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EVALUATION OF USAID/EL SALVADOR SPECIAL DEVELOPMENT ACTIVITIES ACCOUNT FY 1989 - FY 1992 FINAL REPORT

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Colonia Flor Blanca, Pasaje Flor Blanca No. 119 San Salvador, El Salvador, Teléfonos: 71-3342 – 22-5310

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EXECUTIVE SUMMARY

INTRODUCTION

Since 1983 USAID/El Salvador has been using the Special Development Activities Authority (SDAA) to finance quickly and with a minimum of procedural red tape small developmental activities at the community level which have immediate impact, include a major element of self-help, and advance U.S. objectives. The SDAA project is managed by the USAID Infrastructure and Regional Development (IRD) Office, specifically under the Regional and Urban Development Division (RUD). The SDAA uses minimal reference to sectors of concentration or other elements of the country assistance strategy. The average grant is between $5,000 and $10,000.

The purpose of the SDAA is to support activities which cannot be supported effectively within the structure of current USAID projects. The grants provide opportunities to involve segments of the local population not normally reached by other established USAID projects and programs. In addition, a high U.S. Government profile is achieved where possible through public inauguration of sub-projects by the U.S. Ambassador, Mission Director, Deputy Director or other senior USAID personnel.

The SDAA program goals and objectives state that sub-projects shall have an immediate developmental impact and implementation should be completed within six months. Sub-projects should encompass community involvement and reward groups demonstrating a relatively high level of self-help activity. A minimum of 25% of sub-project cost must be provided by the grantee. Strong preference should be given to grantees who make a higher counterpart contribution. Infrastructure sub-projects with long-term visibility and income generating sub-projects are also preferred. Sub-projects should promote awareness of U.S. Government participation and the visibility of the USAID contribution should not be lost if the sub-project is part of a multi-donor effort. Finally, priority should be given to projects which contribute to increased productivity among grantees, assist disadvantaged populations and involve women.

PURPOSE

The purpose of this evaluation of the SDAA was to appraise progress in implementation, assess the likelihood of achieving project objectives, identify elements constraining its successful execution, and report lessons learned to date. It will also serve as an independent assessment of the validity of the SDAA approach in supporting disadvantaged populations in El Salvador.

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This evaluation covers 225 sub-projects which were funded by the SDAA program during Fiscal Years 1989-1992. There are approximately 37 sub-projects from FY1989 and FY1990 which were determined in an independent program verification conducted by Peat Marwick to be non-existent and are therefore, not included in this evaluation. These sub-projects were the subject of subsequent legal action.[1]

FINDINGS

FISCAL YEAR (FY)	NUMBER OF SUB-PROJECTS	TOTAL AMOUNT	MEAN SIZE GRANT
1989	52	$280,873	$5,401 00
1990	94	$425,170	$4,523.00
1991	39	$200,097	$5,131 00
1992	40	$291,672	$7,292.00

For the four year period evaluated, the mean size grant was $5,324.00. The mean size of the grants grew over the last three years to a high of $7,292, while the number of sub-projects decreased from a high of 94 to 40. According to USAID officials interviewed, one factor contributing to the decrease in annual funding in FY1991 was the weakness of the financial procedures. These weaknesses were corrected. The budget was largest and the mean size of the grants was smallest in FY1990, allowing twice as many grants to be funded than in the other fiscal years.

We found the current criteria placing the size of the grants between $5,000 and $10,000 to be appropriate given the size of the annual budget for the program, the program objectives, and the type of sub-projects being undertaken. Larger grants did not appear to have more developmental impact or promote a better image of the United States. Due to the limited amount of funds available, grants over $10,000 have the potential of reducing the number of the sub-projects which can be funded in a fiscal year, thereby limiting the number of communities reached.

The average counterpart contribution was 65%. However, this amount can be misleading because there were considerable differences in the methods used to calculate the counterpart contribution.

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[1] **Peat Marwick Draft Report on SDAA, dated December 12, 1990.**

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Over the four year period, the SDAA funded 83 education sub-projects, more than any other sector. This was followed by 58 income generation, 38 community infrastructure, 30 health, and 16 agriculture sub-projects. For the purposes of this evaluation, the sub-project activities in each sector were further classified as purchase of equipment, construction, or training. Of 225 sub-projects, 127 involved the purchase of equipment, 88 were construction, and 10 were specifically for training.

One finding of the evaluation was that over the four year period, 40 8% of the sub-projects were located in the departmental capitals. Fewer sub-projects were located in municipalities 35.6% and in villages 23.6%. This seems at odds with the program purpose to support small development activities at the community level It is important to note that this data does not take into account that some municipalities are considered rural since they have a population of less than 20,000. One possible explanation for the small number of sub-projects at the village level is that USAID personnel were not able to travel to many remote areas of the country due to security restrictions Another factor is that the SDAA program is promoted at the municipality level through the Municipalities In Action (MEA) program

The vast majority of grant recipients were groups composed of both men and women 82.5%. Both men and women served as members of the board of directors or committees requesting the assistance, were involved in the planning and implementation of the sub-project, and included in the beneficiary population. It is important to note that 11.2% of the sub-projects were specifically requested by women's groups to improve the training or living conditions of women. Women were involved in all stages of the sub-project and were direct beneficiaries. Finally, 6.3% of the sub-projects were completed by groups composed solely of men. However, women often benefitted directly or indirectly from the sub-project. For example, a bridge sub-project which was planned and implemented by a men's group, had equal impact on the women living in the community.

The great majority of groups, 82.7%, did not have legal status. The remaining 17.3% of the groups were legally constituted. However, based on information gathered in site visits, this factor did not appear to influence whether the group was able to successfully implement the sub-project and maintain the sub-project output over time Examples of the types of groups that received SDAA grants include, school improvement committees, school board of directors, parent associations, farming cooperatives, fishing cooperatives, board of directors of health assistance clinics, board of director's for children's homes, and community improvement committees. Of the sub-projects visited, the parent associations, community improvement committees and cooperatives were democratically constituted The community held general assemblies to elect members to the board of directives Elections were usually held annually, or every few years. Committees affiliated with a church are often subject to the management of the church.

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According to the information provided in the grant agreements for the 225 sub-projects, the mean number of sub-project beneficiaries was 653. However, these numbers can be misleading since the method of calculating the number of beneficiaries varied considerably among sub-projects. In most sub-projects visited, it was found that the sub-project assisted an economically disadvantaged population. The program should continue to try to meet the basic needs of the poorest segment of the population and avoid sub-projects which meet the needs of a small select group of people. Almost all of the sub-projects involved women.

Based on site visits and analysis of sub-project data, the SDAA project is achieving stated program goals and objectives as well as overall Mission strategic objectives as stated in the FY1993-97 Program Objectives Document (POD). The sub-projects had an immediate development impact and in approximately half of the sub-projects, implementation was completed within six months. The mean time to implement a project from the date the check was delivered until the implementation was completed was 6.7 months, slightly over the required implementation time. Due to changes in format and content of grant files over the four year period, this data is not completely reliable.

Sub-projects encompassed community involvement and appeared to reward groups demonstrating a relatively high level of self-help activity. However, the method of calculating the counterpart contribution varies considerably among sub-projects, making comparisons unreliable. Based on data in the grant files, the mean counterpart contribution was 65%. It was observed that one of the strongest factors ensuring sustainability is community involvement and support. Those groups who make a high counterpart contribution in terms of manual labor and/or financial support were more likely to still exist and be active in community development.

During FY1989-92, SDAA met its' objective to give priority to infrastructure sub-projects with long-term visibility and income generating sub-projects by funding 37 infrastructure and 58 income generation sub-projects. Sub-projects promoted visibility of US Government participation. In the case of one sub-project visited which was part of a multi-donor effort with Partners of the Americas, the visibility of the USAID contribution was not lost. Of the sub-projects visited, all grant recipients spoke highly of the support they had received from USAID personnel.

Although the SDAA project is shown outside the strategic objective framework, it is clear that the vast majority of sub-projects fall within one of the overall Mission strategic objectives as stated in the POD FY1993-97. The SDAA program supported the objective to assist El Salvador make the transition from war to peace by improving access to basic health and educational services, promoting economic enterprise, and improving basic

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infrastructure in the former conflictive zones. During the four year period, 42% of the sub-projects were located in the former conflictive zones Chalatenango, Cabañas, Morazán, San Vicente, San Miguel and Usulután.

The SDAA project sought to increase equitable economic growth by providing grants for technical and vocational training, small enterprise development, access to credit (25.8%) and agricultural productivity (6.7%). In addition, SDAA promoted enduring democratic institutions and practices by strengthening civic organizations and voluntary associations. The groups which were formed by consensus had the community involvement and support necessary to successfully complete a sub-project. Often this type of success was needed to build the confidence of a community to undertake other community improvement projects.

Finally, the SDAA promoted healthier and better educated Salvadorans. 13.3% of the sub-projects addressed health concerns of the community. Following the description of POD activities, these included water and latrine projects. 36.4% of the sub-projects supported the formal educational system through purchase of office equipment and school construction. We did not find evidence that the environmental and natural resources management objective was being met through the SDAA project.

We found the methodologies and techniques used by USAID to implement SDAA activities to be effective. Of the sub-projects visited, most had learned of the SDAA program through the municipal government and Project Management Specialists (PMS) working in the Municipalities in Action project. Two of the fifteen sub-projects visited had received funds from other USAID offices in the past and learned of the SDAA program through those USAID representatives. Based on discussions with grantee recipients, they received sufficient guidance from the SDAA PMS to enable them to follow the requirements and procedures for receiving and implementing the sub-projects. Most reported receiving the funds within a reasonable amount of time, between one month and one year.

USAID managed its resources in a cost effective manner, and the investment of financial and staff resources produced a reasonable return. The SDAA project is managed by the USAID Infrastructure and Regional Development (IRD) Office, specifically under the Regional and Urban Development Division (RUD). One staff person is assigned to the SDAA program full-time and is responsible for the majority of procedures in the planning, implementation and liquidation stages of the program. Four Project Management Specialists in the Municipalities In Action project collaborate by promoting the SDAA program at the municipal level. In practice, the role of these PMS is much more limited than that outlined in the SDAA Mission Operation Manual (MOM).

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There are four other IRD staff members who participate in the SDAA project, the Director, Deputy Director, RUD Coordinator and Deputy Division Chief. They share the responsibility of reviewing proposals, participating in the reviews, delivering checks and conducting close-out reviews. In addition to IRD staff, there are approximately five other USAID and U.S. Embassy personnel who participate in the SDAA program, mostly in the review of proposals and the delivery of checks. The Project Committee which reviews the proposals is composed of representatives from the Project Office, Development, Planning & Programming Office, Office of Education & Training, and the U.S. Embassy.

CONCLUSIONS

The SDAA program is an excellent way to support small development projects at the community level. The sub-projects are highly visible and promote a positive image of the United States. Over the four year period, there was a high rate of return on the relatively small amount of funding for this program $1,197,812.

The SDAA program is not funding as many sub-projects at the rural village level as most of the staff interviewed supposed. In addition, due to variations in the method of calculation, the counterpart contribution is not always as high as it appears to be in the grant agreement. Many of the staff interviewed stated, and site visits confirmed, that one of the great strengths of the SDAA program is its' support of sub-projects with a high counterpart contribution (financial, in-kind and labor).

The SDAA program is meeting its' stated objectives. The SDAA project is also meeting four of the five Mission Strategic Objectives, as stated in the POD FY1992-97. Of 225 sub-projects, only a couple could be considered to contribute to strategic objective five, "to improve environmental and natural resources management".

RECOMMENDATIONS

1. In order to fully meet the SDAA program goals and objectives, develop a ranking system to rate sub-projects.

    - Very few of the projects have a training component or promote self-financing, therefore sub-projects with these components should be given the highest ranking.

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- Give preference to fund school construction projects, over purchase of school office equipment, because they promote more community involvement, are more visible, and meet a greater/more basic need.

- Preference should be given to projects in rural areas and in communities where other Government of El Salvador and development organizations are not working. At least 50% of the sub-projects should be located in villages (cantónes).

- Continue to support community groups which are democratically constituted. These sub-projects are more likely to be successful and sustainable since they have community support and involvement

- When funding sub-projects which are affiliated with a church, ensure that decisions will be made and carried out democratically by the grant recipients.

- Give strong preference to sub-projects which include some financial amount or community labor in the counterpart contribution.

- Do not fund sub-projects which are receiving or have received other USAID assistance in the past to prevent dependency and to reach more communities.

- Fund sub-projects for which the community has the necessary skills and resources to successfully complete the project. For example, do not fund agricultural sub-projects which are secondary (and completely new) to the primary work of the grant recipients, unless the grantee recipients are sufficiently experienced, knowledgeable and capable of managing the additional agricultural business and have the necessary technical resources.

2. As much as possible, try to maintain an average grant size of $5,000 and limit the number of grants over $10,000. This will allow the SDAA to continue to meet the demands of the program.

3. All members of the SDAA review committee should visit a sub-project in the field at least once a year This will provide them with more experience and first hand knowledge to review the sub-project proposals.

4 In order to highlight U.S. Government participation, an American should continue to deliver the check to the community group. Encourage other U.S. Government employees and members of the evaluation committee to deliver checks and make sub-project visits.

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5. Revise the checklist to include more specific information on women in development issues, sustainability, and the economic condition of the community. Does the community have electricity, potable water, a school? Is this project meeting the greatest needs of the community? How are the community members employed (ie, agriculture, fishing, coffee)? In addition to the information already being provided in the grant proposal, information can be gathered in the initial site analysis.

6. Assist grant recipients in preparing detailed directions and/or a map of the community and the sub-project site to include in all proposals.

7. Revise section III Procedures 1, 2, 3, 7 and 8 of the MOM to reflect current operations and role of the SDAA Program Development Specialist. Institute section III Procedures 18 and 19 of the current MOM. A separate Trip Report (SDAA-4) should be prepared for each sub-project and filed with the grant agreement. A monthly list of sub-projects scheduled for completion should be prepared by the PMS for the IRD Director and Deputy Director. In addition, all persons involved in the SDAA program should be made familiar with the MOM so they can better support the program.

8. To assure equitable access and competition, identify other USAID personnel working at the community level who can refer appropriate projects to the SDAA program (ie, Women in Development Coordinator, Health and Education Specialists) The program could be discussed at conferences and seminars.

   In addition, develop a brief brochure explaining the requirements and procedures of the SDAA program to familiarize additional USAID personnel with the program so that they may refer appropriate sub-projects to SDAA.

   Increase collaboration with the Peace Corps as the program in El Salvador grows. Continue to brief Peace Corps Volunteers in the SDAA program so that during the course of their service they can refer appropriate community self-help projects to the SDAA for consideration. In addition, Volunteers could assist the community group in planning and implementing the sub-project.

9. Initiate administrative procedures to monitor and evaluate sub-projects.

   - Develop and maintain a database with information on each project to identify trends, and assist in monitoring and future evaluations.

   - Track the number of proposals received each fiscal year and their disposition.

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- Standardize the method of calculating counterpart contribution and limit the calculation period to six months (the required time to implement a project) or one year.

- Standardize the method of calculating the number of beneficiaries as the number of direct beneficiaries in a one year period. This would allow you to make comparisons between projects.

- Include a brief description of sub-project implementation and impact in the close-out report.

DEVELOPMENTAL IMPACT

Based on site visits and review of grant files, roughly a quarter of the sub-projects had a substantial impact on the training and productivity of sub-project beneficiaries. The vocational education sub-projects had strong training and productivity components. Sub-projects in the other sectors did not include these components and direct impact in these areas was not evident. None of the sub-projects visited had succeeded in becoming self-financing, though it was a stated goal in one the sub-projects visited. In that specific case, the group continues to strive for self-financing capability.

The most impact was observed in community development, both in terms of physical development and team building. The SDAA program assisted community groups to improve school facilities, build or modernize vocational academies, increase access to potable water, improve health facilities, and improve community infrastructure. The SDAA program does not provide technical and human resources to develop training, productivity and self-financing components to the sub-projects. One way to have these components included in the sub-projects would be to provide grants to community groups who are already receiving technical assistance from other agencies, such as the U.S. Peace Corps.

LESSONS LEARNED

1. Although the SDAA is outside the strategic objective framework, criteria can be selected without unduly restricting the ability to respond to the needs of a community, so that the program meets the Mission Strategic Objectives. In times of limited resources, this could help strengthen the budget justification for the program.

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EVALUATION REPORT

INTRODUCTION

The purpose of this evaluation of the Special Development Assistance Account was to appraise progress in implementation, assess the likelihood of achieving project objectives, identify elements constraining its successful execution, and report lessons learned to date. It will also serve as an independent assessment of the validity of the SDAA approach in supporting disadvantaged populations in El Salvador.

The scope of work was quite extensive with seven aspects of the project to evaluate. First, we were asked to survey all sub-projects from FY1989-1992 for which USAID has files to establish a profile (such as average size of donation, sector distribution, types of activities, geographic and urban/rural distribution etc.). We were asked to perform a statistical study of sub-projects correlating for size of grant, type of activity, duration of activity, geographic location, rural vs. urban, beneficiary groups with or without legal status, and gender of group. In addition, it requested a review of the appropriateness of the size of grant and the implementation time, address sustainability issues and present case studies describing typical, good and bad experiences.

Next we were asked to evaluate the effectiveness of methodologies and techniques used by USAID to implement activities. This included a review of the Mission Operating Manual for SDAA. We also investigated the feasibility and advisability of Peace Corps participation in this project.

The third element of the scope of work was to evaluate the managerial and financial structure/capability of the sample communities and present the overall impact of SDAA activities including training, productivity, self-financing and community development.

Additionally, we were to evaluate whether the SDAA program is achieving stated project goals and objectives as well as overall Mission strategic objectives as stated in the FY1993-97 Program Objectives Document (POD).

The sixth requirement of the scope of work was to assess whether USAID managed its resources in a cost-effective manner, and whether the investment of resources produced a reasonable return. We were asked to make recommendations regarding dissemination of information regarding this project so as to assure equitable access and competition.

Another aspect was to evaluate the advance liquidation process of the sub-projects. Finally, the scope of work requested we assess project impact on sensitivity to women in

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development issues, to the extent possible given the nature of the project. There were no modifications made to the scope of work. See Attachment I Scope of Work for further details.

METHODOLOGY

The methodology for this evaluation consisted of a review of program documentation, field visits to sub-projects to observe sub-project outputs and meet with grant recipients and sub-project beneficiaries, and interviews with U.S. Government employees involved with the SDAA program.

1. The following documents regarding SDAA and the economic and social conditions in El Salvador were reviewed·

   a) SDAA sub-projects from FY1989 to FY1992 (Grant Agreements and Amendments)
   b) Financial Review Report conducted by Peat Marwick in 1990
   c) Semi-Annual Review Reports
   d) Mission Operation Manual, Transmittal Letter 91-85
   e) USAID/W guidance letters
   f) Program Objectives Document (POD)
   g) International Development Bank
   h) World Bank Report No P-5447-ES (January 1991)

2. A statistical analysis of sub-project variables was completed using the Statistical Package for Social Sciences (SPSS). A survey of all sub-projects was conducted to establish a sub-project profile from FY1989-92. The following variables, taken from the sub-project grant agreements and amendments, and charts of projects by fiscal year, were used:

   - size of grant ($ and ¢)
   - percentage of counterpart contribution
   - type of activity (ie, construction, purchase of equipment, training)
   - sub-project sector (ie, agriculture, health, education, community infrastructure, income generation)
   - geographic location to include zone and department
   - location by departmental capital, municipality, village
   - gender of group: women, men or mixed
   - beneficiary groups with or without legal status

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- number of sub-project beneficiaries
- length of time to process grant
- implementation time (in months)

The following criteria were used to classify sub-projects into five sectors: education, income generation, infrastructure, health and agriculture. Each sector was then further divided into three types depending if the funds were used for the purchase of equipment, construction, or training.

Education Sector: those sub-projects supporting the formal educational system, such as classroom construction, school potable water systems, and purchase of school equipment and library books.

Income Generation Sector: includes all vocational educational sub-projects (ie, sewing academies, carpentry and metal workshops) as well as support of village banks

Community Infrastructure Sector: includes electrification, installation of sewage systems, construction of community centers, and bridge and road construction.

Health Sector: all sub-projects whose objectives were to improve the health of a community. Sub-projects include improving medical facilities, purchasing medical and dental equipment, and building community potable water systems and latrines. This sector also includes community social service sub-projects in orphanages and old age homes.

Agriculture Sector: contains sub-projects which increase agricultural production and income. Examples include set up of poultry and hog farms, purchase of fruit trees and seeds. It also includes sub-projects with fishing cooperatives. The only sub-project with an environmental objective ("the creation of a botanical garden to preserve and renovate the natural flora of the eastern zone") is included in this sector.

Sub-project Types:

Construction: includes purchase of materials and labor to construct school buildings, community centers, roads, bridges, barns, electric systems, water and sewage systems, and retaining walls.

Purchase of equipment: such as tables, sewing machines, typewriters, photocopy machines, mimeographs, slide projectors, VCRs, computers, baking

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equipment, food mills, cosmetology equipment, dental and medical equipment, life guard equipment, seeds, gardening tools, and chickens.

Training: covers workshops and seminars.

As per the SDAA Status of Projects Report, the Departments are divided into Regions (Zones) as follows:

Western: Ahuachapán, Santa Ana, Sonsonate
Central: La Libertad, San Salvador, Cuscatlán
Para-Central: Chalatenango, La Paz, Cabañas, San Vicente
Eastern: Usulután, San Miguel, Morazán, La Unión

Analysis of above data was conducted to determine:

- mean size of grant
- mean percentage of counterpart contribution
- relationship between size of grant and size of counterpart contribution
- percentage of sub-projects by sector
- mean size of grant by sector
- mean percentage of counterpart contribution by sector
- type of sub-project (construction, purchase of equipment, training) by sector
- percentage of sub-projects by Region and Department
- relation between size of grant, sector and location
- percentage of groups with and without legal status
- percentage of sub-projects by gender
- sub-project sector and size of grant by gender
- percentage of sub-projects in urban and rural areas
- sector and size of grant by urban/rural location
- mean number of beneficiaries by sector
- total number of beneficiaries
- mean time for sub-project implementation
- average length of time to process SDAA grant

3. Site visits were conducted to observe sub-project outputs, and meet with grant recipients and sub-project beneficiaries. See Attachment II Site Visit Questionnaire for information gathered during site visits. Ten sub-projects were chosen based on location, sector, type and year Five additional sub-projects located in the same sites were also visited (*).

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92-06, San Juan Opico, La Libertad
90-29, Turín, Ahuachapán
89-20, San Sebastián Salitrillo, Santa Ana
90-48, La Unión, La Unión
90-04, San Miguel, San Miguel
90-17, Santiago de María, Usulután
90-20, San Salvador, San Salvador
92-13, San Juan Nonualco, La Paz
91-05, Lorenzana, San Vicente
89-51, Tenancingo, Cuscatlán
*91-15, La Union
*89-60, La Union
*92-09, La Paz
*90-43, La Paz
*90-74, San Salvador

4. Interviews were conducted with the following USAID, U S. Embassy and Peace Corps staff.

John Lovaas, Deputy Director USAID
Dave Kitson, Director/IRD
Marc Scott, DD/IRD
Tom Hawk, RUD Coordinator
Patricia Echeverria, SDAA Project Management Specialist
Jacobo Harrouch, Project Management Specialist, RUD
Roberto Martino, Project Management Specialist, RUD
Carlos Pinto, RUD/Senior Project Manager
Karen Freeman, Development, Planning & Programming
Ross Wherry, Projects Office
Angela Crowdy, Political Section, US Embassy
Kathleen List, Political Section, US Embassy
Don Peterson, Peace Corps Country Director
Joe Kyle, Associate Peace Corps Director

See Attachment III. Interviews with USAID and U.S. Embassy Personnel.

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EVALUATION TEAM

The evaluation team consisted of Mr Héctor Maldonado as Senior Consultant, Ms. Brenda Brown as Alternate Consultant, and Mr. José Navarro as the Statistics Consultant. Secretarial support was provided by Ms. Ada Ramírez. Administrative support was provided by the staff of DEICO, S.A. de C.V.

Mr. Maldonado, an economist specializing in Planning, Political and Social Economics, serves as the Director-President of DEICO. He has extensive experience with USAID From 1981-1985, he worked with USAID/El Salvador as Project Manager for Employment Generation and Improvement of Marginal Communities Projects. In addition, he was a member of the Planning Office and was responsible for the design and implementation of the Local Currency Program which included the design of the Technical Secretariat of External Finance. In 1989-1991, Mr. Maldonado served as advisor to the Program Development Office of USAID/Dominican Republic.

As Senior Consultant for this evaluation, he provided overall guidance for the design and implementation of the workplan. He reviewed and analyzed the findings of the field visits, interviews and statistical analysis. In addition, he participated in the Mission entrance and exit interviews.

Ms. Brenda Brown has seven years experience in international development in Central America and is fluent in Spanish. From 1988 - 93, she served as Desk Officer for the U.S. Peace Corps. She monitored and evaluated the programs in Belize, Guatemala, Nicaragua and El Salvador. As Acting Country Director for the Peace Corps program in Nicaragua, she managed and directed all aspects of the program, including small enterprise, vocational education and health projects. Additionally, Ms. Brown served as a Peace Corps Volunteer providing community health and nutrition education in Guatemala from 1985 - 87.

Ms. Brown developed and implemented the workplan She designed and conducted the sub-project visits and interviews with USG personnel. Ms. Brown analyzed the statistical data and drafted the evaluation report In addition, she participated in the Mission entrance and exit interviews

Mr. Jose Navarro has experience in the design and management of national census and surveys. He has served as a private consultant and as Director of the Research and Survey Unit of the Ministry of Planning. As the statistical consultant for this evaluation, he gathered the data from the USAID SDAA grant files, and designed and completed a statistical study using the variables listed in the scope of work.

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EVALUATION FINDINGS

INTRODUCTION

Since 1983 USAID/El Salvador has been using the Special Development Activities Authority (SDAA) to finance quickly and with a minimum of procedural red tape small developmental activities at the community level which have immediate impact, include a major element of self-help, and advance U.S. objectives. The SDAA project is managed by the USAID Infrastructure and Regional Development (IRD) Office, specifically under the Regional and Urban Development Division (RUD). The SDAA uses minimal reference to sectors of concentration or other elements of the country assistance strategy. The average grant is between $ 5,000 and $ 10,000.

The purpose of the SDAA is to support activities which cannot be supported effectively within the structure of current USAID projects. The grants provide opportunities to involve segments of the local population not normally reached by other established USAID projects and programs. In addition, a high U.S. Government profile is achieved where possible through public inauguration of sub-projects by the U.S. Ambassador, Mission Director, Deputy Director or other senior USAID personnel.

The SDAA program goals and objectives state that sub-projects shall have an immediate developmental impact and implementation should be completed within six months. Sub-projects should encompass community involvement and reward groups demonstrating a relatively high level of self-help activity. A minimum of 25% of sub-project cost must be provided by the grantee. Strong preference should be given to grantees who make a higher counterpart contribution. Infrastructure sub-projects with long-term visibility and income generating sub-projects are also preferred. Sub-projects should promote awareness of U.S. Government participation and the visibility of the USAID contribution should not be lost if the sub-project is part of a multi-donor effort. Finally, priority should be given to projects which contribute to increased productivity among grantees, assist disadvantaged populations and involve women.

A. The following is a profile of the 225 SDAA sub-projects which were funded during FY1989 - FY1992. As mentioned above in methodology, the 37 sub-projects from FY1989-90 which were previously determined to be non-existent are not included in this evaluation. These sub-projects were the subject of legal action. The profile conforms to the requirements of the scope of work by providing information on the size of donation and counterpart contribution, sector and type of sub-project, location, group composition, legal status of group, number of beneficiaries, and sub-project sustainability. Case studies are also presented.

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FISCAL YEAR	NUMBER OF SUB-PROJECTS	TOTAL AMOUNT	MEAN SIZE GRANT
1989	52	$280,873	$5401.00
1990	94	$425,170	$4523.00
1991	39	$200,097	$5131.00
1992	40	$291,672	$7292.00

Size of Donation and Counterpart Contribution

For the four year period evaluated, the mean grant size was $5324.00, with the largest grant being $24,969.29 for the purchase of furniture and equipment for the office of the Committee of Resettlers of Cabañas and Cuscatlán located in San Salvador (92-01). The smallest grant was for $290.00 for a latrine project in San Salvador (90-98).

The mean size of the grants grew over the last three years to a high of $7,292, while the number of sub-projects decreased from a high of 94 to 40. According to USAID officials interviewed, one factor contributing to the decrease in annual funding in FY1991 was the fraud case confirmed in an independent program verification conducted by Peat Marwick. The budget was largest and the mean size of the grants was smallest in FY1990, allowing twice as many grants to be funded than in the other fiscal years.

We found the current criteria placing the size of the grants between $5,000 and $10,000 to be appropriate given the size of the annual budget for the program, the program objectives, and the type of sub-projects being undertaken. Larger grants did not appear to have more developmental impact or promote a better image of the United States. In special cases, with specific written justification, the grant may be for an amount not to exceed $25,000. During FY1989-92, there was only one grant over $20,000. There were seven grants between $10,000 - $20,000, five in FY1990 and two in FY1992. The grants over $10,000 did not appear to support special populations or development needs. They supported larger sub-projects such as two potable water systems, one electricity, a bridge, a botanical garden in San Miguel, and construction of a roof for a handicapped children's home and of a day care center multi-purpose room in El Salvador. Due to the limited amount of funds available, grants over $10,000 have the potential of reducing the number of the sub-projects which can be funded in a fiscal year

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The average counterpart contribution was 65%. However, this amount can be misleading because there were considerable differences in the methods used to calculate the counterpart contribution. For example, in sub-project 90-06, the counterpart contribution was to pay the rent for a sewing academy at ¢200/month over a 10 year period, totalling ¢24,000.00. The USAID donation of ¢28,500 was used to buy sewing machines. This put the counterpart contribution at 46% of the total.

Another example of counterpart contribution is in sub-project 91-15 which reconstructed four classrooms. The counterpart contribution consisted of the purchase and transportation of materials, and manual labor. It was valued at ¢48,350.00. For nine months before construction began, the Directiva collected money from fund raisers and collected bricks from each student They also arranged for the military to donate the transportation. The USAID donation of ¢40,628 covered the costs of other building materials. The counterpart contribution was 54%. Of the two examples with roughly equal counterpart contribution, the second demonstrates a stronger community involvement and commitment to the sub-project

Percentage of Counterpart Contribution	Number of Sub-Projects
Less than 50%	85
50% - 100%	62
101% - 150%	30
151% - 200%	13
More than 201%	35

It would be useful to have a standard method for calculating counterpart contributions to facilitate comparison among projects, and monitoring and evaluation In most cases, the counterpart contribution consists of the value of rented space, salary of instructors and/or manual labor. We found several examples in the grant files where the rented space and salaries were paid by a Government of El Salvador Ministry or church. It was observed that sub-projects which include some financial amount or community labor demonstrated a stronger community involvement and commitment to the sub-project than that demonstrated by groups which only used rented space and salaries to calculate the counterpart contribution.

Sub-project Sector and Type

As outlined above in Methodology, the sub-projects were placed within five general sectors. Over the four year period, the SDAA funded 83 education sub-projects,

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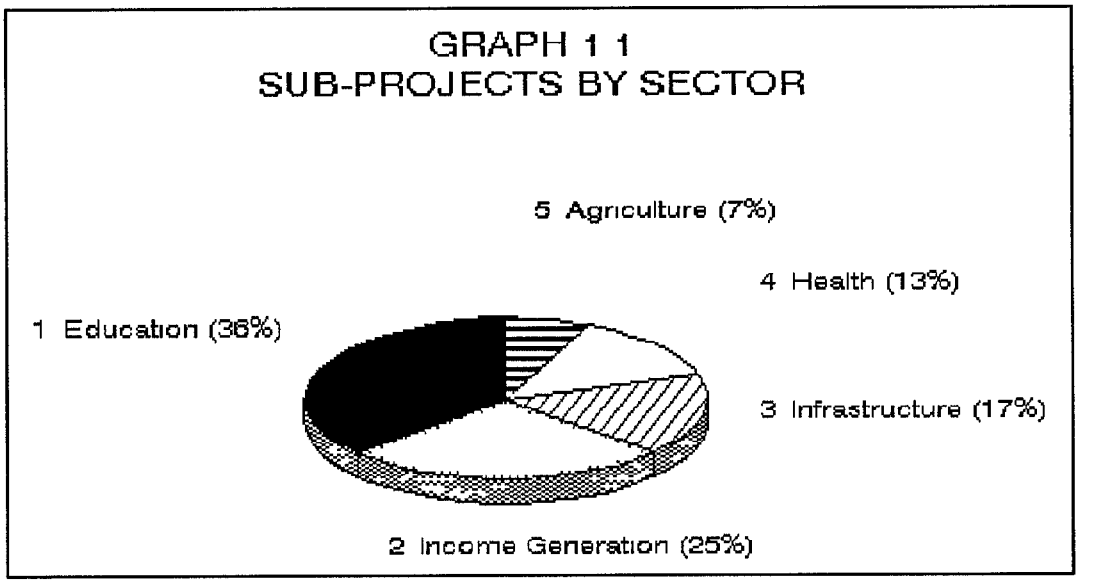
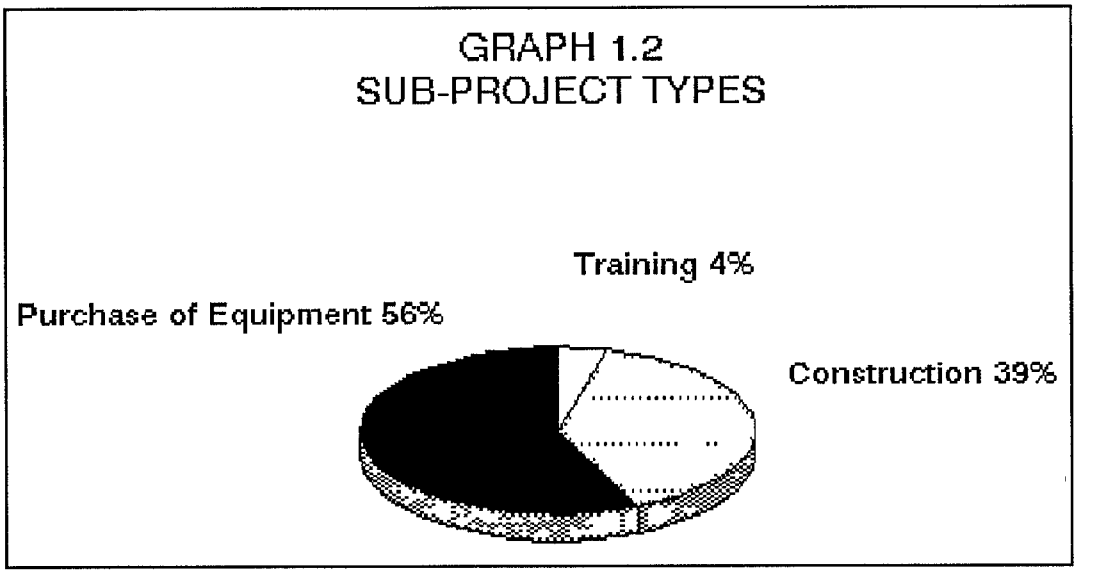
more than in any other sector. This was followed by 58 income generation, 38 community infrastructure, 30 health, and 15 agriculture sub-projects (Graph 1.1).



For the purposes of this evaluation, the sub-project activities were classified as purchase of equipment, construction, or training. Of 225 sub-projects, 127 involved the purchase of equipment, 88 were construction, and 10 were specifically for training (Graph 1.2).



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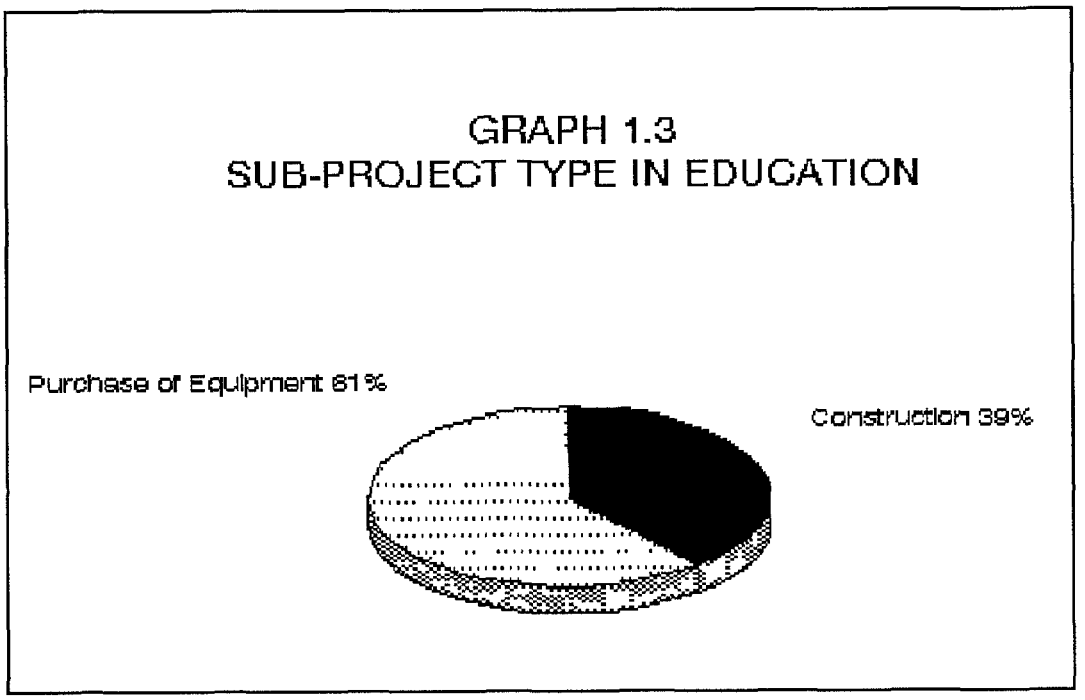
Education

During the four year period, over a third of all sub-projects sought to improve the educational services in communities. Activities included purchasing equipment, such as library books and computers, and school construction, such as retaining walls and water systems. Sub-projects which used the funds for training (ie, seminar, workshop) were not encountered in the education sector. In general, education projects did not generate resources or become self-financing (Graph 1.3).



During site visits, it was observed that both the equipment and construction were still in use and well maintained. The construction projects met more basic needs of the school such as roofs, classrooms, and water. In general, the school construction projects responded to a greater community need, had more community involvement, served disadvantaged populations, and were more visible than the education sub-projects which purchased equipment. The purchase of equipment was for more urban and developed schools and usually consisted of mimeograph machines and library books. In one case it included the purchase of a sound system.

The mean number of beneficiaries for education sub-projects was 526.

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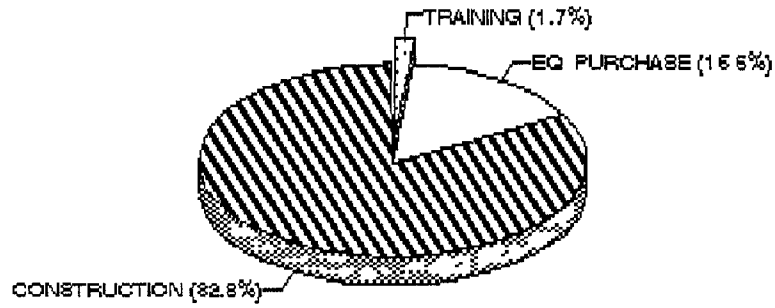
Income Generating

The second largest sector, with a quarter of the sub-projects, promoted income generation. Activities included funding village banks, purchasing equipment for vocational training in metal, carpentry, dressmaking and cooking, construction projects such as ovens for bakeries, and training. Most of these sub-projects included a training component. The majority of sub-projects requested by women's groups (84%) fell into this category (Graph 1.4).

GRAPH 1.4
SUB-PROJECT TYPE FOR INCOME GENERATION



In general, the vocational education sub-projects generated resources for the students, they were able to sell the items they made during classes and upon graduation were able to find employment. However, the academies did not become sufficiently self-financing to be able to expand or replace the equipment. This is especially important in the long term sustainability of the project since the machines and equipment will eventually need to be replaced

The vocational education sub-projects generated income. Those interviewed stated that the graduates were able to find employment, work out of their homes or use their skills to meet personal needs. No actual statistics were available to support this, however, according to a World Bank report, "the manufacturing sector represents one of the most promising sources of growth in the longer term, in view of El Salvador's

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proximity to the US market, highly competitive real wage levels and abundant labor supply, relative to land and other natural resources."[2]

Of the income generation projects visited, the equipment for vocational training was still in use and well maintained. These types of income generating sub-projects appear to be more sustainable than the village banks. The village banks did not succeed due to lack of technical expertise in managing small businesses and a revolving fund.

In general, the income generation sub-projects responded to community needs and were visible. They had somewhat limited community involvement as compared to other sectors. According to the information provided in the grant files, the mean number of direct beneficiaries for income generating sub-projects was 333. Although this was a small number of beneficiaries compared to the other sectors, the income generation sub-projects were much more likely to increase the incomes and productivity of the grant recipients than sub-projects in any other sector.

Infrastructure

Community infrastructure sub-projects accounted for 16.4% of the SDAA program. The sub-projects provided community infrastructure such as cobblestone pavement, electrification, bridges and potable water systems. The vast majority of these sub-projects were construction. Very few of these projects included a training component.

One possible example of an infrastructure sub-project which had a training component took place at the Salvadoran Adventist Training School in San Juan Opico. The school benefitted from the drilling of a well and installation of an irrigation system and approximately 10 students were trained in this technology. Each year additional students are trained in the use and maintenance of the irrigation system. The surrounding community has access to the well during the summer months

According to the World Bank report, public spending on the social sectors and infrastructure fell to extremely low levels. "As part of the GOES adjustment program to provide minimum incomes to the chronic poor and those adversely affected by the economic reforms, the Government introduced several rural public works projects in

2 **The World Bank, Report and Recommendation of the President of the International Bank for Reconstruction and Development to the Executive Directors on a Proposed Structural Adjustment Loan in an Amount Equivalent to US$75.0 Million to the Republic of El Salvador, dated January 17, 1991.**

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the provinces of Oriente and Chalatenango and initiated locally managed construction projects in 239 rural and urban municipalities."

It is important not to duplicate GOES other USAID infrastructure efforts. However, small grant assistance in these areas seems not only justified but necessary. Based on site visits, the infrastructure sub-projects were highly visible, had immediate developmental impact, were implemented within six months, and met basic community needs. Of the four community infrastructure sub-projects visited, three of the outputs still existed and were in use by the community. Since these sub-projects were only a few years old, they had not yet required substantial maintanence. One electricity sub-project was no longer in use.

In general, infrastructure sub-projects themselves did not directly increase productivity or become self-financing. The mean number of beneficiaries for infrastructure sub-projects was 605. These sub-projects usually benefitted the community at large and had strong community involvement.

Health

Only 13.3% of the sub-projects aimed to improve the health services in communities. Activities included purchasing equipment such as an electrocardiogram and life guard supplies, constructing health facilities, and providing rural health training One possible reason for the small number of sub-projects within this sector is that the IRD representatives who promote the SDAA program do not come in to contact with health workers (Graph 1.5).

According to the World Bank report, "to increase the human capital of the poor, the delivery of basic social services needs to be greatly improved, particularly in the health and education sectors." This is also supported in the Program Objectives Document for FY1993-1997 which states that "because of the close linkage between basic health and education and economic productivity and democratic participation, the Mission has identified making Salvadorans healthier and better educated as one of its five Strategic Objectives."

It is relatively easy to support the educational system in a highly visible way by building school classrooms, water and sewage systems, and libraries You are almost guaranteed that the sub-project output will be used and will benefit children. This can also be done in the health sector by funding community water and sewage systems, and latrines. Though care should be taken not to duplicate the efforts of USAID PROSAMI and The International Development Bank, Social Investment Fund (FIS) which are supporting these activities. In addition, training courses for rural health

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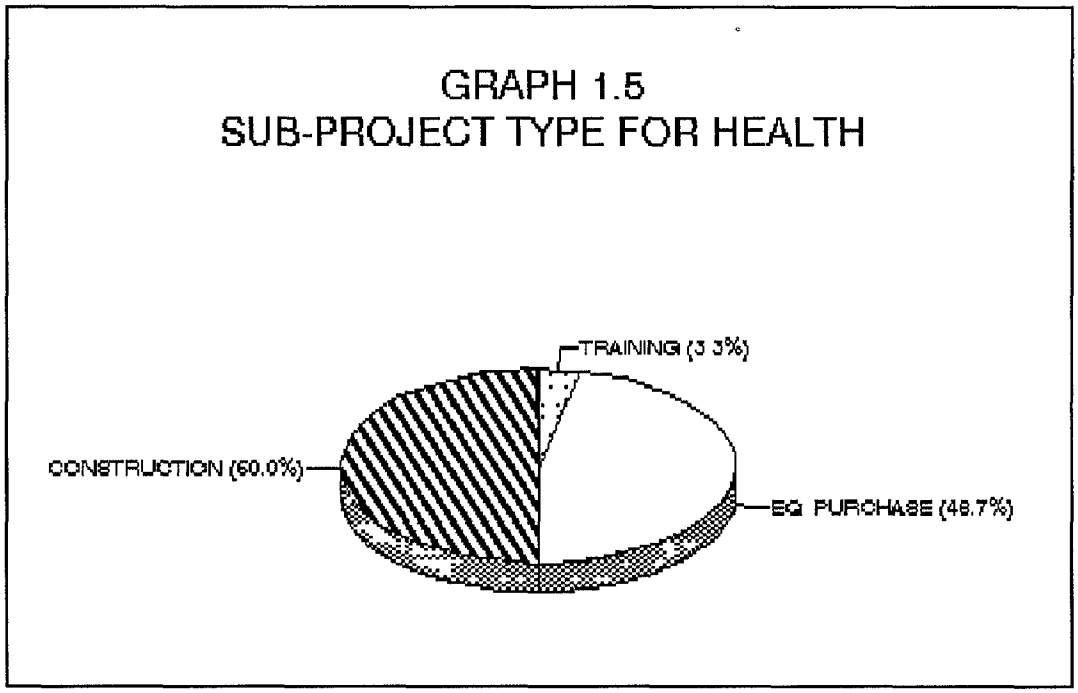

workers and midwives would be appropriate if community groups with the necessary technical and human resources could be identified.

Generally, health sub-projects did not generate resources or assist the groups in becoming self-financing. The mean number of beneficiaries for health sub-projects was 1,563, the largest of all of the sectors.

Agriculture

The remaining 6.7% of the sub-projects fell within the agriculture sector. Activities included purchasing equipment such as seeds, gardening tools, and animals to start gardens, and poultry and hog farms, and building barns and fishing boats.

The one agriculture sub-project visited no longer existed. Many agriculture sub-projects require substantial technical expertise and resources in order to be successful and generate income. The mean number of beneficiaries for agricultural sub-projects was 863 (Graph 1.6).

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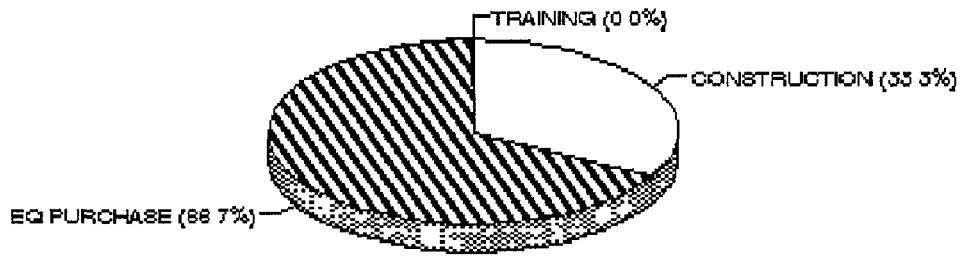
GRAPH 1.6
SUB-PROJECT TYPE FOR AGRICULTURE



Geographic Location

As per the SDAA Status of Projects Report, the Departments are divided into Regions (Zones) as follows:

Western: Ahuachapán, Santa Ana, Sonsonate
Central: La Libertad, San Salvador, Cuscatlán
Para-Central: Chalatenango, La Paz, Cabañas, San Vicente
Eastern: Usulután, San Miguel, Morazán, La Unión

During FY1989-92, sub-projects were undertaken in each department of El Salvador. More sub-projects took place in the Departments of San Salvador and San Miguel than in the other Departments (Graph 2.1).

In FY1989, an equal number of sub-projects were completed in the Central and Para-Central Regions of the country, with fewer in the Eastern and Western Regions This trend changed dramatically in FY1990, with nearly half of the sub-projects taking place in the Eastern Region and a quarter in the Central Region of El Salvador.

In FY1991, the Central and Eastern Regions of the country had equal number of sub-projects. A quarter of the sub-projects took place in the Para-Central Region, with only a few sub-projects in the Western Region of the country. In FY1992, the

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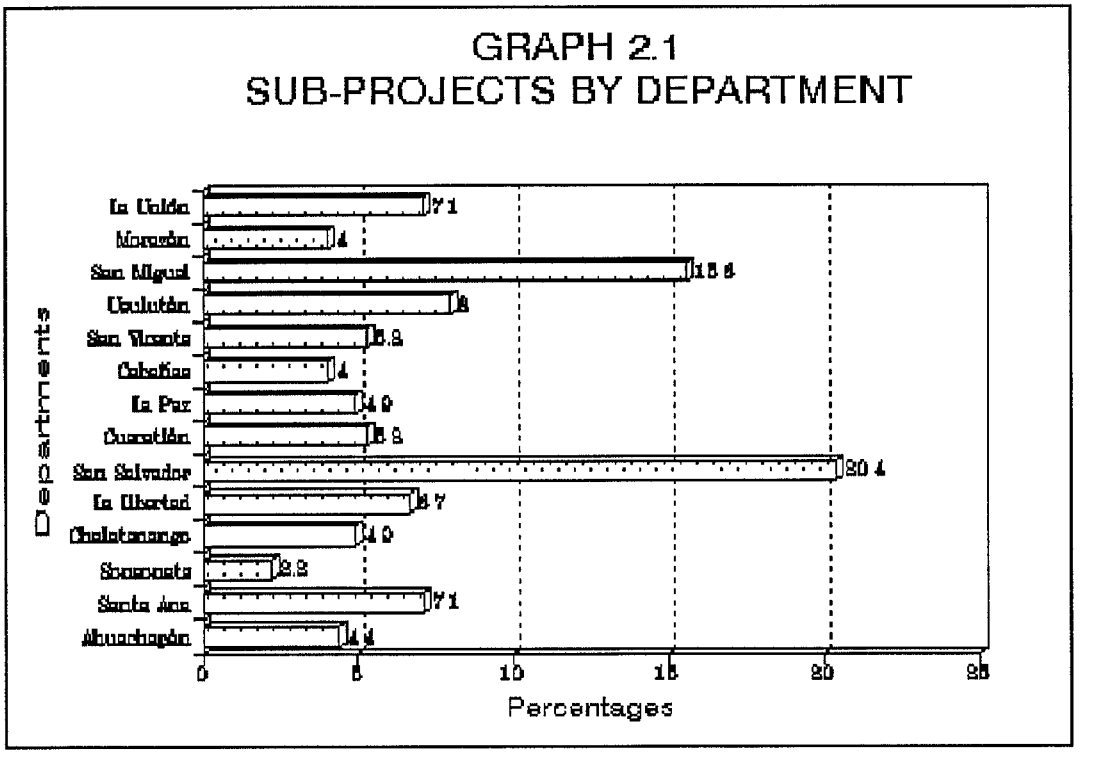

majority of the sub-projects took place in the Central Region of El Salvador. The remaining sub-projects were divided among the Para-Central, Western and Eastern Regions of the country

During FY1989-92, 42% of the sub-projects were located in the former conflictive zones of Chalatenango, Cabañas, Morazán, Usulután, San Vicente, and San Miguel. Though not necessarily in the communities that were most effected by the war.

The number of sub-projects per sector varied considerably among the four departments. In the Western Region, education sub-projects were the most popular 35%. This was followed by income generation 23%, health 19%, agriculture 13% and infrastructure sub-projects 10% (Graph 2 2)

Infrastructure sub-projects were the most frequent in the Central Region 32%. Followed by health 25%, education 23%, income generation 17%, and agriculture 3% sub-projects. In the Para-central Region, income generation sub-projects were predominant at 44% of the total. Education 28%, infrastructure 12%, agriculture 9%, and health 7% sub-projects made up the rest of the portfolio.

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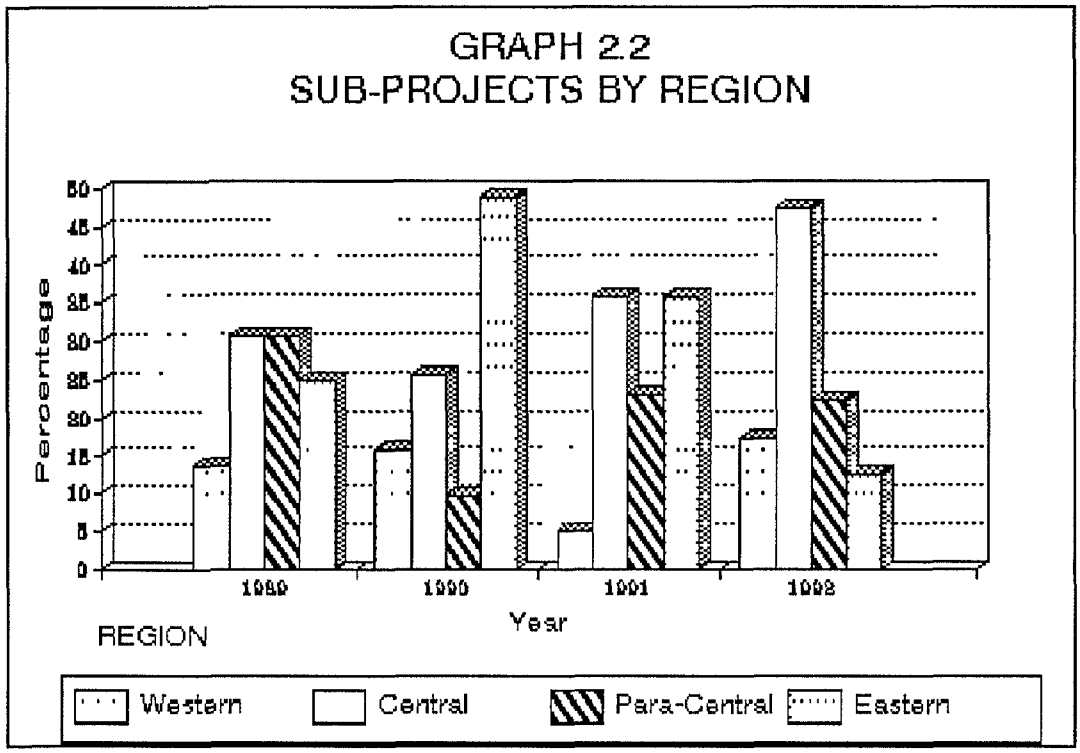

More than half of the sub-projects in the Eastern Region were education 55%. The remaining were income generating 26%, infrastructure 9%, agriculture 6%, and health sub-projects 4%. Possible explanations for the difference in the number of sub-projects per sector among the regions include the needs of the community and the focus of the Regional Development Specialists who promote and identify sub-projects at the community level (Graph 2.3)

Urban and Rural Locations

One finding of the evaluation was that over the four year period, 40.9% of the sub-projects were located in the departmental capitals. Fewer sub-projects were located in municipalities 35 6% and in villages 23 5%. This seems at odds with the program purpose to support small development activities at the community level It is important to note that this data does not take into account that some municipalities are considered rural since they have a population of less than 20,000. One possible explanation for the small number of sub-projects at the village level is that USAID personnel were not able to travel to many remote areas of the country due to security restrictions. Another factor is that the SDAA program is promoted at the municipality level through the MEA program

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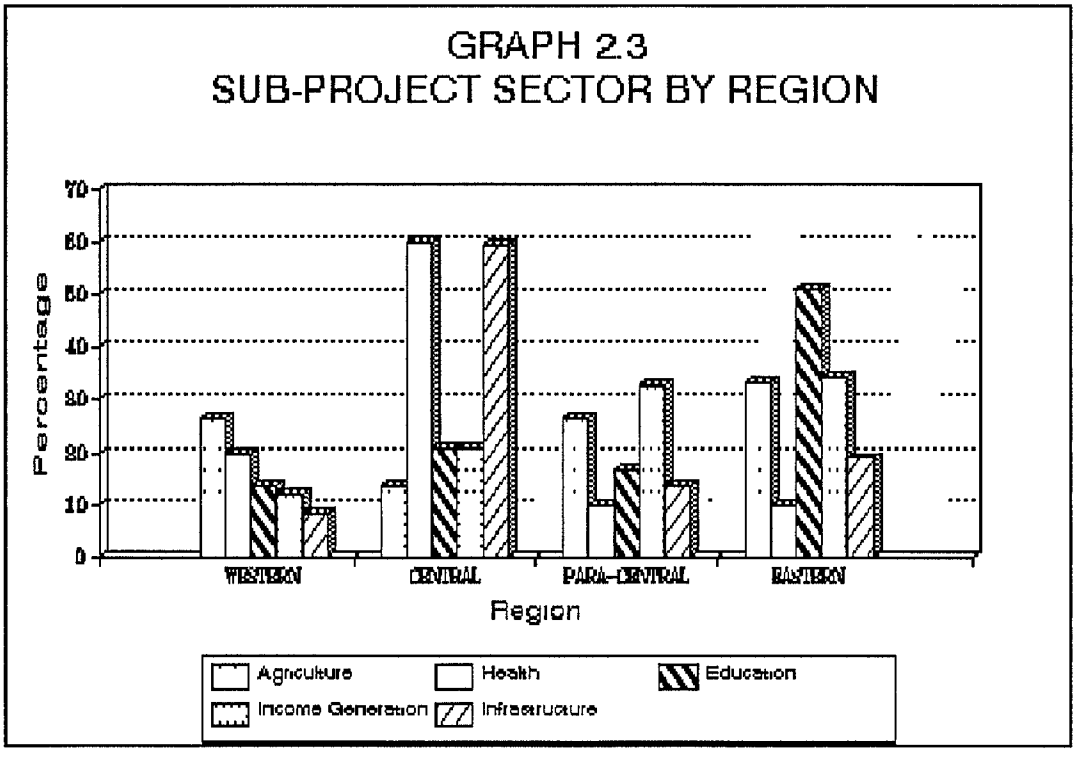

The number of sub-projects in departmental capitals decreased over the last three years. While the number of sub-projects in municipalities remained constant at approximately 20 each year The number in villages varied considerably during the four years. (Graph 2.4)

According to the World Bank Report, "the poorest of the poor are concentrated in the rural areas. The rural/urban split of the population is approximately half and half, but 74% of all persons in the lowest quintile of the income distribution live in rural areas." This supports additional funding of sub-projects in rural areas, even if, given limited resources, this requires cutting back on projects in urban areas. It would be advisable to identify and support sub-projects in sites where GOES rural public works are not being undertaken and where USAID has not funded other projects.

The sub-projects located in the departmental capitals and municipalities cost slightly more than the sub-projects located in the villages. The type of sub-project activity also differed between urban and rural locations. The majority of the sub-projects located in the departmental capitals and the municipalities used the grants to purchase equipment. While the sub-projects at the village level were more likely to be construction activities.

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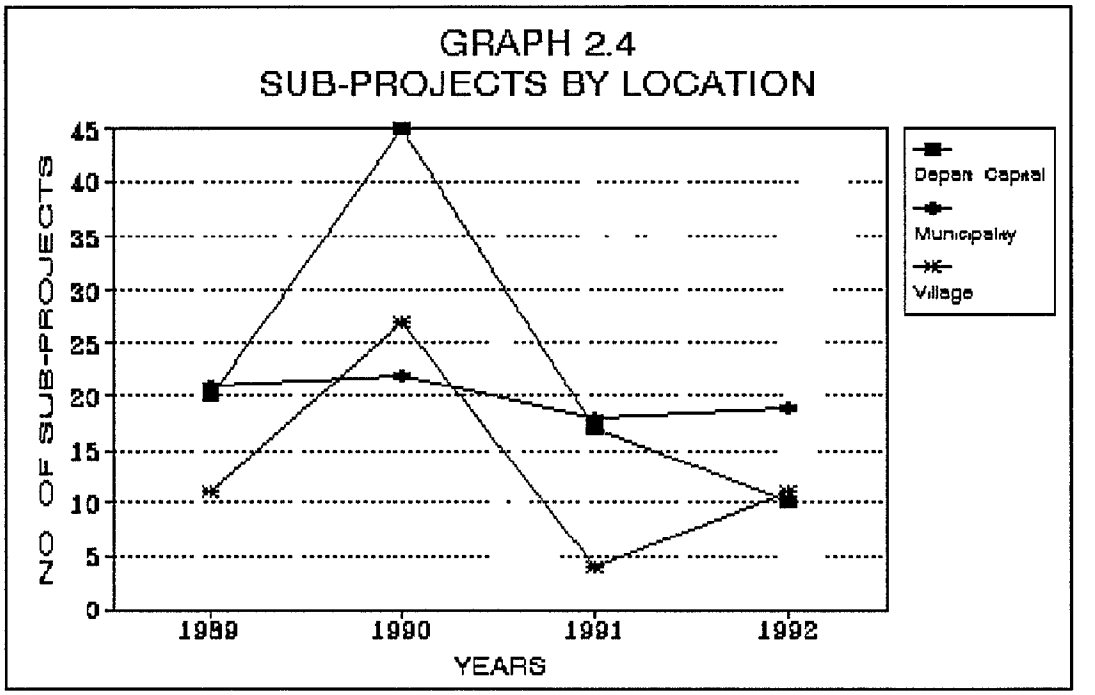

Almost half of the sub-projects funded in villages were in the education sector. The other focus of village sub-projects was community infrastructure. The majority of the sub-projects in the municipalities were income generation and education. Education, income generation and health sub-projects were prevalent in the departmental capitals.

Group Composition

The vast majority of grant recipients were groups composed of both men and women 82.6%. Both men and women served as members of the board of directors or committees requesting the assistance, were involved in the planning and implementation of the sub-project, and included in the beneficiary population. All of the sub-projects over $10,000 were requested by groups of mixed gender. Approximately half of the sub-projects in this gender classification cost between $5,001-10,000.

It is important to note that 11.2% of the sub-projects were specifically requested by women's groups to improve the training or living conditions of women. Women were involved in all stages of the sub-project and were direct beneficiaries. None of the sub-projects completed by women's groups cost over $10,000. The majority cost between $5,001-10,000.

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Finally, 6.3% of the sub-projects were completed by groups composed solely of men. Men were responsible for the planning and implementation of the sub-project. However, women often benefitted directly or indirectly from the sub-project. For example, a bridge sub-project which was planned and implemented by a men's group, had equal impact on the women living in the community. Of these sub-projects, just over half cost between $5,001 and $10,000.

GENDER	$0-2,500	$2,501-5,000	$5,001-10,000	$10,001-25,000
MIXED	33	58	86	8
WOMEN	2	5	18	0
MEN	3	3	8	0

Group Legal Status

The great majority of groups, 82.7%, did not have formal legal status (ie, personeria juridica). The remaining 17.3% of the groups were legally constituted. However, based on information gathered in site visits, this factor did not appear to influence whether the group was able to successfully implement the sub-project and maintain the sub-project output over time. Examples of the types of groups that received SDAA grants include school improvement committees, school board of directors, parent associations, farming cooperatives, fishing cooperatives, board of directors of health assistance clinics and children's homes, and community improvement committees.

Of the sub-projects visited, the parent associations, community improvement committees and cooperatives were democratically constituted. The community held general assemblies to elect members to the board of directives. Elections were usually held annually, or every few years.

Committees affiliated with a church were often subject to the management of the church. In one case, we were told the sub-project output, a sewing academy which was located in the community church building, was negatively effected when the new priest dissolved the group "Comité Pro-Obras Parroquiales" and took over the management of the academy. The enrollment of the academy decreased by half.

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Number of Beneficiaries

According to the information provided in the grant agreements for the 225 sub-projects, the mean number of beneficiaries for a sub-project was 653. However, these numbers can be misleading since the method of calculating the number of beneficiaries varied considerably among sub-projects. One example of the calculation of beneficiaries is in sub-project 90-73. The number of beneficiaries was 150,000. It was stated that this is the number of people in the Departmental capital of Cuscatlán who would benefit from the purchase of an electrocardiogram. It would be more realistic to estimate how many patients in the last year would have required and actually received treatment using the electrocardiogram. Another example is sub-project 90-59 where it is stated that 350,000 people would benefit from the renovated town plaza in San Miguel.

It would be beneficial to standardize the method of calculation for all sub-projects as the number of direct beneficiaries in a one year period. Another option would be to use the same length of time used to calculate the counterpart contribution for the sub-project. Standardization would allow you to make comparisons between sub-projects and calculate the number of beneficiaries over a longer period of time. This data could be gathered in the initial site analysis and confirmed in the close-out report.

Based on data obtained from the grant files, the mean cost per beneficiary was $32 Three sub-projects which listed the number of beneficiaries between 50,000 and 350,000 were excluded from this analysis. We found the mean cost per beneficiary for most sectors to be within the $50 per beneficiary suggested in the MOM criteria.

The mean cost per beneficiary differed by sector. The cost per beneficiary was highest for income generating sub-projects $56. The cost of sewing and baking equipment is usually high per student. Though the MOM criteria exempts these sub-projects due to their high economic rate of return.

The average cost per beneficiary for agriculture sub-projects was $45. Again, cost for agricultural equipment is generally high per farmer or farm family. In health sub-projects the mean was $25, and for eduction and infrastructure sub-projects costs were roughly equal at $23 and $19, respectively (Graph 3.1).

Sustainability

Of the fifteen sub-projects visited, ten of the grant recipient groups still existed and were active. Of those that no longer existed, one was dissolved by the new Catholic priest. Three groups dissolved after the sub-projects, home water and electricity,

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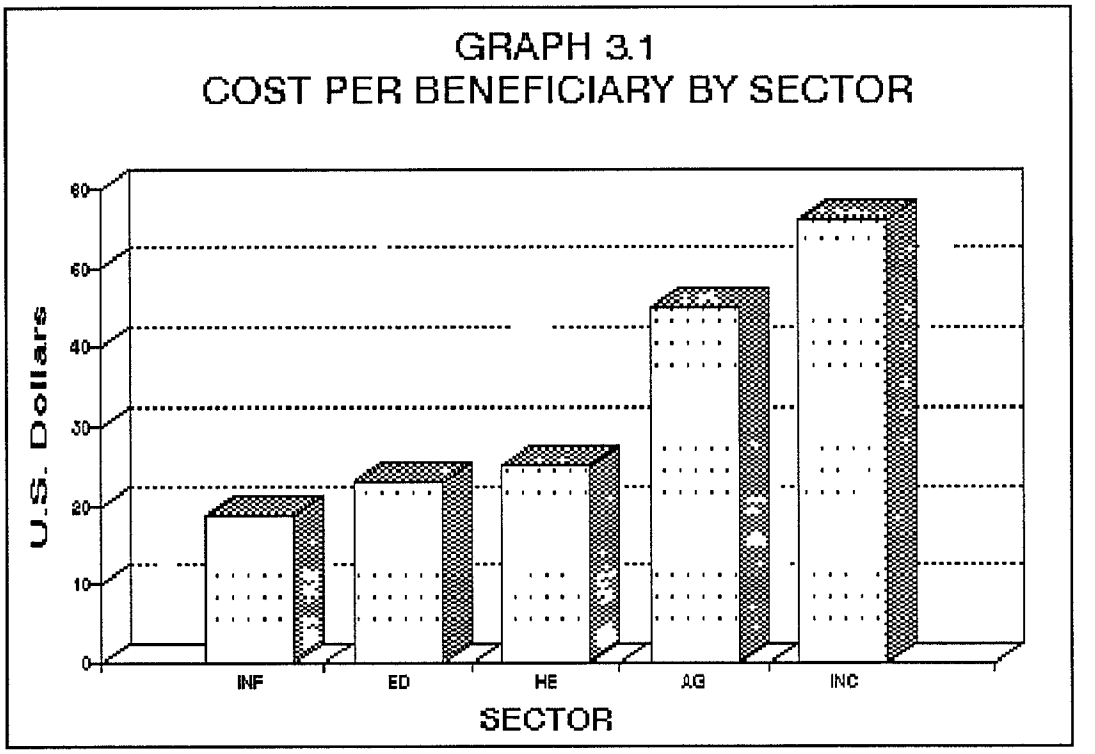

were completed, and one dissolved after the village bank failed. Those groups which were active in promoting community development before receiving funds from USAID were more likely to still exist Those groups which formed solely to complete a specific sub-project, and one which had more of an impact on the living standard of their family than on the overall community, were more likely to dissolve after the completion of the sub-project.

Of the fifteen sites visited, 12 of the sub-project outputs still existed and were in good repair. The only cases where the output no longer existed was a chicken farm, a village bank and one electricity sub-project.

In the majority of sites visited, the sub-project's output is not generating resources or assisting the group in becoming self-financing. Therefore, the groups continue to rely on outside support for sub-project maintanence and expansion The only examples of sub-projects which were generating resources were the vocational education sub-projects. The academies visited had not become self-financing. They receive sufficient funds from the Ministry of Education and/or student fees to remain operational but they are not generating resources to buy additional equipment or eventually replace the existing equipment. One of the academies asked about receiving additional USAID funding to move to a larger building.

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We did not encounter sub-projects which were being replicated by other groups in the community. In general, the grant recipients stated that they did not discuss their success with other groups, though they were very expressive in recounting their experiences during our interviews.

According to information gathered in the site visits, the SDAA program had a very positive impact on the image of the United States. All groups reported having had a positive experience with USAID. They were appreciative of the assistance they had received from USAID and spoke highly of the work being done in El Salvador. We were surprised by the name recognition that USAID has at the community level.

In one sub-project from FY1989, we were unable to locate people who were aware of USAID's role in rehabilitating the electrical system. The president of the Directiva was a church worker who has since been reassigned to another part of the country. We spoke to one former council officer and the wife of another. The Directiva no longer exists and the electrical transformer is no longer in use by the community.

The majority of the groups visited reflected consensus, and were democratically constituted. Most of the officers were elected in community assemblies to serve for a fixed period of time, usually one or two years. Issues were usually discussed openly and voted upon.

It was noted in the vocational education sub-projects, such as sewing, baking and craft academies, that students are using their newly acquired skills in their jobs in factories or in small home businesses. The sub-projects in the education sector provided students with improved school facilities and equipment which thereby fostered their ability to learn.

Based on site visits and interviews with USG employees, there are several types of activities which should be eliminated. First, any activity for which the community group does not have adequate technical and human resources to successfully complete and sustain the sub-project should not be funded. For instance, village bank sub-projects, which were funded in FY1989-90, should only be funded if the group has or is receiving the required technical expertise in managing a revolving fund and operating small businesses. Second, given the limited funds available for the SDAA program, sub-projects which do not meet the basic needs of economically disadvantaged populations should not be supported. For example, sub-projects which provide community members with access to potable water should be given priority over sub-projects which provide a small number of individual houses with potable water.

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Case Studies

During the course of the evaluation, we visited fifteen SDAA sub-projects representative of the total portfolio based on location, sector, type and year. The following were chosen as case studies because they demonstrate important points regarding community felt needs, disadvantaged populations, counterpart contribution and commitment to a sub-project, impact in the community and sustainability.

One example of a sub-project which improved educational services to a disadvantaged population in a rural community was completed in Cantón Santa Rosa, San Sebastian Salitrillo, Santa Ana (89-20). The donation (¢15,000) was used to build the roof of the school thereby completing the school construction. The community provided the land, cost of unforseen expenses and the manual labor to build the roof, estimated at ¢23,000. The counterpart contribution was 61%. We were able to meet with three members of the Parents Association and then with several of the school teachers. The Parents Association appeared to be well organized and active. Officers are elected by the community once a year. Women are members of the Association and played an active role in all aspects of the sub-project. The Association holds community meetings to discuss ideas for community improvement projects. The teachers also spoke well of the Parents Association and the results of the school construction project. The school roof was well maintained and in good use. Approximately 400 students from the surrounding area attend the school in both morning and afternoon shifts. As in many other cases, the community learned of the SDAA program from an USAID Representative working with the municipal government.

Even though this sub-project did not include a training component or increase the financial productivity of the group, it contributed to the overall development in the community and met a basic need of a disadvantage population. The Association stated that the SDAA procedure was clear and took very little time. The Vice-President thought it was a good idea to give the donation directly to the group and not to the mayor's office which would have taken longer to implement the sub-project and been more complicated. One of the strengths of the SDAA program is that it empowers local committees to undertake and successfully complete self-help projects. It also gives them valuable experience dealing with an international organization.

An example of a sub-project which was not sustained is the chicken farm in El Tigre, Usulután (90-17). The location of the cooperative is on top of a mountain, a two hour walk from Santiago de Maria. We spoke with the current Secretary of the Council, who is also a local school teacher. He did not know how the cooperative

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learned of the SDAA program. The cooperative council still exists and is active in supporting the development of the community. They hold yearly elections for positions on the council. They are legally formed by the Agrarian Reform Act.

The members of the cooperative are all experienced coffee growers. The chicken farm operated marginally for one year under the management of three members before receiving the grant from USAID. According to the proposal, operations were severely reduced due to the FMLN offensive in November 1989. The grant was to revitalize the farm by purchasing 1000 chicks. The chicken farm did not generate a profit and was shut down after a year. According to the Secretary, chicken farming requires time, trained or experienced managers, and resources which the Cooperative did not have. The farm buildings are now used to house community members.

Another example of a sub-project which was not sustained is the donation to start a Village bank in La Unión (90-48). The group (of three) no longer exists. The president and treasurer of the group still live in the community. The Secretary has moved to the U.S. The majority of the project participants were women. The donation of ¢49,500 was used to start a revolving fund. The counterpart contribution was calculated as the estimated value of salary (35hours x 4 weeks x 9 months x 33 persons) at ¢68,3000, putting it at 58% of the total cost.

The bank operated for seven cycles, reaching 40 of the 50 intended participants. The majority of the small business started with the bank loans were seafood stands. The fishing industry suffered due to a few poor harvests and the fear of cholera. The other loans were to start drink and fruit stands, two seamstress/tailor shops, and one medicine supply business. Only the seamstress and medicine supply businesses were sustained. The treasurer reported that she was glad to be out of the project. She said it was very difficult to collect payment back on the loans. They dissolved the bank and divided the savings among the sub-project participants. This type of income generation sub-project requires substantial training in small business management (marketing, bookkeeping) as well as a marketable skill such as sewing, cooking, bicycle repair.

The one sub-project visited which did not appear to assist a disadvantaged population was to provide potable water in 35 houses in Lotificación Lorenzana in the departmental capital of San Vicente (91-05). We visited the Treasurer of the directiva who provided the following information. The directiva was dissolved after the water project was completed. The Directiva first requested funds for the water project through the Governor of the Department, then the Mayor. They sought help from the

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Commandant who, from her point of view, succeeded in getting them funds from USAID. It is important to note that USAID responded to this request in the same manner as all other requests received by community groups.

Compared to the majority of other grant recipients interviewed, these grant recipients did not appear to be a socio-economic disadvantaged population. The neighborhood was quite developed compared to others in the surrounding area and others visited. It had cars out front and the house visited had a TV, two refrigerators, overhead electric fans, etc. The sub-project is not being replicated by other communities in the area, many of whom do not yet have a public water supply. The in-door running water is not generating income or contributing to the overall development of the community at large. The directiva held a fiesta and excursions to the beach to come up with ¢1,000 per family to pay ANDA for the household connection. Women were members of the Directiva. It did provide a small number of families in the community with direct access to potable water.

An example of a typical electricity sub-project visited is the community electrification in Barrio Las Flores, Villa El Carmen, La Unión (89-60). The council was formed out of 21 families specifically to obtain electrification. The council has not undertaken other community development activities and is no longer active. However, there was strong community involvement and commitment to the sub-project. The counterpart contribution consisted of financial and manual labor, estimated at approximately 57%. The families sold their chickens, borrowed money, etc., to come up with their part of the money.

Similar to the other electricity sub-projects visited, the electricity has not increased the productivity of the community or become self-financing It is used solely to light the homes and run household appliances (ie, a refrigerator and TV were observed in the home). No small businesses dependent on electricity (ie, sewing, carpentry, metalshops) have been started as a result of the sub-project.

One of the most impressive sub-projects visited in terms of output, productivity and impact on women was the Women's Training Center in Zacatecoluca, La Paz (92-09). The center trains approximately 170 female students a year in sewing, baking, piñata making and crafts. Each student pays ¢15 a month to attend the school. They buy their own materials and sell their crafts. This is the only national training center in the country. The Ministry of Education pays the teachers salaries and the rent. It has a strong training component, it increases the productivity of the students, contributes to the overall development of the community, and involves women in all stages of the design and implementation of the sub-project.

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The counterpart contribution of ¢24,000 consisted of both in-kind and financial -- 12 existing sewing machines and one year salary for the bakery instructor who is not paid by the MOE. The counterpart contribution was 32% of the sub-project. The USAID donation of ¢50,025 was used to buy two industrial and four pedal sewing machines, an oven and a electric mixer. The equipment was well maintained and in use.

The group learned of the SDAA program through the "open town meeting" and the MEA representative Roberto Martino. They received the funds from USAID in approximately six months and it took a week to buy and install the equipment. The Ministry of Education names the staff of the center and is responsible for the financial and administrative management of the center. Decisions are not usually made by consensus

B. We found the methodologies and techniques used by USAID to implement SDAA activities to be effective. The SDAA program can be divided into three stages: planning, implementation and liquidation. The planning stage includes the promotion and identification of sub-projects at the community level, site visits to assist the group prepare the standard Request for Assistance, preparation of the Sub-Project Summary and Checklist, proposal review, notification of committee approval or disapproval, and request and submission of price quotes. According to the MOM, the SDAA Project Management Specialist, the IRD/RUD Project Management Specialists, the Project Committee and the Project Committee Chairperson are responsible for the activities in the planning stage.

The implementation stage consists of the preparation and signing of the grant agreement, request for funds, delivery of the check in a public ceremony, sub-project implementation and a site visit to review technical and financial specifications. The grant agreement is signed by the Mission Director/Deputy Director and cleared by the IRD Director or Deputy Director, Projects' Office and Controller's Office. The other activities are completed by the SDAA PMS.

The final stage is the liquidation which includes a final site visit upon completion of the sub-project, preparation of a standard Notice of Completion, close-out review, and preparation of a standard voucher to liquidate advanced funds and a Project Officer Checklist. According to the MOM, 10% of the closeout reviews are conducted by the IRD Director or his/her designee and another 10% are conducted by the IRD/RUD Coordinator or Deputy Coordinator. The remaining are done by the SDAA PMS.

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Of the sub-projects visited, most had learned of the SDAA program through the municipal government and IRD/RUD Project Management Specialists working in the Municipalities in Action project. Two of the fifteen sub-projects visited had received funds from other USAID offices in the past and learned of the SDAA program through those USAID representatives.

We found one particularly important criteria to be that recipients are eligible for only one SDAA grant. In twelve of the fifteen sub-projects visited, the grant recipients inquired about receiving additional funding from USAID. For example, the cooperative members who built the bridge asked about funding to repair their school, and the community home water sub-project asked about funding for telephone service.

Based on discussions with grantee recipients, they received sufficient guidance from the SDAA PMS or IRD/RUD PMS to enable them to follow the requirements and procedures for receiving and implementing the sub-projects. Most reported receiving the funds within a reasonable amount of time, some as quick as 15 days, others within one year.

According to information in the grant files, the mean length of time to process a proposal, from the date it was received until the date the check was delivered, was 4.5 months. This seems like a reasonable amount of time given the review process, the financial system, and the requirement that an American deliver the check. However, the longest amount of time to process a proposal was thirteen months This seems excessive given the level of funding and nature of the program. The shortest time was less than a month. It is important to note that not all proposals were stamped with the date received by USAID. In those cases, the date written on the proposal was used. This could have significantly increased the length of time calculated to process a proposal.

The time to process a SDAA grant grew by over a month in FY1992 from fiscal years 1989, 1990 and 1991. One possible reason for this increase is the added financial procedures which were instituted in FY1991 as a result of the fraud case.

According to USAID officials interviewed, one limiting factor influencing the length of time to process a grant, is the availability of funds during the fiscal year. Often, funds are not made available until January or as late as April. All funds must be obligated by September 30th or they are lost. Another factor is that an American must deliver the grant check to the community This can sometimes delay the process by a month or more, especially if the U.S. Ambassador or USAID Director is the person presenting the check. However, having an American deliver the checks highlights US Government participation in the project. Other American USG

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personnel should be encouraged to carry out this function a few times a year so the burden does not fall solely on the SDAA Committee.

Currently there is no required length of time to process the proposals, though the MOM purpose statement expresses that the SDAA program should "finance quickly" the sub-projects.
Although the MOM has been revised three times since 1990, there are procedures which are no longer being used. See Attachment D MOM Procedures Chart. Specifically, Section III Procedures 1, 2 and 3 of the MOM. According to the IRD staff interviewed, the proposals are processed through C&R and referred to the IRD Coordinator for control and assignment to the Program Management Specialist for SDAA, Patricia Echeverria, not to an IRD Regional Development Assistance Specialist, as currently stated. The PMS visits the site of the proposed sub-project and determines if the proposal falls within established criteria, assists the community group to complete a standard Request for Assistance, and is responsible for its further processing. This deviation from the MOM has implications on the workload of the SDAA PMS.

Procedures 7 and 8 have minor changes in how the written notification of sub-project approval/disapproval is delivered to the grant recipients. Section III Procedures 18 and 19 of the current MOM are not being implemented. A Trip Report (SDAA-4) is prepared for multiple sub-projects visited in a day and filed in a three ring binder by date. It is impossible to determine if the required number of site visits have been completed for each sub-project and the outcome of the visit. See Attachment V Sample Trip Report. As stated in Attachment VI SDAA Liquidation Memo dated October 19, 1992, a yearly instead of monthly list of sub-projects scheduled for completion is prepared by the PMS for the IRD Director and Deputy Director. They choose 10% of the sub-projects to liquidate.

Peace Corps participation in the SDAA program seems beneficial and feasible. Of those USAID personnel interviewed who were familiar with the U.S. Peace Corps, most felt that the SDAA would be a good activity for Peace Corps participation. A few options for Peace Corps Volunteer (PCV) involvement were presented.

The most feasible option, involves Peace Corps Volunteers in the planning and implementation stages of the SDAA program. PCVs would be made aware of the SDAA program so that during the course of their service they could refer appropriate community self-help projects to the SDAA for consideration. In addition, they could assist the community group in preparing the proposal and implementing the sub-project. Peace Corps Director Don Peterson expressed interest in pursuing this option with the SDAA Coordinator.

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The other options presented, were to set aside a certain amount of funds ($5,000 was mentioned) per Volunteer to use to purchase materials for community development projects, and to use third year extension Volunteers as USAID Project Management Specialists.

C. We evaluated the managerial and financial structure/capability of the sample communities during the site visits. Those projects which were still functioning, were able/eager to show me their project files which included the grant agreement, price quotes and receipts. We found the grant recipients to be well organized and capable of managing the sub-projects undertaken. The PMS assists the groups in preparing the proposals and budgets, and reviews the reasonableness of the costs of items to be purchased. The structure of the SDAA program almost ensures that groups with limited experience can manage the funds. The grant agreement is clear and sufficiently strict regarding authorized expenses.

D. The overall impact of SDAA activities including training, productivity, self-financing and community development was evaluated. Based on site visits and review of grant files, the vocational education sub-projects had a substantial impact on the training and productivity of sub-project beneficiaries. Training and productivity were not strong components of the other sub-projects and direct impact in these areas was not evident. None of the sub-projects visited had succeeded in becoming self-financing, though it was a stated goal in one the sub-projects visited. In that specific case, the group continues to strive for self-financing capability.

The most impact was observed in community development, both in terms of physical development and team building. The SDAA program assisted community groups to improve 83 school facilities, start or modernize vocational academies, increase access to potable water and improve health facilities, and improve community infrastructure

The SDAA program does not provide technical and human resources to develop training, productivity and self-financing components to the sub-projects. One way to have these components included in the sub-projects would be to provide grants to community groups who are receiving technical assistance from other agencies, such as the Peace Corps.

E. Based on site visits and analysis of sub-project data, the SDAA project is achieving stated project goals and objectives as well as overall Mission strategic objectives as stated in the FY1992-97 Program Objectives Document (POD)

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The sub-projects had an immediate development impact and in over half of the sub-projects, implementation was completed within six months. The mean time to implement a project from the date the check was delivered until the implementation was completed was 6.7 months, slightly over the required implementation time. Due to changes in format and content of grant files over the four year period, this data is not completely reliable. In most cases, the check delivery dates were taken from the form "Recibo de Fondos". When that was not available, the date was taken from the check. In a very few cases, it was taken from the voucher. When available, the completion date was taken from the Certification of Finalization of Sub-Project. In some cases, it was taken from the Financial Close-Out (SDAA-5) or the liquidation voucher (1034). The shortest time to implement a sub-project was one month.

Sub-projects encompass community involvement and appear to reward groups demonstrating a relatively high level of self-help activity. However, as previously stated the method of calculation for counterpart contribution varies considerably among sub-projects, making comparisons unreliable. Based on data in the grant files, the mean counterpart contribution was 65%. It was observed that one of the strongest factors ensuring sustainability is community involvement and support. Those groups who make a high counterpart contribution in terms of manual labor and/or financial support were more likely to still exist and be active in community development.

During FY1989-92, SDAA funded 37 infrastructure and 58 income generating sub-projects (16.4 and 25.8 percent respectively). SDAA supported infrastructure sub-projects with long-term visibility and gave preference to income generating sub-projects.

Sub-projects promoted awareness of US Government participation. In the case of one sub-project visited which was part of a multi-donor effort with Partners of the Americas, the visibility of the USAID contribution was not lost. Of the sub-projects visited, all grant recipients were aware of the USAID donation and spoke highly of the support they had received from USAID personnel (most specifically Patricia Echeverria).

It was difficult to assess from the grant proposals if the sub-projects contributed to increased productivity, assisted a disadvantaged population and involved women because of the lack of specific information in the grant files regarding these factors. The proposals did not always specifically address how the sub-project would contribute to increased productivity, assist a disadvantaged population and involve women. According to review committee members, this information was not always specifically discussed in the review.

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In most, but not all cases, it was found that the sub-project assisted a disadvantaged population. The program should continue to try to meet the basic needs of the poorest segment of the population and avoid sub-projects which meet the needs of a small select group of people. Other than the vocational education sub-projects, very few of the sub-projects contributed to increased financial productivity of the group. However, education sub-projects increased the productivity of the teachers and therefore, the educational services provided to students.

Almost all of the sub-projects involved women. For example, education sub-projects involve a large number of women in the planning and implementation stages and included female students as beneficiaries. The electricity sub-projects did not typically involve women in the planning and implementation stages, but they did impact on the workloads and living standards of women as well as men

Although the SDAA project is outside the strategic objective framework, it is clear that the vast majority of sub-projects fall within one of the overall Mission strategic objectives as stated in the POD FY1992-97. The SDAA program supported the Mission objective to assist El Salvador make the transition from war to peace by improving access to basic health and educational services, promoting economic enterprise, and improving basic infrastructure in the former conflictive zones. See Attachment IX Map of Former Conflictive Zones During the four year period, 42% of the sub-projects were located in the former conflictive zones Chalatenango, Cabañas, Morazán, San Vicente, San Miguel and Usulután.

The SDAA project sought to increase equitable economic growth by providing grants for technical and vocational training, small enterprise development, access to credit and agricultural productivity. 25.8 % of the sub-projects supported technical and vocational training, promoted small enterprise development, and provided increased access to credit. An additional 6.7% of the sub-projects promoted increased agricultural production.

In addition, SDAA promoted enduring democratic institutions and practices by strengthening civic organizations and voluntary associations The groups which were formed by consensus had the community involvement and support necessary to successfully complete a sub-project. Often this type of success is needed to build the confidence of a community to undertake other community improvement projects. There are sufficient number and types of groups which are democratically constituted for the SDAA program to support.

The SDAA promoted healthier and better educated Salvadorans. 13.3 % of the sub-projects addressed health concerns of the community. Following the description of

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POD activities, these included water and latrine projects. 36.4 % of the sub-projects supported the formal educational system through purchase of office equipment and school construction.

We did not find evidence that the environmental and natural resources management objective was being directly met through the SDAA project.

As requested in the scope of work, we considered an overall policy framework for the selection of SDAA sub-projects. Priority should be given to sub-projects in rural areas, defined as those located in cantones. We propose at least 50% of the sub-projects be located at the village level. The second priority should be sub-projects at the municipality level. In addition, sub-projects should be distributed evenly among Regions and Departments of the country based on size of population and development needs.

Sub-projects which support income generation through vocational education, which support the formal educational system through construction of schools and which support overall community development should be given priority over all other types of sub-projects.

Sub-projects should be required to make a 25% counterpart contribution (financial, in-kind and manual labor) based on a standard method of calculation. Groups demonstrating strong community involvement and participation should be given additional consideration.

F. USAID managed its resources in a cost effective manner, and the investment of financial and staff resources has produced a reasonable return. The SDAA project is managed by the USAID Infrastructure and Regional Development (IRD) Office, specifically under the Regional and Urban Development Division (RUD). One staff person is assigned to the SDAA program full-time and is responsible for the majority of procedures in the planning, implementation and liquidation stages of the program. Four Project Management Specialists in the Municipalities In Action (MEA) project collaborate by promoting the SDAA program at the municipal level Of the two interviewed, one estimated he spent 7-10% of his time promoting SDAA. The other estimated 15% of his work involved the SDAA program. A fifth MEA staffer was also interviewed regarding the SDAA project due to his past experience working on the SDAA.

There are four other IRD staff members who participate in the SDAA project, the Director, Deputy Director, the RUD Coordinator and the Deputy Division Chief.

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They spend between 5-10% of their time on the SDAA program, usually reviewing proposals, participating in the reviews, delivering checks and conducting close-out reviews.

In addition to IRD staff, there are approximately five other USAID and U.S. Embassy personnel who participate in the SDAA program, mostly in the review of proposals and the delivery of checks. One DPP representative is a member of the review committee, reviews all proposals and makes approximately five trips a year to deliver checks. Part of the DPPs role is to ensure that the SDAA links with the Mission priorities. One of two representatives of the U.S. Embassy Political Office usually spends a couple of hours a month reviewing the proposals and attending the reviews. Their role is to keep the Embassy aware of USAID projects and present any pertinent political information to the review committee.

According to the MOM, the Project Committee which reviews the proposals is composed of the IRD Director or Deputy Director, and representatives from the Project Office, Development Office, the Planning & Programming Office, the Office of Education & Training, and the Ambassador's Office. The SDAA PMS attends the meetings as an observer. Not all of the USAID and U.S. Embassy personnel interviewed were familiar with the MOM. There was considerable difference in the perception of those interviewed on the types of projects that are funded. One believed health, education, water and road projects are given priority. Another felt water was a focus. A third stated training and micro enterprise are priorities. The fourth promoted electricity, road improvement, water, and multi-purpose rooms.

The perception of the overall goals and objectives and outcome of the program also varied among the twelve staff interviewed. Most felt the major objectives were to promote a positive image of the U.S. and to support grassroots community development.

G. Based on review of the grant files and discussions with USAID personnel, the advance liquidation process being used for the SDAA program met USG regulations. We did not encounter anything out of the normal. If anything, it appeared the Mission was giving more attention to the financial and liquidation processes than to the developmental impact of the program. The financial close-out verifies that all the receipts received are valid and that the respective purchases were made and the sub-project exists as per the project agreement. A brief description of the sub-project implementation/outcome would be useful to identify strengths and weaknesses.

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According to the SDAA PMS, in a few of the sub-projects, the grant recipients have spent the funds on unauthorized purchases. They have been asked to pay back the unauthorized amount. However, the collection of disallowed expenses is a very time consuming and difficult process.

H. One of the stated priorities of the SDAA program is to support sub-projects which involve women. We found that the vast majority of sub-projects involved women in the design and implementation of the sub-projects and/or as beneficiaries.

In general, the interests and role of women as compared to men were not specifically taken into account by the grant recipients in the design, appraisal and implementation stages of the sub-projects. However, in most sub-projects, women and men participated equally in these processes. Though in infrastructure and agricultural sub-projects men were more likely in leadership roles.

The interests and role of women were not specifically discussed at the project selection review. Gender specific data was not available for each of the sub-project stages. Most of the project proposals did not include gender specific data.

Women's integration in USAID activities did not appear to effect the sustainability of project outcomes The most important issues for sustainability were if the grant recipient group was highly motivated and organized, and if they were adequately trained in what they were undertaking (ie, farming or business management). Based on site visits, the results achieved by the sub-projects were equally sustainable between men and women beneficiaries.

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CONCLUSIONS

The SDAA program is an excellent way to support small development projects at the community level. The sub-projects are highly visible and promote a positive image of the United States. Over the four year period, there was a high rate of return on the relatively small amount of funding for this program $1,197,812.

The SDAA program is not funding as many sub-projects at the rural village level as most of the staff interviewed supposed. In addition, due to variations in the method of calculation, the counterpart contribution is not always as high as it appears to be in the grant agreement. Many of the staff interviewed stated, and site visits confirmed, that one of the great strengths of the SDAA program is its' support of sub-projects with a high counterpart contribution (financial, in-kind and labor).

The SDAA program is meeting its' stated objectives. Although the SDAA project is outside the strategic objective framework, it is also meeting four of the five Mission Strategic Objectives, as stated in the POD FY1992-97. Of 225 sub-projects, only a couple could be considered to "improve environmental and natural resources management".

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RECOMMENDATIONS

1. In order to fully meet the SDAA program goals and objectives, develop a ranking system to rate sub-projects which takes the following into consideration:

   - Very few of the projects have a training component or promote self-financing, therefore sub-projects with these components should be given the highest ranking.

   - Give preference to fund school construction projects, over purchase of school office equipment, because they promote more community involvement, are more visible, and meet a greater/more basic need.

   - Preference should be given to projects in rural areas and in communities where other GOES and NGO's are not working. At least 50% of the sub-projects should be located in villages (cantónes).

   - Continue to support community groups which are democratically constituted. These sub-projects are more likely to be successful and sustainable since they have community support and involvement.

   - When funding sub-projects which are affiliated with a church, ensure that decisions will be made and carried out democratically by the grant recipients.

   - Give strong preference to sub-projects which include some financial amount or community labor in the counterpart contribution.

   - Do not fund sub-projects which are receiving or have received other USAID assistance in the past to prevent dependency and to reach more communities.

   - Provide donations for projects in which the community has the necessary skills and resources to successfully complete the project. For example, do not fund agricultural sub-projects which are secondary (and completely new) to the primary work of the grant recipients, unless the grantee recipients are sufficiently experienced, knowledgeable and capable of managing the additional agricultural business and have the necessary technical resources.

2. As much as possible, try to maintain an average grant size of $5,000 and limit the number of grants over $10,000. These will likely be the sub-projects identified by the U.S. Ambassador or other political officials. This will allow the SDAA to continue to meet the demands of the program.

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3. All members of the SDAA review committee should visit a project in the field at least once a year. This will provide them with more experience and first hand knowledge to review the sub-project proposals.

4. In order to highlight U.S. Government participation, an American should continue to deliver the check to the community group. Encourage other U.S. Government employees and members of the evaluation committee to deliver checks and make sub-project visits.

5. Revise the checklist to include more specific information on women in development issues, sustainability, and the economic condition of the community. Does the community have electricity, potable water, a school? Is this project meeting the greatest needs of the community? How are the community members employed (ie, agriculture, fishing, coffee)? In addition to the information already being provided in the grant proposal, information can be gathered in the initial site analysis.

6. Assist grant recipients in preparing detailed directions and/or a map of the community and the sub-project site to include in all proposals.

7. Revise section III Procedures 1, 2, 3, 7 and 8 of the MOM to reflect current operations and role of the SDAA Program Development Specialist. Institute section III Procedures 18 and 19 of the current MOM. A separate Trip Report (SDAA-4) should be prepared for each sub-project and filed with the grant agreement. A monthly list of sub-projects scheduled for completion should be prepared by the PMS for the IRD Director and Deputy Director. In addition, all persons involved in the SDAA program should be made familiar with the MOM so they can better support the program

8. To assure equitable access and competition, identify other USAID personnel working at the community level who can refer appropriate projects to the SDAA program (ie, Women in Development Coordinator, Health and Education Specialists). The program could be discussed at conferences and seminars.

   In addition, develop a brief brochure explaining the requirements and procedures of the SDAA program to familiarize additional USAID personnel with the program so that they may refer appropriate sub-projects to SDAA

   Increase collaboration with the Peace Corps as the program in El Salvador grows. Continue to brief Peace Corps Volunteers in the SDAA program so that during the

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course of their service they can refer appropriate community self-help projects to the SDAA for consideration. In addition, they could assist the community group in planning and implementing the sub-project.

9. Initiate administrative procedures to monitor and evaluate sub-projects.

   - Develop and maintain a database with information on each project to identify trends, and assist in monitoring and future evaluations.

   - Track the number of proposals received each fiscal year and their disposition.

   - Standardize the method of calculating counterpart contribution and limit the calculation period to six months (the required time to implement a project) or one year.

   - Standardize the method of calculating the number of beneficiaries as the number of direct beneficiaries in a one year period. This would allow you to make comparisons between projects.

   - Include a brief description of sub-project implementation and impact in the close-out report.

LESSONS LEARNED

1. Although the SDAA is outside the strategic objective framework, criteria can be selected without unduly restricting the ability to respond to the needs of a community, so that the program meets the Mission Strategic Objectives. In times of limited resources, this could help strengthen the budget justification for the program.

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ATTACHMENT I

SCOPE OF WORK

I. BACKGROUND

Since 1983 the Special Development Activities Authority (SDAA) has been carrying out activities which permit the Mission to finance quickly and with a minimum of procedural red tape small developmental activities at the community level which have immediate impact and advance U.S. objectives. The SDAA allows a quick response with minimal reference to sectors of concentration or other elements of the country assistance strategy. The average grant is $5,000.

The SDAA has been used for activities which cannot be supported effectively within the structure of current Mission projects. These grants have provided opportunities to involve segments of the local population not normally reached by other established USAID projects and programs.

The eligible recipients have included municipalities, community groups, church groups (for non-religious purposes), clubs, associations, voluntary organizations, hospitals, and schools. Given the limited amount of annual funding and the large number of requests received, recipients are eligible for only one grant. Exceptions must be approved by the Mission Director or his designee. Military and para-military groups are not eligible, nor are political parties or organizations affiliated with political parties.

In general, the USAID funding should average $5,000 and not exceed $10,000 per project. In special cases, with specific written justification, the grant may be for an amount not to exceed $25,000.

The SDAA program includes the following objectives:

* Sub-Projects should have an immediate developmental impact and implementation should be completed within six months.

* Sub-Projects should encompass community involvement and reward groups demonstrating a relatively high level of self-help activity. A minimum of 25% of sub-project cost must be provided by the grantee. Strong preference is given to grantees who make a higher counterpart contribution.

* Infrastructure sub-projects with long-term visibility and income generating sub-projects also are preferred.

* Sub-projects should promote awareness of US Government participation, and the visibility of the USAID contribution should not be lost if the sub-project is part of a multi-donor effort.

* Priority is given to projects which contribute to increased productivity among grantees, assist disadvantaged populations and involve women.

II. PURPOSE OF EVALUATION

The purpose of this contract is to carry out an evaluation of the SDAA project (assuming roughly a four year time-frame) in order to appraise progress in implementation, assess the likelihood of achieving project objectives, identify elements constraining its successful execution, and report lessons learned to date.

The evaluation will be used as an independent assessment of the validity of the SDAA approach in supporting disadvantaged populations in El Salvador.

III. STATEMENT OF WORK

The contractor will report his findings, present conclusions that are based on findings, point out examples of noteworthy accomplishments, and recommend improvements based on the overall evaluation exercise. Finally, the contractor is expected to list and briefly discuss lessons learned that emerge from the analysis.

Specifically the contractor shall undertake the following activities:

A. A survey of all projects for which USAID has files, to establish a profile (such as average size, which are most popular, types of activities, urban/rural, which geographic areas predominate, etc.), from FY89 to the present.

Perform a statistically relevant study of sub-projects, correlating for these factors:
- size of grant
- type of activity
- duration of activity
- geographic location (regional)
- rural vs. urban
- beneficiary groups with or without legal status (Personería Jurídica)
- women's, men's, or mixed groups.

1.- What is most appropriate size of a sub-grant, is $10,000 too limiting?
  - Which type(s) are most productive?
  - Average completion time. Do they finish within six months? Is six months too short time-frame?

2.- Sustainability:
  - Does the organization still exist, is it active?
  - Whatever the money was used for, is the sub-project's output still in use, replaced, maintained, etc.
  - As appropriate, is the sub-project's output generating resources, becoming self-financing?
  - Is there a spin-off effect: Are other groups copying what they have done?
  - Impact on the image of the USA.
  - Do the groups reflect consensus, are they democratically constituted (democracy building effect of sub-project)?
  - For academies, schools: are students using their newly acquired skills in their jobs or at home?
  - Are there types of activities which should be eliminated?

3.- Case Studies:
- Describe experiences, typical, bad and good (two or three cases of each)

B. Evaluate the effectiveness of methodologies and techniques used by USAID to implement activities.

- Is the Mission Operating Manual for SDAA appropriate? Are the safeguards put into place excessive, adequate, inadequate?
- Are there alternative operating mechanisms, such as a Limited Scope Grant Agreement which might be more effective?
- Would the SDAA be a good activity for Peace Corps participation?

C. Evaluate the managerial and financial structure/capability of the sample communities.

D. Evaluate the overall impact of SDAA activities including training, productivity, self-financing and community development. Cite specific achievements, and quantify impact and accomplishments where possible.

E. Evaluate whether the project is achieving stated project goals and objectives as well as overall Mission strategic objectives as stated in the FY 92-97 Program objectives Document (POD).

Since its inception in 1983, the SDAA project has been influenced by outside factors. The war in El Salvador affected the geographical location of sub-projects, publicity, implementation, etc. Requests for projects were made by groups which happened to have access to USAID personnel or had heard about the project from another successful recipient. In geographical terms, the sub-projects were executed in the areas of the country where the war conditions permitted. Elegible sub-projects were not rated one against another; e.g. a potable water project was not deemed more acceptable than a community center or vice versa.

Now that the war has ended, it is time to consider an overall policy framework for the selection of SDAA sub-projects. A given is that a small percentage of sub-projects will be chosen for compelling US political interests, however, the majority of the sub-projects should be chosen on a competitive basis under the guidelines of a Mission SDAA policy. The contractor is requested to recommend to the Mission a future policy framework for the selection of SDAA sub-projects. Factors to be considered are issues such as:
- Geographical distribution of sub-projects; areas of El Salvador, equal or preferential treatment, urban vs rural.
- Types of development sub-projects; should there be priorities by sub-project types, e.g. is the social impact of some activities to be preferred over other types of activities? For example, there has been a large increase in the requests for electrification projects. Should USAID be neutral to this, or should we encourage other types of sub-projects?
- Grantee counterpart is set at a minimum of 25%. Should preference continue to be given to sub-projects that show greater community participation? If so, how?

F. Assess whether USAID has managed its resources in a cost-effective manner, and whether the investment of resources has produced a reasonable return. The current level of funding is $200,000 per year. Is this level appropriate given the staff assigned and the public demand?
In addition, the contractor shall make recommendations regarding dissemination of information regarding this project so as to assure equitable access and competition.

G. Evaluate the advance/liquidation process of the sub-projects.

H. To the extent possible given the nature of the project, assess project impact on sensitivity to women in development issues.
Specifically, the contractor will address the following questions: (while WID issues maybe discussed throughout the document, the contractor will provide an annex which specifically responds to each of the following questions.)

1. In general, how are the interests and role of women (compared to men) taken into account in the design, appraisal and implementation stages of sub-projects?

2. In what ways did women (compared to men) participate in these processes?

3. What were the effects, positive or negative, of the project on women per se and on women as compared to men?

4. Access to income, education and training, and with respect to workloads, role in household and community, and health conditions?

5. How are the interests and role of women (compared to men) taken into account in the evaluation state?

6. Were significant factors concerning women (compared to men) overlooked at the proposal review?

7. Were gender-specific data available for each of the sub-project/program stages?

8. How did women's integration in USAID activities effect the sustainability of project/program outcomes? Were outcomes more sustained (or less sustained) when women were taken into account in SDAA activities?

9. Are the results achieved by the programs/projects equally sustainable between men and women beneficiaries?

Methodology

1. The contractor shall review the following documents for background information:

a) SDAA Sub-Projects from FY 89 to FY92 (Grant Agreements and amendments).
b) Financial Review Report conducted by Price Waterhouse in 1990
c) Semiannual Review reports
d) Mission Operational Manual, Transmittal Letter 91-85.
e) AID/W guidance letters

2. Site visits of representative sites making up the sample.

IV. Level of Effort and Procedures

An estimated total of 90 person days will be required by a three-person team (30 work days per person). A six day work week is authorized. The evaluation should commence on or about June 15, 1993, and end no later than July 15. During the first week, the consultants will be briefed by USG, shall thoroughly review pertinent documents, and shall submit a work plan. The work plan will schedule activities, describe the methodology to be followed, specify the information to be gathered, and specify the use of this information in the analysis to be undertaken.

The work plan must be approved by the USAID Project Manager so that the parties are in agreement on the points to be addressed in the evaluation and on the methodology to be utilized. The work plan will be presented by the contractor to the Mission Evaluation Committee at an entry interview. During the following three weeks, the contractor will carry out the approved work plan to include interviews, review of documents, field visits, and preparation of reports and revision of written documents. During the final week the contractor will participate in an exit interview with the Mission Evaluation Committee in order to collect Mission Comments for incorporation into the final draft.

The contractor will certify that under the Executive Privilege Procedure of the USG, no copies of any documents prepared and/or obtained in the process of carrying out its work will be made available to any person(s) or institution(s) without the prior written consent of USAID/El Salvador.

V. Deliverables

The contractor shall provide the USAID with the following:

A. Within three days from the start date, the team will submit for USAID approval a work plan and a working outline of the first draft report to include all sections detailed in F below.

B. The team shall provide USAID with a list of places to perform field trips for approval, at least 48 hours in advance of making the scheduled trip.

C. Participation in entrance and exit briefings for the Mission Evaluation Committee (MEC) and Mission management.

D. At least seven work days before the end of the evaluation, the Contractor's Chief of Party shall give the USAID five copies of a draft report. The contractor will participate in a Mission review of this draft with designated USAID officers three days after the date of submission of the draft to receive comments, both written and oral. The evaluators will use comments from this meeting to revise the draft.

E. The contractor shall take into consideration the USAID's comments and recommendations in preparation of a final draft to be left with the Mission prior the end of the evaluation period. USAID will have 10 work days to review this final draft before returning it to the Contractor.

F. Within four weeks of receipt of USAID comments, the contractor shall send to the USAID ten copies of the final report (five in English and five in Spanish) which will have taken into consideration the changes recommended by USAID. The evaluation report will include the following sections:

1) Executive Summary. Including purpose of the evaluation, methodology used, findings, conclusions and recommendations. It will also include comments on developmental impact and lessons learned. (See attached outline.) The summary should be a self-contained document.

2) Scope of work and Methodology. A copy of the initial scope of work and a detailed outline of methodology used will be included. Any deviation from the scope will be explained.

3) Evaluation Team. A complete list of evaluation team members, their field of expertise and the role they played on the team.

4) Evaluation Findings, Conclusion and Recommendations. Each section of the report will logically discuss findings leading to conclusions and recommended AID and Grantee actions.

5) Lessons Learned. This section extends beyond the project itself and should describe the causal relationship factors that proved critical to project succesess or failures, including necessary political, policy, economic, social and bureaucratic preconditions within the host country and AID. This section should also include a discussion of the techniques or approaches which prove most effective or had to be changed and why. Lessons relating to replicability and sustainability will also be discussed. As an annex or separate section of the report, key recommendations, i.e., priority actions to be taken by USAID, should be presented in a prioritized manner.

6) Paginated Table of Contents.

G. USAID Evaluation Summary. Mission will provide forms and appropriate guidance for the submission of a draft of this formal summary which is subject to Mission approval.

VI. Requisites of Evaluation Team:

A. Team Leader
1. Bilingual in English and Spanish (S-4, R-4)
2. Demonstrated ability to evaluate and offer recommendations on AID projects, minimum five years experience.
3. Demonstrated ability to organize and direct team members.
4. Demonstrated ability to conceptualize, organize and write effectively.
5. Professional degree in Sociology or other applicable field.
6. Minimum five years experience in rural development issues and field work.

B. Second Member
   1. Bilingual in English and Spanish (S-4, R-4)
   2. Demostrated ability to evaluate and offer recommendations on AID projects
   3. Professional degree in Economics or Finance
   4. Minimum five years experience in rural development issues and field work

C. Third Member
   1. Bilingual in English and Spanish is preferable, but must be fluent in Spanish
   2. Previous experience in the design, implementation and interpretation of survey mechanisms
   3. Professional degree in Statistics
   4. Minimum 5 years experience in rural development issues and field work

VII Instructions for Preparation of Cost Proposals

The business management proposal must be completely separate from the technical proposal. The offeror shall submit four copies of the technical proposal and two copies of the business proposal. As part of the cost proposal, the offeror shall submit the following: (1) audited financial statements of the last three years, (2) copy of the offeror's personnel policy regarding salaries and the handling of fringe benefits, proposed annual or daily salaries for the specialties described in the scope of work, (3) proposed annual or daily salary ranges for the specialists described in the scope of work.

SITE VISIT QUESTIONNAIRE.

1. How did the community learn about SDAA?

2. Does the grant recipient group still exist? Is it still active? Yes ____ No ____. Give examples.

3. Did the sub-project serve a disadvantaged population?
Yes ____ No ____. Give examples.

4. Is the sub-project's output still in use, replaced, maintained? Yes ____ No ____. If not, why?

5. If appropriate, is the sub-project's output generating resources, becoming self-financing? Yes ____ No ____.

6. Is there a spin-off effect: Are other groups copying what they have done?.
Yes ____ No ____. Give examples.

7. What is the impact on the image of the USA? Are group members and sub-project beneficiaries aware of USAID's donation?
Yes ____ No ____.

8. How do groups make decisions? (ie, are they democratically constituted?)

9. For academies, schools: How are students using their newly acquired skills? (give examples in their jobs or at home.)

10. What is the managerial and financial structure of the community group? Where they able to effectively manage the grant? Yes ____ No ____.

11. Was implementation of the sub-project completed within the six month time-frame? If not, what were the limiting factors? Yes ____ No____.

12. Did the community group understand USAIDs requirements and procedures for implementing the sub-project? Did the community receive the grant in a reasonable amount of time? Yes ____ No ____.

13. Is there a training component to the sub-project?
Yes ____ No ____. Give examples.

14. Did the sub-project increase the productivity of the group? Yes ____ No ____. Give examples.

15. Did the grant assist the group in becoming more self-financing? Yes ____ No ____. Give examples.

16. Did the grant contribute to the overall community development? Yes ____ No ____. Give examples.

17. How did the group raise the counterpart contribution?

Impact on women in development:

18. Are women members of the community group? Yes ____ No____. If so, in what capacity? What role did women play in the design, appraisal and implementation stages of the sub-project?

19. Did women benefit from the project? Yes ____ No ____. Were there any negative effects of the project on women?

20. Did the project effect women's access to income, education and/or training?. Yes ____ No ____.

INTERVIEWS WITH AID AND U.S. EMBASSY PERSONNEL

The following information was gathered during the interviews:

1. What is your role on the SDAA review committee?

2. How much time do you spend working on the SDAA program?

3. What factors concerning women (compared to me) were taken into account and discussed during the proposal review?

4. What gender specific data was available for each of the sub-projects during the review?

5. In your opinion, what is the objective and outcome of the SDAA program?

6. What is the future of the SDAA program given the recent changes in El Salvador (ie, new US Ambassador, new AID Director, budget cuts, and peace accords)?

7. Are there things you would like to see changed in the SDAA program?

8. What type of sub-projects do you think are given priority?

9. What type of sub-projects are not approved by the committee?

10. How familiar are you with the MOM for the SDAA program? To your knowledge are all of the procedures outlined in the MOM being followed? Do you have any suggestions for revising the MOM?

11. Would this be a good project for Peace Corps participation?

12. Is there anything else, that I haven't thought to ask, that you would like to tell me about the SDAA program?

MOM PROCEDURES CHART

PROCEDURE IN CURRENT MOM	PROCEDURE BEING FOLLOWED	RECOMMENDED PROCEDURE
1. All requests should be processed through C&R and be referred to the IRD Coordinator for control and assignmnet to an IRD Regional Development Assistance Specialist (RDAS)	The proposals are processed through C&R and referred to the IRD Coordinator for control and assignment to the Project Management Specialist for SDA	All requests should be processed through C&R and be referred to the IRD Coordinator for control and assignment to the IRD Project Management Specialist for SDA
2 The assigned IRD RDAS visits the site of the proposed sub-project and determines if the proposal falls within established criteria The RDAS assists the community group to complete a standard Request for Assistance (SDAA-1)	The PMS visits the site of the proposed sub-project and determines if the proposal falls within established criteria. The PMS assists the community group to complete a standard Request for Assistance	The assigned PMS visits the site of the proposed sub-project and determines if the proposal falls within established criteria The PMS assists the community group to complete a standard Request for Assistance (SDAA-1)
3 The IRD RDAS forwards the SDAA-1 to the IRD Project Management Specialist (PMS) who is responsible for its further processing.	The PMS is responsible for furthering processing the SDAA-1.	The PMS is responsible for furthering processing the SDAA-1
7. For disapproved requests, the PMS prepares a written notification to the community group stating the reason(s) for disapproval. The Project Committee Chairperson shall sign the notification. The notification may be delivered by an IRD RDAS.	For disapproved requests, the PMS prepares a written notification to the community group stating the reason(s) for disapproval The Project Committee Chairperson signs the notification. The notification is mailed.	For disapproved requests, the PMS prepares a written notification to the community group stating the reason(s) for disapproval The Project Committee Chairperson signs the notification. The notification may be delivered or mailed

MOM PROCEDURES CHART

PROCEDURE IN CURRENT MOM	PROCEDURE BEING FOLLOWED	RECOMMENDED PROCEDURE
8. For approved requests the PMS prepares written notification to the community group The notification includes a request for the community to provide three quotations for any single item to be purchased which costs more than the equivalent of $1,000 The Project Committee Chairperson shall sign the notification The notification will be delivered by IRD.	The grant recipients often call and receive the initial notification by phone. The written notification is then delivered or mailed.	For approved requests the PMS prepares written notification to the community group The notification includes a request for the community to provide three quotations for any single item to be purchased which costs more than the equivalent of $1,000. The Project Committee Chairperson shall sign the notification. The notification may delivered or mailed
18. The IRD/RUD PMS shall visit the sub-project site to review technical and financial specifications at least once during implementation and again upon completion of the sub-project The PMS shall prepare for the sub-project file a Trip Report (SDAA-4) for each visit documenting sub-project implementation	The PMS prepares a Trip Report for multiple sub-projects visited in a day and files it in a three ring binder by date It could not be verified if the PMS visited the sub-project site to review technical and financial specifications at least once during implementation and again upon completion of the sub-project.	The IRD/RUD PMS shall visit the sub-project site to review technical and financial specifications at least once during implementation and again upon completion of the sub-project The PMS shall prepare for the sub-project file a separate Trip Report (SDAA-4) for each visit documenting sub-project implementation.

MOM PROCEDURES CHART

PROCEDURE IN CURRENT MOM	PROCEDURE BEING FOLLOWED	RECOMMENDED PROCEDURE
19 A monthly list of the sub-projects scheduled for completion shall be prepared by the IRD/RUD PMS for the IRD Director and Deputy Director The IRD Director shall select on a random basis 10% of these sub-projects for closeout review by the IRD Director or his/her designee and another 10% for closeout review by the IRD/RUD Coordinator or Deputy Coordinator The PMS shall perform closeout reviews of all remaining sub-projects.	A yearly list of the sub-projects scheduled for completion is prepared by the IRD/RUD PMS for the IRD Director and Deputy Director The IRD Director selects on a random basis 10% of these sub-projects for closeout review by the IRD Director or his/her designee and another 10% for closeout review by the IRD/RUD Coordinator or Deputy Coordinator. The PMS performs closeout reviews of all remaining sub-projects	A monthly or quarterly list of the sub-projects scheduled for completion shall be prepared by the IRD/RUD PMS for the IRD Director and Deputy Director The IRD Director shall select on a random basis 10% of these sub-projects for closeout review by the IRD Director or his/her designee and another 10% for closeout review by the IRD/RUD Coordinator or Deputy Coordinator The PMS shall perform closeout reviews of all remaining sub-projects

INFORME DE VISITA AL CAMPO

SUB-PROYECTO_____

IRD/RUD

VISITA A: AHUACHAPAN

DEPARTAMENTO: _____

FECHA Y DURACION DE VIAJE: 08/21/92

PERSONAL DE AID Y CONTRAPARTES QUE VIAJARON

SAM LAFOY
PATTY ECHEVERRIA

NOMBRES Y CARGOS DE LAS PERSONAS CON QUIEN SE ENTREVISTO

SRA. DE MAGAÑA Y SRA DE MENDEZ (PRESIDENTA Y TESORERA) HOGAR MAGAÑA
SR. VEGA Y SR. SANTACRUZ (CANTON EL JUNQUILLO)

COMENTARIOS

SP-92-21: CONSTRUCCION DE TANQUE DE AGUA, HOGAR DE NIÑOS MAGAÑA, AHUACHAPAN, SE ENTREGARON FONDOS EN EL HOGAR, SAM LAFOY ENTREGO EL CHEQUE A LA SRA. SARA DE MAGAÑA Y CARMEN DE MENDEZ, PRESIDENTA Y TESORERA DE LA JUNTA DIRECTIVA. ESTUVIERON PRESENTES NIÑOS Y HERMANAS QUE CUIDAN EL HOGAR.

SP-92-22: ELECTRIFICACION, BARRIO EL CENTRO, CANTON EL JUNQUILLO, AHUACHAPAN. SE ENTREGARON FONDOS EN PRESENCIA DE TODA LA JUNTA DIRECTIVA, SAM LAFOY ENTREGO CHEQUE AL SR. VEGA Y SR. SANTACRUZ, PRESIDENTE Y TESORERO DE LA JUNTA DIRECTIVA. HUBO ALMUERZO. TAMBIEN DURANTE EL RECORRIDO, PUDE OBSERVAR QUE LA COMUNIDAD YA HABIA COMPLETADO EL POSTEADO DEL TENDIDO ELECTRICO.

EN AMBOS PROYECTOS SE ENTREGARON COPIAS DEL CONVENIO Y CERTIFICADO DE FINALIZACION DE PROYECTOS.

ACCION TOMADA Y/O RECOMENDADA

INFORME ELABORADO POR: PATTY ECHEVERRIA FECHA: 09/01/92

C.C. SUPERVISOR

UNITED STATES GOVERNMENT

memorandum

DATE: October 29, 1992

REPLY TO ATTN OF: Patricia Echeverria, PMS/IRD/RUD

SUBJECT: Liquidation of FY 92 Projects

TO: See Distribution

This is to inform you about the liquidation process in order to comply with the MOM.

The MOM states in section 19 and 20 the follows:

"A monthly list of sub-projects schedule for completion shall be prepared by the IRD/RUD Coordinator for the IRD Director. The IRD Director shall select on a random basis 20% of these Sub-Projects for close-out review by the IRD Director or Deputy Director and another 20% for close-out review by the IRD/RUD Coordinator or Deputy Coordinator. The PMS shall perform close-out reviews of all remaining Sub-Projects.

"The individual, as noted in "19" above, is responsible to perform the close-out of a Sub-Project shall visit the Sub-Project site, perform a physical inspection, review the invoices presented by the community group and prepared a standard voucher (SF 1034) to liquidate funds advanced for the Sub-Project. The Individual prepared and signs a Project Officer Checklist, for attachment to the SF 1034 stating that he/she has made the inspection of the sub-project site to the best of his/hers knowledge the terms of the sub-project grant agreement have been fulfilled."

Please find attached a list with PACD dates of the 40 SDAA Projects done this year and the description of the Sub-Projects, and advise me which ones you will liquidate.

Distribution
David S. Kitson, IRD
Tom Hawk, RUD/C

OPTIONAL FORM NO. 10
(REV 1-80)
GSA FPMR (41 CFR) 101-11.6
5010-114
*U.S. GPO: 1988-241-175/80238

SDAA OBJECTIVES CHART

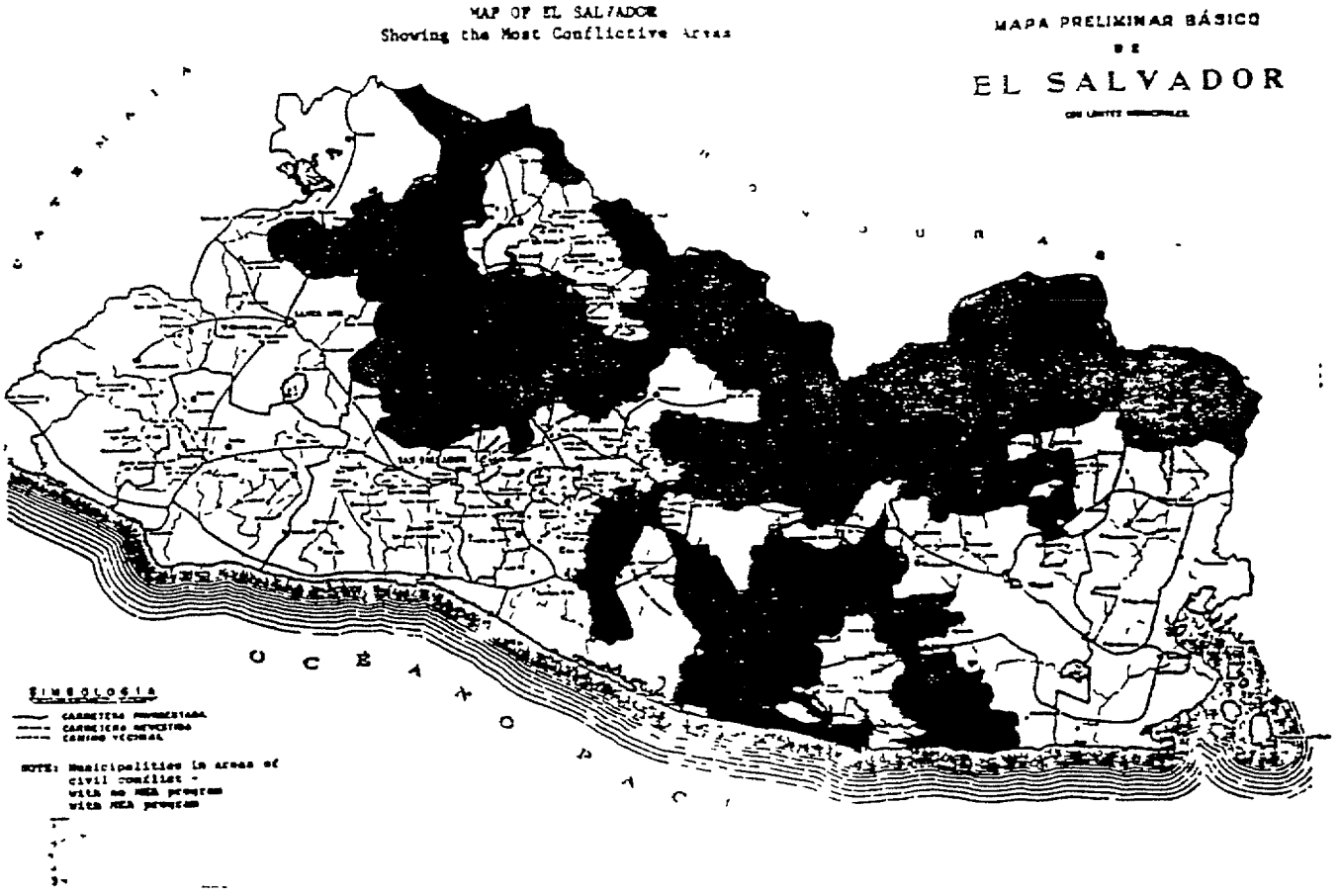
STATED SDAA OBJECTIVES	
1. Sub-projects shall have an immediate development impact and implementation should be completed within six months.	
2. Sub-projects should encompass community involvement and reward groups demonstrating a relatively high level of self-help activity. A minimum of 25% of sub-project cost must be provided by the grantee. Strong preference is given to grantees who make a high counterpart contribution.	
3. Infrastructure sub-projects with long-term visibility and income generating sub-projects are also preferred.	37 infrastructure and 58 income generating sub-projects (16.4 and 25.8 percent respectively.
4. Sub-projects should promote awareness of US Government participation, and the visibility of the USAID contribution should not be lost if the sub-project is part of a multi-donor effort.	
5. Priority is given to projects which contribute to increased productivity among grantees, assist disadvantaged populations and involve women.	At least 93.8% of all sub-projects involve women as grant recipients or sub-project beneficiaries.

STRATEGIC MISSION OBJECTIVES CHART

OVERALL MISSION STRATEGIC OBJECTIVES FY1993-1994	ACTIVITIES
1. Assist El Salvador make the transition from war to peace.	Improving access to basic health and educational services, promoting economic enterprise, and improving basic infrastructure in the former conflictive zones.
2. Increase equitable economic growth.	Technical and vocational training, small enterprise development, access to credit and agricultural productivity.
3. Promote enduring democratic institutions and practices.	
4. Healthier and better educated Salvadorans.	13.3 % of the sub-projects addressed health and concerns of the community. Following POD activities, these included water and latrine projects. 36.4 % of the sub-projects supported the formal educational system through purchase of office equipment and school construction.
5. Improve environmental and natural resources management.	

ATTACHMENT IX

MAP OF FORMER CONFLICTIVE ZONES



DEICO
DESARROLLO, INVESTIGACION
Y CONSULTORIA, S.A. de C.V.

EVALUATION OF USAID/EL SALVADOR SPECIAL DEVELOPMENT ACTIVITIES ACCOUNT FY 1989 - FY 1992 FINAL REPORT

IV. STATISTICAL ANNEX

CONTRACT No.519-0406-C-00-3236-00
JANUARY, 1994

Colonia Flor Blanca, Pasaje Flor Blanca No. 119 San Salvador, El Salvador, Teléfonos: 71-3342 – 22-5310

STATISTICAL ANNEX

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TABLE No. 1

SIZE OF DONATION: AVERAGE, TOTAL AND ANNUAL

Variable	Value	Label	Sum	Mean	Std Dev	Cases
For Entire Population			1197811.62	5323.6072	2906.4658	225
YR	89		280873.280	5401.4092	2691 7512	52
YR	90		425169.880	4523.0838	2492.3499	94
YR	91		200096 580	5130 6815	2008.9093	39
YR	92		291671.880	7291.7970	3838.7919	40

Total Cases = 225

TABLE No. 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

SANTA ANA

TYPE-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRU-CTION 1	EQ.PUR-CHASE 2	TRAINING 3	Row Total
0-2500	1.00	20 52.6 22.7 8.9	17 44.7 13.4 7.6	1 2.6 10.0 .4	38 16.9
2501-5000	2.00	26 38.8 29.5 11.6	39 58.2 30.7 17.3	2 3.0 20.0 .9	67 29.8
5001-10000	3.00	36 32.1 40.9 16.0	69 61.6 54.3 30.7	7 6.3 70.0 3.1	112 49.8
10001-MAS	4.00	6 75.0 6.8 2.7	2 25.0 1.6 .9		8 3.6
	Column Total	88 39 1	127 56 4	10 4 4	225 100.0

Number of Missing Observations = 0

67

TABLE No. 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

AHUACHAPAN

TYPE-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	Row Total
2501-5000	2.00	2 66.7 50.0 20.0	1 33.3 16.7 10.0	3 30.0
5001-10000	3.00	1 16.7 25.0 10.0	5 83.3 83.3 50.0	6 60.0
10001-MAS	4.00	1 100.0 25.0 10.0		1 10.0
	Column	4	6	10
	Total	40.0	60.0	100.0

TABLE No 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

SANTA ANA

TYPE--> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	TRAINING 3	Row Total
0-2500	1.00	2 100 0 33 3 12.5			2 12.5
2501-5000	2.00	1 33.3 16.7 6.3	2 66.7 25.0 12.5		3 18.8
5001-10000	3.00	3 27.3 50.0 18.8	6 54.5 75.0 37.5	2 18.2 100.0 12.5	11 68.8
	Column	6	8	2	16
	Total	37.5	50.0	12.5	100.0

69

TABLE No. 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

SONSONATE

TYPE-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	Row Total
2501-5000	2.00	4 100.0 100.0 80.0		4 80.0
5001-10000	3.00		1 100 0 100.0 20.0	1 20.0
	Column	4	1	5
	Total	80.0	20.0	100.0

10

TABLE No 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

CHALATENANGO

TYPE-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	TRAINING 3	Row Total
0-2500	1.00	1 100.0 100.0 9.1			1 9.1
2501-5000	2.00		5 71.4 83.3 45.5	2 28.6 50.0 18.2	7 63.6
5001-10000	3.00		1 33.3 16.7 9.1	2 66.7 50.0 18.2	3 27.3
	Column	1	6	4	11
	Total	9.1	54.5	36.4	100 0

71

TABLE No. 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

LA LIBERTAD

TYPE-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	Row Total
0-2500	1.00	1 100.0 11.1 6.7		1 6.7
2501-5000	2.00		1 100.0 16.7 6.7	1 6.7
5001-10000	3.00	7 58.3 77.8 46.7	5 41.7 83.3 33.3	12 80.0
10001-MAS	4.00	1 100.0 11.1 6.7		1 6.7
	Column	9	6	15
	Total	60 0	40.0	100.0

72

TABLE No. 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

SAN SALVADOR

TYPE-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	TRAINING 3	Row Total
0-2500	1.00	4 57.1 21.1 8.7	3 42.9 12.0 6.5		7 15.2
2501-5000	2.00	3 42.9 15.8 6.5	4 57.1 16.0 8.7		7 15.2
5001-10000	3.00	10 34 5 52.6 21 7	17 58.6 68 0 37 0	2 6.9 100 0 4 3	29 63.0
10001-MAS	4.00	2 66.7 10.5 4.3	1 33.3 4.0 2.2		3 6.5
	Column	19	25	2	46
	Total	41.3	54.3	4.3	100.0

73

TABLE No 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

CUSCATLAN

TYPE--> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	TRAINING 3	Row Total
0-2500	1.00	2 100.0 25.0 16.7			2 16.7
2501-5000	2.00	3 100.0 37.5 25.0			3 25.0
5001-10000	3.00	2 33.3 25.0 16.7	3 50.0 100.0 25.0	1 16.7 100.0 8.3	6 50.0
10001-MAS	4.00	1 100.0 12.5 8.3			1 8 3
	Column	8	3	1	12
	Total	66 7	25 0	8 3	100.0

74

TABLE No. 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

LA PAZ

TYPE-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	Row Total
0-2500	1.00	2 100.0 50.0 18.2		2 18.2
2501-5000	2.00		4 100.0 57.1 36.4	4 36.4
5001-10000	3.00	2 40.0 50.0 18.2	3 60.0 42.9 27.3	5 45.5
	Column	4	7	11
	Total	36.4	63.6	100 0

15

TABLE No 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

CABAÑAS

TYPE-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	Row Total
0-2500	1.00	1 50.0 16.7 11.1	1 50.0 33.3 11.1	2 22.2
2501-5000	2 00	3 60 0 50.0 33.3	2 40.0 66 7 22 2	5 55.6
5001-10000	3.00	2 100.0 33.3 22.2		2 22.2
	Column	6	3	9
	Total	66.7	33.3	100.0

76

TABLE No. 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

SAN VICENTE

TYPE-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	TRAINING 3	Row Total
0-2500	1.00	2 66.7 66.7 16.7		1 33.3 100.0 8.3	3 25 0
2501-5000	2.00		2 100 0 25.0 16.7		2 16.7
5001-10000	3.00	1 14.3 33.3 8.3	6 85.7 75.0 50.0		7 58.3
	Column	3	8	1	12
	Total	25.0	66.7	8.3	100.0

77

TABLE No. 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

USULUTAN

TYPE-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	Row Total
0-2500	1.00	2 40.0 28.6 11.1	3 60.0 27.3 16.7	5 27.8
2501-5000	2.00	3 60.0 42.9 16.7	2 40.0 18.2 11.1	5 27.8
5001-10000	3.00	1 14.3 14.3 5.6	6 85 7 54 5 33.3	7 38.9
10001-MAS	4.00	1 100.0 14.3 5.6		1 5.6
	Column	7	11	18
	Total	38.9	61.1	100.0

78

TABLE No 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

SAN MIGUEL

TYPE-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	Row Total
0-2500	1.00	1 16.7 12.5 2.9	5 83.3 18.5 14.3	6 17.1
2501-5000	2 00	3 20.0 37.5 8.6	12 80.0 44.4 34.3	15 42.9
5001-10000	3.00	4 30.8 50.0 11.4	9 69.2 33.3 25.7	13 37.1
10001-MAS	4.00		1 100.0 3.7 2.9	1 2.9
	Column	8	27	35
	Total	22 9	77.1	100 0

79

TABLE No 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

MORAZAN

TYPE-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	Row Total
0-2500	1.00		2 100.0 25.0 22 2	2 22.2
2501-5000	2 00	1 25.0 100.0 11.1	3 75 0 37.5 33.3	4 44.4
5001-10000	3.00		3 100.0 37.5 33.3	3 33.3
	Column	1	8	9
	Total	11.1	88.9	100.0

20

TABLE No 2

SIZE OF DONATION BY SUB-PROJECT TYPE AND DEPARTAMENT

LA UNION

TYPE-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	Row Total
0-2500	1.00	2 40.0 25.0 12.5	3 60.0 37.5 18.8	5 31.3
2501-5000	2.00	3 75.0 37.5 18.8	1 25.0 12.5 6.3	4 25.0
5001-10000	3.00	3 42 9 37 5 18.8	4 57.1 50 0 25 0	7 43 8
	Column	8	8	16
	Total	50.0	50.0	100.0

81

TABLE No 3

SIZE OF DONATION BY SUB-PROJECT TYPE AND LOCATION

TYPE-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	TRAINING 3	Row Total
0-2500	1.00	6 50.0 23.1 6.5	5 41.7 8.6 5 4	1 8.3 12 5 1.1	12 13 0
2501-5000	2.00	10 34.5 38.5 10.9	18 62.1 31.0 19.6	1 3 4 12.5 1.1	29 31.5
5001-10000	3.00	8 17.0 30.8 8.7	33 70.2 56.9 35.9	6 12.8 75.0 6.5	47 51.1
10001-MAS	4.00	2 50.0 7.7 2.2	2 50.0 3.4 2.2		4 4.3
	Column	26	58	8	92
	Total	28.3	63.0	8.7	100.0

82

TABLE No. 3

SIZE OF DONATION BY SUB-PROJECT TYPE AND LOCATION

TYPE-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	TRAINING 3	Row Total
0-2500	1.00	2 33.3 8.3 2.5	4 66.7 7.3 5.0		6 7.5
2501-5000	2.00	9 34.6 37.5 11.3	17 65.4 30.9 21.3		26 32.5
5001-10000	3.00	12 25.5 50.0 15.0	34 72.3 61.8 42.5	1 2.1 100.0 1.3	47 58.8
10001-MAS	4.00	1 100.0 4.2 1.3			1 1.3
	Column	24	55	1	80
	Total	30.0	68.8	1.3	100.0

83

TABLE No 3

SIZE OF DONATION BY SUB-PROJECT TYPE AND LOCATION

TYPE-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	TRAINING 3	Row Total
0-2500	1.00	12 60.0 31.6 22.6	8 40 0 57 1 15.1		20 37.7
2501-5000	2.00	7 58.3 18.4 13.2	4 33.3 28.6 7.5	1 8.3 100.0 1.9	12 22.6
5001-10000	3.00	16 88.9 42.1 30.2	2 11.1 14.3 3.8		18 34.0
10001-MAS	4.00	3 100.0 7.9 5.7			3 5.7
	Column	38	14	1	53
	Total	71.7	26.4	1.9	100.0

84

TABLE No. 4

SIZE OF DONATION BY SUB-PROJECT TYPE AND PROCESSING TIME

LESS THAN 6 MONTHS

TYPE-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	TRAINING 3	Row Total
0-2500	1.00	14 46 7 18 7 7.2	15 50.0 13 4 7 7	1 3 3 14.3 5	30 15.5
2501-5000	2.00	26 40.6 34.7 13.4	36 56.3 32.1 18.6	2 3.1 28.6 1.0	64 33.0
5001-10000	3.00	29 31.5 38.7 14.9	59 64.1 52.7 30.4	4 4.3 57.1 2.1	92 47.4
10001-MAS	4.00	6 75.0 8.0 3.1	2 25.0 1.8 1.0		8 4.1
	Column	75	112	7	194
	Total	38.7	57.7	3.6	100.0

85

TABLE No 4

SIZE OF DONATIONBY SUB-PROJECT TYPE AND PROCESSING TIME

MORE THAN 6 MONTHS

TYPE-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	TRAINING 3	Row Total
0-2500	1 00	6 75.0 46.2 19.4	2 25.0 13.3 6.5		8 25.8
2501-5000	2.00		3 100.0 20.0 9.7		3 9.7
5001-10000	3.00	7 35.0 53.8 22.6	10 50.0 66.7 32.3	3 15.0 100.0 9.7	20 64 5
	Column	13	15	3	31
	Total	41.9	48 4	9.7	100.0

86

TABLE No 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENT

AHUACHAPAN

SECT-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT. 4	INFRASTRUCTURE 5	Row Total
2501-5000	2.00		1 33.3 100.0 10.0	1 33.3 33.3 10.0	1 33.3 33.3 10.0		3 30.0
5001-10000	3.00	2 33.3 100.0 20.0		2 33.3 66.7 20.0	2 33.3 66.7 20.0		6 60.0
10001-MAS	4.00					1 100.0 100.0 10 0	1 10.0
	Column	2	1	3	3	1	10
	Total	20.0	10.0	30.0	30.0	10.0	100.0

87

TABLE No 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENT

SANTA ANA

SECT-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT. 4	INFRASTRUCTURE 5	Row Total
0-2500	1.00			1 50.0 16.7 6 3		1 50 0 50 0 6.3	2 12.5
2501-5000	2 00		1 33.3 33.3 6.3	1 33.3 16.7 6.3	1 33.3 25.0 6.3		3 18.8
5001-10000	3.00	1 9.1 100.0 6.3	2 18.2 66.7 12.5	4 36.4 66.7 25.0	3 27.3 75.0 18.8	1 9.1 50.0 6.3	11 68.8
	Column Total	1 6.3	3 18.8	6 37.5	4 25.0	2 12.5	16 100 0

88

TABLE No. 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENTO

SONSONATE

SECT-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	Row Total
2501-5000	2.00		2 50.0 100.0 40.0	2 50.0 100.0 40.0	4 80.0
5001-10000	3.00	1 100.0 100.0 20.0			1 20.0
	Column	1	2	2	5

89

TABLE No. 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENT

CHALATENANGO

SECT--> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	EDUCATION 3	INCOME GENERAT. 4	Row Total
0-2500	1.00		1 100.0 33.3 9.1		1 9.1
2501-5000	2.00	1 14.3 100.0 9.1	1 14.3 33.3 9.1	5 71.4 71.4 45.5	7 63.6
5001-10000	3.00		1 33.3 33.3 9.1	2 66.7 28.6 18.2	3 27.3
	Column Total	1 9.1	3 27 3	7 63.6	11 100.0

TABLE No 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENT

LA LIBERTAD

SECT-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT. 4	INFRASTRUCTURE 5	Row Total
0-2500	1.00			1 100.0 14 3 6 7			1 6.7
2501-5000	2.00			1 100.0 14.3 6.7			1 6.7
5001-10000	3.00	1 8.3 100.0 6.7	1 8.3 50.0 6.7	5 41.7 71.4 33.3	1 8.3 100.0 6.7	4 33.3 100.0 26.7	12 80.0
10001-MAS	4.00		1 100.0 50 0 6.7				1 6.7
	Column	1	2	7	1	4	15
	Total	6.7	13.3	46.7	6.7	26.7	100.0

TABLE No 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENT

SAN SALVADOR

SECT-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	HEALTH 2	EDUCA-TION 3	INCOME GENERAT. 4	INFRAST RUCTURE 5	Row Total
0-2500	1.00	5 71.4 38.5 11.1			2 28.6 13.3 4.4	7 15.6
2501-5000	2.00	2 28.6 15.4 4.4	1 14.3 11.1 2 2	1 14.3 12 5 2 2	3 42.9 20.0 6.7	7 15.6
5001-10000	3.00	5 17.9 38.5 11.1	7 25.0 77.8 15.6	7 25.0 87.5 15.6	9 32.1 60.0 20.0	28 62.2
10001-MAS	4.00	1 33.3 7.7 2.2	1 33.3 11.1 2.2		1 33.3 6.7 2.2	3 6.7
	Column	13	9	8	15	45
	Total	28.9	20.0	17.8	33.3	100.0

92

TABLE No. 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENT

CUSCATLAN

SECT-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT. 4	INFRASTRUCTURE 5	Row Total
0-2500	1.00		1 50.0 33.3 8.3			1 50.0 25.0 8 3	2 16.7
2501-5000	2.00				1 33.3 33.3 8 3	2 66.7 50.0 16.7	3 25.0
5001-10000	3.00	1 16.7 100.0 8.3	1 16 7 33.3 8.3	1 16 7 100 0 8 3	2 33.3 66.7 16.7	1 16.7 25.0 8.3	6 50.0
10001-MAS	4.00		1 100.0 33.3 8.3				1 8.3
	Column	1	3	1	3	4	12
	Total	8.3	25.0	8.3	25.0	33.3	100.0

93

TABLE No 5

SIZE DONATION BY SECTOR AND DEPARTAMENT

LA PAZ

SECT-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT. 4	INFRASTRUCTURE 5	Row Total
0-2500	1.00			1 50.0 33.3 9.1		1 50.0 33.3 9 1	2 18.2
2501-5000	2.00	1 25 0 100.0 9.1	1 25 0 100 0 9 1	2 50 0 66 7 18.2			4 36.4
5001-10000	3.00				3 60.0 100.0 27.3	2 40.0 66.7 18.2	5 45.5
	Column	1	1	3	3	3	11
	Total	9.1	9.1	27.3	27.3	27.3	100.0

94

TABLE No. 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENT

CABAÑAS

SECT-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	HEALTH 2	EDUCACION 3	INCOME GENERAT. 4	INFRAST-RUCTURE 5	Row Total
0-2500	1.00		1 50 0 25 0 11.1	1 50.0 50 0 11.1		2 22.2
2501-5000	2.00	1 20.0 100.0 11.1	3 60.0 75.0 33.3	1 20.0 50.0 11.1		5 55.6
5001-10000	3.00				2 100.0 100.0 22.2	2 22.2
	Column	1	4	2	2	9
	Total	11.1	44.4	22 2	22.2	100.0

95

TABLE No. 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENT

SAN VICENTE

SECT-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT. 4	Row Total
0-2500	1.00		1 33.3 100.0 8.3	1 33.3 50.0 8.3	1 33.3 14.3 8.3	3 25.0
2501-5000	2.00				2 100.0 28.6 16.7	2 16 7
5001-10000	3.00	2 28 6 100 0 16 7		1 14 3 50 0 8 3	4 57.1 57.1 33.3	7 58.3
	Column	2	1	2	7	12
	Total	16.7	8.3	16.7	58.3	100.0

96

TABLE No. 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENT

USULUTAN

SECT--> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT. 4	INFRASTRUCTURE 5	Row Total
0-2500	1.00			5 100 0 62.5 27.8			5 27.8
2501-5000	2.00	1 20.0 100.0 5.6		3 60.0 37.5 16.7	1 20.0 20.0 5.6		5 27.8
5001-10000	3.00		2 28.6 100.0 11.1		4 57.1 80.0 22.2	1 14.3 50.0 5.6	7 38.9
10001-MAS	4.00					1 100.0 50.0 5.6	1 5.6
	Column	1	2	8	5	2	18
	Total	5.6	11.1	44.4	27.8	11.1	100.0

91

TABLE No. 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENT

SAN MIGUEL

SECT-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	EDUCATION 3	INCOME GENERAT. 4	INFRASTRUCTURE 5	Row Total
0-2500	1.00		6 100.0 27.3 17.1			6 17.1
2501-5000	2.00	2 13.3 66.7 5.7	9 60.0 40.9 25.7	4 26.7 50.0 11.4		15 42.9
5001-10000	3.00		7 53.8 31.8 20.0	4 30.8 50.0 11.4	2 15 4 100.0 5.7	13 37.1
10001-MAS	4 00	1 100.0 33.3 2.9				1 2.9
	Column	3	22	8	2	35
	Total	8.6	62.9	22.9	5.7	100.0

98

TABLE No 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENT

MORAZAN

SECT--> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT. 4	Row Total
0-2500	1 00				2 100.0 50.0 22.2	2 22.2
2501-5000	2.00	1 25.0 100.0 11.1	1 25.0 100.0 11.1	2 50.0 66.7 22.2		4 44.4
5001-10000	3.00			1 33.3 33.3 11.1	2 66.7 50.0 22.2	3 33.3
	Column	1	1	3	4	9
	Total	11.1	11.1	33 3	44.4	100.0

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TABLE No. 5

SIZE OF DONATION BY SECTOR AND DEPARTAMENT

LA UNION

SECT-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	EDUCATION 3	INCOME GENERAT. 4	INFRASTRUCTURE 5	Row Total
0-2500	1.00	5 100.0 50.0 31.3			5 31.3
2501-5000	2.00	2 50.0 20.0 12.5		2 50.0 66.7 12.5	4 25.0
5001-10000	3.00	3 42.9 30.0 18.8	3 42.9 100.0 18.8	1 14.3 33.3 6.3	7 43.8
	Column	10	3	3	16
	Total	62.5	18.8	18.8	100.0

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TABLE No 6

SIZE OF DONATION BY SECTOR AND LOCATION

SECT--> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT. 4	INFRASTRUCTURE 5	Row Total
0-2500	1.00		6 50.0 30.0 6.6	3 25.0 10.0 3.3	2 16.7 7.4 2.2	1 8.3 12.5 1.1	12 13.2
2501-5000	2.00	1 3.4 16.7 1.1	5 17.2 25.0 5.5	13 44.8 43.3 14.3	8 27.6 29.6 8.8	2 6.9 25.0 2.2	29 31.9
5001-10000	3.00	4 8.7 66.7 4.4	8 17.4 40.0 8 8	13 28.3 43.3 14 3	17 37.0 63.0 18 7	4 8 7 50.0 4.4	46 50.5
10001-MAS	4.00	1 25.0 16.7 1.1	1 25.0 5.0 1.1	1 25 0 3 3 1.1		1 25.0 12.5 1.1	4 4.4
	Column	6	20	30	27	8	91
	Total	6.6	22.0	33.0	29.7	8.8	100.0

101

TABLE No. 6

SIZE OF DONATION BY SECTOR AND LOCATION

SECT-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT. 4	INFRASTRUCTURE 5	Row Total
0-2500	1.00		1 16.7 16.7 1.3	2 33.3 7.4 2.5	1 16.7 3.6 1 3	2 33 3 13.3 2.5	6 7.5
2501-5000	2.00	3 11.5 75.0 3.8	3 11 5 50.0 3.8	10 38.5 37 0 12.5	7 26.9 25.0 8.8	3 11.5 20.0 3.8	26 32.5
5001-10000	3.00	1 2.1 25.0 1.3	1 2.1 16.7 1.3	15 31.9 55.6 18.8	20 42.6 71.4 25.0	10 21.3 66.7 12.5	47 58.8
10001-MAS	4.00		1 100.0 16.7 1.3				1 1 3
	Column	4	6	27	28	15	80
	Total	5.0	7.5	33.8	35.0	18.8	100.0

102

TABLE No 6

SIZE OF DONATION BY SECTOR AND LOCATION

SECT-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT. 4	INFRASTRUCTURE 5	Row Total
0-2500	1.00			17 85.0 65.4 32.1	1 5.0 33.3 1.9	2 10.0 13.3 3.8	20 37.7
2501-5000	2.00	2 16.7 40.0 3.8	1 8.3 25.0 1.9	5 41.7 19.2 9.4	2 16.7 66.7 3.8	2 16.7 13.3 3.8	12 22.6
5001-10000	3.00	3 16.7 60.0 5.7	2 11.1 50.0 3 8	4 22.2 15 4 7.5		9 50.0 60.0 17.0	18 34.0
10001-MAS	4.00		1 33.3 25.0 1.9			2 66.7 13.3 3.8	3 5.7
	Column	5	4	26	3	15	53
	Total	9.4	7.5	49.1	5.7	28.3	100 0

103

TABLE No 7

SIZE OF DONATION BY PROCESSING TIME

DONADOLR (DUR->)	Count / Row Pct / Col Pct / Tot Pct	MENOS DE 6 MESES 1.00	MAS DE 6 MESES 2.00	Row Total
0-2500	1.00	30 78.9 15.5 13.3	8 21.1 25.8 3.6	38 16.9
2501-5000	2.00	64 95.5 33.0 28.4	3 4.5 9.7 1.3	67 29.8
5001-10000	3 00	92 82 1 47.4 40.9	20 17.9 64.5 8.9	112 49.8
10001-MAS	4.00	8 100.0 4.1 3.6		8 3.6
	Column	194	31	225
	Total	86.2	13.8	100.0

Number of Missing Observations = 0

104

TABLE No 8

SIZE OF DONATION BY SECTOR AND PROCESSING TIME

SECT-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT. 4	INFRASTRUCTURE 5	Row Total
0-2500	1.00		5 16.7 17.9 2.6	17 56.7 22.7 8.8	3 10.0 6.7 1.6	5 16.7 15.2 2.6	30 15.5
2501-5000	2.00	6 9.4 50.0 3.1	9 14.1 32.1 4.7	28 43.8 37.3 14.5	14 21.9 31.1 7.3	7 10.9 21.2 3.6	64 33.2
5001-10000	3.00	5 5.5 41.7 2.6	11 12.1 39.3 5.7	29 31.9 38.7 15.0	28 30.8 62.2 14.5	18 19.8 54.5 9.3	91 47.2
10001-MAS	4 00	1 12.5 8.3 .5	3 37.5 10.7 1.6	1 12.5 1.3 .5		3 37.5 9.1 1.6	8 4.1
	Column	12	28	75	45	33	193
	Total	6.2	14.5	38.9	23.3	17.1	100.0

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TABLE No. 8

SIZE OF DONATION BY SECTOR AND PROCESSING TIME

MORE THAN 6 MONTHS

SECT-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	AGRICULTURA 1	HEALTH 2	EDUCATION 3	INCOME GENERAT 4	INFRASTRUCTURE 5	Row Total
0-2500	1.00		2 25.0 100.0 6.5	5 62.5 62.5 16.1	1 12.5 7.7 3.2		8 25.8
2501-5000	2.00				3 100.0 23.1 9.7		3 9.7
5001-10000	3.00	3 15.0 100 0 9.7		3 15.0 37.5 9.7	9 45.0 69.2 29.0	5 25.0 100.0 16.1	20 64.5
	Column	3	2	8	13	5	31
	Total	9.7	6.5	25.8	41.9	16.1	100.0

Number of Missing Observations = 1

106

TABLE No. 9

SIZE OF DONATION BY GENDER AND NUMBRE OF BENEFICIARIES

GEN-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	MEN 1	WOMEN 2	BOTH 3	Row Total
0-2500	1.00	3 7.9 21.4 1 3	2 5.3 8.0 .9	33 86 8 17.8 14 7	38 17.0
2501-5000	2.00	3 4.5 21.4 1.3	5 7.6 20.0 2.2	58 87.9 31.4 25.9	66 29.5
5001-10000	3.00	8 7.1 57.1 3.6	18 16.1 72.0 8.0	86 76.8 46.5 38.4	112 50.0
10001-MAS	4 00			8 100.0 4.3 3.6	8 3.6
	Column	14	25	185	224
	Total	6.3	11.2	82.6	100.0

TABLE No 10

TOTAL COUNTERPART CONTRIBUTION AND AVERARAGE BY YEAR

Variable	Value	Label	Sum	Mean	Std Dev	Cases
For Entire Population			10355411.0	46024.0489	90458.7109	225
YR	89		3428542.00	65933.5000	172041.275	52
YR	90		4270700.00	45432.9787	49831 6562	94
YR	91		1138480.00	29191.7949	23976.0742	39
YR	92		1517689 00	37942 2250	30527.6262	40

Total Cases = 225

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TABLE No 11

NUMBER OF SUB-PROJECTS BY SIZE OF DONATION AND COUNTERPART CONTRIBUTION

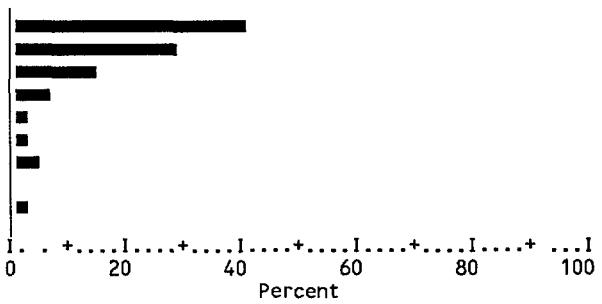
CONTR-> / DONAR	Count / Row Pct / Col Pct / Tot Pct	0-2500 1.00	2501-5000 2.00	5001-10000 3.00	10001-MAS 4 00	Row Total
2501-5000	2.00		1 33.3 11 1 .4	1 33.3 4 5 4	1 33.3 .5 .4	3 1.3
5001-10000	3.00	3 30.0 75.0 1.3	3 30.0 33.3 1.3	2 20.0 9.1 .9	2 20.0 1.1 .9	10 4.4
10001-MAS	4.00	1 .5 25.0 .4	5 2.4 55.6 2.2	19 9.0 86.4 8.4	187 88.2 98.4 83.1	212 94.2
	Column	4	9	22	190	225
	Total	1.8	4.0	9 8	84 4	100.0

TABLE No 11

NUMBRE OF SUB-PROJECTS BY SIZE OF DONATION AND COUNTERPART CONTRIBUTION

DONECON PORCENT CONTRAPARTIDA : DONATION

Count	Midpoint
85	.25
62	.75
30	1.25
13	1.75
5	2.25
5	2.75
7	3.25
2	3.75
6	4.25
2	4 75



Mean	1.328	Std Err	.146	Median	.647
Mode	1.152	Std Dev	2.197	Variance	4.826
Kurtosis	60.395	S E Kurt	.323	Skewness	6.500
S E Skew	.162	Range	24.687	Minimum	.145
Maximum	24.832	Sum	298.888		

Valid Cases 225 Missing Cases 0

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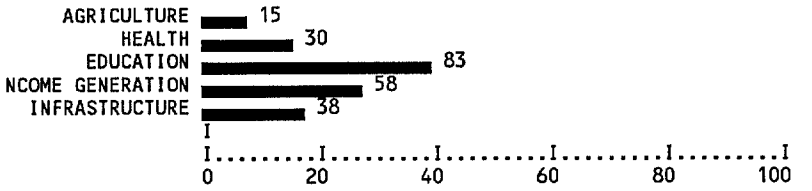
TABLE No 12

NUMBER OF SUB-PROJECTS BY SECTOR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
AGRICULTURE	1	15	6.7	6.7	6.7
HEALTH	2	30	13.3	13.4	20.1
EDUCATION	3	83	36 9	37.1	57.1
INCOME GENERATION	4	58	25 8	25.9	83.0
INFRASTRUCTURE	5	38	16 9	17.0	100.0
	.	1	.4	MISSING	
	TOTAL	225	100.0	100.0	



Valid Cases 224 Missing Cases 1

TABLE No. 13

NUMBER OF SUB-PROJECTS BY SECTOR AND YEAR

YR-> / SECT	Count / Row Pct / Col Pct / Tot Pct	89	90	91	92	Row Total
AGRICULTURE	1	3 20.0 5.9 1.3	9 60.0 9.6 4.0	1 6.7 2.6 .4	2 13.3 5 0 9	15 6.7
HEALTH	2	6 20 0 11.8 2.7	14 46.7 14 9 6.3	7 23 3 17 9 3.1	3 10.0 7.5 1.3	30 13.4
EDUCATION	3	15 18.1 29.4 6.7	49 59.0 52.1 21.9	10 12.0 25.6 4.5	9 10.8 22.5 4.0	83 37.1
INCOME GENERATION	4	21 36.2 41.2 9.4	13 22.4 13.8 5.8	15 25.9 38.5 6.7	9 15.5 22.5 4.0	58 25 9
INFRASTRUCTURE	5	6 15.8 11.8 2.7	9 23.7 9.6 4.0	6 15.8 15.4 2.7	17 44.7 42 5 7 6	38 17.0
	Column	51	94	39	40	224
	Total	22.8	42.0	17.4	17.9	100.0

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TABLE No. 14

NUMBER OF SUB-PROJECTS BY DEPARTAMENT AND YEAR

DEPT	YR-->	Count / Row Pct / Col Pct / Tot Pct	90	Row Total
CHALATENANGO	4		1 100.0 33.3 33.3	1 33.3
USULUTAN	11		1 100.0 33.3 33.3	1 33.3
MORAZAN	13		1 100 0 33 3 33 3	1 33 3
		Column	3	3
		Total	100.0	100.0

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TABLE No. 14

NUMBER OF SUB-PROJECTS BY DEPARTAMENT AND YEAR

YR-> DEPT	Count / Row Pct / Col Pct / Tot Pct	89	90	91	92	Row Total
CABAÑAS	9	1 100.0 100.0 25.0				1 25.0
USULUTAN	11		1 50.0 100.0 25.0		1 50.0 100.0 25.0	2 50.0
MORAZAN	13			1 100.0 100.0 25.0		1 25.0
	Column	1	1	1	1	4
	Total	25.0	25.0	25.0	25.0	100.0

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TABLE No. 14

NUMBER OF SUB-PROJECTS BY DEPARTAMENT AND YEAR

DEPT	YR--> Count / Row Pct / Col Pct / Tot Pct	89	90	91	Row Total
CHALATENANGO	4	2 66.7 40.0 11.1	1 33 3 9.1 5.6		3 16.7
CABAÑAS	9	1 25.0 20.0 5.6	2 50.0 18.2 11.1	1 25.0 50.0 5.6	4 22.2
USULUTAN	11		7 87.5 63.6 38.9	1 12.5 50.0 5.6	8 44.4
MORAZAN	13	2 66.7 40.0 11.1	1 33.3 9.1 5.6		3 16.7
	Column	5	11	2	18
	Total	27.8	61.1	11 1	100.0

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TABLE No 14

NUMBER OF SUB-PROJECTS BY DEPARTAMENT AND YEAR

YR-> / DEPT	Count / Row Pct / Col Pct / Tot Pct	89	90	91	92	Row Total
CHALATENANGO	4	3 42.9 42.9 16.7	2 28.6 40.0 11.1	1 14.3 25.0 5.6	1 14.3 50.0 5.6	7 38.9
CABAÑAS	9		1 50.0 20.0 5.6	1 50.0 25.0 5.6		2 11 1
USULUTAN	11	2 40.0 28.6 11.1		2 40.0 50.0 11.1	1 20.0 50.0 5.6	5 27.8
MORAZAN	13	2 50.0 28 6 11 1	2 50.0 40.0 11.1			4 22.2
	Column	7	5	4	2	18
	Total	38 9	27.8	22 2	11.1	100.0

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TABLE No. 14

NUMBER OF SUB-PROJECTS BY DEPARTAMENT AND YEAR

DEPT	Count / Row Pct / Col Pct / Tot Pct (YR->)	89	91	92	Row Total
CABAÑAS	9	1 50.0 100.0 25.0	1 50.0 100.0 25.0		2 50.0
USULUTAN	11			2 100.0 100.0 50.0	2 50.0
	Column	1	1	2	4
	Total	25.0	25.0	50 0	100.0

TABLE No. 15

NUMBER OF SUB-PROJECTS BY DEPARTAMENT AND SECTOR

SECT / DEPT-> (Count / Row Pct / Col Pct / Tot Pct)	AHUACHAPAN 1	SANTA ANA 2	SONSONATE 3	CHALATENANGO 4	LA LIBERTAD 5	SAN SALVADOR 6	CUSCATLAN 7	LA PAZ 8	CABAÑAS 9	SAN VICENTE 10	Row Total
1 AGRICULTURE	2 13.3 20.0 .9	1 6.7 6.3 .4	1 6.7 20.0 .4	1 6.7 9.1 .4	1 6.7 6.7 .4		1 6.7 8.3 .4	1 6.7 9.1 .4		2 13.3 16.7 .9	15 6.7
2 HEALTH	1 3.3 10.0 .4	3 10.0 18.8 1.3	2 6.7 40.0 .9		2 6.7 13.3 .9	13 43.3 28.9 5.8	3 10.0 25.0 1.3	1 3.3 9.1 .4	1 3.3 11.1 .4	1 3.3 8.3 .4	30 13.4
3 EDUCATION	3 3.6 30.0 1.3	6 7.2 37.5 2.7	2 2.4 40.0 .9	3 3.6 27.3 1.3	7 8.4 46.7 3.1	9 10.8 20.0 4.0	1 1.2 8.3 .4	3 3.6 27.3 1.3	4 4.8 44.4 1.8	2 2.4 16.7 .9	83 37.1
4 INCOME GENERATION	3 5.2 30.0 1.3	4 6.9 25.0 1.8		7 12.1 63.6 3.1	1 1.7 6.7 .4	8 13.8 17.8 3.6	3 5.2 25.0 1.3	3 5.2 27.3 1.3	2 3.4 22.2 .9	7 12.1 58.3 3.1	58 25.9
5 INFRASTRUCTURE	1 2.6 10.0 .4	2 5.3 12.5 .9			4 10.5 26.7 1.8	15 39.5 33.3 6.7	4 10.5 33.3 1.8	3 7.9 27.3 1.3	2 5.3 22.2 .9		38 17.0
Column Total	10 4.5	16 7.1	5 2.2	11 4.9	15 6.7	45 20.1	12 5.4	11 4.9	9 4.0	12 5.4	224 100.0

(Continued)

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TABLE No 15

NUMBER OF SUB-PROJECTS BY DEPARTAMENT AND SECTOR

DEPT-> / SECT	Count / Row Pct / Col Pct / Tot Pct	USULUTAN 11	SAN MIGUEL 12	MORAZAN 13	LA UNION 14	Row Total
AGRICULTURE	1	1 6 7 5.6 .4	3 20 0 8.6 1.3	1 6 7 11 1 .4		15 6.7
HEALTH	2	2 6.7 11.1 .9		1 3.3 11.1 .4		30 13.4
EDUCATION	3	8 9.6 44.4 3.6	22 26.5 62.9 9.8	3 3.6 33.3 1.3	10 12.0 62.5 4.5	83 37 1
INCOME GENERATION	4	5 8.6 27.8 2.2	8 13 8 22.9 3 6	4 6 9 44 4 1 8	3 5.2 18.8 1.3	58 25.9
INFRASTRUCTURE	5	2 5.3 11.1 .9	2 5.3 5.7 .9		3 7.9 18.8 1.3	38 17.0
	Column	18	35	9	16	224
	Total	8.0	15.6	4.0	7.1	100.0

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TABLE No. 16

NUMBER OF SUB-PROJECTS BY REGION AND SECTOR

REG-> / SECT	Count / Row Pct / Col Pct / Tot Pct	OCCIDENTAL 1	CENTRAL 2	PARACENTRAL 3	EASTERN 4	Row Total
AGRICULTURE	1	4 26.7 12.9 1.8	2 13.3 2.8 .9	4 26.7 9.3 1.8	5 33.3 6.4 2.2	15 6.7
HEALTH	2	6 20.0 19.4 2.7	18 60.0 25.0 8.0	3 10.0 7.0 1.3	3 10.0 3.8 1 3	30 13.4
EDUCATION	3	11 13 3 35.5 4.9	17 20 5 23 6 7.6	12 14 5 27.9 5.4	43 51.8 55.1 19.2	83 37.1
INCOME GENERATION	4	7 12.1 22.6 3.1	12 20.7 16.7 5.4	19 32.8 44.2 8.5	20 34.5 25.6 8.9	58 25.9
INFRASTRUCTURE	5	3 7.9 9.7 1.3	23 60.5 31.9 10.3	5 13.2 11.6 2.2	7 18.4 9 0 3 1	38 17.0
	Column Total	31 13 8	72 32 1	43 19 2	78 34.8	224 100.0

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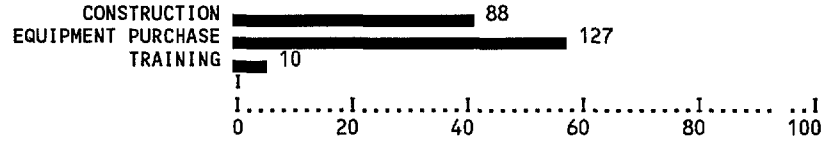
TABLE No 17

NUMBER OF SUB-PORJECTS BY TYPE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CONSTRUCTION	1	88	39.1	39.1	39.1
EQUIPMENT PURCHASE	2	127	56.4	56.4	95.6
TRAINING	3	10	4.4	4.4	100.0
	TOTAL	225	100.0	100.0	



Valid Cases 225 Missing Cases 0

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TABLE No. 18

NUMBER OF SUB-PROJECTS BY TYPE AND SECTOR

TYPE-> / SECT	Count / Row Pct / Col Pct / Tot Pct	CONSTRUCTION 1	EQ. PURCHASE 2	TRAINING 3	Row Total
AGRICULTURE	1	5 33.3 5.7 2.2	10 66.7 7.9 4.5		15 6.7
HEALTH	2	15 50.0 17.0 6.7	14 46.7 11.1 6.3	1 3.3 10.0 .4	30 13.4
EDUCATION	3	32 38.6 36.4 14.3	51 61.4 40.5 22.8		83 37.1
INCOME GENERATION	4	1 1.7 1.1 .4	48 82.8 38.1 21.4	9 15.5 90.0 4.0	58 25.9
INFRASTRUCTURE	5	35 92.1 39.8 15.6	3 7.9 2.4 1.3		38 17 0
	Column	88	126	10	224
	Total	39.3	56 3	4 5	100.0

TABLE No. 19

NUMBER OF SUB-PROJECTS BY DEPARTAMENT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
AHUACHAPAN	1	10	4.4	4.4	4.4
SANTA ANA	2	16	7.1	7.1	11.6
SONSONATE	3	5	2.2	2.2	13.8
CHALATENANGO	4	11	4.9	4.9	18.7
LA LIBERTAD	5	15	6.7	6.7	25.3
SAN SALVADOR	6	46	20.4	20.4	45.8
CUSCATLAN	7	12	5.3	5.3	51 1
LA PAZ	8	11	4.9	4.9	56 0
CABAÑAS	9	9	4.0	4.0	60.0
SAN VICENTE	10	12	5.3	5.3	65.3
USULUTAN	11	18	8.0	8.0	73.3
SAN MIGUEL	12	35	15.6	15.6	88.9
MORAZAN	13	9	4.0	4.0	92.9
LA UNION	14	16	7.1	7.1	100.0
	TOTAL	225	100.0	100.0	

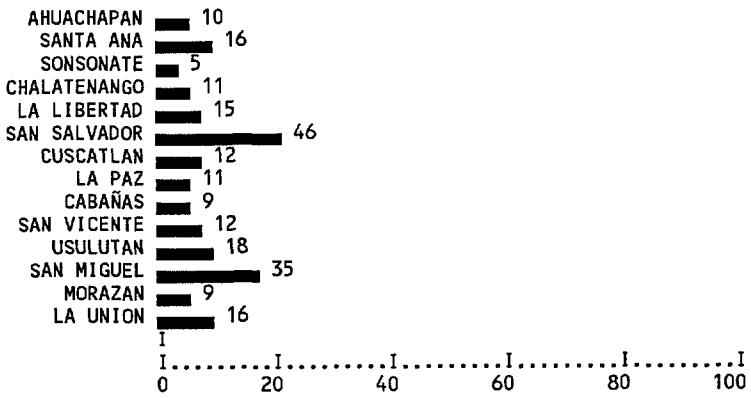

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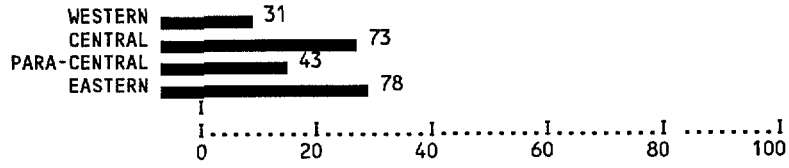
TABLE No. 20

NUMBER OF SUB-PROJECTS BY REGION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
WESTERN	1	31	13.8	13 8	13.8
CENTRAL	2	73	32.4	32 4	46.2
PARA-CENTRAL	3	43	19.1	19.1	65.3
EASTERN	4	78	34.7	34.7	100.0
	TOTAL	225	100.0	100.0	



Valid Cases 225 Missing Cases 0

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TABLE No. 21

NUMBER OF SUB-PROJECTS BY REGION AND YEAR

YR-> / REG	Count / Row Pct / Col Pct / Tot Pct	89	90	91	92	Row Total
WESTERN	1	7 22.6 13.5 3.1	15 48.4 16.0 6.7	2 6.5 5.1 .9	7 22.6 17.5 3.1	31 13 8
CENTRAL	2	16 21.9 30.8 7.1	24 32.9 25.5 10.7	14 19.2 35.9 6.2	19 26.0 47.5 8.4	73 32.4
PARA-CENTRAL	3	16 37.2 30.8 7.1	9 20.9 9.6 4.0	9 20.9 23.1 4.0	9 20.9 22.5 4.0	43 19.1
EASTERN	4	13 16.7 25.0 5.8	46 59.0 48.9 20.4	14 17.9 35.9 6.2	5 6.4 12.5 2.2	78 34.7
	Column	52	94	39	40	225
	Total	23.1	41.8	17.3	17 8	100.0

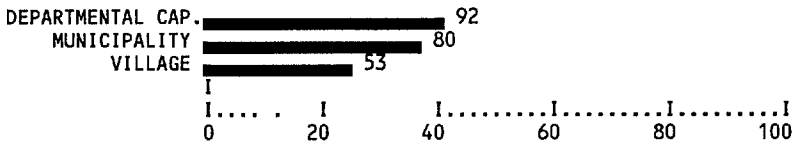
Number of Missing Observations = 0

125

TABLE No. 22

NUMBER OF SUB-PROJECTS IN URBAN/RURAL SITES

Value Label	Value	Frequency	Percent	Percent	Percent
DEPARTMENTAL CAP.	1	92	40.9	40.9	40.9
MUNICIPALITY	2	80	35.6	35.6	76.4
VILLAGE	3	53	23.6	23.6	100.0
	TOTAL	225	100.0	100.0	



Valid Cases 225 Missing Cases 0

126

TABLE No 23

NUMBER OF SUB-PROJECTS IN URBAN/RUARL SITES BY YEAR

LOC (YR--> Count / Row Pct / Col Pct / Tot Pct)	89	90	91	92	Row Total
1 DEPARTMENTAL CAP.	20 21.7 38.5 8.9	45 48.9 47.9 20.0	17 18.5 43.6 7.6	10 10.9 25.0 4 4	92 40.9
2 MUNICIPALITY	21 26.3 40.4 9 3	22 27.5 23 4 9.8	18 22 5 46.2 8 0	19 23 8 47.5 8.4	80 35.6
3 VILLAGE	11 20.8 21.2 4.9	27 50.9 28.7 12.0	4 7.5 10.3 1.8	11 20.8 27.5 4.9	53 23.6
Column Total	52 23.1	94 41.8	39 17.3	40 17.8	225 100 0

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TABLE No 24

NUMBER OF SUB-PROJECTS BY GENDER

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
MEN	1	14	6.2	6.3	6.3
WOMEN	2	25	11.1	11 2	17.4
BOTH	3	185	82.2	82.6	100.0
	.	1	.4	MISSING	
	TOTAL	225	100.0	100.0	

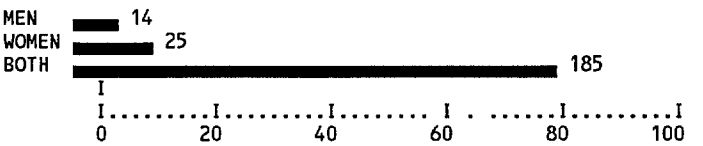

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TABLE No. 25

NUMBER OF SUB-PROJECTS BY GENDER AND YEAR

GEN	YR->	89	90	91	92	Row Total
MEN	1	6 42.9 11.5 2.7	5 35.7 5.4 2.2	2 14.3 5.1 .9	1 7.1 2.5 .4	14 6.3
WOMEN	2	10 40.0 19.2 4.5	6 24.0 6.5 2.7	3 12.0 7.7 1.3	6 24.0 15.0 2.7	25 11 2
BOTH	3	36 19.5 69.2 16.1	82 44.3 88.2 36.6	34 18.4 87.2 15.2	33 17.8 82.5 14.7	185 82.6
	Column Total	52 23.2	93 41.5	39 17 4	40 17.9	224 100.0

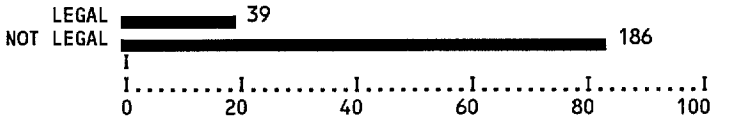
Number of Missing Observations = 1

129

TABLE No. 26

NUMBER OF SUB-PROJECTS BY GROUP LEGAL STATUS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LEGAL	1	39	17.3	17.3	17.3
NOT LEGAL	2	186	82.7	82.7	100.0
	TOTAL	225	100 0	100.0	



Valid Cases 225 Missing Cases 0

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TABLE No. 27

TOTAL NUMBER OF BENEFICIARIES BY SECTOR

Variable	Value	Label	Sum	Mean	Std Dev	Cases
For Entire Population			145593.000	652.8834	1135.3881	223
SECT	1	AGRICULTURE	12949.0000	863.2667	1424.5458	15
SECT	2	HEALTH	46897.0000	1563.2333	2289.6617	30
SECT	3	EDUCATION	43382.0000	522.6747	593.1085	83
SECT	4	INCOME GENERATION	18970.0000	332.8070	751.7553	57
SECT	5	INFRASTRUCTURE	23395.0000	615.6579	579.3311	38

Total Cases = 225

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TABLE No 28

TOTAL NUMBER AND AVERAGE NUMBER OF BENEFICIARIES BY SECTOR AND YEAR

Variable	Value	Label	Sum	Mean	Std Dev	Cases
For Entire Population			145593.000	652.8834	1135.3881	223
SECT	1	AGRICULTURE	12949.0000	863.2667	1424.5458	15
YR	89		2875.0000	958.3333	1487.5175	3
YR	90		9174.0000	1019.3333	1678.5366	9
YR	91		160.0000	160.0000	.0000	1
YR	92		740.0000	370.0000	466.6905	2
SECT	2	HEALTH	46897.0000	1563.2333	2289.6617	30
YR	89		25132.0000	4188.6667	3719.4025	6
YR	90		18095.0000	1292.5000	1394.6667	14
YR	91		3395.0000	485.0000	304.0422	7
YR	92		275.0000	91.6667	50.5800	3
SECT	3	EDUCATION	43382.0000	522.6747	593.1085	83
YR	89		7918.0000	527.8667	400.3891	15
YR	90		28214.0000	575.7959	706.6939	49
YR	91		3915.0000	391.5000	245.6290	10
YR	92		3335.0000	370.5556	442.6373	9
SECT	4	INCOME GENERATION	18970.0000	332.8070	751.7553	57
YR	89		8482.0000	403.9048	1061.8687	21
YR	90		2599.0000	216.5833	143.9839	12
YR	91		6729.0000	448.6000	747.6999	15
YR	92		1160.0000	128.8889	157.2772	9
SECT	5	INFRASTRUCTURE	23395.0000	615.6579	579.3311	38
YR	89		4155.0000	692.5000	631.0606	6
YR	90		3165.0000	351.6667	353.0846	9
YR	91		2265.0000	377.5000	317.8640	6
YR	92		13810.0000	812.3529	673.7816	17

Total Cases = 225

Missing Cases = 2 OR .9 PCT.

TABLE No 29

AVERAGE SIZE OF DONATION PER BENEFICIARY

Variable	Value	Label	Sum	Mean	Std Dev	Cases
For Entire Population			7168.2000	32.2892	40.7587	222
SECT	1	AGRICULTURE	670.4800	44.6987	51 7926	15
SECT	2	HEALTH	741.0800	24.7027	46 6241	30
SECT	3	EDUCATION	1888.8700	22.7575	30.5972	83
SECT	4	INCOME GENERATION	3176.6700	55.7311	48 4123	57
SECT	5	INFRASTRUCTURE	691.1000	18.6784	15.6127	37

Total Cases = 225

Missing Cases = 3 OR 1.3 PCT.

TABLE No 30

AVERAGE SIZE OF DONATION PER BENEFICIARY BY SECTOR AND YEAR

Variable	Value	Label	Sum	Mean	Std Dev	Cases
For Entire Population			7168.2000	32.2892	40.7587	222
SECT	1	AGRICULTURE	670.4800	44.6987	51.7926	15
YR	89		180.8400	60.2800	69.8249	3
YR	90		289.7600	32.1956	40.3982	9
YR	91		42.1800	42.1800	.0000	1
YR	92		157.7000	78.8500	101.3567	2
SECT	2	HEALTH	741.0800	24.7027	46.6241	30
YR	89		330.8200	55.1367	95.3443	6
YR	90		152.6400	10.9029	13.5058	14
YR	91		81.2500	11.6071	5.2126	7
YR	92		176.3700	58.7900	32.7378	3
SECT	3	EDUCATION	1888.8700	22.7575	30.5972	83
YR	89		233.7700	15.5847	26.4602	15
YR	90		940.2800	19.1894	21.5568	49
YR	91		301.8100	30.1810	51.0565	10
YR	92		413.0100	45.8900	42.4802	9
SECT	4	INCOME GENERATION	3176.6700	55.7311	48.4123	57
YR	89		1210.8800	57.6610	46.7221	21
YR	90		399.6600	33.3050	20.6828	12
YR	91		731.9700	48.7980	54.5542	15
YR	92		834.1600	92.6844	52.5531	9
SECT	5	INFRASTRUCTURE	691.1000	18.6784	15.6127	37
YR	89		69.7300	11.6217	9.7097	6
YR	90		187.3600	23.4200	26.1286	8
YR	91		148.1000	24.6833	12.8066	6
YR	92		285.9100	16.8182	11.0428	17

Total Cases = 225

Missing Cases = 3 OR 1.3 PCT.

TABLE No. 31

AVERAGE TIME TO PROCESS AND IMPLEMENT SUB-PROJECTS

Number of Valid Observations (Listwise) = 224.00

Variable	Mean	Std Dev	Minimum	Maximum	N	Label
DONADOL	5323.61	2906.47	290.00	24969.29	225	DONATION ($)
TIMPL	4.51	2.38	1	13	225	PROCESSING TIME
TEJEC	6.71	3.64	1	16	224	IMPLEMENTATION TIME

TABLE No. 31

AVERAGE TIME TO PROCESS AND IMPLEMENT SUB-PROJECTS

Variable	Value	Label	Sum	Mean	Std Dev	Cases
For Entire Population			1015.0000	4.5111	2.3813	225
YR	89		223.0000	4.2885	3.1644	52
YR	90		391.0000	4.1596	1.3059	94
YR	91		169.0000	4.3333	1.9376	39
YR	92		232.0000	5.8000	3.1067	40

Total Cases = 225

TABLE No 32

NUMBER OF SUB-PROJECTS BY LENGTH O TIME TO PROCESS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LESS THAN 6 MONTHS	1.00	194	86.2	86.2	86.2
MORE THAN 6 MONTHS	2.00	31	13.8	13.8	100 0
	TOTAL	225	100.0	100.0	

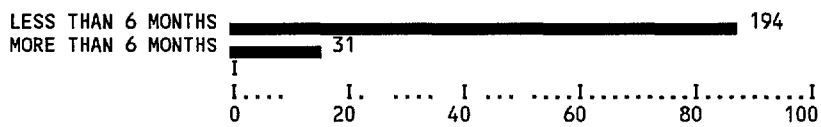

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TABLE No. 33

NUMBER OF SUB-PROJECTS

TIMPL \ YR->	Count / Row Pct / Col Pct / Tot Pct	89	90	91	92	Row Total
	1	5 62.5 11.6 2.6	2 25.0 2 2 1.0	1 12 5 3.1 .5		8 4.1
	2	9 45.0 20.9 4.6	2 10.0 2.2 1.0	3 15.0 9.4 1.5	6 30.0 21.4 3.1	20 10.3
	3	18 30.0 41.9 9.3	28 46.7 30.8 14.4	11 18.3 34.4 5.7	3 5.0 10 7 1.5	60 30.9
	4	7 13 5 16.3 3.6	29 55 8 31 9 14 9	12 23.1 37.5 6.2	4 7.7 14.3 2.1	52 26.8
	5	1 2.9 2.3 .5	18 51.4 19.8 9.3	3 8.6 9.4 1.5	13 37.1 46.4 6.7	35 18.0
	6	3 15.8 7.0 1.5	12 63.2 13.2 6.2	2 10.5 6.3 1.0	2 10.5 7.1 1 0	19 9.8
	Column	43	91	32	28	194
	Total	22.2	46.9	16 5	14.4	100.0

Number of Missing Observations = 0

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TABLE No 34

SIZE OF DONATION BY PROCESSING TIME

DUR-> DONADOLR	Count / Row Pct / Col Pct / Tot Pct	MENOS DE 6 MESES 1.00	MAS DE 6 MESES 2.00	Row Total
0-2500	1.00	1 100.0 3.2 2.6		1 2 6
2501-5000	2 00	7 87.5 22 6 17.9	1 12 5 12.5 2.6	8 20.5
5001-10000	3.00	21 75.0 67.7 53.8	7 25.0 87.5 17.9	28 71.8
10001-MAS	4.00	2 100.0 6.5 5.1		2 5.1
	Column Total	31 79.5	8 20.5	39 100.0

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TABLE No. 34

SIZE OF DONATION BY PROCESSING TIME

DUR-> / DONADOLR	Count / Row Pct / Col Pct / Tot Pct	MENOS DE 6 MESES 1.00	MAS DE 6 MESES 2.00	Row Total
0-2500	1.00	29 78.4 17.8 15.6	8 21.6 34.8 4.3	37 19.9
2501-5000	2.00	57 96.6 35.0 30.6	2 3.4 8.7 1.1	59 31.7
5001-10000	3.00	71 84 5 43 6 38.2	13 15.5 56.5 7.0	84 45.2
10001-MAS	4.00	6 100.0 3.7 3.2		6 3.2
	Column	163	23	186
	Total	87.6	12.4	100.0

Number of Missing Observations = 0

140