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**Project in Development and the Environment**

## **Third Annual Report September 1993-August 1994**

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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.

This report covers the period September 1993 through August 1994. It presents highlights of PRIDE activities during its third year, drawing in part on the more detailed accounts of PRIDE activities and accomplishments in Quarterly Reports covering the same period. Quarterly Report No. 12 is incorporated into this Annual report. In addition, the annexes contain a complete listing of PRIDE Work Orders and Delivery Orders and other financial, EOPS, and LOE data. This report is meant as a companion volume to the *PRIDE Fourth Annual Work Plan*.

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## TABLE OF CONTENTS

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	<u>Page</u>
LIST OF ACRONYMS	i
EXECUTIVE SUMMARY	iii
SECTION I     HIGHLIGHTS OF MAJOR ACTIVITIES	1
A.    Overview	1
B.    Strategic Planning and Policy Analysis	3
C.    Private Sector Development	4
D.    Institutional Development, Project Design, and Evaluation	5
E.    Information Systems, Environmental Education, and Public Awareness	6
F.    Management Activities	8
SECTION II    CORE BUDGET AND LEVEL OF EFFORT UTILIZATION	11
A.    Core Budget Summary	11
B.    Core Level of Effort Summary	12
ANNEX A     ACHIEVEMENT IN TERMS OF END-OF-PROJECT STATUS INDICATORS	A-1
ANNEX B     WORK ORDERS AND DELIVERY ORDERS THROUGH AUGUST 31, 1994	B-1
ANNEX C     BUDGET EXPENDITURES AND BALANCES	C-1
ANNEX D     DISTRIBUTION OF CORE LOE BY COUNTRY	D-1

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## ACRONYMS

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ANE	Bureau for Asia and the Near East
CCIS	Chamber of Commerce and Industry in the South, Sfax
CEE	Central and Eastern Europe
CRA	Comparative Risk Assessment
EDM	Energy Demand Management
EEAA	Egyptian Environmental Affairs Agency
ENI	Bureau for Central and Eastern Europe and the Newly Independent States (former USSR)
ENR	Office of Energy and Natural Resources
EOPS	End-of-Project Status
EP3	Environmental Pollution Prevention Project
G/ENV	Environmental Center, Global Bureau
GEM	French acronym for Energy Demand Management
GOE	Government of Egypt
GOT	Government of Tunisia
IEC	Information and Environmental Communication
IESC	International Executive Service Corps
IIS	Institutional/Information Specialist
LAC	Bureau for Latin American and the Caribbean
LOE	Level of Effort
LOP	Life of the Project
NGO	Non-governmental Organization
ODC	Other Direct Cost
PEA	Programmatic Environmental Assessment
PIO/T	Project Implementation Order/Training
PPES	Privatization of Public Environmental Services
PSA	Private Sector Analyst
PVO	Private Voluntary Organizations
RHUDO/NENA	Regional Housing and Urban Development Office for the Near East and North Africa
SFZP	Czech Republic's State Environment Fund
SOW	Scope of Work
SRE	Senior Resource Economist
STC	Science and Technology Cooperation Project
UP	Office of Environment and Urban Programs
WB/G	West Bank and Gaza
WEC	World Environmental Center

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## SECTION I HIGHLIGHTS OF MAJOR ACTIVITIES

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### A. Overview

Since January 1994 USAID has been undergoing a major reorganization. The reorganization has included establishing a new Bureau for Global Programs, Field Support and Research, and within this "Global Bureau" a Center for Environment (G/ENV) with a central staff and three program offices. As the reorganization progressed, PRIDE increasingly coordinated its activities with Global Bureau personnel in anticipation of the project's eventual relocation to G/ENV. During July, PRIDE formally began reporting to G/ENV instead of ANE, and was formally designated a G/ENV project by mid-August. As PRIDE's third project year ended, the G/ENV thematic and operational strategy was still being formulated, a process expected to be concluded by the end of 1994.

Hence, PRIDE's third year was implemented in an unsettled institutional environment of major change with vast implications for PRIDE and USAID's management of the project. PRIDE nevertheless maintained a steady course throughout the year, undertook a number of major new core initiatives, implemented its largest buy-in portfolio ever at a high level of client satisfaction, and introduced management changes to improve its operational efficiency and breadth of core technical expertise.

Major PRIDE core initiatives in the project's third year included:

- Support to USAID/Jordan in implementing environmental initiatives. PRIDE assisted in preparing a programmatic environmental assessment for an anticipated USAID/Jordan tourism development project and in preparing a profile directed at supporting local and U.S. private sector participants in environmental business development.
- Several field trips to Tunisia, Egypt, and Jordan in anticipation of a PRIDE NGO initiative in the Middle East for 1994-1995. PRIDE staff attended a regional environmental NGO conference to establish contacts with NGOs and gather information on their activities and interests for use in developing a programmatic agenda. A preliminary NGO Program Report was prepared by PRIDE staff members.
- Organization of an NGO Workshop in Sfax, Tunisia, that will bring together U.S. and Middle East NGOs to examine and develop practical approaches for community-based pollution prevention. The role of women and their contribution to community prosperity through pollution prevention will be highlighted at the workshop.

- Preparation of private sector profiles for Egypt, Jordan, Morocco, and Tunisia highlighting the countries' most significant environmental problems and opportunities for developing an environmental business sector.
- Preparation of an annotated bibliography of materials used in environmental awareness initiatives. The referenced documents highlight the value of awareness campaigns and offer ideas for NGOs and grassroots organizations undertaking these types of programs in their communities.
- Completion of three software packages on pollution prevention, industrial audits, and initial environmental examination systems. A work plan is being developed to beta-test the software.
- Preparation and distribution of three issues of *EnviroNet*. During this period PRIDE succeeded in making *EnviroNet* more interactive and increased its coverage of various sectors.

**Major PRIDE buy-in activities included:**

- Assistance to the GOE in developing a National Water Quality Monitoring Unit within the Water Research Center of the Ministry of Public Works and Water Resources. Long-term and short-term technical support is being provided for this activity.
- Support to USAID/Morocco in preparing an environmental strategy for a wide variety of agricultural, health, private sector, housing, and training projects.
- Support to USAID/Egypt in preparing a Comparative Risk Assessment. As a result of this study, USAID/Egypt has re-oriented its air pollution emphasis from auto exhaust emissions to more serious particulate and lead emissions.
- Support to USAID/ENI for identifying heavy polluting industries in various East European countries. Several missions were fielded to identify major pollution problems and funding options available for this type of project.
- Assistance to USAID/Egypt in preparing a software package to estimate reductions in environmental pollution as a result of USAID investments.

**Major PRIDE management activities included:**

Several key personnel were hired at PRIDE during the third year. Milagros Nanita-Kennett joined PRIDE in May, serving as institutional/information specialist and urban environmental management specialist. Lena Dajani joined PRIDE in December as assistant administrator, and Brian Dotson was hired as project assistant. Several short-term staff were hired to meet the requirements of specific PRIDE activities during the year.

## **B. Strategic Planning and Policy Analysis**

**1. Morocco Environmental Strategy.** PRIDE assisted the USAID Mission in preparing a strategy for identifying environmental issues consistent with USAID Mission objectives. A PRIDE team travelled to Morocco in May, and a report was prepared and presented to the USAID Mission.

**2. CEE Technical and Investments Assistance.** Through a USAID/ENI buy-in, PRIDE undertook a new initiative in support of the Environmental Action Program (EAP) adopted in Lucerne in April 1993. As part of this initiative, a long-term regional senior environmental investment advisor was fielded to London to work at the European Bank for Reconstruction and Development. The purpose of the assignment is to advise USAID and EAP's project preparation committee on environmental projects and options available for financing them. In addition to the long-term assistance, PRIDE has provided short-term assistance on missions to the following countries: Estonia, Poland, the Czech Republic, and the Slovak Republic. The purpose of each mission has been to identify and prioritize projects according to their financial and economic viability as well as environmental health risks outlined by the EAP. PRIDE's future activities in the CEE will primarily focus on Poland and will build on PRIDE's previous mission. A mission to Lithuania is planned for late September 1994 to identify possible projects. It is hoped that some of the identified projects will qualify for host country and donor investments.

**3. Czech Revolving Loan Fund.** At the request of USAID/ENI and the Czech Republic's State Environment Fund (SFZP), PRIDE is providing a short-term financial advisor to assist the SFZP in implementing a revolving loan fund facility for environmental projects in the Czech Republic. Meetings were held in Prague with USAID/Prague, the SFZP, the Ministry of Finance, and commercial banks to explore opportunities for implementing a revolving fund. A business plan including financial, administrative, and legislative frameworks is expected to be presented to the SFZP in September.

**4. Estonia "Hot Spots" Project.** PRIDE assisted USAID/ENI staff in preparing a scope of work for a buy-in to the Global Bureau's Environmental Health Project to identify heavy polluting industries known as "hot spots."

**5. District Heating Plant, Mezibori, Czech Republic.** As a result of PRIDE's project identification mission to the Czech Republic in March, a district heating plant in Mezibori was identified as an appropriate project for USAID technical assistance. The Czech Ministry of Environment and the City of Mezibori have responded favorably to USAID's proposal to convert the district heating plant from coal to natural gas. Beginning in September, PRIDE will provide the services of an environmental engineer to review and analyze the least-cost options for reducing pollution from the facility, assess the financing options available to the facility, and evaluate the facility's ability to repay loans.

**6. EPA/USAID Environmental Action Program for Central and Eastern Europe (CEE).** Assistance was given to USAID and EPA for developing cooperative initiatives

related to CEE investments. The objective of cooperation between USAID and EPA is to avoid duplication of efforts and heighten the impact and efficiency of EAP activities.

**7. West Bank/Gaza Programmatic Environmental Assessments.** PRIDE is assisting USAID/ANE and private voluntary and non-governmental organizations in the West Bank and Gaza. In July, a five-member PRIDE team travelled to the West Bank to conduct environmental assessments and an industrial survey of four projects being implemented by Catholic Relief Services, Save the Children Federation, and American Near East Refugee Aid. A final report describing the potential environmental impacts of the projects and suggesting measures to mitigate them will be completed in September.

**8. LAC Urban and Industrial Environmental Strategy.** The LAC Bureau has requested PRIDE's assistance in preparing a "brown" strategy for the Bureau. While the formal Delivery Order is targeted for early in the next project year, background research work has begun with core funds to minimize start-up time once the buy-in is awarded.

### **C. Private Sector Development**

**1. Morocco Accessing International Markets Support.** Discussions were held with IESC/Morocco and WEC in November to identify a consultant for the Meknes Tannery pollution prevention assessment. An expert visited the tannery in January, and a final report will be completed by the end of August that will be used as a basis for identifying additional environmental work.

**2. Morocco Privatization Environmental Assistance.** Meetings were held in December and May with USAID Morocco personnel and senior officials in the Moroccan Privatization Ministry. A scope of work was developed and approved in June to conduct pollution prevention audits of three sugar beet plants, followed by a workshop in Morocco on environmental considerations in sugar industry privatization. Because of Moroccan government reorganization, these activities will be delayed until late 1994 or early 1995.

**3. Morocco Energy Demand Management (EDM) Support.** PRIDE, in collaboration with WEC, was asked to assist the USAID Mission in training EDM engineers in pollution prevention assessment. A one-week workshop in French was held in Rabat in November/December 1993. This activity included a site visit to a paper recycling plant.

**4. Morocco Agribusiness Promotion Support.** In November discussions took place in Morocco in preparation for assessing environmental problems and opportunities in the agribusiness sector. In May PRIDE fielded two food processing experts who visited plants and prepared a report published in both English and French. The report led to publication of major articles in the leading Moroccan business journal *L'Economiste* on pollution prevention opportunities in the agribusiness sector.

**5. Morocco New Enterprise Development Support.** An expert was sent in November to assist the Centre de L'Entreprise du Maroc in developing a strategy for helping small and medium enterprises penetrate emerging environmental markets in Morocco. In July, a phased strategy was developed and summarized in a report in both English and French.

**6. Egyptian Privatization and the Environment.** PRIDE and USAID Mission environmental and privatization personnel developed a scope of work to develop a "white paper" on environmental considerations for GOE agencies involved in privatizing public companies. The scope of work is being reviewed by GOE officials, and a PIO/T is expected to be issued by the USAID Mission in late 1994 for a buy-in to PRIDE.

**7. PRIDE Private Sector Profiles.** PRIDE prepared country private sector environmental profiles for Egypt, Jordan, Morocco, and Tunisia. These profiles were designed to assist local and U.S. private sectors in evaluating local environmental markets. Each profile identifies the country's most significant environmental problems, and products and services to address those problems.

#### **D. Institutional Development, Project Design, and Evaluation**

**1. Egyptian Water Quality Monitoring, Data Management, and Information Dissemination Program.** PRIDE's proposal for a 16-month buy-in was submitted and approved in May. Under this buy-in, PRIDE will help the GOE create a National Water Quality Monitoring Unit within the Water Research Center of the Ministry of Public Works and Water Resources. The overall goal of the buy-in 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. PRIDE's long-term water resource and management specialist attended a one-week orientation in Washington, D.C. and arrived at post on May 28. At present project mobilization and start-up activities are underway.

**2. Egyptian Science and Technology Cooperation.** PRIDE held discussions in Egypt with STC and the USAID Mission regarding the nature of future PRIDE short-term technical assistance to STC. PRIDE has assisted the STC in developing an Environmental Management Plan for the Rehabilitation of Abu Qir Bay. Project activities included developing a work plan, providing technical support for the preparation of a background study on the current state of the bay, and assisting in the preparation of an STC-sponsored workshop to review specific pilot projects. In addition, PRIDE served as a point of contact, set up appointments, and provided logistical support for two Egyptian researchers interested in observing how state-of-the-art U.S. industries manage wastewater and industrial waste from edible oils and galvanized wire plants. An economic analysis of major STC projects will take place in September 1994.

**3. Egyptian Comparative Risk Assessment.** In October, a PRIDE team was fielded to Egypt to begin preparing for CRA work, and a CRA seminar was conducted for the USAID Mission and selected GOE officials. Data collection was completed in the field in

November, followed by analysis of the data in Washington. In May, the pilot Cairo Comparative Risk Assessment was completed and reviewed. Volumes I and II were submitted to the USAID Mission for review and comments. As the project's third year ends, the final versions of these volumes are being prepared. In addition, a preliminary proposal is being prepared outlining the basis for further CRA work by PRIDE in Egypt.

**4. WRC/PRIDE Egypt Water Quality Seminar.** This seminar is the culmination of collaborative work initiated in February 1992 by WRC and PRIDE. The objective of this seminar, held July 21-22, 1993, was to solicit high-level support and commitment from Egyptian ministries in addressing the increasing pollution resulting from population growth and industrial and agricultural expansion. The proceedings of the seminar were completed and reviewed by USAID/Egypt and WRC in September 1993.

**5. Tunisia Privatization of Public Environmental Services (PPES) Annual Review.** The USAID Regional Housing and Urban Development Office (RHUDO) PPES Project focuses on increasing private sector provision of environmental services in towns and deals largely, but not exclusively, with municipal wastewater treatment facilities. In May-June 1993, PRIDE fielded a team to prepare the Programmatic Environmental Assessment for the PPES project. In February 1994, PRIDE was asked to provide expertise for the PPES first Annual Program Review. PRIDE worked with the mission and RHUDO in Tunisia to develop a scope of work and fielded a team in June. An Annual Review report was prepared and submitted to RHUDO in Tunisia.

**6. Jordan Programmatic Environmental Assessment (PEA).** The PEA scoping statement and draft report were submitted and reviewed with the Bureau in September 1993, and USAID/Jordan was notified of required follow-up action. Discussions were held in early November on PRIDE training in environmental assessments for University of Jordan personnel.

**7. Support to ANE Bureau Reorganization Efforts.** PRIDE assisted in developing a presentation for the new ANE assistant administrator on environmental programs. The project also supported the ANE Bureau environmental coordinator by preparing presentations on USAID's reorganization for talks overseas.

**8. University of Jordan Library.** PRIDE assisted in establishing a cooperative program between WEC, which will provide the funding, and Washington State University, which has a twinning arrangement with the University of Jordan, to establish a pollution prevention library at the University of Jordan.

#### **E. Information Systems, Environmental Education, and Public Awareness**

**1. Egyptian Environmental Affairs Agency Awareness Program Planning.** Following passage of Egypt's new general environmental law, USAID/Egypt and the GOE asked PRIDE to assist EEAA in developing an awareness program under the General Environmental Services buy-in. The primary objective of this program is to familiarize the public sector, private sector, and general public with their responsibilities and the role of

EEAA under a new general environmental law. A PRIDE expert provided three weeks of support to EEAA planning efforts for the awareness program, helping to identify critical messages and their associated audiences, appeals, and media. EEAA continues its planning work, and the PRIDE expert is scheduled to return to Cairo in September to help finalize the awareness plan.

**2. Egyptian Environmental Benefits Monitoring.** Two PRIDE experts developed a monitoring system to estimate reductions in environmental pollution that have resulted from USAID investments in the electrical power, industrial, and wastewater sectors. The team traveled to Egypt in April to develop the computerized monitoring system. A draft report and the computer program were delivered in May. The final report was delivered in August, and additional training for USAID/Egypt personnel in using the program will be provided early in the next project year.

**3. PRIDE Software Information Systems Distribution Strategy.** A work plan is being developed to beta-test three software packages developed under PRIDE: the Pollution Prevention Database, the Industrial Audit Information System, and the Initial Environmental Examination System. This will be done jointly with the USAID EP3 project.

**4. Private Sector Workshop.** PRIDE held a workshop and sponsored an information booth at the Water Environment Federation's annual conference in Anaheim, California, in October 1993. This activity was carried out in cooperation with other USAID environmental and trade promotion projects. Fifteen speakers described environmental issues and opportunities in developing countries, focusing on the Near East and Central Europe. An information packet on the conference was sent to Near East missions in November.

**5. NGO Program Development.** A Near East Bureau/PRIDE task force was set up in September to develop an overall approach for an NGO program. In October the task force developed a preliminary action plan and began to gather information on U.S. NGOs and USAID's experience with NGOs in the Near East and other regions. In December a PRIDE staffer and a representative of ANE/NE attended a Near East regional conference of environmental NGOs. The conference was hosted by the Arab Office for Youth and Environment on behalf of the Cairo-based Arab Network for Environment and Development. PRIDE took the opportunity to distribute questionnaires to gather information on environmental NGOs in the Near East. A report was prepared and published summarizing the rationale and resources available for developing a PRIDE NGO program. The report presents the findings of PRIDE's initial analysis of the needs of Near East environmental NGOs and the status of Near East Mission NGO programs and activities. In addition, the report describes, country by country, opportunities for PRIDE and USAID Missions to design and implement NGO programs. In September 1994, PRIDE will formally propose an NGO initiative for discussion and further refinement in collaboration with ANE/NE.

**6. NE/PRIDE NGO Workshop.** PRIDE has taken lead responsibility for organizing a regional environmental NGO workshop in Sfax, Tunisia, in September 1994, in collaboration with USAID/Tunisia and a Sfax NGO. Two PRIDE staff members traveled to Tunisia in April to hold planning meetings with USAID/Tunisia staff, the Chamber of

Commerce and Industry of the South in Sfax (CCIS), and EP3 representatives. Major efforts have focused on developing a detailed workshop program and identifying U.S. and Near East environmental NGOs that would have suitable case study presentations for the workshop. The workshop agenda will focus on pollution prevention, including NGO-business relationships and tools for publicizing pollution prevention messages. The workshop will emphasize participation by NGOs whose work includes a strong gender component. The EP3 project and WEC have become co-sponsors of the workshop and are jointly funding local expenses incurred by CCIS.

**7. PRIDE Environmental Awareness Inventory.** PRIDE completed a set of generic training materials for planning environmental awareness campaigns. Because the materials are in modular format, they can be used across a wide spectrum of activities, from training trainers to planning single-message public awareness efforts. As a follow-up, a new work order was issued for an inventory of materials available in the United States. As a result, a literature search was conducted to identify and collect environmental awareness materials and an annotated bibliography for the ANE/PRIDE Sfax Workshop was prepared. This document was completed in early September.

**8. *EnviroNet*.** During the last year three issues of *EnviroNet* were published. *Volume 2, No. 2* focused on the role of information in developing and operating environmental programs. It included an interview with Lewis Crampton, vice president of communication and environmental affairs at Waste Management, Inc. *Volume 3, No. 1* centered on the work of environmental NGOs in Egypt and Jordan. The issue included interviews with Salah Hafez, chairman of EEAA, and Glenn Prickett, environmental advisor in USAID's Bureau for Policy and Program Coordination. *Volume 3, No. 2* focused on the relationship between environmental management and urban development and featured an interview with Peter Kimm, Director of the Office of Environment and Urban Programs at USAID. The mailing list for *EnviroNet* was considerably expanded; it now numbers about 1,800 recipients, half of whom are located in the Near East.

#### **F. Management Activities**

PRIDE began coordinating with personnel of USAID's new Office of Environment and Urban Programs in anticipation of PRIDE's relocation to the USAID Global Bureau.

Milagros Nanita-Kennett joined PRIDE in May as institutional/information specialist and urban environmental management specialist. Ms. Kennett replaces John Woods, who transferred to the Chemonics Technical Support Group in February, where he will continue to work on two PRIDE buy-ins and be available to PRIDE for short-term assignments.

Lena Dajani transferred to the PRIDE staff from Chemonics' Near East division, where she acquired all the requisite skills for a smooth transition to her new role as project administrator for the CEE Air Pollution Project Identification buy-in. Ms. Dajani takes over for Judith Scholar, who accepted a position in mid-December as project administrator for an irrigation project in Morocco.

Brian Dotson, a Peace Corps veteran, joined PRIDE as project assistant. Mr. Dotson works closely with Lena Dajani and backstops a wide variety of PRIDE activities.

John Hanson, the Chemonics editor who worked closely with PRIDE on all its written deliverables, took a position with another company. He was replaced by Kathy Nutt, who also replaced Paula Hirschhoff as editor of *EnviroNet*.

Michael Auerbach was hired for a three-month assignment to identify and collect environmental awareness campaign and program materials and develop an annotated bibliography of the materials.

Karen Kaplan was hired for a six-month assignment to assist in preparing for the Sfax NGO workshop.

Steve Latham was hired for a three-month assignment to collect urban and industrial information on Latin American countries.

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**SECTION II**  
**CORE BUDGET AND LEVEL OF EFFORT UTILIZATION**

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**A. Core Budget Summary**

Between September 1993 and August 1994 PRIDE billed a total of \$1,171,485. The monthly average was \$97,624 (August figures are estimated). The comparable figure for the first project year was \$1,250,131 and the second year was \$1,728,570. Approximately 68 percent of the total PRIDE core budget was expended in the first three 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 \$857,368 under the salary line item. Of this amount, \$294,499, or 34 percent, represents billings for the third project year only. Total salary billings for the first three project years represent 81 percent of the total life of project (LOP) budget for this line item. As noted in last year's report, this reflects in large part the significantly higher than programmed editing costs for the unanticipated large number of PRIDE publications that have been produced.

2. **Fringe Benefits.** Chemonics has invoiced a total of \$211,489 in fringe benefits to date, representing 115 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. As noted in last year's report, the USAID contracting officer indicated during contract discussions that he preferred to modify the budget after signing the contract to correct this omission and reflect other changes arising from the BAFO.

3. **Overhead.** Chemonics has invoiced a total of \$649,703 in overhead since project inception. Of this amount, \$185,117 was invoiced during the first project year, \$259,620 during the second, and \$204,966 during the third. Total overhead billings to date represent 87 percent of the LOP amount budgeted for this item.

4. **Travel and Transportation.** Chemonics has billed \$212,005 in travel and transportation (including per diem) costs since the project began. This amount represents 62 percent of the LOP budget for this item. Of the total amount, \$98,835 was billed during the first year, \$85,074 was billed during the second year, and \$28,096 during the third year.

5. **Other Direct Costs.** Chemonics has invoiced a total of \$274,347 in other direct costs (ODCs) since project inception, representing 97 percent of the LOP budget for ODCs. Of this amount, \$80,351 was expended during the first year, \$105,545 was expended during the second year, and \$88,451 during the third 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, \$1,576,801, or 55 percent, has been invoiced to date. In the first year, \$467,933 was billed, in the second year \$727,178 was billed under this line item, and in the third year, \$381,689.

**8. G&A and Fixed Fee.** Chemonics has billed \$126,551 in G&A costs and \$241,922 in fixed fee costs since the project began. Both these figures represent about 67 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 36 months of project implementation, approximately 31.75 person months of long-term core LOE have been expended by the SRE, 30.25 person months by the IIS, and 34.5 person months by the PSA. The SRE has billed a total of 89 days, or about 4.1 person months, under Q contract Delivery Orders for Central and Eastern Europe, Jordan, Tunisia, and Egypt. The IIS has billed a total of 108 days, or about 5.0 person months, to Delivery Orders for Jordan and Egypt. The PSA has billed a total 30 days to Delivery Orders for Tunisia, Morocco, and Egypt.

**2. Short-term Core LOE.** Of the 108 person-months of short-term LOE authorized under the core contract, PRIDE has invoiced approximately 78 person-months since the project began. 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 16 person-months of short-term core LOE available for the remainder of the project.

**ANNEX A**

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

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

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Four 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. The EOPS indicators have been slightly changed from those that appeared in Annual Report 92-93 in order to reflect more accurately current PRIDE agenda.

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

- Egyptian Comparative Risk Assessment
- Morocco Environmental Strategy
- Morocco Accessing International Markets Support
- Morocco Privatization Environmental Assistance
- Morocco Energy Demand Management Support
- Morocco Agribusiness Promotion Support
- Morocco New Enterprise Development Support
- CEE Technical and Investments Assistance
- Czech Revolving Loan Fund
- Estonia "Hot Spots" Project
- Czech Republic District Heating Plan
- West Bank Programmatic Environmental Assessments
- EPA/USAID Environmental Action Program for Central and Eastern Europe

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

- Egyptian Environmental Affairs Agency Awareness Program Planning
- Egyptian Comparative Risk Assessment
- Morocco Accessing International Markets Support
- Morocco Privatization Environmental Assistance
- Morocco Energy Demand Management Support
- Morocco Agribusiness Promotion Support
- Morocco New Enterprise Development Support
- Jordan Programmatic Environmental Assessment
- Tunisia Privatization of Public Environmental Services Annual Review
- Czech Revolving Loan Fund
- Estonia "Hot Spots" Project
- Czech Republic District Heating Plan
- West Bank Programmatic Environmental Assessments

- Support to ANE Bureau Reorganization Efforts
- EPA/USAID Environmental Action Program for Central and Eastern Europe

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

- Egyptian Environmental Benefits Monitoring
- Morocco Accessing International Markets Support
- Morocco Privatization Environmental Assistance
- Morocco Energy Demand Management Support
- Morocco Agribusiness Promotion Support
- Morocco New Enterprise Development Support
- Jordan Programmatic Environmental Assessment
- CEE Technical and Investments Assistance
- Czech Revolving Loan Fund
- EPA/USAID Environmental Action Program for Central and Eastern Europe
- PRIDE Private Sector Profiles

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

- Egyptian Water Quality Monitoring, Data Management, and Information Dissemination Program
- Egyptian Science and Technology Cooperation
- Egyptian Comparative Risk Assessment
- Egyptian Privatization and the Environment
- Morocco Environmental Strategy
- Morocco Accessing International Markets Support
- Morocco Privatization Environmental Assistance
- Morocco Energy Demand Management Support
- Morocco Agribusiness Promotion Support
- Morocco New Enterprise Development Support
- Jordan Programmatic Environmental Assessment
- Tunisia Privatization of Public Environmental Services Annual Review
- Czech Revolving Loan Fund
- Estonia "Hot Spots" Project
- Czech Republic District Heating Plan
- West Bank Programmatic Environmental Assessments
- EPA/USAID Environmental Action Program for Central and Eastern Europe
- PRIDE Private Sector Profiles

**5. *Factories undertake industrial pollution prevention measures.***

- Egyptian Science and Technology Cooperation
- Morocco Environmental Strategy
- Morocco Accessing International Markets Support
- Morocco Privatization Environmental Assistance
- Morocco Energy Demand Management Support

- Morocco Agribusiness Promotion Support
- Morocco New Enterprise Development Support
- Tunisia Privatization of Public Environmental Services Annual Review
- Estonia "Hot Spots" Project
- Czech Republic District Heating Plan

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

- Egyptian Water Quality Monitoring, Data Management, and Information Dissemination Program
- Egyptian Science and Technology Cooperation
- Egyptian Environmental Affairs Agency Awareness Program Planning
- Egyptian Environmental Benefits Monitoring
- Egyptian Privatization and the Environment
- WRC/PRIDE Egypt Water Quality Seminar
- Morocco Environmental Strategy
- Morocco Accessing International Markets Support
- Morocco Privatization Environmental Assistance
- Morocco Energy Demand Management Support
- Morocco Agribusiness Promotion Support
- Morocco New Enterprise Development Support
- Jordan Programmatic Environmental Assessment
- University of Jordan Library
- PRIDE Software Information Systems Distribution Strategy
- Private Sector Workshop
- NGO Program Development
- NE/PRIDE NGO Workshop
- Support to ANE Bureau Reorganization Efforts
- PRIDE Environmental Awareness Inventory
- EnviroNet
- PRIDE Private Sector Profiles

**ANNEX B**

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**WORK ORDERS AND DELIVERY ORDERS  
THROUGH AUGUST 31, 1994**

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17

**PRIDE WORK ORDER LIST**

AS OF: 22-Aug-94

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)	Authorized	
1	11/8/91 11/12/91 11/28/92	<b>Country Baseline Assessments</b> <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	<b>Project Mobilization</b> <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	<b>Technical Review of Jordan's Water Quality Improvement and Conservation Project for Applicability of GEF Criteria</b> JORDAN	Larry Morgan		CHEM	N/A		Completed
4	12/10/91 1/1/92 2/13/92	<b>Jordan Environmental Legislation Review</b> JORDAN	Peter Trick		SAIC	33		Completed
5	12/16/91 8/29/91 12/31/91	<b>Project Mobilization</b> <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	<b>Project Mobilization</b> <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	<b>Profile of the Environmental Business Sector in Egypt</b> EGYPT	Jim Westfield Suzanne Smith Jack Stafurik Jan Mueller-Vollmer		HBI	62		Completed
8	2/3/92 2/5/92 3/6/92	<b>Egypt Environmental Strategy</b> EGYPT	J. Cummings-Saxton		IEC	28		Completed
9	1/20/92 2/4/92 7/31/92	<b>Private Sector Workshop in Washington, D.C</b> NEAR EAST REGION	Jim Westfield and other HBI professional staff		HBI	109.25		Completed
10	2/27/92 3/6/92 3/21/92	<b>Jordan Water Conservation and Management Plan and PP</b> <i>(Support to DO#3)</i> JORDAN	Jim Westfield		HBI	23		Completed
11	3/20/92 3/20/92 4/10/92	<b>Clearinghouse SOW</b> <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	<b>Profile of the Environmental Business Sector in Jordan</b> JORDAN	Jim Westfield Local Firm		HBI	N/A \$10,000		Completed
13	6/11/92 6/11/92 11/1/92	<b>Morocco Environmental Management</b> <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	<b>Small WasteWater Treatment Plant Technology Assessment</b> TUNISIA	Bonneau Dickson Ahmed Gaber Julie Bourns		CHEM	61		Completed
15 A B	3/4/93 1/1/93 12/31/93	<b>Routine Backstopping and Clerical Support for technical assistance activities</b>	Support/Clerical Staff		SAIC	37		Underway

18

**PRIDE WORK ORDER LIST**

AS OF: 22-Aug-94

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) Authorized	
16	9/18/92 8/29/91 8/21/92	<b>Project Mobilization/Implementation</b> <i>Participate in mobilization workshop and initial strategy sessions for proj. startup.</i>	CSG Project Staff	CSG	7	Completed
17	9/18/92 1/1/92 8/28/93	<b>PRIDE Team Meetings &amp; Annual Work Plan Review</b> <i>Attendance at quarterly &amp; monthly meetings, and AWP review</i>	SAIC Project Staff	SAIC	28	Completed
18	9/18/92 1/1/92 8/28/93	<b>PRIDE Team Meetings &amp; Annual Work Plan Review</b> <i>Attendance at quarterly &amp; monthly meetings, and AWP review</i>	HBI Project Staff	HBI	28	Completed
19	9/18/92 1/1/92 8/28/93	<b>PRIDE Team Meetings &amp; Annual Work Plan Review</b> <i>Attendance at quarterly meetings and AWP review</i>	IEc Project Staff	IEc	10	Completed
20	9/18/92 1/1/92 8/28/93	<b>PRIDE Team Meetings &amp; Annual Work Plan Review</b> <i>Attendance at quarterly meetings and AWP review</i>	CSG Project Staff	CSG	15	Completed
21		Number skipped in sequence				
22	9/30/92 8/14/92 9/19/93	<b>Environmental Private Sector Initiatives in the Near East (EPSINE)</b> <i>PRIDE representative on IRG trips. EGYPT, JORDAN, &amp; TUNISIA</i>	Jim Westfield	HBI	28	Completed
23	9/16/92 9/16/92 11/30/92	<b>Technical Support to Private Sector Activities</b> <i>Input to Morocco Environmental Business Module Revise Jordan Private Sector Profile Egypt Private Sector Profile Follow Up MOROCCO, JORDAN, EGYPT</i>	Jan Mueller-Vollmer	HBI	24	Completed
24	11/10/92 11/11/92 3/30/93	<b>Egypt Private Sector Profile Promotion/Distribution Strategy</b> <i>Develop information package, mailing list, tracking system, and database EGYPT</i>	Alexandra Gutierrez	CSG	40.5	Completed
25	11/05/92 11/11/92 12/21/92	<b>Egypt Environmental Legislation Review</b> <i>Advise GOE on preparation of new environmental legislation EGYPT</i>	Jack Schramm	HBI	28	Completed
26	11/13/92 11/13/92 5/31/93	<b>Industrial Assessment-Based Information System</b> <i>Design of computer assisted assessment package and standard report form generator NEAR EAST REGION</i>	Raj Shah Robert Crawford CSG Technical Staff JLW, AS GILBERT JACKSON	CSG CSG	104	Completed  WEC is participating in this activity.
27	11/23/92 11/23/92 2/26/93	<b>Environmental Information Systems</b> <i>Prepare analyses &amp; recommendations on development of databases on environmental training, pollution prevention technology, and sources of environmental information NEAR EAST REGION</i>	CSG Project and Technical Staff	CSG	26	Completed

19

**PRIDE WORK ORDER LIST**

AS OF: 22-Aug-94

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	
28	12/4/92 1/5/93 2/15/93	<b>University of Illinois &amp; American Univ. in Cairo Twinning Agreement</b> <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	<b>Authorization for TDY to Egypt, Jordan and Morocco</b> <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	<b>Draft PID for AID/NE Environment and Competitive Technology Services Regional Project</b> NEAR EAST REGION	Avrom Bendavid-Val	CHEM	4	Completed
31	1/8/93 1/15/93 Fall 1993	<b>Environmental Education and Awareness Campaign/Reference Training Package</b> <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	<b>Earth Generation Presentation for AID/W, World Bank, EPA, et. al.</b> NEAR EAST REGION	Vicky Boyd Taylor	Earth-Gen	N/A	Completed
33	1/18/93 1/15/93 2/7/93	<b>Environmental Information/Education Communication Needs Assessment</b> JORDAN	John Woods Robert Kern	CHEM	22	Completed
34	1/8/93 1/16/93 2/5/93	<b>Jordan Society for the Control of Environmental Pollution (JSCEP) Library and Information Center</b> <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	<b>Environmental Assessment Computer Programs</b> NEAR EAST REGION	Raj Shah	CSG	22	Completed
36	1/13/93 7/1/93 10/1/93	<b>Workshops on Environmental Business Opportunities in the Near East</b> <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	<b>AID/NE Clean Technologies Project Design</b> <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	<b>AID/NE Clean Technologies Project Design</b> <i>SAIC contribution to project design team</i> NEAR EAST REGION	Mark Pfefferle	SAIC	22	Completed
39	2/16/93 2/16/93 3/31/93	<b>Pollution Prevention Seminars</b> <i>Assist USAID/Morocco with seminar &amp; delivery of paper at the ENR workshop</i> EGYPT & MOROCCO	Jim Westfield Joel Hirschhorn Belhaj Soulami	CHEM	17 \$2,000	Completed

**PRIDE WORK ORDER LIST**

AS OF: 22-Aug-94

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) Authorized	
40	2/19/93 2/23/93 3/4/93	<b>Strategic Planning Support for NE Bureau ENR Workshop</b> <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	<b>Strategic Planning Support for NE Bureau ENR Workshop</b> <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	<b>AID/NE Clean Technologies Project Design</b> <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	<b>Profile of the Environmental Business Sector in Tunisia</b> 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	<b>Support of DO#7 and AWP#3</b> <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	<b>Environmental Assessments Computer Systems</b> <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	<b>NE Source Book and Data Base – Pollution Prevention Information System</b> <i>A Follow Up to WO#11 &amp; 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	<b>NE Source Book and Data Base – General NE Environmental Data Base</b> <i>A Follow Up to WO#11 &amp; 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	<b>Programmatic Environmental Assessment</b> <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	<b>Programmatic Environmental Assessment</b> <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	<b>Environmental Assessments Computer Systems</b> <i>A follow-up to WO #46</i> NEAR EAST REGION	Raj Shah Chris Stathes ABV, JLW DWIGHT WALKER	CSG	35	Completed
52	6/28/93 7/16/93 7/23/93	<b>PRIDE Logistical Support to DO#2/Phase III Cairo Seminar</b> EGYPT	Alaa Shoreibah JLW, AS DWIGHT WALKER	CHEM	N/A	Completed under DO#2, Phase 3

21

**PRIDE WORK ORDER LIST**

AS OF: 22-Aug-94

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) Authorized	
53	7/2/93 7/1/93 7/16/93	<b>Computer-Based Pollution Prevention Assessment Program</b> <i>A follow-up to WO #26 &amp; #26a</i> 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	<b>J. Westfield travel to Morocco &amp; Tunisia</b> <i>To support the Moroccan PS Env. Assistance Buy-In and in Tunisia, to discuss EP3/PRIDE</i> MOROCCO, TUNISIA	James Westfield JDW, CMB DWIGHT WALKER	HBI	15 \$5,765	Completed
55	8/5/93 7/1/93 12/31/93	<b>Special Support for PRIDE Activities</b> <i>To respond to special requests from PRIDE and the NE Bureau</i> NEAR EAST REGION	CSG Staff JLW, CMB Dwight Walker	CSG	56 \$800/day	Underway
56	8/4/93 8/13/93 9/9/93	<b>Environmental Assessment for the Jordan Tourism Development Project</b> JORDAN	C. Bernardeau JLW, AS Dwight Walker	HBI	24 \$18,319	Completed
57	8/4/93 8/15/93 9/9/93	<b>Environmental Assessment for the Jordan Tourism Development Project</b> JORDAN	Lane Krahl JLW, AS Dwight Walker	CHEM	24 \$27,995	Completed
58	9/13/93 9/13/93 9/28/93	<b>Printing copies of the PSPs for Egypt, Jordan, Tunisa, and Morocco and the Compendium</b> <i>For distribution at WEF conference in California and elsewhere</i> EGYPT, JORDAN, TUNISIA, MOROCCO	General Staff JWS, CMB Dwight Walker	CHEM	\$12,478	Completed
59	10/4/93 11/2/93 11/4/93	<b>Bendavid-Val Travel to Jordan</b> <i>To discuss present and future PRIDE activities in Jordan</i> JORDAN	ABV ABV, AS Dwight Walker	CHEM	\$909	Completed
60	10/18/93 11/19/93 12/11/93	<b>John Stafurik Support to DO#8</b> <i>(Morocco Private Sector Env. Assistance)</i> MOROCCO	JWS JWS, CMB Dwight Walker	HBI	\$3,794	Completed
61	11/30/93 11/30/93 11/29/94	<b>CSG Support to EP3 and WEC</b> <i>Use of Industrial Assess. Info. Sys. (IAIS) and Poll. Prevention Tech. Dbase (PPTD)</i> NEAR EAST REGION	CSG Staff JLW, AS Dwight Walker	CSG	75 \$60,000	Underway
62		<i>Number Skipped in Sequence</i>				
63	11/19/93 12/5/93 12/11/93	<b>John L. Woods Travel to Tunisia</b> <i>To discuss present and future PRIDE activities in NGO development</i> TUNISIA	JLW JLW, AS Dwight Walker	CHEM	\$1,658	Completed
64	12/7/93 12/15/93 12/21/93	<b>Julie Bourns Travel to Egypt</b> <i>To attend NGO conference sponsored by the Arab Office for Youth and Environment</i> EGYPT	JB JB Dwight Walker	CHEM	7 \$7,060	Completed
65	12/7/93 12/16/93 12/22/93	<b>PRIDE Support to AOYE Conference</b> <i>To be held December 18-20, 1993 in Cairo</i> EGYPT	JB, JLW JB, JLW Dwight Walker	CHEM	N/A \$10,000	Completed
66	12/7/93 12/9/93 12/31/93	<b>Development of Concept Paper</b> <i>On Inventory and Analysis of Macropolicies Affecting Water Consumption &amp; 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	<b>Admin. Support to Tunisia Conference</b> <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	Underway
68	1/26/94 1/28/94 1/29/94	<b>John Stafurik Visit to WEC in NYC</b> <i>To discuss WEC's Third Year Work Plan and to help coordinate PRIDE activities</i>	JWS JWS Dwight Walker	HBI	\$282	Completed

**PRIDE WORK ORDER LIST**

AS OF: 22-Aug-94

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		
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.	CHEM	JLW: 1.5 p/m (33 days) R.A.: 3 p/m (66 days) CHEM Librarian: 3 days \$34,000	Underway
			ABV, AS			
			D. Walker, G. Jackson			
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	HBI	34 \$21,250	Underway
			JWS, LWD			
			Dwight Walker			
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	CHEM	JB: 8 \$4,420	Completed
			ABV, JB			
			Dwight Walker			
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	CHEM	7 p/m \$75,000	Underway
			ABV, JB, CMB			
			Dwight Walker			
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	CHEM CHEM CHEM	38 days 15 days 15 days \$58,063	Completed
			Abdelkader Baouendi			
			Rachid Taleb			
			ABV, LWD, BD Dwight Walker Barry Hill			
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	CHEM	7 days \$4,077	Underway
			ABV			
			Dwight Walker			
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>	Stephen Latham	CHEM	65 days \$14,162	Underway
			ABV, JB			
			Dwight Walker			

# PRIDE DELIVERY ORDER (Buy-In) LIST

ANE-0178-Q-00-1047-00

AS OF: 07-Sep-94

DO #	Start & End Dates	Activity, Description, COUNTRY	Key DO Personnel,		Firm	Level of Effort		Current Status
			PRIDE Management Staff,	AID MANAGEMENT		Budget in DO (\$)	Authorized	
1	1/30/92 4/20/93	<b>Environmental Business Specialist</b> <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	<b>Environmental Water Quality Impact Assessment (Phase I) and Water Management Action Plan (Phase II) and Water Quality Assessment and Management Plan Workshop (Phase III)</b> <i>Egypt water quality technical and institutional study.</i> EGYPT	James Welsh (Phase I/II) Robert Kelly (Phase II) Khalil Mancy (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	<b>Water Management and Conservation Plan (Phase I) and Water Quality Improvement and Conservation Project Paper (Phase II)</b> <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	<b>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.</b> 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	<b>General Environmental Services</b> <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	Underway	
6	1/25/93 5/26/93	<b>Environmental Action Plan</b> <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  B-7	CHEM SAIC HBI		59 days \$65,334	Completed	

24

# PRIDE DELIVERY ORDER (Buy-In) LIST

ANE-0178-Q-00-1047-00

AS OF: 07-Sep-94

DO #	Start & End Dates	Activity, Description, COUNTRY	Key DO Personnel,		Firm	Level of Effort Budget in DO (\$) Authorized	Current Status
			PRIDE Management Staff,	AID MANAGEMENT			
7	6/10/93 12/31/95	<b>Science and Technology Cooperation Redesign</b> <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	Domenick Scarfo Avrom Bendavid-Val Eduardo Maal Ghassan Nakad ABV, BD RICHARD RHODA DWIGHT WALKER	CHEM CHEM HBI CHEM	103 days \$505,263	Task 1 Completed, Task 2 Remaining	
8	6/12/93 12/31/94	<b>Environmental Services</b> <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) JWS, JB, CMB RICK SCOTT	HBI CHEM CHEM HBI CSG	476.7 days \$527,636	Underway	
9	8/29/93 8/25/96	<b>Air Pollution Pre-Investment Analyses</b> <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	<b>Water Quality Monitoring and Information System</b> <i>To assist the Water Research Center to establish a water quality monitoring program, information processing system, and a public awareness program</i> EGYPT	Jane Harris John Woods JH, ABV, JB, AS DONNIE HARRINGTON	CHEM CHEM	16 pm LT (J. Harris) 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	<b>Programmatic Environmental Assessment</b> <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	Underway	

<b>TOTAL VALUE OF EXISTING DELIVERY ORDERS:</b>	<b>\$5,938,594</b>
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25

ANNEX C

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**BUDGET EXPENDITURES AND BALANCES**

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**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, and FY 93-94**

LINE ITEM	BUDGET	INVOICED 1st Project Year	INVOICED 2nd Project Year	INVOICED 3rd Project Year	INVOICED TOTAL	INVOICED TOTAL (%)	BALANCES
I. Salaries	\$1,056,429	\$250,833	\$312,036	\$294,499	\$857,368	81%	\$199,061
II. Fringe	\$184,040	\$55,258	\$85,391	\$70,840	\$211,489	115%	(\$27,450)
III. Overhead	\$750,616	\$185,117	\$259,620	\$204,966	\$649,703	87%	\$100,913
IV. Travel & Transport	\$340,000	\$98,835	\$85,074	\$28,096	\$212,005	62%	\$127,995
V. Allowances	\$0	\$0	\$0	\$0	\$0	N/A	\$0
VI. Other Direct Costs	\$281,986	\$80,351	\$105,545	\$88,451	\$274,347	97%	\$7,639
VII. Equipment	\$0	\$0	\$0	\$0	\$0	N/A	\$0
VIII. Training	\$67,500	\$0	\$0	\$0	\$0	0%	\$67,500
IX. Subcontracts	\$2,858,975	\$467,933	\$727,178	\$381,689	\$1,576,801	55%	\$1,282,174
X. G & A	\$189,452	\$38,931	\$52,964	\$34,656	\$126,551	67%	\$62,901
XI. Fixed Fee	\$354,522	\$72,872	\$100,761	\$68,288	\$241,922	68%	\$112,600
<b>TOTAL</b>	<b>\$6,083,521</b>	<b>\$1,250,131</b>	<b>\$1,728,570</b>	<b>\$1,171,485</b>	<b>\$4,150,185</b>	<b>68%</b>	<b>\$1,933,336</b>

BEST AVAILABLE COPY

**ANNEX D**

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**DISTRIBUTION OF CORE LOE BY COUNTRY**

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**ANNEX D**  
**DISTRIBUTION OF CORE LOE BY COUNTRY**

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The following table shows estimated use of core contract level of effort in person-months for activities directly supporting Near East 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 environmental program. Also, the estimates cover only the *core-funded* LOE of the three-member key staff and additional short-term core-funded 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 be reasonably estimated but are considerable.

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

Country	Core Staff*	Work Orders	Total
Morocco	14.1	13	27.1
Tunisia	8.0	20	28.0
Egypt	14.7	15	29.7
Jordan	10.4	16.9	27.3

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