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Project in Development and the Environment

**PRIDE
Fourth Annual Report
September 1994-August 1995**

August 1995

USAID Contract Number:

ANE-0178-C-00-1046-00

USAID Project Number:

398-0365

Sponsored by:

USAID/G/ENV/EET

Implemented by:

Chemonics International
and its associates

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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 RCG/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 1994 through August 1995. It describes PRIDE activity during its fourth year, drawing in part on the more detailed accounts in PRIDE Quarterly Reports covering the same period. The annexes contain a complete listing of PRIDE Work Orders and Delivery Orders and other financial, EOPS, and LOE information. This report covers activity carried out under the PRIDE/Chemonics Core and Q contracts; the larger USAID PRIDE project has additional components not covered here. This report is meant as a companion volume to the *PRIDE Fifth Annual Work Plan*.

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SECTION I
PRIDE ACTIVITY, SEPTEMBER 1994 - AUGUST 1995

A. Summary Overview

The Project in Development and the Environment (PRIDE) is the only USAID project conceived explicitly to address development and the environment as a unified concept. Underlying all PRIDE activity is the recognition that sustainable economic development can be achieved only through sound management of environmental resources, and also that good environmental policies and practices offer enormous opportunities for economic development. This is the message and approach of PRIDE as it assists with environmental strategic planning and policy analysis; environmental education, information, and communication; environmental private sector development; and the full complement of technical specialist environmental science and engineering services. PRIDE represents the first attempt by USAID to apply comprehensive and practical approaches to urban environmental challenges, as well as to traditional USAID environmental concerns.

PRIDE has been, above all, a Mission service project. It was designed to have a high degree of flexibility, including a global reach if required. The structure of its core staff and participating contractors is unique in that it encompasses the entire range of environmental specialties, from policy/regulatory analysis and reform to on-the-ground assistance to enterprise operators, in both "brown" and "green" sectors. This enables PRIDE to provide Missions with technical assistance in environmental policy in a particular subject area, for example, and then to follow up with associated environmental awareness, information systems, private sector development, training, and operating technology and systems design assistance. PRIDE also performs environmental assessments for new Mission projects.

In supporting Mission environmental programs over the past four years PRIDE has increasingly been called on to deal with issues related to management of urban environmental resources -- air, water, land, energy, solid and liquid waste, and the man-made environment. In response, PRIDE has broadened its involvement in all aspects of urban environmental management, and is increasingly linking urban environmental management to larger issues of urban and national development.

Since January 1994 USAID has been undergoing a major reorganization that has firmed up in the period this annual report covers. The reorganization established a new Bureau for Global Programs, Field Support and Research that incorporates a Center for Environment (G/ENV) with a central staff and three program offices. PRIDE was transferred from the Asia and Near East (ANE) Bureau to the Global Bureau and is now formally a part of G/ENV's Office of Energy, Environment, and Technology (G/ENV/EET).

PRIDE contributes to G/ENV's primary function of supporting USAID country environmental programs through both its core activities and buy-ins from USAID Missions. It is a major source of technical assistance for conceptualizing, designing, programming, implementing, monitoring, and evaluating Agency and host country environmental activities.

PRIDE helps G/ENV provide comprehensive and effective technical leadership in managing water resources; assisting the development of sustainable urban areas; promoting environmental technology development and transfer through both public and private sectors; and strengthening environmental policy, planning, and institutions, including NGOs.

During its fourth project year PRIDE maintained its core focus on environment and development, with a special emphasis on urban environmental management. It undertook innovative core initiatives and implemented its largest buy-in portfolio ever at a high level of client satisfaction. Below is a representative sampling of PRIDE activity over the past year; the three subsections following this one provide a complete descriptive list of all significant PRIDE activity -- core, buy-in, and management -- during the period September 1994 through August 1995.

PRIDE core activity during the project's fourth year included:

- Planned and carried out a Near East regional environmental NGO workshop in Sfax, Tunisia, entitled "Community Prosperity Through Pollution Prevention: Opportunities for Women and NGOs."
- Supported and provided technical and logistical assistance to the creation and development of the EcoPeace Middle East environmental NGO consortium.
- Provided technical assistance to eight LAC Missions and RHUDOs for developing proposals for the Environmental Initiative for the Americas.
- Prepared and distributed seven concept papers and reports relating to trade and environment, environmental technology, environmental trade, sustainable urbanization, and natural hazards for G/ENV and LAC.
- Conducted the second Annual Review for Tunisia's Private Participation in Environmental Services project.
- Prepared and distributed the final issue of *EnviroNet*.

PRIDE buy-in activity during the project's fourth year included:

- Egypt: technical assistance for establishing a water quality monitoring information unit in the Water Research Center.
- Egypt: technical specialist assistance to the Egyptian Environmental Affairs Agency to develop a public education unit and program.
- Egypt: research and technical assistance for evaluating and disseminating knowledge gained through the Science and Technology Cooperation project.
- Morocco: conduct of an Environmental Options Analysis for USAID.

- Jordan: institutional development support for the new Department of Environment in the Ministry of Planning.
- CEE: project identification and loan packaging for rehabilitation of polluting facilities within the framework of the Environmental Action Program for Central and East Europe.

PRIDE **management activity** during the project's fourth year included:

- Integrating into PRIDE's new USAID home office, G/ENV/EET.
- Shifting day-to-day management of the CEE buy-in (PRIDE DO9) to the EAPS project staff.
- Securing USAID agreement for the PRIDE Private Sector Analyst to extend his time with PRIDE for three months.
- Developing a plan and core contract modification assuring continued high level performance to the PRIDE PACD.

As PRIDE's fourth project year ended, G/ENV had completed formulation of its thematic and operational strategic plan. The plan sets out three strategic objectives, all of which the PRIDE project is helping implement. Because of its emphasis on urban environmental management, most PRIDE activity directly and strongly contributes to achieving the G/ENV strategic objective of *Improved understanding and development of urbanization processes in order to make our cities more livable, emphasizing reduction of urban and industrial pollution and better environmental infrastructures*. Through its environmental policy/strategy and institutional development activities PRIDE also contributes to achieving the G/ENV strategic objective of *Increased and improved protection and sustainable use of natural resources, emphasizing forests, biodiversity, and freshwater and coastal ecosystems*. And through its promotion of environmental private sector development and industrial pollution prevention PRIDE also contributes to achieving the G/ENV strategic objective of *Environmentally sound energy production and use through greater energy efficiency, renewable energy, appropriate environmental technology, and improved regulatory frameworks*.

B. PRIDE Core Activity

1. Workshop on Community Prosperity through Pollution Prevention: Opportunities for Women and NGOs. On behalf of the ANE Bureau and G/ENV, PRIDE designed, organized, and conducted a workshop in Sfax, Tunisia, September 19-21, 1994, for environmental NGOs from throughout the Near East (NE) region. The workshop focussed on community-based approaches to pollution prevention and waste minimization. This was the first workshop of its kind ever in the NE region. It brought together environmental NGOs from throughout the Near East. Together with five grassroots U.S. environmental NGOs, they shared experiences and discussed practical approaches for promoting community-based pollution prevention and waste minimization. A Workshop Report (not a formal proceedings) designed to disseminate information presented and developed at the workshop was prepared and distributed to workshop participants, USAID Missions, G/ENV, and others in the NE region and the U.S. Among other things, the Workshop Report included ten case studies presented and discussed at the workshop. Many recipients reported to PRIDE that they found the report very useful.

2. EcoPeace Environmental NGO Consortium. During the NGO workshop in Sfax, Tunisia, discussed above, Israeli and Arab environmental NGOs met and discussed common problems for the first time. Out of these discussions grew the idea of creating a consortium of environmental NGOs from Egypt, Israel, Jordan, and the Palestinian Territories. A month later a group of seven NGOs from these "peace region" countries approached PRIDE to ask if, in the spirit of the Sfax workshop, it would be willing to assist the formation of such a consortium. PRIDE saw this as one of the highest expressions of the purposes of PRIDE, and, in close consultation with USAID, agreed to help. PRIDE assisted the establishment and initial activities of the consortium, including financing and moderating its founding meeting in Taba, Egypt, in early December, 1994. The consortium adopted the name EcoPeace, and declared its principal purpose to be to monitor the large "peace process development projects" to ensure they are environmentally sustainable. PRIDE supported a second EcoPeace meeting in Jerusalem in January, where a formal organizational structure was created and proposed activities for the first year were discussed. In March, with additional support from and collaboration with USAID/Egypt and G/ENV/EET, PRIDE assisted EcoPeace to hold its first General Assembly meeting, in Cairo. One day of the three-day event was devoted to a public symposium on the threats to the Gulf of Aqaba, including both international and regional presenters. Decisions taken at the General Assembly meeting expanded the role of EcoPeace to that of a broad focus regional environmental organization that would, among other things, help strengthen local environmental NGOs in the region, rather than focussing only on potentially environmentally destructive "peace project" developments. Next, PRIDE assisted EcoPeace to prepare and carry out a public education and fund-raising tour to Bonn, Brussels, London, Washington, D.C., and New York during the period June 11-30, 1995. The tour was supported with funds from the World Environment Center, a PRIDE partner under the larger USAID PRIDE project. The tour was extremely successful from the perspectives of raising awareness of peace region environmental issues in Europe and the U.S., obtaining substantial funding commitments, and progress toward securing observer status for EcoPeace on the peace process Multilateral Working Group on the Environment. PRIDE expects to continue its work with and in support of EcoPeace, possibly with assistance from a major USAID/Egypt buy-in. PRIDE has provided full reports on EcoPeace progress periodically to USAID/Washington and Missions in the NE region.

3. Technical Assistance to LAC Missions and RHUDOs for the Environmental Initiative for the Americas (EIA). In early spring 1995 the Latin American and Caribbean (LAC) Bureau announced the availability of funds under the EIA program for which LAC Missions and Regional Housing and Urban Development Offices (RHUDOs) could submit project proposals. PRIDE experts provided technical assistance to LAC Missions and RHUDOs that enabled them to prepare and submit proposals in the areas of trade, pollution prevention technologies, urban/industrial management practices, environmental awareness programs, solid waste management practices, and comparative risk assessments. PRIDE supported and promoted the environmental programs of eight LAC Missions and RHUDOs in this way. A good number of Mission and RHUDO projects are being funded under the EIA program. PRIDE anticipates that, owing to the solid reputation PRIDE has established for itself in the "brown" environmental arena in LAC countries through the technical assistance it has provided, a number of Mission and RHUDO EIA-funded and related projects will be implemented through buy-ins to PRIDE.

4. Concept Papers and Reports. During this year PRIDE prepared seven concept papers and reports to assist environmental initiatives of USAID Missions and Bureaus:

a) "Trade and Environmental Technologies in LAC: Facts, Charts, Tables," is a compendium of information on trade and trade treaties among LAC countries, and their relationships to trade in environmental technologies;

b) "Green and Brown Issues in Secondary Cities," was developed for G/ENV in connection with its sustainable cities program, and outlines the needs for strengthening environmental management in secondary cities.

c) "CRA for Natural Disasters and Environmental Degradation," highlights the use of Comparative Risk Assessment for identifying and ranking natural hazards in critical urban areas, especially in terms of health impacts and strategic allocation of USAID funding.

d) "Environmental Technologies for Latin American Countries," was prepared for G/ENV/EET, and focusses on the large demands for urban environmental infrastructure and clean technologies in Latin American countries that can be transferred from US manufacturing companies, and identifies three specific projects that can be carried out in the region.

e) "Recommendations for the Environmental Technology Transfer Initiative," was also prepared for G/ENV/EET, and identifies nine activities that could be undertaken to help develop a major environmental technology initiative for the Bureau.

f) "An NGO-Oriented Urban Environmental Strategy," spells out the need for a sustainable cities strategy component that targets small scale, easily replicable, micro-enterprise-based urban services that can be provided by NGOs, and suggests what the main features of such a strategy component might be.

g) "A USAID Approach to an Environmental Free-Trade Related Agenda," addresses the impact of increased trade on the environment and describes the need and opportunities for USAID to expand its involvement in this area.

5. Tunisia Private Participation in Environmental Services (PPES) Second Annual Review. The RHUDO/Tunisia PPES Project focuses on increasing private sector provision of environmental services in Tunisian towns. It deals heavily, but not exclusively, with municipal wastewater treatment facilities. Two years ago the NE Bureau (now ANE Bureau) committed itself to a sequence of three annual reviews required under this project. The annual reviews are for the purpose of determining whether or not project progress required each year as condition precedent for the subsequent year's tranche of funding has been achieved, and of making recommendations for improving project performance. The Bureau funded its commitment by requiring that PRIDE perform the annual reviews, utilizing up to \$50,000 of PRIDE core funds for each annual review. In June 1995 PRIDE performed the second annual review, utilizing one expatriate and two local technical specialists. The RHUDO vetted the draft report with the Government of Tunisia, provided PRIDE with final comments, received the final report from PRIDE in early August, and has expressed complete satisfaction with PRIDE performance.

6. EnviroNet. In spring 1995 PRIDE published and distributed Vol. 4, No. 1 of its newsletter. This issue focussed on the community-based waste minimization theme of PRIDE's regional environmental NGO workshop in September 1994. This EnviroNet incorporated summaries of some of the case studies presented at the workshop; featured an interview with Fred Hansen, Deputy Administrator of EPA on the subject of community-based waste minimization, and devoted a major article to introducing EcoPeace to its readers. This was a particularly informative and lively issue in terms of both content and presentation, and PRIDE received many favorable comments and request for additional copies. Unfortunately, it has emerged that this was probably the final issue of EnviroNet owing both to the severe need to conserve core funds and to a reported Global Bureau moratorium on project newsletters.

7. Environmental Public Education. In the previous year a literature search and NGO survey was carried out to collect and document environmental public awareness materials. These materials were used to prepare a PRIDE booklet containing an annotated bibliography of resources and examples for environmental public awareness campaigns by NGOs, and included samples of actual environmental public education posters. The booklet was completed early in this year, in time for distribution among a large number of NGOs during the regional NGO workshop, and after that in response to direct requests.

8. Global Electronic Environmental Network. During this year PRIDE launched an electronic Internet forum as a means for USAID environmental officers to discuss environmental issues and share experiences and problems. An Internet address list was refined, a listserver was activated, and electronic discussions were initiated. In association with the Global Bureau environmental officers conference in early July, the office of G/ENV Director David Hales requested that PRIDE's listserver and Internet networking activity be transferred G/ENV headquarters, where it will be used as a means of regular, nearly real-time interaction between G/ENV and USAID environmental officers worldwide. PRIDE was pleased to accommodate this request as consistent with the PRIDE project purpose of contributing to Bureau capacity to develop and implement environmental policy and strategies.

C. PRIDE Buy-in Activity

1. Egypt Water Quality Monitoring Information Unit. The purpose of this buy-in, which began in June 1994, is to help the Government of Egypt (GOE) create a national water quality monitoring information unit within the Water Research Center of the Ministry of Public Works and Water Resources. The overall aim is to increase the flow of accurate and current information on water quality to Egyptian policy makers and water resource managers in the public and private sectors, as well as to the general public. During this year, for this buy-in PRIDE fielded a full-time local Administrative Assistant, a Senior Programmer for approximately nine months to lead the effort to develop and implement a water quality monitoring database system, a Database Design Specialist, an Agricultural Water Quality Management Specialist, an Institutional Development Specialist, a Communications/Workshop Specialist, and two Water Quality Monitoring specialists at different times and for different TDY durations. In addition, PRIDE provided leadership and management for the office of the water quality monitoring unit, and organized and carried out two study tours to the U.S. for Egyptian participants in the project. However, at the end of March it became apparent to PRIDE management that the buy-in was not performing "on the ground" as intended, and was possibly even in danger of justifiably being terminated early. Unsatisfactory performance was in part the result of procurement delays by USAID/Egypt, but was mainly the result of lack of full understanding and agreement between USAID and the GOE concerning the purposes and priorities of the buy-in. PRIDE undertook interim measures to improve overall performance and at the same time prepared a proposal for a revised workplan and personnel configuration that would enable the activity to achieve agreed deliverables by its completion date in mid-September. This proposal served as a basis for negotiation between USAID and the GOE, and a final agreement was reached in early June. A delivery order modification was executed to accommodate the agreed personnel reconfiguration. At the time of this report the project was firmly on course, all parties were pleased with its performance, and it seemed headed toward a successful conclusion early in the next year.

2. Egypt EEAA Legislative Awareness Planning. Following passage of Egypt's new general environmental law, USAID/Egypt and the GOE asked PRIDE to assist the Egyptian Environmental Affairs Agency (EEAA) to develop an awareness program under the General Environmental Services buy-in. The primary objective of this activity was to familiarize the public sector, private sector, and general public with their responsibilities and the role of EEAA under the new environmental law, and through this to provide experience for the staff of a new EEAA Environmental Education and Training Unit (EETU). The activity was seen as part of overall institutional development assistance to EEAA. PRIDE experts undertook numerous field trips to Cairo during the year to carry out successive phases of the effort, working closely with Egyptian counterparts. All activities and deliverables in the SOW were provided. Unfortunately, EEAA was delayed in establishing the EETU, and as a consequence PRIDE was able to leave behind extensive documents for use by the new unit, but was unable to work directly with personnel of the unit. A final report and recommendations were provided to (and accepted by) USAID/Egypt prior to the activity completion date of June 30, 1995.

3. Egypt Comparative Risk Assessment (CRA). In October 1993, a PRIDE team was fielded to Egypt to begin preparing for a CRA that would rank health risks associated with the different dominant kinds of pollution in Cairo. This was to be a first-of-its-kind study in the Near East, and a test case for the use of the CRA methodology elsewhere in Egypt and the Near East. Principal data collection was completed in the field in November, followed by analysis of the data in Washington, and a second field visit and further analysis in the period March-May 1994. In May, the pilot Cairo CRA report was completed and submitted for USAID and GOE review. As PRIDE's third year ended, the final versions of these volumes were being prepared. Early in the fall of 1994 the final report, comprising a basic CRA report entitled "Comparing Environmental Health Risks in Cairo, Egypt" and two volumes of supporting data, was completed and submitted to USAID/Egypt. The report provided readers with a new perspective on priorities for pollution reduction in Cairo, especially the study finding that particulates in Cairo's air pollution pose a greater health risk than lead. The report was extremely well received by both USAID and GOE agencies, and caused both to reorder their planned allocations of resources to different environmental programs. Throughout the remainder of this project year PRIDE frequently responded to requests for copies of the report from units in USAID/Washington and Missions around the world. The report has been quoted in the Egyptian, international, and U.S. press (most recently in the August 10, 1995 issue of *The Jerusalem Report*), and has inspired inquiries to PRIDE regarding possible CRA studies by a number of USAID Missions in both the NE and LAC regions.

4. Egypt Environmental Benefits Monitoring System. Last year, in response to a USAID/Egypt request under its "General Environmental Services" buy-in, two PRIDE experts developed a computerized monitoring system that would allow the Mission to estimate reductions in environmental pollution that have resulted from USAID investments in power generation, water/wastewater systems, and industrial energy conservation in Egypt. The final product, with a report and operating manual, was delivered to the Mission in August 1994. During this year a PRIDE expert visited Cairo to provide additional training to USAID/Egypt environmental staff in the use of the software package. The system is now operational as part of the Mission's overall performance monitoring program.

5. Egypt Science and Technology Cooperation (STC). STC is a project of USAID/Egypt that supports applied research to assist Egyptian industries and other entities to

improve their overall efficiency and environmental performance. The project is implemented through an STC Secretariat that carries out the research subprojects and publishes resulting technical reports. There is a counterpart STC buy-in under which PRIDE provides specialist technical assistance to STC activities. In January 1995 PRIDE experts traveled to Egypt to provide technical assistance for evaluating past STC research subprojects. The PRIDE team helped Egyptian experts refine and implement a methodology developed by STC for assessing completed subprojects in terms of their economic, social, and environmental impacts. Next, several PRIDE experts and local consultants evaluated 11 STC subprojects and produced a report of findings that was distributed by STC to USAID officials and private sector representatives in Egypt. The work was so well received that USAID/Egypt decided to devote the remainder of the resources in the buy-in to a continuation and expansion of the effort. The original SOW for this buy-in was modified in order to conduct evaluations of additional STC subprojects, on the basis of the findings prepare a series of monographs in associated technical fields, and support preparation of seminars and conferences sponsored by STC in Cairo to review and disseminate the lessons learned. This work is now being carried out by Egyptian experts under supervision and with technical review by PRIDE in Washington, D.C. All activity under this buy-in will be completed by December 31, 1995.

6. Morocco Integrating Environmental Control Strategies. In the first part of the year, under the Private Sector Environmental Assistance buy-in, a PRIDE expert met with key Moroccan government, USAID, and multilateral donor officials to explore how command-and-control and market-incentive pollution reduction strategies could be designed and integrated so as to optimize the costs and benefits of environmental protection. This led to a follow-on project early in December, 1994, in which a PRIDE team visited Rabat and Safi to evaluate local capabilities to implement integrated command-and-control and market-incentive pollution prevention programs at the local level. The team leader returned to Morocco in May to present the results to local and national organizations. A final report and recommendations were submitted in August. Additional activities are expected in the next project year. The Government of Morocco's new Ministry of the Environment is extremely interested in these efforts and has requested that the Mission continue this assistance and coordinate it with a major World Bank environmental strategy and action plan effort.

7. Morocco Environmental Options Analysis Paper. A five-person PRIDE team visited Morocco in January and February 1995 to help the Mission evaluate relative environmental risks and rank project options. This activity represented one of the first experiments with the new USAID approach to setting country program environmental priorities. The final report identified major environmental problem areas and recommended and ranked potential Mission environmental projects. Results of the field work are being used by USAID/Morocco to design a major new environmental project.

8. Jordan Assistance to Department of Environment, Ministry of Planning (DOE/MOP). In September 1994 a PRIDE specialist traveled to Amman to assist USAID/Jordan to develop an initial scope of work for a buy-in aimed at strengthening the technical and organizational capabilities of the new DOE/MOP. Specific activities in the PRIDE scope of work include technical assistance for: a) preparing an organizational handbook defining the roles, goals, objectives, and organizational structure of the DOE/MOP; b) preparing an Environmental Action Plan that identifies critical environmental concerns and associated donor programs through which they might be addressed; c) preparing procedures for formulating and

reviewing environmental impact assessments; d) organizing a study tour to familiarize DOE/MOP staff with major donor programs; and e) organizing an intersectoral workshop to examine requirements and approaches for preparing and reviewing donor-sponsored environmental projects. The first field work was originally scheduled for March 1995, but execution of the buy-in delivery order was delayed until early July 1995. At the beginning of August the first PRIDE expert, an environmental organizational management specialist, was fielded. All activities under this buy-in are scheduled for completion by the end of May 1996.

9. West Bank/Gaza Environmental Assessments. During the summer of 1994 a PRIDE team conducted three Environmental Assessment (EAs) and a Programmatic Environmental Assessment (PEA) for village and town services projects funded by USAID and being implemented by PVOs in WB/G. Implementing PVOs were Catholic Relief Services, Save the Children Federation, and American Near East Refugee Aid. The draft reports for this pioneering work were completed and submitted to the ANE Bureau Environmental Officer (BEO) for final review and comment in October 1994. On studying the draft reports the BEO determined that the PEA, for a wastewater treatment and reuse facility in Ramallah, complied with USAID environmental impact assessment requirements; he also determined that USAID/WBG did not require the three PEAs for compliance purposes. As a result, over the next few months PRIDE restructured and essentially rewrote the three EA reports to make them user-friendly sources of valuable WB/G environmental information. By agreement with USAID/WBG, in January 1995 multiple copies of the reports were sent to the Mission for distribution to PVOs and others working in the area.

10. Central and Eastern Europe (CEE) Air Pollution Pre-Investment Analyses. From September 1993 to March 1995 PRIDE carried out project identification and technical assistance activities to develop investments in heavily polluting facilities that would reduce air pollution in CEE countries. The buy-in, which represents partial fulfillment of U.S. commitments under the Lucerne Agreements Environmental Action Program (EAP), focusses primarily on heavily polluting facilities in Poland, Lithuania, the Czech Republic, the Slovak Republic, and Bulgaria. This work involved fielding a dozen short term technical assistance teams and fielding and backstopping a long-term Regional Senior Environmental Investment Advisor for EAP projects at the EBRD in London. In March USAID awarded a contract for a major new project that would continue, build on, and expand the EAP work started under PRIDE. When a consortium headed by Chemonics International, the prime contractor on PRIDE, won the competitive bid, USAID requested that management of the remainder of the PRIDE buy-in be handled by the same personnel managing the new project so that the two activities could operate synergistically. The scope of work for the PRIDE buy-in remains unchanged, but in April and May 1995 day-to-day management was shifted to the staff of the new project, the Environmental Action Program Support project.

D. PRIDE Management Activity

1. G/ENV/EET Integration. During this year PRIDE took a number of steps in collaboration with USAID, both on its own initiative and by request, to integrate fully into the Environment Center (G/ENV) in general and the Office of Energy and Environment Technology (EET) in particular. PRIDE made two presentations about its portfolio, experience, and capabilities to G/ENV audiences, and made several additional presentations concerning specific PRIDE activities such as the Morocco Environmental Options Analysis and EcoPeace. All this

was by way of introducing PRIDE to its new USAID home office. In order for PRIDE to get to know the staff, projects, current priorities, and plans of G/ENV and EET, PRIDE personnel attended G/ENV meetings and seminars, conducted personal introduction interviews with many EET staff members, placed selected G/ENV staff on PRIDE's "internal" distribution list, and invited EET staff to attend weekly PRIDE management and coordination meetings along with the PRIDE Project Officer. In fact, many of the staff members of G/ENV were well known to PRIDE personnel from earlier USAID work experiences. Integration and cooperation came naturally, and in March 1995 PRIDE and another EET project cooperated on an overview survey of potential energy and pollution issues associated with planned development projects in the Middle East. In addition to integrating into its new USAID home office, PRIDE replaced its NE regional orientation with a global Mission service orientation. After thinking through the unique strengths that PRIDE specifically -- as compared to other environmental projects -- can offer Missions globally, in collaboration with USAID PRIDE developed a new brochure oriented to Missions worldwide. The brochure summarizes the purposes and orientation of PRIDE, its field experience, and its capabilities and services, and identifies PRIDE as a resource of the Environment Center.

2. Relocation of Management for Delivery Order #9. As described earlier, during this year USAID/ENI requested that management of the PRIDE CEE buy-in be integrated with the management for the new Environmental Action Program Support (EAPS) project. During April and May 1995 PRIDE and the EAPS staff gradually shifted DO9 files and the DO-funded Project Administrator to the EAPS offices, and EAPS staff was oriented to DO9 activity; its network of firms, consultants, and clients; and its channels and mechanisms of communication in the U.S. and London and throughout Central and Eastern Europe. The transition was virtually seamless, work on the buy-in continued without disruption, and the buy-in continues to operate today essentially as it has in the past.

3. Extension of Private Sector Analyst (PSA). The PRIDE PSA core technical staff position was scheduled to terminate in August 1995, a year before the PRIDE project activity completion date (PACD). The PSA, however, has responsibility for several PRIDE activities that will be completed only toward the end of 1995. In May it was decided that more effective use could be made of the PSA's time if he remained with PRIDE half-time through November 1995 rather than full time only through August 1995. Formal approval for this was requested from the PRIDE Contracting Officer (CO), and, since the arrangement has no implications for overall core budget or LOE, written approval was granted.

4. Core Contract Modification. In March 1995 PRIDE presented a financial plan to its CO for ensuring continued operation and delivery of contracted level of effort (LOE) by the PRIDE PACD. The plan required reprogramming remaining core funds and a gradual reduction of PRIDE staff during PRIDE's last year. PRIDE expects to extend core resources to some degree by building management and administration costs into buy-ins, thereby offsetting core expenses. Nevertheless, for planning purposes the basic implications of the core budget reprogramming now incorporated as a modification to the PRIDE core contract are these:

- With the exception of the Third Annual Review of the Tunisia PPES project, there will be no core-funded initiatives in PRIDE's final year.

- One of the two remaining core technical staff positions will terminate at the end of calendar year 1995; one of the three PRIDE Project Assistant position will terminate June 30, 1996.

PRIDE management has been very closely monitoring core expenditures relative to those budgeted in the approved plan in order to ensure adequate resources to deliver all contracted LOE. Quality of buy-in management is not being compromised; the combination of carefully managed core resources and buy-in contributions to their own management and administration assures this. However, this means that in its final year PRIDE may have to discourage proposed buy-ins when a reasonable share of management and administration expenses cannot be built in. On the other hand, a robust buy-in portfolio may result in the availability of sufficient core funds to carry out a modest new core initiative at some point in PRIDE's final year.

SECTION II
CORE BUDGET AND LEVEL OF EFFORT UTILIZATION

A. Core Budget Summary

In July 1995, the Contracting Officer issue a modification to the PRIDE core contract that shifted funds among major budget line items (the total value of the contract remains unchanged). Accordingly, percentage of budget figures provided below are based on the revised line item budgets.

Between September 1994 and August 1995 PRIDE billed a total of \$1,169,676 (July and August figures are estimated). The monthly average is \$97,473. The total annual billings for the first three project years were \$1,250,131 (Year 1), \$1,728,570 (Year 2), and 1,282,209 (Year 3). Approximately 86.5 percent of the total PRIDE core budget has been expended in the first four project years.

Detailed information on budget expenditures and funds balance is found in Annex C. Following are highlights of expenditures to date for major budget line items.

1. Salary. Since PRIDE began, Chemonics has invoiced \$1,153,584 under the salary line item. Of this amount, \$292,375, or 25 percent, represents billings for the fourth project year only. Total salary billings for the first four project years represent 83 percent of the total life of project (LOP) budget for this line item.

2. Fringe Benefits. Chemonics has invoiced a total of \$367,038 in fringe benefits to date, representing 82 percent of the LOP budget for this item. Of this amount, \$112,427, or 31 percent, represents billings for the fourth project year only.

3. Overhead. Chemonics has invoiced a total of \$932,230 in overhead since project inception, representing 85 percent of the LOP amount budgeted for this item. Of this amount, \$238,548, or 26 percent, represents billings for the fourth project year only.

4. Travel and Transportation. Chemonics has billed \$368,453 in travel and transportation (including per diem) costs since the project began. This amount represents 104 percent of the LOP budget for this item. Of the total amount, \$122,405, or 33 percent, represents billings for the fourth project year only. The high rate of travel billings is largely due to the travel costs incurred for the regional NGO workshop held in Tunisia in September 1994.

5. Other Direct Costs (ODCs). Chemonics has invoiced a total of \$364,785 in other direct costs (ODCs) since project inception, representing 89 percent of the LOP budget for ODCs. Of this amount, \$91,440, or 25 percent, represents billings for the fourth project year only.

6. Training. No funds have been expended under this line item. The recent core modification shifted all training funds into other line items.

7. **Subcontracts.** A total of \$1,778,190 has been invoiced under this line item since project inception. Of this amount, \$214,089, or 12 percent, was invoiced during the fourth project year. The total billings to date represent 95 percent of the budget for this line item.

8. **G&A and Fixed Fee.** Chemonics has billed \$149,469 in G&A costs and \$316,836 in fixed fee costs since the project began. Both these figures represent about 89 percent of the LOP budgets for each item.

B. Core Level of Effort (LOE) Summary

1. **Long-term Core LOE.** Three long-term technical specialists are authorized under the PRIDE core contract: a senior resource economist (SRE), an institutional/information specialist (IIS), and a private sector analyst (PSA). As of the end of PRIDE's fourth contract year, the SRE has invoiced approximately 47.5 person months: 41 person months under the core contract and 6.5 person months under Q contract delivery orders for Central and Eastern Europe, Egypt, Jordan, and Tunisia. The IIS has invoiced a total of approximately 45.5 person months: 40 person months under the core contract and 5.5 person months under Q contract delivery orders for Egypt and Jordan. The PSA has invoiced a total of approximately 40.5 person months: 39 under the core contract and 1.5 person months under Q contract delivery orders for Egypt, Morocco, and Tunisia.

2. **Short-term Core LOE.** As of the end of its fourth contract year, PRIDE invoiced approximately 84 person-months of short-term core LOE. Of this total, approximately six person months were invoiced in the fourth contract year, reflecting a programmed systematic reduction in the use of short-term core LOE over the LOP.

**FOURTH YEAR CONTRIBUTIONS TO
END-OF-PROJECT-STATUS INDICATORS**

PRIDE has six end-of-project-status (EOPS) indicators:

1. Policies that can improve environmental management are identified.
2. ENR strategic planning concepts and methodologies are adopted.
3. Recognition of the costs of critical environmental trends is increased.
4. Policies that improve environmental management are formulated.
5. Factories undertake industrial pollution prevention measures.
6. Public participation in and awareness of ENR issues is improved.

The following table summarizes the PRIDE core and buy-in activities described in Section I and shows the EOPS indicators to which each contributes.

PRIDE Activity	End of Project Status Indicator					
	Policies Identified for Improved Environmental Management	ENR Strategic Planning Adopted	Increased Recognition of Environmental Costs	Improved Environmental Policies are Formulated	Increased Industrial Pollution Prevention	Improved Public Participation in ENR Issues

Core Activity

1. Workshop on <i>Community Prosperity through Pollution Prevention</i>	X		X		X	X
2. EcoPeace Environmental NGO Consortium	X	X	X	X	X	X
3. Assistance to Environmental Initiative for the Americas			X	X	X	X
4. Concept Papers and Reports	X		X	X	X	X
5. Second Annual Review, Tunisia PPES Project		X		X		X
6. <i>EnviroNet</i>		X	X		X	X
7. Environmental Public Education						X
8. Electronic Environmental Network	X	X		X		

PRIDE Activity	End of Project Status Indicator					
	Policies Identified for Improved Environmental Management	ENR Strategic Planning Adopted	Increased Recognition of Environmental Costs	Improved Environmental Policies are Formulated	Increased Industrial Pollution Prevention	Improved Public Participation in ENR Issues

Buy-in Activity

1. Egypt Water Quality Monitoring Information Unit		X	X	X	X	X
2. Egypt EEAA Legislative Awareness Planning		X			X	X
3. Egypt Comparative Risk Assessment		X	X	X		X
4. Egypt Environmental Benefits Monitoring System		X	X	X		
5. Egypt Science and Technology Cooperation			X	X	X	X
6. Morocco Integrating Environmental Control Strategies	X		X	X	X	
7. Morocco Environmental Options Analysis Paper		X		X		
8. Jordan Assistance to Department of Environment, Ministry of Planning	X	X		X		X

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PRIDE Activity	End of Project Status Indicator					
	Policies Identified for Improved Environmental Management	ENR Strategic Planning Adopted	Increased Recognition of Environmental Costs	Improved Environmental Policies are Formulated	Increased Industrial Pollution Prevention	Improved Public Participation in ENR Issues
9. West Bank/Gaza Environmental Assessments			X		X	X
10. CEE Air Pollution Pre-Investment Analyses	X		X		X	

ANNEX B

**WORK ORDERS AND DELIVERY ORDERS
THROUGH AUGUST 31, 1995**

PRIDE WORK ORDER LIST

AS OF: 14-Aug-95

W O #	Issued, Start & End Dates	Activity Description COUNTRY	Key WO Personnel		Firm	Level of Effort (days) Budget (if applicable) Authorized	Current Status
			PRIDE Mngmt. Staff	AID MANAGEMENT			
1	11/8/91 11/12/91 11/28/92	Country Baseline Assessments <i>Trip to Egypt and Jordan with PRIDE core team at start of project</i> EGYPT & JORDAN	Robert Gould		SAIC	17	Completed
2	11/8/91 8/29/91 12/31/91	Project Mobilization <i>Participate in mobilization workshop and initial strategy sessions for project startup</i>	SAIC Project Staff		SAIC	54	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	Completed
5	12/16/91 8/29/91 12/31/91	Project Mobilization <i>Participate in mobilization workshop and initial strategy sessions for project startup</i>	IEC Project Staff		IEc	7	Completed
6	1/10/92 8/29/91 2/29/92	Project Mobilization <i>Participate in mobilization workshop and initial strategy sessions for project startup</i>	HBI Project Staff		HBI	20	Completed
7	1/20/92 1/20/92 7/21/92	Profile of the Environmental Business Sector in Egypt EGYPT	Jim Westfield Suzanne Smith Jack Stafurik Jan Mueller-Vollmer		HBI	62	Completed
8	2/3/92 2/5/92 3/6/92	Egypt Environmental Strategy EGYPT	J. Cummings-Saxton		IEc	28	Completed
9	1/20/92 2/4/92 7/31/92	Private Sector Workshop in Washington, D.C NEAR EAST REGION	Jim Westfield and other HBI professional staff		HBI	109.25	Completed
10	2/27/92 3/6/92 3/21/92	Jordan Water Conservation and Management Plan and PP <i>(Support to DO#3)</i> JORDAN	Jim Westfield		HBI	23	Completed
11	3/20/92 3/20/92 4/10/92	Clearinghouse SOW <i>Prepare Scope of Work for study to design clearinghouse on Environmental Information Systems for the Near East</i> NEAR EAST REGION	Robert Crawford Susan Shapiro Ken Clark		CSG	5	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	Completed
13	6/11/92 6/11/92 11/1/92	Morocco Environmental Management <i>USAID/Rabat collaboration with the World Bank on design of the private sector component of the Bank's Morocco Environmental Management Project</i> MOROCCO	Morten Gorden Michael Crosetti Tibor Krantz Local Professionals		HBI	100 (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 Bourns		CHEM	61	Completed

PRIDE WORK ORDER LIST

AS OF: 14-Aug-95

W O #	Issued, Start & End Dates	Activity Description COUNTRY	Key WO Personnel		Firm	Level of Effort (days)		Current Status
			PRIDE Mngmt. Staff	AID MANAGEMENT		Budget (if applicable)		
			Support/Clerical Staff			Authorized		
15 A B	3/4/93 1/1/93 12/31/93	Routine Backstopping and Clerical Support for technical assistance activities	Support/Clerical Staff		SAIC	48		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		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		Completed
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		Completed
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		Completed
20	9/18/92 1/1/92 8/28/93	PRIDE Team Meetings & Annual Work Plan Review Attendance at quarterly meetings and AWP review	CSG Project Staff		CSG	15		Completed
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 trips. EGYPT, JORDAN, & TUNISIA	Jim Westfield		HBI	28		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 MOROCCO, JORDAN, EGYPT	Jan Mueller-Vollmer		HBI	24		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 EGYPT	Alexandra Gutierrez		CSG	40.5		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		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 NEAR EAST REGION	Raj Shah Robert Crawford CSG Technical Staff JLW, AS GILBERT JACKSON		CSG CSG	104		Completed
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 NEAR EAST REGION	CSG Project and Technical Staff		CSG	26		Completed

PRIDE WORK ORDER LIST

AS OF: 14-Aug-95

W O #	Issued, Start & End Dates	Activity Description COUNTRY	Key WO Personnel	Firm	Level of Effort (days)	Current Status
			PRIDE Mngmt. Staff		Budget (if applicable)	
			AID MANAGEMENT		Authorized	
28	12/4/92 1/5/93 2/15/93	University of Illinois & American Univ. in Cairo Twinning Agreement <i>Developing institutional linkages</i> EGYPT	J. Wayland Eheart Nani G. Bhowmik Amr A.G. Hassenein Amr N. 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 <i>Assignments in connection with the MEM and Morocco Private Sector Profile, evaluation of past WEC industrial assessments, and discuss private sector activities in Egypt</i> EGYPT, JORDAN, & MOROCCO	Jim Westfield	HBI	16	Completed
30	12/16/92 12/15/92 1/8/93	Draft PID for AID/NE Environment and Competitive Technology Services Regional Project NEAR EAST REGION	Avrom Bendavid-Val	CHEM	4	Completed
31	1/8/93 1/15/93 Fall 1993	Environmental Education and Awareness Campaign/Reference Training Package <i>Develop, test and disseminate training/reference packages for host country environmental professionals and educators</i> NEAR EAST REGION	Robert Kern Eric Abbott Lynn M. Hodges Ira Kaufman Marsha D. Ramsay (vacant) JLW, AS DWIGHT WALKER CARL DUTTO	CHEM CHEM TVA CHEM CHEM CHEM	128	Revised Under WO#69
32	1/8/93 1/14/93 1/14/93	Earth Generation Presentation for AID/W, World Bank, EPA, et. al. NEAR EAST REGION	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	Completed
34	1/8/93 1/16/93 2/5/93	Jordan Society for the Control of Environmental Pollution (JSCEP) Library and Information Center <i>Prepare recommendations on information systems for an information center/library</i> JORDAN	Chris. T. Stathes Raj Shah	CSG	25	Completed
35	1/13/93 1/15/93 3/15/93	Environmental Assessment Computer Programs NEAR EAST REGION	Raj Shah	CSG	22	Completed
36	1/13/93 7/1/93 10/1/93	Workshops on Environmental Business Opportunities in the Near East <i>To be held in two different locations in the U.S.</i> NEAR EAST REGION	Jim Westfield Matthew Buresch or William Meade Fiona Mikkelsen Jan Mueller-Vollmer & Anne Riederer JDW, CMB GILBERT JACKSON	HBI	102.5 \$94,000	Completed
37	2/5/93 2/8/93 3/20/93	AID/NE Clean Technologies Project Design <i>Drafting of annexes for project paper</i> NEAR EAST REGION	Karl Van Orsdol Michael Shaw	CHEM	46	Completed
38	2/8/93 2/8/93 3/20/93	AID/NE Clean Technologies Project Design <i>SAIC contribution to project design team</i> NEAR EAST REGION	Mark Pfefferle	SAIC	22	Completed

PRIDE WORK ORDER LIST

AS OF: 14-Aug-95

W O #	Issued, Start & End Dates	Activity Description COUNTRY	Key WO Personnel	Firm	Level of Effort (days)	Current Status
			PRIDE Mngmt. Staff		Budget (if applicable)	
			AID MANAGEMENT		Authorized	
39	2/16/93 2/16/93 3/31/93	Pollution Prevention Seminars <i>Assist USAID/Morocco with seminar & delivery of paper at the ENR workshop</i> EGYPT & MOROCCO	Jim Westfield Joel Hirschhorn Belhaj Soulami	CHEM	17 \$2,000	Completed
40	2/19/93 2/23/93 3/4/93	Strategic Planning Support for NE Bureau ENR Workshop <i>Authorization for PRIDE analysts to implement workshop.</i> EGYPT	Larry Morgan John Woods	CHEM	16 \$4,300	Completed
41	2/19/93 2/26/93 3/4/93	Strategic Planning Support for NE Bureau ENR Workshop <i>Authorization for attendance and presentation of briefings by environmental information specialist</i> EGYPT	Raj Shah	CSG	7	Completed
42	2/23/93 2/24/93 3/10/93	AID/NE Clean Technologies Project Design <i>Support to project design team as economist/institutional specialist</i> NEAR EAST REGION	Avrom Bendavid-Val	CHEM	7	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	Completed
44		Number Skipped in Sequence				
45	6/4/93 7/1/93 7/31/93	Support of DO#7 and AWP#3 <i>Assist PRIDE team in the development of detailed plans for additional work in Egypt</i> EGYPT	Domineck Scarfo ABV, CMB DWIGHT WALKER	CHEM	2	Completed
46	4/6/93 4/1/93 5/31/93	Environmental Assessments Computer Systems <i>A Follow Up to WO #35</i> NEAR EAST REGION	Raj Shah Chris Stathes JLW, AS ALEX SEGARRA	CSG	30	Completed
47	4/6/93 4/1/93 7/1/93	NE Source Book and Data Base -- Pollution Prevention Information System <i>A Follow Up to WO#11 & 27</i> NEAR EAST REGION	Raj Shah Chris Stathes JLW, JDW, CMB, AS DWIGHT WALKER	CSG	46	Completed
48	4/6/93 4/1/93 7/1/93	NE Source Book and Data Base -- General NE Environmental Data Base <i>A Follow Up to WO#11 & 27</i> NEAR EAST REGION	Raj Shah Chris Stathes JLW, ABV, AS DWIGHT WALKER	CSG	62	Completed
49	5/7/93 5/10/93 6/30/93	Programmatic Environmental Assessment <i>Part of a project design for RHUDO/NENA's HG-005.</i> TUNISIA	Christine Bernardeau ABV, JMS BARRY HILL	HBI	36	Completed
50	5/7/93 5/10/93 6/30/93	Programmatic Environmental Assessment <i>Part of a project design for RHUDO/NENA's HG-005.</i> TUNISIA	Pamela Jenkins ABV, JMS BARRY HILL	SAIC	24	Completed
51	6/21/93 6/15/93 8/1/93	Environmental Assessments Computer Systems <i>A follow-up to WO #46</i> NEAR EAST REGION	Raj Shah Chris Stathes ABV, JLW DWIGHT WALKER	CSG	35	Completed

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AS OF: 14-Aug-95

W O #	Issued, Start & End Dates	Activity Description COUNTRY	Key WO Personnel		Firm	Level of Effort (days) Budget (if applicable)		Current Status
			PRIDE Mngmt. Staff	AID MANAGEMENT		Authorized		
52	6/28/93 7/16/93 7/23/93	PRIDE Logistical Support to DO#2/Phase III Cairo Seminar EGYPT	Alaa Shoreibah JLW, AS DWIGHT WALKER		CHEM	N/A		Completed under DO#2, Phase 3
53	7/2/93 7/1/93 7/16/93	Computer-Based Pollution Prevention Assessment Program A follow-up to WO #26 & #26a NEAR EAST REGION	Raj Shah Chris Stathes ABV, JLW DWIGHT WALKER		CSG CSG	5 \$2,276		Completed
54	7/8/93 7/17/93 7/31/93	J. Westfield travel to Morocco & Tunisia. To support the Moroccan PS Env. Assistance Buy-In and in Tunisia, to discuss EP3/PRIDE MOROCCO, TUNISIA	James Westfield JDW, CMB DWIGHT WALKER		HBI	15 \$5,765		Completed
55	8/5/93 7/1/93 12/31/93	Special Support for PRIDE Activities To respond to special requests from PRIDE and the NE Bureau NEAR EAST REGION	CSG Staff JLW, CMB Dwight Walker		CSG	56 \$800/day		Completed
56	8/4/93 8/13/93 9/9/93	Environmental Assessment for the Jordan Tourism Development Project JORDAN	C. Bernardeau JLW, AS Dwight Walker		HBI	24 \$18,319		Completed
57	8/4/93 8/15/93 9/9/93	Environmental Assessment for the Jordan Tourism Development Project JORDAN	Lane Krahl JLW, AS Dwight Walker		CHEM	24 \$27,995		Completed
58	9/13/93 9/13/93 9/28/93	Printing copies of the PSPs for Egypt, Jordan, Tunisia, and Morocco and the Compendium For distribution at WEF conference in California and elsewhere EGYPT, JORDAN, TUNISIA, MOROCCO	General Staff JWS, CMB Dwight Walker		CHEM	\$12,478		Completed
59	10/4/93 11/2/93 11/4/93	Bendavid-Val Travel to Jordan To discuss present and future PRIDE activities in Jordan JORDAN	ABV ABV, AS Dwight Walker		CHEM	\$909		Completed
60	10/18/93 11/19/93 12/11/93	John Stafurik Support to DO#8 (Morocco Private Sector Env. Assistance) MOROCCO	JWS JWS, CMB Dwight Walker		HBI	\$3,794		Completed
61	11/30/93 11/30/93 11/29/94	CSG Support to EP3 and WEC Use of Industrial Assess. Info. Sys. (IAIS) and Poll. Prevention Tech. Dbase (PPTD) NEAR EAST REGION	CSG Staff JLW, AS Dwight Walker		CSG	75 \$60,000		Completed
62		Number Skipped in Sequence						
63	11/19/93 12/5/93 12/11/93	John L. Woods Travel to Tunisia To discuss present and future PRIDE activities in NGO development TUNISIA	JLW JLW, AS Dwight Walker		CHEM	\$1,658		Completed
64	12/7/93 12/15/93 12/21/93	Julie Bourns Travel to Egypt To attend NGO conference sponsored by the Arab Office for Youth and Environment EGYPT	JB JB Dwight Walker		CHEM	7 \$7,060		Completed
65	12/7/93 12/16/93 12/22/93	PRIDE Support to AOYE Conference To be held December 18-20, 1993 in Cairo EGYPT	JB, JLW JB, JLW Dwight Walker		CHEM	N/A \$10,000		Completed

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AS OF: 14-Aug-95

W O #	Issued, Start & End Dates	Activity Description COUNTRY	Key WO Personnel		Firm	Level of Effort (days) Budget (if applicable) Authorized	Current Status
			PRIDE Mngmt. Staff	AID MANAGEMENT			
66	12/7/93 12/9/93 12/31/93	Development of Concept Paper <i>On Inventory and Analysis of Macropolicies Affecting Water Consumption & Degradation</i> NEAR EAST REGION	Philip Roark ABV, AS Dwight Walker		CHEM	5 \$700	Completed
67	1/25/94 1/25/94 12/31/94	Admin. Support to Tunisia Conference <i>Regional NGO Conference to take place in September 1994</i> TUNISIA	Augmented AA Staff JB Dwight Walker		CHEM	Six person months (Or about 130 days) \$25,000	Completed
68	1/26/94 1/28/94 1/29/94	John Stafurik Visit to WEC in NYC <i>To discuss WEC's Third Year Work Plan and to help coordinate PRIDE activities</i>	JWS JWS Dwight Walker		HBI	\$282	Completed
69	1/28/94 1/28/94 8/31/94	Awareness Campaign Training Package Literature Review <i>A follow up to Work Order #31</i> NEAR EAST REGION	JLW, Research Asst. ABV, AS D. Walker, G. Jackson		CHEM	JLW: 1.5 p/m (33 days) R.A.: 3 p/m (66 days) CHEM Librarian: 3 days \$34,000	Completed
70	3/7/94 8/29/93 8/28/96	Authorization of HBI LOE to Provide Routine Backstopping Support <i>A follow-up to WO#18</i>	HBI Support Staf JWS, LWD Dwight Walker		HBI	34 \$21,250	Underway
71	3/22/94 4/2/94 4/9/94	ABV & JB Travel to Tunisia for Planning of Regional NGO Conference <i>To help organize a NE regional workshop on communities and pollution prevention; a follow-up to WO#67.</i> TUNISIA	ABV, JB ABV, JB Dwight Walker		CHEM	JB: 8 \$4,420	Completed
72	4/14/94 4/14/94 11/30/94	Full-time Workshop Coordinator <i>To organize the Regional NGO Workshop in September 1994 in</i> TUNISIA	ABV, JB, CMB ABV, JB, CMB Dwight Walker		CHEM	7 p/m \$75,000	Completed
73	5/9/94 6/18/94 8/5/94	Programmatic Environmental Assessment <i>Part of a project design for RHUDO/NENA's HG-005.</i> TUNISIA	Joy Hecht Abdelkader Baouendi Rachid Taleb ABV, LWD, BD Dwight Walker Barry Hill		CHEM CHEM CHEM	38 days 15 days 15 days \$58,063	Completed
74	8/2/94 8/6/94 8/13/94	Middle East NGO Case Study Presentations for Sfax Workshop <i>Working with case study representatives on their presentation at workshop</i> NEAR EAST REGION	ABV ABV Dwight Walker		CHEM	7 days \$4,077	Completed
75	8/2/94 8/8/94 11/8/94	Review of Regional Urban and "Brown" Activities <i>Hiring of a Research Assistant for the Review</i> LATIN AMERICA	Stephen Latham ABV, JB Dwight Walker		CHEM	65 days \$14,162	Completed
76	8/12/94 9/1/94 9/30/94	Travel for PRIDE Staff, et. al., to Sfax Workshop <i>Authorizes travel for PRIDE Staff, US NGO case study presenters, and Middle Eastern NGO participants to Sfax workshop</i> NEAR EAST REGION	PRIDE Staff, et. al. ABV, JB Dwight Walker		CHEM	\$150,195	Completed
77	8/25/94 8/25/94 9/9/94	Proposal for an Urban Environment Improvement Project <i>Preparing a proposal to the USEPA on behalf of USAID's Environment Center within the Global Bureau</i> GLOBAL	Urban Env. Spec. ABV Dwight Walker		CHEM	7 days Between \$3,200 and \$6,400	Completed

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AS OF: 14-Aug-95

W O #	Issued, Start & End Dates	Activity Description COUNTRY	Key WO Personnel	Firm	Level of Effort (days) Budget (if applicable)	Current Status
			PRIDE Mngmt. Staff AID MANAGEMENT		Authorized	
78	9/7/94 9/21/94 10/7/94	Assistance to USAID/Jordan and the Ministry of Planning To provide technical assistance on how to institutionally strengthen a newly created environmental department JORDAN	MNK	CHEM	12 days \$3,500	Completed
			ABV, MNK			
			Dwight Walker Carl Dutto			
79	10/26/94 11/1/94 11/30/94	Administrative Support to the PRIDE staff in November 1994 To provide a temporary full-time administrative support person GLOBAL	(TBD)	CHEM	23 days \$3,000	Completed
			JB			
			Dwight Walker			
80	10/28/94 11/1/94 12/15/94	Development of an Electronic Information Systems Strategy To determine what USAID has for sharing env. info. and to develop a PRIDE strategy GLOBAL	JWS, CMB	CHEM	30 days \$1,000	Completed
			JWS, CMB			
			Dwight Walker			
81	11/15/94 11/15/94 1/15/95	Regional NGO Consortium - Phase 1 PRIDE Team Leader & Administrator travel to the NE region to meet with NGOs to create a consortium for env. activities. ISRAEL, EGYPT	ABV, JB	CHEM	60 days \$8,454	Completed
			ABV, JB			
			Dwight Walker			
82	1/11/95 1/16/95 1/20/95	Regional NGO Consortium - Phase II Support the first meeting of the Standing Committee of the Eco Peace Task Force in Jerusalem. ISRAEL	ABV	CHEM	N/A \$1,570	Completed
			Gidon Bromberg Adnan Budieri Magdi Allam Adnan Enshassi			
			ABV			
			Dwight Walker			
83	1/25/95 1/26/95 2/4/95	JWS Support to PRIDE DO #12 Supervise in the completion of DO #12 work and finalize draft of the options analysis report. MOROCCO	JWS	HBI	10 days NA	Completed
			JWS			
			Dwight Walker			
84	2/6/95 2/6/95 2/28/95	PRIDE Assistance in the Preparation of Proposals for the EIA MNK to provide assistance to three LAC RHUDOs in preparation for EIA proposals. LATIN AMERICA	MNK	CHEM	30 days \$11,136	Completed
			MNK			
			Dwight Walker			
85	2/8/95 2/8/95 6/30/95	PRIDE Support to EcoPeace's First Meeting Provide administrative support in preparation for the first full Eco Peace General Assembly. EGYPT	JB	CHEM	30 days \$8,000	Completed
			CMB			
			Dwight Walker			
86	2/14/95 2/6/95 3/6/95	PRIDE Assistance for EIA Proposals To provide information and technical assistance to three LAC RHUDOs in preparation for EIA proposals. ECUADOR, GUATEMALA, JAMAICA GUYANA	MNK	CHEM	30 days \$21,837	Completed
			JB, PWR			
			Dwight Walker			
87	3/8/95 3/8/95 6/30/95	PRIDE Support for Eco Peace Meeting To provide administrative support in preparation for the first full EcoPeace meeting. Provide services of two regional experts in the field of environment and energy. ISRAEL, EGYPT	ABV	CHEM	60 days \$30,353	Completed
			JB, CMB			
			Dwight Walker			
88	4/5/95 5/28/95 7/31/95	Review of RHUDO / Tunisia's PPES Project To provide assistance in the annual review of RHUDO/NENA's PPES project. TUNISIA	PWR	CHEM	64 days \$50,777	Completed
			Abdelkader Baouendi Rachid Nafti			
			ABV			
			Dwight Walker Barry Hill			

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PRIDE WORK ORDER LIST

AS OF: 14-Aug-95

W O #	Issued, Start & End Dates	Activity Description COUNTRY	Key WO Personnel		Firm	Level of Effort (days) Budget (if applicable)		Current Status
			PRIDE Mngmt. Staff	AID MANAGEMENT		Authorized		
89	6/8/95 6/18/95 6/22/95	PRIDE technical assistance to USAID/Guatemala <i>To provide assistance to USAID/Guatemala towards enhancing their understanding of the CRA process and potentials.</i> GUATEMALA	Stewart Sessions		CHEM	5 days \$6,902	Completed	
			MNK					
			Dwight Walker					

PRIDE DELIVERY ORDER (Buy-In) LIST

ANE-0178-Q-00-1047-00

AS OF: 10-Aug-95

DO #	Start & End Dates	Activity, Description, COUNTRY	Key DO Personnel,	Firm	Level of Effort	Current Status
			PRIDE Management Staff,		Budget in DO (\$)	
			AID MANAGEMENT		Authorized	
1	1/30/92 4/20/93	Environmental Business Specialist <i>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.</i> POLAND	Kenneth Macek Matthew Buresch Maria Kardosz Ron Tolmei JDW, JB, JMS LYDIA LA FERLA	HBI HBI HBI HBI	512 days \$318,356	Completed
2	2/6/92 9/30/93	Environmental Water Quality Impact Assessment (Phase I) and Water Management Action Plan (Phase II) and Water Quality Assessment and Management Plan Workshop (Phase III) <i>Egypt water quality technical and institutional study.</i> 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 days \$297,783	Completed
3	2/7/92 8/15/92	Water Management and Conservation Plan (Phase I) and Water Quality Improvement and Conservation Project Paper (Phase II) <i>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.</i> 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 days \$454,338	Completed
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 days \$97,033	Completed
5	12/22/92 6/30/95	General Environmental Services <i>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.</i> EGYPT	Vincent Niemeyer (Task I) Kenneth Weeks (Task 1) Stu Sessions (Task 4) Micheal Gaffen (Task 4) Susan Moore (Task 4) John Woods (Task 5) Jack Stafurik (Task 3) Robert Kern (Task 2) Chris Stathes (Task 5) James Sawyer (Task 5) ABV, LWD, CMB RICHARD RHODA DWIGHT WALKER	CHEM CHEM ENV CHEM SAIC CHEM HBI CHEM CSG HBI	494 days \$379,889	Completed
6	1/25/93 5/26/93	Environmental Action Plan <i>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.</i> TUNISIA	Avrom Bendavid-Val Victor Bell James Westfield ABV, JB, CMB BARRY HILL DWIGHT WALKER	CHEM SAIC HBI	59 days \$65,334	Completed

PRIDE DELIVERY ORDER (Buy-In) LIST

ANE-0178-Q-00-1047-00

AS OF: 10-Aug-95

DO #	Start & End Dates	Activity, Description, COUNTRY	Key DO Personnel, PRIDE Management Staff, AID MANAGEMENT		Firm	Level of Effort Budget in DO (\$) Authorized	Current Status
7	6/10/93 12/31/95	Science and Technology Cooperation Redesign <i>To provide U.S. technical experts to assist with the STC Project with two basic tasks: 1) Re-design and 2) Technical Assistance.</i> EGYPT	Walid Gamaeldin ABV, MNK, TEG, AS SALWA WAHBA		CHEM	103 days \$505,263	Underway
8	6/12/93 8/26/96	Environmental Services <i>To provide support to USAID/Morocco's private sector program through cost-cutting environmental initiatives.</i> MOROCCO	John Stafurik (Task 1 & 6) B. Duperray (Tasks 1 & 5) Tomi Curtis (Task 6) C. Bernardeau (Task 6) Jean Tilly (Task 2) Jack Schramm (Tsk 6a & 6c) Kenneth Rubin (Tsk 6c) Ilze Gotelli (Tsk 6c) Richard Sturgis (Tsk 6c) Driss Messaho (Tsk 6c) JWS, JB, NXA ALAN HURDUS		HBI CHEM CHEM HBI CSG HBI HBI HBI HBI HBI	476.7 days \$527,636	Underway
9	8/29/93 8/25/96	Air Pollution Pre-Investment Analyses <i>Privatization and preinvestment analyses for plants contributing heavily to air pollution in East and Central Europe</i> CEE	Michel Margueron (LTer) Carl Mitchell Craig Miller Charles Zimmermann Ghassan Nakad Karl Van Orsdol Amy Evans Charlotte Dougherty ABV, LWD, BD JIM TARRENT		HBI SAIC SAIC HBI CHEM CHEM SAIC IEc	36 pm long-term 42 pm short-term \$1,416,812	Underway
10	5/20/94 9/21/95	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	Phillip Brown Mamdouh Sharara Vahid Alavian John Woods Vijay Kandaswamy Chris Stathes ABV, JB, AS DONNIE HARRINGTON		CHEM CHEM CHEM CHEM CSG CSG	16 pm LT 12.5 pm HO Support 38 pm U.S. ST 19 pm Egyptian ST 43 pm Cairo Support 128 pm WRC Support \$1,591,239	Underway
11	7/18/94 8/30/94	Programmatic Environmental Assessment <i>For the West Bank/Gaza PVO Community Development and Environment Infrastructure</i> WEST BANK/GAZA	Jack Farmer Joseph Karam Stuart Wollman ABV, LWD, BD PAUL DES ROSIERS		CHEM CSG SAIC	310 Days \$284,911	Completed
12	1/7/95 3/28/95	Environmental Options Analysis Paper <i>Prioritize options for environmental project development for USAID/Morocco</i> MOROCCO	Joy Hecht Karl Van Orsdol Gregory Booth Jack King Mohamed Sinan CMB, JB, JWS ALAN HURDUS		CHEM	7.2 pm \$189,365	Completed
13	7/3/95 5/31/96	Jordan Assistance to Min. of Planning <i>Institutional development TA to establish a Dept. of Environment in the Ministry of Planning</i> JORDAN	Lane Krahl Mary Quinlan Faisal Dean MNK, JB, NXA CARL DUTTO		CHEM	14.3 pm \$227,547	Underway

ANNEX C

BUDGET EXPENDITURES AND BALANCES

**ANNEX C
BUDGET EXPENDITURES AND BALANCES**

**PRIDE (Contract #ANE-0178-C-00-1046-00)
Core Budget Summary Sheet for FY 91-92, FY 92-93, FY 93-94, and FY 94-95**

LINE ITEM	BUDGET	REVISED BUDGET	INVOICED 1st Project Year	INVOICED 2nd Project Year	INVOICED 3rd Project Year	INVOICED 4th Project Year	INVOICED TOTAL	INVOICED TOTAL (%)	BALANCES
I. Salaries	\$1,056,429	\$1,383,146	\$250,833	\$312,036	\$298,340	\$292,375	\$1,153,584	83%	\$229,562
II. Fringe	\$184,040	\$444,895	\$55,258	\$85,391	\$113,963	\$112,427	\$367,039	83%	\$77,856
III. Overhead	\$750,616	\$1,094,940	\$185,117	\$259,620	\$248,945	\$238,548	\$932,230	85%	\$162,710
IV. Travel & Transport	\$340,000	\$353,908	\$98,835	\$85,074	\$62,139	\$122,405	\$368,453	104%	(\$14,545)
V. Allowances	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0
VI. Other Direct Costs	\$281,986	\$410,320	\$80,351	\$105,545	\$87,449	\$91,440	\$364,785	89%	\$45,535
VII. Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0
VIII. Training	\$67,500	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0
IX. Subcontracts	\$2,858,975	\$1,874,518	\$467,933	\$727,178	\$368,990	\$214,089	\$1,778,191	95%	\$96,327
X. G & A	\$189,452	\$167,273	\$38,931	\$52,964	\$27,364	\$30,210	\$149,469	89%	\$17,804
XI. Fixed Fee	\$354,522	\$354,521	\$72,872	\$100,761	\$75,020	\$68,182	\$316,836	89%	\$37,685
TOTAL	\$6,083,521	\$6,083,521	\$1,250,131	\$1,728,570	\$1,282,210	\$1,169,677	\$5,430,587	89%	\$652,935

*Revised budget reflects line item revisions in July 1995 modification to the PRIDE core contract. Percentage and balance figures are calculated based on the revised budget figures.