

GUYANA Project Profile

I. BASIC DATA

Project name:	Georgetown Sanitation Improvement Program		
Project number:	GY-L1025		
Project Team:	Marcello Basani (WSA/CGY), Team Leader; Camilo Garzon (INE/WSA), Alternate Team Leader; Rodrigo Riquelme, Lu Shen, Maria Julia Bocco, Holly Burton and Catalina Gallego (INE/WSA); Stefanie Brackmann (VPS/ESG); David Ochoa (PDP/CGY); Josh Colston (SCL/SPH); Leticia Ramjag (CCB/CGY); Roy Parahoo (PDP/CSU); and Javier Jimenez Mosquera (LEG/SGO).		
Borrower:	Co-operative Republic of Guyana		
Executing Agency:	Guyana Water Incorporated (GWI)		
Financing Plan:	IDB:	US\$	9,500,000
	Local:	US\$	0
	Total:	US\$	9,500,000
Safeguards	Policies triggered: OP-703, OP-102, OP-704		
	Classification: Category B		

II. GENERAL JUSTIFICATION AND OBJECTIVES

- 2.1 According to the 2006 Guyana Multiple Indicator Cluster Survey Report,¹ 91% of the population in Guyana use an improved drinking water source (97% in urban areas and 89% in rural areas), as compared to 83% in 2000. This report also indicated that 97.5% of the population use improved sanitation facilities. Despite these improvements, the sewerage and water services face operational, maintenance, financial, and institutional challenges.
- 2.2 Guyana Water Inc. (GWI) is the utility in charge of providing water and sewerage services in Guyana. It was established in 2002 when the Government of Guyana (GOG) decided to merge the Georgetown Sewerage and Water Commissioners (GS&WC) and the Guyana Water Agency (GUYWA). GWI is now a public company owned by the GOG. It operates in accordance with the regulations outlined in the Water & Sewerage Act 2002, under a license issued by the Ministry of Housing and Water in charge of sector policies. This ministry, along with the Public Utilities Commission, a multi-sectoral regulatory body, monitors the services provided by GWI.
- 2.3 In 2007 GWI started the preparation of a “Turnaround Plan” (TAP) with the goal of addressing its multiple challenges. The TAP, approved by the GOG’s cabinet at the end of that year, is the main guiding document to improve GWI’s operational and financial performance, with a special emphasis in reducing the high levels of

¹ The 2006 Guyana Multiple Indicator Cluster Survey Report was prepared in collaboration with the United Nations Children’s Fund (UNICEF).

non-revenue water (NRW) and improving the performance of the Georgetown sewerage system.

- 2.4 **Georgetown sanitation service.** The city of Georgetown has a population of approximately 175,000 people, which is equivalent to approximately 23% of the country's total population of about 760,000 people. The sewerage system, a conventional network of sewers constructed between 1924 and 1929, serves only 50,000 citizens (1,160 acres) in central Georgetown. The remainder of the city is served by septic tanks and pit latrines, some of them potentially overflowing into open storm water ditches and channels. The sewerage system consists of 24 drainage areas each flowing into a dedicated pumping station that delivers the untreated wastewater into a common ring force main before discharging it through an outfall at the mouth of the Demerara River. Except for reparation works, the main components of the sewerage system remain largely unaltered since its construction.
- 2.5 Overall the sewerage system is characterized by poor performance and suffers from frequent blockages and interruptions in pumping operations due to mechanical and electrical problems. These problems lead to an increased risk of wastewater overflows into the drainage canals, especially during the rainy season, adding to the flooding problems and public health risks of Georgetown's residents.
- 2.6 **Potable water service.** Despite the national improvements, the water supply system in Georgetown, which was built in 1867, operates under constant challenges, related to the lack of the adequate maintenance, aging pipes and equipment, illegal connections, high energy costs, uncertainty in aquifer yields, and high physical losses. It is estimated that the cost of electricity amounts to 60% of GWI's annual expenses.
- 2.7 **Program objective.** The general objective of the proposed program is to improve the sanitary conditions of the population in Georgetown. Specifically, the program seeks to support the GOG's efforts to: (i) improve the operational performance of the Georgetown sewerage system through a rehabilitation program for sewer mains as well as street and yard sewers; (ii) strengthen GWI in order to improve its operational and financial performance; and (iii) limit the transmission of the water-related vector-borne disease *lymphatic filariasis*.
- 2.8 **IDB Assistance.** The Bank is currently financing: (i) "Georgetown Water Supply and Sewerage Program II" (LO-1047/SF-GY; \$27 million loan), approved in 1999 and currently 90% disbursed; (ii) "Designs for Improvements in Water and Sanitation Infrastructure" (GY-T1072; US\$700,000), through which the 1995 master plan will be updated and will produce detailed designs, cost estimates, specifications and drawings for the rehabilitation and expansion of the sewerage system; and (iii) "Financial and Institutional Strengthening of GWI" (GY-T1065; US\$550,000), aimed at upgrading the accounting system, improving store management and procurement, and developing standard operating procedures and

document management systems. The outputs from the two TCs will be instrumental in defining the elements of the program herein proposed. Additionally, the GOG, through the Ministry of Housing and Water, has confirmed its interest in a second operation, in 2011, that would focus on intermediate cities and on the reduction of NRW.

- 2.9 **Link to County Strategy.** The proposed program is in line with the Bank's Country Strategy (CS) for Guyana (2008-2012) that aims to support the Government's vision to accelerate economic growth through economic diversification and targeted social development. In particular, the CS stresses the importance of carrying out significant additional work in order to increase access to potable water and adequate sanitation, and contemplates the Bank support for the improvement in the water sector within the strategic pillar of Social Development for Growth. This program is also consistent with the Bank's Water and Sanitation Initiative as it contributes to the goals set under its "100 Cities" and "Efficient and Transparent Utilities" programs.

III. TECHNICAL ISSUES AND SECTOR KNOWLEDGE

- 3.1 **Program Design.** It is proposed that the program be comprised of four components as outlined below:
- 3.2 Component 1: Rehabilitation of Georgetown's sewerage system: Based on the forthcoming recommendations from water and sanitation study (GY-T1072), this component will finance the works and activities required to rehabilitate the physical facilities associated with the sewerage system, such as sewer mains, street sewers, manholes, and yard and collecting sewers (house connections).
- 3.3 Component 2: Institutional strengthening of GWI: Complementing the activities proposed under the financial and institutional strengthening TC (GY-T1065), currently under execution, this component will address the institutional strengthening needs of GWI. Some of the potential activities under this component include: an analysis of the tariff structure and cost recovery mechanisms, public awareness campaigns, staff training programs, wastewater management plans, asset management (maintenance) programs, and activities stemming from the recommendations formulated by the two TCs.
- 3.4 Component 3: Energy efficiency pilot project: This component, which will take advantage of the results of the recently completed GWI energy audit financed through the study "Energy Efficiency for Caribbean Water and Sanitation Companies" (RG-T1605), will finance equipment upgrades and implementation of energy efficient alternatives in a pilot area located in both the East and West Bank of the Demerara River. It will also include energy efficiency management measures and staff training.
- 3.5 Component 4: Neglected Tropical Diseases: There is a prevalence of *lymphatic filariasis* (known as *elephantiasis*) in urban areas, especially in Georgetown, and

there are recognized links between the lack of adequate drainage and sanitation solutions and the breeding of the mosquito-vector. Therefore, this component will complement current Government's efforts to finance interventions to limit disease transmission and decrease the rate of infection. The component will be coordinated with the Ministry of Health.

- 3.6 **Execution and complementary activities required.** The Executing Agency (EA) for the proposed program will be GWI. GWI is knowledgeable of the Bank's procurement and financial policies and procedures as it is currently executing LO-1047/SF-GY, the Aquafund-financed GY-T1072 and the FSO-financed GY-T1065. An agreement is being sought with the Ministry of Health to facilitate the implementation of Component 4.
- 3.7 **Lessons learned and sector knowledge.** The Bank has extensive experience in the water and sanitation sector in Guyana. Besides the most recent "Georgetown Water Supply and Sewer Program II" (LO-1047/SF-GY), the Bank financed a Georgetown Sewerage and Water Master Plan (ATN/SF/JF-3640-GY), approved in 1990 and completed in 1994, and a project for Remedial Maintenance for Georgetown Sewerage and Water Supply Systems (909/SF-GY), approved in 1993 and completed in 2002. The two projects focused mainly on the improvement of the water supply system, dedicating only limited resources to the rehabilitation of sewerage pumping stations and to the construction of a septage receiving station in Tucville.
- 3.8 Past projects in Guyana indicate that to ensure successful project implementation, the following conditions are desirable: (i) the supervision of the civil works needs to be carried out by qualified individuals that will transfer knowledge to the operating institution; (ii) institutional support needs to be provided to ensure the financial and operational sustainability of all capital investments through capacity building and training; and (iii) resources need to be allocated to collect baseline data, develop proper indicators and allow frequent follow up and monitoring.

IV. SAFEGUARDS AND FIDUCIARY SCREENING

- 4.1 By improving sanitation and institutional efficiency this operation will contribute to the health and well being of Guyana's population, and particularly its capital Georgetown, especially in preventing illnesses due to waterborne diseases and improving overall environmental conditions. The program is not expected to have any major large scale, significant and/or irreversible negative environmental or social impacts. Negative expected impacts are mainly related to sewerage infrastructure construction works and operations, including construction noise, dust, waste generation, traffic interferences and occupational risks.
- 4.2 Because of the potential impacts, which are considered minor to moderate but readily manageable through the implementation of mitigation measures, the project team proposes a Category "B" classification under IDB's Environmental

Policy (OP-703). Specific IDB Policies and Directives applicable to the program include OP-703, esp. B.6 “Consultation”, B.11 “Pollution Prevention and Abatement” and OP-102 “Disclosure Policy”. Guyana is subject to droughts and floods (most recent floods were experienced in 2005 and 2006). Earthquakes and cyclones are not prominent. Actions will be taken to ensure compliance with IDB’s Disaster Risk Management Policy (OP-704), exploiting potential synergies with the ongoing TC “Preparation of the Integrated Management Plan for Natural Disaster” (ATN/OC-11718; GY-T1050).

- 4.3 “Environmental Guidelines for Construction Projects” and “Corporate Environmental Guidelines” have been prepared by the GWI in January 2005. The Guidelines have been approved by the Environmental Protection Agency (EPA). These documents include provisions for the preparation for sites-specific environmental briefs, obligations for contractors, health and safety plan, monitoring and evaluation procedures, roles and responsibilities for implementation, etc.
- 4.4 The TORs for the consulting firm under GY-T1072 “Design for Improvements in Water and Sanitation Infrastructure” include: (i) the preparation of an Environmental and Social Analysis ESA for rehabilitation work (for this program); and (ii) the assessment of environmental impacts of sewage treatment and sewage system options (which will be defined in the Master plan at a later stage). The ESA will include a climate change and vulnerability assessment.
- 4.5 In accordance with the Category “B” classification (B.3 and B.5), the Environmental and Social Strategy (ESS) involves the preparation of an ESA including an update of the existing GWI Corporate Environmental Guidelines.

V. OTHER ISSUES

- 5.1 Additional relevant policies that apply to this Program include OP-708 (Public Utilities), OP-742 (Health), and OP-745 (Basic Environmental Sanitation). No other issues have been identified at this time.

VI. RESOURCES AND TIMETABLE

- 6.1 Annex V details the program preparation steps, milestone dates and estimated resources for project preparation. The administrative budget for the preparation of the project provides US\$ 47,000. Distribution of the POD to Quality and Risk Review (QRR) is scheduled for August 30, 2010.

SAFEGUARD POLICY FILTER REPORT

This Report provides guidance for project teams on safeguard policy triggers and should be attached as an annex to the PP or PCD (or equivalent) together with the Safeguard Screening Form, and sent to ESR.

1. Save as a Word document. 2. Enter additional information in the spaces provided, where applicable. 3. Save new changes.

PROJECT DETAILS	IDB Sector	WATER AND SANITATION-WATER SUPPLY	
	Type of Operation	Other Lending or Financing Instrument (enter details in final report)	
	Additional Operation Details		
	Investment Checklist	Infrastructure Water and Sanitation	
	Team Leader	Basani, Marcello (marcellob@iadb.org)	
	Project Title	Georgetown Sanitation Improvement Program	
	Project Number	GY-L1025	
	Safeguard Specialist(s)	Brackmann, Stefanie U. S. (SBRACKMANN@iadb.org)	
	Assessment Date	2010-03-15	
	Additional Comments		
SAFEGUARD POLICY FILTER RESULTS	Type of Operation	Loan Operation	
	Safeguard Policy Items Identified (Yes)	The Bank will make available to the public the relevant Project documents.	OP-102
		The Bank will monitor the executing agency/borrower's compliance with all safeguard requirements stipulated in the loan agreement and project operating or credit regulations.	(B.07)
		Potential to cause air, soil or water contamination (also see B.10).	(B.11)
	Potential Safeguard Policy Items(?)	Activities to be financed in the project area are located within a geographical area or sector exposed to natural hazards (Type 1 Disaster Risk Scenario).	OP-704 A-2
	Recommended Action:	Operation has triggered 1 or more Policy Directives; please refer to appropriate Directive(s). Complete Project Classification Tool. Submit Safeguard Policy Filter Report, PCD (or equivalent) and Safeguard Screening Form to ESR.	
	Additional Comments:		
ASSESSOR DETAILS	Name of person who completed screening:	Brackmann, Stefanie U. S. (SBRACKMANN@iadb.org)	
	Title:		
	Date:	2010-03-15	

SAFEGUARD SCREENING FORM

This Report provides a summary of the project classification process and is consistent with Safeguard Screening Form requirements. The printed Report should be attached as an annex to the PP or PCD (or equivalent) and sent to ESR.

1. Save as a Word document. 2. Enter additional information in the spaces provided, where applicable. 3. Save new changes.

PROJECT DETAILS	IDB Sector		WATER AND SANITATION-WATER SUPPLY
	Type of Operation		Other Lending or Financing Instrument (enter details in final report)
	Additional Operation Details		
	Country		GUYANA
	Project Status		
	Investment Checklist		Infrastructure Water and Sanitation
	Team Leader		Basani, Marcello (marcellob@iadb.org)
	Project Title		Georgetown Sanitation Improvement Program
	Project Number		GY-L1025
	Safeguard Specialist(s)		Brackmann, Stefanie U. S. (SBRACKMANN@iadb.org)
	Assessment Date		2010-03-15
	Additional Comments		
PROJECT CLASSIFICATION SUMMARY	Project Category: B	Override Rating:	Override Justification:
			Comments:
	Conditions/ Recommendations	<p>Category "B" operations require an environmental analysis (see Environment Policy Guideline: Directive B.5 for Environmental Analysis requirements).</p> <p>The Project Team must send to ESR the PP or PCD (or equivalent) containing the Environmental and Social Strategy (the requirements for an ESS are described in the Environment Policy Guideline: Directive B.3) as well as the Safeguard Policy Filter and Safeguard Screening Form Reports.</p> <p>These operations will normally require an environmental and/or social impact analysis, according to, and focusing on, the specific issues identified in the screening process, and an environmental and social management plan (ESMP). However, these operations should also establish safeguard, or monitoring requirements to address environmental and other risks (social, disaster, cultural, health and safety etc.) where necessary.</p>	
SUMMARY OF IMPACTS/RISKS AND POTENTIAL SOLUTIONS	Identified Impacts/Risks		Potential Solutions
	Project construction activities are likely to lead to localised and temporary impacts (such as dust, noise, traffic etc) that will affect local communities and workers but these are minor to moderate in nature.		Construction: The client should demonstrate how the construction impacts will be mitigated. Appropriate management plans and procedures should be incorporated into the ESMP. Review of implementation as well as reporting on the plan should be part of the legal documentation (covenants, conditions of disbursement, etc.).
ASSESSOR DETAILS	Name of person who completed screening:		Brackmann, Stefanie U. S. (SBRACKMANN@iadb.org)
	Title:		
	Date:		2010-03-15

ENVIRONMENTAL AND SOCIAL SAFEGUARD STRATEGY

I. PROGRAM DESCRIPTION

- 1.1 The general objective of the proposed program (US\$9.5 million) is to improve the sanitary conditions of the population in Georgetown. Specifically, the program seeks to support the GOG's efforts to: (i) improve the operational performance of the Georgetown sewerage system through a rehabilitation program for sewer mains as well as street and yard sewers; and (ii) strengthen GWI in order to improve its operational and financial performance. The executing agency is Guyana Water Incorporated (GWI) under the Ministry of Water and Housing.
- 1.2 The Georgetown central sewerage system provides service to approximately 50,000 residents in the service area. Additionally, the system is also designed to receive sludge from septic tanks from neighboring communities collected by privately operated trucks.
- 1.3 The network is constituted by a conventional sewerage system constructed between 1924 and 1929. The system consists of 24 sewerage basins each draining to a dedicated pumping station that deliver the untreated flows into a common ring force main before discharging it through an outfall at the mouth of the Demerara River.
- 1.4 Overall the system is characterized by poor performance, frequent sewer blockages, and interrupted operation of the pumping stations. These problems lead to increasing the risk of wastewater overflows into the drainage canals especially during the rainy season, adding to the problems associated to floods and the public health risks for Georgetown's residents.
 - a. Component 1: Rehabilitation of the sewerage system: (i) rehabilitation works for the sewerage mains; (ii) rehabilitation works for the street sewers and manholes; and (iii) rehabilitation works for yard and collecting sewers (house connections).
 - b. Component 2: Institutional strengthening of GWI, including: an analysis of the tariff structure and cost recovery mechanisms, public awareness campaigns, staff training programs, wastewater management plans, asset management (maintenance) programs, and activities stemming from the recommendations formulated by the two TCs currently being implemented (GY-T1065 and GY-T1072).
 - c. Component 3: Energy efficiency pilot project: will finance equipment upgrades and implementation of energy efficient alternatives in a pilot area.
 - d. Component 4: Neglected Tropical Diseases: will finance interventions to decrease the rate of infection, esp. for *lymphatic filariasis*.

II. INSTITUTIONAL AND REGULATORY CONTEXT

- 2.1 The Environmental Protection Authority (EPA), established under the Environmental Protection Act, promulgated in 1996, is the institution with the mandate for coordinating environmental management. The purpose of the act is to provide for the management, conservation, protection and improvement of the environment, the prevention and control of pollution, the assessment of the impact of economic development on the environment and the sustainable use of natural resources.
- 2.2 Because of the potential impacts which are considered minor to moderate (see Section 3), but readily manageable through the implementation of mitigation measures, the project team proposes a Category “B” classification under IDB’s Environmental Policy (OP-703). IDB Policies and Directives applicable to the Program include OP-703, esp. B.6 “Consultation”, B.11 “Pollution Prevention and Abatement” and OP-102 “Disclosure Policy”. Additional relevant policies that apply to this Program include OP-708 (Public Utilities), OP-742 (Health), and OP-745 (Basic Environmental Sanitation).
- 2.3 **Disaster Risk Management:** Guyana is subject to droughts and floods (most recent floods were experienced in 2005 and 2006). 90% of Guyana’s population lives on the coast belt that is two meters below sea level. In the last decade extreme weather conditions have become more frequent. While earthquakes and cyclones are not prominent, sanitary conditions and public health concerns are a major priority as flood waters have overwhelmed drinking and wastewater management systems. Actions will be taken to ensure compliance with IDB’s Disaster Risk Management Policy (OP-704) if needed. In this respect, the operation will also benefit from the ongoing implementation of ATN/OC-11718-GY (GY-T1050): “Preparation of the Integrated Management Plan for Natural Disasters”, which includes: (i) evaluation of climate-related disaster risk; (ii) strengthening of national and local capacity for Integrated Disaster Risk Management (IDRM); and (iii) supporting the future implementation of the IDRM plan through the design of an investment program in flood prevention and mitigation. This Technical Cooperation will include the development of comprehensive probabilistic evaluation of flood risk in vulnerable areas of Guyana, including the coastal zone.
- 2.4 It is not anticipated that resettlement will take place and that OP-710 on Involuntary Resettlement or OP-703, B.9 “Natural Habitat and Cultural Sites” will apply. However, this will be assessed during project preparation.

III. IMPACTS, RISKS AND CONTROL MEASURES

- 3.1 By improving sanitation and water distribution efficiency, this operation will contribute to the health and well being of Guyana's population, and particularly its capital Georgetown, especially in preventing illnesses due to waterborne diseases and improving overall environmental conditions. The program is not expected to have any major large scale, significant and/or irreversibly negative environmental or social impacts.
- 3.2 **Construction:** Expected negative impacts are mainly related to sewerage infrastructure construction and operations, including construction noise, dust, waste generation, traffic inferences and occupational risks. These impacts are likely to be local, short term for which effective mitigation measures can be designed.
- 3.3 **Operation:** During operations (i) an increased risk of nuisance and health issues from blockages in the sewage system and overflows could occur. This risk will be mitigated through sanitation activities which will be financed under Component 1. Currently, there is no data available on the impacts on Demarara River. This will be assessed during project preparation.
- 3.4 Component 4 "Neglected Tropical Diseases" will not generate any hospital waste.
- 3.5 "Environmental Guidelines for Construction Projects" and Corporate Environmental Guidelines" have been prepared by the GWI in conjunction with the World Bank in January 2005. These Guidelines have been signed off by the EPA and are available within GWI.
- 3.6 These documents are well developed and include an Environmental Management Plan, provisions for the preparation for sites-specific environmental briefs, environmental and social obligations for contractors, monitoring and evaluation procedures, roles and responsibilities for implementation.

IV. ENVIRONMENTAL STRATEGY FOR DUE DILIGENCE

- 4.1 In accordance with the Category "B" classification (B.3 and B.5), the Environmental and Social Strategy (ESS) involves the preparation of an Environmental and Social Analysis (ESA) including an update of the Environmental Guidelines.
- 4.2 Under GY-T1072 "Design for Improvements in Water and Sanitation Infrastructure" a consultant firm has been hired to prepare the Sanitation Master Plan for Georgetown. The TORs include (i) the preparation of an ESA for rehabilitation work (see section 4.3); and (ii) the assessment of environmental

impacts of sewage treatment and sewage system options (which will be defined in the Masterplan at a later stage).

- 4.3 Key issues which will be addressed in the ESA for this operation will include, in addition to the standard section of an ESA, the following:
- a. Evaluation of the implementation of the GWI Environmental Guidelines (e.g. preparation of environmental briefs for projects, implementation of mitigation measures, environmental and social obligations for contractors). This will also include an assessment of the Health and Safety Procedures and the Traffic Management Plan. Preparation of an update of these guidelines and additional mitigation measures, including institutional oversight.
 - b. Assessment of the institutional capacity to implement and supervise the Environmental and Social Management Guidelines and assess the adequacy of: (i) reporting mechanism; and (ii) complaint mechanism.
 - c. Preparation of draft application of the environmental permit for defined works.
 - d. Assessment of environmental and social impacts during construction and operation. This will take into account national standards and legislation on wastewater and IDB Policies, esp. B.11. This included the determination of the dilution factor for the sewerage that is dispose into the Demerara River taking into account at least two samples during high and low tides.
 - e. Special attention will be given to the assessment of the need for resettlement and cultural heritage.
 - f. Propose budget for institutional strengthening activities, equipment, mitigation activities, etc.
 - g. Inclusion of a Climate Change and vulnerability assessment and assessment of needs for Emergency Response equipment and capacity.
 - h. Definition of: (i) the consultation and disclosure process during preparation; and (ii) the consultation and information distribution process during implementation of the project.
- 4.4 The ESA/updated Environmental and Social Guidelines will be disclosed prior to the IDB's Analysis mission following IDB Policy OP-102.
- 4.5 Based on the findings of the ESA, an Environmental and Social Management Report (ESMR) will be prepared and submitted to ESR for review at POD stage.

INDEX for completed and proposed sector work			
Issues	Description	Expected Dates	References & hyperlinks to technical files
Technical options and design	Feasibility study completed, preliminary design studies to be prepared as a first stage in the implementation of the operation	July - August 2010	
Analysis of project economic viability	Survey data required to analyze economic viability of the program Preliminary evaluation to be updated once the final designs are completed	June 2010 August 2010	
Financial management/fiduciary issues and control environment	No special fiduciary issues are anticipated. Preparation/conclusion of financial analysis. Identification of Procurement Unit. Review of lessons learned will be included in the program	August 2010	
Institutional analysis/personnel, procedures other aspects of implementation capacity	Preparation/conclusion of institutional analysis Review of lessons learned will be included in the program	June 2010	
Stakeholders and political environment	Maintain close communication with stakeholders in the GWI and the Government on the program Consultation meetings will be held	July- August 2010	
Social and environmental safeguards	Preparation/conclusion of EIA Review of aspects specific to the operation, additional baseline evaluation, budget	August 2010	
Data collection and analysis for reporting on results	Identification of proposed indicators to measure impact of program	August 2010	
Preparation of Operating Regulations	Preparation of the Operating Regulation for the operation	August 2010	
Other key issues, such as donors, gender, sustainability, country/sector issues	N/A	N/A	