/96), and the Abt team (and USAID Project Manager). These extenuating circumstances have been considered in evaluating the course and pace of implementation.

COSTS

I. Evaluation Costs

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
John B. O'Donnell	- Cambridge Consulting Corp.	519-0385-C-00- 7066-00	\$143,137.00	APP 519-03
Frederick Mann	- " "			
Raymond Dodd	- " "			
Robert B. Peck	- " "			

2. Mission/Office Professional Staff

Person-Days (Estimate) 40 persons-day

3. Borrower/Grantee Professional

Staff Person-Days (Estimate) 150 persons-day

A.I.D. EVALUATION SUMMARY - PART II

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items:

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| <ul style="list-style-type: none"> • Purpose of evaluation and methodology used • Purpose of activity(ies) evaluated • Findings and conclusions (relate to questions) | <ul style="list-style-type: none"> • Principal recommendations • Lessons learned |
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Mission or Office: El Salvador	Date This Summary Prepared: December 18, 1997	Title And Date Of Full Evaluation Report: Environmental Protection Project
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J. Purpose of the Evaluation

This mid-term evaluation has the following purposes:

Evaluate mid-term progress for three of the project components (Environmental Policy Reform, Demonstration of benefits and Environmental Education), and recommend mid-course corrections so that the Project fully contributes to the attainment of the Mission's Environmental Strategic Objective #4, including the Mission's new emphasis on water as a cross-cutting issue.

Review and analyze "End of Project" (EOPS) outputs defined in the Original Project Paper and technical assistance contracts, in light of Mission reengineered Strategic Objective #4, Intermediate Results, and indicators, and recommend changes as required (minimal emphasis).

Evaluate host country capability and commitment in accomplishing the purpose and objectives of the Project.

Evaluate the impact of project activities on the target population (as defined in the project agreement), both intended and unintended.

Distill "lessons learned" which briefly describe issues that may be generic to natural resources management projects and possible solutions/recommendations.

Purpose of Activity

The Environmental Protection Project was authorized, and the Project Agreement between USAID/EL Salvador and the GOES was signed on April 1, 1993. The implementing entity for the GOES was specified to be the Ministry of Agriculture (MAG), with Project coordination to be provided by Secretaría Ejecutiva del Medio Ambiente (SEMA). The Project goal is to improve environmental and natural resource management. The Project purpose is to halt and then reverse the degradation of El Salvador's natural resource bases to safeguard year-round water supplies and rural incomes.

The Project is divided into three components: 1) Policy Formulation and Reform; 2) Demonstration of Benefits; and, 3) Environmental Education. A fourth component, NGO strengthening, was implemented independently through a cooperative agreement with the Panamerican Development Foundation.

The Policy component was to increase the capacity of SEMA and selected NGOs to lead a participatory policy reform process. It was envisioned that the Policy component would engage in the following tasks:

- Develop a National Environment/Natural Resources Management Strategy and gain consensus on a Policy agenda;
- Improve the rules needed to execute the strategy and develop a consensus for the enactment of legislation;
- Enhance the capacity to enforce rules and implement policies; and,
- Monitor progress in carrying out the Strategy to improve performance.

The Summary Project Description in the Project Agreement calls for the Policy Component to concentrate on four laws and their implementing regulations: Forestry Law, Fisheries Law, General Water Law, and the Protected Areas Law.

The second component, Demonstration of Benefits, called for establishment of a field demonstration area where the effects of policy reform, environmental education, and improved conservation practices could be measured.

The third component, Environmental Education, provides for assistance to the Ministry of Education (MINED), Centro de Tecnología Agropecuaria y Forestal (CENTA), Dirección General de Recursos Naturales Renovables (DGRNR), Centro de Desarrollo Pesquero (CENDEPESCA) and Non Governmental Organizations (NGOs) to establish four kinds of environmental and natural resource education programs:

- Formal education through the primary school curriculum;
- Education of public audiences through mass media campaigns;
- Education through the use of interpretation sites; and,
- Training of extensionists in natural resources management subjects.

It was expected that at the end of the Project, the following conditions would exist:

- The GOES will have enacted and implemented key policy reforms in natural resources management, including establishing a source of financial support for NGOs. This would include the regulatory and juridical framework, the laws themselves, and an enhanced

capacity to monitor and enforce the new legislation;

- There will be an increased level of public support for sustainable management of natural resources; and,
- Proven natural resource management practices and methodologies for their transfer will be available for adoption throughout El Salvador.

To implement the Project, USAID/EL Salvador entered into an institutional contract with a technical assistance consortium led by Abt Associates, with Winrock and RONCO as sub-contractors. In addition, the Project funded a buy-in with the Academy for Educational Development GreenCom Project.

Over the years since 1993, the expected results from the Project have evolved as the Mission went through a major reengineering effort. This effort involved development of strategic objectives as a management tool. The Mission's Strategic Objective #4, approved in June 1996, calls for "Increased use of environmentally sound technologies and practices in selected fragile areas".

Findings and Conclusions

1. Progress towards achieving expected results has been mixed. Major contributions have been and continue to be made to increase awareness and concern about environmental problems by policy-makers, stakeholders and the general public, and in developing mass media capacities to continue this process. There is some notable progress in internalizing selected institutional capacities to develop and implement environmental education activities. However, there has been no significant progress in enhancing a national capacity to carry out environmental protection and natural resources management (E/NRM- policy reforms or in achieving specific policy reforms. (It should be noted that the recent creation of a full fledged Ministry for the Environment, for which USAID and the Project deserve some credit, may provide cause for optimism for future progress in policy reform.) There have been mixed results in developing and diffusing small farmer NRM technologies and no significant progress in enhancing related institutional capacities.

2. Major activities in policy reform have been assistance in preparation and public consultation of a draft comprehensive environmental law, a draft forestry law and a draft protected areas law. Work also has been initiated and continues on preparation of a forestry incentives law.

3. The policy reform process used in preparation of these draft laws needs to be reviewed and improved. Essential steps previous to legislative drafting include: 1) legal baseline and other analyses and, 2) formulation, consultation and internalization of a policy strategy, agenda, framework and specifications for the E/NRM policy area of focus. Corrective action is needed in the reform process supported by the Project. The appropriate process and steps required are discussed in detail in Annex G to the evaluation report.

4. The participation process carried out with Project support has contributed significantly to raising awareness and concern about the environment among stakeholders and the general public. The group dynamics methodology applied would have contributed even more to consensus building if the materials under discussion had been strategy, priorities (agenda) and principles (policy framework) instead of a draft law.

6. Augmenting and training CENTA (Centro de Tecnología Agropecuaria y Forestal) extension agents initially strengthened institutional capacity for transferring soil and water management and agro-forestry technologies to the target population of small, hill side farmers in the demonstration area (DA). Removal of counterpart-funded extension agents from CENTA in late 1996 and creation of a parallel group of Green Project/SEMA "training specialists" with NGO supervisors has slowed progress in achieving DA objectives.

For a number of reasons, a decision was made in mid-1995 to initiate a Community Conservation Program (CCP) to assist in installing latrines, stoves, wells and pumps. This has diverted financial and technical resources from testing NRM practices and transfer methodologies, and seems more appropriate for the Mission's health strategic objective.

7. GreenCom has made good progress in assisting to establish environmental education and communications (EE/C) technical units in the Ministry of Education, SEMA and the Parks and Wildlife Division (PANAVIS) of MAG. Also, it has assisted the Ministry of Education to prepare teacher guides for including environmental topics in primary education.

8. GreenCom has supported SEMA environmental media campaigns and worked with environmental journalists, newspaper and television channels to develop and disseminate better quality environmental information. A national environmental journalism awards program has been created. These activities have contributed significantly to increased quantity and quality of coverage of environmental issues by major newspapers and television channels over the past two years.

Principal Recommendations

1. Abt activities and GreenCom activities should continue to be programmed and managed separately, although close coordination is necessary, especially between demonstration area and GreenCom activities.

SUMMARY (Continued)

2. As soon as possible, the Abt "Green Project" operation should relocate with and be incorporated into the MIMA Despacho Ministerial as the National Environmental Protection and Natural Resources Management Improvement Project (ENREM) Unit. The Green Project name and logo should be eliminated immediately. A national director should be appointed as the manager of ENREM, reporting directly to the Minister. Project administrative and logistic support staffing and costs should be primarily from counterpart funds.

3. A common annual and LOP action plan for the policy reform and demonstration area components should direct activities for both USAID-funded Abt advisors and counterpart-funded professional staff. Policy reform TA advisors should be attached to and housed with the MIMA Office of Policy Reform, and demonstration area TA advisors probably should be attached to and located with MIMA/DGRNR in San Salvador, and with the CENTA agency office in the Cara Sucia demonstration area.

4. The institutional and implementation arrangements proposed will greatly reduce Abt expatriate administrative, programming, reporting and technical management responsibilities. Likewise, Abt local-hire administrative and logistical support staff requirements can be reduced substantially. Once new arrangements are agreed with the GOES, staffing requirements should be reviewed to bring Abt staffing into conformance with sharply reduced management, administrative and logistic support requirements.

Policy Reform

High priority activities to be included in the revised 1997 and LOP action plans are recommended below. These are discussed in more detail in the evaluation report and Annex G.

Short-Term (2-6 months)

Long-term and short-term expatriate advisory assistance, supported by local-hire technical specialists, should address the following:

1. As soon as possible, develop a skeleton institutional framework and organizational structure for MIMA, including a detailed organization of the policy reform office (attached to the Despacho Ministerial).
2. Reformulate the overall E/NRM and a forestry sector policy vision, strategy, agenda and framework, based on existing materials generated by the Project and otherwise; consult and internalize as described in the main report and Annex G.
3. Based on the internalized policy framework, reformulate current draft laws, e.g., a general environmental framework law (ley de bases) and the forestry law. This is important because of high expectations that have been raised by Project-sponsored popular consultations and the need for the new Minister to produce tangible results to establish his credibility.
4. Initiate appropriate legal baseline analyses (restatements) in accord with priorities of the policy agenda (explore possible use of law students with faculty supervision/participation).

Medium-Term (6-24 months)

1. Initiate the policy reform process for the water sector, including legal baseline analysis, etc., as described in evaluation report and annex.
2. Initiate a coordinated policy reform process for a unified watershed or sub-watershed approach to addressing environmental problems, e.g., local formation of watershed/subwatershed authorities.
3. Continue appropriate legal baseline analyses, especially related to facilitating and promoting municipal and local community initiatives and actions in water, and incorporate the results into the policy reform process on an ongoing basis.

Demonstration of Benefits

1. Shift community health-related programs to the health strategic objective, SO#3. Coordinate future work with the SO#3 team.
2. Review the geographical focus of DA activities. We suggest concentration on the San Francisco Menéndez/Cara Sucia sub-watershed (from EL Imposible to the Barra de Santiago), and that the Project continue to assist in developing a watershed management plan for this area to serve as a model for replication in other watersheds. This will help the Project and CENTA in targeting work on NRM practices, identifying downstream priorities, and providing the structure for other objectives and for GOES water-focused activities in the watershed.
3. Integrate NRM technology development and transfer activities with CENTA and assist in developing materials and programs for diffusion in the DA and other areas of the country.
4. Develop simple whole-farm records applied to model promoter farms to measure changes in factor productivity, production and disposable incomes as a result of adoption of improved NRM practices. Achieve agreement on how the farmer-promoter program will be continued, assuring that CENTA is fully engaged to facilitate continuation of this activity after the Project ends.
5. Continue to provide technical assistance to SALVANATURA, especially in designing and implementing actions in buffer zones.

Environmental Education

1. Assist MIMA to develop a symbolic image (a fictitious character) to be the environmental spokesperson for annual environmental campaigns.

2. Prepare a plan for transforming the existing GreenCom staff and institutional infrastructure into a national, fee-based service NGO to continue important environmental education and communications services after the Project ends. GreenCom should remain in its present offices (outside of the MIMA location) to facilitate transformation to a service NGO.

Major Issues Related to Future Project Activities:

The main report also discusses and provides recommendations for three issues considered to be of major importance to future Project activities:

1. Water as a cross-cutting focus. We recommend a locally formed and managed watershed/subwatershed focus to serve as a unifying and integrating planning and implementing vehicle that guides multiple interventions related to water.

2. Institutional Strengthening. We recommend that this continue as a high priority objective in order to improve prospects for sustainability, and to achieve continuing progress after the Project.

3. National and Municipal Focus. We recommend continued engagement in policy reform at the national level, while also providing assistance that enhances capacities of municipalities to act locally to regulate water use, protect water quality and reduce water degradation (including assistance to formulate policies that facilitate and promote municipal and community initiatives and actions).

1. Lessons Learned

a. Policy Reform Process

When providing technical assistance for environmental and natural resources management policy reform, there is a well established set of steps that move from the conceptual level to the specific level of formulating the rules by which the intended outcome is to be achieved. This process involves reaching consensus on a common vision and a strategy to implement the vision. From this fundamental base, a policy framework and agenda can be developed, which should be widely consulted in a properly structured process. With these steps accomplished, the process can move on to the technical legal process of developing legislation and regulations to facilitate the desired policy change. Of course, to be successful a sound technical approach to policy development and reform must be accompanied by some level of political will supporting the direction of reform. As noted earlier, this has been problematic in El Salvador for much of this Project's life.

b. Executive vs Legislative Prerogatives

The established custom in El Salvador and many other countries is for the executive branch to develop and submit proposed legislation to the legislative branch for approval. In the case of the proposed environmental law developed under this Project, the approval and support of the executive branch was not obtained prior to SEMA's submission of the draft law to the legislature. The Assembly made changes in the draft submitted by Project consultants and then submitted it for nation-wide consultation. The final product, which included many insertions by special interest groups, was sent to the executive branch for their review. Not surprisingly, the executive branch took its time in reviewing the law and then returned it to the Assembly with a number of changes that some Assembly members found unacceptable. As a result, the draft law, has languished for months with serious doubts about whether it should be acted upon at all in its present form. The lesson learned is to make sure that any proposed legislation conforms to the vision, strategy and policy framework of the incumbent executive branch, and that it is thoroughly reviewed and approved before it is submitted to the legislative branch for its approval.

c. Inter-Institutional Cooperation

In a complex Project such as EPP, with many actors and overlapping jurisdictions, it is important to clearly define the respective roles and responsibilities of participating organizations and to formalize them through some form of written understanding signed by all parties. The lack of close cooperation in the demonstration area among CENTA, SEMA and the technical assistance team provide a good illustration of what can go wrong when there is no common understanding of what needs to be done. If the participating parties had invested the time and effort to reach agreement on a common approach to natural resources management technology transfer, much more progress could have been made toward meeting the Project objective of developing and diffusing soil and water conservation and agro-forestry technologies to the target population.

d. Importance of Environmental Journalists

The Project has made a major effort to improve the quality of environmental coverage in major newspapers and television channels. Environmental journalists received training in environmental topics and communications techniques both in country and in the U.S. The Project initiated an annual Environmental Journalism Awards ceremony, sponsored by private industry, which rewards journalists who have performed in an outstanding manner in print and on television. As a result of these efforts, the quantity and quality of coverage of environmental topics has increased substantially in the past two years. The lesson learned is that environmental journalists can and should play a critical role in raising public awareness and concern about environmental issues, especially on water-related issues.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

- 1) Mid-Term Evaluation of the USAID/El Salvador Environmental Project
- 2) Annexes of same
- 3) Proposed changes to Project Agreement and Technical Assistance Contracts

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

ATTACHMENT

GENERAL

ACTION(S) REQUIRED	Officer Responsible for Action	Date Action to be Completed
Abt activities and GreenCom activities should continue to be programmed and managed separately, although close coordination is necessary, especially between demonstration area and GreenCom activities.	USAID Activity Manager	On-going through Action Plans
As soon as possible, the Abt "Green Project" operation should relocate with and be incorporated into the MIMA Despacho Ministerial as the National Environmental Protection and Natural Resources Management Improvement Project (ENREM) Unit.	USAID Director	Letters sent on July 18 1997 and Nov. 21 1997
The Green Project name and logo should be eliminated immediately.	OCG Office	Letter 12/8/97
A national director should be appointed as the manager of ENREM, reporting directly to the Minister. Project administrative and logistic support staffing and costs should be primarily from counterpart funds.	Minister with SDO/SO4	Clarify in PIL
A common annual and LOP action plan for the policy reform and demonstration area components should direct activities for both USAID-funded Abt advisors and counterpart and professional staff.	USAID Activity Manager	By Jan 1998
Policy reform TA advisors should be attached to and housed with the MIMA Office of Policy Reform, and demonstration area TA advisors probably should be attached to and located with MIMA/DGRNR in San Salvador, and with the CENTA agency office in the Cara Sucia demonstration area.	USAID Activity Manager	In process per letters above
Once new arrangements are agreed with the GOES, staffing requirements should be reviewed to bring Abt staffing into conformance with sharply reduced management, administrative and logistic support requirements.	USAID Activity Manager	Action Plans to specify Jan 1998

Policy Component

ACTION(S) REQUIRED	Officer Responsible for Action	Date Action to be Completed
As soon as possible, develop a skeleton institutional framework and organizational structure for MIMA, including a detailed organization of the policy reform office (attached to the <u>Despacho Ministerial</u>).	USAID Activity Manager	Nov. 19 1997 BID main sponsor
Reformulate the overall E/NRM and a forestry sector policy vision, strategy, agenda and framework, based on existing materials generated by the Project and otherwise; consult and internalize as described in the main report and Annex G.	Rejected	
Based on the internalized policy framework, reformulate current draft laws, e.g., a general environmental framework law (ley de bases) and the forestry law. This is important because of high expectations that have been raised by Project-sponsored popular consultations and the need for the new Minister to produce tangible results to establish his credibility.	Rejected Shift to Water Policy at national level to support Municipalities	
Initiate appropriate legal baseline analyses (restatements) in accord with priorities of the policy agenda (explore possible use of law students with faculty supervision/participation).	USAID Activity Manager	Dec. 9 study by Abt. Assoc.
Initiate the policy reform process for the water sector, including legal baseline analysis, etc., as described in evaluation report and annex.	USAID Activity Manager	Policy Action Plan w/ MARN
Initiate a coordinated policy reform process for a unified watershed or sub-watershed approach to addressing environmental problems, e.g., local formation of watershed/subwatershed authorities.	USAID Activity Manager	Policy Action Plan w/ MARN
Continue appropriate legal baseline analyses, especially related to facilitating and promoting municipal and local community initiatives and actions in water, and incorporate the results into the policy reform process on an ongoing basis.	USAID Activity Manager	Action Plan with MARN and ISDEM

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DEMONSTRATION AREA

ACTION(S) REQUIRED	Officer Responsible for Action	Date Action to be Completed
Shift community health-related programs to the health strategic objective, SO#3. Coordinate future work with the SO#3 team.	USAID Activity Manager	July 15 1997
Review the geographical focus of DA activities. We suggest concentration on the San Francisco Menéndez/Cara Sucia sub-watershed (from El Imposible to the Barra de Santiago), and that the Project continue to assist in developing a watershed management plan for this area to serve as a model for replication in other watersheds. This will help the Project and CENTA in targeting work on NRM practices, identifying downstream priorities, and providing the structure for other objectives and for GOES water-focussed activities in the watershed.	USAID Activity Manager	In process
Integrate NRM technology development and transfer activities with CENTA and assist in developing materials and programs for diffusion in the DA and other areas of the country.	USAID Activity Manager	In process
Develop simple whole-farm records applied to model promoter farms to measure changes in factor productivity, production and disposable incomes as a result of adoption of improved NRM practices. Achieve agreement on how the farmer-promoter program will be continued, assuring that CENTA is fully engaged to facilitate continuation of this activity after the Project ends.	USAID Activity Manager	1998 Action Plan
Continue to provide technical assistance to SALVANATURA, especially in designing and implementing actions in buffer zones.	USAID Activity Manager	1998 Acion Plan

ENVIRONMENTAL EDUCATION

ACTION(S) REQUIRED	Officer Responsible for Action	Date Action to be Completed
Assist MIMA to develop a symbolic image (a fictitious character) to be the environmental spokesperson for annual environmental campaigns.	Rejected	
Prepare a plan for transforming the existing GreenCom staff and institutional infrastructure into a national, fee-based service NGO to continue important environmental education and communications services after the Project ends. GreenCom should remain in its present offices (outside of the MIMA location) to facilitate transformation to a service NGO.	Rejected	

ISSUES FOR FUTURE PROJECT ACTIVITIES

ACTION(S) REQUIRED	Officer Responsible for Action	Date Action Completed
Water as a cross-cutting focus. We recommend a locally formed and managed watershed/subwatershed focus to serve as a unifying and integrating planning and implementing vehicle that guides multiple interventions related to water.	USAID Activity Manager	1998 Action Plan
Institutional Strengthening. We recommend that this continue as a high priority objective in order to improve prospects for sustainability, and to achieve continuing progress after the Project.	USAID Activity Manager	1998 Action Plans
National and Municipal Focus. We recommend continued engagement in policy reform at the national level, while also providing assistance that enhances capacities of municipalities to act locally to regulate water use, protect water quality and reduce water degradation (including assistance to formulate policies that facilitate and promote municipal and community initiatives and actions).	USAID Activity Manager	1998 Action Plan