



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

PD-ABQ-493
97566

ACTION MEMORANDUM FOR THE MISSION DIRECTOR

TO: Kenneth C. Ellis, DIR

FROM: Peter Gore, Team Leader, SO4

SUBJECT: SO4 Increased Access by Rural Households to Clean Water Results Package Document

I. ACTION

You are requested to approve the SO 4 Results Packages at a funding level of approximately \$20,058,964 for the period 1998 through 2002. These funds are complemented by an estimated \$12,445,000 from activities under SOs 1, 2 and 3.

II. BACKGROUND

On April 1997, DAEC review of the Results Review and Resource Request (R4) for the El Salvador program raised an issue regarding whether the Mission should change the focus and scope of its environment strategic objective. Due to a reduction in funds for the environment SO, the Mission proposed replacing the objective of "Increased Use of Environmentally Sound Practices in Selected Fragile Areas," with a new Strategic Objective, "Increased Access by Rural Households to Clean Water," which would integrate and coordinate results of water-related activities already planned under existing health, economic growth and democracy objectives. In accordance with its management contract, the Mission submitted a water strategy and results framework for USAID/W review and approval.

The Environmental Protection and Urban and Industrial Pollution Prevention Projects Nos. 519-0385 and 519-0426, respectively, are the activities that directly contribute to the Results Packages.

III. DISCUSSION

Each of the results packages is based on a common theme in the SO4 results framework that emerged as the strategic-planning process evolved. The first results package, RP 1, focuses on the physical attributes of the strategy, i.e, water and the distribution systems that deliver it. RP 1, therefore, will

manage the achievement of intermediate results 4.1 and 4.2, "Improved quality of water sources" and "Improved performance of water-delivery systems. RP 1 also will manage the achievement of the lower-level intermediate results which contribute to IR 4.1 and IR 4.2.

The second results package, RP 2, focuses on the human attributes of the strategy, i.e., the organization and management of water and its delivery systems. RP 2, therefore, will manage the achievement of intermediate results 4.3 and 4.4, "More effective citizen actions to address water issues" and "Improved municipal management of water resources."

While it is difficult to delineate exactly where the "physical" and "human" sides of the IRs in the framework begin and end, it is important to remember that in a truly integrated strategy, especially one as complex as SO 4, results packages reinforce one another.

Results Package Activities and their contribution to the Intermediate Results

Results Package No. 1: "Improved quality of water sources" and "Improved performance of water delivery systems"

Three lower-level intermediate results contribute to IR 4.1, "Improved quality of water sources." The types of activities described under these intermediate results are designed to solve four basic problems, the solution of which will contribute directly to the achievement of IR 4.1. The four problems are: improper or resource-damaging agricultural practices; a badly depleted vegetative land cover; inadequate or non-existent rural and urban waste-water management practices; and a high level of industrial water pollution.

In order to supply the clean water called for in IR 4.1, the sources of that water, whether rivers, springs or wells, must be protected from contamination by reducing contaminating practices, either agricultural, municipal or industrial. Improved quality will be attained in this IR through increased use of non-polluting agricultural practices, clean-technology industrial practices, proper disposal of solid waste and appropriate treatment of municipal and household wastewater.

Three lower-level intermediate results contribute to IR 4.2, "Improved performance of water delivery systems." The types of activities described under these intermediate results are designed to solve three basic problems, the solution of which will contribute directly to the achievement of IR 4.2. They are: a physical infrastructure incapable of adequate water distribution; generally weak managerial capacity of local organizations; and a corresponding lack of financial-management

skills and financial resources.

IR 4.2, therefore, concentrates on improving water-distribution systems to make them more efficient, whether they are wells, hand pumps or community water-distribution systems. Improving and/or expanding infrastructure as needed, developing cost-recovery schemes and training community members and leaders to operate and maintain their systems are the focus of the work being done to achieve these results.

Results Package No. 2: "More effective citizen actions to address water issues" and "Improved municipal management of water resources"

Three lower-level intermediate results contribute to IR 4.3. The types of activities described under these intermediate results are designed to solve three basic problems, the solution of which will contribute directly to the achievement of IR 4.3. The three problems are: the rural population's lack of awareness about the causes of their water problems; a corresponding lack of knowledge among the rural population about how their water problems might be resolved; and weak, struggling or non-existent community organizations.

The focus of the IR 4.3 activities, therefore, will be to provide people with the basic tools for making their voices heard in a more effective way. Awareness campaigns will be undertaken to highlight the degree of water contamination and its causes and consequences, and to increase understanding of the options for solving these basic problems. As the overall knowledge level is raised, interventions will focus on organizing citizen groups and individuals to press for clean water and improved systems to deliver that water.

Two lower-level intermediate results contribute to IR 4.4. The types of activities described under these intermediate results are designed to solve two basic problems, the solution of which will contribute directly to the achievement of IR 4.4. The two problems are: weak water-resource managerial and technical capacity at the municipal level; and inadequate, non-existent or contradictory national water policies and laws standing in the way of municipal/local control of water resources.

To address these basic weaknesses, IR 4.4 activities will focus on the effective administration of water resources by strengthening the water-resource management skills of municipal personnel and by working with the GOES and the IDB to decentralize control of water resources from the national to the municipal level.

IV: MISSION REVIEW

A. On March 4, 1998, the Mission met to review the Results Package and provide recommendations on a number of issues and their resolution, the most significant of which are the following:

ISSUES

1. The Results Package Document states that SO4 receives program funds from other SOs that often include interventions that are not related to the Water SO. Also, some of the activities will end in FYs 99 and 2000. How will the Water SO assure that the stated results will be achieved by 2002? And how will the data tracking be done after these activities' PACDs?

It was explained that the new activity will "fill gaps" to give continuity to actions after other activities' PACDs.

The progress of the results packages will be monitored against baselines and performance targets set for each indicator in the SO4 performance-monitoring plan. The plan for the strategic objective and all upper-level intermediate results is included in the results package document. The indicators have been agreed upon by the entire SO4 team.

2. Will this inter-SO management be unwieldy? Are the other SOs committed to participating and collaborating in the targeted areas?

The Mission management decided that this is a cross-cutting SO and the SOs committed their support.

In addition, the following topics were discussed:

- **How does the RP document show direct SO4 counterpart fund contributions to SO4 results?**

The Financial Plan section now details counterpart fund contributions, in dollars, for each year from 1998-2002. See Table 1: Pipeline, Obligations and Planned Expenditures.

The table also was changed to show a more realistic contribution from SO 3 Activity No. 519-0320. That amount was changed from \$2 million annually to approximately \$800,000 annually from 1998-2002. Figures for SO 1 and SO 2 input also were revised to reflect more realistic contributions.

From p.7 of the revised RP document: "Counterpart funds for this (No. 519-0443) and other activities are outlined in the Financial Plan section of this document and will be formally agreed upon in the SOAG."

- **Is the national multipurpose household survey the right source for countrywide data on rural access to clean water?**

The SO4 team believes the survey is reliable and will continue to use it as the data source for national-level access. The survey will be used for baseline information and for comparable data during the life of the SO. The data from this survey will be disaggregated according to male- and female-headed households. The AED activity No. 0385 contractor survey for access will disaggregate the data in the 18 SO4 target municipalities.

- **How is gender addressed in the document?**

As noted above, gender is addressed in the SO4 performance monitoring plan. Performance of other results also will be disaggregated, where appropriate.

As requested, a note on the relevance of gender in the SO 1 contribution to SO4 is included on p.2 of the document: "Lack of access to potable water further impedes economic opportunity for women because the considerable time required by them to gather water from far-off sources greatly reduces the time they might spend in income-producing activities."

- **Where will impact be documented for environmental earmark funds assigned to ROCA?**

Impact from these funds will be documented in the annual R4 process by both SO 4 and SO 1, where appropriate.

- **How will services offered by the Global Bureau's Center for the Environment contribute to SO4 results?**

Possible G/ENV contributions are outlined on p. 6 of the RP document at the end of the section on consultation with partners, stakeholders and customers.

B. Special Actions Required

New Activity Description

Approval of the results packages will serve as the basis for the continuing design of the new SO 4 activity scheduled to begin at the end of this fiscal year. The new-activity design, which is being done in collaboration with the GOES and private-sector development partners, will be the primary SO 4 means for accomplishing the water strategy's results. The focus of the activity is consistent with the Mission's rural poverty alleviation strategy with its emphasis on women and children.

C. Congressional Notification

According to USAID/W guidance, for the time being and until Congress gives concurrence for obligating by Strategic Objective, all new activities require a Congressional Notification (CN). Even if new activities were included in the Statistical Annex of the Congressional Presentation (CP), a CN will be required to inform Congress about what we propose to do in any given area.

Therefore, a listing of CN submissions and their expirations for activities supporting the Results Package is cited as Attachment C to the RP document.

D. Initial Environmental Examinations

The Initial Environmental Examinations (IEEs) for the Increased Access by Rural Households to Clean Water activities are included under Attachment D to the attached Results Package documentation. No obligation will be incurred under the new activity until the IEE for that activity has been completed.

E. Statutory Checklists

USAID statutory checklists will be prepared for each new activity supporting this Results Package. All current activities have complied with that requirement.

V. AUTHORITY

Under ADS 103.5.14b (1) you have been delegated the general authority set forth in ADS section 103.5.8b(1) to implement approved strategic, special or support objectives; except for signing section 632(a) interagency agreements or exercising the authorities specifically excluded by ADS section 103.5.8b(3). None of the excluded authorities are applicable to your approval of this Results Package. The revised Strategic Objective, as well as the results framework, for this Results Package were formally approved by the AA/LAC on November 1997, through cable SECSTATE 211748. Both the revised Strategic Objective and the results framework are now part of the Mission's management contract.

VI. RECOMMENDATION

That you approve the Results Package Document at a direct SO 4 funding level of approximately \$20,058,964 for the period 1998 through 2002. These funds are complemented by an estimated \$12,445,000 from activities under SOs 1, 2 and 3. (See the Financial Plan section of the results package document for all funding sources.)

Approved *Anneth C. Ellis*
Disapproved _____
Date *11 May, 1998*

Strategic Objective No. 4

**"Increased Access by Rural Households
to Clean Water"**

Results Package Document

February 1998

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**DEVELOPMENT OF RESULTS PACKAGES
STRATEGIC OBJECTIVE NO.4:
"INCREASED ACCESS BY RURAL HOUSEHOLDS TO CLEAN WATER"**

Introduction

Developing results packages without first identifying the results themselves would be like trying to draw a map without any idea where one is headed. With this simple management approach in mind, the following SO 4 results package document is divided into two sections. The first section, "Overview," looks at the overall problem on which the SO focuses, the strategy for solving that problem and how the strategy was developed and contributes to the Mission's goals and other strategic objectives. The second section, "Results Packages," concentrates on documenting how the strategy will be implemented, including a description of the results packages and related summary of activities and expected results, feasibility analyses, a customer-service plan, human-capacity development needs, the implementation and management plan and a break down of financial resources needed to achieve results.

This approach to documenting the SO 4 results packages will serve as a constant reminder to the teams to focus on results and to manage progress toward those results as efficiently and as effectively as possible.

Section I: Overview

■ ***The Development Problem:***

The lack of access to clean water in rural El Salvador is the most critical environmental problem facing the country and is a major obstacle to long-term sustainable development.

El Salvador's growing population, with a density already exceeding both Haiti and India, places enormous and competing demands on available water and creates countless sources of contamination. In fact, approximately 90 percent of the country's surface water is contaminated in one way or another, with a 1992 WASH study reporting coliform counts exceeding 24,000 per liter in half of the rivers and wells sampled: The World Health Organization standard for drinking water is one (1) per liter.

These extreme levels of pollution are coupled with an inadequate water-delivery system. In rural areas, where the customers of SO 4 live, only 23 percent of the households have access to piped water, and in those communities that do have access, many of the distribution systems are ineffectively managed and/or in poor physical condition.

Tremendous seasonal variability in the country's water supply adds to the problem. Nearly all of the annual rainfall occurs in a six-month period, and with only 15 percent of the forest cover remaining, there is rapid run-off of precipitation, poor water retention in the upper watersheds, reduced aquifer recharge, increased soil erosion and siltation of water courses. The result is wide variability of water supply, both surface and under ground, during the course of the year. Flooding is common in low-lying areas during the wet season, while many rivers and wells dry up during the dry season.

Finally, there are 20 institutions in El Salvador responsible for various aspects of water resources, each with conflicting mandates contained in 19 different and contradictory decrees.

By taking on the many challenges outlined above, the SO 4 team is also accepting a share of the Mission's commitment to other development challenges as well, including expanded economic opportunity, a more inclusive democratic process, and improved maternal and child health. A brief look at the links between water and these other key elements in the Mission's portfolio sheds light not only on the several major problems caused by lack of access to clean water, but on the integrated nature of the SO 4 strategy as well.

SO 1, "Expanded access and economic opportunity for rural families in poverty": Rural producers' ability to sell products in national and international markets will be increasingly affected as small-scale farmers' and growers' efforts to diversify to increase incomes are impeded by agricultural and industrial contamination carried by water. Also, water competition among different sectors (industrial, municipal, etc.) might reduce water availability for agricultural purposes. Irrigation, therefore, could become a critical issue for the development of agriculture in the country.

Lack of access to potable water further impedes economic opportunity for women because the considerable time required by them to gather water from far-off sources greatly reduces the time they might spend in income-producing activities.

SO 2, "More inclusive and effective democratic processes": Tensions between competing water users are already evident in some parts of the country. Additionally, the legitimacy of national and local governments could well be questioned and the participatory process so critical in maintaining a stable democracy weakened by an inability to deal effectively with the long-term challenge of equitable water distribution.

SO 3, "Sustainable improvements in health of women and children": The health of Salvadorans, particularly young children, is directly affected by contaminated and limited supplies of water. Citing just one major instance, gastro-intestinal diseases, linked to a lack of clean water, are reportedly the country's leading cause of death for children under five years of age.

■ ***Relationship to USAID/El Salvador's Strategy:***

The Mission's overarching goal of sustainable democracy and development is supported by a two-pronged approach of consolidating the country's peace process and alleviating rural poverty. These two sub-goals are in turn supported by the achievement of four strategic objectives, including SO 4, "Increased access by rural households to clean water." In addition to the relationship between SO 4 and the other strategic objectives outlined above, other interrelated development themes also are targeted, including customer and geographic focus. Common to SO 4 and the Mission's other SOs is the program's concentration on Salvadorans living in poverty, primarily in rural areas. SO 4 will support this program focus by achieving results in selected areas of the country where many of the poorest Salvadorans live. SO 4's concentration on poverty also will strengthen the Mission's overall ability to coordinate with USAID's development partners and take advantage of synergies among their efforts to address customer needs.

An example of such collaboration is found in USAID's work with the Salvadoran Municipal Development Institute (ISDEM), where the SO team and the institution work together at the local level to help communities design municipal development plans that serve as guides for the provision of municipal services such as solid-waste/wastewater treatment and distribution of potable water. To promote the sustainability of this approach USAID and its contractor, the Research Triangle Institute, provide technical assistance to municipalities to help them improve and better manage the delivery of services called for in the municipal development plans.

In another concrete demonstration of how the integrated approach of SO 4 will contribute to both the Mission's strategy and the government's development initiatives, the GOES National Plan calls for increased and improved coordination among the Ministry of Agriculture (SO 1); ANDA, the independent agency responsible for the national administration of water resources (SO 2) and the Ministry of Health (SO 3).

■ ***Analytical and Consultation Process:***

A. Critical assumptions: Several critical assumptions were identified during the consultation stage of strategy development.

1. The Ministry of Environment and Natural Resources will be organized, funded, operating and capable of playing a leadership role in addressing water-policy issues affecting municipalities.
2. The Inter-American Development Bank's planned activities to improve water-distribution systems, rationalize nation-level water authorities and finance decontamination efforts must be approved and operating.

3. The 1999 election period will not disrupt national policy preparation.
4. USAID/El Salvador funding remains at acceptable levels.

While limitations on any one of these factors would make achievement of the strategic objective more difficult, it is believed the SO's emphasis on working at the local and municipal levels will guarantee that the strategy will have significant impact even if the first three assumptions do not hold.

B. Impact of other USAID activities: Because of the complex integration of the Mission's other SOs and activities into the SO 4 strategy, please see the **Summary of Activities and Expected Results** for a description of how other USAID activities will affect the achievement of results in the SO 4 strategy.

C. Consultation with partners, stakeholder and customers: In addition to the internal USAID strategic-planning process when the SO 4 team began formulating its initial development hypothesis, information from a variety of development partners and stakeholders about access to clean water in rural areas also was incorporated into team planning. By first identifying in this way what USAID was already doing to support achievement of specific intermediate results within the preliminary framework, and then considering the actions of its partners, potential gaps in the strategy began to emerge.

Once a preliminary results framework was put together, the SO 4 team sought the focused input and participation from what the team determined was a select group of key non-USAID players in the water sector. In May 1997, partner representatives from several organizations participated in a workshop to review and refine the draft framework and discuss in more detail the real feasibility of the team's approach. The workshop also was a critical step in strengthening partner coordination and identifying concrete areas for collaboration among these partners. May 1997 participants included UNICEF, UNDP, IDB, CARE, SEMA, MAG/CENREN and ANDA. (Note: See Attachment B, "Glossary of Acronyms," for a list of these and other organizations mentioned in this document.)

A second workshop was convened in November 1997 to review progress on the strategy and identify and fill gaps in the team's approach. Joining the May workshop participants were representatives from UNFAO, GTZ, OPS, IICA, JICA, PMA, AECI, UE, COSUDE, ECON/EMB, FIAES, MARN, MSPAS, ISDEM, ASI, SETEFE and the Legislative Assembly.

A series of planning sessions also was held with the Mission's two principal environment contractors to further refine the strategy and begin the process of identifying performance indicators, and potential data sources, for specific intermediate results within the refined framework. (Note: Broader participation by other contractors and grantees was not possible because of a competitive procurement process in which the other organizations were involved.)

A third partner workshop was held in mid-February 1998 to continue filling in gaps in the team's planned implementation and data-gathering efforts. Discussions also will be held, one on one, with key donor and GOES institutions to review any subsequent framework refinements as implementation proceeds and to discuss possible changes in the strategy based on performance data. Collaboration on geographic focus and technical approaches will continue to ensure maximum impact from a fully coordinated effort.

SO 4 also will directly contribute to the government of El Salvador's development goals. Specifically, the SO 4 focus on access to clean water is a complements the GOES five-year plan (1994-1999) that established explicit objectives in the water and sanitation sectors. These objectives include: rehabilitating and expanding existing water and sanitation services; improving water quality; decentralizing service provision and administration; and using available water resources more efficiently.

The results framework and the Mission's approach also were discussed with the new Minister of Environment and Natural Resources. In addition to looking forward to his direct participation in the process, the minister also reiterated his earlier support for focusing interventions at the municipal and local levels where both he and the team believe the implementation of activities should be carried out. Preliminary consultations also were held with mayors and other local leaders in municipalities where SO 4 efforts will be focused.

The organizations represented in all of the above workshops and individual consultations are now considered as the SO 4 Extended Team. The following examples are illustrative of the types of activities partners are engaged in that contribute to achieving SO 4:

- ◆ The Japanese Agency for International Cooperation (JICA) will construct up to 90 rural aqueducts and 70 other water systems, half of which might be in Usulután.
- ◆ The Inter-American Development Bank (IDB) will provide substantial support for SO 4 policy work aimed at decentralizing control of water resources to the municipal/local level. Potential for IDB direct contributions to improving water systems within SO 4's geographic focus will be determined as consultation between SO 4 and the IDB continue.
- ◆ The Ministry of Agriculture and Livestock (MAG) Appropriate Technology Center, in collaboration with the United Nations Food and Agriculture Organization (FAO), is training farmers in Usulután to use improved farming practices to reduce soil erosion, and in Ahuachapán to substitute slash-and-burn agriculture with more sustainable cultivation techniques.

Virtual partners within USAID, but outside El Salvador, also are supporting SO 4 efforts. PROARCA, a regional program administered through USAID/Guatemala, is contributing to several activities, including helping the Ministry of Environment (MARN) set environmental

standards, training municipal committees to assess and solve water-related environmental problems, and working to improve the citizen-government dialogue over water issues.

Field Support Services have been and will continue to be important to SO4. The SO will continue its buy-in to the Environmental Education and Communication Global Bureau activity No. 936-5839, GreenCOM, in FY 1998. Results achieved so far have been impressive and the last year's funding should bring the country, and especially the targeted municipalities, to a heightened awareness of the importance of clean water for health and what steps can be taken to secure it.

A second centrally funded activity which supports the SO is the Environmental Pollution Prevention Program, EP3, activity No. 936-5559-00, through which the SO4 is currently negotiating a buy-in to carry out pollution prevention assessments in two key Salvadoran industries.

Also in 1998, the SO will utilize a buy-in to the EPIC activity No. 936-5517 to provide punctual, short term policy assistance to the Ministry of the Environment. This short term national level policy TA may be required also in FY99 and FY00.

There is a good possibility that the SO will require the services of some work under the Forest Resources Management II activity No. 936-5556 to assist the national government with implementation of the new Forestry laws and local governments with reforestation projects that directly relate to watershed protection in key areas.

Finally, the SO may require assistance from the LAC/RSD technical staff from time to time as the new water strategy is implemented over the next four years.

Section II: Results Packages

■ Overview

While there is no one correct way to form results packages, it is essential to remember that a results package is, first and foremost, a tool for managing implementation in order to achieve results. Several results package options were presented by the SO team, including forming RPs around common intermediate results (IRs), forming RPs around common activities or aspects of activities, forming only one RP that would include the entire set of results in the framework, forming a results package for each of the four higher-level IRs in the framework and forming three results packages, each one centered around the dominant activity within each of the three RPs.

After several energized meetings, the SO 4 team decided to form two results packages, each RP based on one of two common themes in the framework that emerged as discussions

progressed. The first results package, RP 1, focuses on the physical attributes of the strategy, i.e, water and the distribution systems that deliver it. RP 1, therefore, will manage the achievement of intermediate results 4.1 and 4.2, "Improved quality of water sources" and "Improved performance of water-delivery systems. RP 1 also will manage the achievement of the lower-level intermediate results which contribute to IR 4.1 and IR 4.2.

The second results package, RP 2, focuses on the human attributes of the strategy, i.e., the organization and management of water and its delivery systems. RP 2, therefore, will manage the achievement of intermediate results 4.3 and 4.4, "More effective citizen actions to address water issues" and "Improved municipal management of water resources."

While it is difficult to delineate exactly where the "physical" and "human" sides of the framework begin and end, it is important to remember that in a truly integrated strategy, especially one as complex as SO 4, results packages reinforce one another.

■ ***Summary of Activities and Expected Results:***

The following pages contain a list of activities, and the aspects of those activities, that contribute to the intermediate results in the two RPs. (Note: As was just mentioned, in an integrated strategy such as SO 4, activities often appear across the results framework. Many activity numbers, therefore, and the SOs under which they are directly managed, will often appear under more than one result.)

Details of No. 0443, "Rural water protection," to be funded directly through SO 4 resources, are included in the breakdown of activities under each intermediate result in the RPs. Counterpart funds for this and other activities are outlined in the *Financial Plan* section of this document and will be formally agreed upon in the SOAG. The determination of the types of interventions under this new activity is based on an assessment of gaps in the current SO 4 portfolio and the need for interventions additional or complimentary to the activities already contributing to SO 4.

Results Package 1:
IR 4.1: "Improved quality of water sources"
IR 4.2: "Improved performance of water delivery systems"

Three lower-level intermediate results contribute to IR 4.1. The types of activities described under these intermediate results are designed to solve four basic problems, the solution of which will contribute directly to the achievement of IR 4.1. The four problems are: improper or resource-damaging agricultural practices; a badly depleted vegetative land cover; inadequate or non-existent rural and urban waste-water management practices; and a high level of industrial water pollution.

In order to supply the clean water for rural households called for in IR 4.1, the sources of that water, whether rivers, springs or wells, must be protected from contamination by reducing contaminating practices, either agricultural, municipal or industrial. Improved quality will be attained in this IR through increased use of non-polluting agricultural practices, clean-technology industrial practices, proper disposal of solid waste and appropriate treatment of municipal and household wastewater.

IR 4.1.1: "Increased use of improved agricultural/conservation practices"

No. 0385, "Environmental protection" (SO 4) -- types of activities: watershed demonstration areas, environmentally friendly agricultural production practices, farm extension agent program, integrated pest management, efficient fuel use, wells and latrines

New activity, No. 0443, "Rural water protection" (SO 4) -- types of activities: watershed identification for management interventions, staff training for second-level environmental-services organizations

No. 0392, "Non-traditional exports" (SO 1) -- types of activities: organic cropping systems, expansion/identification of markets, integrated pest management, chemical storage, technical assistance

No. 0397, "Rural enterprises" (SO 1) -- types of activities: organic/non-organic crop marketing, strengthened cooperatives, grower-service organizations

No. 0438, "Rural organizations and environmental conservation" (SO 1) -- types of activities: organic growing practices, integrated pest management, soil conservation

FIAES, "Debt Reduction Fund" -- types of activities: grants to local NGOs working toward improvements in same areas as No. 0385

IR 4.1.2: "Increased use of improved waste-management practices"

New activity, No. 0443, "Rural water protection" (SO 4) -- types of activities: technical assistance for design of municipal wastewater and solid-waste activities

No. 0388, "Municipal development" (SO 2) -- types of activities: waste-water infrastructure, solid-waste infrastructure, recycling/composting

No. 0320, "Public service improvement" (SO 3) -- types of activities: construction of latrines, informal hygiene education

PROARCA-LEPPI, "Regional environmental program" (SO 4) -- types of activities: municipal solid-waste and sewage treatment pilot

IR 4.1.3: "Increased use of improved industrial practices"

New activity, No. 0443, "Rural water protection" (SO 4) -- types of activities: environmental audits of coffee processors and tanneries, pollution mitigation/prevention demonstrations

No. 0426, "Pollution prevention and mitigation" (SO 4) -- types of activities: pilot coffee mill and tannery pollution assessments

PROARCA-EPA, "Regional environmental program" (SO 4) -- types of activities: solid-waste management, MARN environmental standards

Three lower-level intermediate results contribute to IR 4.2. The types of activities described under these intermediate results are designed to solve three basic problems, the solution of which will contribute directly to the achievement of IR 4.2. They are: a physical infrastructure incapable of adequate water distribution; generally weak managerial capacity of local organizations; and a corresponding lack of financial-management skills and financial resources.

IR 4.2, therefore, concentrates on improving water-distribution systems to make them more efficient, whether they are wells, hand pumps or community water-distribution systems. Improving and/or expanding infrastructure as needed, developing cost-recovery schemes and training community members and leaders to operate and maintain their systems are the focus of the work being done to achieve these results.

IR 4.2.1: "Improved physical infrastructure"

New activity, No. 0443, "Rural water protection" (SO 4) -- types of activities: needs assessment for improved water-delivery systems (number of households), assistance for municipalities to conduct technical and feasibility studies, improved legal structure to allow for new, expanded or rehabilitated systems, design of these systems

No. 0320, "Public service improvement" (SO 3) -- types of activities: construct water systems, train in design/construction/operation of water systems, community/municipal cooperation

No. 0388, "Municipal development" (SO 2) -- types of activities: waste-water infrastructure, solid-waste infrastructure, rehabilitate/expand water systems, recycling

SIA, "Small infrastructure activity" (SO 1) -- types of activities: construction/rehabilitation of water systems

IR 4.2.2: "Improved local management and technical capacity"

New activity, No. 0443, "Rural water protection" (SO 4) -- types of activities: technical assistance for municipalities and water committees in systems operation, and design/implementation of preventative maintenance and water-source protection programs

No. 0320: "Public service improvement" (SO 3) -- types of activities: train communities in design/operation/maintenance of water systems

No. 0385, "Environmental protection" (SO 4) -- types of activities: train NGOs in design/construction/operation/maintenance of water systems

No. 0388, "Municipal development" (SO 2) -- types of activities: train municipal councils to administer water systems

No. 0432, "Human capacity development" (SO 1) -- types of activities: HCD coordinates training events under other activities

IR 4.2.3: "Improved cost recovery"

New activity, No. 0443, "Rural water protection" (SO 4) -- types of activities: supplement No. 0388 municipal cost-recovery work

No. 0320, "Public service improvement" (SO 3) -- types of activities: train water boards to set/collect fees

No. 0388, "Municipal development" (SO 2) -- types of activities: train municipalities to set/collect fees, improve billing/accounting

Results Package 2:

IR 4.3: "More effective citizen actions to address water issues"

IR 4.4: "Improved municipal management of water resources"

Three lower-level intermediate results contribute to IR 4.3. The types of activities described under these intermediate results are designed to solve three basic problems, the solution of which will contribute directly to the achievement of IR 4.3. The three problems are: the rural population's lack of awareness about the causes of their water problems; a corresponding lack of knowledge among the rural population about how their water problems might be resolved; and weak, struggling or non-existent community organizations.

The focus of the IR 4.3 activities, therefore, will be to provide people with the basic tools for making their voices heard in a more effective way. Awareness campaigns will be

undertaken to highlight the degree of water contamination and its causes and consequences, and to increase understanding of the options for solving these basic problems. As the overall knowledge level is raised, interventions will focus on organizing citizen groups and individuals to press for clean water and improved systems to delivery that water.

IR 4.3.1: "Increased understanding of causes and consequences of insufficient and unclean water"

New activity, No. 0443, "Rural water protection" (SO 4) -- types of activities: limited support for No. 0320 and No. 0385 education/awareness activities

No. 0320, "Public service improvement" (SO 3) -- types of activities: informal environmental and hygiene education

No. 0385, "Environmental protection" (SO 4) -- types of activities: formal/non-formal environmental and water-issues education, multi-media campaigns, theme "Days," classroom curriculum/materials/teachers' guides

IR 4.3.2: "Increased understanding of options/solutions for clean water"

New activity, No. 0443, "Rural water protection" (SO 4) -- types of activities: limited support for No. 0385 education/awareness activities

No. 0320, "Public service improvement" (SO 3) -- types of activities: informal environmental and hygiene education

No. 0385, "Environmental protection" (SO 4) -- types of activities: formal/non-formal environmental and water-issues education, multi-media campaigns, theme "Days," classroom curriculum/materials/teachers' guides

IR 4.3.3: "Communities more organized around water issues"

No. 0320, "Improved public service" (SO 3) -- types of activities: water boards formed

No. 0385, "Environmental protection" (SO 4) -- types of activities: formal/non-formal environmental and water-issues education, multi-media campaigns, theme "Days," to organize communities, classroom curriculum/materials/teachers' guides

No. 0388, "Municipal development" (SO 2) -- types of activities: organize local communities to work with municipal councils to improve delivery of municipal water/sewage/waste services

Two lower-level intermediate results contribute to IR 4.4. The types of activities described under these intermediate results are designed to solve two basic problems, the solution of which will contribute directly to the achievement of IR 4.4. The two problems are: weak water-resource managerial and technical capacity at the municipal level; and inadequate, non-existent or contradictory national water policies and laws standing in the way of municipal/local control of water resources.

To address these basic weaknesses, IR 4.4 activities will focus on the effective administration of water resources by strengthening the water-resource management skills of municipal personnel and by working with the GOES and the IDB to decentralize control of water resources from the national to the municipal level.

IR 4.4.1: "Increased municipal technical and managerial capacity"

New activity, No 0443, "Rural water protection" (SO 4) -- types of activities: technical assistance for municipalities and water committees in systems operation, and design/implementation of preventative maintenance and water-source protection programs

No. 0388, "Municipal development" (SO 2) -- types of activities: stronger community/municipal ties, better cooperation/management skills

No. 0432, "Human capacity development" (SO 1) -- types of activities: HCD coordinates training events under other activities

PROARCA-LEPPI, "Regional environmental program" (SO 4) -- types of activities: municipal committees trained to assess/solve environmental problems

IR 4.4.2: "National water policy/legislation supports municipalities"

New activity, No 0443, "Rural water protection" (SO 4) -- types of activities: technical assistance in "valuing" water as a scarce resource, national-level support for rapid-response environmental policy analysis focusing on water/wastewater, municipal-level participatory water diagnostic to identify/analyze water supply/demand and water pollution sources, technical assistance for municipal/community participation in policy formulation and ordinances addressing water-related needs such as designation of critical watersheds, water-quality standards and waste-water dumping standards

No. 0385, "Environmental protection" (SO 4) -- types of activities: water-issues analysis/assessment, train municipal cadre of policy/law analysts and developers, draft policies/laws

No. 0388, "Municipal development" (SO 2) -- types of activities: ANDA decentralization pilot for public ownership of potable water systems

PROARCA-LEGIS, "Regional environmental program" (SO 4) -- types of activities: enhanced public-government dialogue on water policy/laws

■ *Feasibility Analyses*

These studies and analyses provided general background for development of the SO strategy.

Estudio para la Restauracion y Promocion de Acueductos Rurales. CARE. December 1997.

Strategy for Integrated Water Resources Management. Inter-American Development Bank, Sustainable Development Department, Environment Division. October 1997

El Salvador: Dinamica de la Degradacion Ambiental. PRISMA. 1995

The following sectoral studies and analyses were applied to the design of the activities funded directly under SO 4. Feasibility analyses and studies for activities that contribute to SO 4 but are funded directly by other SOs can be found in the relevant results-package documents.

No. 0385, "Environmental protection"

Requena, Fernando & Quintanilla, Emilia. El Salvador: Monitoring de Aguas Superficiales y Subterraneeas en la Cuenca Entre la Barra de Santiago y El Imposible. WASH: Water and Sanitation for Health Project No 936-5973. September 1993.

Serrana, Francisco, et al. The Biodiversity and Ecology of El Imposible/Barra de Santiago Watershed. Three volumes. Salvaturra. July 1993.

Current, Dean & Juarez, Modesto. The Present and Future Status of Production and Consumption of Fuelwood in El Salvador. CATIE. August 1992.

Meyer, Carrie, et al. Design of Natural Resources Accounting Methodology in El Salvador, Final Report of the First Phase. World Resources Institute and Tropical Science Center. August 1992.

Serrana, Francisco & McCaffery, Dennis. The PROMESA Project and Environmental Policy in El Salvador. PACA/CARE/USAID. April 1992.

Davenport, Russell. Educacion Ambiental en El Salvador: Un Diagnostico. PACA. April 1992.

No. 0426, "Pollution prevention and mitigation"

Worden, Richard Carlos. El Salvador Environmental Contamination Diagnostic and Strategy. USAID/El Salvador Office of Production Resources. November 1995.

■ ***Customer Service Plan***

For the general SO 4 approach to customer service, please refer to the full customer-service plan under the previous environmental strategic objective, "Increased use of environmentally sound technologies and practices in selected fragile areas." A new service plan tailored to SO 4 customers will be developed when the new activity description for the "Rural water protection" activity is completed.

■ ***Human Capacity Development (HCD)/Participant Training Needs***

Five HCD/training activities under the environmental-education component of No. 0385 are planned through direct SO 4 funding. These five activities are outlined below, including the intermediate results to which they contribute.

IR 4.2: Train NGO and GOES water-systems technicians in the sustainability of community water projects ----- \$38,500

IR 4.3: Train public school teachers to educate their students in the importance of watersheds and water protection ----- \$13,000

IR 4.3: Train public school teachers in video-based teaching, using "La Casa del Agua" as the basic teaching tool ----- \$8,500

IR 4.4: Train ISDEM technical staff in the sustainability of water projects in rural communities ----- \$21,000

IR 4.4: Train municipal technicians in the sustainability of water projects in rural communities ----- \$12,000

Complete training needs under No. 0443 will be determined when the new activity description is complete. Currently anticipated activities are listed below. Actual funding needs will be determined as the activity design is refined. For the human capacity development/participant training needs of SO 4 activities funded under other SOs, please see the relevant RP documents.

IR 4.1: Train second-level organization personnel in provision of environmental services for adopting improved farming technologies.

IR 4.1: Train municipal personnel in design of wastewater/solid-waste projects.

IR 4.2: Train municipal personnel to set/collect fees for improved cost recovery.

■ **Implementation/Management Plan**

RP team membership and the associated activity numbers/names, outlined below, conform to the activity descriptions detailed earlier under *Summary of Activities and Expected Results*. Contractor team membership also is included. Keeping in mind the crossover of many of these activities from one RP to the other, please note that team membership also is not limited to one results package. Example: Jorge Abullarade's name appears under each RP because the activity he manages, No. 0388, "Municipal development," contributes to intermediate results in both RPs. Further information about individual roles and responsibilities within the RPs follows this outline under the headings **RP 1/RP 2 internal/external team members' roles and responsibilities**.

SO 4 results package teams:

RP No. 1: IR 4.1/IR 4.2

Improved quality of water sources/Improved performance of water-delivery systems

Rationale: IRs 4.1 and 4.2 focus primarily on the physical attributes of the strategy, i.e. water and its distribution.

Team members - Internal:

Rodolfo Cristales (SO 4), 0385
Mary Rodriguez (SO 4), 0426
Peter Gore (SO 4), FIAES
Rafael Cuellar (SO 1), 0392/0397/0438
Yolanda de Herrera (SO 1)
Patty Echeverria (SO 1), SIA
Jorge Abullarade (SO 2), 0388
Jose Antonio Ramos (SO 3), 0320
Ernesto Funes, SDO
Maritza Sarmiento, OCG

RP No. 2: IR 4.3/IR 4.4

More effective citizen actions to address water issues/Improved municipal management of water resources

Rationale: IRs 4.3 and 4.4 focus primarily on the human attributes of the strategy, i.e. organization and management.

Team members - Internal:

Peter Gore (SO 4), 0385
Rodolfo Cristales (SO 4), 0385
Mary Rodriguez (SO 4), PROARCA
Silvia de Palma (SO 1), 0357
Yamilet de Pleitez (SO 1), 0432
Jorge Abullarade (SO 2), 0388
Jose Carballo (SO 2), 0436
Jose Antonio Ramos (SO 3), 0320
Mercy Castillo, SDO
Maritza Sarmiento, OCG

Jorge Garcia, CONT
Elena Albanes, CONT
Veronica de Calderon, CONT

Jorge Garcia, CONT
Elena Albanes, CONT
Veronica de Calderon, CONT

Team members, External:

0320 contractor
0388 contractor
0438 contractor

Team members, External:

0385 contractor
0388 contractor
0320 contractor

Virtual team members who collaborate with both RP teams are: Jeff Brokaw, LAC/RSD; Morris Israel, LAC/RSD; Sharon Isralow, LAC/RSD; Paul Crawford, G/ENV/DAA; John Austin, G/PHN/HN; Alex Dickie, PROARCA/GCAP; and Paul Thorn, a consultant.

Team members' roles/responsibilities

The roles and responsibilities noted below deal with the specifics of actually managing for results in the RPs. While many such roles are already understood, many remain to be developed. This process will continue to evolve as implementation proceeds and clearly defined tasks emerge. Other, more day-to-day, management roles such as scheduling, organizing, facilitating and recording meetings will be determined as part of the team-building process once programmatic/results-focused roles associated with the RPs are finalized.

(Note: It must be remembered that while team membership might appear to be similar for both RPs, the focus of the two RPs is different, i.e. progress toward achieving intermediate results within the specific results package. RP team meetings, therefore, will not be redundant for people who are on both teams because the focus of each meeting will be substantively different.)

RP 1 internal team members' roles and responsibilities:

The manager of the environmental education component of activity No. 0385 is responsible for the full range of supervision and management of the component, including ensuring that all relevant 0385 inputs and outputs contribute directly to achieving IR 4.2.2 and IR 4.2.3. The manager also coordinates the team's involvement in a national survey to be used for measuring progress on the SO performance indicator. In addition, the manager temporarily oversees performance data entry for the entire results framework as those data are reported by team members responsible for performance data collection.

The advisor to the FIAES debt reduction fund monitors the activity and ensures that all relevant FIAES grantee inputs and outputs contribute as much as possible to achieving IR 4.1.1. Along with the activity no. 0385 contractor, the advisor also coordinates the development of a customized survey of the 18 SO 4 municipalities that will gather performance data for several indicators within the results framework. Additionally, the

advisor is responsible for FIAES performance data as they pertain to IR 4.1.1. Peter also oversees the completion of the policy and demonstration-area components of Activity No. 0385.

The manager of activities No. 0392, "Non-traditional exports," and No. 0397, "Rural enterprises," is responsible for the full range of supervision and management of those activities, including overseeing any data collection for performance indicators associated with the activities and ensuring that all relevant 0392 and 0397 inputs and outputs contribute directly to achieving IR 4.1.1. This person also manages the **new activity, No. 0438, "Rural organizations and environmental conservation."** The manager has the same responsibilities under this activity as outlined above. In addition, the manager coordinates baseline data collection for agricultural pollutants under the indicator for IR 4.1.

The manager of activity No. 0388, "Municipal development," is responsible for the full range of supervision and management of those activities, including ensuring that all relevant 0388 inputs and outputs contribute directly to achieving IR 4.1.2, IR 4.2.1, IR 4.2.2 and IR 4.2.3. The manager also oversees data collection efforts for large-scale water systems under IR 4.2 and IR 4.2.1, and for baseline data for IR 4.1.2.

The manager of activity No. 0320, "Improved public service," is responsible for the full range of supervision and management of those activities, ensuring that all relevant 0320 inputs and outputs contribute directly to achieving IR 4.1.2, IR 4.2.1, IR 4.2.2 and IR 4.2.3. In addition, the manager oversees data collection for small-scale systems under IR 4.2 and IR 4.2.1.

The manager of PROARCA-LEPPI is responsible for the full range of supervision and management of the activity, including ensuring that all relevant PROARCA-LEPPI inputs and outputs contribute directly to achieving IR 4.1.2. **As manager of activity No. 0426, "Pollution prevention and mitigation," and PROARCA-EPA,** this person is responsible for the full range of supervision and management of these activities, including ensuring that all relevant 0426 and PROARCA-EPA inputs and outputs contribute directly to achieving IR 4.1.3. This person also oversees baseline data collection for municipal and household waste for indicator No. 1 under IR 4.1. and industrial pollution under IR 4.1.3. This person also serves as the **SO 4 team liaison to MARN for women-in-development activities** and as a **member of the Mission Reorganization Committee** is responsible for developing the SO 4 team charter.

The former manager of activity No. 0394 provides agricultural-practices experience for the team and advises RP 1 on such practices as they contribute to IR 4.4.1.

The manager of SIA, the "Special infrastructure activity," oversees coordination between SIA grants and the geographic and technical focus of relevant RP 1 intermediate results. this person also provides relevant SIA performance data for the RP 1 performance monitoring system.

The RP 1 SDO representative to SO 4 assists in ensuring that activity design and implementation documentation are prepared in accordance with the Agency Directives. This person also participates in any strategic planning and new-activity-design planning, and coordinates RP 1 input into the R4 and other Mission program documents. The representative also assists in the review of funding actions and other documents (as specified in the Mission DOA), in the provision of guidance for the SAR and in ensuring that the RP team complies with SAR recommendations.

The OCG representative provides guidance regarding all relevant contracting and procurement issues, including reviewing statements-of-work to determine whether RP needs have been adequately defined and determining the most appropriate contractual or agreement arrangement, i.e. contract vs. cooperative agreement.

The controller's office accounting representative to SO 4 provides the following support, but is not limited to, assigning data for payment to vendors and contractors, discussing the accruals and 1311 review reports on a quarterly basis together with the activity managers and the F.A. after posting in the MACS System.

The controller's office financial-analysist representative to SO 4 assists the RP team during activity design and implementation in all matters related to financial-management requirements such as development of a comprehensive plan to carry out audits and implement the audit recommendations, work closely with activity managers in the accruals exercise, etc.

The controller's office activity-voucher representative reviews and processes all RP 1 activity vouchers.

RP 1 external team members' roles and responsibilities:

In addition to the specific responsibilities outlined below, all contractors will develop action plans that are focused on agreed upon intermediate results within the framework for SO 4 and assure that all activity inputs and outputs contribute to those results. The contractors also will provide the RP team with regular implementation and performance-data updates, and seek team input on improving progress toward achieving the specific results to which their activities contribute. Additional performance-data responsibilities will be determined as implementation progresses.

0320 contractor: The contractor contributes to the data base for the indicators for IR 4.2 and IR 4.2.1.

0388 contractor: The contractor contributes to the data base for both indicators under IR 4.1.2.

0438 contractor: The contractor contributes to the data base for IR 4.1 and IR 4.1.1.

RP 2 internal team members' roles and responsibilities:

The manager of policy initiatives under SO 4 ensures that all relevant policy and ordinance efforts contribute directly to achieving relevant intermediate throughout the results framework. This responsibility is included under RP 2 because it is under IR 4.4 that the bulk of policy work to date has been carried out. This person also oversees collection of performance data as they pertain to progress in policy- and ordinance-related activities.

The manager of activity No. 0388, "Municipal development," is responsible for the full range of supervision and management of those activities, including ensuring that all relevant 0388 inputs and outputs contribute directly to achieving IR 4.3.3, IR 4.4.1 and IR 4.4.2. The manager also oversees data collection efforts for the IR 4.3 indicator in 10 of the 18 SO 4 municipalities, and for nine of the 18 municipalities under indicator No. 3 for IR 4.4. This person also works with the 0388 contractor to gather baseline data for the indicators under IR 4.3.3 and IR 4.4.1.

The manager of activity No. 0320, "Improved public service," is responsible for the full range of supervision and management of those activities, ensuring that all relevant 0320 inputs and outputs contribute directly to achieving IR 4.3.1, IR 4.3.2 and IR 4.3.3. In addition, the manager oversees data collection for 0320 water systems counted under the indicator for IR 4.3.

The manager of the environmental education component of activity No. 0385 is responsible for the full range of supervision and management of the component, including ensuring that all relevant 0385 inputs and outputs contribute directly to achieving all the intermediate results under IRs 4.3 and 4.4.

The manager of PROARCA-LEPPI and PROARCA-LEGIS is responsible for the full range of supervision and management of those activities, including ensuring that all relevant PROARCA-LEPI and -LEGIS inputs and outputs contribute directly to achieving IR 4.1.3.

The assistant manager of activity No. 0357, "Formal education," ensures that all relevant 0357 inputs and outputs contribute directly to achieving IR 4.3.1 and IR 4.3.2. This person also oversees any data collection for performance indicators associated with the 0357. In addition, This person assists the manager of 0385 in overseeing the environmental educational component of that activity.

The SO 1 HCD (No. 0432) representative to SO 4 coordinates special training events, such as workshops, seminars, formal courses and observational site visits paid for and designed by other activities within the framework. This person also assists in the design and tracking of "training agreements" between participants and SO 4.

The role of the manager of activity No. 0436 will be clearly defined as progress on the design of the new civic-participation activity this person will manage is made and the

relationship of this activity to the framework becomes clear.

The primary SDO representative to the SO 4 team provides overall SDO support to the full SO 4 team on issues concerning the entire strategy. This person also ensures that activity design and implementation documentation are prepared in accordance with the Agency Directives. This person also actively assists in any strategic planning and new-activity-design planning, and coordinates RP 2 and overall SO 4 input into the R4 and other Mission program documents. This sperson also assists in the review of funding actions and other documents (as specified in the Mission DOA), in the provision of guidance for the SAR and in ensuring that the RP 2 team complies with SAR recommendations.

The OCG representative on RP 4 provides guidance regarding all relevant contracting and procurement issues, including reviewing statements-of-work to determine whether RP needs have been adequately defined and determining the most appropriate contractual or agreement arrangement, i.e. contract vs. cooperative agreement.

The controller's office accounting representative to SO 4 provides the following support, but is not limited to, assigning data for payment to vendors and contractors, discussing the accruals and 1311 review reports on a quarterly basis together with the activity managers and the F.A. after posting in the MACS System.

The controller's office financial-analysist representative to SO 4 assists the RP team during activity design and implementation in all matters related to financial-management requirements such as development of a comprehensive plan to carry out audits and implement the audit recommendations, work closely with activity managers in the accruals exercise, etc.

The controller's office activity-voucher representative to SO 4 reviews and processes all RP 2 activity vouchers.

RP 2 external team members' roles and responsibilities:

In addition to the specific responsibilities outlined below, all contractors will develop action plans that are focused on agreed upon intermediate results within the framework for SO 4 and assure that all activity inputs and outputs contribute to those results. The contractors also will provide the RP team with regular implementation and performance-data updates, and seek team input on improving progress toward achieving the specific results to which their activities contribute. Additional performance-data responsibilities will be determined as implementation progresses.

0385 contractor is responsible for gathering baseline data for the indicators under IR 4.3.1 and IR 4.3.2.

0320 contractor contributes to the data base for the indicators under IR 4.3.1 and 4.3.2.

0388 contractor works with the manager of 0388 to gather baseline data for the indicators under IR 4.3.3 and IR 4.4.1.

Major management actions expected: FYs 1998, 1999

The Abt/Winrock contract under activity No. 0385, "Environmental protection," will end in June 1998. A new activity in the rural-water sector, No. 0443, is being developed to expand on the progress of No. 0385 and further contribute to SO 4 results in water quality, water-delivery systems, and water policies and laws. Described in more detail under *Summary of Activities and Expected Results* and in the description of the RPs, the new activity is expected to begin in October 1998.

A further management action needed to begin full implementation of SO 4 is a Strategic Objective Agreement (SOAG), which will be developed before the end of June 1998 and signed by USAID/El Salvador and the GOES.

Under SO 1, activity No. 0392, "Non-traditional exports," will end in June 1998.

A new activity under SO 1, No. 0438, "Rural organizations and environmental conservation," will work with agricultural service-provider organizations to expand the progress of No. 0392. Expected to begin toward the end of FY 1998, exact RP designation for the various aspects of the new activity will be made when the design is complete.

A new civic-participation activity is planned under SO 2. Although it is anticipated that aspects of the new activity will contribute to SO 4, it is far too early in the design process to determine an expected start date or to determine which specific SO 4 results the activity will support.

Under SO 3, activity No. 0320, "Improved public service," will continue uninterrupted for five years, through 2002.

Financial Plan

Total USAID and counterpart resources required to achieve this Result Package over the strategy period (1998-2002) are estimated at \$27,636,458, as shown in Table 1 below. This amount is comprised of pipeline from on-going activity (\$4,458,964), \$15,600,000 of new obligations and \$7,577,494 of counterpart contributions. In addition, Table 2 below shows supporting activities in other strategic objectives that will contribute approximately \$12,445,000 to SO4, but will be accounted by their own strategic objectives.

**TABLE 1
PIPELINE, OBLIGATIONS AND PLANNED EXPENDITURES
STRATEGIC OBJECTIVE # 4
(US DOLLARS)**

	FY-1998	FY-1999	FY-2000	FY-2001	FY-2002	TOTAL
Beginning Pipeline	4,458,964	3,858,964	3,258,964	2,658,964	2,058,964	4,458,964
+ Obligation	3,400,000	3,400,000	3,400,000	3,400,000	2,000,000	15,600,000
=Total Available	7,858,964	7,258,964	6,658,964	6,058,964	4,058,964	0
-Planned Expenditures	4,000,000	4,000,000	4,000,000	4,000,000	4,058,964	20,058,964
=Ending Pipeline	3,858,964	3,258,964	2,658,964	2,058,964	0	0
Total USAID Planned Expenditures	4,000,000	4,000,000	4,000,000	4,000,000	4,058,964	20,058,964
+Counterpart Contribution	1,584,996	2,092,498	1,300,000	1,300,000	1,300,000	7,577,494
=TOTAL RP PLANNED EXP. (SO4)	5,584,996	6,092,498	5,300,000	5,300,000	5,358,964	27,636,458

**TABLE 2
ESTIMATED CONTRIBUTION FROM OTHER STRATEGIC OBJECTIVES
AND PROARCA
(US DOLLARS)**

SO1	1998	1999	2000	2001	2002	TOTAL
519-0397	520,000	0	500,000	0	0	1,020,000
519-0438	2,000,000	1,400,000	1,100,000	500,000	500,000	5,500,000
TOTAL SO1	2,520,000	1,400,000	1,600,000	500,000	500,000	6,520,000
SO2						
519-0388	720,000	475,000	0	0	0	1,195,000
519-0436	0	0	200,000	200,000	200,000	600,000
TOTAL SO2	720,000	475,000	200,000	200,000	200,000	1,795,000
SO3						
519-0320						
TOTAL SO3	800,000	800,000	800,000	800,000	800,000	4,000,000
PROARCA						
EPA	25,000	25,000	0	0	0	50,000
LEPPI	20,000	20,000	0	0	0	50,000
PROLEGIS	15,000	15,000	0	0	0	30,000
TOTAL PROARCA	60,000	60,000	0	0	0	130,000
TOTAL SO1-SO3 & PROARCA	4,100,000	2,735,000	2,600,000	1,500,000	1,500,000	12,445,000
GRAND TOTAL (All SOs)	9,684,996	8,827,498	7,900,000	6,800,000	6,858,964	40,081,458

USAID Management Costs

As indicated in the Table 3 below, the total USAID management costs dedicated to this RP are estimated to be US\$408,620 per year out of which US\$131,269 will be financed from activities under the RP, US\$92,161 are financed from Operating Expenses, US\$165,809 are financed from Trust Fund and the remaining US\$19,381 from other RPs.

ORG. UNIT	EMPLOYEE TYPE	PERSON/YEARS	SOURCE OF FUNDING				TOTAL ANNUAL COST
			RP	OTHER RPs	TF	OE	
S01	FSN-PSC	0.40		X			
S01	FSN-PSC	0.10		X			
S01	FSN-PSC	0.10		X			
S01	FSN-DH	0.20			X		
S02	FSN-PSC	0.10		X			
S02	FSN-PSC	0.05		X			
S03	FSN-PSC	0.10		X			
S04	US-DH	1.00				X	
S04	FSN-DH	1.00			X		
S04	FSN-PSC	1.00			X		
S04	FSN-PSC	1.00	X				
S04	US-PSC	1.00	X				
SD0	FSN-PSC	0.50			X		
SD0	FSN-PSC	0.35			X		
OCG	FSN-PSC	0.70			X		
CONT	FSN-DH	0.40			X		
CONT	FSN-PSC	0.20			X		
CONT	FSN-PSC	0.40			X		
TOTAL		9.60					408,620.00

In order to ensure prudent management of USAID funds, the Mission has outlined in its MOMs activity management procedures to be followed by all Activity Managers and RP team members. These procedures includes:

- 1) Pre-award audits/surveys when the Mission determines that the prospective contractor/grantee (particularly new entities) need to demonstrate adequate capability to responsibly manage USAID funds. ADS Chapter 591 describes these requirements.**
- 2) Close management oversight by RP staff and approval of disbursement based on duly executed vouchers supported by sufficient evidence of achievement of planned results.**
- 3) US contractors will be subject to audits required by the AID Acquisition Regulations and guided by ADS Chapter 591.**
- 4) Local contractors/grantees will be subject to recipient-contracted audits per ADS Chapter 591 and RIG guidelines.**

In addition, as provided in ADS 300, section E303.5.8 Cost Sharing, 25% financial participation is the reference point to use in approaching the design and negotiation of an assistance activity. Whenever reasonable and possible, larger participation rates are required to be sought; where necessary, lower rates may be justified. Although Article III of the Mandatory Reference, PD-16, states that USAID encounters conditions and circumstances in which the financial participation of an independent organization of less than 25% may satisfy USAID policy on other grounds, USAID/El Salvador has determined to apply the 25% minimum requirement whenever possible.

Attachment A

SO 4 Performance Monitoring Plan

PERFORMANCE DATA TABLES
INCREASED ACCESS BY RURAL HOUSEHOLDS TO CLEAN WATER
SO APPROVED OCTOBER 7, 1997

SO-LEVEL RESULTS:

INDICATOR No. 1 : Rural households in target areas with water that meets quality and time standards.			
UNIT OF MEASURE: Percent of households that meet both quality and time standards, cumulative, per year, by male-and female-headed households (M/F)	YEAR	PLANNED	ACTUAL
SOURCE: AED annual survey, question Nos. 11, 15, 27, 31, 40	1997 (B)		
PERSON RESPONSIBLE FOR OBTAINING DATA: Rodolfo Cristales	1998 (T)		
INDICATOR DESCRIPTION: All households in target areas, whether in municipalities or cantons, are considered rural by SO4. Households must meet both quality and time standards to count as progress against this indicator. Households with piped water are defined as meeting both time and quality standards. Households with non-piped water are defined as meeting the quality standard if water is treated by the household. Households with non-piped water meet the time standard if it takes one hour or less to meet household needs. Quality and time are measured for all water the household considers necessary, not just for drinking and cooking.	1999 (T)		
	2000 (T)		
	2001 (T)		
	2002 (T)		
COMMENTS: This indicator is measured for the 18 target municipalities.			
"B" = baseline, "T" = performance target			

INDICATOR No. 2 : Rural households nationally with water that meets quality and time standards.

UNIT OF MEASURE: Percent of households that meet both time and quality standards, cumulative, per year, by male- and female-headed households (M/F)

SOURCE: Multi-Purpose Household Survey data on p. 182 of the 1996 survey

PERSON RESPONSIBLE FOR OBTAINING DATA:
Rodolfo Cristales

INDICATOR DESCRIPTION: See p. 1-4 of the 1996 survey for the definition of rural at the national level. Baseline data count only households with access to piped water, including public taps. These households are defined as meeting both time and quality standards. Households with non-piped water (not included in baseline data but included in targets) are defined as meeting the quality standard if water is treated by the household. Households with non-piped water meet the time standard if it takes one hour or less to meet household needs.

COMMENTS: Percentage for the baseline data is based on 510,230 households.

"B" = baseline, "T" = performance target

YEAR	PLANNED	ACTUAL 02/10/98
1996(B)		33 %
1998 (T)	45 %	
1999 (T)	47 %	
2000 (T)	50 %	
2001 (T)	53 %	
2002 (T)	55 %	

INTERMEDIATE RESULTS:

RESULT No. 4.1: Improved Quality of Water Sources				
INDICATOR No. 1: Quantity of primary pollutants diverted from contaminating water				
UNIT OF MEASURE: Quantity in tons/liters, cumulative, per year. SOURCE: TBD PERSON RESPONSIBLE FOR OBTAINING DATA: Fito Cristales INDICATOR DESCRIPTION: Tons/liters/gallons of pollutants diverted from water sources through adoption of environmentally sound agricultural, municipal and industrial practices. 1. soil/tons 2. pesticides/liters 3. fertilizer/tons 4. solid waste/tons 5. sewage/gallons 6. industrial effluents/gallons COMMENTS: A formula will be developed for each pollutant to determine how the extent of adoption of improved practices translates into the amount of pollutants not entering water sources. For instance, for each farmer who adopts organic growing methods, how many tons of chemical-laden fertilizer is he or she not putting into the system? This indicator is measured for the 18 target municipalities. "B" = baseline, "T" = performance target	YEAR	PLANNED	ACTUAL	
	1997 (B)			1. 0 2. 0 3. 0 4. 0 5. 0 6. 0
	1998 (T)	1. 2. 3. 4. 5. 6.		1. 2. 3. 4. 5. 6.
	1999 (T)	1. 2. 3. 4. 5. 6.		1. 2. 3. 4. 5. 6.
	2000 (T)	1. 2. 3. 4. 5. 6.		1. 2. 3. 4. 5. 6.
	2001 (T)	1. 2. 3. 4. 5. 6.		1. 2. 3. 4. 5. 6.
	2002 (T)	1. 2. 3. 4. 5. 6.		1. 2. 3. 4. 5. 6.

RESULT No. 4.2: Improved Performance of Water Delivery Systems

INDICATOR No. 1: Water delivery systems that meet flow standards

UNIT OF MEASURE: Number of systems, cumulative, per year.

SOURCE: Activities No. 519-0388, No. 519-0320, and Small Infrastructure Activities (SIA) and the annual AED survey

PERSON RESPONSIBLE FOR OBTAINING DATA:
 Jorge Abullarade - No. 0388, Jose Antonio Ramos - No.0320,
 Patty Echeverria - SIA

INDICATOR DESCRIPTION: The flow standard is defined as at least 300 liters per connection per day.

COMMENTS: This indicator is measured for the 18 target municipalities.

"B" = baseline, "T" = performance target

YEAR	PLANNED	ACTUAL
1997 (B)		
1998 (T)		
1999 (T)		
2000 (T)		
2001 (T)		
2002 (T)		

RESULT No. 4.3: More Effective Citizen Actions to Address Water Issues

INDICATOR No. 1: Water-related changes resulting from citizen-group actions

UNIT OF MEASURE: Number of changes, cumulative, per year.

SOURCE: Activity No. 0388 reports for the 11 municipalities under the municipal-development activity and the AED annual survey "Municipal Characterization" for the remaining seven municipalities

PERSON RESPONSIBLE FOR OBTAINING DATA:
 Jorge Abullarade for Activity No. 0388 reports and Rodolfo Cristales for the AED survey

INDICATOR DESCRIPTION: Changes made as a direct result of citizen group efforts to resolve water issues. Actions taken by citizen groups include, but are not limited to: formation of pro-water groups (NGOs); technical and/or financial support obtained by water groups; creation, expansion and/or rehabilitation of delivery systems; pollution prevention; conflict resolution; and other pro-clean water actions.

COMMENTS: This indicator is measured for the 18 target municipalities.

"B" = baseline, "T" = performance target

YEAR	PLANNED	ACTUAL
1997 (B)		
1998 (T)		
1999 (T)		
2000 (T)		
2001 (T)		
2002 (T)		

RESULT No. 4.4: Improved Municipal Management of Water Resources

INDICATOR No. 1: Water-related ordinances passed

UNIT OF MEASURE: Number of ordinances, cumulative, per year

SOURCE: Activity No. 0388 reports for the 11 municipalities under the municipal-development activity and the AED annual survey Municipal Characterization for the remaining seven municipalities

PERSON RESPONSIBLE FOR OBTAINING DATA:
Jorge Abullarade for Activity No. 0388 reports and Rodolfo Cristales for the AED survey

INDICATOR DESCRIPTION:

COMMENTS: The indicator is measured for the 18 target municipalities.

"B" = baseline, "T" = performance target

YEAR	PLANNED	ACTUAL
1997 (B)		
1998 (T)		
1999 (T)		
2000 (T)		
2001 (T)		
2002 (T)		

RESULT No. 4.4: Improved Municipal Management of Water Resources

INDICATOR No. 2: Resources invested in water-related projects

UNIT OF MEASURE: Percentage of municipal budgets spent on water-related activities, non-cumulative, per year.

SOURCE: Activity No. 0388 reports for the 11 municipalities under the municipal-development activity and the AED annual survey Municipal Characterization for the remaining seven municipalities

PERSON RESPONSIBLE FOR OBTAINING DATA:
Jorge Abullarade for Activity No. 0388 reports and Rodolfo Cristales for the AED survey

INDICATOR DESCRIPTION: Projects might include, but are not limited to: water-delivery systems, solid-waste disposal, wastewater treatment, pollution prevention, watershed management, water purification

COMMENTS: The indicator is measured for the 18 target municipalities.

"B" = baseline, "T" = performance target

YEAR	PLANNED	ACTUAL
1997 (B)		
1998 (T)		
1999 (T)		
2000 (T)		
2001 (T)		
2002 (T)		

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Attachment B

Glossary of Acronyms

Acronym:	Organization:
AECI	Spanish Agency for International Cooperation
ANDA	National Administration of Aqueducts and Sewage systems
ASI	Salvadoran Chamber of Manufacturers
CARE	Cooperatives for American Relief Everywhere
COSUDE	Swiss Development Cooperation
ECON/EMB	U.S. Embassy, Economic Section
FIAES	Initiative Fund for the Americas, El Salvador
GOES	Government of El Salvador
GTZ	German Technical Assistance
IDB	Inter-American Development Bank
IICA	Inter-American Institute for Agricultural Science
ISDEM	Salvadoran Municipal Development Institute
JICA	Japanese Agency for International Cooperation
MAG/CENREN	Ministry of Agriculture and Livestock/Directorate for Renewable Natural Resources
MARN	Ministry of the Environment
MSPAS	Ministry of Health
OPS	Pan American Health Organization
PMA	World Food Program
SEMA	Executive Secretary for the Environment
SETEFE	Technical Secretariat for External Financing
UE	European Union
UNDP	United Nations Development Program
UNFAO	United Nations Food and Agriculture Organization
UNICEF	United Nations Children fund

ATTACHMENT C
CONGRESSIONAL NOTIFICATIONS

4
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519-0385 - Environmental Protection	February, 1993
519-0388 - Citizen Participation	August, 1993
519-0320 - Public Services Improvement	June, 1993
519-0392 - CLUSA	March, 1991
519-0438 - ROCA	March, 1998
519-0397 - CRECER	September, 1995
519-0094 - SIA	November, 1997

ATTACHMENT D

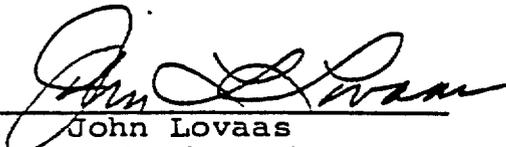
INITIAL ENVIRONMENTAL EXAMINATIONS (IEE)

INITIAL ENVIRONMENTAL EXAMINATIONBASIC PROJECT DATA

Project Location: El Salvador
 Project Title: Environmental Protection
 Project Number: 519-0385
 Funding: \$29 Million (LOP)
 Life of Project: 7 years
 IEE Prepared by: Peter Gore
 USAID/El Salvador
 Environmental Officer
 Date Prepared: December 20, 1991

RECOMMENDATION FOR THRESHOLD DECISION

The PROMESA Environmental Protection Project is designed to ameliorate the negative effects of economic development upon the environment in El Salvador. It will support Salvadoran efforts in policy formulation, will promote natural resource oriented NGOs, will foster environmental education, and will show the linkage between appropriate use of natural resource and sustainable economic development. As such, the Project does not present negative environmental impacts as defined in 22 CFR 216. However, in the course of interventions in the demonstration areas where direct actions will be taken to improve the management of soil and water resources, some perturbation of the environment may occur. Therefore, a positive threshold decision is recommended and an environmental assessment is required which may be carried out concurrently with project design.



John Lovaas
 Acting Mission Director
 USAID/El Salvador

1/20/92

Approved:

James Hester
 LAC/Environmental Officer
 AID Washington

Date



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

LAC-IEE-92-05

ENVIRONMENTAL THRESHOLD DECISION

Project Location : El Salvador
Project Title : Environmental Protection (PROMESA)
Project Number : 519-0385
Funding : \$29 million (LOP)
Life of Project : 7 Years (FY 92-98)
IEE Prepared by : Peter Gore, Environmental Officer
USAID/El Salvador
Recommended Threshold Decision : Positive Determination
Bureau Threshold Decision : Concur with Recommendation
Comments : An Environmental Assessment (EA)
will be carried out focusing on
potential impacts arising from
proposed interventions in project
demonstration areas. Prior to
conducting the EA, mission must
conduct a scoping exercise and
submit the scope of work for the EA
developed through this exercise to
the LAC Bureau Environmental
Officer for review and approval.
Ideally, development of EA will
proceed parallel with and inform
project design.

Institutional strengthening and
educational components of subject
project are exempt from further
consideration in the EA and these
activities may proceed prior to EA
approval by the LAC Bureau
Environmental Officer.

John O. Wilson Date FEB - 5 1992

John O. Wilson
Deputy Chief Environmental Officer
Bureau for Latin America
and the Caribbean

**ENVIRONMENTAL THRESHOLD
DECISION, cont'd**

Copy to : John Sanbrailo, Director
USAID/El Salvador

Copy to : Peter Gore, USAID/El Salvador

Copy to : Wayne Williams, REA/CEN

Copy to : Mark Silverman, LAC/DR/CEN

Copy to : Eugene Szepesy, LAC/CEN

Copy to : IEE File



AGENCY FOR INTERNATIONAL DEVELOPMENT
UNITED STATES A.I.D. MISSION TO EL SALVADOR
c/o AMERICAN EMBASSY
SAN SALVADOR, EL SALVADOR, C.A.

INITIAL ENVIRONMENTAL EXAMINATION

Project Location: El Salvador

Project title and Number: Equitable Rural Economic Growth
Project No.519-0397

Funding: \$15,000,000 (DA)

Life of Project: 5 years

IEE Prepared by: Anne M. Lewandowski *ML*
Environmental Coordinator
USAID/El Salvador

Recommended Threshold Decision: Positive Determination

Mission Threshold Decision: Concur with Recommendation

Date Prepared: June 9, 1995

Carl H. Leonard
Mission Director

6/29/95

Date

Description: The USAID/El Salvador Mission intends to sign a Bilateral Agreement with the Government of El Salvador for the Equitable Rural Economic Growth Project (No.519-0397). The Project has a planned life of five years with planned obligations not to exceed \$15,000,000.

The Project goal is increased equitable economic growth. The purpose is to reduce rural poverty. The Project has three components: Productive Rural Enterprises and Organizations; Rural Financial Policy; and Rural Policy Formulation and Project Management.

The CRECER Project supports the GOES' efforts to reduce poverty in rural areas within the larger framework of the modernization of the state. The project will assist 15 rural credit unions and up to 2 financial NGOs to mobilize savings (\$4 million) and provide credit services that support NTAE production and expand access to financial services in rural areas of El Salvador. Assistance to agricultural production and marketing cooperatives will increase demand in the labor market by 5,500 full time jobs in agribusiness, 9,000 full time jobs outside agriculture, and 6,000 part time jobs in production agriculture. Increased NTAE export volume attributable to the project is expected to attain \$5 million. The project will also finance training and assistance to the policy formulation offices of the Ministry of Agriculture.

Determination: The policy formulation and rural finance components will not have a quantifiable effect on the environment or natural resource use. The rural organizations component will increase the intensity of agricultural production within the project area, using greater amounts of water and agricultural chemicals. The Project will not finance the procurement of chemical fertilizers or pesticides, although the technologies transferred by project-financed technicians will likely lead to their use.

The project contractor, Chemonics International, plans to subcontract the agricultural production work to the Cooperative League of the USA (CLUSA). CLUSA presently has two grants from USAID for similar work in non-traditional agricultural export crops. Both grants have full environmental assessments which recommended mitigative measures for incorporation into the technical assistance package. Given the similarity to its other USAID-funded activities, the same recommendations will likely be applicable to the rural institutions components of the CRECER Project.

The Project was prepared using a design and perform mode, where the Chemonics contract is the main implementing instrument within the project agreement. Delay in

obligation of funds with the GOES and subsequent commitment to the Chemonics contract causes severe contractual problems. While funds can be made available to Chemonics for the entire contract, USAID has the latitude to disallow costs which are incurred without approval. It is feasible to obligate the project and commit funds to the contract, but require that no work be performed under the rural organizations components until USAID agrees in writing.

Recommendation: Positive Determination. While funds may be committed to Chemonics, no costs should be incurred for the rural organizations component until an environmental assessment has been undertaken, accepted by USAID, and the subsequent recommendations incorporated into the terms of the contract and the contractor's annual work plan.



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

LAC-IEE-98-08

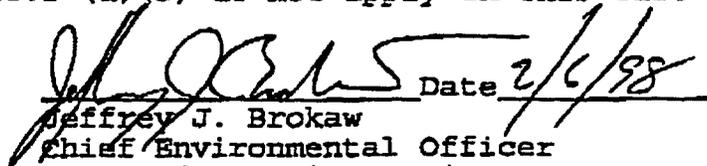
ENVIRONMENTAL THRESHOLD DECISION

Project Location : El Salvador
Activity Title : Small Infrastructure Activity (SIA); formally, Small Development Activity (SDA)
Project Number : 519-0094
Funding : \$600,000 obligated annually
Life of Project : 5 years
IEE Prepared by : Peter Gore, USAID/El Salvador
Recommended Threshold Decision: Negative Determination
Bureau Threshold Decision : Concur with Recommendation

Comments

A Negative Determination is issued to these activities because they are (1) small in scale, (2) they will have minimal impact on the environment, (3) Mission-approved and field tested mitigations measures will be used, and (4) MEO will monitor activities for compliance with mitigation measures.

The conditions of Section 216.3 (a) (3) do not apply in this case.


 Date 2/6/98
 Jeffrey J. Brokaw
 Chief Environmental Officer
 Bureau for Latin America
 and the Caribbean

Copy to : Kenneth Ellis, USAID/El Salvador
 Copy to : Peter Gore, USAID/El Salvador
 Copy to : Tracy Parker, USAID/Guatemala, REA
 Copy to : Cam Wickham, LAC/SPM-CAC
 Copy to : IEE file

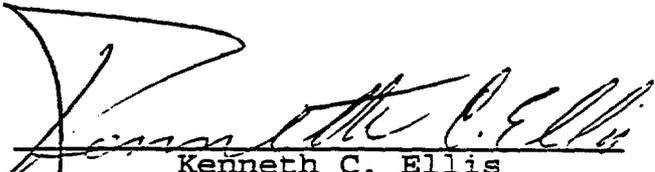


Agency for International Development
United States of America A.I.D
c/o American Embassy
San Salvador, El Salvador, C.A.

So4 - Environment Office

INITIAL ENVIRONMENTAL EXAMINATION

Activity Location: El Salvador
Activity title: Small Infrastructure Activity (SIA); formerly Small Development Activity (SDA)
Project Number: 519-0094
Funding: \$600,000 obligated annually
Life of Project: 5 years
IEE Prepared BY: Peter H. Gore
Environmental Officer
USAID/El Salvador
Recommended Threshold Decision: Negative Determination
Mission Threshold Decision: Concur with Recommendation
Date Prepared: January 26, 1998


Kenneth C. Ellis
Mission Director
29 Jan. 1998
Date

Small Infrastructure Activity (SIA)
(519-0094)

Background

The Small Development Activity (SDA), now called the Small Infrastructure Activity (SIA), was a part of the National Reconstruction Program to provide communities with small grants for specific infrastructure projects that could be quickly financed to meet a specific, limited, community need. With the closeout of the National Reconstruction Program on September 30, 1997, the SDA/SIA was transferred to the Economic Growth Strategic Objective, SO1, under Results Package 3c, "Technology/Marketing/Infrastructure."

I. Activity Description

Under the Economic Growth Strategic Objective, SO1, the Small Infrastructure Activity will provide communities who offer at least 25% counterpart, financing of up to \$40,000 for small-scale water projects, road rehabilitation, short connections to the national electrical grid which support increased economic production and, under special circumstances, schoolroom, and clinic construction. The Selection Committee, which includes the Mission Environmental Officer, reviews proposals and makes recommendations to the project manager. Between 10 and 20 projects are expected to be approved and implemented each year under the SIA. All construction activities are supervised by Mission personnel and usually have engineering designs.

II. Recommendation

The Mission Environmental Officer has reviewed each type of small infrastructure project eligible for financing under the Small Infrastructure Activity and has considered the foreseeable effect on the environment of each such project. Based on this review, the Mission Environmental Officer has determined that none of the eligible small infrastructure projects will have a significant effect upon the environment and, therefore, a negative determination is warranted.

According to the regulations, small water projects under SO1's Small Infrastructure Activity, would not be subject to an EA because of 216.2 (d) (xi) (xi) "Potable water and sewerage projects other than those that are small-scale." The road rehabilitation projects and the other types of projects SIA supports should be covered by this blanket IEE which recommends a Negative Determination of environmental effect for all the new SIA projects because of their small-scale nature and their minimal effect on the environment.

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USAID's infrastructure projects have been carried out in the past under the guidelines of an Environmental Assessment made by Kenneth Greene in 1995, and, in addition, for road rehabilitation, using the manual developed for roads by Jerry Bauer in the Guatemala Mission, and adopted by the GOES Ministry of Public Works.

These guidelines identify each of the potential environmental impacts for each type of project and the appropriate mitigations to minimize harmful effects on the environment. A copy of the guidelines will be annexed to the agreement USAID signs with each community and fully explained to the grantee by the SIA project officer.

Because of the small-scale nature of the small infrastructure projects, their minimal effect on the environment, and the fact that they will be carried out using mitigations already approved by the Agency, this IEE requests a blanket Negative Determination for all new SIA projects.

The 216.3 (a) (3) regulation states:

(3) Negative Declaration. The Assistant Administrator, or the Administrator in actions for which the approval of the Administrator is required for the authorization of financing, may make a Negative Declaration, in writing, that the Agency will not develop an Environmental Assessment or an Environmental Impact Statement regarding an action found to have a significant effect on the environment when (i) a substantial number of Environmental Assessments or Environmental Impact Statements relating to similar activities have been prepared in the past, if relevant to the proposed action, (ii) the Agency has previously prepared a programmatic Statement or Assessment covering the activity in question which has been considered in the development of such activity, or (iii) the Agency has developed design criteria for such an action which, if applied in the design of the action, will avoid a significant effect on the environment.

In view of the above discussion, we recommend that no additional environmental investigation be performed for the Small Infrastructure Activity. However, in order to minimize any possible negative effect on the environment, we also recommend that the participants be required to follow the mitigations recommended under previous small-scale infrastructure projects. Monitoring of compliance with these mitigations will be carried out by the Mission Environmental Officer.

sdasia.iee

Municipal Development

(519-0388)

Categorical Exclusion of Initial Environmental Examination

I. Project Description

The Project is a \$15 million, six year grant to the GOES. The Project will consist of three mutually-reinforcing components which deal with policy reform, municipal strengthening, and local democratic development.

The goal of the Project is to promote enduring democratic institutions and practices in El Salvador. The Project purpose is to enhance the participation of the Salvadoran populace in the local democratic process and to improve the capacity of municipalities to respond to the needs of their constituency.

First, Project-funded assistance will help municipalities and GOES agencies to affect policy and legislative initiatives to decentralize control of resources and processes to the local level. Second, Project-funded assistance will strengthen municipalities to more effectively respond to the needs of their constituents. The Project will target 15 municipalities (initially five through a pilot program) for intensive assistance while developing a program for the demonstration of benefits and dissemination of lessons learned to the country's other municipalities. In the third component, the project will fund citizen education about and promote involvement in, the democratic processes of local development.

Of the available \$15 million, approximately \$1 million will be used for Component 1, Policy Reform and Formulation; \$11 million for Component 2, Municipal Strengthening; \$1.5 million for Component 3, Local Democratic Development; and the remaining \$1.5 million will be used for evaluation, audit, and USAID project management costs.

The Project will benefit the citizens of El Salvador on two levels. First, the Project will directly benefit the municipal officials and citizens in the 15 municipalities targeted for intensive assistance (approximately 700,000 persons). Second, the population of all the municipalities in El Salvador will benefit by a more participatory, efficient, and responsive local government system achieved through: policy reforms designed to decentralize authority and autonomy to the municipal governments; a public awareness program designed to educate citizens about their rights and responsibilities in a democratic municipal government; and a strengthened mayors' association with the capacity to assist all municipalities based on the experience of those municipalities receiving intensive assistance.

II. Recommendations

Pursuant to Section 216.2(a) of A.I.D. environmental procedures, environmental analysis/evaluation is required for new Projects. Analysis of the Project Paper for the Municipal Development Project indicated that it should receive categorical exclusion under Section 216.2(c)1(i), "The action does not have an effect on the natural or physical environment," and Section 216.2(c)2(i), "Education, technical assistance, or training programs...", and Section 216.2(c)2(xiv), "Studies, projects or programs intended to develop the capability of recipient countries to engage in development planning...."

The Municipal Development Project will not provide support for the purchase or use of pesticides. A condition will be placed in the Project Agreement indicating that Technical Assistance provided for water and environmental technology and associated engineering services must include consideration of the potential environmental impacts of recommended measures.

Based on the information above, we recommend a negative determination for the Threshold Decision for the Activity and that no further environmental study be undertaken for this Activity.

Annex IV

INITIAL ENVIRONMENTAL EXAMINATION

BASIC PROJECT DATA

Project Location: El Salvador
Project Title: Municipal Development
Project Number: 519-0388
Activity Funding: \$15 Million (LOP)
Life of Project: 6 years
IEE Prepared by: Peter Gore
USAID/El Salvador
Environmental Officer

Recommended
Threshold Decision: Negative Decision

Mission
Threshold Decision: Concur with Recommendation

Date Prepared: August 30, 1993



Charles E. Costello
Mission Director
USAID/El Salvador

Date

Agency for International Development
Washington, D.C. 20523

LAC-IEE-91-64

ENVIRONMENTAL THRESHOLD DECISION

Project Location : El Salvador

Project Title : Non-Traditional Agricultural Export
Production and Marketing

Project Number : 519-0392

Funding : \$9,000,000 (ARDN)

Life of Project : 5 Years

IEE Prepared by : Peter Gore, Environmental
Coordinator, USAID/El Salvador

Recommended Threshold Decision : Categorical Exclusion

Bureau Threshold Decision : **Positive Determination**

Comments : Obligation of funds conditioned on
a condition precedent to
disbursement being included to
require an Environmental Assessment
(EA) be undertaken and approved by
the LAC Chief Environmental Officer
prior to commitment of funds for
any activity that would procure,
use, or promote the use of
pesticides or herbicides, or that
would lead to any clearing of
forests. Prior to conducting this
Environmental Assessment, the
mission must first undertake a
scoping exercise. The resulting
scope of work for the EA must be
submitted to the LAC Chief
Environmental Officer for approval.

Copy to : Henry H. Bassford, Director
USAID/El Salvador

Copy to : Peter Gore, USAID/El Salvador

Copy to : Wayne Williams, REA/CEN
ROCAP/Guatemala

**ENVIRONMENTAL THRESHOLD
DECISION (cont.)**

Copy to : Wayne Nilsestuen, LAC/DR/RD
Copy to : Mark Silverman, LAC/DR/CEN
Copy to : Lorraine Simard, LAC/CEN
Copy to : IEE File

James S. Hester Date 6/27/91

James S. Hester
Chief Environmental Officer
Bureau for Latin America
and the Caribbean

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

INITIAL ENVIRONMENTAL EXAMINATION

Project Location : El Salvador

Project Title and Number : Non-Traditional Agricultural
Export Production and Marketing
Project No. 519-0392

Funding : \$9,000,000 (ARDN)

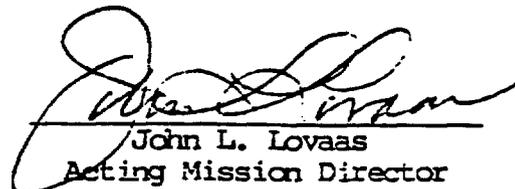
Life of Project : 5 years

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

Recommended Threshold Decision : Categorical Exclusion

Mission Threshold Decision : Concur with Recommendation

Date Prepared : May 30, 1991


 John L. Lovaas
 Acting Mission Director

6/7/91
 Date

Description: The USAID/El Salvador Mission intends to sign a Cooperative Agreement with the Cooperative League of the U.S.A. Under the Non-Traditional Agricultural Export Production and Marketing Project (No.519-0392). The project has a planned life of five years with planned obligations not to exceed \$9,000,000.

The project contributes to the goal of increasing the incomes of rural families through the diversification of their income sources and the introduction of higher value crops. The project purpose is to increase the volume of export marketing of selected nontraditional agricultural export crops produced by cooperatives and small farmers. It is a five year, \$9 million project designed to bring additional cooperatives and farmer groups into CLUSA's technical assistance activity. The project plans to increase and improve crop production, expand marketing of nontraditional agricultural export products, develop better links to international markets, and to conduct a modest foreign investment promotion in nontraditional agricultural export production and marketing.

Determination: The Project's primary emphasis is on strengthening the management and financial stabilities of rural enterprises through the provision of technical assistance and training. No funds are available for the procurement of agricultural inputs such as pesticides. Therefore, pursuant to A.I.D. environmental regulations expressed in 22 CFR Part 216.2(c) (i), "Education, technical assistance and training programs except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc.)", this Project meets the Categorical Exclusion criteria of a class of action not requiring an Environmental Assessment.

The Mission recognizes that CLUSA, in providing technical assistance to cooperatives on production issues, may propose the use of pesticides. To address such cases, the Cooperative Agreement will contain language to have CLUSA and the recipient cooperative undertake environmental analysis and institute appropriate safeguard measures for member farmers.

Recommendation: That no further environmental study be undertaken for this Project and that you sign the Initial Environmental Examination facesheet, indicating your approval of a categorical exclusion for this program.



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

LAC-IEE-97-08

ENVIRONMENTAL THRESHOLD DECISION

Project Location : El Salvador

Results Package : Increased Access to Potable
Water and Sanitation Systems

Project Number : 519-0320
519-0440

Funding : See attached

Life of Project : See attached

IEE Prepared by : Peter Gore, MEO

Recommended Threshold Decision: Positive Determination

Bureau Threshold Decision : Concur with Recommendation

Comments

The Public Services Improvement (519-0320) activity received a Positive Determination (LAC-IEE-89-14), and has an approved EA. The project will continue operating in accordance with this EA.

The Water Supply, Sanitation and Health activity (519-0440) is issued a Positive Determination. As stated in the attached IEE, this activity will continue and expand the actions under 519-0320. Mission shall submit an amendment to the EA for the Public Services Improvement activity. This amendment will constitute an activity-specific EA for the Water Supply, Sanitation and Health activity. The amendment should discuss how the above-cited EA (for 519-0320) will be used in the implementation of the Water Supply, Sanitation and Health activity; and how the mitigation measures from that EA will be implemented and monitored.

[Signature] Date 4/4/97
Jeffrey G. Brokaw
Chief Environmental Officer
Bureau for Latin America
and the Caribbean

IEE

509

64

**ENVIRONMENTAL THRESHOLD
DECISION (cont'd.)**

LAC-IEE-97-08

- Copy to : Carl H. Leonard, Director
USAID/El Salvador
- Copy to : Peter Gore, USAID/El Salvador
- Copy to : Paul Thorn, LAC/SPM-CAC
- Copy to : Kathleen Barrett, LAC/CEN
- Copy to : IEE File



Agency for International Development
 United States of America A.I.D.
 c/o American Embassy
 San Salvador, El Salvador, C.A.

So4 - Environment Office

P.P.P.
 IEE
 503

INITIAL ENVIRONMENTAL EXAMINATION

Activity Location: El Salvador

Strategic Objective Title: SO#3 Sustainable Improvement
 in Health of Women and
 Children

Results Package Title: RP#3.1.4 Increased Access to
 Potable Water and
 Sanitation Systems.

Results Package IEE Prepared BY: Peter H. Gore
 Environmental Officer
 USAID/El Salvador

Recommended Threshold Decision: Positive Determination

Mission Threshold Decision: Concur with Recommendation

Date Prepared: December 18, 1996

Attachments: Current Activities
 Proposed Activities
 New IEE for 519-0440


 Carl H. Leonard
 Mission Director

12/27/96
 Date

INITIAL ENVIRONMENTAL EXAMINATION

Strategic Objective Title: SO#3 Sustainable Improvement
in Health of Women and
Children

Results Package Title: RP#3.1.4 Increased Access to
Potable Water and
Sanitation Systems.

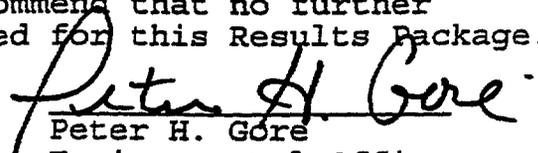
I. Results Package Description

The Package presently consists of provision of water supply and sanitation services to rural people in communities which qualify under the Mission Poverty Focus criteria. Besides the water and sanitation facilities provided, promotion, organization, and health education activities are developed by the implementing entities in the beneficiary communities. The participatory methodology assists community individuals, and local government authorities, to participate actively in the construction, operation, utilization, maintenance, and administration of the potable water and sanitation facilities installed.

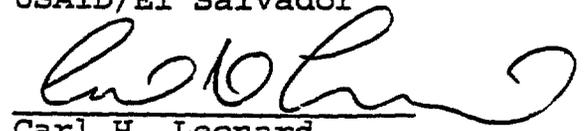
One future activity is contemplated to continue with the purpose of this RP, with much the same implementation methodology. Changes would be made only to add a better coordination between other SOs in order to achieve greater impact. No additional new kinds or types of activities are anticipated.

II. Recommendation

Based on the information attached which documents the current activities being implemented under this Results Package, and the description of proposed future activity, we recommend a Positive Determination for this Results Package. Nevertheless, since the activity currently being implemented in support of this Results Package operates under an approved IEE (LAC-IEE-89-14, positive determination), and an approved Environmental Assessments (STATE 350109), and that the new activity is being linked to the EA for 519-0320, we recommend that no further environmental investigation be required for this Results Package.


Peter H. Gore
Environmental Officer
USAID/El Salvador

Concurrence:


Carl H. Leonard
Mission Director
USAID/El Salvador

Current Activities

Activity Title: Public Services Improvement
Activity Number: 519-0320
Funding: \$19,367,727 (WS&S)
Original IEE Number: LAC-IEE-89-14
Recommended Threshold Decision: Positive Determination
Bureau Threshold Decision: Positive Determination (2/89)
Environmental Assessment Approval: CABLE -- STATE 350109
Date Approved: October 1990

Proposed Activity

Activity Title: Water Supply, Sanitation and Health
Activity Number: 519-0440
Funding: \$9,755,000
Original IEE Number: To be Determined
Recommended Threshold Decision: Positive Determination
Bureau Threshold Decision:
Date Approved:

The new activity will be implemented in a manner similar to the one currently ongoing. The possibility of coordination with other SOs working to achieve a greater impact in beneficiary communities will be considered; e.g. SO2 constructs water systems as a tool to strengthen local governments. The SO3 RP could complement this intervention adding some promotion, organization, and health education activities to help assure sustainability and greater impact on health.



Agency for International Development
United States of America A.I.D.
c/o American Embassy
San Salvador, El Salvador, C.A.

So4 -- Environment Office

INITIAL ENVIRONMENTAL EXAMINATION

Activity Location: El Salvador
Activity title: Water Supply, Sanitation and Health
Project Number: 519-0440
Funding: \$9,755,000
Life of Project: 5 years
IEE Prepared BY: Peter H. Gore
Environmental Officer
USAID/El Salvador
Recommended Threshold Decision: Positive Determination
Mission Threshold Decision: Concur with Recommendation
Date Prepared: December 10, 1996

Carl H. Leonard
Mission Director

12/27/96

Date

Water Supply, Sanitation and health

(519-0440)

I. Activity Description

The U.S. PVOs will work in each community to organize the beneficiaries to construct, operate, utilize, maintain, and administer potable water supply and distribution systems and latrines. Each community will sign a contract with the PVO that document the formation of Committees including women, determine water fees, identify a fee collection mechanism, and specify the amount and type of community labor before construction begins. Water systems will be gravity flow or pump with yard taps, standpipes or household hookups, drilled wells, or hand dug wells with handpumps, depending on the terrain, water source and community. Latrines will be either the ventilated, improved pit (VIP) or composting type, depending on ground conditions and water-levels. Extensive water, sanitation, and health education will be provided to the communities, with a special focus on mothers and others who care for small children, in order to promote appropriate hygiene behaviors that lead to less diarrheal disease and other infections.

The new activity, Water Supply, Sanitation, and Health Activity No. 510-0440, will include all of the key features of the current Projects described above, with several additional important considerations:

1. Communities located in the areas qualified under the Mission's Poverty Focus criteria, and located in the four Ministry of Health test departments of Cabanas, Cuscatlán, La Paz and Sonsonate, will be given priority for assistance under this new Activity.

2. A second key consideration is more intensive coordination with other Mission or USAID/ Washington activities or other donor assistance. The intention is to create a synergistic health or development effect in the community and to add health components to non-health activities where beneficial. For example, activities designed to increase municipal government capacity often include construction of water systems, but do not include health components. Where feasible, this RP will add that component to enhance the health impact for that community.

3. Health education and assistance in community organization will be expanded to involve additional local groups, such as municipal government staffs, local NGOs, and others, that perhaps should be involved in the construction, monitoring, administration, and maintenance of the water supply systems and sanitation facilities. The intention is to determine alternative and perhaps better mechanisms than those developed to date. As done currently, selection of communities for the water supply system depends on the available water source, topographical conditions, and the estimated cost per beneficiary. For those beneficiaries of new water supply systems without adequate latrines, new ones will be provided, either VIP or composting, depending on ground conditions and water levels.

The new Activity will benefit approximately 50,000 rural residents by the year 2002, of whom approximately 7,250 are infants and children under age five years. The primary expected health result for the activity is a reduction in the infant and child mortality rates in areas with the newly available access to potable water supply and distribution systems and sanitation services supported by these Activities. Worldwide research has repeatedly demonstrated that access to and correct use of potable water supplies and sanitation facilities will decrease the incidence and severity of diarrheal diseases and associated dehydration among infants and children under age five.

II. Recommendation

Since the actions contemplated under this activity may have an effect on the natural or physical environment, this activity should have a positive determination for the Initial Environmental Examination under Section 216.2(d)(xi), of 22CFR, although the systems contemplated are small in size. However, since the activity contemplates only actions that are already covered under the approved Environmental Assessment for the Public Services Improvement Project (519-0320), we recommend that no additional environmental investigation be performed for this activity. However, we do recommend that the participants be required to follow the mitigations specified in the approved Environmental Assessment for 519-0320. Monitoring of compliance with these mitigations will be carried out by the Mission Environmental Officer.