



**WATER AND SANITATION
FOR HEALTH PROJECT**

Operated by
CDM and Associates

Sponsored by the U.S. Agency
for International Development

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**PRE - IMPLEMENTATION WORKSHOP
FOR THE WATER AND SANITATION
FOR HEALTH AND ECUADORIAN
DEVELOPMENT PROJECT
NOVEMBER 29 - DECEMBER 1, 1989**

WASH FIELD REPORT NO. 288

JANUARY 1990

The WASH Project is managed by Camp Dresser & McKee International, Inc. Principal cooperating institutions and subcontractors are: Associates in Rural Development, Inc.; International Science and Technology Institute, Inc.; Research Triangle Institute; Training Resources Group; University of North Carolina at Chapel Hill; University Research Corporation.

Prepared for
the USAID Mission to Ecuador
WASH Task No. 119

827-EC90-6913

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SANITATION FOR HEALTH AND ECUADORIAN DEVELOPMENT PROJECT
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Prepared for the USAID Mission to Ecuador
under WASH Task No. 119

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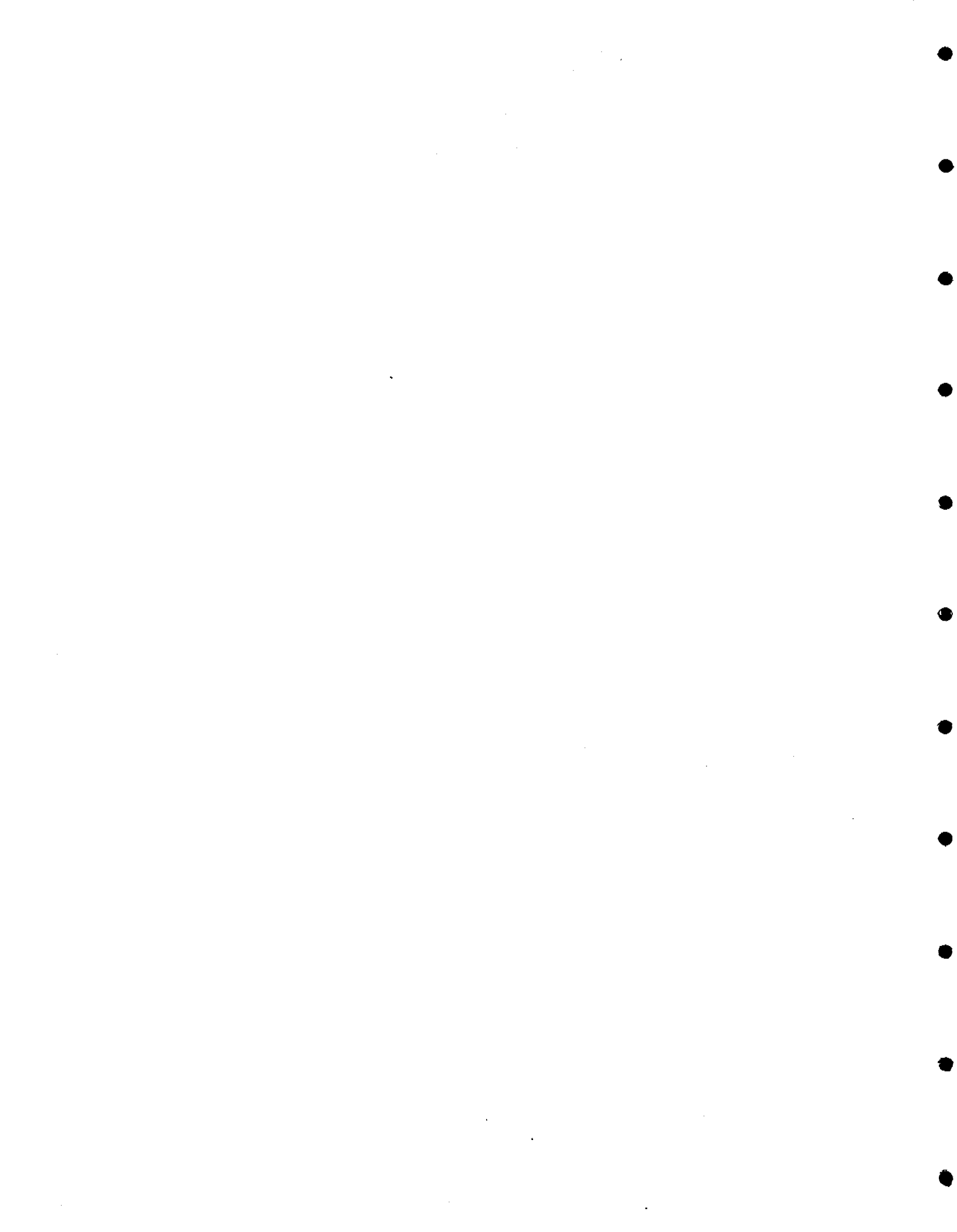
Scott A. Loomis

January 1990

Water and Sanitation for Health Project
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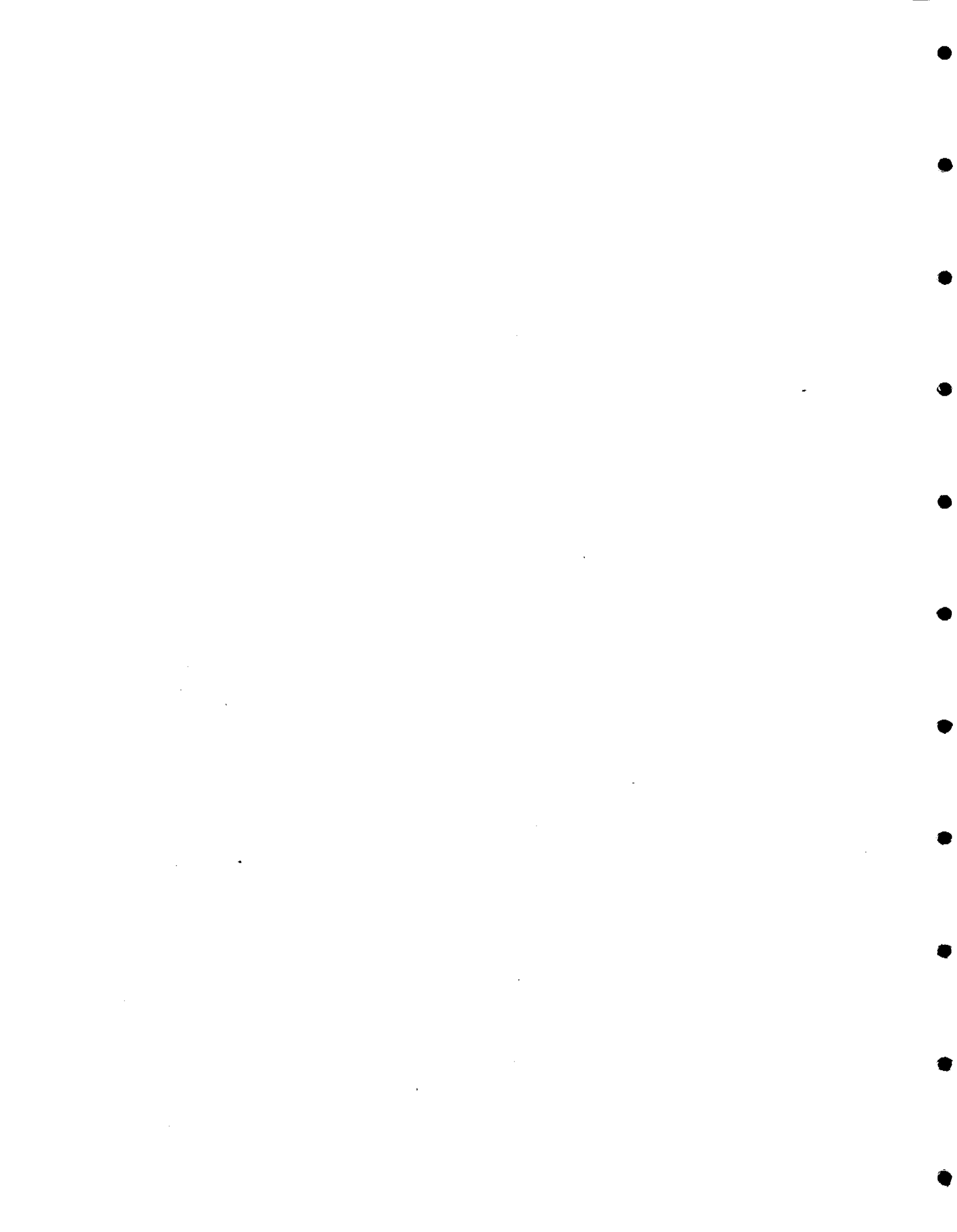


ACKNOWLEDGMENTS

Many people contributed to the organization and success of this workshop. By far the greatest contributor was Mercedes Torres Barreiro, whose energy, patience, and unflappable demeanor eased the way for everyone.

Special thanks must go to the USAID Project Coordinator, Adalid Arratia; the IEOS Project Manager, Julio Ayala; and the IEOS Director of Planning, Marcelo Piedra. All helped spark the initiation of the workshop and provided the basic rationale and intellectual energy for its conduct.

Finally, Galo Gausapaz of IEOS helped with last-minute planning and workshop coordination, and Elenita Parra provided continuing secretarial and logistic support. Both did the small but critical things that made it possible to conduct a comfortable, successful workshop.



ACRONYMS

GEO	Government of Ecuador
IEOS	Institutes Ecuatoriano de Obras Sanitarias
IMR	Infant Mortality Rate
TA	Technical Assistance
USAID	U.S. Agency for International Development
WASH	Water and Sanitation for Health Project
WASHED	Water and Sanitation for Health and Ecuadorian Development



EXECUTIVE SUMMARY

The Quito mission of the U.S. Agency for International Development (USAID) asked WASH to conduct a pre-implementation workshop for the Water and Sanitation for Ecuadorian Development (WASHED) Project in November 1989. The purpose of the workshop was to provide a project orientation for key staff of the Instituto Ecuatoriano de Obras Sanitarias (IEOS), review the status of all necessary administrative arrangements (for both USAID and IEOS), begin developing the project organizational structures, and develop short-term project initiation work plans. This report describes the background, planning, implementation, and results of the workshop, which took place 29 November through 1 December 1989 in Quito, Ecuador.

Workshop Objectives

- Understand the project's history, content, and reach.
- Discuss how the project will function and clarify roles and responsibilities.
- Begin creating communication channels.
- Develop alternative solutions to specific problems.
- Design short-term work plans.

Although the workshop was designed primarily as a mechanism to share information and start the organizational process, a key motive was to generate enthusiasm among the newly involved project members. A major portion of the workshop focused on small-group work: understanding project scope and content, developing recommendations on specific project problems, and designing short-term work plans. Activities were task-oriented and designed to produce tangible results in a participatory fashion.

Outcomes

- Increased participants' understanding of the project.
- Increased the participants' understanding of the roles and responsibilities of IEOS and USAID project leadership.
- Identified many key issues that remain to be resolved prior to project initiation.

- Developed specific recommendations on the issues of project administration, communications mechanisms, and streamlining financial transactions.
- Identified major tasks to be accomplished in the next three to four months to get the project successfully launched.
- Increased the participants' understanding of the need to involve others at all levels in planning and implementing project activities.
- Increased the participants' recognition of project potential.

Chapter 5 contains general recommendations and suggests specific issues that the project start-up workshop should address.

Chapter 1

INTRODUCTION

1.1 Background

The Water and Sanitation for Health and Ecuadorian Development (WASHED) Project Agreement was signed by the Quito Mission of the U.S. Agency for International Development (USAID) and the Government of Ecuador (GOE) in September 1989. The Water and Sanitation for Health (WASH) Project had assisted with the evaluation of the previous project (WASH Field Report No. 264) and with the design and development of the current project. WASH also helped the mission design the technical assistance (TA) package for the WASHED project.

Between October 1989 and January 1990, both the Family Health Division of USAID/Quito and the Instituto Ecuatoriano de Obras Sanitarias (IEOS) were to carry out numerous tasks in preparation for the start of the project's TA activities. USAID/Quito is in the process of procuring a local institutional contractor to provide three long-term project advisors. The mission is also ordering equipment and processing the documentation for a WASH buy-in. A personal services contractor has been hired to serve as project coordinator. In addition to laying the organizational and institutional groundwork to identify and assign project counterparts, IEOS is forming new departments and identifying staff in operations and maintenance (O&M), training, and appropriate technology (AT). The agency has also been doing some preliminary project planning.

By the end of March 1990, it is anticipated that all administrative and organizational details will be completed and the project can begin its primary activities: construction and health education. At that time WASH plans to conduct a full project start-up workshop that will build a team and a plan for the first year of project implementation.

The mission asked WASH to conduct a pre-implementation workshop in November 1989 to provide a project orientation for key IEOS staff, review the status of all necessary administrative arrangements (for both USAID and IEOS), begin developing the project organizational structures, and develop short-term project initiation work plans.

WASH consultants Scott A. Loomis and Mercedes Torres were selected as cofacilitators of the workshop. On November 17, Dra. Torres had a preliminary meeting with the project coordinator, Adalid Arratia, and Mr. Loomis arrived in-country on November 19. The first ten days were spent gathering data (through interviews) and designing the workshop, which was held 29 November-1 December 1989 in Quito.

1.2

WASHED Project Description

Since 1965, Ecuador has reduced its infant mortality rate (IMR) from 103/1000 to 51/1000; nevertheless, significant regional variation exists, with some rural provinces reporting an IMR of 100/1000. Two major factors contributing to this high rate, diarrheal disease and malnutrition, are known to work synergistically together. To reduce morbidity and mortality from these factors, the GOE is striving to provide greater access to adequate potable water and sanitation facilities.

The goal of the four-year WASHED project is to improve the health of Ecuadorian infants and children, complementing efforts supported by a separate GOE/USAID project, the Child Survival Project. WASHED aims to strengthen IEOS's capacity to help rural communities do three things: install cost-effective, technologically appropriate, and safe water supply systems and latrines; use the water and latrines to improve family health; and maintain and improve these systems in the future. The project will operate in eight provinces: Imbabura, Pichincha, Cotopaxi, Chimborazo, Azuay, Tungurahua, and Carchi in the sierra, and El Oro in the coastal area.

This \$22 million project consists of five major components: systems construction, hygiene education, operations and maintenance, appropriate technology, and training. The project plans to support the construction of 640 new rural water supply and sanitation systems, using a decentralized operational module approach and institutionalizing this means of construction in the process. Each module, consisting of an engineer, an administrative assistant, and three promoters, is responsible for constructing ten systems a year. The hygiene education program plans to use mass media and person-to-person health education technologies to change hygiene behavior and improve health impact. Project O&M objectives are to (1) establish in IEOS the capability to maintain and support the community water boards' maintenance of the rural water and sanitation systems and (2) strengthen the water boards administrative capability. Under the AT component, IEOS will develop the long-term capability to design, manage, and apply research to improve rural water supply and sanitation technologies and to complete studies that can be used to increase the cost-effectiveness of construction and operations. The project's training activities will upgrade the traditional technical and management skills of IEOS headquarters and field personnel and introduce new management practices and technical skills.

1.3

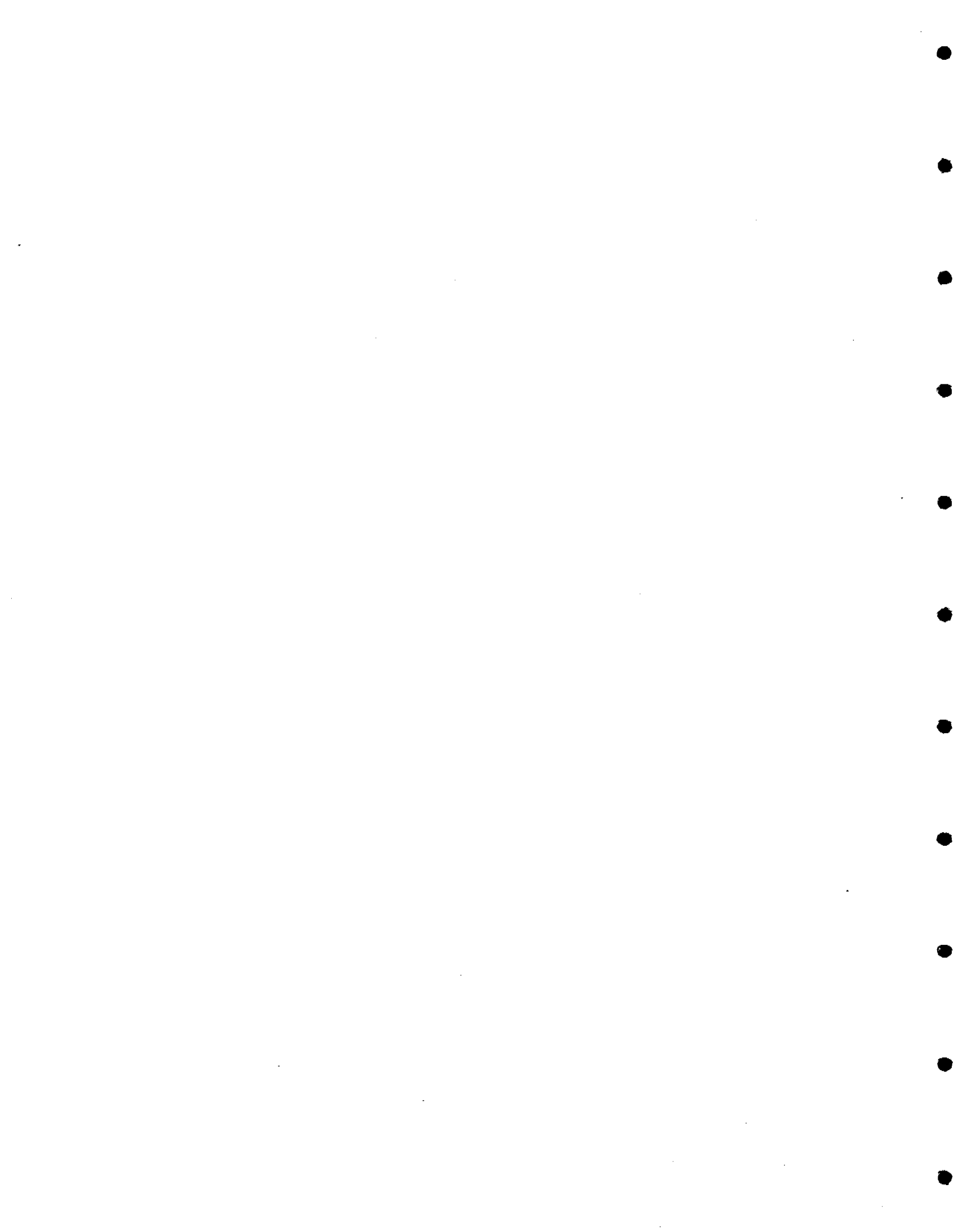
Scope of Work

WASH was requested in September 1989 to conduct a pre-implementation workshop, which would provide preliminary project orientation for key IEOS staff, review the status of all necessary administrative arrangements, develop preliminary project implementation plans, and review the status of project conditions precedent.

The consultants were required to do the following:

- interview key AID and IEOS staff to review current understanding of the project

- from the interview data distill a list of current issues and topics that needed to be discussed and agreed upon at the workshop
- review the interview data with the USAID project coordinator and design a three-day workshop process
- conduct the workshop
- write a report that summarizes the issues, results, and agreements.



Chapter 2

WORKSHOP PREPARATION AND PLANNING

2.1 Data Collection and Needs Assessment

The first stage of workshop development focused on data collection and needs assessment, and to review the mission's specific expectations and concerns, the project coordinator and WASH consultants held preliminary meetings on November 17 and 20. This was also a time to clarify any pending administrative details.

After two days of planning and orientation, the two consultants interviewed a representative number of participants who had been invited to the workshop:

- USAID project manager and staff
- IEOS executive director
- IEOS project manager
- IEOS department directors
- IEOS staff involved in each of the five project components
- Two provincial chiefs responsible for implementing IEOS projects

From the interviews seven major themes and specific issues emerged (Appendix A) that people thought this particular workshop should cover:

- Lack of knowledge concerning the project. What were the components, plans, and details of the agreement? What was its history?
- How the project was to be organized and administered. Who would take which decisions? Who would evaluate project progress? What should be the relationship between the IEOS project manager and the IEOS head of planning?
- How the components would function. Who was responsible for each component? What were the goals of each component? Who would coordinate the components?
- How decentralization was supposed to work. How were the operational modules organized? How were people going to be selected for the modules? What were the functions of the module's promoters? What were the new administrative and financial mechanisms going to be?

- Contracting of promoters. What characteristics should a promoter have? Where should promoters be located in the field? What percentage of them should be university educated?
- Communication mechanisms. What should be the ways of keeping all those involved in the project informed of its progress?
- Streamlining financial transactions. How could the project decrease the time required to procure project items?

2.2 Workshop Objectives and Design

On the basis of the interviews and the resulting themes, the consultants developed five objectives for the workshop (Appendix B):

- Understand the history, content, and reach of the project.
- Discuss how the project will function and clarify roles and responsibilities.
- Begin creating communications channels.
- Develop alternative solutions to specific problems.
- Design short-term work plans.

Using the WASH Facilitator Guide for Conducting a Project Start-Up Workshop as a model and guide, the consultants developed a design appropriate for the stated needs of the WASHED project. After consultation with key USAID and IEOS authorities, the design was modified slightly to provide more time for the first objective--making sure that everyone had a good basic understanding of the project.

The workshop schedule (Appendix C) was as follows:

Wednesday, November 29

- 0800 - Introduction
- 0830 - Inauguration by Sub-Secretary Marco Morillo and Executive Director Miguel Loayza
- 0850 - Getting Acquainted
- 0935 - Presentation of the workshop's themes, objectives, schedule, and norms
- 0955 - Presentation of the project by USAID project coordinator and IEOS project manager, followed by questions and a panel
- 1200 - Round-robin presentation of the five components, each followed by questions and a panel to respond
- 1300 - Lunch
- 1400 - Continuation of presentations and panels
- 1700 - Review of the day and linkage to next day's activities.

Thursday, November 30

- 0800 - Introduction
- 0810 - Continuation with presentations of remaining components,
followed by questions and panel

- 1230 - Lunch

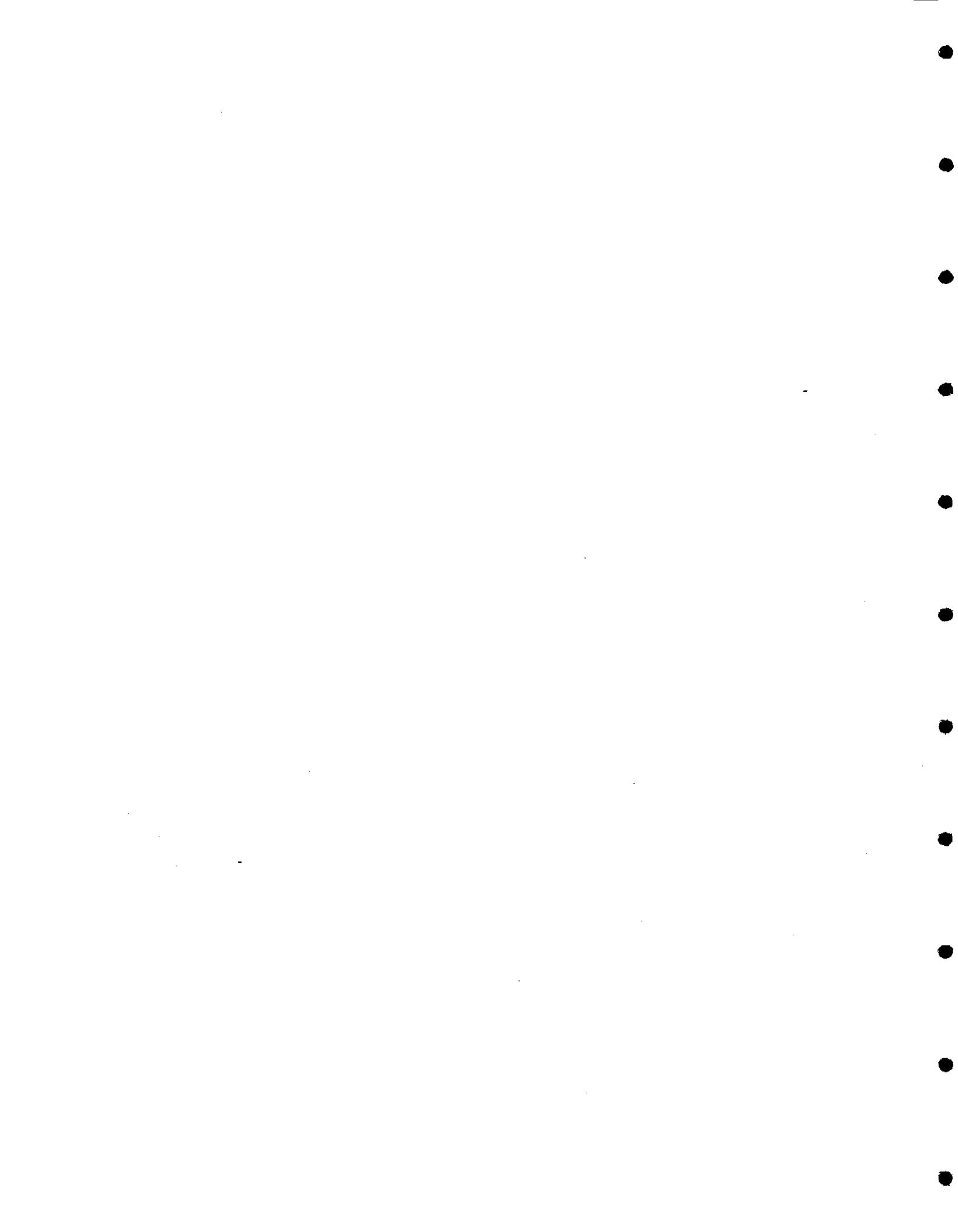
- 1400 - Analysis of specific issues
- 1715 - Review of the day and linkage to Friday

Friday, December 1

- 0800 - Introduction
- 0810 - Development of short-term work plans

- 1230 - Lunch

- 1400 - Presentation of workshop's results to USAID and IEOS
authorities
- 1500 - Closure



Chapter 3

WORKSHOP PROCESS

3.1 Organization

Although the workshop was designed primarily as a mechanism to share information and start the organizational process, a key motive was to generate enthusiasm among the newly involved project members. And even though much of this workshop's rationale was similar to a project start-up workshop, it was much more modest in its endeavors. A full-scale start-up workshop is planned for March-April 1990. That workshop will involve more people in IEOS as well as all short- and long-term technical assistance (TA) personnel.

The two WASH consultants who facilitated the workshop, aided by Dr. Galo Gausapaz of IEOS, who was responsible for planning and coordinating the workshop logistics, and Elenita Parra, who acted as secretary and administrative assistant.

3.2 Participants

A total of 30 participants, representing both USAID and IEOS, attended some aspect of the workshop. (See Appendix D for a participant list.) IEOS itself had participants from the national and provincial levels. The workshop was conducted exclusively in Spanish.

3.3 Description of the Process

Although the Facilitator Guide for Conducting a Project Start-Up Workshop was used as a guide and model to generate ideas, there was a need to modify the workshop process to meet the specific needs of the clients. The following paragraphs briefly describe the actual flow of the workshop.

3.3.1 Day One

The workshop began with an introduction by the USAID project coordinator, followed by statements from two IEOS officials involved in the program, the Sub-Secretary and the Executive Director. After this inauguration, the participants introduced themselves in small groups and group spokespersons introduced their groups to the others. Interview results were then presented, showing how they provided the basis for developing the objectives and schedule. Finally, the workshop norms were presented and accepted.

After the project coordinator and IEOS project manager provided a short presentation on project background, goals, and general strategies and content, the participants met in their groups to develop a series of questions. A panel

of the USAID project coordinator, the USAID project manager, the IEOS project manager, and the IEOS planning director responded to each question.

Then the first of five presentations on each project component began. The process called for a ten-minute presentation on a particular component, followed by about twenty minutes when each table group generated three questions. (Appendix E contains the questions generated for each component.) A panel of presenter and project leadership then responded to each question, taking one group at a time until all had been answered. As issues came up, the facilitators noted them on a flip chart for later analysis and discussion (Appendix F). This process started around lunchtime on day one and continued throughout the morning of day two.

3.3.2 Day Two

After an introduction to the day, the component descriptions and questioning continued until just before lunch.

For the remainder of the day, an analysis of three key issues ensued:

- project administration and organization
- communications mechanisms
- streamlining financial transactions

For this small-group task, the IEOS project manager and the USAID project coordinator identified which participants should join which group. Three were formed, each focusing on a single issue. Their task was not only to analyze the issue but also to come up with specific recommendations to resolve it. Afterward, each group presented its recommendations to the plenary session for discussion and, as necessary, modification (Appendix G). This activity completed day two.

3.3.3 Day Three

The participants divided themselves into three groups: IEOS directors and USAID personnel, IEOS provincial chiefs, and IEOS personnel. Each group developed a short-term work plan (four months) of activities and tasks that needed to be carried out in order to start the project. Upon completion the groups reported out, with appropriate modifications (Appendix H). It was agreed that in order to reconcile the work plans, a small working group would meet the following week to devise a master work plan.

At 1400, the top IEOS and USAID were invited to listen to a presentation on the workshop results and to close the three days on a formal note. The workshop ended at approximately 1530.

Chapter 4

WORKSHOP OUTCOMES

4.1 General Outcomes

The workshop achieved the main goals of the primary clients by providing an overall understanding of project history, rationale, and makeup and by motivating key actors to recognize the project's potential. Based on discussions between the facilitators and comments made by the participants, the following were accomplished:

- Increased the understanding of IEOS and USAID project leadership roles and responsibilities.
- Identified many key issues that remain to be resolved prior to project initiation.
- Developed specific recommendations on three issues.
- Identified major tasks to be accomplished in the next three to four months to get the project launched successfully.
- Increased the understanding of the need to involve others at all levels in planning and implementing project activities.

4.2 Specific Outcomes

During each workshop phase, the facilitators kept track of issues that required elaboration at a later date. Issues were categorized with respect to the project as a whole, by project component, and by each of the three specific questions that were analyzed in small groups.

For each question, recommendations were developed. The first dealt with how the project should be administered, and the working group developed an organization chart that was modified slightly in the large group discussion. The second group focused on improving communications mechanisms and came up with a series of charts that represented a communications flow among the different project levels. The third group grappled with the question of how to streamline the financial transactions required for the project. They too came up with some concrete ways to enhance the process.

Examining the group work in more detail, these were the outcomes:

- Group One focused on how the project would be administered and organized, and developed a three-level organization chart. The top level, named the directing level, included the sub-secretary and executive director of IEOS and the USAID mission director. The next level, the executive level, included the

IEOS project manager and USAID project manager. The final level, called the operational level, was divided into two areas: one encompassed the five components, the other the provincial chiefs. There were two additional units that did not fit neatly into the scheme--the evaluation function, headed by the IEOS planning director and the TA team. The evaluation unit was depicted as a staff function reporting to the top directing level, and the TA team was placed under the executive level as a staff function.

- Group Two looked at communications and developed a series of charts that indicated a vertical communications flow, with the number and types of reports required and suggested meetings. The final chart reflected the computer architecture to be developed in support of the project.
- Group Three discussed the problem of streamlining the financial transaction process and came up with four recommendations:
 - (a) Have the President of Ecuador intercede with the Minister of Finance to establish mechanisms that allow the simultaneous flow of resources between USAID and IEOS.
 - (b) Create a project financial unit at the central level that would report to the IEOS director of finance.
 - (c) Develop a financial-operations manual for the project.
 - (d) Streamline the project components.

As a final specific outcome, each of the three groups--IEOS directors and USAID personnel, IEOS project personnel, and IEOS provincial chiefs--developed short-term (four month) work plans. It was agreed that the USAID project coordinator and an IEOS economist would take all three in order to develop a reconciled master work plan.

Chapter 5

CONCLUSIONS AND RECOMMENDATIONS

There had been some question as to whether this workshop was necessary, since a full-scale project start-up workshop was scheduled for the first quarter of 1990. In retrospect, it seems to have been a good idea to bring everyone up to speed on project content and intent and to begin to build a sense of commitment to its success. There was widespread agreement that this workshop met its objectives, and it has laid a good foundation for further team-building during the project start-up workshop.

The WASH facilitators offer these specific recommendations:

- Keep the process of collaboration in mind. At the workshop's conclusion people were working well together and efforts to retain the sense of team should continue, by keeping people informed and involved in all project aspects. There could be a tendency for each of the five components to focus on their own separate activities, thus losing sight of the synergy needed across components to make the total project successful. (Project leadership)
- Serve as role models in collaboratively managing a multicomponent project. (Project leadership in general; USAID Coordinator in particular)
- Identify an assistant to the IEOS project manager. Wire selection is important because the assistant can serve either as bottleneck or facilitator of information and decision making. Thus, it will be important to consider the qualities that individual should have. All project levels should be allowed input into the criteria for selecting that key person.
- Start planning immediately for the early- 1990 Project Start Up Workshop. The dates need to be established, the facilitator designated, and a location found. The workshop planners should consider an out-of-town residential site to ensure ongoing participation.

In anticipation of the Project Start-Up Workshop, a number of things should be kept in mind in addition to the previous recommendations:

- The organizational status of the three new components contemplated under the project (operation and maintenance, appropriate technology, and training) may need to be checked. A key question here may be whether staffing has been completed.

- How is the assistant to the IEOS Project Manager functioning? Has the position been staffed? How is this person's role defined? What do others expect of this position?
- Have agreements been made and kept about how to communicate project information and decisions? Are these mechanisms working well or do they need modification?
- As the long- and short-term technical assistance teams are identified, there will be a need to establish the respective expectations between the TA team(s) and IEOS, and between the TA team and USAID. Moreover, the relationship between USAID and IEOS will need to be rechecked to ensure that all previous understandings are valid.
- The USAID Project Coordinator will move to IEOS full-time to head the TA team. Thus his role will change from a position that provided administrative as well as technical support within the mission to one totally focused on technical support. It would be prudent to discuss with the coordinator and TA team how they see the coordinator's role with respect to managing the team and relationship to IEOS and USAID.
- There will be a need to examine new issues that might have arisen and/or revisit any pending issues that were not resolved. Many of these were more technical than organizational.

APPENDIX A

Workshop Themes and Specific Issues





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TEMAS Y PROBLEMAS ESPECIFICOS

1.- CONOCIMIENTO DEL CONVENIO DEL PROYECTO

- Motivación o conscientización acerca de la necesidad de la coordinación para el funcionamiento exitoso del proyecto como un sistema integral.

2.- ADMINISTRACION DEL PROYECTO

- Cuál debe ser la relación entre la Jefatura del Proyecto y la Jefatura de Planificación?
- Quién va a tomar las decisiones?
- Quién va a evaluar la marcha de los componentes?

3.- FUNCIONAMIENTO DE LOS COMPONENTES

- Quiénes serán responsables de cada componente?
- Quién y cómo se va coordinar los componentes?
- Los responsables de los componentes a quién tienen que reportar?
- Cuáles son las metas para cada componente?

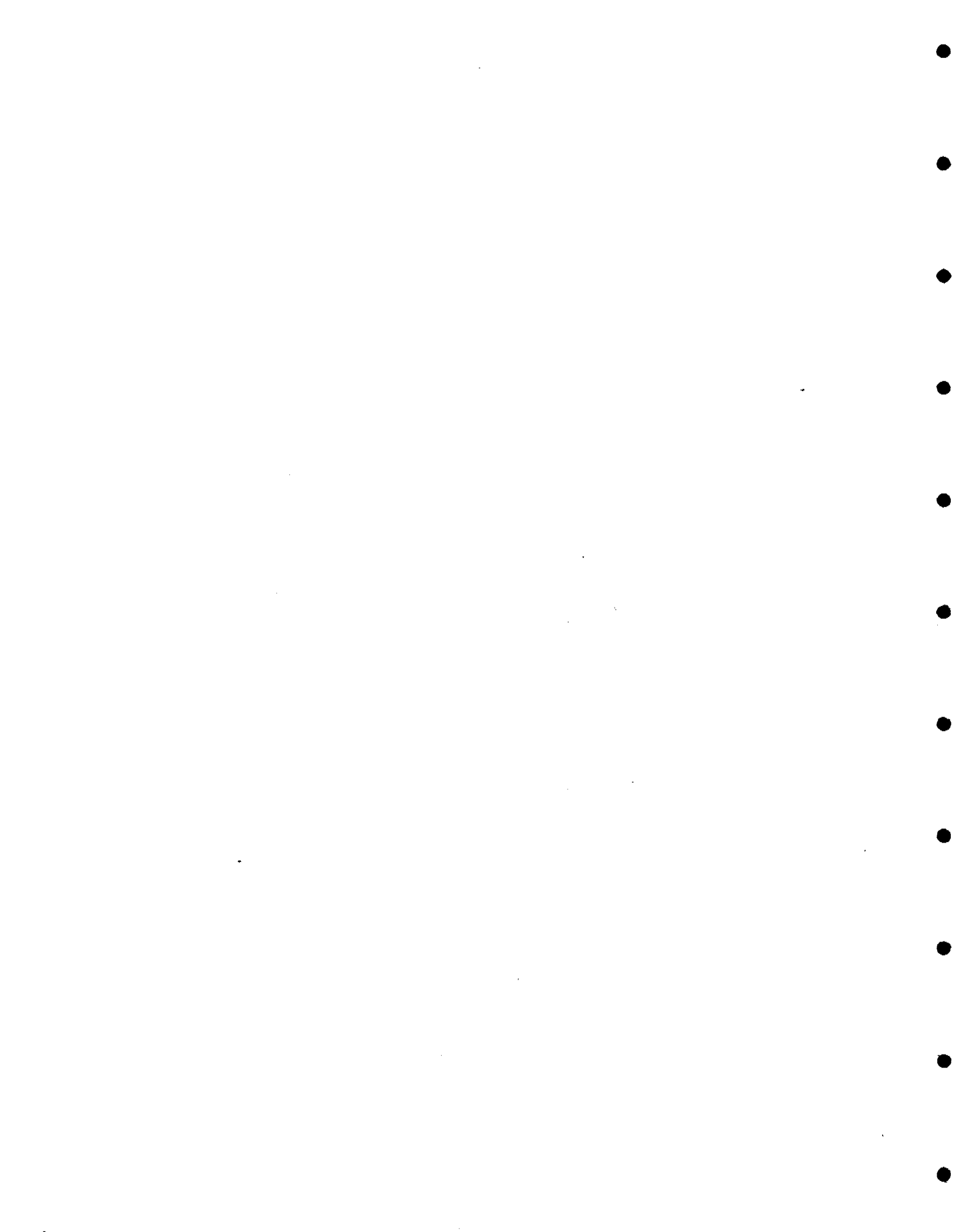
4.- Descentralización

- Cómo se organizan los módulos operativos?
- Cómo se seleccionará el personal que forman los módulos?
- Cuáles serán las funciones de los promotores?
- Cuáles serán los mecanismos administrativos y financieros?

5.- CONTRATACION DE PROMOTORAS (75%)

APPENDIX B

Workshop Objectives



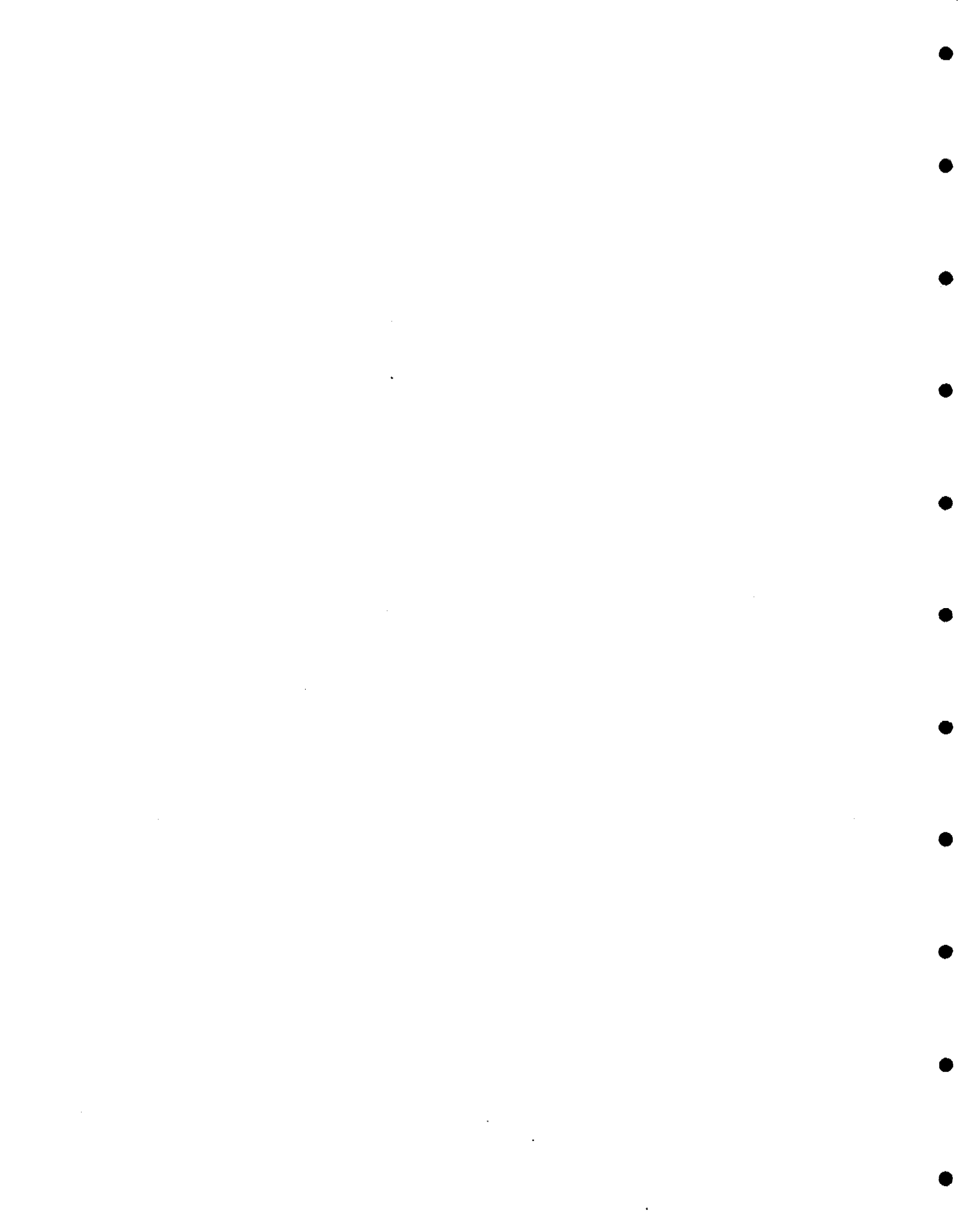
OBJETIVOS DEL SEMINARIO

- 1.- CONOCER LA HISTORIA, CONTENIDO Y ALCANCE DEL PROYECTO
- 2.- DISCUTIR ACERCA DEL FUNCIONAMIENTO DEL PROYECTO Y CLARIFICAR ROLES Y RESPONSABILIDADES
- 3.- INICIAR LA CREACION DE REDES DE COMUNICACION
- 4.- ENCONTAR SOLUCIONES ALTERNATIVAS A PROBLEMAS ESPECIFICOS
- 5.- DISEÑAR PLANES DE TRABAJO DE CORTO PLAZO



APPENDIX C

Workshop Design and Schedule





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DISEÑO DEL SEMINARIO DE ORGANIZACION Y MOTIVACION DEL
PROYECTO AID-IEOS

Miércoles.- día lro.

- 8H00 Ubicación y preliminares:
 Presentación por parte del Ing. Marcelo Piedra e Ing.
 Adalid Arratia.
- 8H30 Inauguración Ing. Marco Morillo e Ing. Miguel Loayza.
- 8h50 Presentación de los participantes dentro de sus grupos.
- 9H35 Presentación de los temas, objetivos y normas del semi
 nario.
- 9H55 Presentación del proyecto:
 Historia, convenio, filosofía y políticas en términos
 globales.- Ing. Julio Ayala e Ing. Adalid Arratia.
- 10H15 Grupos pequeños para formular preguntas sobre la presen
 tación anterior.
- 10H45 Break.
- 11H00 Panel para responder a las preguntas.- Ing. Julio Ayala,
 Ing. Adalid Arratia, Ing. Marcelo Piedra, Kate Jones y
 María Rivadeneira.
- 12H00 Introducción a la actividad.- Análisis de los componen
 tes del proyecto.
- 12H10 Presentación del componente No.1.- Construcción.
- 12H20 Grupos pequeños para elaborar preguntas sobre la presen
 tación anterior.



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..2..

- 12H45 Almuerzo.
- 14H00 Panel para responder preguntas sobre construcción.
- 15H00 Presentación del componente No.2.- Operación y Man
tenimiento.
- 15H10 Grupos pequeños para elaborar preguntas.
- 15H30 Break.
- 15H45 Panel para responder preguntas sobre Operación y Man
tenimiento.
- 16H45 Presentación del componente No.3.- Educación Sanitaria.
- 17H00 Grupos pequeños para elaborar preguntas.
- 17H20 Resumen del día.

Jueves.- día 2do.

- 8H00 Introducción al día.
- 8H10 Panel para responder preguntas sobre Educación Sanita-
ria.
- 9H10 Presentación No. 4.- Capacitación.
- 9H20 Grupos pequeños para elaborar preguntas.
- 9H40 Panel para responder.



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- 3..
- 10H40 Break.
- 11H00 Presentación No. 5.- Tecnología Apropriada.
- 11H10 Grupos pequeños para elaborar preguntas.
- 11H30 Panel para responder preguntas sobre Tecnología Apropiada.
- 12H30 Almuerzo.
- 14H00 Análisis de problemas específicos.
- Introducción a la actividad.
- Organización de los grupos con las sugerencias de los ingenieros Arratía y Ayala.
- 14H30 Grupos pequeños para analizar los problemas específicos claves y proponer soluciones.
1.- Administración del proyecto.
2.- Mecanismos de comunicación
3.- Agilidad en los trámites financieros.
- 15H30 Break.
- 15H45 Reunión para presentaciones y discusión de los tres - problemas analizados; 30 minutos para cada grupo.
- 17H15 Resumen del día.
- Viernes.- día 3ro.
- 8H00 Introducción al trabajo del día.



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- 8H10 Elaboración de planes de trabajo de corto plazo por grupos: Las Instrucciones de la actividad.
1.- Jefes Provinciales
2.- Directores del IEOS y personal AID-IEOS
3.- Personal del proyecto del IEOS.
- 8H30 Grupos pequeños.
- 10H00 Break.
- 10H15 Presentaciones y discusión de planes de corto plazo;
45 minutos por grupo.
- 12H30 Almuerzo.
- 14H00 Presentación de los resultados del seminario a Ing. Marco Morillo y representantes de la AID: Jefe Provincial Ing. Rómulo Aguirre, Ing. Julio Ayala, Director del Proyecto.
Intervenciones de una o dos autoridades.
- 15H00 Clausura.
Intervención de una o dos autoridades de AID-IEOS.
- 16H00 Fin del seminario.



**MINISTERIO DE SALUD PUBLICA
INSTITUTO ECUATORIANO DE OBRAS SANITARIAS**

HORARIO DEL SEMINARIO

MIERCOLES - DIA N° 1

08.00 h.- *Ubicación y preliminares*

Inauguración - Ing. Marco Morillo

Presentación de los participantes

*Presentación de los temas, objetivos y
Normas del Seminario*

Presentación del Proyecto - Términos globales

10.45 h.- *Break*

Continuación de la discusión

Presentación de los componentes

13.00 h.- *Almuerzo*

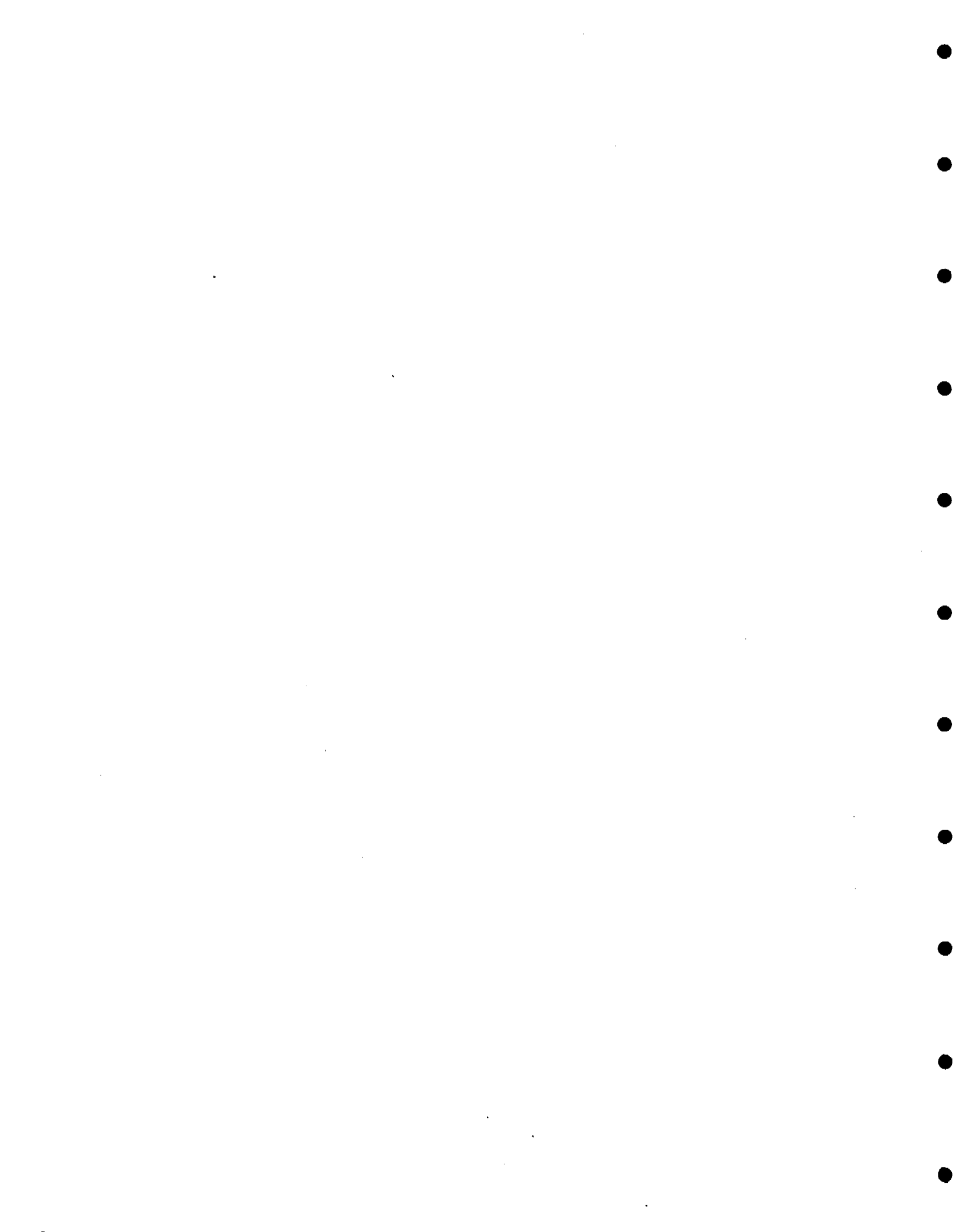
14.00 h.- *Continuación de la discusión de los componentes*

15.30 h.- *Break*

17.00 h.- *Resumen del día*

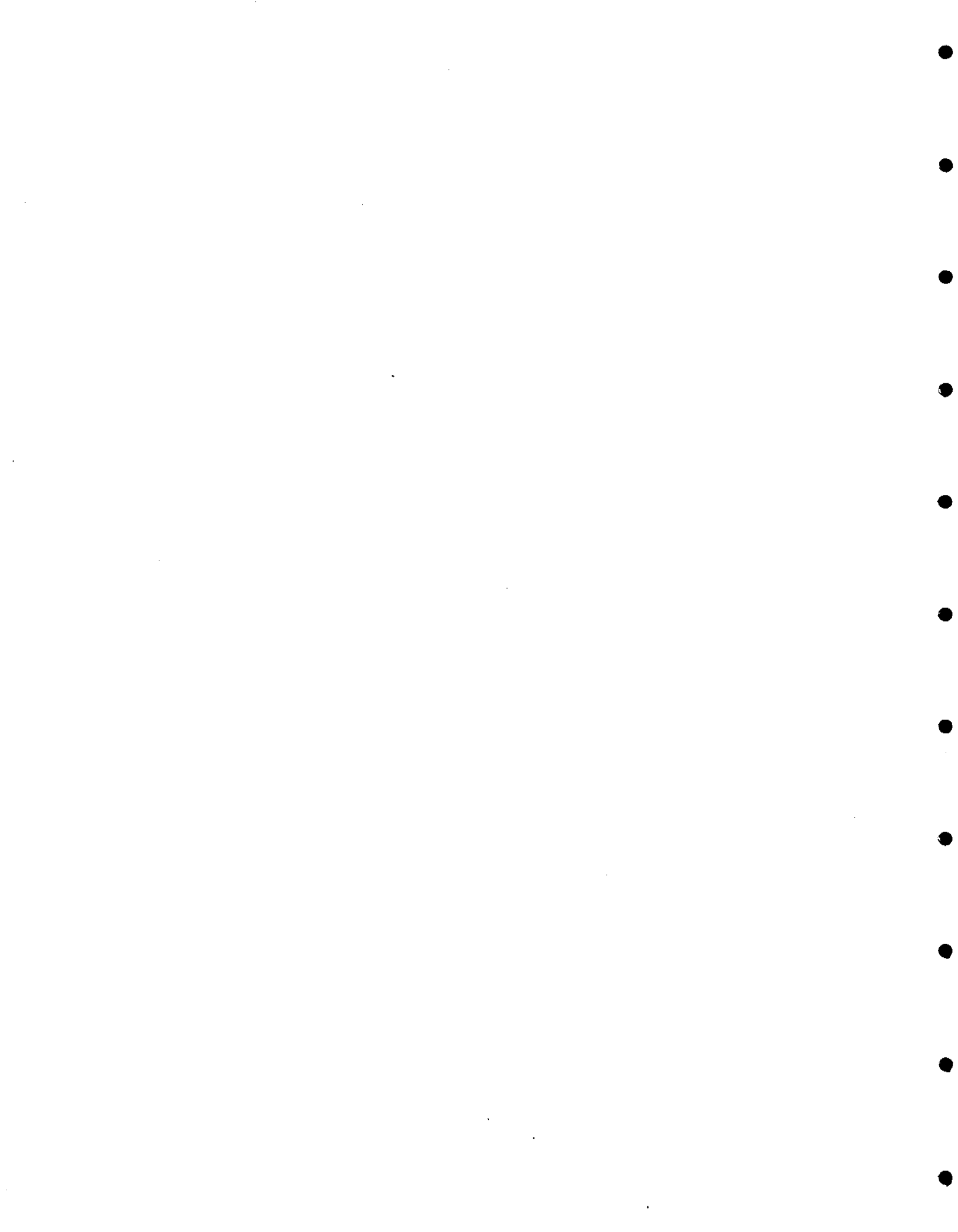
JUEVES - DIA N° 2

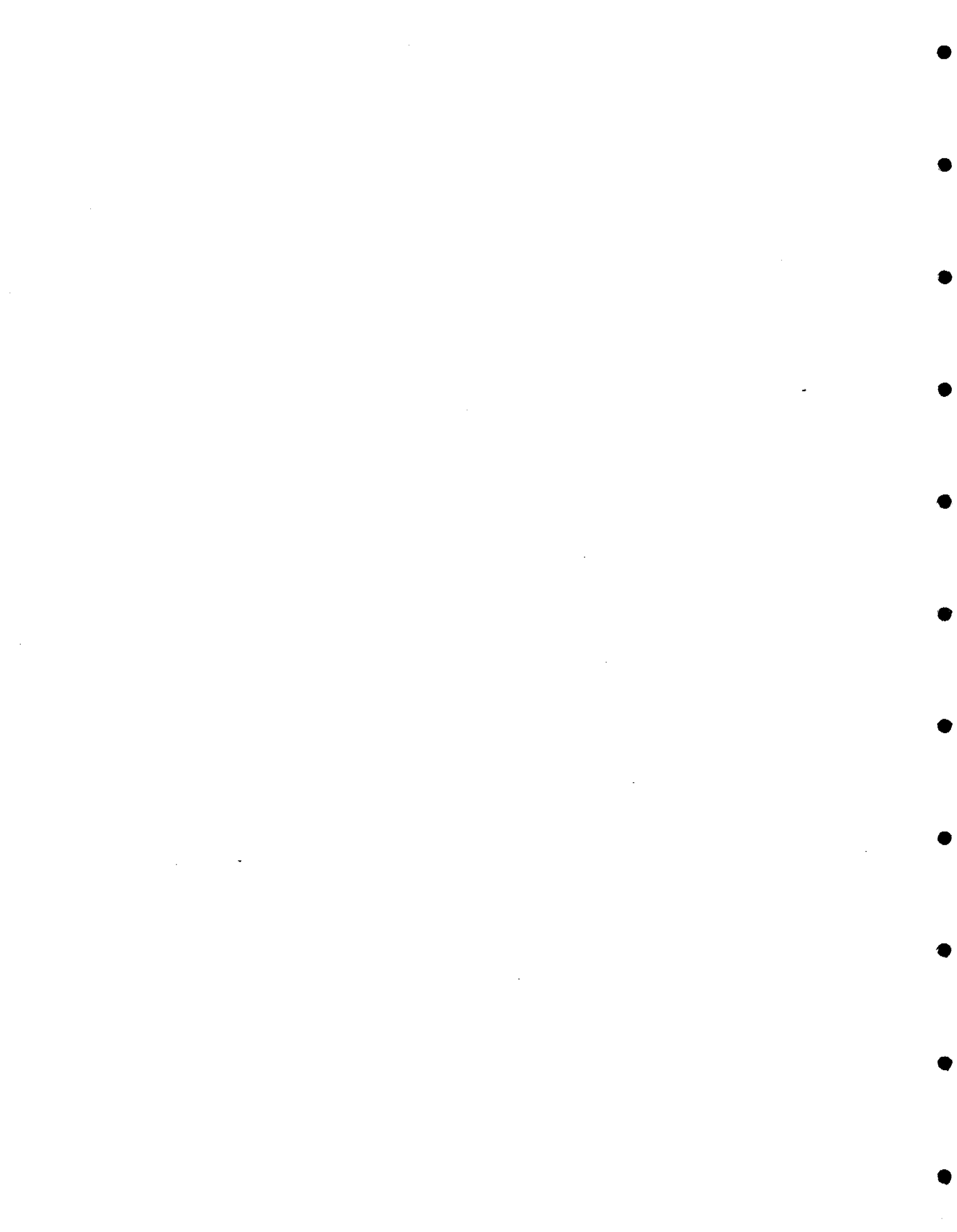
08.00 h.- *Introducción al trabajo del día*



APPENDIX D

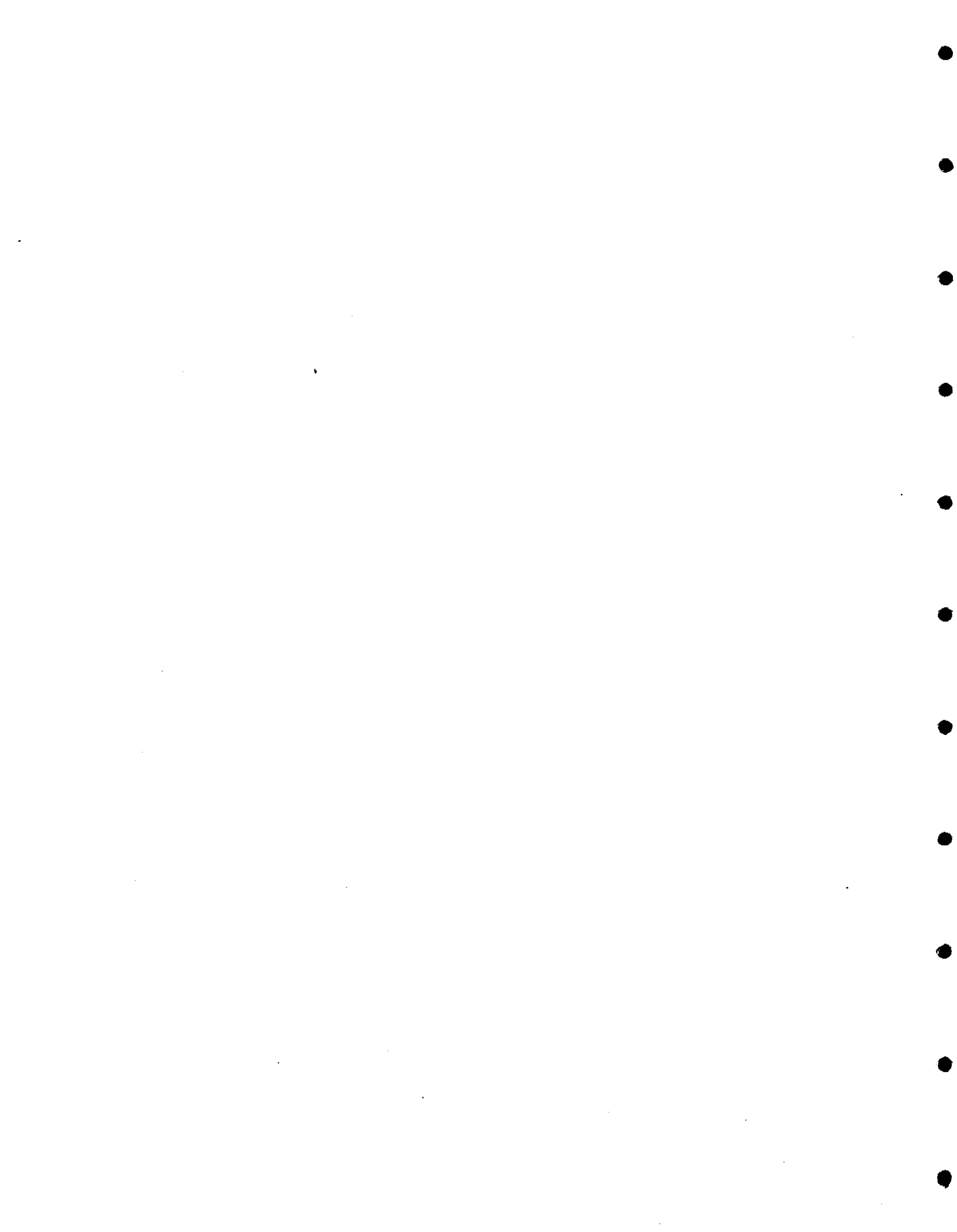
Participant List





APPENDIX E

Small-Group Questions



PREGUNTAS SOBRE EL COMPONENTE DE CONSTRUCCION

- 1.- QUIEN ES EL RESPONSABLE DE LA SELECCION DEL PERSONAL DEL MODULO Y COMO SE INTEGRARA ?
- 2.- CUALES SERAN LOS CRITERIOS TECNICOS PARA LA SELECCION DE LOS PROYECTOS A EJECUTARSE EN LAS COMUNIDADES ?
- 3.- QUE MECANISMOS DE EVALUACION Y SEGUIMIENTO SE IMPLEMENTARAN DURANTE LA EJECUCION DEL MODULO COMPONENTE ?
- 4.- QUE MECANISMOS DE TRANSFERENCIA DE FONDOS SE UTILIZARAN PARA ESTOS PROYECTOS ?
- 5.- CUAL ES LA BASE PARA ESTABLECER DIEZ MODULOS POR AÑO ?
- 6.- QUIENES DEFINIRAN LOS PARAMETROS DE PRIORIZACION DE LOCALIDADES?
- 7.- QUE MODALIDADES SE UTILIZARAN PARA LA CONTRATACION DEL PERSONAL DE LOS MODULOS ?
- 8.- ESTAN YA DEFINIDOS LOS CRITERIOS DE SELECCION Y PRIORIZACION DE LOCALIDADES ?
- 9.- COMO SE EVALUARA EL TRABAJO DE LOS MODULOS (SUPERVISION) ?
- 10.- ESTE COMPONENTE PRESUPONE CAMBIOS EN EL AREA DE: PLANIFICACION , PRESUPUESTACION Y SUPERVISION. ¿ CUALES SON ESOS CAMBIOS ? ¿COMO SE IMPLEMENTARAN ?
- 11.- UN PROYECTO EXISTENTE, HASTA QUE % DE UTILIZACION DE SU ESTRUCTURA PUEDE SER CONSIDERADA PARA INCLUIRLO EN EL MODULO ?
- 12.- PUEDE ALTERNARSE LA PROGRAMACION DE RECURSOS :100'000 ÷ 10 PROYECTOS ?

(2) PREGUNTAS SOBRE EL COMPONENTE DE CONSTRUCCION

- 13.- EN BASE A QUE PARAMETROS SE SELECCIONARAN LAS COMUNIDADES CONSIDERANDO QUE LA POBLACION RURAL NO ATENDIDA ES BASTANTE DISPERSA ?
- 14.- CADA MODULO OPERATIVO PARA OPTIMIZAR SU GESTION DISPONDRA DE LA LOGISTICA NECESARIA ?
- 15.- BAJO QUE CONDICIONES Y CRITERIOS SE SELECCIONARA AL PERSONAL QUE CONFORMARA EL MODULO Y ES CRITERIO SINECUANON QUE EL INGENIERO SEA SANITARIO ?

PREGUNTAS SOBRE EL COMPONENTE OPERACION Y MANTENIMIENTO

- 1.- LA MAYORIA DE LAS JUNTAS ADMINISTRADORAS DE AGUA POTABLE NO CLORAN SUS SISTEMAS POR FALTA DE FONDOS. ES POSIBLE SUBSIDIAR EL CLORO E IMPULSAR LA FABRICACION DE QUIMICOS PARA PURIFICAR EL AGUA?
- 2.- QUE APOYO DARIA EL PROGRAMA PARA ROBUSTECER LA CONFORMACION DE LOS CONSORCIOS DE JUNTAS A FIN DE QUE PUEDA OFRECER A BAJO COSTO LOS MATERIALES E INSUMOS ?
- 3.- LA LEY DE JUNTAS Y SU REGLAMENTO REQUIEREN DE CAMBIOS Y MODIFICACIONES PARA LA EJECUCION DEL PROGRAMA ?
- 4.- CUAL SERA EL GRADO DE PARTICIPACION DE LAS JEFATURAS PROVINCIALES EN LA DEFINICION DE OBJETIVOS, RECURSOS DE CAPACITACION Y RESPONSABILIDADES DEL PROGRAMA DE OPERACION Y MANTENIMIENTO ?
- 5.- LA EJECUCION DEL INVENTARIO POR PARTE DE LAS JEFATURAS PROVINCIALES DESPERTARA EXPECTATIVAS EN CUANTO A LA REHABILITACION , OPERACION Y MANTENIMIENTO DE LOS SISTEMAS RURALES.- CON QUE FUENTES Y RECURSOS SE CONTARA PARA ESTE PROGRAMA
- 6.- POR QUE NO SE REFUERZA LOS SISTEMAS TARIFARIOS DESDE EL 1º AÑO DEL PROYECTO (1990). QUIENES CONDUCIRAN Y EVALUARAN ESTOS ESTUDIOS ?
- 7.- CUAL SERIA EL ELEMENTO HUMANO MINIMO REQUERIDO A NIVEL PROVINCIAL PARA OPERACION Y MANTENIMIENTO; Y SI ESTE DISPONDRA DE LA LOGISTICA Y EQUIPO NECESARIO PARA DESARROLLAR SUS ACTIVIDADES.
- 8.- SIENDO EL DAÑO DE LOS MEDIDORES DE CONTROL, UNO DE LOS PROBLEMAS EN EL MANTENIMIENTO DE LOS SISTEMAS ¿ CUAL SERA LA POLITICA A SEGUIRSE ?
- 9.- LUEGO DE REALIZADO EL INVENTARIO DE LOS SISTEMAS EN EXPLOTACION, - CUAL SERIA LA POLITICA DE OPERACION Y MANTENIMIENTO A SEGUIRSE ?

(2) PREGUNTAS SOBRE EL COMPONENTE OPERACION Y MANTENIMIENTO

- 10.- COMO SE COORDINARA CON LOS OTROS COMPONENTES ?
- 11.- EXISTEN LIMITES PARA INVERSIONES EN OPERACION Y MANTENIMIENTO Y EN ELLAS SE PODRIAN INCLUIR PROVISION DE CLORO A JUNTAS DE AGUA POTABLE QUE TENGAN BAJA CAPACIDAD ECONOMICA ?
- 12.- LAS ACCIONES DE OPERACION Y MANTENIMIENTO SERAN SOLO DE ASISTENCIA TECNICA (TEORICA) O SE HARAN REPARACIONES (SE TENDRAN BANCOS DE MATERIALES Y EQUIPOS Y COMO SE LOS ADQUIRIRA ?
- 13.- COMO SE ESTABLECERAN LAS UNIDADES DE OPERACION Y MANTENIMIENTO EN LAS JEFATURAS : CUANTOS Y CON QUE FINANCIAMIENTO?
- 14.- COMO SE COORDINARA EL PROCESO DE TERMINO DE CONSTRUCCION - ACTIVIDADES DE OPERACION Y MANTENIMIENTO ?
- 15.- CON QUE FONDOS SE EJECUTARAN LOS TRABAJOS DE OPERACION Y MANTENIMIENTO QUE SE VAN A PLANIFICAR.

PREGUNTAS SOBRE EL COMPONENTE EDUCACION SANITARIA

- 1.- SE CONSIDERA QUE NO SE PUEDE CONSTATAR CUAL HA SIDO EL IMPACTO DEL ESFUERZO (INVERSIONES) EFECTUADO EN SANEAMIENTO BASICO RURAL.? QUE INDICADORES O PROCEDIMIENTOS DE EVALUACION SE HAN UTILIZADO ?
- 2.- QUE RELACION SE PUEDE ESTABLECER ENTRE EL CONTENIDO DEL PROYECTO DE EDUCACION Y MERCADEO SOCIAL CON LOS PROPOSITOS DEL PROYECTO DE AGUA POTABLE Y SANEAMIENTO RURAL ?
- 3.- COMO SE ATENDERIA LA DEMANDA DE PROMOTORES PARA TODOS LOS COMPONENTES DEL PROYECTO ?
- 4.- LOS PROMOTORES A CONTRATARSE, QUE GRADO DE PREPARACION DEBERAN TENER Y CUAL SERIA LA FORMA DE CONTRATACION, TODA VEZ QUE SE PREFERIRA A PERSONAL DEL SECTOR ?
- 5.- DE QUE MATERIAL DIDACTICO SE DISPONDRA PARA REALIZAR ESTE COMPONENTE ?
- 6.- CUAL ES EL CRITERIO DE ESCOGITAMIENTO DE LAS COMUNIDADES PARA DESARROLLAR EL PROGRAMA DE EDUCACION SANITARIA ?
- 7.- QUE ES Y CUAL EL ALCANCE DEL "MERCADEO SOCIAL" ?
- 8.- COMO SE CONFORMARAN LOS GRUPOS DE TRABAJO DE EDUCACION SANITARIA A NIVEL PROVINCIAL ?
- 9.- SE CUENTA CON UN PROGRAMA O PLAN DE EDUCACION SANITARIA PARA EL PERIODO 1990-1993 ?
- 10.- QUE RELACION EXISTE ENTRE LOS PROGRAMA DE EDUCACION LLEVADOS POR LA DIVISION DE PROMOCION -PRONAES- Y AID-IEOS; FONASA ?.
- 11.- SE CONOCE QUE EL MAYOR TIEMPO DEL PROMOTOR LO OCUPA EN ACCIONES DE CONSTRUCCION DEL SISTEMA Y NO EN ACCIONES DE EDUCACION. DEFINIR FUNCIONES.

(2) PREGUNTAS SOBRE EL COMPONENTE EDUCACION SANITARIA

12.- QUE LABOR REALIZAN LOS PROMOTORES PARA EDUCAR A LAS COMUNIDADES EN LA CONSERVACION DE LAS CUENCAS HIDROGRAFICAS ?.

PREGUNTAS SOBRE EL COMPONENTE CAPACITACION

- 1.- CUALES SON LAS PRIORIDADES EN LAS DIVERSAS AREAS Y NIVELES ?
- 2.- QUE TIEMPOS DE CAPACITACION SE HAN PREVISTO PARA CADA NIVEL DIRECTIVO Y EJECUTIVO ?
- 3.- COMO Y CUANDO SE HARA LA CAPACITACION DEL PERSONAL DE MODULOS OPERATIVOS ?
- 4.- DE QUE FORMA SE DARA LA DESCENTRALIZACION DE LA CAPACITACION A NIVEL PROVINCIAL ?
- 5.- CON QUE PERSONAL DE INSTRUCTORES-FACILITADORES SE CUENTA PARA EJECUTAR EL PROGRAMA DE CAPACITACION ?
- 6.- QUE POLITICAS IMPLEMENTARA EL COMPONENTE DE CAPACITACION PARA ACTUALIZAR METODOLOGIAS DE TRABAJO EN LOS DEMAS COMPONENTES DEL PROGRAMA-CONSTRUCCION, OPERACION Y MANTENIMIENTO, - EDUCACION SANITARIA Y TECNOLOGIA APROPIADA ?
- 7.- CUALES FUERON LAS EXIGENCIAS Y RECOMENDACIONES DEL PROYECTO QUE SE HAN TOMADO EN CUENTA PARA LA FORMULACION DEL PROGRAMA?
- 8.- EN EL PROGRAMA ELABORADO, COMO SE HA ENFOCADO LA CAPACITACION DEL AREA CONSTRUCCION (COSTOS, CONTROL DE PROYECTOS) Y DE CAPACITADORES.
- 9.- SE HAN CONSIDERADO FORMAS DE EVALUACION PARA EL PERSONAL QUE SERA BENEFICIADO CON ESTE COMPONENTE ?
- 10.- EL IEOS PARA ESTE COMPONENTE DE CAPACITACION, YA DISPONE DE LOS CAPACITADORES EN TODAS SUS AREAS ?

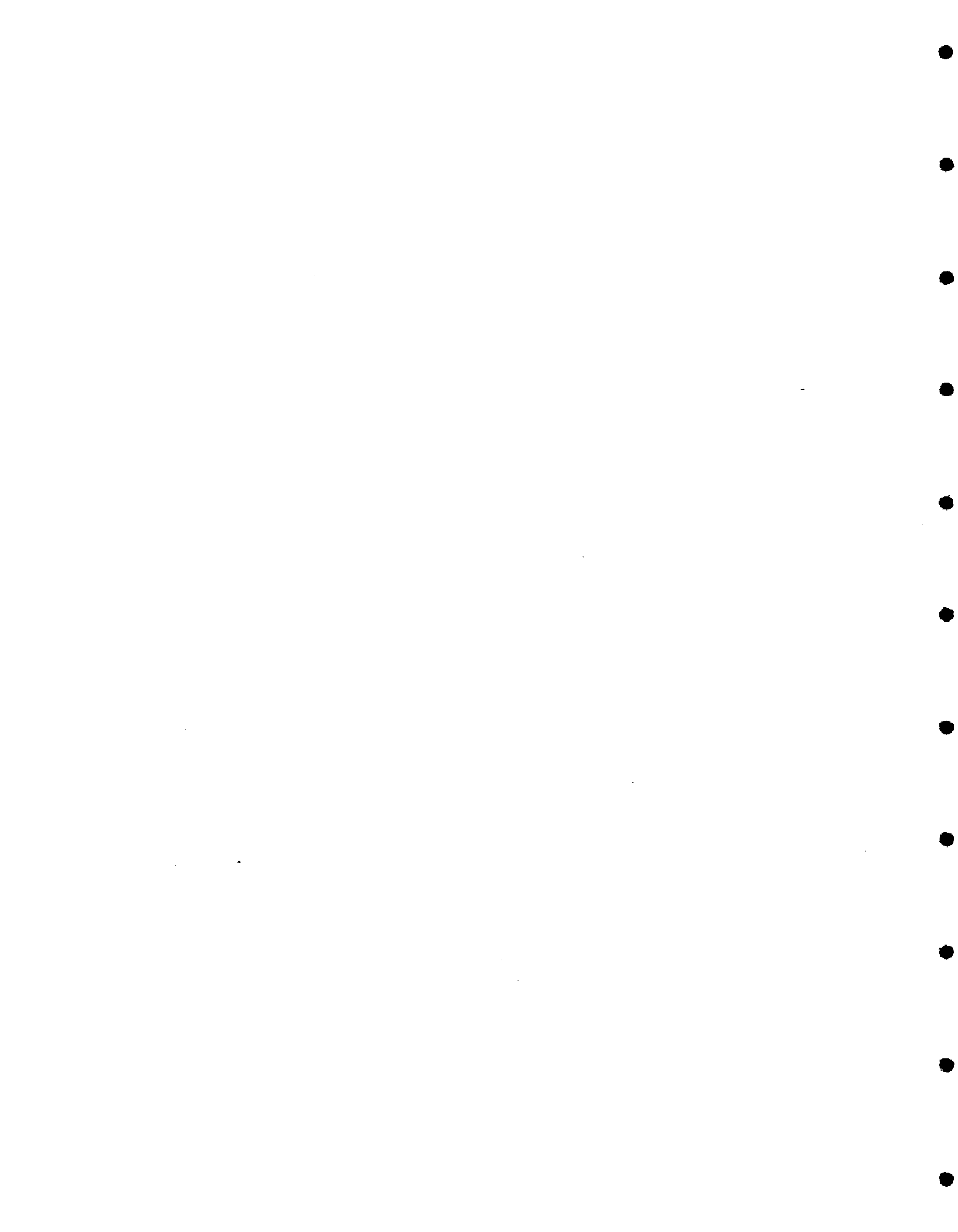
(2) PREGUNTAS SOBRE EL COMPONENTE CAPACITACION

- 11.- INDICAR SI YA EXISTE UNA REGLAMENTACION PARA FINES DE SELECCION DEL PERSONAL QUE DEBE SER CAPACITADO.

- 12.- SE REALIZARA UN SEGUIMIENTO EDUCATIVO PARA EL PERSONAL YA - CAPACITADO ?.

APPENDIX F

Pending Issues



ASUNTOS PENDIENTES SOBRE EL PROYECTO GLOBAL

- ACLARAR ASPECTOS DE DOS COMPONENTES : CAPACITACION Y TECNOLOGIA APROPIADA (MECANISMOS DE INTERRELACION)
- MEJORAR LA INFRAESTRUCTURA DE JEFATURAS Y RECURSOS DISPONIBLES EN FORMA OPORTUNA
- CRITERIOS DE SELECCION DE COMUNIDADES
- CONOCER INVENTARIO SOBRE ESTADO Y NECESIDADES DE LOS SISTEMAS
- DEFINIR EL PROYECTO, CON LA PREPARACION DE LOS PROGRAMAS PARA LOS CINCO COMPONENTES. DESIGNACION DE LOS RESPONSABLES . PREPARACION DE PLANES DE TRABAJO.

ASUNTOS PENDIENTES SOBRE EL COMPONENTE CONSTRUCCION

- REVISAR EL PROCESO DE SELECCION DE COMUNIDADES. DEFINIR CRITERIOS BASICOS CONSIDERADOS MAS IDONEOS Y APLICABLES
- ESTABLECER MECANISMOS AGILES PARA DISPONIBILIDAD DE FONDOS - DESTINADOS A LAS OBRAS (DIRECCION FINANCIERA)
- PLANES ANUALES Y PROGRAMAS PRESUPUESTARIOS DE JEFATURAS PROVINCIALES
- COORDINACION DE JEFES DE MODULOS CON JEFATURAS PROVINCIALES
- APOYO A CORTO PLAZO PARA MOVILIZACION DE LOS MODULOS OPERATIVOS (DIRECCION FINANCIERA)
- MODALIDAD DE CONTRATOS DE TRABAJO PARA PERSONAL DE MODULOS OPERATIVOS (DIRECCION ADMINISTRATIVA)

ASUNTOS PENDIENTES SOBRE COMPONENTE OPERACION Y MANTENIMIENTO

- INTERRELACION COMPONENTE TECNOLOGIA APROPIADA Y CAPACITACION CON
LOS OTROS TRES COMPONENTES

- ALMACEN COMUNITARIO PARA COMERCIALIZACION (1990)

- ACCIONES SOBRE LA PRODUCCION DE CLORO

- CONTROL DE CALIDAD DEL AGUA

- PROGRAMA DE VIGILANCIA DE LA CALIDAD DE AGUA (SISTEMAS ACTUALES)?
EMITIR NORMAS IEOS

- CONTROL DE MEDIDORES ?

- INVENTARIO DE LOS SISTEMAS EN EXPLOTACION (DEFINIR MECANISMOS)

- APROBAR "REGLAMENTO" PARA LA APLICACION DE LA LEY (LEY DE JUNTAS)
(MODIFICACIONES CON ASISTENCIA DE ASESORIA JURIDICA)

- ANALIZAR LA CONFORMACION DE LA UNIDAD A NIVEL PROVINCIAL

ASUNTOS PENDIENTES DEL COMPONENTE EDUCACION SANITARIA

- ELABORAR PERFIL PROFESIOGRAFICO DE LOS "PROMOTORES LOCALES"
- DETERMINAR TIPOS Y CONDICIONES DE LOS CONTRATOS PARA PROMOTORES LOCALES (DEPARTAMENTO ADMINISTRATIVO)
- ENCONTRAR PROCEDIMIENTOS PARA EVALUAR ACCION DE SANEAMIENTO AMBIENTAL

ASUNTOS PENDIENTES DEL COMPONENTE CAPACITACION

- DETERMINAR PRIORIDADES DE CAPACITACION (AUTORIDADES)
- FORMAR LA UNIDAD RESPECTIVA
- PLAN Y PROGRAMA DE TRABAJO ANUAL
- CONTEMPLAR LINEAMIENTOS PARA EVALUAR LA CAPACITACION
- EVALUAR CAPACITADORES EXISTENTES EN EL IEOS

ASUNTOS PENDIENTES SOBRE EL COMPONENTE TECNOLOGIA APROPIADA

- ESTABLECER POLITICA CONCRETA DE PRIORIDADES
- ORGANIZAR LA UNIDAD DE COORDINACION DE TECNOLOGIA APROPIADA
- PLANES DE TRABAJO
- REFORZAR INFRAESTRUCTURA (LABORATORIOS Y TALLERES)

ASUNTOS PENDIENTES.- PROBLEMAS ESPECIFICOS

ADMINISTRACION DEL PROYECTO

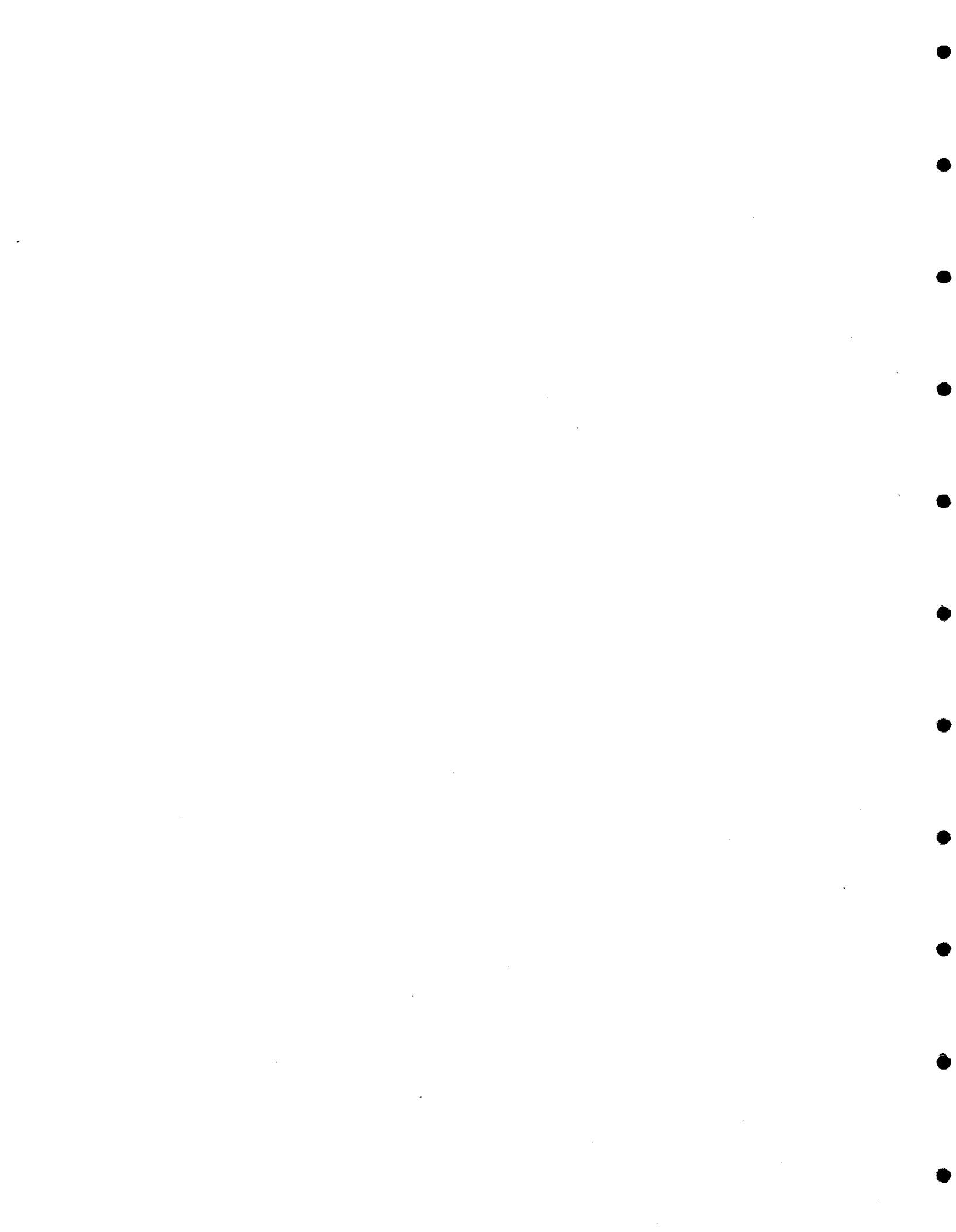
- DETERMINAR LA RELACION ENTRE ASPECTO FINANCIERO Y DIRECCION DEL PROYECTO. (SIMPLIFICACION DEL TRAMITE)

MECANISMOS DE COMUNICACION

- CONTRATACION DE SOFTWARE LANGUAGE "C"

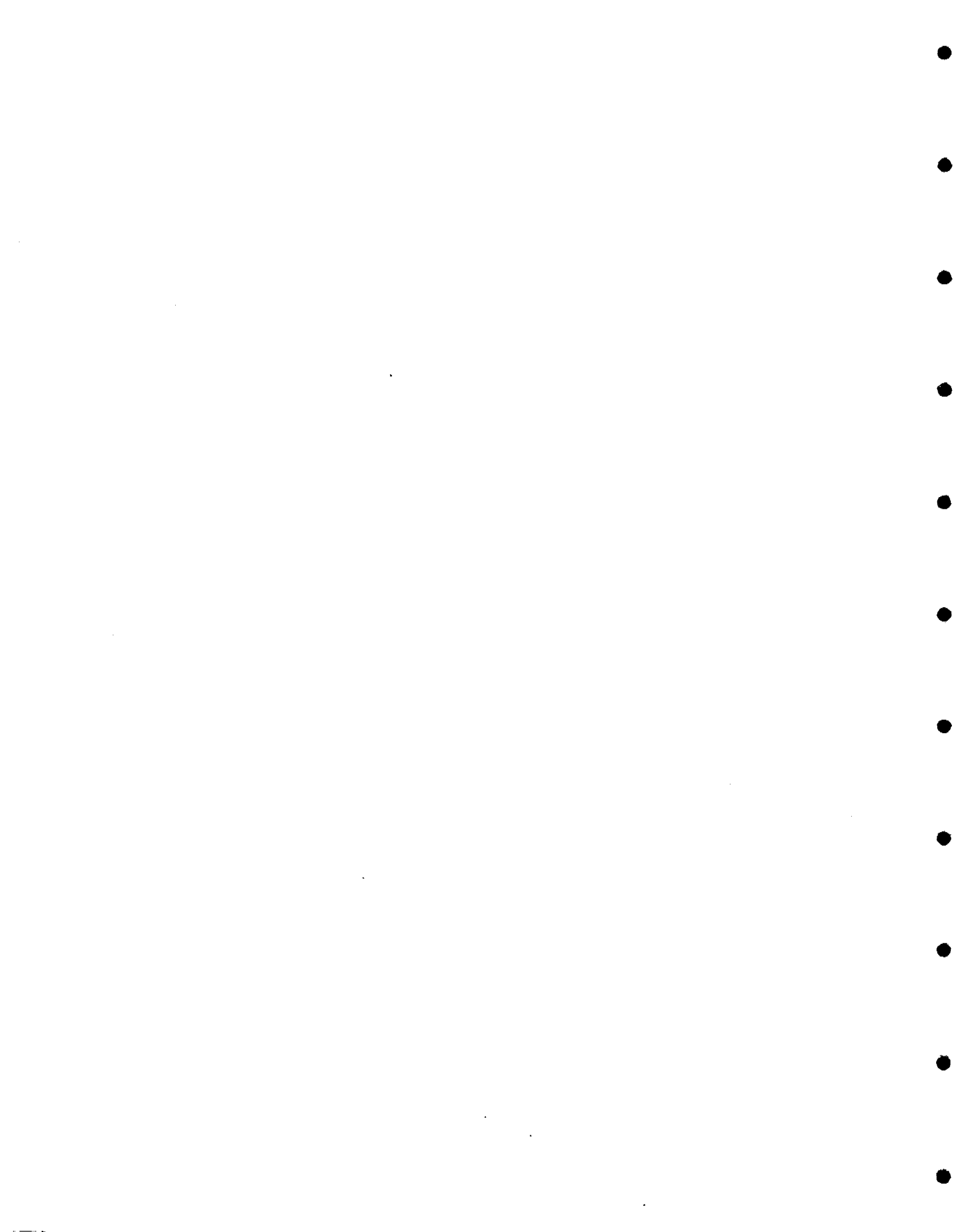
TRAMITES FINANCIEROS

- REVISAR CONTRATOS Y REGLAMENTOS DE ADQUISICIONES (TRAMITES)
- TRAMITES DE "TRANSFERENCIAS INMEDIATAS" (IEOS-MINISTERIO - DE FINANZAS- BANCO CENTRAL
- CURSO DE CAPACITACION A LA UNIDAD FINANCIERA (FONASA)
- ELABORAR MANUAL DE OPERACIONES FINANCIERAS
- UNIFICAR Y AMPLIAR LA CAPACIDAD DE GASTO

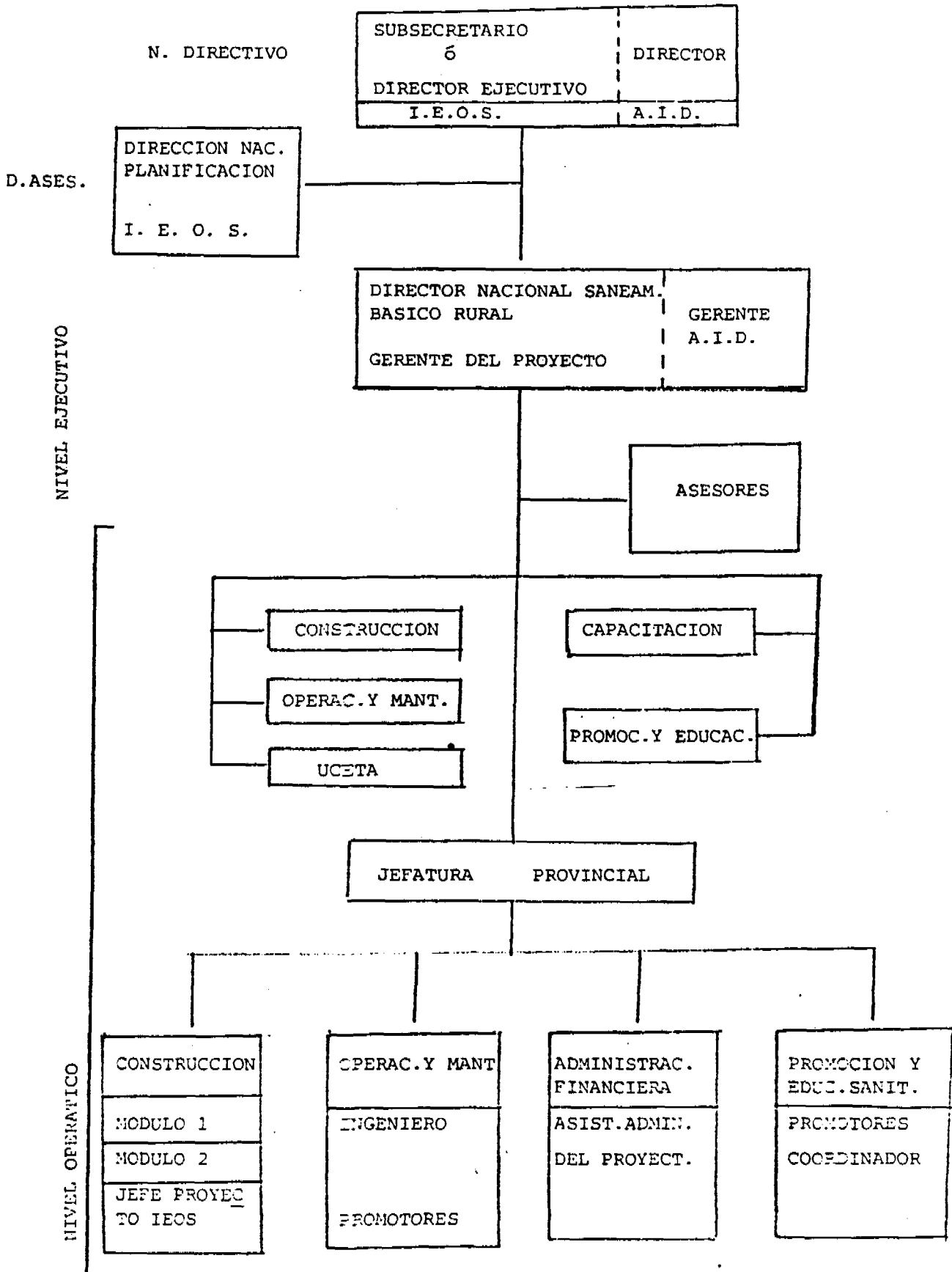


APPENDIX G

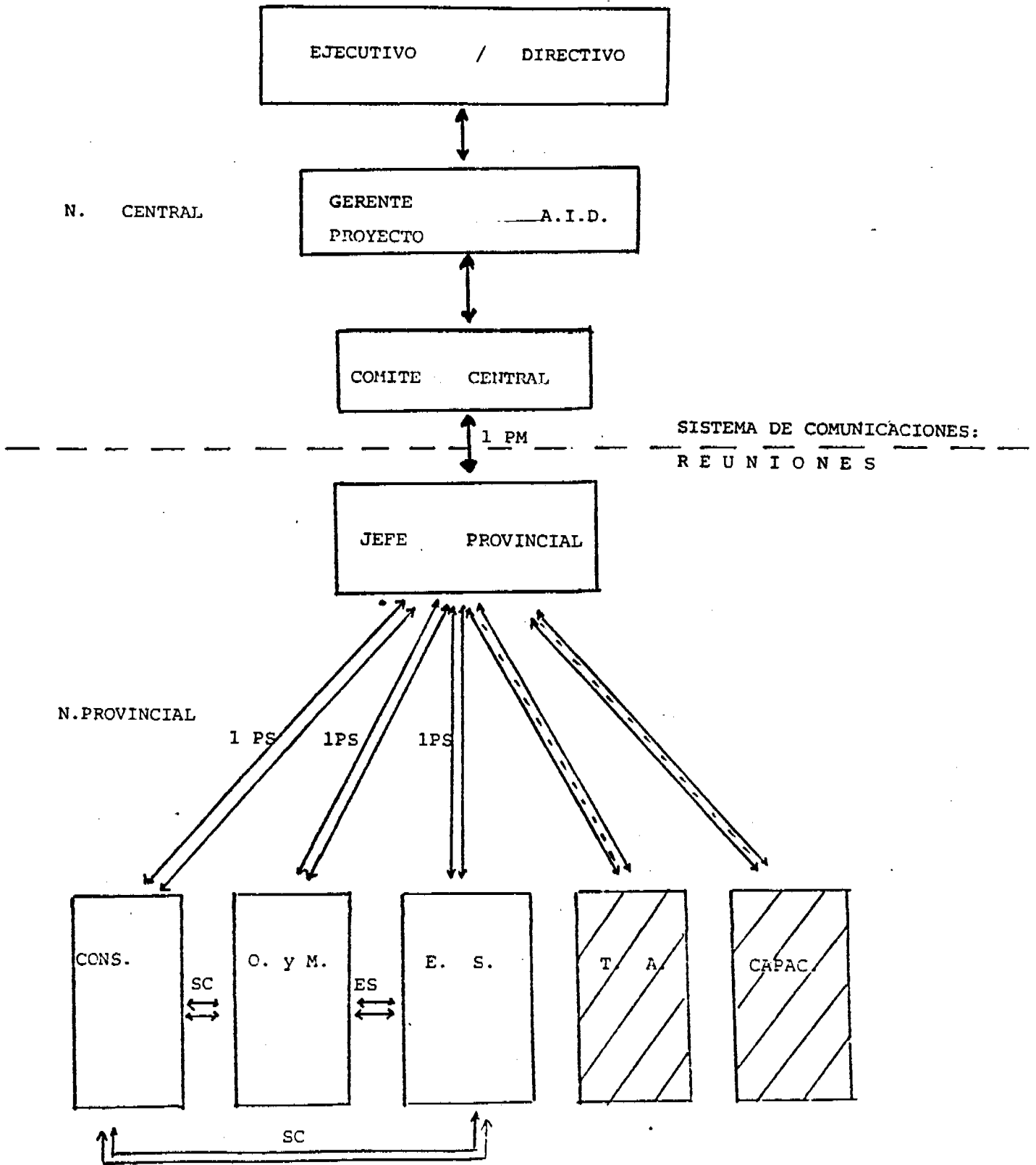
Recommendations for Specific Problems:
Project Administration; Communications Mechanisms;
and Streamlining Financial Transactions



ADMINISTRACION DEL PROYECTO



MECANISMO DE COMUNICACIONES:



SISTEMA DE COMUNICACIONES: INFORMES

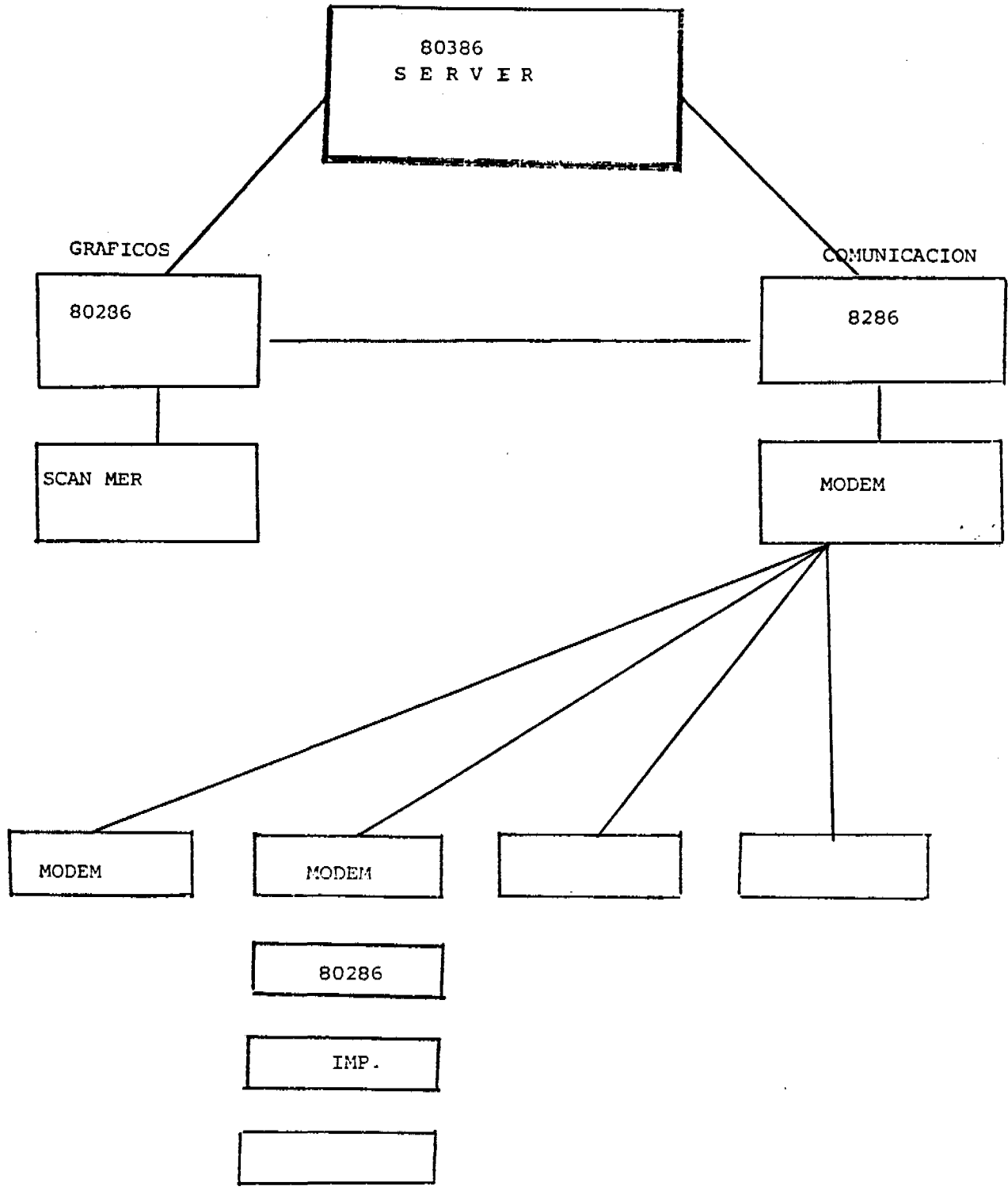
1.- CUANDO ? IGUAL A CUADRO ANTERIOR

2.- ,TIPO ?

CONSTRUCCION	→	LOS EXISTENTES (AID-IEOS Pagador Financiero
EDUC. SANITARIA		Tipo PRONAES
OPER. Y MANTEN.		Por implementar ?

3.- COMO ?

C E N T R A L



AGILIDAD TRAMITES FINANCIEROS

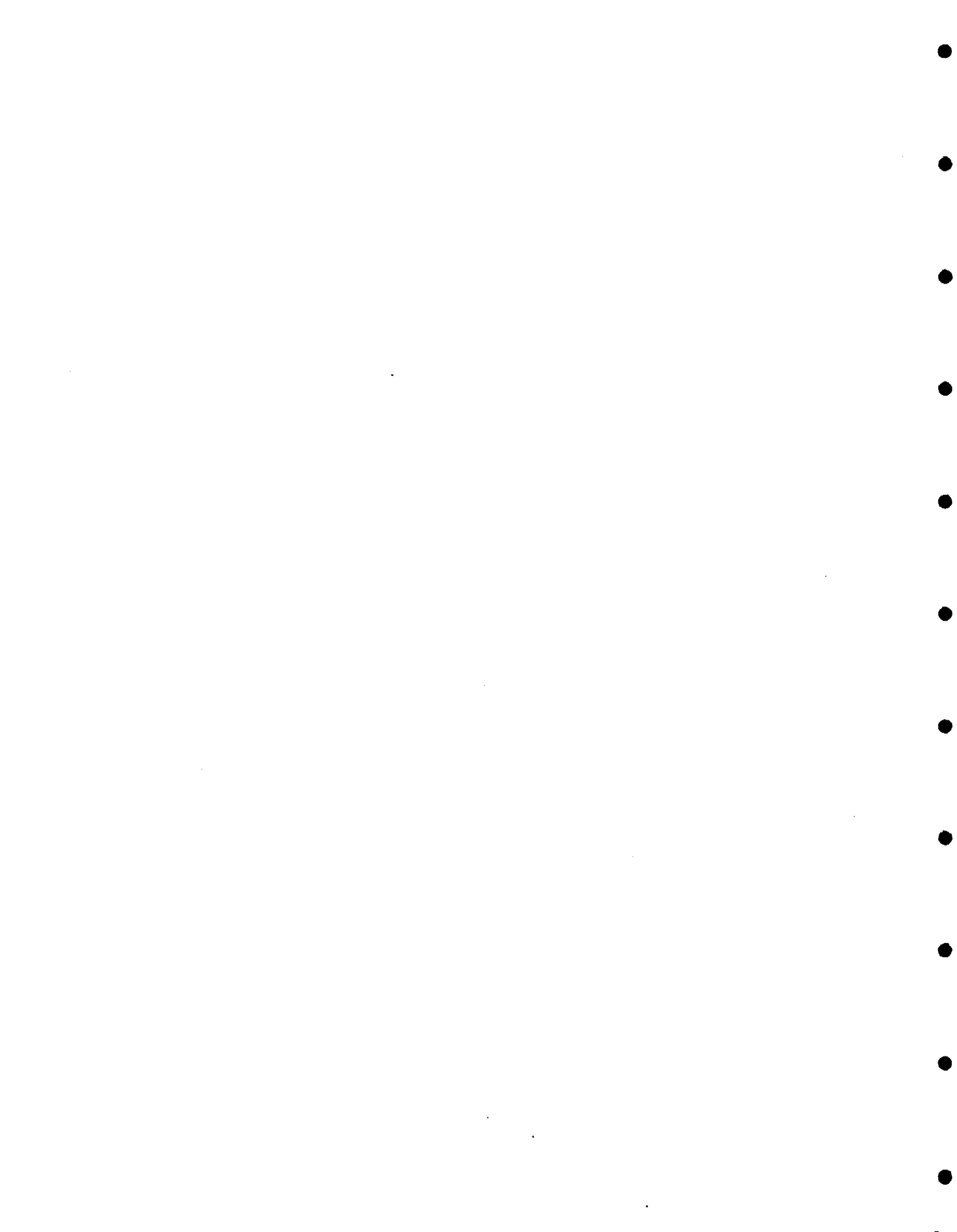
LA AGILIDAD EN LA OBTENCION DE RECURSOS FINANCIEROS CON MENOS TRAMITES BUROCRATICOS PERMITIRA LOGRAR LOS OBJETIVOS DEL PROYECTO.

* ESTABLECER MECANISMOS PARA QUE LOS RECURSOS AID-IEOS, TENGAN FLUJO SIMULTANEO. INTERVENCION DEL PRESIDENTE DE LA REPUBLICA, ANTE MINISTERIO DE FINANZAS.

* CREAR LA UNIDAD FINANCIERA DEL PROYECTO A NIVEL CENTRAL, DEPENDIENTE DE LA DIRECCION FINANCIERA (CON PERSONAL QUE YA DISPONE EL IEOS).

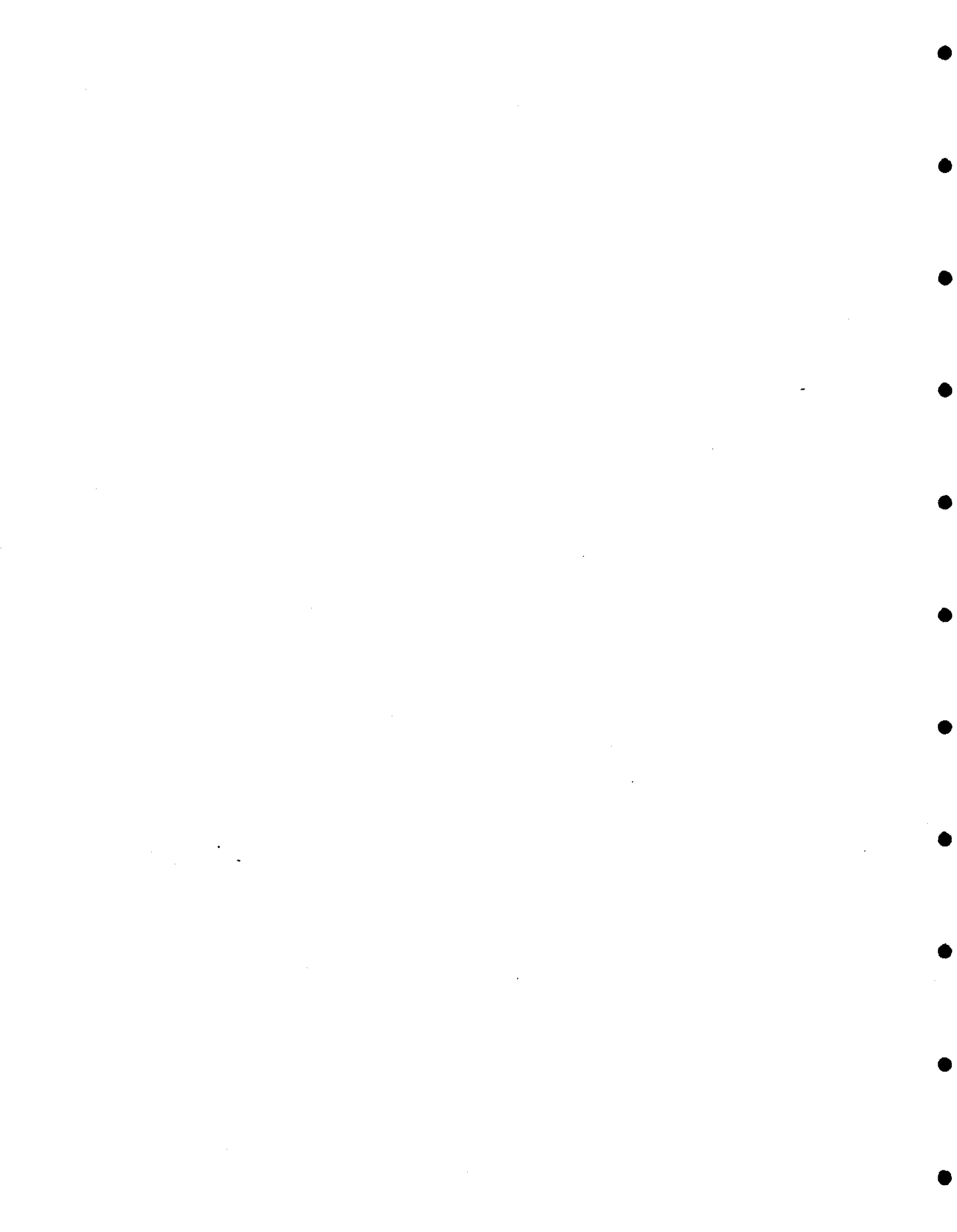
* ELABORAR MANUAL DE OPERACIONES FINANCIERAS DEL PROYECTO QUE ABARQUE TODOS SUS COMPONENTES, CONFORMAR COMISIC: (ENERO 90)

* AGILIDAD EN TODOS LOS COMPONENTES DEL PROYECTO (JUSTIFICATIVOS)



APPENDIX H

Short-Term Work Plans



ACTIVIDADES	RESPONSABLE	COORDINACION	FECHAS	
			INICIO	TERMINO
1-ORGANIZACION			89-12-04	90-03-27
A-CONTRAT.DE SERVICIOS.				
ASISTENCIA A LARGO PLAZO	AID (RCO,KJP,MR)	IEOS (MA,JA,MP)	89-12-04	90-02-28
COORD. PROYECTO:				
ING.CONST. - T.A.				
ING.O.Y M.				
COMUNIC.SOCIAL				
a)CONTRAT.FIRMA				90-01-30
b)CONTRAT.PERSONAL				90-02-28
-ASIST.A CORTO PLAZO	AID-(RCO)	IEOS (MA,JA,MP)		89-12-31
2-CONFORM.UNID.				
- DESIGNACION PROFESIONALES	IEOS (ML,JA)	COORD.PROYECTO	89-12-04	89-12-31
Asistente Construcciones				
Educación Sanitaria,O.y M.,				
T.A., Capacitación.-				
-CONTRATAC.SERVICIOS PROFES.	IEOS (E.V.)	COORD. PROYECTO	89-12-04	90-02-28

PLANES DE TRABAJO GERENCIAL

ACTIVIDADES	RESPONSABLE	COORDINACION	FECHAS	
			INICIO	CONSLUS.
B.- PLANIFIC.Y PROG,	IEOS (EV)	COORDIN.PROYECTO COORDIN.JEF.PROV.	89-12-04	90-02-28
C.- APOYO LOGISTICO	IEOS (MA,JA,MP)	-----	89-02-04	90-02-15
D.- MECANISM.DE COORDIN.	IEOS-AID (KJP.JA.AA.)	-----	89-12-04	89-12-31

PLAN DE TRABAJO(JEFES PROVINCIALES)

ACTIVIDADES	RESPONSABLE	COORDINADOR	FECHAS	
			INICIO	TERMINO
1.- Conformacion Unidades operativas en cada componente	J.P.	GERENTES IEOS-AID	89-12-04	90-01-04
2.- Selección de Comunidades	J.P.	JEFES MODULOS	89-12-11	90-01-08
3.- Implementación y Equipamiento	J.P.	GERENTES AID-IEOS	89-12-18	90-03-15
4.- Diseño y Planificación	MODULOS	SUPERVISION ESTUDIOS	90-01-04	90-03-15
5.- Capacitación de Personal	UNIDAD CENTRAL DE CAPACITACION	J. PROVINCIAL	90-01-08	90-02-08
6.- Elaboración del Inventario de sistemas de explotación	UNIDAD DE OPERACION Y MANTENIM.	J. PROVINCIAL	90-01-05	90-03-15
7.- Evaluación del Plan de actividades propuesto	IEOS-AID	PLANIFICACION	90-03-19	90-03-23

NOTA: SE SUGIERE ANALIZAR Y DEFINIR "PLAN OPERATIVO 90" EN COORDINACION CON ESTE CONVENIO (REUNION NACIONAL)

ACTIVIDADES	RESPONSABLE	COLABORADOR	FECHAS	
			INICIO	TERMINO
1.- <u>CONSTRUCCIONES</u>				
a) Manual de Operaciones Financieras.- -Elaboración -Presentación -Revisión -Difusión -Seminario	DIR.FINANC.	DIR.FINANC. DIR.PLANIFIC. AID.	15-XII-89	30-III-90
b) Elaboración de Ley para agilizar fondos	DIR.JURIDICA	DIR.PLANIFIC.	15-XII-89	30-XII-89
c) Revisión y Aprobación del Plan Anual de - Construcciones	DIR. S.B.R.	Div. Construc. Jefes Provinc.	15-XII-89	30-XII-89
d) Inventario y Análisis de RR.HH. en las 8 - provincias	D.R.H. y SERV. ADMINISTR.	Jefc.Personal Jefc.Provincial	15-XII-89	30-XII-89

ACTIVIDADES	RESPONSABLE	COORDINADOR COLABORADOR	FECHAS	
			INICIO	TERMINO
2.- <u>OPERACION Y MANTEN.</u>				
a) Inventario de Sistemas en explotación (Definir mecanismos) Definir Mecanismos Evaluación	D.S.B.R.	OPER.Y MANT.	15-XII-89	20-II-90
b) Actualizar el Anteproyecto del Reglamento - de J.A.A.P.	DIR.JURIDICA	D.S.B.R./JURID.	15-XII-89	30-I-89
3.- <u>EDUCACION SANITARIA</u>				
a) Elaborar perfil Profesiográfico de promotores locales -requisitos -selecc.y concurso -capacitación -ubicación	D.N.R.H. y S.A.	D.S.B.R. y DIV.PERSONAL	I-I-90	15-III-90
b) Implementar un sistema de Evaluación al sector Saneamiento - Ambiental	D.N.S.B.R.	D.S.B.R. y PLANIFICACION	CUATRO	AÑOS

PLAN DE TRABAJO NIVELES MEDIOS

ACTIVIDAD	RESPONSABLE	COORDINADOR	FECHAS	
			INICIO	TERMINO
<u>4.- CAPACITACION</u>				
- Revisión y Aprobación del Plan del 1 ^a año - del proyecto	DIR.PLANIFIC.	PLANIFICAC. D.RR.HH. D.S.B.R.	2-I-90	30-I-90
- Agilizar trámite creac. de la unidad	DIR.PLANIFIC.	D.PLANIFIC. D.RR.HH.	30-I-90	30-VI-90
<u>5.- TECNOLOGIA APROPIADA</u>				
- Organizar la unidad	DIR.PLANIFIC.	DIR.PLANIFIC.	2-I-90	30-III-90
- Plan de trabajo Capacitación Investigación		DIRECC.NACIONALES UNIVERS. OTROS		