

XD-ABF-463-A
8/23/91

**REGIONAL DEVELOPMENT SUPPORT PROJECT
(RDS)
(596-0162)
INTERIM EVALUATION
(PRE-AMENDMENT 1)**

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November 30, 1992**

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- A. Logical Framework - RDS Project Paper
- B. Project Status Report - April 1, 1991 - September 30, 1991
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EXECUTIVE SUMMARY

Interim Evaluation Regional Development Support Project (596-0162)

CA/ROCAP

Project Purpose:

The purpose of the Regional Development Support Project (RDS) was to assist ROCAP and the Central American private sector design alternative private sector-led development strategies and programs in energy, housing, health, education, the promotion of democratic values, and women in development.

Purpose of Evaluation:

RDS began in September 1990 as a 5 year, \$2.5 million, project under the Central American ROCAP Mission. The Project was amended in August 1992. The purpose of this evaluation is to serve as a review of the activities implemented under the Project, pre-amendment. The evaluation was conducted during October, 1992, through a review of project documents, files, and reports, and through personal interviews with pertinent ROCAP, RHUDG, and AID personnel.

Findings:

The Project was designed to achieve its purpose through activities in six component areas: Energy and Environment, Health and Nutrition, Education and Training, Shelter and Urban Development, Women in Development, and Project Design and Support (the latter serving in a supportive role to the other five). The activities were to include those appropriate to advance the following: Policy Development and Reform, Information Gathering and Dissemination, Skills Development and Management Training, and Technical Assistance. Activities were conducted in support of each of these categories as evidenced by project outputs.

The evaluation determined that planned outputs stated in the Logical Framework of the Project were met or exceeded in 4 of the 6 output categories, namely, National Seminars, Regional Seminars, Persons with Improved Skills, and Policy Reforms Initiated. The other 2 categories, Policy Option Studies and Publications had minimal output. This may have been the result of a cutback of planned personnel in two component areas (WID and Education and Training) and the resultant limits on activities within these components. It must also be noted that this evaluation occurs not at the 5 year point, but 23 months into the project work, thus ahead of schedule for expecting full completion of outputs.

Some highlights of the project have included the following:

•RHUDO had the opportunity to pursue laying the groundwork for a major program effort in the region in municipal development as a result of funding through RDS. Assessments, studies, development of indicators, policy fora and seminars, and design of a new project (LOGROS) were conducted.

•ROCAP Projects in Energy and Health/Nutrition, for which technical assistance is being provided under the RDS Project, have moved forward. Two Projects, the Los Alamos Project and the Oral Rehydration Project, reached their PACD. Two other Projects, the Central American Rural Electrification Support Project (CARES) and the Technical Support for Food Assistance Project are still being implemented. One Project, the Institutional Strengthening Project - INCAP, has been designed and is in the implementation phase. RDS funded both the Energy Advisor and the Health/Nutrition Advisor to manage these projects.

•Through Limited Scope Agreements with three regional institutions, seminars and workshops on consensus building, problem identification, and training have occurred; the need for information gathering and dissemination has been realized and the formation of data-base systems initiated; regional institutions are being strengthened; and energy audits have been conducted.

The RDS Project was written very broadly covering several program areas to allow maximum flexibility in its implementation to enable ROCAP to respond to both the rapidly changing political and economic conditions in Central America and to changing budget realities in ROCAP. It did have the ability to respond to changes and has been significantly amended to reflect those changes. In spite of its broadly defined focus and ambitious goals, the Project took some critical steps in laying the groundwork for the future work of ROCAP.

Recommendations:

1. Two databank systems which were initiated but not completed under this Project (Women Business Leaders and Private University) should be considered in the development of the Regional Information Clearinghouse under the Amendment or have unprogrammed money directed towards their completion.
2. The contractual status of the Project Design Consultants and the Health/Nutrition Advisor should be reviewed.
3. After 1 and 2 above have been reviewed and project funds reprogrammed if determined necessary, the remaining unprogrammed funds could be reprogrammed for the new purposes of the RDS Project as amended.

4. Other than Semi-Annual Reviews (SARs) for two reporting periods, there is a dearth of reports in the project files regarding work of consultants, project status, and accomplishments within component areas. With a project as spread out as RDS, better reporting systems could be of benefit.

INTRODUCTION

The Regional Development Support Project (RDS) is a ROCAP sponsored project (596-0162). The purpose of the Project was "to assist ROCAP and the Central American private sector design alternative private sector-led development strategies and programs in energy, housing, health, education, the promotion of democratic values, and women in development" (Project Paper). The project began September 1990 as a 5 year \$2.5 million project.

The Project was amended in July 1992, to support the major program changes in the ROCAP program since the approval of the 1992-1998 ROCAP Program Objectives Document in February, 1992. The amendment narrowed the focus of the Project Purpose and added an additional Purpose. An additional \$2.5 million was added to the Project through the amendment with a new PACD of September 30, 1996, a 14 month extension from the original PACD.

This report serves as an evaluation and review of the performance and progress of the RDS Project and its activities from its date of authorization, September 4, 1990, through the date of its amendment authorization, July, 1992.

OVERVIEW OF PROJECT AND FORMAT OF EVALUATION

Overview:

The goal of the RDS Project was to "promote regional consensus on economic and social development strategies to ensure that future growth is more responsibly implemented and equitably shared." Its purpose as stated in the Project Authorization and the Summary and Recommendations section of the Project Paper was "to study and prepare for formal AID approval alternative development strategies and programs/projects in areas important to Central America's development in the next decade." A slightly different and more specific Project Purpose was presented under the Project Description section of the Project Paper and in the Logical Framework. It reads as follows, "to assist ROCAP and the Central American private sector design alternative private sector-led development strategies and programs in energy, housing, health, education, the promotion of democratic values, and women in development." The presentation of two Project Purposes in the Project Documents does lend to confusion as to the focus of the Project. However, it is apparent from a review of the goal statement and the two purpose statements, that the RDS Project was written very broadly to be inclusive of addressing the many issues which could impact on the development of the region.

For the purpose of this evaluation report, the Project Purpose as stated in the Logical Framework, will be used as the point of reference since it is more specific than the other and it is the stated purpose used in the Semi-Annual Review (SAR).

According to this Project Purpose, the aim of increasing the active involvement of the private sector in the development of strategies and programs was to be focused on specific programmatic areas: energy, health, education, housing, women in development, and democratic values. All of these programmatic areas have been identified throughout the project as components, with the exception of democratic values. Although it is specifically stated that the Project will assist in the development of democratic initiatives in the Project Authorization, Project Paper, and the Logical Framework, it is not segregated out as a distinct component, nor were funds obligated. In the New Project Description Approval Cable (STATE 284217), it was recommended that ROCAP not consider expanding its activities in the Democratic Initiatives area because AID/W had not yet agreed to a specific role for ROCAP. It appears that the Project Paper, including the stated Project Purpose, were never revised to reflect AID/W recommendation. Perhaps the intention was that the activities conducted within the component areas would inherently be working towards solidifying and expanding the democratic process.

There was a common set of activities envisioned for each component area as outlined in the Project Activities section of the Project Paper. These included the following:

- **Policy Development and Reform** to include policy fora, policy studies, and briefings of studies through workshops and seminars.
- **Information Gathering and Dissemination** through studies, surveys, publications, and dissemination of these to appropriate persons and institutions.
- **Skills Development and Management Training** through fora for sector leaders to share common problems and work toward solutions; training specifically in the area of negotiation; training of trainers; and the development of more responsive public education.
- **Technical Assistance** provided in policy formulation and implementation, policy assessments, public education and training, and institutional development.

With these activities serving as a general guide, more specific activities were outlined within each component area.

Format of Report:

This evaluation will take a look at each component area individually: The Plans, The Reality, Report Status, Outstanding Items, Analysis, and Recommendations. This will be followed by a broader overview of the Project through a summary of the outputs as related to the general activities outlined above, general comments on the accomplishments to date of the project, a brief analysis, and recommendations.

COMPONENTS

Component 1: Energy and Environment

Through the Energy and Environment Component of the RDS Project, activities were to occur in support of rationalizing energy policies and improving efficiency of the generation and delivery of electric power in Central America and Panama, in a way consistent with sound environmental management. (Project Authorization and Project Paper).

The Plans:

In order to accomplish the above, the RDS Project was to do the following:

1. Fund a Regional Energy Advisor for two years - \$68,622.
2. Provide a Limited Scope Grant Agreement with Central American Research Institute for Industry (ICAITI) in the amount of \$50,000.

Energy Advisor: According to the Project Paper, the Energy Advisor would perform the following activities:

- Monitor implementation of a new energy project planned for FY 1992;
- Oversee two ongoing projects: \$20 million Los Alamos Project and \$25 million Central American Rural Electrification Support (CARES) Project carried out by National Rural Electrical Cooperatives Association (NRECA);
- Develop ROCAP regional energy strategy (as part of the RDSS to be updated in FY91);
- Develop new activities and identify areas for policy dialogue in the Energy Sector;
- Plan, coordinate, monitor, and evaluate regional energy and industrial projects such as CARES, Central America Energy Resources, and Resources for Industrial Development;
- Advise CA missions on bilateral energy programs including problem identification, project design, monitoring and evaluation;
- Serve as principal liaison between ROCAP and ICAITI, and monitor all ROCAP or AID/W projects with ICAITI and any work between ICAITI and CA/USAID Missions;

- Act as chief liaison and monitor for Science and Technology Bureau energy projects implemented in the region;
- Assist ROCAP and Central America USAID, as necessary, in reporting on energy-related matters in the region and maintain a working dialogue on energy issues and policy with counterparts in the region;
- Monitor energy activities of other donors in the region and coordinate AID energy activities with these entities, as necessary.

Limited Scope Grant Agreement: The planned activities under the Grant Agreement included the following:

- Provide training and technical assistance in programs or activities that involve the private sector in power development;
- Identify the potential for, and the impediments to, this kind of involvement (private sector);
- Seek to orient public utilities to market realities and provide assistance in energy demand management;
- Cover activities oriented to developing an energy strategy for the region and related initiatives;
- Identify specific consultancies agreed to jointly by ICAITI and ROCAP. Finance related technical materials and support for workshops or seminars.

The Reality:

1. The Energy Advisor was hired for the two year period. Extensions have been obligated through June 1994. Committed funds were increased to \$140,139 from \$68,622.
2. A Limited Scope Grant Agreement was signed with ICAITI for \$49,750. The Agreement reached its PACD on September 30, 1992.

Energy Advisor: The Energy Advisor performed the following functions:

- Conducted Energy Efficiency Study with AID/W and CARES;
- Developed Regional Energy Strategy;
- Provided technical assistance to bilateral missions.

(Note: The new energy project planned for FY92 to be under the supervision of the Energy Advisor <Cited above in The Plans section> never moved forward because of a shift in priorities in Washington and in ROCAP).

- Managed the Los Alamos Project (596-0134), a 5 year project, to inventory and help plan for exploration and exploitation of alternative energy sources, especially geothermal. The project reached its PACD in June 1991. Some highlights of the project included:
 - Advancement of the geophysical exploration capability of participating countries to current state-of-the-art status;
 - Completion of numerous publications and reports;
 - Geophysical Training Programs (4 part series) conducted over a 4 year period with an average of 25 - 32 participants per training session. Training series was conducted in 4 countries;
 - Training conducted in the U.S. for CA field professionals.
- Managed the CARES Project (596-0146) with a PACD in March 1994. The aim of this project is to improve demand assessment and energy planning, and to promote private sector involvement and more efficient power utilization. Some of the accomplishments to date have included:
 - Promotion of decentralization and privatization of energy sector through a variety of activities: seminars, studies, policy dialogues, formation of cooperatives, technical assistance;
 - Development and use of methodology, Demand Assessment and Site Selection Method (DAM), a politics-free process for financial and economic analysis of rural electrification projects;
 - Regional training seminars conducted: Promotion and Development of Small and Micro-Enterprise in Productive Uses of Electricity in 6 phases with 140 participants;
 - National training seminars conducted: Institutional Training for Renewable Energy in 4 phases with about 70 participants; Environmental Watershed in 2 phases with 43 participants; Application of Designs of Least Cost in 4 phases with 83 participants; and Productive Uses in 25 phases with 460 participants.

(Note: Although the outputs of the above two projects, CARES and Los Alamos, are not directly related to RDS, there is a definite indirect relationship because the RDS funded the Energy Advisor who managed the activities of these projects.)

Limited Scope Grant Agreement: The following activities have been completed under the Grant Agreement:

- Four National courses and/or seminars were conducted. They focused on the financial difficulties facing the power sector and the promotion and technical realities of adopting energy efficiency measures. The following seminars were held:
 - Energy Audit Seminar, El Salvador, 23 Participants
 - Energy Audit Practical Course, Honduras, 39 Participants
 - Energy Auditors Training Course, Nicaragua, 24 Participants
 - Energy Audit Course, Costa Rica, 25 Participants

(Note: Participants of seminars/courses represented both private and public sectors)

- Four Energy Audits were conducted resulting in 4 Case Studies and Recommendations in the following sites:
 - Guatemala: Hospital San Juan de Dios
 - Honduras: Industria Emeentera de Honduras, S.A.
 - Nicaragua: Milca, S.A.
 - Costa Rica: PIPASA

Report Status:

Energy Advisor: The Project Paper called for a work plan and quarterly reports from the Advisor on the component area. The Advisor stated that work plans are completed in conjunction with the specific projects he supervises, however, no separate work plan was written for the RDS Project per se. The Advisor submits SARs and other reports as requested by his supervisor.

Limited Scope Grant Agreement: ICAITI report still pending. The Agreement had a PACD of September 30, 1992.

Outstanding Items:

None.

Analysis:

The main focus of the Energy and Environment component, as outlined in the RDS Project Paper, was to support the goal of rationalizing energy policies and improving efficiency of the generation and delivery of electric power in Central America and Panama in a way consistent with sound environmental management. Through the CARES Project, the Los Alamos Project, and the training and audits under the Grant Agreement, substantial efforts have been made in this endeavor. Both the private and public sectors have had significant involvement in policy dialogue, studies, and training.

Because of a shift in program priorities, the planned new energy project for FY92 did not move forward. So the original intention through this component of RDS to oversee the implementation of this project never materialized.

The RDS was a 5 year project with planned activities under Energy and Environment for the life of the project. Yet the Project Paper called for the funding of the Energy Advisor for only a 2 year period. This exhibited inconsistency in the program plans vs. personnel needs. The advisor was to oversee the design and implementation of the new project, and manage two ongoing projects, CARES and Los Alamos. None of these projects had project funds for an advisor or Project Officer. The latter reached its PACD in June 1991, clearly within the 2 year funding period of the Advisor. However, the PACD of the CARES Project is March 1994 - well beyond the 2 year limit. The Advisor's funding has been extended, however, to June 1994, which will provide for management of the project through PACD.

Recommendation:

None.

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Component 2: Health and Nutrition

The Health and Nutrition component of this project was to be directed, initially, toward the Institute of Nutrition of Central America and Panama (INCAP) with the objective of helping that organization become a financially viable contributor to Central American development. A longer-term effort aimed at expanding the role of the private sector in health care, especially in urban areas, was also to be addressed. (Project Authorization, Project Paper).

The Plans:

In order to accomplish above, the RDS Project was to do the following:

1. Hire a Regional Health and Nutrition (H/N) Advisor as a PASA from USDA. The project was to pay the expenses and salary for a one year period. (\$155,000). This position had been previously funded under Project Development and Support funds.
2. Provide a Limited Scope Grant Agreement to INCAP in the amount of \$68,000.

H/N Advisor: According to the Project Paper the H/N Advisor would be responsible for the following:

- The development the H/N section of the revised ROCAP RDSS and to assist in the review/updating of ROCAP's regional H/N strategy;
- The design of the proposed new institutional strengthening INCAP support project (FY 91) to include:
 - Improved INCAP administration and financial management under decentralized configuration;
 - Closer INCAP working relationships and mutually agreed priorities with national and international institutions actively involved in health care in the region;
 - Strengthened INCAP ability to conduct applied research and transfer resultant methodologies.
- Manage two ongoing ROCAP projects with INCAP: The \$10 Million Oral Rehydration Therapy (ORT) Project (596-0115) and the \$6 Million Technical Support for Food Assistance Project (596-0116);

- Assist ROCAP in examination of multi-source financing for INCAP to include the private sector;
- Provide technical assistance and training in health and health care related activities;
- Serve as overall program advisor to INCAP for on-going health/food assistance projects and as technical liaison between ROCAP and INCAP;
- Prepare or supervise the preparation of project implementation documentations;
- Assist ROCAP and INCAP in coordinating its activities with USAID programs and national health and food programs in CA;
- Have overall responsibility for planning and coordination of the component, including setting priorities for research, training, institutional strengthening, publications, seminars, and reviewing proposals and final products.

Limited Scope Grant Agreement: The planned activities under the Grant Agreement included the following:

- Provide technical assistance to plan, analyze and implement activities for the benefit of INCAP and its primary client system -the health sector in CA and Panama;
- Fund technical experts in the following areas to assist INCAP in its institutional strengthening:
 - management and organizational development
 - resource generation and financial management
 - increasing private sector participation
 - food security
 - nutrition/health
- Provide selected technical materials related to subject matters of the above consultancies as well as support costs for workshops or seminars that may be carried out as part of the consultants' activities.

(Note: Technical support provided through this Grant was to include, but not be limited to, activities and analyses for development of ROCAP's proposed new institutional strengthening project with INCAP. Consultancies were to be identified and agreed to jointly by INCAP and ROCAP).

The Reality:

1. **Health/Nutrition Advisor** was hired for one year with extensions obligated through July 31, 1993. Committed funds were increased to \$472,251 from \$155,000.
2. A **Limited Scope Grant Agreement** was signed with INCAP for \$57,695. The PACD is December 31, 1992.

H/N Advisor: Under the supervision and management of the H/N Advisor, the following activities occurred:

- The ORT Project reached its PACD in May 1992. Although there are still outstanding items to bring to closure on this project, some of the accomplishments include:
 - Various documents/policy studies were completed related to legislation of fortification of sugar with Vitamin A in several CA countries;
 - National Seminar held in Belize on Employment, Wage, and Basic Food Basket;
 - Regional Training Course on Human Growth and Development;
 - Twelve Summary Documents and Component and Country Documents published.
- Food Assistance Project will reach its PACD in November 1992. Some of the accomplishments to date have included:
 - National Seminar on the Management of National School Feeding Programs held in Costa Rica;
 - Regional Conference held as preparatory meeting for the International Nutrition Conference to be held in Rome in December 1992;
 - Regional Seminar on Food Subsidies and Structural Adjustment in Central America;
 - Twelve Summary Documents and Component and Country Documents published.

(Note: Although the outputs of the above two projects are not directly related to RDS, there is a definite indirect relationship because the RDS funded the Health/Nutrition Advisor who oversaw the activities of these projects.)

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- INCAP Institutional Strengthening Project (596-0169) began June 1991 with a PACD of June 1994. The H/N Advisor coordinated the design of the project and presently provides ROCAP's project management and technical assistance to it. Additionally, she has been involved in the selection and management of the technical assistance provided through the Grant Agreement outlined below.
- Technical assistance has been provided to INCAP, and bilateral missions, as needed.

Limited Scope Grant Agreement: The following activities have been completed under the Grant Agreement:

- Technical Assistance to INCAP in Information Management Systems Development which included the initiation of a LAN (Local Area Network) at INCAP. This assistance was provided by consultant from Information Resource Management (IRM). Grant paid travel and per diem costs.
- Consultancy from Costa Rica provided technical services in the area of information management for development of the project paper for INCAP Institutional Strengthening Project.
- Technical Assistance to INCAP and ROCAP in Financial Resource Development especially related to endowments. This assistance was provided by Management Systems International (MSI) through an IQC Work Order and Purchase Order.

Report Status:

Health Nutrition Advisor: Both the PIO-T and the Project Paper called for specific reports. The PIO-T called for Quarterly Status Reviews on active health projects and a Final Report at the end of advisors tour. The Project Paper called for a Work Plan and Quarterly Reports.

The Advisor stated that she was never instructed to provide Quarterly Reports or a Work Plan. The Advisor has provided Status Reports (SARS)* for the RDS Project, as well as, reports on the specific projects she manages. She has reported verbally as well to her supervisor, the Chief of the Program and Project Development Office.

*(It should be noted that there is an error in the SAR of October 1991-March 1992. Under Section C., Other Accomplishments, Component 2:, the word "cancelled" should read "contracted".)

Limited Scope Grant Agreement: The PACD for the Grant Agreement has been extended to December 31, 1992, so final reporting is not

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yet due. To date, reports have been submitted by MSI as their first report of three (see Project Paper, 596-0169), IRM (2 reports submitted - see Project files) and consultancy report from Costa Rica (see Project Paper, 596-0169).

Outstanding Items:

The INCAP Institutional Strengthening Project Paper states that prior to July 31, 1992, a contract extension or new contract would be executed to ensure continuity of in-house technical capabilities to manage the project through PACD of June 1994. This contract would be funded under RDS and would be executed in time for overlap between incoming and outgoing H/N Advisor. According to the RDS Amendment, the position would be funded through June 1995.

Analysis:

The main focus of the Health and Nutrition component as outlined in the RDS Project Paper was to assist INCAP in becoming a financially viable contributor to Central American development. The inputs of technical assistance through the Limited Scope Grant Agreement and the design and current implementation of the INCAP Institutional Strengthening Project have been and are aimed toward this goal. This component of the RDS Project contributed significantly to the achievement of this goal.

The RDS was a 5 year project, with stated activities in the area of health/nutrition (including those above) to be accomplished under the supervision of the Health/Nutrition Advisor. Two of these activities also included managing two ongoing Health/Nutrition Projects. No Project Manager positions were funded specifically under these projects, nor was one funded under the new project. Yet the RDS Project Paper planned for funding the Advisor for only a one year period. This presented a conflict in project plans and project personnel requirements to meet those needs. This situation has been adjusted for through contract extensions for the Advisor. The present situation, based on the RDS Amendment, is such that the position will be funded to June 1995 which runs one year beyond PACD of the INCAP Institutional Strengthening Project.

Recommendation:

Attention should be given to the contractual status of the Health and Nutrition Advisor which ends June 1993, to ensure an overlap of advisors, if the present advisor does not remain through the PACD.

Component 3: Education and Training

A myriad of activities were planned under the Education and Training Component of the RDS Project in an effort to improve the education and training status in Central America. The major activities included the following:

- A survey of the region's education and training status at all levels;
- Identification of priority needs and innovative ways to meet those needs to allow Central America to participate in the global economy;
- Technical staff support for design and implementation of training activities under a variety of ROCAP-funded projects.

The Plans:

In order to accomplish above, the RDS project was to do the following:

1. Fund a PSC Training Officer for the 5 year term of the project. (\$287,293)
2. Provide a Limited Scope Grant Agreement to Federation of Private Sector Entities in Central America and Panama (FEDEPRICAP) in the amount of \$35,600 to expand its assistance to the private universities in Central America.

Training Officer: According to the Project Paper the Training Officer was to oversee the following activities as well as serve as the CAPS (Central American Peace Scholarship) Coordinator:

- Identify appropriate sources of training and select participants for major training actions planned under RENARM (Regional Environment and Natural Resources Project);
- Design and monitor training programs for other proposed ROCAP-funded projects, i.e. ongoing INCAP, PROEXAG, proposed Leadership Training Project, and the Energy Policy/Efficiency projects;
- Oversee follow-on activities with returned CAPS participants;
- Design and coordinate a more thorough and systematic approach to the process of surveying education and training needs - both in the formal academic system through graduate

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and post-graduate schools, and on-the-job training in industrial and managerial skills;

- Serve as resource to ROCAP staff in designing training programs and carrying much of the day-to-day implementation workload for project financed training;
- Additional responsibilities are outlined in Pages 4-5, Annex F, Project Paper.

Limited Scope Grant Agreement: The following activities were to be funded under the grant:

- Provide support to private sector universities and institutions;
- Assist newly formed Central American Federation of Private Universities (AUPRICA) consisting of 11 universities and related institutions. Funds were to support additional organizing and planning meetings; conferences and workshops for further development of collaborative activities; observation travel to U.S. universities; information sharing via publications and correspondence; and help in developing a program to sustain the Federation's future efforts;
- FEDEPRICAP was to assist the Federation in working with Regional Technical AID Center RTAC II for development of Spanish language civics textbooks and guides on presentation for teachers for use by primary and secondary schools throughout Central America. (Project Paper, page 24).

(Note: In the section of the Project Paper on Cost Estimates and Financial Plan, p. 38, the \$50,000 WID Grant was added to the Education and Training Grant of \$35,600 bringing the total proposed Grant to FEDEPRICAP to \$85,600.)

The Reality:

1. **Training and Education Officer - never hired.**

According to the Project Paper the Officer was to have been hired during the first three months of the project. The Officer was listed in the Cost Estimates and Financial Plan section of the Project Paper, p. 37, and was budgeted. One interviewee stated that ROCAP was no longer viewing education and training as a distinct program area and thus did not move forward with hiring an Education and Training Officer. Washington did approve funding of the position through the New Project Description (NPD) cable (State 284217, August 24, 1990).

The ROCAP Private Sector Officer oversaw the management of the remaining element of this component, the Limited Scope Grant Agreement.

2. The Limited Scope Grant Agreement was signed with FEDEPRICAP for \$43,050. (This was inclusive of grant money for WID activities. This total amount was \$42,550 less than the suggested total amount of \$85,600 in the Illustrative Budget of the Project Paper.) The stated purpose of the grant in the agreement with respect to Education and Training activities was to provide funding to FEDEPRICAP to expand its assistance to the private universities in Central America, especially through AUPRICA. The activities which FEDEPRICAP was interested in collaborating with AUPRICA included seminars and organizational planning activities, observation visits to the U.S. and other countries, establishment of a system for information exchange, design of a program to take advantage of educational materials available through RTAC II, and research programs.

The following activities were completed under this Grant Agreement:

- **Regional Seminars or Workshops:** 2 Regional Seminars and 1 Travel Workshop were held:
 - 1st Regional Seminar - AUPRICA was held in Tegucigalpa, Honduras, April 1991. About 25 University Leaders from the Central American countries attended. Discussions centered around identification of areas of interest for cooperation and integration; means of sharing information; fundraising; admission criteria; and administrative issues.
 - 2nd Regional Seminar - AUPRICA was held in San Pedro Sula, Honduras, in October, 1991, with 25 University leaders in attendance. This seminar provided a forum to address several areas of mutual interest and concern. These included discussions on establishing mechanism and procedures for cooperation; formation of a commission of representatives to work on a joint accreditation project; ideas on setting up databank of courses; and initial discussion of possibility of mitigating university debt with the use of debt conversion mechanisms.
 - An Observation Tour to U.S. was taken in May 1991 by 3 University leaders. The leaders visited Catholic University, State Department, and the Council of Independent Universities and Colleges to gather information and gain insight into other organizations representing private universities.

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- 1200 Textbooks were given to AUPRICA through the RTAC II program and distributed to 9 member university libraries.
- A computer was purchased as initial support for the establishment of a databank of detailed course offerings by AUPRICA member universities. Bids have been received to design and set up the system, but Grant funds ran out.

Report Status:

FEDEPRICAP has filed a report on the use of the Grant money. See Appendix E.

Outstanding Items:

1. The design and development of the databank is at a standstill with no money to move it to fruition.
2. The development of a proposal for joint accreditation criteria among the member universities and establishment of accreditation links is not completed due to lack of funds.

Analysis:

Because the Training and Education Officer was never hired, many of the planned activities under this component were never carried out with the exception of those outlined under the Grant Agreement.

Through the Grant Agreement, under the management of the Private Sector Officer, assistance was provided to furthering the efforts of AUPRICA through funding of 2 seminars, an observational travel trip to the U.S., purchase of a computer, and receipt of books for University libraries. One area which did fall short is help in development of programs for sustaining the future of AUPRICA. AUPRICA, being a young organization, is still building its base. As a result of this Grant, it has identified areas of mutual concern of its members which could strengthen the private universities in the region. These areas include 1) the development of a database of information on detailed course offerings by each member university, and 2) the design of a project to coordinate accreditation criteria. Work in both of these areas began, but cannot proceed without additional financial assistance. Through RDS, momentum was gained in strengthening the private university sector in the region. AUPRICA needs to continue to grow and finalize the projects it set out to do under this Grant Agreement.

Recommendations:

1. The databank of course offerings should be established and become operational. An appropriate vehicle for this may be a tie-in to the Regional Informational Clearinghouse (RIC) as outlined in the amended RDS Project. If this is not possible, then a consideration to use some of the unprogrammed money of the RDS prior to the Amendment should be considered.

2. The status of the design of the project on joint accreditation criteria should be made by the Private Sector Officer to determine what type of assistance is required to complete this effort. Based on his findings, a recommendation that funding or technical assistance be provided by the amended RDS may be in order.

Component 4: Shelter and Urban Development

The Shelter and Urban Development component of the RDS Project was designed to provide bilateral and regional technical assistance to shelter and urban development programs under the technical supervision of the Regional Housing and Urban Development Office for Central America (RHUDO/CA). This component would address the need to increase and improve shelter and basic infrastructure conditions in the region, encourage private sector participation in shelter and urban programs, and promote employment. It would also help improve the planning, financial management and out-reach of housing and urban development institutions of the region. The technical, managerial and policy skills of key individuals in the shelter sector, in private and public institutions concerned with urban development, could also be enhanced. RHUDO/CA was to develop its own strategy and work plan for carrying out its objectives. (Project Paper)

The Plans:

In order to accomplish the above, the RDS Project was to do the following:

1. Fund the costs of two years' worth of services by long-term specialists/advisors who would serve on the staff of RHUDO/CA. These advisors would provide technical assistance to the CA/USAID missions with shelter and urban development programs.

The text of the Project Paper conflicted with the Illustrative Budgets of the Project Paper concerning the advisors who would be funded. According to the budget, the following positions were to be funded:

- Urban Development Advisor
- Municipal Development Advisor
- Shelter Development Advisor
- Data Management Specialist
- Regional Housing Training Advisor
- Short-Term Technical Assistance

According to text of the Project Paper, however, the following positions were cited as those to be funded:

- Urban/Municipal Advisor
- Financial Advisor
- Housing Policy Advisor.

Note: Washington recommended the Infrastructure/Financial Advisor not be contracted per proposed project. (NPD cable State 284217, Aug. 24, 1990) It is unclear from the two lists of positions above, which position this cable was referring to.

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2. The total amount of funds to be allocated were in the amount of \$1 million. These funds were scheduled to be deobligated from the Central America Shelter and Urban Development Project (596-0143) and reobligated to the RDS Project.

3. If deemed appropriate, part of the \$1 million could also be used to improve/extend the management information systems of Central American organizations involved in shelter and infrastructure, particularly the Central American Bank of Economic Integration (CABEI).

The Reality:

One million dollars was deobligated from Project (596-0143) and reobligated to the RDS Project. With this money, RHUDO was able to lay the groundwork for a decentralization and municipal development program. As a regional technical office of AID, RHUDO wanted to provide both the stimulus and the support to the bilateral missions for strengthening local governments and private sector through consensus building, policy reform toward decentralization, and developing of skills at the community level in problem identification and solution. The RDS Project provided the seed money to design a project to do this - the Local Government Regional Outreach Strategy Project (LOGROS).

Through the funds from the RDS Project, RHUDO performed the following activities toward achievement of their goal:

1. **Specialists/Advisors:** The following long and short-term specialists/advisors were contracted:

- **Municipal Development Advisor** contracted through March 1993. Work accomplished included:
 - Monitored work of Planning and Development Collaborative (PADCO) described below in Policy Studies;
 - Assisted in development of LOGROS Project;
 - Assisted government and Congress of Honduras in design of municipal development reforms;
 - Provided technical assistance to bilateral mission in El Salvador and to the government in formulation of municipal development strategy. Successful completion of strategy should lead to a PID and PP;
 - Worked with bilateral mission in Nicaragua on assessment of municipal sector. Mission and government working on strategy with the hopes of developing a bilateral municipal development project.
- **Regional Training Coordinator** contracted through March 1993. Four national and 3 regional workshops and/or seminars have been planned and all but one conducted to date. (See description below under Seminars)

- Short-term Data Management Specialist contracted who developed regional shelter and urban development indicators.
 - Short-term Intern contracted to do the following:
 - Assess literature and printed works on women in local government;
 - Set up indicators for municipal development particularly related to gender issues and recommend how LOGROS can assist women in local government;
 - Develop matrix/methodology for data collection on LOGROS Project.
2. Policy Options Studies:
- Central American Municipal Assessment, April 1992, conducted by PADCO. This assessment served as basis for LOGROS Project Paper;
 - Municipal Development in Guatemala: A Role for USAID, October, 1991, conducted by the Urban Institute. This study addressed strategy options for municipal development.
3. Publications:
- A Challenge for Central American Democracy: A Municipal Agenda, July, 1992
4. Regional Seminars or Workshops:
- Annual Congress of the Municipal Federation of the Central American Isthmus (FEMICA) held in Nicaragua, August, 1992, with 83 Mayors, 20 Municipal Officials, and 24 Representatives from Regional/International Organizations in attendance. Congress focused on consensus building concerning national and regional municipal development strategies. (International City Managers Association <ICMA> Buy-in);
 - Travel Course planned for senior municipal officials to study decentralization in South America (ICMA Buy-in);
 - Environmental Seminar on Municipal Solid Waste planned for November, 1992. This seminar will focus on problem identification, study, and solution (ICMA Buy-In).
5. National Seminars or Workshops:
- Seminars conducted in Nicaragua, El Salvador, Guatemala, and Costa Rica with total of 48 Mayors as participants, in the summer of 1992 to address common problems in municipal development (ICMA Buy-In).

6. Policy Reforms Initiated:

- Decentralization focus of government structures;
- Establishment of National Decentralization Commissions in various countries;
- Various electoral reforms for municipal governments.

7. Other Accomplishments:

- Talent Survey planned of professional resources available in U.S. and C.A. to support decentralization process (ICMA Buy-In);
- Study planned to examine attitudes of people and officials at municipal levels towards a more involved and participatory approach to governance. Recommended mechanisms to increase participation and communications at local level (ICMA Buy-In);
- Technical assistance planned to provide administrative upgrading to FEMICA (ICMA Buy-In);
- LOGROS Project Paper written. This is a \$6 million project in municipal development. (Zenger, Purchase Order).

Reporting Status:

RHUDO/CA was responsible for its own reporting on this component. RHUDO has submitted reports to ROCAP for the SARs.

Outstanding Items:

1. A Travel Course on decentralization is being rescheduled for Chile. Visit to Columbia was postponed due to security reasons (ICMA Buy-In).
2. Municipal Solid Waste Seminar was rescheduled for November, 1992, due to contracting delays in Washington (ICMA Buy-In).
3. Finalize municipal sector strategies in El Salvador and Nicaragua.
4. Finalize municipal indicators.

Analysis:

Through the RDS Project, RHUDO was given the flexibility to develop its own strategy for carrying out its objectives. Within that context, RHUDO chose to pursue its goals in shelter and urban

development through the municipal levels of government vs. the national level. The outgrowth of this approach is the LOGROS Project. The purpose of LOGROS is to contribute to the transfer of authority and control over financial and human resources from central to local governments while helping to improve local governments' response to citizen demands for improved services and political enfranchisement.

As a result of the RDS funds, RHUDO was able to conduct pre-LOGROS studies, analyses, assessments, dialogues, and bring this idea to project status. LOGROS was authorized in August, 1992.

Recommendation:

None. Amendment 1 to RDS has already addressed ways in which municipal development efforts may benefit from Regional Information Clearinghouse (RIC) activities.

Component 5: Women in Development

The RDS Project was to provide funds and technical expertise to carry out ROCAP's Women in Development (WID) Plan which had been approved in Washington. The purpose of the plan was to increase the participation of women in Central America's development and in its benefits. (Project Paper)

The Plans:

In order to accomplish the above, the RDS project was to do the following:

1. Fund a WID Officer - salary and expenses.
2. Provide a Limited Scope Grant Agreement to FEDEPRICAP in the amount of \$50,000.

WID Officer: According to the Project Paper, "the Mission is recruiting region-wide for a WID Officer to implement the WID plan. This project will fund the salary and expenses of the WID officer, as well as activities included in the WID plan."

ROCAP intended to conduct the following activities as a part of this component under the supervision of the WID Officer:

- Initiate a regional WID newsletter;
- Identify key Central American women's issues and conduct research on solutions;
- Identify individuals and groups working in areas of importance to women and develop networks among them;
- Strengthen analysis and actions called for in active and new ROCAP projects to improve women's participation in the process and benefits of development;
- Provide assistance and research results to the other Central American USAIDS in WID matters.
- Additional responsibilities are outlined on P.23, Annex F, Project Paper.

Limited Scope Grant Agreement: FEDEPRICAP was to conduct the following activities under the Grant Agreement:

- Help finance the design, organization and start-up of a regional WID newsletter to be published on a monthly basis;
- Establish or support intra-regional networking among individuals, groups and organizations involved in WID areas

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of interest. One or more regional seminars or conferences could be held to facilitate the networking process. Special studies would be identified through these seminars and funded to examine cross-cutting issues which affect women throughout the region. This information would be made available to C.A. Missions to strengthen WID aspects of their projects.

The Reality:

1. WID Advisor was never hired.

Although in sections of the text of the Project Paper a WID Advisor was clearly identified as a key element of this component, (III.D.5.); in other sections, i.e. Technical Assistance for the Project (III.B.4.), ROCAP Inputs (VI.B.), and in the Illustrative Budget, a WID Advisor is neither mentioned nor budgeted.

Washington did not approve funding for this position for the initial year of the project, but recommended that it be considered for the FY91 Project Paper Amendment. (NPD cable, State 284217, August 24, 1990) This decision was probably made before the Project Paper was finalized, since the position was not included in the budget. However, the text describing this component was not corrected to reflect the changed position of ROCAP and thus presented confusion as to the plans and management for this component.

In reality, the ROCAP Private Sector Officer oversaw the management of the only remaining element of this component, the Grant Agreement to FEDEPRICAP.

2. The Limited Scope Grant Agreement was signed with FEDEPRICAP for \$43,050 with a PACD of September 1992. (This amount was inclusive of the Education and Training Grant as well and is \$42,550 less than the total amount of \$85,600 shown in the Illustrative Budget in the Project Paper). The purpose of the grant agreement was to provide funding to FEDEPRICAP to assist ROCAP and the region in promoting and strengthening the role of women in the development of Central America. FEDEPRICAP's involvement was to include the development of an informational and communications system, preparation of informational newsletter, and seminars and training activities.

The following activities were completed under this Grant Agreement to promote WID activities:

- **Policy Option Study:** Study was commissioned and completed -"The Diagnosis of the Situation of Women Business Leaders within the Business Structure in Central America and Panama".

zp

- **Regional Seminars or Workshops:** 3 Regional Seminars were held.
 - II Regional Encounter of Women Business Leaders was held in Guatemala, February, 1991. 30 Female Business Leaders from the Central American countries participated. The results of the above study were presented and discussed. Additionally, the process of organizing national women business leaders organizations within the legal framework of each country and the formation of a regional information network were discussed.
 - Training of Trainers Seminar was held in Costa Rica, May 1991. The one week seminar was conducted by the Central American Institute for Business Administrators (INCAE). Seminar topics included: business doctrine, techniques of negotiation, development of personal skills, and leadership and communication. Four female business leaders from each of the 6 countries participated with a total participation of 24.
 - III Regional Encounter of Women Business Leaders, was held in El Salvador, November, 1991, with 30 participants. Discussions centered around the design and final incorporation of the most comprehensive database system extant in Central America on women business and other women leaders in development. The system is to include individual profiles, descriptions of relevant organizations, regional and extra-regional projects supportive of women's development activities, scholarships for women, bibliographies, and selected macroeconomic data on women's income and productive activities in Central America. This information is being incorporated into FEDEPRICAP's information system.
- **National Seminars or Workshops:** A total of 12 seminars were held of 3-5 days length (2 in each of the 6 countries). These seminars were an outgrowth of the Training of Trainers Regional Seminar. In some instances additional topics were added to the program, pending expertise among presenters. An average of 20 participants attended each seminar for a total of 240.
- **Persons with improved skills:** Approximately 270 female business leaders have improved their skills.
- **Computers (3)** were given to the national businesswomen organizations in El Salvador, Honduras, and Costa Rica. These groups have been the most effective in the region in strengthening and solidifying their database and information systems.

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Report Status:

FEDEPRICAP has filed a report on the use of the Grant money. See Attachment E.

Outstanding items:

1. Information system not fully operational with all participating countries.
2. Three countries, Guatemala, Nicaragua, and Panama are studying the formation of national women business leaders organizations.

Analysis:

Considering that the WID Advisor was never employed, this component of RDS was quite successful towards meeting the activities outlined in the Project Paper. Women business leaders were identified, met on three occasions to share ideas, common concerns, and to participate in relevant training. They commissioned a study to lend greater insight into the situation of women business leaders in Central America, took the results of that study and acted upon it through training, networking, and initiating a database system as a means to compile and share relevant information which affects their profession. Although the system was initiated, it is not yet operational due to lack of funds.

Recommendation:

The full incorporation of the database system should be accomplished. An appropriate vehicle for this may be through the work of the Regional Information Clearinghouse (RIC) as outlined in Amendment 1 to the RDS Project. If this is not possible, then a consideration to use some of the unprogrammed money of the RDS prior to the Amendment should be discussed.

Component 6: Project Design and Support

The purpose of the Project Design and Support component was to provide funds for technical assistance in support of the project and for project design.

The Plans:

In order to provide the technical support for design and project activity, the RDS Project was to fund one long-term PSC Advisor in project design and short-term technical assistance in support of project activities. The advisor or Project Design Officer would be contracted for an initial period of two years. The following breakdown of funding levels are stated in the Illustrative Budget in the Project Paper: \$294,355 - Project Design Advisor; \$441,130 - Short-term Technical Assistance.

The role of the Project Design Officer is described in the Statement of Work in Annex F, p. 25-27, of the Project Paper. The salient responsibilities included the following:

- To provide technical support in project development;
- To assist in managing the short-term technical assistance package in the specific technical areas identified by the technical advisors in the component areas;
- To take overall responsibility in designing the implementation strategy and developing all the documentation related to the Regional Energy Policy Planning and Efficiency Project, Leadership Training Project, Debt Conversion for Development Project, and the Institutional Strengthening of INCAP Project and any other project identified during the implementation of RDS;
- To assist participating institutions in the organization of policy fora, workshop and seminars and in the dissemination of policy dialogue, studies and policy reform initiatives.

The Reality:

A full time Project Design Advisor was not hired. ROCAP made the decision to contract services from two consultants for specific consultancies on a set number of days per contract period instead of a full-time advisor. The following activities were conducted by the consultants:

- Assisted in the design of the Student Loan Fund program as amendment to the Regional Agriculture Higher Education Project (596-0129B);

- Worked on design of scope of work for an evaluation of the Regional Agriculture Higher Education Project (596-0129A);
- Assisted in design of Project Paper Supplement to the Wood Utilization and Market Development Activities Project (596-0150);
- Assisted in design of Institutional Strengthening Project of INCAP, (596-0169);
- Assisted in the design of Export Industry Technology Support Project (EXITOS);
- Initiated first design steps for proposed Environmental Protection and Agricultural Growth Project (SEPAG);
- Coordinated RDS Amendment;
- Contributed to the design of the regional information clearinghouse;
- Contributed to the development of the Mission's trade and investment strategy for RDSS

Note: In some sections of the Project Paper, Evaluation and Audit of the Project is included as a part of Component 6; in other sections it is shown as Component 7. The funding planned for this activity was \$50,000 of which \$3,430 has been obligated out of pre-amendment funding. This document serves as the only activity which falls under the category of evaluation and audit to date.

Reporting Status:

The Project files show no reports from the consultants summarizing their activities. Reports may have not been requested of them.

Outstanding Items:

There are still a significant number of work days funded with the consultants under the pre-amendment committed funds. It was not determined through this evaluation whether or not there is related work yet to be accomplished under this Project.

Analysis:

Although a significant portion of the work accomplished by the consultants did not fall within support of the 5 components of energy, health, education, shelter, and WID, they were in support of ROCAP's efforts in development of the region. The efforts in design of the Institutional Strengthening of INCAP, and the development of the Regional Information Clearinghouse were vital direct contributions to the ROCAP portfolio.

Recommendations:

1. A review should be made of the contractual days remaining for the consultants and the need for their assistance within the time frame of their contracts. If ROCAP is not in need of their technical assistance, then a review of the funds committed vs. expended should be made and excess funds should be deobligated and reprogrammed.

2. For purposes of better tracking of work performed, some sort of written reporting by consultants placed in project files, if not already required, should be considered.

4/1

OBJECTIVELY VERIFIABLE INDICATORS OF OUTPUTS.

The below summarizes the outputs of the project from initiation, September 1990 through the amendment in July 1992. This constituted approximately 38% of the project life. The projected outputs reflect those stated in the Logical Framework of the Project Paper based on a 5 year project life.

Policy Option Studies: 3 completed of projected 15.

1. "The Diagnosis of the Situation of Women Business Leaders Within the Business Structure in Central American and Panama", February, 1991, (WID Component).
2. "Central American Municipal Assessment", April, 1992, (Shelter and Urban Component).
3. "Municipal Development in Guatemala: A Role for USAID", October, 1992, (Shelter and Urban Development Component).
4. Various Documents prepared by INCAP for use by Government and Sugar Industry representatives in Guatemala, El Salvador, Honduras and Panama regarding legislation and technical issues for fortification of sugar with Vitamin A, (H/N Component under Food Assistance Project).

Publications: 1 completed of projected 25 directly under RDS. Another approximately 79 completed indirectly through RDS under other ROCAP funded projects which were supervised by RDS funded advisors.

1. "A Challenge for Central American Democracy: A Municipal Agenda", July 1992, (Shelter and Urban Development Component).
2. Summary Documents and Component and Country Documents, 12 Reports each from ORT Project and Food Assistance Project, (H/N Component).
3. 55 Publications produced by Los Alamos Project in 1990-1991, (Energy and Environment Component).

National Seminars/Workshops: 20 conducted of projected 25 directly under RDS. Another 28 were conducted indirectly through RDS under other ROCAP funded projects which were supervised by RDS funded advisors.

1. 12 Train the Trainers Seminars:
 2 seminars in each CA country and Panama
 240 female business leaders participated
 (WID Component)

2. 4 Seminars on Problems in Municipal Development
Held in Nicaragua, El Salvador, Guatemala, Costa Rica
48 mayors participated
(Shelter and Urban Development Component)
3. 4 Energy Audit Training Seminars
Held in Nicaragua, El Salvador, Honduras, Costa Rica
111 participants from public and private sector
(Energy and Environment Component)
4. 1 Seminar on Employment, Minimum Wage and Basic Food Basket
Held in Belize
(H/N Component - Food Assistance Project)
5. 1 Seminar on Management of National School Feeding Programs
Held in Belize
Ministry of Education Representatives
(H/N Component - Food Assistance Project)
6. 16 Seminars in Geophysical Training
4 seminars each - El Salvador, Guatemala, Honduras, Costa
Rica
25 - 32 participants from public and private sector
(Energy and Environment Component - Los Alamos Project).
7. 4 Seminars in Institutional Training for Renewable Energy
70 participants
(Energy and Environment Component - CARES Project).
8. 2 Seminars in Environmental Watershed
43 participants
(Energy and Environment Component - CARES Project).
9. 4 Seminars Application of Designs of Least Cost
83 participants
(Energy and Environment Component - CARES Project)
10. 25 Training Seminars on Productive Uses
Held in Guatemala
460 participants
(Energy and Environment Component - CARES Project)

Regional Seminars/Workshops: 8 conducted of projected 5 directly under RDS. Another 9 Seminars were conducted indirectly through RDS but under other ROCAP funded project which were supervised by RDS funded advisor.

1. 3 Regional Seminars on Higher Education - 1st and 2nd
Regional AUPRICA Seminars and Observation Travel Workshop
to the U.S.
1st Seminar held in Tegucigalpa, 2nd in San Pedro Sula

- 53 University leaders participated
(Education and Training Component)
2. 2 Regional Encounters of Women Business Leaders (II & III)
Held in Guatemala and El Salvador
60 female business leaders participated
(WID Component)
 3. 1 Training of Trainers Workshop
Held in Costa Rica
24 female business leaders participated
(WID Component)
 4. 1 FEMICA Annual Congress
Held in Nicaragua
83 Mayors, 20 Municipal Officials, 24 Representatives from
Regional and International Organizations participated
(Shelter and Urban Development Component)
 5. 1 Decentralization Course
To be held in November 1992
(Shelter and Urban Development Component)
 6. 1 Latin American Preparatory Meeting for International
Nutrition Conference
Held in Mexico
100 participants
(H/N Component - ORT and Food Assistance Projects)
 7. 1 Regional Training Course on Human Growth and Development
Held in Guatemala
100 Ministry of Health technical representatives participated
(H/N Component - ORT Project)
 8. 1 Regional Seminar on Consumer Food Subsidies and Structural
Adjustment in Central America
Held in Guatemala
36 Policy level government representatives from Ministries of
Planning, Economics, Health, and donor representatives
participated
(H/N Component - Food Assistance Project)
 9. 6 Training Seminars on Promotion and Development of Small and
Micro-Enterprise in Productive Uses of Electricity
140 participants from public and private sectors
(Energy and Environment Component - CARES Project)

Persons with improved skills: 375 persons participated in
"training" seminars/workshops (Women business leaders Train the
Trainers Seminars - 264; Energy Seminars - 111) with 288
participants in conferences on issues and consensus building

(Municipal Development Seminars - 48; AUPRICA Conferences and Study Tour - 53; Regional Encounters of Women Business Leaders - 60; FEMICA Annual Congress -127). The above were directly funded by the RDS project. An additional 1100 or so persons participated in non-directly funded seminars or workshops. The project called for 100 persons with improved skills. Regardless how one computes the figures, the project exceeded this amount in persons trained. Without an evaluative measure of skill level prior to and after training, it is not possible to determine if indeed skills were improved.

Policy Reforms Initiated: 7 Policy reforms were initiated out of a projected 5 reforms. These include:

1. A decentralization focus for reforming government structures.
2. Establishment of National Decentralization Commissions in various countries in the region.
3. Various electoral reforms for municipal government have been initiated.

(All of the above are in the Shelter and Urban Development Component)

4. 4 Energy Audits were conducted with resulting case studies and recommendations in specific sites in Guatemala, Honduras, Nicaragua, and Costa Rica. Report is still pending from ICAITI on the results and recommendations from these energy audits.

ANALYSIS AND RECOMMENDATIONS

The Regional Development Support Project was originally designed as a 5 year \$2.5 million project authorized on September 4, 1990. Because of changes in the political and economic situation in the region, coupled with the resultant refocusing and refining of priorities and strategies by AID/W, ROCAP, and the regional bilateral AID missions, the RDS Project was amended to reflect the changes. The original project was written in such a way as to respond to fast emerging opportunities and problems in the region. The amendment serves as a response to the changes. This amendment was authorized on August 3, 1992, adding \$2.5 million to the Project. ROCAP decided that the pre-amendment project activities should be reviewed and evaluated in order to have a snapshot of what occurred in the 23 months of project life pre-amendment. This report serves as that evaluation.

Analysis:

The goals and objectives of the original project were very broad and ambitious. RDS served to support a myriad of program and project efforts of ROCAP. Because of the rapid changes in the region, ROCAP needed a vehicle which could respond programmatically to these changes with maximum flexibility. The RDS Project was designed as that vehicle.

The purpose of the RDS Project was to assist ROCAP and the Central American private sector design alternative private sector-led development strategies and programs in energy, housing, health, education, the promotion of democratic values, and women in development. All component areas involved the private sector in their activities. FEDEPRICAP, AUPRICA, FEMICA, and the emerging Women Business Leaders Group have all moved forward in terms of consensus building, problem identification, and status as viable organizations as a result of this project. Other private-sector groups at both the national and regional levels, especially those in the Energy Component and Shelter and Urban Development Component, are actively involved in looking at new development strategies. And INCAP, through the inputs of the Health and Nutrition Component, is moving in the direction of becoming a financially viable regional institution.

The one area which remained as part of the Project Purpose, in spite of recommendations from AID/W that ROCAP should not pursue efforts initially, was the promotion of democratic values. Although not explicit, many activities within the component areas promoted democratic values. The project offered the opportunity for both public and private sector leaders from various disciplines to convene to discuss issues, problems, and strategies for development. Both the Energy Component through the CARES project and the Shelter and Urban Development Component through the pre-

LOGROS activities, serve as good examples of more directed efforts. The initial steps taken in this project, whether explicitly or implicitly, towards the promotion of the democratic process, make a logical transition to the Amendment emphasis on democratic initiatives.

The Project Paper itself presented a comprehensive yet confusing and, at times, contradictory outline of the nuts and bolts of the project activities. The areas of confusion are commented on within the Component section of this report and do not need to be restated. Regardless, the Project made significant accomplishments in the 23 months of its planned 60 month life. If one looks at the Outputs planned in the Logical Framework of the Project (Attachment A), the following accomplishments were realized:

- **Policy Option Studies:** 3 of 15 studies completed
20% toward goal
- **Publications:** 1 out of 25 completed
4% toward goal
- **National Seminars:** 20 out of 25 conducted
80% toward goal
- **Regional Seminars:** 8 out of 5 conducted
160% toward goal
- **Improved Skills:** 375 out of 100 persons
375% toward goal
- **Policy Reforms:** 7 out of 5 initiated
140% toward goal

This Project is being evaluated at a point 38% into its planned life and with approximately 85% of its funds obligated and/or programmed. The accomplishments cited above, therefore, are impressive. Those categories which are percentage-wise behind the project time status, namely, policy studies and publications, are longer-term efforts. The changes in personnel plans in the WID and Education and Training Components resulted in more limited component activity. This may also have had an effect on these output levels. Additionally, studies and publications which were outputs of ROCAP projects supervised by the Health/Nutrition Advisor and Energy Advisor are not included above. It needs to be emphasized that these two advisor positions were fully funded by RDS and thus accomplishments under activities they supervised are indirect accomplishments of this project.

The decision to amend RDS was appropriate in light of the changes and refocusing of ROCAP's Strategic Objectives and Action Plan for the next several years. The RDS Amendment complements ROCAP's goals

for the region. The activities conducted and accomplishments of pre-amendment RDS feed well into the amendment, especially into the development of a Regional Information Clearinghouse. Efforts were made in several component areas in information gathering and development of database systems. Hopefully, the Clearinghouse will support the full development of these efforts.

Recommendations:

Programmatic:

1. The databank systems of private university course offerings (AUPRICA) and of women businesses and leaders (FEDEPRICAP) should be established and become operational. Either a tie-in to the Clearinghouse or programming of unprogrammed project funds should be considered to complete these efforts. 11-
2. A determination should be made of the status of the project on joint accreditation of AUPRICA. Based on findings, a recommendation that funding or technical assistance be provided may be in order.

Personnel:

1. The contractual status of the Health/Nutrition Advisor should be reviewed to ensure that there is an overlap of advisors if the present advisor does not remain until June 1995. This overlap is called for in the Amendment. The present advisor is under contract through June 1993.
2. A review should be made of the contractual status of the Project Design consultants and the continued need for their services. If ROCAP is not in need of their services, then a review of the funds committed vs. expended should be made and excess funds should be reprogrammed.

Reporting:

1. Consideration should be made as to requiring some type of reporting by short-term consultants after work performed for better tracking of accomplishments.
2. Since no specific reporting was required and/or requested for component areas except the SAR, suggest that future reporting for SAR be more thorough and accurate.
3. Because the Amendment will continue to fund the Energy Advisor and the Health and Nutrition Advisor, consideration should be made as to how to record indirect RDS accomplishments resulting from their supervision of ROCAP projects.

Use of Unprogrammed Funds:

The total amount authorized for the length of the Project was \$2,500.00. Of that amount, \$1,932,291 was obligated, leaving \$567,709 unprogrammed. Of this amount, \$185,000 was requested for the one year extension of the Health/Nutrition Advisor from 6/93 thru 6/94. The remaining unprogrammed funds are in the amount of \$382,709 (Attachment D). It is recommended that a review be made regarding the completion of the databank systems cited in Programmatic Recommendation #1 above. If funding is required to complete these systems, then funds could be programmed to do so through the amended RDS Project. Any remaining funds should then be reprogrammed to the amended RDS Project.

LOGICAL FRAMEWORK

ROCAP Regional Development Support (596-0162)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>GOAL</p> <p>To promote regional consensus on economic and social development strategies which ensure that future growth will be more responsibly implemented and equitably shared.</p>	<ol style="list-style-type: none"> 1. Interest in participation of private and public institutions in policy dialogue. 2. Effectiveness of private and public institutions as fora for policy dialogue. 3. Dissemination of policy reform initiatives receiving attention of policy makers, media and the general public. 4. Decrease in resistance to policy reform. 5. Willingness of public institutions to discuss policy options to implement reform. 	<ol style="list-style-type: none"> 1. Formal evaluation 2. Content analysis of dissemination material. 3. Favorable public reaction to policy reform initiatives. 4. Perception of potential economic and social benefits because of policy options. 	<ol style="list-style-type: none"> 1. Increased public awareness will reduce resistance to policy reform 2. Governments and regional institutions have interest in policy reform. 3. Policy reform initiatives translated into coherent policy options. 4. Policy options improve delivery of services.

A

Seminars increases. ... WORKSHOPS

LOGICAL FRAMEWORK

ROCAP Regional Development Support (596-0162)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Outputs			
<ol style="list-style-type: none"> 1. Completed policy options studies. 2. Disseminated policy option studies. 3. Policy fora, workshops and seminars. 4. Technical Assistance 5. Training 	<ol style="list-style-type: none"> 1. 15 policy options studies 2. 25 publications 3. 25 national seminars or workshops 4. 5 regional seminars or workshops 5. 100 persons with improved skills 6. At least 5 policy reforms initiated 	<ol style="list-style-type: none"> 1. Formal evaluation 2. Project progress 3. Seminar/workshop programs and 4. Published articles 5. Public Debate on Policy Reform Initiatives 6. Improved performance of public and private institutions. 	<ol style="list-style-type: none"> 1. Public and private participating institutions can achieve consensus on policy issues and can organize policy fora. 2. Project management and technical advisors are effective. 3. Project Support is effective.

LOGICAL FRAMEWORK

ROCAP Regional Development Support (596-0162)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>Purpose</p> <p>To assist ROCAP and the Central American private sector design alternative private sector-led development strategies and programs in energy, housing, health, education, the promotion of democratic values, and women in development.</p>	<ol style="list-style-type: none"> 1. Project team, together with public and private participating institutions capable of identifying issues and factors, promoting policy dialogue, facilitating the proposal of policy reform initiatives and policy options, and communicating the results effectively for economic and social impact. 2. Policy dialogue meets appropriate standards of relevancy and issues are disseminated by participating institutions. 3. Workshop and seminar topics are pertinent to policy dialogue issues, are designed for maximum policy impact and are effectively introduced into policy fora. 4. Participating institutions conduct more policy dialogue that would be the case without project support. 5. Quality of policy dialogue improves over time. 6. Attendance to policy fora, workshops 	<ol style="list-style-type: none"> 1. Formal evaluation 2. Project progress reports and activity summaries. 3. Attendance to fora, workshop and seminars. 4. Follow up events 	<ol style="list-style-type: none"> 1. Public and private institutions identified are willing to participate. 2. Policy dialogue can be translated into policy initiatives and policy options. 3. Actors in the policy formulation process seek use policy dialogue outputs, and are willing to participate in policy dialogue outputs, and are willing to participate in policy dialogue events.

Attachment B

PROJECT STATUS REPORT
April 1, 1991 - September 30, 1991

A B C

55

I. BACKGROUND DATA

Project Title: Regional Development Support
 Project Number: 596-0162
 Date of Authorizations: original 09/04/90 amendment 00/00/00
 Date of Obligations: original 09/19/90 amendment 00/00/00
 PACB: original 07/31/95 amended to 00/00/00
 Implementing Agencies: ICAITI, INCAP, FEDEPRICAP
 Principal Counterpart Contacts: Dr. Ludwig Ingram, ICAITI, Dr. Hernán Belgado, INCAP, Lic. Carlos Echeverría, FEDEPRICAP
 Major Contractors: Wendy Callier/PASA, Mario Funes, Reg. Energy Advisor, BNUDD Municipal Dev. Advisor, Mr. Charles Connolly, BNUDD Training Coordinator, The Urban Institute, PADCO, Mr. Allen Hankins
 AID Project Manager: Nancy Hooff
 Status of CPs/Covenants: N/A
 Date of Last Evaluation: 00/00/00 Next Evaluation: 4th quarter '92
 Date of Last Audit: 00/00/00 Next Audit:

FINANCIAL DATA

Amount Authorized:	BA/ESF Grant: original	\$2,500,000	amended to \$ N/A
Amount Obligated:	BA/ESF Grant: original	\$ 68,000	amended to \$1,254,000
Amount Committed:	Period:	\$ 890,542	
	Cumulative:	\$1,170,763	
Accrued Expenditures:	Period - Projected:	\$ 476,500	
	Period - Actual:	\$ 324,728	
	Cumulative:	\$ 388,396	
	Period - Next:	\$ 315,575	

Counterpart Contribution:	Planned:	N/A
	Actual:	N/A
% LOP Elapsed:		21%
% of Total Auth. Oblig.		52%
% of Total Oblig. Exp.		31%
% of Total Auth. Exp.		16%

II. PROJECT PURPOSE

To assist in designing alternative private-sector led development strategies and programs in energy, health and nutrition, education and training, democratic initiatives, shelter, urban development and municipal services, and women in development.

III. PROJECT DESCRIPTION

The proposed \$2.5 million five-year project includes activities in information gathering and analysis, policy reform and skills development, and will provide access to quality technical assistance. The Project's funds will be applied across selected functional areas, or components, which will cover a variety of activities with a range of public and private Central American institutions and organizations.

IV. PROJECT STATUS

A. Planned LOP

1. Policy fora, workshops and seminars will have been held in all countries in the region to address the role and the needs of the private sector in participating more fully in the component areas.
2. Major policy studies will have been prepared and used to achieve consensus on policies needed to secure greater private sector participation in the delivery of basic services;
3. Management and technical training needs surveys will have been conducted in the substantive areas and accord on training goals reached;
4. Different strategies for privatizing public service institutions will have been discussed;

Progress to Date

Grant to INCAP for management and organization development; resource generation and financial management; and increased private sector participation.

A. Planned LOP (Cont'd.)

5. Strategic goals to promote private sector-led development at the regional and national levels will have been formulated by leaders in the substantive areas; and
6. Strategies to increase the number of women in leadership roles will have been developed.

Progress to Date

Grant to FEDEPRICAP to finance activities with Federation of private universities.

 Grant to FEDEPRICAP to carry out a program of studies, seminars, and conferences for the development and participation of women leaders in business development.

B. Major Outputs

	Planned		Next		Accomplished		
	LOP	Period	Cum.	Period	Period	Cum.	% of LOP
1. Completed policy options studies	15						
2. Disseminated policy option studies (pub.)	25						
3. Policy fora, workshops and seminars (national)	25	4	6	1	4	6	24%
Policy fora, workshops and seminars (regional)	5	0	1	1	1	1	20%
4. Technical Assistance Persons with improved skills	100	3	3	2	3	3	3%
5. Policy Reforms Initiated	5						
6. Training (Persons)	0	0	0	0	0	0	0

* Statistics on total number and gender of trainees not currently available.

17-11

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PROJECT STATUS REPORT
April 1, 1991 - September 30, 1991

C. Other Accomplishments and Overall Status

Component 1: Energy and the Environment

The Regional Energy Advisor is being funded under this component of the Project.

Component 2: Health and Nutrition

A health/nutrition specialist through a PASA with USDA is being funded to work with INCAP in its institutional strengthening process. A limited scope grant agreement with INCAP has funded 1) technical assistance to explore the possibilities of setting up an endowment for INCAP to increase its financial independence and 2) a management information analysis.

Component 3: Education and Training

A grant was made to FEDEPRICAP, the regional business association, to work with the Federation of Private Universities of Central America and Panama. Several private university rectors visited their counterparts in the United States as part of this program, and a regional conference of 14 participant universities was held in Tegucigalpa in October to share information on fundraising, admission criteria, and administration.

Component 4: Shelter and Urban Development

With the \$1.0 million commitment to RHUDD/LA the activities that were carried out during the reporting period included: an 18 month contract extension of the Regional Training Coordinator to 3/93; the signing of an 18 month contract for a Regional Municipal Development Advisor to 3/93; the contracting of a RHUDD Data Management Specialist; the contracting of the Urban Institute to develop municipal and urban development input to the USAID/Guatemala COSS; and the contracting of PADCO to conduct a Regional Municipal Sector Assessment in the six Central American countries.

Component 5: Women in Development

A grant to FEDEPRICAP is funding activities to increase the participation of women business leaders.

During the reporting period a total of four seminars were held throughout Central America to provide training to women businesspersons in the field of leadership and entrepreneurial skills. Over 35 women participated, and the reception and support for the programs continued unabated by the participants.

Component 6: Project Design and Support

Two Project Development Specialists have contributed to the development of the Mission's trade and investment strategy for the RBSS, the design of the EXITOS Project, strategy design for regional

agriculture interventions, and the student loan fund under the Regional Agriculture Higher Education Project.

D. Problems and Delays

None.

E. Major Activities or Corrective Actions During the Next Six Months

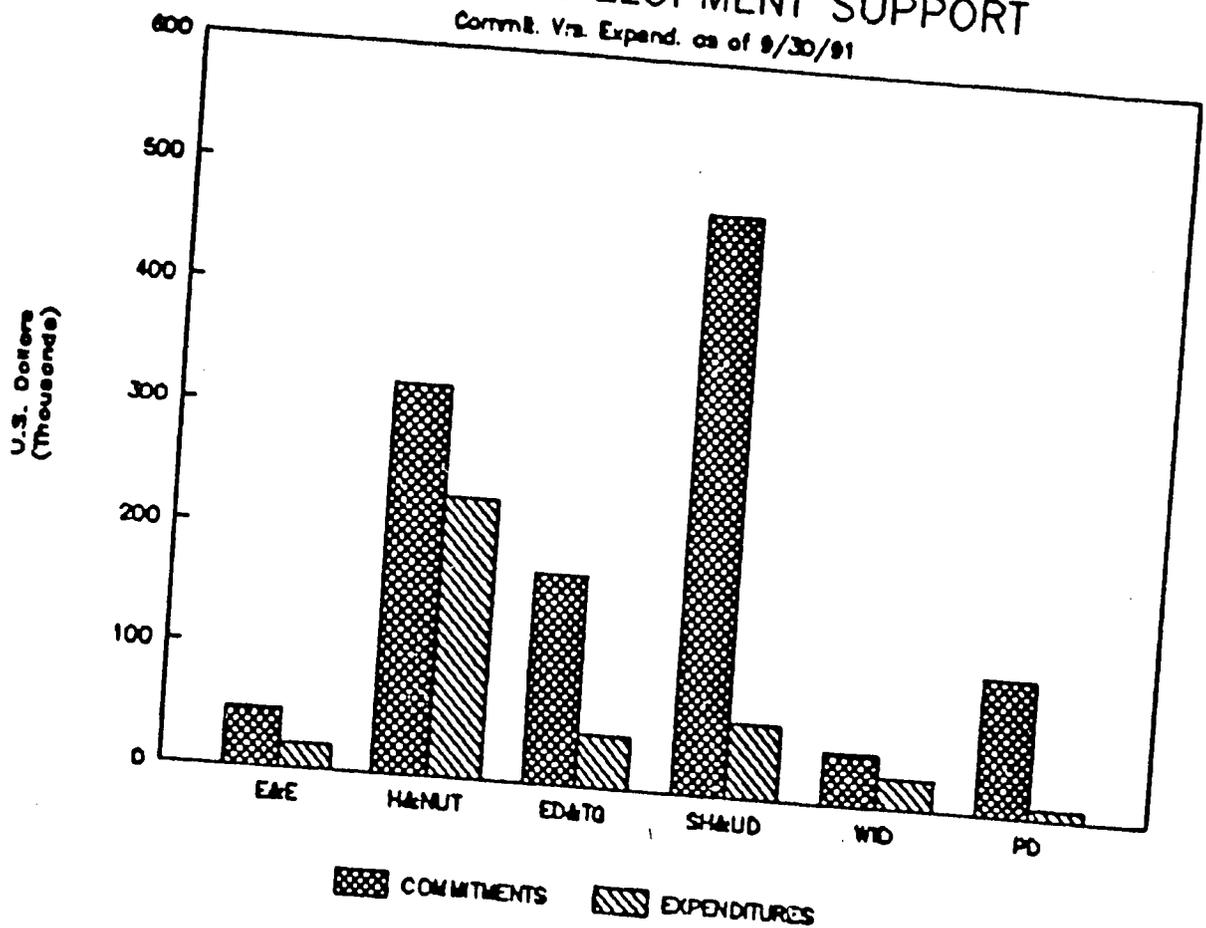
RHUDD/CA contemplates the finalization of the Regional Municipal Sector Assessment, the design of a Regional Municipal Development Project, the design of a Regional Municipal Seminar in Costa Rica, the contracting of the Public Choice Policy Seminar, and assistance to regional municipal development institutions.

6293J

II-42

REGIONAL DEVELOPMENT SUPPORT

Comm. Vrs. Expend. as of 9/30/91



LINE ITEM

U

COMMITMENTS EXPENDITURES
(*) (*)

LINE ITEM	U	COMMITMENTS (*)	EXPENDITURES (*)
Energy & Environment	E&E	47,541	19,641
Health & Nutrition	H&NUT	320,707	230,098
Education & Training	ED&TG	171,731	43,049
Shelter & Urban Development	SH&UD	476,398	61,574
Women in Development	WID	42,386	26,039
Project Design	PD	112,000	7,995



PROJECT STATUS REPORT
October 1, 1991 - March 31, 1992 A B C

I. BACKGROUND DATA

Project Title: Regional Development Support
Project Number: 596-0162
Date of Authorization: original 09/04/90 amendment 00/00/00
Date of Obligation: original 02/28/90 amendment 00/00/00
PACD: original 07/31/95 amended to 00/00/00
Implementing Agencies: ICAITI, INCAP, FEDEPRICAP, PADCO, URBAN INST
Principal Counterpart Contacts: Dr. Ludwig Ingram, ICAITI, Dr. Hernán Delgado, INCAP, Lic. Carlos Echeverría, FEDEPRICAP
Major Contractor: Sandy Collier/PASA, Mario Funes, Reg. Energy Advisor, RHUDD Municipal Dev. Advisor, Mr. Charles Connelly, RHUDD Training Coordinator, The Urban Institute, PADCO, Mr. Allen Hankins
ROCAP Project Manager: Nancy Hooff
Status of CPs/Covenants: N/A
Date of Last Evaluation: 00/00/00 Next Evaluation: 4th quarter '92
Date of Last Audit: 00/00/00 Next Audit:

FINANCIAL DATA

Amount Authorized: BA/ESF Grant: original \$2,500,000 amended to \$ N/A
Amount Obligated: BA/ESF Grant: original \$ 48,000 amended to \$1,266,427
Amount Committed: Periods - \$ 11,500
Accrued Expenditures: Cumulative: \$1,182,263
 Period - Projected: \$ 315,575
 Period - Actual: \$ 356,656
 Cumulative: \$ 745,052
 Period - Next: \$ 285,574

Counterpart Contribution: Planned: N/A
 Actual: N/A

% of Total Auth. Oblig.: 51%
% of Total Oblig. Exp.: 58%
% of Total Auth. Exp.: 30%

II. PROJECT PURPOSE

To assist in designing alternative private-sector led development strategies and programs in energy, health and nutrition, education and training, democratic initiatives, shelter, urban development and municipal services, and women in development.

III. PROJECT DESCRIPTION

The proposed \$2.5 million five-year project includes activities in formation gathering and analysis, policy reform and skills development, and will provide access to quality technical assistance. The Project's funds will be applied across selected functional areas, or components, which will cover a variety of activities with a range of public and private Central American institutions and organizations.

IV. PROJECT STATUS

A. Planned EOPs

1. Policy fora, workshops and seminars will have been held in all countries in the region to address the role and the needs of the private sector in participating more fully in the component areas.

2. Major policy studies will have been prepared and used to achieve consensus on policies needed to secure greater private sector participation in the delivery of basic services.

Progress to Date

Redesign of the project has begun, which will align the project in support of new strategy directions. Planned EOPs will be changed.

LSBA signed with ICAITI to conduct four energy audits. A LSBA signed with INCAP to assist INCAP on its institutional strengthening; Two regional seminars organized by AUPRICA to discuss Swoops for education; and one regional and nine national seminars organized by FEDEPRICAP under the MIO program.

B. Major Outputs

	Planned		Next		Accomplished		
	LOP	Period	Cum.	Period	Period	Cum.	% of LOP
1. Completed policy options studies	15						
2. Disseminated policy option studies (pub.)	25						
3. Policy fora, workshops and seminars (national)	25	4	6	1	9	15	60%
Policy fora, workshops and seminars (regional)	5	0	1	1	4	5	100%
4. Technical Assistance Persons with improved skills	100	3	3	2	3	3	3%
5. Policy Reform Initiated	5						
6. Training (Persons)	19	202			19	202	

* Statistics on total number and gender of trainees not currently available.

15

PROJECT STATUS REPORT
October 1, 1991 - March 31, 1992

A. Planned EOPS (Cont'd.)

3. Management and technical training needs surveys will have been conducted in the substantive areas and accord on training goals reached.
4. Different strategies for privatizing public service institutions will have been discussed.
5. Strategic goals to promote private sector-led development at the regional and national levels will have been formulated by leaders in the substantive areas.
6. Strategies to increase the number of women in leadership roles will have been developed.

Progress to Date

Regional municipal assessment survey completed; technical studies for regional municipal development completed.

Support grant to AUPRICA completed; AUPRICA is continuing its efforts to harmonize accreditation criteria among CA universities and to establish accreditation with US universities.

Grant to FEDEPRICAP to carry out a program of studies, seminars, and conferences for the development and participation of women leaders in business development. Association of National Business Women Leaders are integrated into Nat. Business Associations.

C. Other Accomplishments and Overall Status

The project will be redesigned to create a clearinghouse/networking function at ROCAP and to establish a regional fund in support of ROCAP's strategic objectives in trade and investment, environment and natural resources, and democracy, and to promote initiatives in regional cooperation. Components of the project in education and training, shelter and urban development and project design will be phased out as discrete activities. Women in development will be integrated in the context of ROCAP's strategic objectives throughout the portfolio and under the RBS amendment as well. The EOPS and major outputs will be revised accordingly.

Component 1: Energy and the Environment

THE PACD OF ICAITI's Limited Scope Grant Agreement has been extended until 09/30/92. The contract for the Regional Energy Advisor has been extended until April 30, 1994.

Component 2: Health and Nutrition

Negotiations are underway to extend the services of ROCAP's health and nutrition advisor through a PABA with U.S.D.A.

Services are being cancelled to provide INCAP and ROCAP with advice on endowment options and other long term financing options.

Component 3: Education and Training

Under an Agreement financed by this project, FEDEPRICAP (the Federation of Private Sector Entities for Central America and Panama) furnished the Association of Private Universities of Central America and Panama (AUPRICA), (a) textbooks for member libraries, (b) support to establish a databank to contain detailed information on courses offered by each member, and (c) support for a seminar to evaluate the possibilities for mitigating university debt with the use of debt conversion mechanisms. Although ROCAP funding ended during the period, AUPRICA intends to press forward to establish accreditation links with U.S. universities, establishing first a harmonization of accreditation criteria for private Central American universities.

Component 4: Shelter and Urban Development

With the \$1.0 million commitment to BRUDCO/CA the activities that were carried out during the reporting period included: completion and submission to USAID of the Municipal Assessment for input to POC/AP process; completion of the field work and draft report for PADCO's Regional Municipal Assessment; and contracting for, and completion of, key design components of the Local Government Regional Outreach Strategy Project (LOGROS).

Component 5: Women in Development

The highlight in the WID area, funded under this project and directed through FEDEPRICAP, was the III Encounter of Women Business Leaders held in November in El Salvador. The Encounter, capping and ending ROCAP support, discussed the design and final incorporation of the most comprehensive database system extant in Central America on women business and other women leaders in development, to include individual profiles, list of description of relevant organizations, regional and extra-regional projects supportive of women's development activities, scholarships for women, bibliographies, and selected macroeconomic data on women's income and productive activities in Central America. This information has been incorporated into FEDEPRICAP's information system. It was apparent that the national businesswomen organizations in El Salvador, Honduras, and Costa Rica have been the most effective in the region in strengthening and solidifying their database and information systems with the national business EMRRIA organizations and with FEDEPRICAP itself.

Component 6: Project Design and Support

The Project Development Specialists have contributed to the design of the RARE amendment and to the design of the regional information clearinghouse.

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PROJECT STATUS REPORT
October 1, 1991 - March 31, 1992

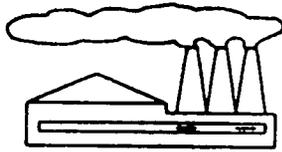
D. Problems and Delays

The project is being redesigned so that it will support ROCAP's new strategy directions.

E. Major Activities or Corrective Actions During the Next Six Months

- Sign PASA extension for health/nutrition specialist.
- CA Decentralization Commission Members will be visiting Colombia.(RMUDO)
- Municipal solid waste seminar.(RMUDO)
- Regional conference of decentralization (including prior country workshops and subsequent municipal congress).(RMUDO)
- Technical Assistance to FERICA.(RMUDO)
- Finalize the amendment which will set-up the regional information clearinghouse and contract for technical assistance.
- Arrival of minority intern who will aid in clearinghouse implementation.
- Evaluation reports will be received from FEDEPRICAP on Women in Development and Education and Training activities.

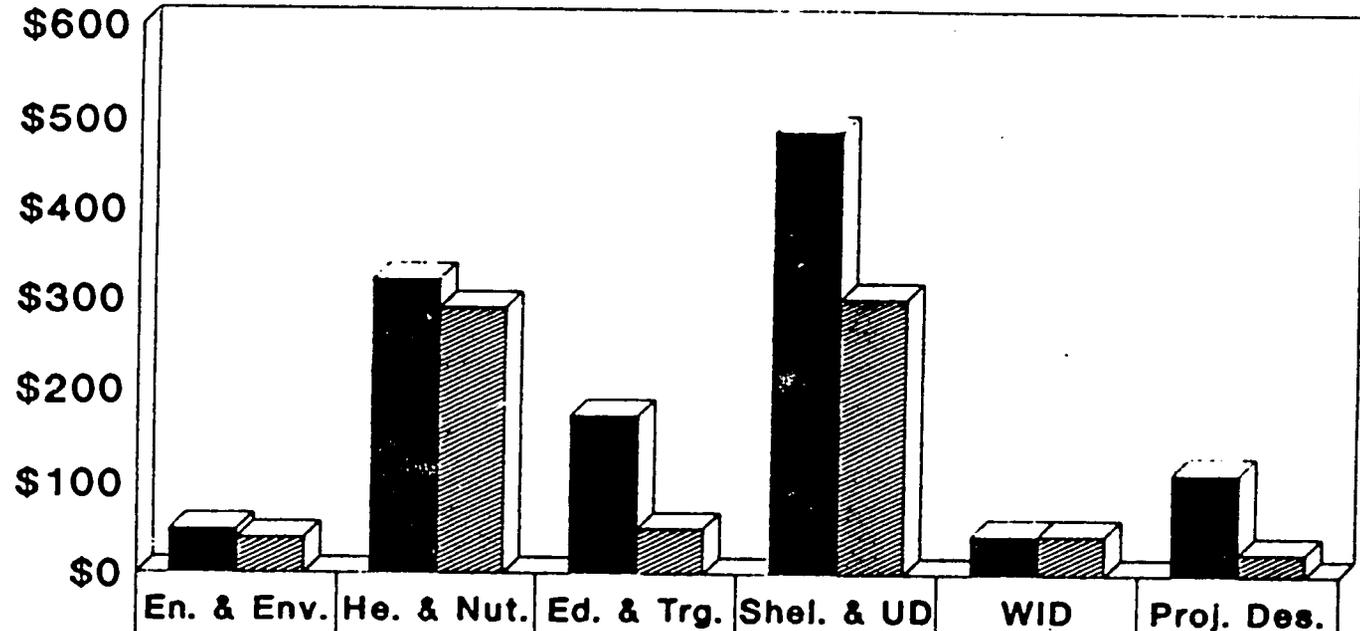
(7011):1st dec.:lg)



REG. DEVELOPMENT SUPPORT (0162)

Commit. Vrs. Expend. as of 3/31/92

Thousands



	En. & Env.	He. & Nut.	Ed. & Trg.	Shel. & UD	WID	Proj. Des.
Commitments	\$48	\$321	\$172	\$488	\$42	\$112
Expenditures	\$38	\$290	\$49	\$301	\$42	\$25

Commitments
 Expenditures

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15

Sept. 30, 1992

01

PROJECT 5960162.00

ACTIVITY	ELEMENT #	OFFICE	LOP	Earmark Res.	Obligated	Committed	Disbursed	Unexpended	DESCRIPTION	
PIL 2 LSGA 596-0162-012	1	OREAT			49750	49750		49750	PIO/T with ICAITI	
CO 596-0162-S-00-1136	1	OREAT			47541	47541	47541	0	Mario Funes Contract	
CO 596-0162-S-00-1136	1	OREAT			92598	92598	9647	82951	Mario Funes Contract	
INCAP's LSGA No. 596-0162-010	2	PPD			68000	57895	32689	35311	INCAP's LSGA	
PIOT 596-0162-3-00135	2	PPD				32689	32689	0	IOC with M.S.I. with INCAP	
PIOT 596-0162-3-00142	2	PPD				4574		4574	P.O. with M.S.I.	
PIOT 596-0162-3-00142	2	PPD				19114		19114	P.O. with M.S.I.	
PIOT 596-0162-3-20053	2	PPD							Contract-7153 RM Wash/Cont TDY/INCAP	
PIOT 596-0162-3-00141	2	PPD				1318		1318	Contract-7153 RM Wash/Cont TDY/INCAP	
LAC-0000-P-AG-9039	2	PPD			149521	149521	149521	0	Sady Callier PASA	
LAC-0000-P-AG-9039WASH	2	PPD			113941	113941	36809	77132	Sandy Callier PASA	
LAC-0000-P-AG-9039GUAT	2	PPD			23859	23859	4461	19198	Sandy Callier PASA	
LAC-0000-P-AG-9039	2	PPD			185130	185130	4503	180627	Sandy Callier PASA	
GA 596-0162-015 FEDEPRICAP	3	OREAT			43050	43050	43050	0	Wld & Private University Support	
CTR 596-0143-S-9848	3	RHUDO			128681	128681	22036	106645	J. Fisher Contract	
CO 522-0324-S-00-9018	4	RHUDO			81285	81285	16684	64581	Harry Jager Contract	
CO 522-0324-S-00-9018	4	RHUDO			55701	55701	1450	54251	Harry Jager Contract	
CO 522-0324-S-00-9018	4	RHUDO			92720	92720	91930	790	Harry Jager Contract	
CO 522-0000-S-00-9626	4	RHUDO			18184	18184	10047	8137	M. Larios Can be de-committed	
IOC PDC-1008-1-00-9069	4	RHUDO			199621	199621	184740	14881	IOC with PADCO	
PDC-1008-1-00-9067	4	RHUDO			28907	28907	28871	36	Contract with the Urban Institute	
PO 596-0162-O-00-2082	4	RHUDO			11500	11500	11500	0	Mr. Zenger Purchase Order	
PIOT 596-0162-3-20030	4	RHUDO			149075	149075		149075	ICMA Buy-in	
PDC-1008-C-00-9091-35	4	RHUDO			218114	218114		218114	ICMA Buy-in	
CO 596-0162-S-00-2177	4	RHUDO			17517	17517	6328	11189	Sharon Van Pelt Contract	
GA 596-0162-015 FEDEPRICAP	5	OREAT			42386	42386	42386	0	Women in Development	
CO 596-0162-S-00-1156	6	PPD			52000	52000	28005	23995	Charles Connolly Contract	
CO 596-0000-S-1155	6	PPD			60000	60000	30846	29152	Al Hankins contract	
PO 596-0162-O-00-2294	6	PPD			3430	3430		3430		
TOTAL				2500000	0	1932291	1921986	803048	1129245	

UNITED STATES GOVERNMENT
memorandum

DATE: October 2, 1992
REPLY TO: J. Gordillo, PPD/PROG
ATTN OF:
SUBJECT: FINANCIAL STATUS OF RDS PROJECT
TO: Nancy Hooff, D/Chief, PPD/PROG

Funding obligations to-date under Project 596-0162 (Regional Development Support).

A. The following represents the current obligations under project 596-0162:

Total obligated as of September 30, 1992: 1,932,291
(For more detail see Annex A).

B. The total amount authorized for the LOP is \$2,500,000

\$2,500,000	Amount Authorized
<u>\$1,932,291</u>	Amount obligated
\$ 567,709	Unprogrammed
<u>\$ 185,000</u>	Requested (1 year PASA extension 6/93-6/94)
\$ 382,709	Unprogrammed

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C. The following is RHUDO's financial situation under the 596-0162 project:

\$1,001,285	Obligated
\$1,001,285	Sub-total
<u>\$ 8,137</u>	available for de-obligation
\$ 993,148	Sub-total
\$1,000,000	Amount authorized
<u>\$ 993,148</u>	Sub-total
\$ 6,852	Unprogrammed (after deobligation goes through)

Attachment: ANNEX A.

FEDEPRICAP

**FEDERACION DE ENTIDADES PRIVADAS
DE CENTROAMERICA Y PANAMA
TELEFONO 508-53-98-15
FAX 508-25-20-25**

TRANSMISION DE FACSIMILE

FECHA: 7 de octubre de 1992

PARA: Sr. Albert Zucca - ROCAP/A.I.D.

FAX: 32-0495

DE: Sr. Marco Vinicio Alvarez - FEDEPRICAP

REF.:

No. DE PAGINAS
INCLUYENDO ESTA: 5

De acuerdo a los términos de nuestra conversación, le adjunto informe de los Proyectos de AUPRICA y de Líderas Femeninas, los cuales han sido financiados por medio del Convenio de Donación #596-0162-015.



LISTS OF PERSONS INTERVIEWED AND DOCUMENTS REVIEWED

Persons Interviewed:

Bambi Arellano, USAID//Guatemala,
Sandy Callier, ROCAP Health/Nutrition Advisor
Ron Carlson, RHUDO, Deputy Chief
Ramiro Eduardo, ROCAP, Project Development Officer, PPD
John Fischer, RHUDO, Training Officer
Mario Funes, ROCAP, Energy Advisor
Jeff Goodson, ROCAP, Chief, PPD/PROG
Jorge Gordillo, ROCAP, PPD/PROG
Nancy Hooff, ROCAP, Deputy Chief, PPD/PROG
Harry Jaeger, RHUDO, Municipal Development Advisor
Paul Tuebner, ex-ROCAP, PDO
Sharon Van Pelt, RHUDO, Intern
Al Zucca, ROCAP, Private Sector Officer

Documents Reviewed:

ROCAP Program Objectives Document, 1992-1998
ROCAP Action Plan, 1992-1994
RDS Project Paper
RDS Project Amendment I
RDS Project Files
CARES Project
Urban Institute Study
LOGROS Project
INCAP Institutional Strengthening Project
Grant Agreements: FEDEPRICAP, ICAITI, INCAP
SAR Reports

EVALUATION COMPONENT SURVEY FORM Attachment G

Please fill in the following blanks, where applicable, for output activities from Regional Development Support Project (9/90 thru 7/92 -pre-amendment). Return to Susan Novick, 1st floor, ASAP. Thanks.

Policy Option Studies: (Title and date)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Publications: (Title and date)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

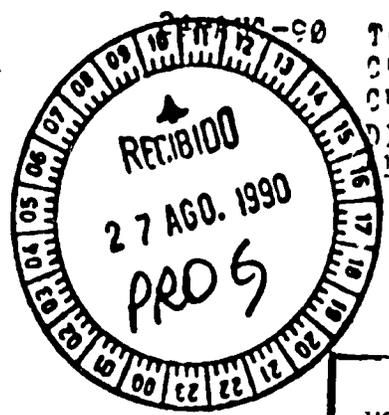
National Seminars or Workshops: (Theme or Title, Country, Date, # and Type of Participants, i.e., mayors, women business leaders)

Theme/Title	Country	Date	# Participants	Type
1.				
2.				
3.				

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ACTION: ROCP INFO AMB L. J. FROM AID/W

VZCZCGT0988
PP RUEHGT
DE RUEHC #4217 2360435
ZNR UUUUU 22#
P 242437Z AUG 92
FM SECSTATE WASHDC
TO AMEMBASSY GUATEMALA PRIORITY 5997
BT
UNCLAS STATE 284217



TCR: 13:41
CN: 17243
CHRG: AID
DIST: ROCP
BT:

AIDAC ROCAP

E.O. 12356: N/A
TAGS:

SUBJECT: NPD REVIEW -- REGIONAL DEVELOPMENT SUPPORT PROJECT (596-2162)

REFERENCE: A) STATE 169939 B) GUATEMALA 08952
C) TELCON SILVERMAN, SELLAR, MILLER, (9AUG92)

1. LAC, PPC AND PRE/H STAFF REVIEWED SUBJECT NPD ON AUGUST 8, 1992. THE MISSION IS GRANTED PROGRAMATIC CONCURRENCE TO DEVELOP A PID-LIKE DOCUMENT UNDER THE CONDITIONS LISTED IN PARAGRAPH 3. THE MISSION DIRECTOR IS HEREBY DELEGATED AUTHORITY TO APPROVE THE PID-LIKE DOCUMENT.

2. SINCE CONDITIONS IN CENTRAL AMERICA HAVE CHANGED SIGNIFICANTLY DURING THIS CALENDAR YEAR, IT WAS DECIDED DURING THE ACTION PLAN REVIEW THAT ROCAP WOULD REVISE ITS RISS NO LATER THAN NOVEMBER 15, 1990. IN VIEW OF THE EVOLVING SITUATION THIS MAY HAVE TO BE EXTENDED SINCE LAC IS CURRENTLY WORKING ON A NEW STRATEGY FOR CENTRAL AMERICA, WITH ROCAP PLAYING AN ESSENTIAL ROLE IN ITS DEVELOPMENT. CURRENTLY, AID/W EXPECTS TO REVIEW THE RISS EARLY IN CY 1991.

3. BASED ON THIS CHANGING SITUATION, AID/W PROVIDES THE FOLLOWING GUIDELINES FOR DESIGN AND APPROVAL OF THE REGIONAL DEVELOPMENT SUPPORT PROJECT:

(A) IN ACCORDANCE WITH UNDERSTANDINGS REACHED DURING THE ACTION PLAN REVIEW, ROCAP WILL ENSURE THAT THE CENTRAL AMERICA SHELTER AND URBAN DEVELOPMENT PROJECT (596-2143) WILL BE OBLIGATED TO RHUIC AS NEEDED. AID/W CONCURS IN THE USE OF THE PROPOSED REGIONAL DEVELOPMENT SUPPORT PROJECT AS THE MECHANISM THROUGH WHICH TO EFFECT THIS OBLIGATION. OTHER THAN THIS ADDITIONAL OBLIGATION, THE FUNDING LEVEL SHOULD NOT BE EXPANDED, AT THIS TIME, FROM THAT WHICH WAS PRESENTED IN ROCAP'S FY 1991-1992 ACTION PLAN.

(B) IN ADDITION TO THE OBLIGATION FOR RHUO TA AND TRAINING, IMMEDIATE PERSONNEL REQUIREMENTS IN THE AREAS OF ENERGY/NATURAL RESOURCES, HEALTH PASA, AND EDUCATION TRAINING MAY CURRENTLY BE FUNDED UNDER THIS PROJECT.

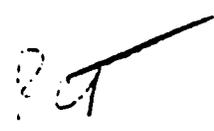
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ACTION MEMORANDUM FOR THE ROCAP DIRECTOR

FROM: Paul C. Tuebner, PDO 

SUBJECT: Regional Development Support (596-0162)

Action Needed: Your approval is required for the \$2.5 million ROCAP Regional Development Support Project (596-0162). The planned LOP is five years from date of initial obligation.

Background: The Regional Development Support (RDS) Project is intended to assist the Central American public and private sector in identifying key development issues and needs in the 90's, and help design coherent strategies to address these. The Project purpose is to study and prepare for formal AID approval alternative development strategies including a new RDSS for 1991-1996, and programs/projects in areas important to Central America's development in the next decade. This five-year Project will fund activities in information gathering and analysis, policy reform, skills development, and will provide access to quality technical assistance.

The Project's funds will be applied across selected functional areas, or components, which will cover a variety of activities with a range of public and private Central American institutions and organizations.

Component 1: Energy and Environment will emphasize rationalizing energy policies and improving efficiency of the generation and delivery of electric power in Central America and Panama, in a way consistent with sound environmental management.

Component 2: Health and Nutrition will be directed, initially, toward the Regional Nutrition Institute (INCAP) with the objective of helping that organization become a financially viable contributor to Central American development. A

PROJECT AUTHORIZATION

Name of Country: Guatemala, Belize, El Salvador, Honduras, Nicaragua, Costa Rica, Panama and the Regional Office for Central America and Panama (ROCAP)

Name of Project: Regional Development Support

Number of Project: 596-0162

1. Pursuant to Sections 103, 104, 105 and 106 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Regional Development Support Project for the above mentioned Cooperating Countries, involving planned obligations not to exceed Two Million Five Hundred Thousand Dollars (US\$2,500,000) in development assistance funds over a five-year period from date of authorization subject to the availability of funds in accordance with the AID/OYB allotment process, to finance foreign exchange and local costs for the Project. The planned LOP is five years from the date of initial obligation.

2. The goal of the Project is to promote regional consensus on economic and social development strategies to ensure that future growth is more responsibly implemented and equitably shared. The purpose is to study and prepare for formal AID approval alternative development strategies and programs/projects in areas important to Central America's development in the next decade.

The proposed \$2.5 million five-year project includes activities in information gathering and analysis, policy reform, skills development, and will provide access to quality technical assistance. The Project's funds will be applied across selected functional areas, or components, which will cover a variety of activities with a range of public and private Central American institutions and organizations.

Component 1: Energy and Environment will emphasize rationalizing energy policies and improving efficiency of the generation and delivery of electric power in Central America and Panama, in a way consistent with sound environmental management.

Component 2: Health and Nutrition will be directed, initially, toward the Regional Nutrition Institute (INCAP) with the

objective of helping that organization become a financially viable contributor to Central American development. A longer-term effort aimed at expanding the role of the private sector in health care, especially in the urban areas, will also be addressed.

Component 3: Education and Training will include a survey of the region's education and training status at all levels, identify priority needs and innovative ways to meet those needs to allow Central America to participate in the global economy, and provide technical staff support for design and implementation of training activities under a variety of ROCAP-funded projects.

Component 4: Shelter and Urban Development will fund bilateral and regional technical assistance to shelter and urban development programs under the technical supervision of the Regional Housing and Urban Development Office (RHUDO/CA).

Component 5: Women in Development will provide funds and technical expertise to carry out ROCAP's approved WID Plan which, in turn, is to increase the participation of women in Central America's development and in its benefits.

Component 6: Project Design and Support will provide funds for evaluation and audit and short-term technical assistance and will fund one long-term PSC position in the Project Development Office to provide technical support for project design.

The Project will be managed by ROCAP's General Development Office. Periodic evaluations will be conducted to determine when new strategies/programs (or revisions to existing ones) require a change in staff or project funding when such projects come on-line, and identification of other long or short-term skills needed to develop strategies and programs for the Central American region in the next decade.

The Project will assist in solidifying and extending the democratic process made by the Central American governments over the past decade by promoting broader consensus among the population on economic and social strategies. In view of current events in Panama and Nicaragua, the Project will also serve to integrate those countries into the economic and social cooperation efforts now at work in the region.

3. The Project Agreements, which may be negotiated and executed by the officer to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority, shall be subject to the following terms and conditions, together with such other terms and conditions as A.I.D. may deem appropriate.

a. Source and Origin of Commodities, Nationality of Services

Commodities financed by A.I.D. under the Project shall have their source and origin in the United States, except as A.I.D. may otherwise agree in writing. Except for ocean shipping, the suppliers of commodities or services shall have the United States as their place of nationality, except as A.I.D. may otherwise agree in writing. Ocean shipping financed by A.I.D. under the project shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of the United States.

b. Waiver Regarding Nationality of Technical Assistance

I hereby approve a waiver of normal A.I.D. requirements with respect to the nationality of services to permit the suppliers of technical services under this Project to have as their place of nationality the Cooperating Countries and the United States.

Ronald D. Nicholson

Ronald Nicholson
Acting Regional Director

4 Sept. 90
Date