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Project in Development and the Environment

**PRIDE
Second Annual Report
September 1992-August 1993**

PROJECT IN DEVELOPMENT AND THE ENVIRONMENT

AID Contract Number:
ANE-0178-Q-00-1047-00
AID Project Number:
398-0365

Sponsored by:
USAID/NE/DR/ENR
Operated by:
Chemonics International
and its Associates

2000 M Street, NW, Suite 200
Washington, DC 20036
(202) 331-7212/fax: 331-1871

September 1, 1993

The objective of the Project in Development and the Environment (PRIDE) is to help the U.S. Agency for International Development (AID) design and implement programs that foster the agency's environmental and natural resources strategy for sustainable economic growth in the Near East and Eastern Europe.

PRIDE provides AID and participating countries with advisory assistance, training, and information services in four program areas: (1) strategic planning, (2) environmental policy analysis, (3) private sector initiatives, and (4) environmental information, education, communication, and institutional strengthening.

The project is being implemented by a consortium selected through open competition in 1991. Chemonics International is the prime contractor; subcontractors include RCC/Hagler, Bailly, Inc.; Science Applications International Corporation; Capital Systems Group, Inc.; Environomics, Inc.; Industrial Economics, Inc.; Lincoln University; and Resource Management International, Inc. In addition, AID has entered into a cooperative agreement with the World Environment Center to support implementation of PRIDE.

The opinions expressed in this paper are those of the author(s) and do not necessarily reflect the positions of the sponsoring agency or contractors.

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This report covers the period September 1992 through August 1993. It presents highlights of PRIDE activity during its second year, drawing in part on the more detailed accounts of PRIDE activities and accomplishments appearing in Quarterly Reports and Monthly Reports covering the same period. In addition to highlights of PRIDE activity, this Second Annual Report provides information on core budget and level of effort utilization, the PRIDE mid-term evaluation, and on PRIDE second year achievement of project purposes in terms of end-of-project-status indicators; it also contains a complete annotated listing of PRIDE Work Orders and Delivery Orders. This report is meant as a companion volume to *PRIDE Third Annual Work Plan*, and provides background for the strategy, activities, and implementation requirements discussed in the Work Plan volume.

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SECTION I HIGHLIGHTS OF MAJOR ACTIVITIES

A. Overview

PRIDE's second year was a very busy one. In it much of the groundwork was laid for third and fourth years that promise to be even busier.

Major PRIDE core initiatives included:

- Completion of all but final editing work on Private Sector Profiles describing the environmental sector and its potentials in Morocco, Tunisia, Egypt, and Jordan. The Profiles will be used at the one-day "Environmental Business Development in the Near East and Eastern Europe" workshop in Anaheim in October and in other future PRIDE environmental private sector development activities.
- Support for the first AID/Near East Environment and Natural Resources Workshop, which gave Near East Mission environmental officers, their counterparts in the Near East bureau, and contractors an opportunity to share concerns and debate issues. Plans are for the workshop to be an annual event.
- Development to the draft stage of a prototype environmental awareness campaign training and operating manual. The manual will be field-tested and refined in Jordan, and then promoted throughout the Near East.
- Development of four computer-based environmental information systems: an industrial pollution prevention assessment system; a queryable pollution prevention technology database; a system for guiding and tracking IEEs for the Near East Bureau; and an automated mailing list and tracking system for use in PRIDE information dissemination activities. All of these will serve as the bases for a variety of PRIDE activities, and the first three will be used extensively by others as well, during PRIDE's third year and thereafter.
- Publication of two issues of EnviroNet, distributed in the U.S. and Morocco, Tunisia, Egypt, and Jordan. The response to EnviroNet has been very gratifying, and suggests that the newsletter is becoming increasingly recognized and anticipated by its target audiences. During its third year PRIDE will explore means of making EnviroNet more interactive with its readers and serving as a means of communication among its readers.
- In addition, in its second year PRIDE carried out Programmatic Environmental Assessments for projects under design in Tunisia and Jordan, an environmental education and information needs assessment in Jordan, initiatives involving NGOs,

and a number of other core initiatives within individual countries. These are highlighted later, under the headings for individual PRIDE project components.

The emphasis in these core initiatives underscores PRIDE's importance as the only AID project to this point that deals explicitly and broadly with environmental education, information, and communication.

Major PRIDE buy-in activities included:

- Mobilizing Morocco's Private Sector for Environmental Management, a PRIDE study carried out jointly with the World Bank. The study report will help guide USAID/Morocco and World Bank private sector environmental initiatives over the next few years, including one or more that may involve PRIDE.
- Tunisia Private Sector Development Environmental (PSDE) Strategy, an environmental program developed by a PRIDE team with and for USAID/Tunisia through a highly collaborative process. Largely because of the PSDE Strategy the Mission was able to obtain a centrally funded pollution prevention program under the Environmental Pollution Prevention Project (EP3).
- Egypt Science and Technology Cooperation (STC), a redesign of a USAID/Egypt project to orient its research activities more to environmental management concerns. PRIDE has been requested to field 10-15 short-term technical assistance teams over the next two years to support environmental research undertaken through the STC project.
- Egypt National Seminar for Water Quality Monitoring and Management, a PRIDE-conducted conference for government and donor agencies that examined a range of water quality issues, concentrating especially on information collection and sharing. As a follow-on to the conference and other PRIDE water quality work that preceded it, PRIDE has been asked to provide two years of water quality information system development assistance as a bridging measure until the Mission can bring its own water quality project on line; and to conduct a similar seminar, funded by this time by another donor, next year.
- Poland Environmental Business Specialist, under which PRIDE provided and supported first a long-term advisor and then a short-term specialist to help strengthen the Polish environmental private sector. PRIDE's responsiveness and success in this effort encouraged the EUR Bureau to turn to PRIDE for a second major buy-in including both a long-term advisor and short-term technical assistance teams over a two-year period.
- In addition, during the course of the year PRIDE staff developed the following buy-in activities for the next year and beyond:

- **Morocco Private Sector Environmental Services:** multi-faceted environmentally-oriented support to five Mission private sector development projects.
- **Tunisia EP3 Cooperation:** EP3-funded PRIDE assistance with EP3 industrial pollution prevention program planning and with strengthening government environmental agencies and programs.
- **Egypt Water Quality Monitoring and Information System:** a two-year effort involving both long-term and short-term technical experts that will provide continuity in the Mission's water quality program.
- **Egypt Comparative Risk Assessment (CRA):** a Cairo pilot-test of a methodology widely used in the U.S. as a basis for establishing a hierarchy of environmental concerns, to determine if a full-scale CRA would be useful in the Egyptian context.
- **Jordan Water Quality Improvement and Conservation:** a USAID/Jordan project designed with PRIDE assistance that will be launched in late 1993 and includes a PRIDE buy-in component dealing with information and public awareness.
- **CEE Air Pollution Investment Project Identification:** a two-year effort that is part of the U.S. participation in the multilateral Environmental Action Plan for Central and East Europe, involving up to 20 short-term technical assistance assignments as well as a long-term specialist stationed in Europe.

Many of these buy-ins reflect an emergent PRIDE operating strategy that links PRIDE activities to other Mission or regional projects in order to multiply their benefits. The impact of the Morocco Private Sector Environmental Services buy-in, for example, will spread throughout the activities of five different projects in the Mission portfolio. This operating strategy, rather than concentrating on "stand alone" environmental activities, enables PRIDE to influence the course of environmental management in the Near East Region to a degree that goes far beyond what would be possible with PRIDE resources otherwise.

Major PRIDE management events and initiatives included:

- Changes in PRIDE office location, Team Leader, Private Sector Analyst, Project Assistants, and AID Project Officer.
- Establishment of a regular schedule of weekly staff meetings and Near East Bureau coordinating meetings.
- A variety of staff organization changes to better integrate the various facets of the PRIDE program.

- A variety of procedural changes to improve administrative efficiency and respond more effectively to requests for short-term technical assistance.
- Conduct of quarterly subcontractor meetings.
- Timely submission of all 18 required progress and planning reports.
- Participation in the PRIDE midterm evaluation.

As can be seen, even while dealing with a heavy load of core, buy-in, and buy-in development activity, PRIDE's management component had an extremely active year on its own account. In management terms, during its second year PRIDE began gearing itself up to move into the next phase of its evolution, one that emphasizes responding to the large volume of buy-in demand that was generated in the first two years and multiplying the effects of PRIDE's work throughout the Near East region.

The highlights of PRIDE second year activities that follow are organized in rough chronological order under headings for each PRIDE project component. They are meant to provide a sense of the flow of major activity over the year, whether undertaken through Work Orders (core funded activities), Delivery Orders (buy-in funded activities), or the PRIDE core staff. Annex A of this report shows the relationship of PRIDE second year activities to end-of-project-status indicators. Annex B contains full listings of all PRIDE Work Orders and Delivery Orders through August 31, 1993, together with basic descriptive information about each.

B. Strategic Planning and Policy Analysis

In response to a request from USAID/Egypt, PRIDE provided an environmental regulation and legislation specialist to advise the Egyptian legislation drafting committee on development of national environmental legislation, regulations, and an institutional framework to be considered by the People's assembly.

Core team members helped to organize and participated in the Near East Bureau ENR Workshop in Cairo, February 28-March 3. This was the first time Near East Mission environmental and program officers met with Bureau officials and contractors (PRIDE and ISPAN) to plan and prioritize environmental activities.

A three-person PRIDE team, in close collaboration with the USAID/Tunisia and Tunisian governmental and nongovernmental organizations, prepared a Private Sector Development Environmental (PSDE) Strategy for Tunisia that provides a framework for incorporating environmental considerations into the Mission's environmental program. PRIDE published the PSDE Strategy in April, in English and French.

For the NE Bureau, a PRIDE team drafted annexes for a project paper for a NE clean technologies project intended to promote the transfer of U.S. pollution prevention technology.

A Tunisia Programmatic Environmental Assessment (PEA) involving design assistance for a housing and urban services privatization project was completed in June ahead of schedule. The NE Bureau is advocating that the Tunisia PEA serve as a model for other AID Regional Housing and Urban Development Offices.

USAID/Tunisia requested that PRIDE play a major coordination and oversight role for EP3 in Tunisia on behalf of the Mission. PRIDE hosted meetings to support EP3 work in Tunisia, including a half-day coordinating session on July 15 involving representatives from EP3, the NE Bureau, WEC, and USAID/Tunisia.

As part of a multi-donor effort to support implementation of Egypt's Environmental Action Plan, PRIDE prepared two reports under the Egypt General Environmental Services Buy-In: "Terms of Reference: Domestic Wastewater Projects Under Egypt's Environmental Action Plan" and "Conserving Egypt's Cultural Heritage: Priority Sites Needing Restoration and Protection."

In mid-June PRIDE fielded a team to redesign USAID/Egypt's Science and Technology Cooperation (STC) project in order to strengthen its environmental focus. The team completed its work on schedule, and in the last quarter of 1993 PRIDE will begin fielding technical assistance teams to help Egyptian experts undertake STC research activities.

In Morocco, during June and July PRIDE helped the Mission detail the scope of work for its Private Sector Environmental Services buy-in in a manner that serves as an initial and partial Mission environmental strategy.

USAID/Egypt accepted PRIDE's recommendation for implementing a limited Comparative Risk Assessment (CRA) in Cairo in the fall of 1993, including increases in the original level of effort and budget. This will be PRIDE's first CRA, to be carried out as a pilot project to help assess the utility of the CRA approach in Egypt. If PRIDE and the Mission conclude that a full-scale CRA would be useful, it will be planned in collaboration with Egyptian officials and mainly for their benefit. EPAT will coordinate with PRIDE to deliver associated CRA workshops.

In mid-August, PRIDE fielded a two-person team to Jordan to conduct a programmatic environmental assessment for a tourism development project.

Toward the end of the project year, EUR/DR/ENR asked PRIDE to accept a CEE buy-in to conduct preparatory analyses for public and private investments to reduce air pollution in the region. The work is slated to begin in late October or November and will extend for three years.

C. Education, Information, and Communications

Early in the year, a PRIDE team conducted an assessment of information, education, and communications needs in Jordan. The full report and five individual technical sections were reproduced and disseminated in Jordan.

After the assessment, PRIDE convened a meeting of the advisory committee for this activity to discuss development of an environmental awareness campaign training and reference package for use throughout the Near East, to be refined and tested first in Jordan. Toward the end of the year a draft awareness campaign training and reference handbook was completed, and is now being reviewed. Field testing of the handbook will take place during the third project year in connection with a USAID/Jordan water quality improvement and conservation project.

In mid-year PRIDE lent support to the creation of a twinning arrangement between the University of Illinois at Urbana-Champaign (UIUC) and American University in Cairo (AUC). Two representatives from UIUC met with faculty at AUC to discuss institutional linkages and the possible development of environmental short courses. The UIUC representatives also travelled to Jordan to assess environmental training options at the University of Jordan (UOJ), and to explore possible links between the three institutions.

Throughout the year, a number of computer-based information systems were under development by PRIDE. During the period June-August CSG delivered the first version of each system, including an Industrial Assessment Information System (IAIS), a Pollution Prevention Technology Database System (PPTDS), an Initial Environmental Examination (IEE) guidance and tracking system, and an automated environmental mailing list for internal PRIDE use. Discussions are underway with EP3 and WEC to develop a plan for making the IAIS and PPTDS available to them in such a way that they and PRIDE can all benefit from improvements made and data collected through their use. The IEE tracking system has been turned over to the Near East Bureau for its use and demonstration to other AID bureaus. The automated mailing list was employed for the August mailing of *EnviroNet*.

Under Phase III of the Egypt Water Quality Monitoring buy-in a PRIDE team conducted the National Seminar on Water Quality Monitoring and Management in Cairo in July for the Higher Committee for the Nile, senior technical specialists, and donors. The seminar proceedings include recommendations for improving water quality management in Egypt. USAID/Egypt indicated it would like to hold a similar seminar next year. This work, coupled with an earlier buy-in activity analyzing water quality issues, has laid the foundation for a redirection of USAID/Egypt's water programs.

Based on the findings and recommendations of the water quality seminar, the PRIDE seminar team prepared a proposal for a large follow-up Water Quality Monitoring and Information System buy-in to develop water quality monitoring, data analysis, and information dissemination program over the next two years, after which USAID/Egypt's full-scale water quality project will come on line.

A PRIDE-developed list of materials and equipment for creating a small information center at the Jordan Society for the Control of Environmental Pollution (JSCEP) was turned over to WEC in July. WEC is obtaining and transferring the materials to JSCEP, and will also be supporting a small pollution prevention information center at the University of Jordan (UoJ) to complement the one at JSCEP. Washington State University will help create the center at UoJ.

Throughout the year, PRIDE continued to explore expanding the involvement of NGOs in its activities. Discussions were held with Legacy International, American Forests, the Environmental Investigation Agency, and two environmental NGOs in Jordan. PRIDE met with The Earth Generation Inc. several times to explore means for introducing environmental school kits in Near East countries where PRIDE works. A preliminary plan for a Near East Environmental NGO conference was drafted and discussed with the Near East Bureau.

The PRIDE editor interviewed sources, wrote articles, obtained photos, and produced the third and fourth issues of *EnviroNet* (spring and summer, 1993). The third issue focused on the environmental private sector, and the fourth focused on the role of information in environmental programs. The French version of the newsletter was discontinued in favor of a summary of the articles in a two-page Arabic insert.

The editor also formatted, edited, proofed, and supervised production of the following technical reports: "Final Report: PRIDE Environmental Business Activities in Eastern Europe," "Private Sector Development Environmental Strategy: USAID Tunisia" (French and English versions), "Strengthening Information/Education/Communications in Jordan" (one full and five short versions), "Terms of Reference: Domestic Wastewater Projects under Egypt Environmental Action Plan," "Profile of the Environmental Private Sector in Jordan" (draft), "Profile of the Environmental Private Sector in Morocco" (draft), "Profile of the Environmental Private Sector in Tunisia (draft)," and a report on private sector participation in an environmental services program for low income housing in Tunisia. She also edited PRIDE administrative reports, developed and produced the first *Bulletin from AID Near East Bureau Environmental Program*, and revised the PRIDE fact sheet.

D. Private Sector Initiatives

During the first two quarters of the year, a PRIDE Environmental Business Advisor to Eastern Europe continued to provide valuable assistance to firms in the region. Upon completion of his assignment in April, the Advisor provided a briefing for AID/EUR, AID/NE, and PRIDE on his work over the previous year. PRIDE also published a final report of his activities. In December PRIDE dispatched a short-term advisor to Warsaw to advise three Polish firms on manufacturing environmental products and remaining competitive in the Polish market.

In mid year PRIDE completed its collaborative work with the World Bank on the final draft of the Morocco Private Sector Environmental Management report. The report was well-received by AID, the World Bank, and USAID/Morocco.

Soon after, PRIDE submitted the Morocco Private Sector Profile to USAID/Morocco for review and approval. Later, the Egypt Private Sector Profile, completed some months earlier, was mailed to approximately 750 recipients, and USAID/Egypt agreed to translate the profile into Arabic and distribute it in Egypt. In July, a Tunisian firm completed and delivered to PRIDE the draft Private Sector Profile for that Country. It was translated into English, edited, and returned to USAID/Tunisia for final comment. As the year ended, PRIDE was in the process of concluding the final versions of the Tunisia, Morocco, and Jordan profiles. PRIDE will distribute private sector profiles from all four countries at the WEF conference in October 1993.

In May and June, PRIDE responded to a request for proposal for a Morocco Private Sector Environmental Services buy-in. Later, extensive discussions were held with the USAID/Morocco Environmental Coordinator to develop SOW's for several tasks and lay the groundwork for other tasks under the Delivery Order. Meetings were held with the NED project team to draw up a detailed plan for PRIDE's support for NED's small enterprise assistance work in Morocco through the buy-in.

In the mid and latter parts of the year PRIDE participated in a Near East Bureau evaluation of WEC activities, including a visit to a WEC-assisted plant in Alexandria, Egypt, and reviewed and prepared observations on WEC's draft third-year work plan. PRIDE also reviewed WEC plant assessment reports and proposals, and provided written comments on them to the Near East Bureau and WEC. In addition, PRIDE began coordinating activities with WEC for two of the tasks under the Morocco Private Sector Environmental Services buy-in.

Throughout the year, PRIDE continued interacting with and helping the U.S. environmental business sector take advantage of trade opportunities in the Near East. PRIDE sent a mailing to approximately 500 firms, organizations, and individuals announcing the one-day environmental private sector workshop to be held during the Water Environment Federation (WEF) national meeting in October in Anaheim, California. This cooperative effort with the NE Bureau and WEF will give PRIDE a high-profile forum in which to inform the U.S. environmental private sector of environmental business and investment opportunities in the Near East.

E. Project Management

PRIDE's second year was full of management changes, new organizational arrangements, new administrative procedures, new reporting mechanisms, and the PRIDE mid-term evaluation. Many of the numerous management activities represented steps to prepare PRIDE's management structure for the large volume of both core and buy-in activity expected in the third project year.

During PRIDE's second year, Cathleen Belliveau and Judith Scholar replaced Michael Hickey and Elizabeth Magill as PRIDE Project Assistants; Avrom Bendavid-Val replaced Larry Morgan as PRIDE Team Leader; Jack Stafurik replaced Jim Westfield as

PRIDE Private Sector Analyst; and PRIDE moved from the Lafayette Center to 1001 22nd Street, N.W., closer to AID/W and with better computer and conference facilities.

The PRIDE staff conducted regular quarterly meetings with members of the PRIDE consortium and the Near East Bureau.

Other PRIDE management initiatives during the year included:

- Revision of WO and DO status sheets to improve their usefulness.
- Twinning of support staff with core staff to ensure full backstopping.
- New procedures to ensure timeliness in all administrative reports.
- One-on-one consultations with all PRIDE subcontractors, Mission Environmental Coordinators, and Near East Bureau PRIDE project management.
- Refinement and publication of guidelines for fielding short-term technical assistance teams.
- Refinement of procedures for identifying candidates for short-term field assignments among PRIDE subcontractors.
- Modification of Work Order formats to enable tracking the purposes and costs of Work Order assignments.
- Development and dissemination of fresh guidance to subcontractors regarding invoicing procedures and responding to requests for candidates for short-term field teams.
- Analysis of PRIDE internal MIS requirements.
- Analysis and development of procedures for tracking core funds available for new Work Orders and other core initiatives—i.e., remaining unencumbered core funds beyond those required to cover recurring costs.
- Analysis of the PRIDE annual reporting cycle to determine core LOE that must be reserved for preparing required reports.
- Participation in the PRIDE midterm evaluation (see Section III of this report).

Also during the second year, PRIDE instituted a schedule of regular core staff meetings, weekly full staff meetings, and weekly meetings with Near East Bureau project management.

All required reports were prepared and submitted on schedule.

SECTION II
CORE BUDGET AND LEVEL OF EFFORT UTILIZATION

A. Core Budget Summary

Between September 1992 and August 1993 (inclusive), PRIDE billed a total of \$1,728,570. The monthly average was \$144,047. The comparable figure for the first project year was \$1,250,131. Approximately 49 percent of the total PRIDE core budget was expended in the first two project years.

Detailed budget expenditures and balances information is contained in Annex C. Following are highlights of expenditures to date for major budget line items.

1. Salary

Since project inception Chemonics has invoiced \$562,869 under the Salary line item. Of this amount, \$312,036 or 53 percent, represents billings for the second project year only. Total salary billings for the first two project years represent 53 percent of the total life of project (LOP) budget for this line item. This reflects in large part the significantly higher than programmed editing costs for the unanticipated large number of PRIDE publications that have been produced in the first two years.

2. Fringe Benefits

Chemonics has invoiced a total of \$140,649 in fringe benefits to date, representing 76 percent of the LOP budget for this item. This percentage is high because fringe benefits for the three support staff positions were inadvertently omitted from the original PRIDE cost proposal. (During contract discussions, the AID contracting officer indicated that it preferred to process a budget modification after signing the contract in order to correct this omission and to reflect other changes arising from the BAFO; Chemonics is now preparing a request to do so.)

3. Overhead

Chemonics has invoiced a total of \$444,737 in overhead since project inception. Of this amount, \$185,117 was invoiced during the first project year and \$259,620 (58 percent of expenditures to date) was invoiced during the second year. Total overhead billings to date represent 59 percent of the LOP amount budgeted for this item.

4. Travel and Transportation

Chemonics has billed \$183,909 in travel and transportation (including per diem) costs since project inception. This amount represents 54 percent of the LOP budget for this item.

Of the total amount, \$98,835 was billed during the first year and \$85,074 was billed during the second year.

5. Other Direct Costs

Chemonics has invoiced a total of \$185,896 in Other Direct Costs (ODCs) since project inception, representing 66 percent of the LOP budget for ODCs. Of this amount, \$80,351 was expended during the first year and \$105,545 was expended during the second year.

6. Training

No funds have been expended under this line item, since PRIDE has not yet conducted any core-funded participant or short-term training courses or workshops.

7. Subcontracts

A total of \$2,858,975 was budgeted for subcontracts for the LOP. Of this amount, \$1,195,112, or 42 percent, has been invoiced to date. In the first year, \$467,933 was billed, and in the second year PRIDE billed \$727,178 under this line item.

8. G&A and Fixed Fee

Chemonics has billed \$91,895 in G&A costs and \$173,634 in fixed fee costs since project inception. Both these figures represent about 49 percent of the LOP budgets for each item.

B. Core Level of Effort Summary

The PRIDE core contract authorizes 228 person months of long-term LOE and 108 person months of short-term LOE over the life-of-project. Information on use of core LOE by country will be found in Annex D. Following are highlights of long-term and short-term core LOE utilization.

1. Long-term Core LOE

Of the 228 person months of long-term core LOE authorized, 60 person months each is authorized for the Senior Resource Economist (SRE) and Institutional/Information Specialist (IIS) positions, 48 person months is authorized for the Private Sector Analyst (PSA) position, and an additional 60 person months is authorized for an Administrative Assistant.

After 24 months of project implementation approximately 22.25 person months of long-term core LOE have been expended by the SRE, 20 person months by the IIS, and 23.32 person months by the PSA. The SRE has billed a total of 38 days, or about 1.75 person months, under Q contract Delivery Orders for Jordan, Tunisia, and Egypt. The IIS

has billed a total of 86 days, or about 4 person months, to Delivery Orders for Jordan and Egypt. The PSA has billed a total of 15 days to a Tunisia Delivery Order.

2. Short-term Core LOE

Of the 108 person months of short-term LOE authorized under the core contract, PRIDE has invoiced for approximately 60 person months since project inception. An additional 14 person months of short-term core LOE has been committed to ongoing activities, but not yet invoiced. There is thus a balance of approximately 34 person months of short-term core LOE available for the remainder of the project.

SECTION III MIDTERM EVALUATION

The PRIDE midterm evaluation was conducted by a two-person team from Datex, Inc. during May-July June 1993. Throughout this period PRIDE staff were heavily involved providing formal interviews, answering questions *ad hoc*, providing documents and reports, and explaining financial information and organizational arrangements. PRIDE staff reviewed and commented on the draft evaluation report, worked with AID project management to formulate responses to evaluation recommendations, and has already carried out many of the recommendations.

A. Conclusions and Observations

Salient conclusions and observations from Section V of the evaluation report are summarized as follows:

- The level of effort under the core contract has been reasonably spread among the four target countries in the Near East region. *(See Annex D of this report.)*
- Technical assistance provided by PRIDE to Missions and the Near East Bureau, under both the core and requirements contracts, has been responsive, useful, sensitive to host country institutional structures, of high technical quality, and has had a very favorable impact on Mission environmental programs, as judged by the evaluators on the basis of an analysis of technical reports and as reported by Near East Mission and Bureau personnel.
- PRIDE activities have been consistent with and responsive to AID policies, procedures, mandates, and Congressional directives; contacts between PRIDE and Near East Bureau project management are frequent.
- Some PRIDE reports fail to address sustainability issues or provide a clear methodology for implementing recommendations. *(During a review of the draft evaluation report PRIDE staff pointed out to the evaluators that the scopes of work for the technical assistance resulting in the reports on which this observation is based did not include, were unrelated to, or in some cases explicitly excluded sustainability or implementation concerns, which were to be dealt with through other activities; the evaluators chose nevertheless to include this observation in the final report.)*
- There are no major flaws or deficiencies in PRIDE project design, management, or organization.

B. Recommendations

Salient recommendations from Section VI of the evaluation report, together with actions taken or planned in response, are summarized as follows:

- PRIDE should combine the Strategic Planning and Policy Analysis components and significantly increase activity in this area.

The two components have been combined in this report and the third year work plan, and increased strategic planning and policy analysis activity are reflected in the third year work plan.

- PRIDE should coordinate and formally interface with the EP3 project and transfer as much of its intended industrial pollution prevention activity as possible to EP3.

This has already taken place during the second year and will continue in the third year, as reflected in I.C above and in the third year work plan.

- PRIDE should begin to focus more on regional initiatives.

An increased focus on regional initiatives is reflected in the third year work plan.

- PRIDE should consider expanding technical assistance to address environmentally unsound energy production and use and unsustainable agricultural practices.

PRIDE is addressing these issues through its work with the Energy Demand Management project in Morocco, its cooperation with EP3 in Tunisia, and water quality projects in Egypt and Jordan, as reflected in the third year work plan. Work in these areas will continue and expand in accordance with PRIDE capacity and Mission demand.

- PRIDE should consider and address appropriate cross-cutting themes consistent with other A.I.D. projects and programs.

Expanded PRIDE concentration on cross-cutting themes is reflected in the third year work plan, which includes conferences on women in environment and development, strengthening NGOs in the environmental field, and increasing public participation in environmental programs, as well as coordinated activities with EPAT, EP3, and other AID environmental projects operating in the Near East region.

- The Near East Bureau and PRIDE should carefully consider possibilities for expanding NGO-related activity and associated commitment of core resources.

Major NGO-related activities are reflected in the third year work plan, and the Near East Bureau and PRIDE staff are now jointly formulating a PRIDE NGO program for the third year that builds largely on the existing work plan and buy-in activities, diverts a minimum of core resources programmed for other initiatives, and lays the groundwork for a more sharply targeted NGO program in subsequent years.

- The Near East Bureau and Chemonics need to review the present allocation of funds and LOE among PRIDE subcontractors.

This review has been completed and the paper work is now in process to effect the reallocation and ensure a continuing capability for high quality responsiveness to demands under both core and requirements contracts and attainment of Gray Amendment goals.

- A better means of monitoring use of core LOE by PRIDE project component is needed.

A spreadsheet for monitoring use of core LOE by project component has been devised, the first report, which will be updated regularly, has already been submitted to the Near East Bureau. Statistics on the use of core LOE by country have been a feature of the monthly report since June, 1993.

- Additional staff assistance is required for PRIDE project administration.

PRIDE is increasingly building administrative costs into buy-ins: nevertheless, PRIDE and Near East Bureau PRIDE project management agree that more administrative support is needed in light of the very large volume of field activities expected in the third year and beyond, and will make a decision on this matter by November 1, 1993.

- PRIDE should recruit an additional core staff member to be responsible for its strategic planning and policy analysis initiatives, and the PRIDE Team Leader should be relieved of direct responsibility for any individual PRIDE project component.

PRIDE and Near East Bureau PRIDE project management agree with this recommendation, recognize that one individual cannot adequately carry out both an intensified level of strategy/policy activity and management of the enormous volume of overall PRIDE project activity, and are exploring ways of adding another core staff position in whole or in part.

Further discussion of PRIDE midterm evaluation recommendations that have a major bearing on PRIDE work in its next year will be found in Section I of the accompanying volume, *PRIDE Third Annual Work Plan*.

ANNEX A

**ACHIEVEMENT IN TERMS OF
END-OF-PROJECT STATUS INDICATORS**

ANNEX A
ACHIEVEMENT IN TERMS OF
END-OF-PROJECT STATUS INDICATORS

The six PRIDE end-of-project-status (EOPS) indicators of project purpose achievement are listed below in summary form. Each is followed by bullet references to PRIDE activities highlighted in Section I that represent PRIDE purpose achievement in terms of the EOPS indicators. In some cases, the activity cited represents a step in the process of realizing the EOPS indicator.

1. *Policies that can improve environmental management are identified.*

- Morocco Private Sector Environmental Services buy-in
- Tunisia Private Sector Development Environmental Strategy
- Egypt advisory services for a water quality management plan
- Egypt National Seminar for Water Quality Management
- Egypt Water Quality Monitoring and Information System buy-in
- PRIDE input to Jordan Water Quality Improvement and Conservation project

2. *ENR strategic planning concepts and methodologies are adopted.*

- Morocco Private Sector Environmental Services buy-in
- Tunisia Private Sector Development Environmental Strategy
- Tunisia Programmatic Environmental Assessment
- Egypt Water Quality Monitoring and Information System buy-in
- Egypt Comparative Risk Assessment
- PRIDE input to Jordan Water Quality Improvement and Conservation project
- Jordan Programmatic Environmental Assessment
- CEE air pollution reduction buy-in
- Computer-based IEE guidance and tracking system

3. *Recognition of the costs of critical environmental trends is increased.*

- Tunisia Programmatic Environmental Assessment
- Egypt National Seminar for Water Quality Management
- Egypt Comparative Risk Assessment
- PRIDE input to Jordan Water Improvement and Conservation project
- Jordan Environmental Education and Information Needs Assessment
- Near East Bureau Regional ENR Workshop in Cairo
- EnviroNet

4. *Policies that improve environmental management are formulated.*

- Tunisia Private Sector Development Environmental Strategy
- Egypt advisory services for a water quality management plan
- Egypt Water Quality Monitoring and Information System buy-in
- Egypt Comparative Risk Assessment
- PRIDE input to Jordan Water Quality Improvement and Conservation project

5. *Factories undertake industrial pollution prevention measures.*

- Morocco Private Sector Environmental Services buy-in
- Tunisia Private Sector Development Environmental Strategy
- Tunisia PRIDE cooperation with EP3
- Egypt Science and Technology Cooperation project redesign
- University of Illinois - American University of Cairo twinning
- Environmental Business Advisor to Eastern Europe
- CEE air pollution reduction buy-in
- Private Sector Profiles (Morocco, Tunisia, Egypt, Jordan)
- Computer-based IAIS and PPTDS programs
- Regional Clean Technology Project development
- PRIDE/Near East Bureau/WEF Private sector environmental workshop
- WEC support

6. *Public participation in and awareness of ENR issues is improved.*

- Morocco Private Sector Environmental Services buy-in
- Tunisia Programmatic Environmental Assessment
- Egypt National Seminar for Water Quality Management
- Jordan Environmental Education and Information Needs Assessment
- PRIDE input to Jordan Water Quality Improvement and Conservation project
- Environmental Awareness Campaign Training/Reference Handbook
- Work directly with NGOs in the U.S. and Jordan
- Assistance for the JSCEP (Jordan) information center
- Private Sector Profiles (Morocco, Tunisia, Egypt, Jordan)
- PRIDE/Near East Bureau/WEF Private sector environmental workshop
- EnviroNet

ANNEX B

**WORK ORDERS AND DELIVERY ORDERS
THROUGH AUGUST 31, 1993**

W O #	Issued, Start & End Dates	Activity Description COUNTRY	Key WO Personnel	Firm	Level of Effort (days)	Current Status
			PRIDE Managt. Staff AID MANAGEMENT		Budget (if applicable) Authorized	
1	11/8/91 11/12/91 11/28/92	Country Baseline Assessments Trip to Egypt and Jordan with PRIDE core team at start of project EGYPT & JORDAN	Robert Gould	SAIC	17.60	Completed
2	11/8/91 8/29/91 12/31/91	Project Mobilization Participate in mobilization workshop and initial strategy sessions for project startup	SAIC Project Staff	SAIC	63.66	Completed
3	11/8/91 11/8/91 11/11/91	Technical Review of Jordan's Water Quality Improvement and Conservation Project for Applicability of GEF Criteria JORDAN	Larry Morgan	CHEM	N/A	Completed
4	12/10/91 1/1/92 2/13/92	Jordan Environmental Legislation Review JORDAN	Peter Trick	SAIC	33.31	Completed
5	12/18/91 8/29/91 12/31/91	Project Mobilization Participate in mobilization workshop and initial strategy sessions for project startup	IEC Project Staff	IEC	7.60	Completed
6	1/10/92 8/29/91 2/29/92	Project Mobilization Participate in mobilization workshop and initial strategy sessions for project startup	HBI Project Staff	HBI	30.60	Completed
7	1/20/92 1/20/92 7/21/92	Profile of the Environmental Business Sector in <i>الجمهورية</i> EGYPT	Jim Westfield Suzanne Smith Jack Berakurk Jan Muster-Volmer	HBI	62.60	Stop Work Order Reactivation of WO Issued on 3/20/92 WO Amended to Extend to 7/21
8	2/3/92 2/5/92 3/6/92	Egypt Environmental Strategy EGYPT	J. Cummings-Saxon	IEC	28.60	Completed
9	1/20/92 2/4/92 7/31/92	Private Sector Workshop in Washington, D.C	Jim Westfield and other HBI professional staff	HBI	188.25	Completed
10	2/27/92 3/6/92 3/21/92	Jordan Water Conservation and Management Plan and PP (Support to DOB) JORDAN	Jim Westfield	HBI	23.60	Completed
11	3/20/92 3/20/92 4/10/92	Clearinghouse SOW Prepare Scope of Work for study to design clearinghouse on Environmental Information Systems for the Near East	Robert Crawford Susan Shapiro Ken Clark	CSG	8.60	Completed
12	4/9/92 3/25/92 7/31/92	Profile of the Environmental Business Sector in Jordan JORDAN	Jim Westfield Local Firm	HBI	N/A \$10,000.00	Completed
13	6/11/92 6/11/92 11/1/92	Morocco Environmental Management USAID/Rabat collaboration with the World Bank on design of the private sector component of the Bank's Morocco Environmental Management Project MOROCCO	Monsen Gordon Michael Crosetti Tibor Krantz Local Professionals	HBI	160.60 (15 days of which are local)	Completed
14	2/27/92 4/18/92 5/10/92	Small WasteWater Treatment Plant Technology Assessment TUNISIA	Bonneau Dickson Ahmed Gaber Julie Bourne	CHEM	61.60	Completed
15	3/4/93 1/1/93 6/30/93	Review Backstopping and Clerical Support for technical assistance activities	Support/Clerical Staff	SAIC	10.60	Completed
16	9/18/92 8/29/91 8/21/92	Project Mobilization/Implementation Participate in mobilization workshop and initial strategy sessions for proj. startup	CSG Project Staff	CSG	7.60	Completed
17	9/18/92 1/1/92 8/28/93	PRIDE Team Meetings & Annual Work Plan Review Attendance at quarterly & monthly meetings, and AWP review	SAIC Project Staff	SAIC	28.60	Underway
18	9/18/92 1/1/92 8/28/93	PRIDE Team Meetings & Annual Work Plan Review Attendance at quarterly & monthly meetings, and AWP review	HBI Project Staff	HBI	28.60	Underway
19	9/18/92 1/1/92 8/28/93	PRIDE Team Meetings & Annual Work Plan Review Attendance at quarterly meetings and AWP review	IEC Project Staff	IEC	10.60	Underway

W O #	Issued, Start & End Dates	Activity Description COUNTRY	Key WO Personnel PRIDE Mgmt. Staff		Firm	Level of Effort (days) Budget (if applicable) Authorized	Current Status
			AID MANAGEMENT				
20	9/18/92 1/1/93 8/26/93	PRIDE Team Meetings & Annual Work Plan Review Attendance at quarterly meetings and AWP review	CSG Project Staff		CSG	15.00	Underway
21		Number skipped in sequence					
22	9/30/92 8/14/92 9/19/93	Environmental Private Sector Initiatives in the Near East (EPSINE) PRIDE representative on IRG Inps. EGYPT, JORDAN, & TURKIA	Jim Westfield		HBI	28.00	Completed
23	9/16/92 9/16/92 11/30/92	Technical Support to Private Sector Activities Input to Morocco Environmental Business Module Revise Jordan Private Sector Profile Egypt Private Sector Profile Follow Up	Jan Muster-Volmer		HBI	24.00	Completed
24	11/10/92 11/11/92 3/30/93	Egypt Private Sector Profile Promotion/Distribution Strategy Develop information package, mailing list, tracking system, and database	Alexandra Gutierrez		CSG	40.6	Completed
25	11/05/92 11/11/92 12/21/92	Egypt Environmental Legislation Review Advise GOE on preparation of new environmental legislation EGYPT	Jack Schramm		HBI	28.00	Completed
26	11/13/92 11/13/92 5/31/93	Industrial Assessment-Based Information System Design of computer assisted assessment package and standard report form generator	Raj Shah Robert Crawford CSG Technical Staff JLW, AS GILBERT JACKSON		CSG CSG	104.00	Underway WEC is participating in this activity.
27	11/23/92 11/23/92 2/26/93	Environmental Information Systems Prepare analyses & recommendations on development of databases on environmental training, pollution prevention technology, and sources of environmental information	CSG Project and Technical Staff		CSG	20.00	Completed
28	12/4/92 1/5/93 2/15/93	University of Illinois & American Univ. in Cairo Twinning Agreement Developing institutional linkages EGYPT	J. Weyland Eheart Nani G. Bhosmik Amr A.G. Haseenain Amr H. Abdel-Hamid		N/A	N/A	Completed
29	12/3/92 12/5/92 12/22/92	Authorization for TDY to Egypt, Jordan and Morocco Assignments in connection with the MEM and Morocco Private Sector Profile, evaluation of past WEC industrial assessments, and discuss private sector activities in Egypt EGYPT, JORDAN, & MOROCCO	Jim Westfield		HBI	18.00	Completed
30	12/16/92 12/15/92 1/8/93	Draft PID for AID/NE Environment and Competitive Technology Services Regional Project	Avrom Benavid-Val		CHEM	4.00	Completed
31	1/8/93 1/15/93 Fall 1993	Environmental Education and Awareness Campaign/Reference Training Package Develop, test and disseminate training/reference packages for host country environmental professionals and educators	Robert Kern Eric Abbott Lynn M. Hodges Iris Kaulman Marsha D. Ramsey (vacant) JLW, AS DWAYNE WALKER CARL DUTTO		CHEM CHEM TVA CHEM CHEM CHEM	128.00	Underway
32	1/8/93 1/14/93 1/14/93	Earth Generation Presentation for AID/W, World Bank, EPA, et. al	Vicky Boyd Taylor		Earth- Gen	N/A	Completed
33	1/18/93 1/15/93 2/7/93	Environmental Information/Education Communication Needs Assessment JORDAN	John Woods Robert Kern		CHEM	22.00	Completed
34	1/8/93 1/16/93 2/5/93	Jordan Society for the Control of Environmental Pollution (JSCEP) Library and Information Center Prepare recommendations on information systems for an information center/library	Chris T. Staines Raj Shah		CSG	25.00	Completed
35	1/13/93 1/15/93 3/15/93	Environmental Assessment Computer Programs	Raj Shah		CSG	22.00	Completed

W O #	Issued, Start & End Dates	Activity Description COUNTRY	Key WO Personnel	Firm	Level of Effort (days)	Current Status
			PRIDE Mgmt. Staff AID MANAGEMENT		Budget (if applicable) Authorized	
36	1/13/93 7/1/93 10/1/93	Workshops on Environmental Business Opportunities in the Near East To be held in two different locations in the U.S.	Jim Westfield Matthew Bursach or William Meade Fiona Mikkelsen Jan Mueller-Vollmer & Anne Ruederer JDW, CMB GILBERT JACKSON	HBI	102.8	Underway
37	2/5/93 2/6/93 3/20/93	AIDNE Clean Technologies Project Design Drafting of annexes for project paper	Karl Van Orsdol Michael Shaw	CHEM	48.80	Completed
38	2/6/93 2/6/93 3/20/93	AIDNE Clean Technologies Project Design SAIC contribution to project design team	Mark Pfeiffer	SAIC	22.00	Completed
39	2/16/93 2/16/93 3/31/93	Pollution Prevention Seminars Assist USAID/Morocco with seminar & delivery of paper at the ENR workshop EGYPT & MOROCCO	Jim Westfield Joel Hirschhorn Belhaj Souleim	CHEM	17.00 \$2,000.00	Completed
40	2/19/93 2/23/93 3/4/93	Strategic Planning Support for NE Bureau ENR Workshop Authorization for PRIDE analysts to implement workshop. EGYPT	Larry Morgan John Woods	CHEM	18.00 \$4,300.00	Completed
41	2/19/93 2/26/93 3/4/93	Strategic Planning Support for NE Bureau ENR Workshop Authorization for attendance and presentation of briefings by environmental information specialist EGYPT	Raj Shah	CSG	7.00	Completed
42	2/23/93 2/24/93 3/10/93	AIDNE Clean Technologies Project Design Support to project design team as economist/institutional specialist	Avrom Bandavid-Vai	CHEM	6.80	Completed
43	3/10/93 2/12/93 7/30/93	Profile of the Environmental Business Sector in Tunisia TUNISIA	Jim Westfield JDW, CMB BARRY HILL	HBI	N/A \$15,000.00	Underway
44		Number Skipped in Sequence				
45	6/4/93 7/1/93 7/31/93	Support of DOW and AWP93	Domnick Scarfo ABV, CMB DWAYNE WALKER	CHEM	2.00	Completed
46	4/6/93 4/1/93 5/31/93	Environmental Assessments Computer Systems A Follow Up to WO #35	Raj Shah Chris Stathis JLW, AS ALEX SEGARRA	CSG	30.00	Completed
47	4/6/93 4/1/93 7/1/93	NE Source Book and Data Base - Pollution Prevention Information System A Follow Up to WO#11 & 27	Raj Shah Chris Stathis JLW, JDW, CMB, AS DWAYNE WALKER	CSG	48.00	Completed
48	4/6/93 4/1/93 7/1/93	NE Source Book and Data Base - General NE Environmental Data Base A Follow Up to WO#11 & 27	Raj Shah Chris Stathis JLW, ABV, AS DWAYNE WALKER	CSG	62.00	Completed
49	5/7/93 5/10/93 6/30/93	Programmatic Environmental Assessment Part of a project design for RHUDOMENA's HG-005. TUNISIA	Christine Bernardeau ABV, JMS BARRY HILL	HBI	38.00	Completed
50	5/7/93 5/10/93 6/30/93	Programmatic Environmental Assessment Part of a project design for RHUDOMENA's HG-005. TUNISIA	Pamela Jenkins ABV, JMS BARRY HILL	SAIC	24.00	Completed
51	6/21/93 6/15/93 8/1/93	Environmental Assessments Computer Systems A follow-up to WO #46	Raj Shah Chris Stathis ABV, JLW DWAYNE WALKER	CSG CSG	38.00	Completed

W O #	Issued, Start & End Dates	Activity Description COUNTRY	Key WO Personnel	Firm	Level of Effort (days)	Current Status
			PRIDE Mgmt. Staff AID MANAGEMENT		Budget (if applicable) Authorized	
52	6/28/93 7/16/93 7/23/93	PRIDE Logistical Support to DOE2/Phase III Cairo Seminar	Alex Shonoben J.L.W. AS DWAYNE WALKER	CHEM		Completed
53	7/2/93 7/11/93 7/16/93	Computer-Based Pollution Prevention Assessment Program A follow-up to WO #26 & #26a	Raj Shah Chris Stathis ABV, J.L.W. DWAYNE WALKER	CSG CSG	\$0.00 \$2,276.00	Completed
54	7/6/93 7/17/93 7/31/93	James Westfield travel to Morocco to support the PS Env. Assistance Buy-In and to Tunisia to discuss EP3/PRIDE	James Westfield J.L.W. CMB DWAYNE WALKER	HBI	18.00 \$4,766.00	Completed
55	8/5/93 7/1/93 12/31/93	Special Support for PRIDE Activities	CSG Staff J.L.W. CMB DWAYNE WALKER	CSG	\$6.00 \$800/day	Underway
56	8/4/93 8/13/93 9/9/93	Environmental Assessment for the Jordan Tourism Development Project	C. Bernardau J.L.W. AS DWAYNE WALKER	HBI	23.00 \$36,270.68	Underway
57	8/4/93 8/15/93 9/9/93	Environmental Assessment for the Jordan Tourism Development Project	Lane Krahl J.L.W. AS DWAYNE WALKER	CHEM	23.00 \$26,887.93	Underway

DO #	Start & End Dates	Activity, Description, COUNTRY	Key DO Personnel, PRIDE Management Staff, AID MANAGEMENT		Firm	Level of Effort (days) Budget in DO (\$) Authorized		Current Status
1	1/30/92 4/20/93	Environmental Business Specialist To improve the indigenous capabilities of environmental goods and services companies in Eastern Europe to address environmental problems and to develop and provide least cost solutions to those problems. POLAND	Kenneth Macek Matthew Buresch Maria Kardosz Ron Tolmei JDW, JB, JMS LYDIA LA FERLA		HBI HBI HBI HBI	512.0 \$318,356.00	Complete	
2	2/6/92 5/15/93	Environmental Water Quality Impact Assessment (Phase I) and Water Management Action Plan (Phase II) and Water Quality Assessment and Management Plan Workshop (Phase III) Egypt water quality technical and institutional study. EGYPT	James Welsh (Phase I/II) Robert Kelly (Phase II) Khalil Nancy (Phase I) Chris Stathes (Phase III) John Woods (Phase III) JLW, JB, AS RICHARD RHODA FLYNN FULLER DWIGHT WALKER		RMI SAIC HBI CSG CHEM	255.0 \$297,782.70	Phase III proceedings being finalized	
3	2/7/92 8/15/92	Water Management and Conservation Plan (Phase I) and Water Quality Improvement and Conservation Project Paper (Phase II) To assist the GOJ in preparing a comprehensive water management and conservation plan, under the auspices of the Ministry of Water and Irrigation in cooperation with other concerned agencies. JORDAN	Drannon Buskirk (Phs. I/II) Ernest Biggs (Phs. I/II) Herbert Preul (Phs. I) Robert Kern (Phs. I/II) Larry Morgan (Phs. II) John Woods (Phs. I/II) Edmund Struzeski (Phs. II) John Teerink (Phs. I) Robert Moore (Phs. II) JLW, JB CARL DUTTO		CHEM CHEM CHEM CHEM CHEM SAIC RMI RMI	465.0 \$454,338.00	Complete	
4	6/11/92 4/2/93	Environmental Management Plan Assessment of PS and public sector needs, identification of PS capabilities to meet the needs, actions to assure the development of an environmental PS, and priority pilot activities. MOROCCO	Morten Gorden Timothy Krantz JDW, JB, JMS RICK SCOTT DWIGHT WALKER		HBI HBI	95.0 \$97,033.00	World Bank report submitted early May. PS Profile being edited.	
5	12/22/92 7/31/93	General Environmental Services To assist with a variety of tasks related to implementation of the GOE Environmental Action plan and the new USAID environmental strategy, including the design and start-up of the proposed new Environmental Policy Planning Project. EGYPT	Vincent Niemeyer (Task I) Kenneth Weeks (Task 1) ABV, JB, JMS RICHARD RHODA DWIGHT WALKER		CHEM CHEM	55.0 \$44,395.00	Task 1 complete. Task 4 SOW under preparation. (Tasks 2 - 5 to be implemented upon request)	
6	1/25/93 5/26/93	Environmental Action Plan To assist in developing a long-term, multi-year environmental strategy that is consistent with the AID/NE ENR strategy, complements the mission's strong PS program and the ongoing refinement of its strategic objectives and program performance indicators, and is consistent with the GOT's National Environmental Plan. TUNISIA	Avrom Bendavid-Val Victor Bell James Westfield ABV, JB, CMB BARRY HILL DWIGHT WALKER		CHEM SAIC HBI	59.0 \$65,334.21	Complete	
7	6/10/93 1/31/95	Science and Technology Cooperation Redesign To provide U.S. technical experts to assist with the STC Project with two basic tasks: 1) Re-design and 2) Technical Assistance. EGYPT	Domenick Scarfo Avrom Bendavid-Val Eduardo Maal ABV, JB, CMB RICHARD RHODA DWIGHT WALKER		CHEM CHEM HBI	103.0 \$505,263.00	Task 1 completed, Task 2 remaining	

DO #	Start & End Dates	Activity, Description, COUNTRY	Key DO Personnel,	Firm	Level of Effort (days)	Current Status
			PRIDE Management Staff, AID MANAGEMENT		Budget in DO (\$)	
			(yet to be determined)		Authorized	
8	6/12/93 12/31/94	Environmental Services <i>To provide support to USAID/Morocco's private sector program through cost-cutting environmental initiatives.</i> MOROCCO	JDW, JB, CMB RICHARD SCOTT		476.7 \$527,636.00	Recruitment underway for Task 1 and 5
(9)		Water Quality Monitoring and Information System <i>To assist the Water Research Center to establish a water quality monitoring program, information processing system, and a public awareness program</i> EGYPT	JLW, JB, AS FLYNN FULLER		Est. \$1.5 mil	
(10)		Water Quality and Conservation Support <i>Provide support to the Water Quality and Conservation Project. Linked to the MWI Policy and Planning Unit</i> JORDAN	JLW, JB, AS CARL DUTTO		Est. \$250,000	
(11)		Air Pollution Pre-Investment Analyses <i>Privatization and preinvestment analyses for plants contributing heavily to air pollution in East and Central Europe</i> CEE	ABV, JB, JMS JIM TARRENT		Est. \$2.2 mil	

ANNEX C

BUDGET EXPENDITURES AND BALANCES

ANNEX C
BUDGET EXPENDITURES AND BALANCES

LINE ITEM	BUDGET	INVOICED FY 91-92	INVOICED FY 92-93	INVOICED TOTAL	INVOICED TOTAL (%)	BALANCES
I. Salaries	\$1,056,429	\$250,833	\$312,036	\$562,869	53%	\$493,560
II. Fringe	\$184,040	\$55,258	\$85,391	\$140,649	76%	\$43,390
III. Overhead	\$750,616	\$185,117	\$259,620	\$444,737	59%	\$305,879
IV. Travel & Transport	\$340,000	\$98,835	\$85,074	\$183,909	54%	\$156,091
V. Allowances	\$0	\$0	\$0	\$0	N/A	\$0
VI. Other Direct Costs	\$281,986	\$80,351	\$105,545	\$185,896	66%	\$96,090
VII. Equipment	\$0	\$0	\$0	\$0	N/A	\$0
VIII. Training	\$67,500	\$0	\$0	\$0	0%	\$67,500
IX. Subcontracts	\$2,858,975	\$467,933	\$727,178	\$1,195,112	42%	\$1,663,863
X. G & A	\$189,452	\$38,931	\$52,964	\$91,895	49%	\$97,557
XI. Fixed Fee	\$354,522	\$72,872	\$100,761	\$173,634	49%	\$180,888
TOTAL	\$6,083,521	\$1,250,131	\$1,728,570	\$2,978,700	49%	\$3,104,821

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ANNEX D

DISTRIBUTION OF CORE LOE BY COUNTRY

ANNEX D
DISTRIBUTION OF CORE LOE BY COUNTRY

The following table shows estimated use of core level of effort in person-months for activities directly supporting Mission environmental programs. This includes both activities directly related to a specific country and regional activities intended to benefit all countries. It does not include LOE used for PRIDE administration, management, general activities such as annual reporting and work plan development, or activities aimed primarily at supporting the Near East Bureau environmental program. Also, the estimates cover only the *core-funded* LOE of the three-member core staff and additional short-term core LOE formally authorized through Work Orders. LOE of support staff and pro bono LOE of PRIDE consortium members that directly benefits mission environmental programs cannot not be reasonably estimated but are considerable.

**Estimated Distribution of Core Level of Effort for PRIDE's First Two Years
(in person-months)**

Country	Core Staff	Work Orders	Total
Moreocco	7.3	8.6	15.9
Tunisia	5.6	12.5	18.3
Egypt	12.3	10.6	23.0
Jordan	9.2	12.5	21.7

* Does not include core staff LOE funded through buy-ins.