GLOBAL BUREAU ENVIRONMENT CENTER
FY 2003

RESULTS REVIEW

March 30, 2001

USAID

Please Note:

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

Related document information can be obtained from:

USAID Development Experience Clearinghouse
1611 N. Kent Street, Suite 200
Arlington, VA 22209-2111
Telephone: 703/351-4006 Ext. 106
Fax: 703/351-4039
Email: docorder@dec.cdie.org
Internet: http://www.dec.org

Released on or after Oct. 1, 2003

Table of Contents

PART I: OVERVIEW 1

Summary of G/ENV Performance in FY 2000 1
Key Program Highlights 1
Table 1. Summary of G/ENV Performance in FY 2000 3
G/ENV Field Support 3
Table 2. Overview of FY 2000 G/ENV Field Support Value-Added Results 4
G/ENV Technical Leadership 4
Table 3. Overview of FY 2000 G/ENV Technical Leadership Value-Added Results 6
Programmatic Adjustments in Management of Activities 6
Key Factors Contributing to Successful Performance 6
Key Areas for Improvement 8

PART II: RESULTS REVIEW 10

SO1 (934-001): INCREASED AND IMPROVED PROTECTION AND SUSTAINABLE USE OF NATURAL RESOURCES, PRINCIPALLY FORESTS, BIODIVERSITY, FRESHWATER AND COASTAL ECOSYSTEMS, AND AGRICULTURAL LANDS 10
Summary 11
Key Results 11
Performance and Prospects 12
Value-Added Indicators 12
Programmatic Indicators 14
Possible Adjustments to Plans 15
Other Donor Programs 15
Major Contractors and Grantees 15
SO1 Performance Data Tables 16-18

SO2 (934-002): IMPROVED MANAGEMENT OF URBANIZATION IN TARGETED AREAS 19
Summary 20
Key Results 20
Performance and Prospects 22
Programmatic Indicator 22
Value-Added Indicators 22
Possible Adjustments to Plans 24
Other Donor Programs 24
Major Contractors and Grantees 24
SO2 Performance Data Tables 25

SO3 (934-003): INCREASED, ENVIRONMENTALLY SUSTAINABLE ENERGY PRODUCTION AND USE 26
Summary 27
Key Results 27
Performance and Prospects 29
Value-Added Indicators 29
Programmatic Indicators 31

Management Issues and Prospects 32
Possible Adjustments to Plans 32
Other Donor Programs 33
Major Contractors, Cooperators, and Grantees 33
SO3 Performance Data Tables 34-36

SpO1: Agency Climate Change Program Effectively Implemented 37
Summary 38
Key Results 39
Performance and Prospects 40
Value-Added Indicators 40
SpO and IR Indicators 41
Possible Adjustments to Plans 42
Other Donor Programs 42
Major Contractors and Grantees 42
SpO1 Performance Data Tables 43-47

Annexes

Annex A: Results Frameworks
Part A. Results Framework A-1
Part B. New Indicator Reporting A-3

Annex B: Environmental Compliance
SO1 ..... B-1
SO2 ..... B-1
SO3 ..... B-2

Annex C: Global Climate Change
SO1 ..... C-1
SO2 ..... C-4
SO3 ..... C-7
SpO1 ..... C-10

Annex D: Intermediate Results (IR) Reviews

Annex E: Success Stories
SO1 Success Stories E-1
SO2 Success Stories E-1
SO3 Success Stories E-2
SpO1 Success Stories E-3

Annex F: G/ENV Customer Survey
Summary G/ENV Customer Survey 2000 ..... F-1

Annex G: Non-Presence Country Reporting

Summary Table of G/ENV Reporting G-1

GLOBAL BUREAU ENVIRONMENT CENTER
FY 2003

RESULTS REVIEW

PART I: OVERVIEW

Summary of G/ENV Performance in FY 2000

As USAID positions itself to meet development challenges and opportunities in the new century, the Global Environment Center (G/ENV) continues to provide technical and programmatic environmental leadership and support to the Agency, its country programs, and its domestic and international development partners. FY 2000 marked the sixth year of G/ENV's current strategic plan. First developed in FY 1995, the plan called for G/ENV to pursue three Strategic Objectives (SOs) (formerly known as Strategic Support Objectives):

1. SO1 – Increased and Improved Protection and Sustainable Use of Natural Resources
2. SO2 – Improved Management of Urbanization in Targeted Areas
3. SO3 – Increased, Environmentally Sustainable Energy Production and Use

In FY 1998, the Center added a Special Objective (SpO) to support USAID's Climate Change Initiative: SpO 1 – *Agency Climate Change Program Effectively Implemented*.

In FY 2000, G/ENV fulfilled its role as USAID's principal in-house source of technical assistance, field support, policy and strategic leadership, and management support for the environment. As Table 1 suggests, G/ENV achieved tangible results and promoted long-term development processes to address a number of critical global, regional, and local environmental threats.[1] Key factors that contributed to the Center's successful performance included: (1) increased outreach and technical support to the field; (2) further development and growth of efficient contract vehicles; and (3) expanded participation with the U.S. government (USG), nongovernmental organizations (NGOs), and private sector partners (For further details, please see the Key Factors Contributing to Successful Performance section below.) Key factors that need to be addressed in the future by the Center include: (1) increasing funding for innovative programs, (2) enhancing coordination with the field, and (3) expanding reach and influence over USAID policy and guidance. (For further details, please see the Key Areas for Improvement section below.)

Key Program Highlights

- *SO1 exceeded both its SO-level and value-added performance targets in FY 2000.* The Office of Environment and Natural Resources achieved significant results in FY 2000. For example, the SO1 Team took on a more prominent role in the Center, working with partners from all over the world on the development of water resources strategies, including a program to help design transboundary resource management efforts in the Central Asian Republics. In addition, the SO1 Team oversaw the management of more than 33 million hectares of improved habitat, an increase of approximately 15 percent from FY 1999. FY 2000 also demonstrated successful results for year one of the Team's recently launched mechanism, a Leader with Associates Cooperative Agreement called the Global Conservation Program (GCP). The six partners that comprise the GCP have developed strategies that address a wide

[1] G/ENV measures and assesses much of its performance based on findings from two categories of indicators. *Program indicators* measure the field-based environment and development results achieved in collaboration with a broad array of partners, including Agency Missions and Bureaus. *Value-added* indicators capture the Center's role within USAID as a provider of field-level technical assistance, management support, procurement mechanisms, and policy and strategic leadership within the Agency as well as on behalf of the Agency in relation with other U.S. government entities and at international venues.

range of external threats to biodiversity loss through integrated approaches to conservation at the landscape level.

- *SO2 exceeded both its SO-level and value-added performance targets in FY 2000.* Although the budget for the Office of Environment and Urban Programs has been straight-lined for the past several years, the 44 percent decrease in funding since FY 1997 has forced the Team to scale down its programs. While the Team far exceeded its target in FY 2000 by assisting 175,599 households, the imminent termination of the urban environment (UE) credit subsidy appropriation means the Team will no longer register high numbers of beneficiary households gaining access to improved shelter and environmental infrastructure.
- *SO3 exceeded both its SO-level and value-added performance targets in FY 2000.* In FY 2000, the Office of Energy, Environment, and Technology worked in more than 30 developing countries, helping them restructure their power sectors, improve industry and household energy efficiency, stimulate public and private sector participation and investment in energy projects, and raise economic performance in their energy sectors. As a measure of the Team's success, during the year, 31 Missions channeled approximately $36 million into the Energy Technical Assistance Indefinite Quantity Contract (IQC), helping it reach the $170 million mark within its third year. (A new RFP for the Energy IQC is expected to be awarded in early FY 2002.) In addition, the Team initiated a strategic review of its programs and structure to more accurately articulate and implement energy and development linkages, and in the process integrated the Urban Reduction Program.
- *SpO1 was on track for its SO-level performance targets and exceeded its value-added indicator targets in FY 2000.* For the Global Climate Change Team, FY 2000 marked the second year for reporting results under the Center's Special Objective for Climate Change (SpO1). Based on Agency-wide reporting trends under the Climate Change Initiative (CCI), and general improvements in SpO1 Team support for Agency and international climate change activities, the Agency Climate Change Program exceeded or was on track to meet its SO-level performance targets and exceeded its value-added targets. Also significant is the fact that FY 2000 marked the first year the Global Climate Change Team was fully staffed, up from two full-time staff members to four. The additional staff helped broaden the Team's ability to address technical climate change issues and provide additional support to the field. For example, in FY 2000, the Team almost doubled the number of capacity building activities and institutions strengthened worldwide, as compared to FY 1999.

Table 1. Summary of G/ENV Performance in FY 2000

Overall Performance Rating		SO-Level and Value-Added Indicator Ratings	
SO1: Increased and Improved Protection and Sustainable Use of Natural Resources	Exceeded	Hectares under Improved Management	Exceeded
		Hectares under Effective Management	Exceeded
		Number of Policy Successes	Exceeded
		Value-Added Indicators for Field Support, Agency, and International Leadership	Exceeded
SO2: Improved Management of Urbanization in Targeted Areas	Exceeded	Households Benefiting from Improved Urban Environmental Services	Exceeded
		Value-Added Indicators for Field Support, Agency, and International Leadership	Exceeded
SO3: Increased, Environmentally Sustainable Energy Production and Use	Exceeded	Increased Energy Efficiency	Exceeded
		Increased Use of Renewable Energy Resources	Exceeded
		Clean Energy Production and Use	Exceeded
		Reduced Urban Pollution	Exceeded
		Value-Added Indicators for Field Support, Agency, and International Leadership	Exceeded
SpO1: Agency Climate Change Program Effectively Implemented	Exceeded	Effective Management and Technical Leadership of the USAID Climate Change Initiative Sustained	On Track
		Developing and Transition Country Participation in UNFCCC Strengthened	Exceeded
		Value-added Indicators for Field Support, Agency, and International Leadership	Exceeded

G/ENV Field Support in FY 2000

Technical Assistance to the Field. In FY 2000, the Center delivered 3,103 days of in-country technical assistance, as compared to 1,898 days last year. This increase is primarily attributable to the fact that FY 2000 marked the first time the SO2 Team included RUDO in-country field support for this analysis. Although this change in methodology accounts for the bulk of the increase, further analysis also reveals that the Center's other Teams all increased their in-country technical field support as well. It should also be noted that G/ENV broadened its overall reach during the year, supplying in-country technical assistance to 56 Missions as compared to 43 last year. The SpO1 had the largest increase in the number of Missions it provided in-country technical assistance to during the year: 11 as opposed to six in FY 1999. This increase was primarily due to a doubling of the Team's staff and the continued maturation of the program.

Procurement Vehicles. During the course of the FY, G/ENV received several large obligations for IQC task orders and saw an increase in the overall number of procurement vehicles used by Missions. For example, in FY 2000, more than $137.6 million was channeled through the Center's procurement mechanisms from 51 Missions, as compared to figures of $105 million and 49 Missions in FY 1999. While the SO3 Team had the largest amount of money channeled through its procurement mechanisms at $54.1 million, the SO1 Team had the largest increase in the number of procurement vehicles used, with $52.7 million going to 35 Missions, an increase in funds of 33 percent over last fiscal year. This increase was due primarily to the fact that FY 2000 marked the first full program year in which the Water IQC was accessible.

During the year, the Center provided technical assistance to the majority of USAID Missions with environmental SOs. For example, G/ENV provided in-country technical assistance to approximately 80 percent of Agency Missions with either primary or secondary environment SOs. However, when analyzing support provided by G/ENV to Missions with primary environment SOs, the coverage rate jumps to nearly 90 percent. In comparing both technical assistance to the field and procurement vehicle value-added data, it is interesting to note that more than 80 percent of the Missions using G/ENV procurement vehicles also received in-country assistance from G/ENV staff, very often from more than one SO Team. This indicates that the majority of Missions that channeled funds to the Center also sought assistance from the Center for technical services.

Table 2. Overview of FY 2000 G/ENV Field Support Value-Added Results

	FIELD SUPPORT*			
	Indicator 1: Technical Assistance to the Field		**Indicator 2: G/ENV Procurement Vehicles Utilized by Missions**	
SO/SpO Team	**Number of Missions and Bureaus**	**Person-Days**	**Number of Missions and Bureaus**	**($ Millions)**
SO1	25	486	35	$52.7
SO2	36	2,022**	15	$19.3
SO3	23	427	31	$54.1
SpO1	11	61	0	$0.0
Cross-Cutting* **	11	100	11	$11.5
Total	**56**	**3,095**	**51**	**$137.6**

* See individual SO Team summaries for further details (including target figures).
** This figure includes support provided by RUDO staff to their home Missions. (Total SO2 in-country technical assistance includes: 292 days of Washington-based staff TDYs, 370 days of RUDO TDYs, and 1,360 days of RUDO home Mission program support).
*** Includes those task orders that cut across two or more SOs, such as the Environmental Policy IQC.

G/ENV Technical Leadership

Agency Leadership. In FY 2000, the Environment Center advanced 95 Agency policy initiatives and programs in support of the Agency's environmental goals, an increase from last year's figure

of 94. The SpO1 Team doubled the number of Agency policies and programs it influenced, with six in FY 2000, as opposed to three in FY 1999. This increase can be attributed to the Team's efforts to establish cross-sector synergies, link resources across a range of Agency programs and activities, and develop the key working relationships in just its second year of reporting.

The contributions made in FY 2000 by the Environment Center reflected the varied nature of the Agency's work. For example, the SO1 Team provided Agency leadership by working closely with the World Forestry Institute, which improved understanding of technical training and research opportunities available through the Institute and other world-renowned partners for USAID forestry personnel. In FY 2000, the Center's SO2 Team continued to take the lead for development of the Agency's "Making Cities Work" strategy — in the process, helping promote a more cross-sectoral approach to urban issues in the Agency. In addition, the Center's SpO1 Team helped develop and disseminate Agency-wide guidance in support of the Climate Change Initiative on compliance with Congressional requirements regarding "implementation" of the Kyoto Protocol in USAID programs and on the approach for Missions and regional programs to develop climate change strategies. Finally, the SO3 Team supported the efforts of the USAID/ Nepal's Mission to include renewable energy interventions in its strategy; through technical assistance provided subsequently by the Team, the Mission designed and developed a hydro-power program for Nepal.

As in the past, the Center continued to ensure that the Agency maintained a world-class staff trained to meet the development challenges of the future. In FY 2000, G/ENV oversaw the orientation and training of five new entry environmental professionals (EnviroNEPs) while selecting an additional five for training in FY 2001. During the course of FY 2000, three of the newly trained EnviroNEPs were placed in overseas field posts, while another EnviroNEP is expected to move into a field posting in FY 2001. It should be noted that the Center's FY 2000 staff technical training — a technical training workshop on global climate change — was rescheduled for FY 2001 to take advantage of the lessons learned from the sixth Session of the UNFCCC Conference of the Parties, COP 6 in The Hague.

In addition, the Center continued to expand and improve its outreach, especially in provision of access to both Agency and G/ENV Web sites. For example, the Center enhanced and restructured the Agency's public environment site (which had not been significantly altered during the previous five years) and upgraded its "Making Cities Work" Internet site. The Center also expanded and improved its Intranet site, providing Missions greater access to technical and programmatic environmental information. Looking ahead, the Center plans to begin to use specialized software to analyze Web site visitation trends to better gauge and address customer needs.

International Leadership. Reflecting its expertise in the international arena, the Environment Center influenced 114 international policies, strategies, programs, and projects in FY 2000, as compared to 86 last FY. The SO1 Team had the largest increase in the number of international policies and programs influenced: 44 in FY 2000 compared to 27 in FY 1999 (a 63 percent increase). This improvement was due primarily to the maturation of the Team's working relationships with partners from around the world.

Throughout the year, G/ENV staff played prominent roles — often leading U.S. delegations — at international negotiations and meetings. For example, the Center's SO1 Water Team represented the United States in the Ministerial Conference of the 2nd World Water Forum, which was attended by more than 140 national delegations and numerous donors, NGOs, and private sector representatives. At this seminal event, a non-binding declaration was issued calling for increased water security in the 21st century.

Table 3. Overview of FY 2000 G/ENV Technical Leadership Value-Added Results

	Technical Leadership*	
	Indicator 3: G/ENV's Agency Technical Leadership	**Indicator 4: G/ENV's International Technical Leadership**
SO/SpO Team	**Number of Agency Policies and Programs Influenced**	**Number of International Policies and Programs Influenced**
SO1	24	44
SO2	34	32
SO3	25	6
SpO1	6	25
Cross-Cutting	6	7
Total	**95**	**114**

* See individual SO Team summaries for further details (including target figures).

Programmatic Adjustments in Management of Activities

In FY 2000, three of the Environment Center's SO Teams underwent significant restructuring. With the imminent termination of resource appropriations for the UE credit subsidy, the SO2 Team is in the process of implementing its "Making Cities Work" strategy, and it is adjusting its results framework accordingly. Similarly, the SO3 Team began adjusting its programmatic framework in FY 2000. The focus is to develop a new SO and Intermediate Results that articulate more clearly the linkages between energy services and the Agency's four strategic areas to achieve sustainable development. (In FY 2001, the SO3 Team will develop revised performance measures, baselines, and targets, according to Agency guidelines.) In addition, the SO1 Forestry Team reviewed its portfolio of activities and targets; it plans to revise its performance-monitoring plan in FY 2001 accordingly.

Key Factors Contributing to Successful Performance

Flexible Contract Vehicles. A significant trend over the last few years has been the sharp increase in funding channeled through the Center's various procurement mechanisms, especially IQC task orders. In FY 2000, G/ENV saw an increase in the number and value of task orders to its IQC. The reason for this is that these task orders are a rapid response mechanism that gives G/ENV the flexibility to precisely meet "customer" needs and provide technical assistance at lower administrative costs. For example, in its first full year of operation, the Water IQC proved a popular vehicle for Missions investing in integrated water resources management programs. In

FY 2000, the Water IQC channeled approximately $28 million from 11 Missions and Bureaus, as opposed to $4.5 million from three Missions in FY 1999. In only its second year of operation, the Sustainable Urban Management IQC awarded 40 new task orders (up from 16 the previous year), increasing the value of these services from $4.3 million (FY 1999) to $19.3 million (FY 2000). In addition, in just its third year, 31 Missions channeled $35.9 million into the Energy and Environment IQC. Finally, another measure of success of the IQC contracting mechanism is the fact that through FY 2000, the Environmental Policy and Institutional Strengthening (EPIQ) IQC had signed 63 task orders totaling $97.4 million dollars, almost realizing its ceiling of $100 million.

Expanded Partnerships with U.S. Government Agencies, Other Donors, the Private Sector, and NGOs. In FY 2000, several Center Teams worked with counterparts at the U.S. Department of State's Bureau of Oceans and International Environmental and Scientific Affairs (OES). In addition, as the result of a first-ever joint meeting between OES and Center staff to review and discuss joint programming possibilities, both parties have begun to develop a closer working relationship to promote joint strategic planning. The Center also signed a number of interagency agreements throughout the FY, in the process forging new working relationships with such partners as the U.S. Department of Energy (DOE), USEPA, and the Forest Service. For example, G/ENV signed an agreement to partner with National Oceanic and Atmospheric Administration (NOAA) on the Water Support Program (WASP), with $1.3 million in field support going to the Central Asian Republics, Latin America, and the Caribbean for flood forecasting and hydrological monitoring.

The Center also worked closely with the World Bank in FY 2000. For example, G/ENV participated in the "Cities Alliance" initiative, a donor consultative group coordinated by the World Bank and the United Nations Center for Human Settlements (UNCHS-Habitat) that emphasized the creation of "city development strategies" and slum upgrading. This alliance affords the SO2 Team the opportunity to use its field presence in conjunction with multilateral and bilateral partners to scale-up city-specific and national programs that address important urban challenges. The SO3 Team also partnered with the Bank and Winrock International, installing 162 megawatts of grid-connected renewable energy projects in Brazil, Guatemala, Honduras, India, Indonesia, Nepal, Nicaragua, and the Philippines.

In FY 2000, G/ENV continued to work closely with the private sector. A good example of this partnership is the Technology Cooperation Agreement Pilot Project (TCAPP), which engaged more than 400 U.S. and international business representatives to collaborate on new clean energy investments in Brazil, Egypt, Kazakhstan, Mexico, and the Philippines. The TCAPP also facilitated nine new investment projects in clean energy (expected to yield up to $100 million in new investment deals for U.S. businesses and to reduce up to 200,000 tons of carbon emissions per year). In addition, in collaboration with the U.S. Energy Association, the Center helped establish seven new partnerships between U.S. companies and the countries of Brazil, Central America, the Dominican Republic, Ghana, Guatemala, India, and Indonesia.

In addition, all of the Environment Center's SO Teams worked extensively with dozens of NGOs in countries around the world in FY 2000. The partnership between G/ENV and these various organizations continues to be fundamental to the Center's development objectives. For example,

the SO3 Team initiated and continues to partner with the National Network of Civil Organizations for Renewable Energy (RENOVE) on rural development projects in Brazil. This program unites 18 Brazilian NGOs engaged in rural development to work together to address issues as diverse as energy; health; education; natural resources preservation and management; and capacity building, including leadership training. In the future, the Center looks forward to extending its network of international and local-level NGO partners.

Key Areas for Improvement

For the third consecutive year, G/ENV administered a survey to USAID Missions in order to gain insight and feedback on its overall reach and performance. As with the previous two years, respondents scored the Center's services highly: Overall, the effectiveness of G/ENV's services and assistance ranked higher this year than last year. For example, 75 percent of the respondents scored G/ENV's assistance as meeting or exceeding its objectives as compared to 69 percent last year.[2] Respondents ranked G/ENV's greatest strengths as: (1) provision of relevant technical assistance, (2) provision of efficient contracting vehicles, and (3) dissemination of environmental information. This correlates positively with both the Center's areas of emphasis and the findings outlined above.

Although the Center scored well on the survey administered to the field, Missions did identify three key areas for improvement: (1) increasing G/ENV funding for innovative programs, (2) enhancing G/ENV's coordination with the field, and (3) expanding G/ENV's reach and influence over USAID policy and guidance. As with previous years, the Center will use this input to improve its overall performance.

[2] For further information, please see Annex F: G/ENV FY 2000 Customer Survey.

GLOBAL BUREAU ENVIRONMENT CENTER
FY 2003

RESULTS REVIEW

PART II: RESULTS REVIEW

SO Text for SO: 934-001 Increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, freshwater and coastal ecosystems, and agricultural lands

Country/Organization: Center for Environment

Objective ID: 934-001

Objective Name: Increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, freshwater and coastal ecosystems, and agricultural lands

Self Assessment: Exceeding Expectations

Primary Links to Agency Strategic Framework: (Please Assign Percentages, Total Equals 100):

0% 1.1 Critical private markets expanded and strengthened
0% 1.2 More rapid and enhanced agricultural development and food security encouraged
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
0% 2.2 Credible and competitive political processes encouraged
0% 2.3 The development of politically active civil society promoted
0% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
0% 4.5 The threat of infectious diseases of major public health importance reduced
10% 5.1 Threat of global climate change reduced
50% 5.2 Biological diversity conserved
0% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
40% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals (optional): Environment

Strategic Objective 1 (934-001-01): Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

Summary

The SO1 exceeded its performance targets for FY 2000. The SO1 Team exceeded all targets for its programmatic indicators: *area under improved management*, *effective management*, and *number of policy successes*; and also met or exceeded its four value-added targets measuring *days of technical assistance*, *Mission or Bureau utilization of G/ENV's funding mechanisms*, and SO1 *agency* and *international leadership*. The current level of success of the intermediate results (IR) programs indicates that SO1 will meet or exceed FY 2001 performance targets.

The SO1 Team seeks to increase the protection and sustainable use of natural resources, principally forests, biodiversity, freshwater and coastal ecosystems, and agricultural lands. The SO includes four intermediate results: biodiversity conservation, sustainable forest management, environmental education and communication, and coastal and freshwater resources management. In addition, SO1 co-manages a sustainable agriculture and environment program with the Office of Agriculture and Food Security in the Center for Economic Growth and Agricultural Development (EGAD). The SO1 Team directly supports USAID's strategic and long-term goal of *protecting the world's environment for long-term sustainability*. Through SO1 staff and its partners, sustainable natural resource management has been promoted in more than 35 countries this year. Experience has shown that countries that develop and implement effective resource management plans, which involve local communities in decision making, are more likely to develop sustainable economies and fully functioning democracies. As a result, citizens of all countries, including the United States, benefit from safeguarding the world's biodiversity and sustainably managing natural resources.

Key Results

The SO1 Team Integrates Gender Issues in its Programs. Several G/ENV partners have been actively working to integrate gender issues into their conservation programs. Training workshops have been organized to sensitize the international community on the importance of integrating gender issues into environmental management practices, specifically by increasing participation of women at all levels of project development and implementation. Examples by program area may be found in the IR Annexes.

Effective Management of Biologically Rich Areas Involving Local Communities. Through the efforts of a G/ENV Global Conservation Program (GCP) partner in Kenya, 81,300 hectares of game reserves, ranches, and communal lands have reached effective management status. This G/ENV partner has played a crucial role in developing positive relationships among stakeholders, facilitating meetings, and developing formalized agreements to achieve sustainable wildlife-based economic development in the region.

Post-Hurricane Mitch Reconstruction Support in Central America. The Forestry Team, in cooperation with its U.S. Department of Agriculture (USDA) Forest Service (FS) partner, dedicated tremendous resources in responding to the devastation following Hurricane Mitch.

This expanded Forestry Team (USAID-FS) contributed technical expertise in conducting rapid assessments and training, facilitating, reconstruction, rehabilitation, and reforestation efforts. In addition, the USAID-FS provided the necessary support to build and strengthen local communities' and institutions' technical and planning capacity. Additionally, they provided assistance in the reconstruction of infrastructure assistance to help mitigate impacts and damages of future environmental disasters in the region.

Development of a 7-Month National Mass Communications Media Campaign on the Importance of the Panama Canal Watershed. In coordination with an inter-institutional team from the Panama Canal Authority and the National Environmental Authority (ANAM), GreenCOM/ Panama helped design the basic concepts and specific contents of a 7-month national mass communications campaign on the importance of the Panama Canal Watershed. The campaign was instrumental in educating Panamanians on the importance of watersheds along the Canal. The campaign's success will be replicated in a second phase of the program, which is currently being prepared.

Assistance for Framing National Coastal Policy in Indonesia and Tanzania. The IR1.4 Team's Coastal Resources Management (CRM) II program provided critical technical assistance for framing and developing a national coastal policy and program to support and facilitate Indonesia's transition to a "prospering and democratic nation" (Government of Indonesia). Additionally, in Tanzania, CRM II implemented a policy and program formulation process to promote a National Coastal Policy that is expected to receive approval by the national government. Through communications and collaboration with the Tanzania Coastal Management Partnership, this policy is now being implemented in local districts. In addition, IR1.3's GreenCOM Coastal Environmental Awards Scheme Program has been instrumental in educating more than 26,000 people in six districts on coastal resource management issues, and will be expanded to all 13 districts in the future.

Performance and Prospects

The SO1 annual performance is measured by both the Center-wide value-added indicators and by programmatic indicators, developed by the IR teams.

Value-Added Indicators

Indicator 1: Field-based assistance (TDYs) provided in response to Mission/Bureau requests. The SO1 Team conducted a total of 486 days of technical assistance to 25 Missions, exceeding its target of 452 days for the year. Team members also gave technical assistance to Missions and Bureaus without going on TDY overseas. The IR1.1 Team contributed the most time to technical assistance to Missions and Bureaus around the world, a total of 185 days, 38 percent of the SO's total TDY. Targets for FY 2001 and beyond have been adjusted based on actual levels reported in FY 1999 and FY 2000.

SO1 Contribution to Center-Wide Value-Added Results

Indicator		Year						
		1997	**1998**	**1999**	**2000**	**2001**	**2002**	**2003**
Indicator 1: Technical Assistance to the Field (a. No. of Missions and Bureaus; b. Person-days)	Planned	Baseline	a. 31 b. 550	a. 31 b. 550	a. 25 b. 452	a. 25 b. 452	a. 25 b. 452	a. 30 b. 452
	Actual	a. 31 b. 550	a. 28 b. 399	a. 30 b. 452	**a. 25** **b. 486**			
Indicator 2: G/ENV Procurement Vehicles Utilized by Missions (a. No. of Missions; b. value in millions USD)	Planned	Baseline	a. 16 b. 25.29	a. 16 b. 25.29	a. 33 b. 39.5	a. 33 b. 39.5	a. 33 b. 39.5	a. 33 b. 39.5
	Actual	a. 16 b. 25.29	a. 26 b. 33.1	a. 33 b. 39.5	**a. 35** **b. 52.7**			
Indicator 3: No. of Agency Policies and Programs	Planned	Baseline	35	35	24	24	24	24
	Actual	35	14	24	**24**			
Indicator 4: No. of International Policies and Programs	Planned	Baseline	46	46	27	27	27	27
	Actual	46	18	27	**44**			

Indicator 2: Mission buy-ins, add-ons, OYB transfers, IQC task orders. This indicator is one of the most direct measures of the value-added performance of the Center. The SO1 Team exceeded both targets: for the *number* of USAID operating units accessing these mechanisms (35 compared to the target of 33) and the *total value* ($52.7 million compared to a target of $39.5 million). Through the Center's contract and buy-in mechanisms, Missions from Africa, Asia, and Latin America were able to undertake sector-specific and cross cutting activities, such as Alternative Agriculture Program Design in Colombia and Water/Energy Nexus Program Design in India. Of the total SO1 buy-ins by Missions and Bureaus, the largest were from USAID/Jordan and USAID/Morocco, both accessing the Water IQC. FY 2000 saw an increase in the number and value of buy-ins to IQCs. This increase accounted for more than $39 million, as opposed to $19.2 million contributed in FY 1999. Of this total, more than $2.2 million worth of buy-ins are attributed to the EPIQ IQC and another $150,000 to the Rural and Agricultural Incomes in a Sustainable Environment (RAISE) IQC. The Water IQC, which incorporates $28 million alone — 71 percent of the total contributed by all IQCs — proved exceptionally popular. The Forestry Team, through its partnership with the USDA Forest Service received $2.5 million of buy-ins and leveraged $3.5 million from the Forest Service.

Indicator 3: Number of USAID policies, strategies, and programs reflecting G/ENV leadership. There were 24 activities of Agency leadership in FY 2000. Examples of the Team's Agency-wide leadership efforts include the provision of technical expertise that proved to be highly valuable in helping the USAID/Philippines Mission develop its environmental prioritization of protected areas. Team members also provided significant input for the development of water resources strategies, programs, and activities. These included helping design transboundary resource management efforts in the Central Asian Republics (CAR) and Southern Africa, and integrated river basin management in Morocco. Staff also provided significant support in developing a concept paper exploring cross-cutting water-energy activities in India.

Indicator 4: Number of international policies, strategies, programs, and project influenced by G/ENV leadership. There were 44 activities of international leadership by the SO1 team in FY 2000, surpassing the target of 27. These activities focused on issues that are of high priority to the U.S. Government, one of the most significant being IR1.3 assistance in implementing water conservation strategies as part of the Middle East peace process. The SO1's leadership on desertification and its impact on biodiversity loss in semi-arid and sub humid ecosystems was demonstrated when an IR1.1 staff member joined a U.S. Delegation to the Third Conference of Parties of the United Nations Convention to Combat Desertification (CDD) in Recife, Brazil. In FY 2000, SO1 staff and representatives from the U.S. Department of State formed the U.S. delegation to the Second World Water Forum and Ministerial Conference attended by more than 140 national delegates and numerous donors, NGOs, and private sector representatives. The SO1 staff was instrumental in developing background documents for the event and supporting U.S. contributions to the Ministerial Declaration on achieving global water security that was approved by attending leaders.

Programmatic Indicators

The SO1 monitors program performance through three indicators: (1) cumulative area of habitat under improved management, (2) cumulative area of habitat under effective management (a higher standard), and (3) improvements in conservation as a result of strengthened policy.

Indicator 1: Area of biologically important habitat under improved management. The SO1 Team exceeded its target for area of land under improved management, reporting 33,066,874 hectares for FY 2000 in 22 countries around the world. Land areas are reported by country in the accompanying performance data table. Overall, SO1's community-based natural resource management activities have been highly successful this year. Integrated coastal management activities were expanded to the Gulf of California region as part of the Mexico CRM II effort. Details by program area may be found in the IR Annexes.

Indicator 2: Area of biologically important habitat under effective management. The SO1 Team surpassed the FY 2000 target for area of land under effective management by more than 150,000 hectares, reaching a total of 1,491,303 hectares (cumulative) for the year. Effective management is a higher standard than "improved." Areas under effective management were reached this year in Mexico, Brazil, Kenya, Zambia, Zimbabwe, Tanzania, and Mozambique, and are reported in the indicator table found in this section. Details by program area may be found in the IR Annexes.

Indicator 3: Number of policy successes. The G/ENV-funded programs surpassed the target for new policy successes in FY 2000 by reaching 15 policies. The Declaration of the Xcalak National Park in Quintana Roo, Mexico, is one example of the policy successes achieved by the SO in FY 2000. This is the first National Marine Park to be declared by a community rather than by the federal government in Mexico. The decree culminated four years of hard work by the community of Xcalak with CRM II support.

Possible Adjustments to Plans

The Forestry Team is reviewing extensively its portfolio of activities and targets, following a lengthy consultative "rethinking" process with forestry stakeholders and partners. The Center established and administratively supported the Secretariat for the Tropical Forest Conservation Act and the Enterprise for the Americas Initiative, which have the potential of fostering future partnerships and opportunities for G/ENV.

Other Donor Programs

The SO1 programs focus on major conservation initiatives with U.S. government agencies (e.g., NOAA, the Department of State, the USDA Forest Service, and the U.S. Fish and Wildlife Service), other national governments, leading NGOs, and international organizations, such as the International Tropical Timber Organization, United Nations agencies, and the World Bank. See IR Annexes for details on specific programs.

Major Contractors and Grantees

The SO1 development partners include private voluntary organizations (PVOs) and NGOs based in the United States. Among these are Conservation International (CI), The Nature Conservancy (TNC), Tropical Forest Foundation (TFF), the World Wildlife Fund (WWF), and others; host country NGOs; academic and research centers (the University of Rhode Island, the Academy for Educational Development, and others); and consulting firms (Associates in Rural Development, Development Alternatives, Inc., PA Consulting Group, Chemonics International, and others). Other U.S. government agencies include the Department of Interior, NOAA, the USDA Forest Service, and the Department of State.

Performance Data Table
Fiscal Year: FY 2003

Objective Name: Increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, freshwater and coastal ecosystems, and agricultural lands
Objective ID: 934-001
Approved: 2/18/98 Country/Organization: G/ENV/ENR
Result Name: Increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, freshwater and coastal ecosystems, and agricultural lands
Indicator: Area of habitat (terrestrial and aquatic) under improved management
Disaggregated By:

Unit of Measure: Hectares (ha)

Year	Planned	Actual
1996	Baseline	11,225,200
1997	11,732,777	12,141,977
1998	12,810,762	14,206,041
1999	16,063,507	26,513,511
2000	29,149,500	33,066,874
2001	44,835,803	
2002	TBD	
2003	TBD	

Source:
Reports from partners

Indicator/Description:
Biologically important habitat (terrestrial and aquatic) is considered under improved management when any of the following steps in site management occurs: site assessment is completed, site or action plan is developed; institutional or community capacity is strengthened; a legal framework is in place; site management activities are initiated; or monitoring and evaluation is initiated.

Results are cumulative.

COMMENTS:	
El Salvador	1,973
Guatemala	2,720
Honduras	3,120
Ecuador	3,703
Nepal	2,990
Panama	12,000
Philippines	16,000
Jamaica	18,760
Nicaragua	43,750
Dominican Republic	76,600
Kenya/Tanzania/Zimbabwe/Zambia/Mozambique	148,800
Guyana	200,000
Indonesia	203,400
Papua New Guinea	267,000
Mexico	725,050
Brazil	513,933
Republic of Congo	716,264
Russia	3,598,300
Total	33,066,874

Performance Data Table
Fiscal Year: FY 2003

Objective Name: Increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, freshwater and coastal ecosystems, and agricultural lands
Objective ID: 934-001
Approved: 2/18/98 Country/Organization: G/ENV/ENR
Result Name: Increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, freshwater and coastal ecosystems, and agricultural lands
Indicator: Area of habitat under effective management
Disaggregated By:

Unit of Measure: Hectares

Year	Planned	Actual
1996	Baseline	463,010
1997	630,000	872,070
1998	997,829	1,148,263
1999	1,205,363	1,273,233
2000	1,330,860	1,491,303
2001	1,338,300	
2002	1,145,000	
2003	TBD	

Source:
Reports from partners and cooperators

Indicator/Description:
Two key conditions must be met for areas to be considered under effective management: (1) habitat quality is maintained or improved and/or the rate of habitat degradation is reduced; and (2) institutional ability to monitor and respond to threats and opportunities (adaptive management) is demonstrated.

Results are cumulative.

Comments:

India	970
Kenya/Mozambique/Tanzania/Zimbabwe/Zambia	217,100
Total	218,070

Performance Data Table
Fiscal Year: FY 2003

Objective Name: Increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, freshwater and coastal ecosystems, and agricultural lands
Objective ID: 934-001
Approved: 2/18/98 Country/Organization: G/ENV/ENR
Result Name: Increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, freshwater and coastal ecosystems, and agricultural lands
Indicator: Documented improvements in biodiversity conservation as a result of strengthened policies or improved policy implementation
Disaggregated By:

Unit of Measure: Number of policy successes

Year	Planned	Actual
1996 (B)	Baseline	18
1997	16	10
1998	12	15
1999	24	22
2000	12	15
2001	15	
2002	8	
2003	TBD	

Source:
Reports from partners and cooperators

Indicator/Description:
Policies include laws, regulations, decrees, and agreements, which support the conservation and management of biodiversity. Policies can be designed and implemented at local, regional, national, and international levels. Internal policies of conservation NGOs would not be included in this total. Policy successes are documented examples where G/ENV-supported efforts to improve policies or policy implementation have directly contributed to on-the-ground biodiversity conservation. Results are number of new policy successes for that year, i.e., the reported figure is not cumulative.

Comments:
Tanzania, Wildlife Management Policy
Tanzania, Local District Bylaws
Southern Africa, (Regional) SADC Regional Wildlife Policy
Zambia, Wildlife Authority Act
Nepal, Formed and Strengthened Forest User Groups
Mexico, Stopped Illegal Logging
Mexico, Xcalak Marine Park Authorization (1)
Mexico, Bahia Santa Maria, Declaration of Culiacan (10)
Indonesia, Blongko Village Level ICM Plan (2)
Indonesia, Blongko Community Based Marine Sanctuary Village Level Ordinance (3)
Indonesia, Talise Village Level ICM Plan (4)
Indonesia, Talise Community Based Marine Sanctuary Village Level Ordinance (5)
Indonesia, Bentenan-Tumbak Village Level ICM Plan (6)
Indonesia, Tumbak Communita Based Marine Sanctuary Village Level Ordinance (7)
Indonesia, LamPung Provincial Strategic Plan (9)

SO Text for SO: 934-002 Improved management of urbanization in targeted areas

Country/Organization: Center for Environment

Objective ID: 934-002

Objective Name: Improved management of urbanization in targeted areas

Self Assessment: Exceeding Expectations

Primary Links to Agency Strategic Framework: (Please Assign Percentages, Total Equals 100):

5% 1.1 Critical private markets expanded and strengthened
0% 1.2 More rapid and enhanced agricultural development and food security encouraged
5% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
0% 2.2 Credible and competitive political processes encouraged
0% 2.3 The development of politically active civil society promoted
10% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
5% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
10% 4.5 The threat of infectious diseases of major public health importance reduced
0% 5.1 Threat of global climate change reduced
0% 5.2 Biological diversity conserved
65% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
0% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals (optional): Global Growth and Stability

Strategic Objective 2 (934-002-01): Improved Management of Urbanization in Targeted Areas

Summary

The SO2 exceeded its SO-level performance target and is on track or exceeding all four of its value-added indicators. The SO2 also met or exceeded 11 of its 14 IR-level indicators. While SO2's success, as measured by its targets, reflects the positive performance of the SO2 Team and its five regional urban development offices (RUDOs), it is also a result of its value-added and programmatic targets being lowered to correspond with sharp reductions in program funding. A 44 percent decrease in funding since FY 1997 has forced the Team to scale down programs and discontinue program activities that demonstrably benefited the urban poor, advanced the Agency's urban agenda, and supported U.S. strategic interests in building and sustaining democracies. For example, while the SO Team exceeded its FY 2000 target by assisting 175,599 households, its ability to continue the effective delivery of urban services will be reduced by the imminent termination of the UE credit subsidy. This development compromises USAID's ability to be a major contributor to urban environmental programs at a time of growing urban populations worldwide. For example, there was a dramatic increase in demand in FY 2000 for technical assistance through the Sustainable Urban Management IQC. Some 40 new task orders were awarded in only its second year (up from 16 in FY 1999), increasing the value of obligations (buy-ins) from $4.3 million in FY 1999 to $19.3 million. The SO2 also added 10 new partnerships through its "Resource Cities" program, bringing the total number of U.S.-worldwide partner city linkages to 40.

This SO seeks to expand equitable delivery of urban environmental services and shelter (IR2.1) to the urban poor and assist municipal governments in managing their cities more effectively (IR2.2). Urban activities under SO2 contribute to the Agency's Strategic Goal 5: *the world's environment protected for long-term sustainability*. Recognizing the impacts of urbanization on developing countries, and to help reduce the potential threats to U.S. political, economic, and environmental interests, USAID adopted a "Making Cities Work" urban strategy in FY 1999. The SO2 Team has implemented a multi-sector approach to its technical assistance, training, and information exchange, often in conjunction with the use of credit facilities to achieve sustainability. Beneficiaries of activities implemented under SO2 are residents of low-income, urban neighborhoods, especially children, who require access to clean water and sanitation, improved shelter, and reduced pollution. Residents of targeted municipalities and elected officials benefit from best practices in governance and community participation.

Key Results

Through its decentralized RUDOs in South Asia (SA), Southeast Asia (SEA), sub-Saharan Africa (SSA), Latin America and Caribbean (LAC), and the Near East and North Africa (NE), the SO2 Team has provided management and technical support to 36 USAID Missions and Bureaus, incorporating an urban focus in their strategic plans and objectives. It also provides hands-on support in the design and implementation of innovative activities to improve city governance and management, delivery of basic urban services, stimulation of economies and

employment, and safe and healthy dwellings for the urban poor. Key results achieved in FY 2000 are described below.[3]

Expanding Local Service and Shelter Delivery. SO2's efforts to expand the equitable delivery of environmental services for the urban poor in FY 2000 focused on expanding domestic, private financial resources for investment in shelter and infrastructure. In addition, the SO2 Team acted as a key player in the Agency's shift in credit resources from UE credit program to the Development Credit Authority (DCA). Examples of impacts achieved include the following.

- Following the examples of the RUDO/SA-assisted municipalities of Kolapur and Tirrupur in India, 35 other cities are moving toward privatizing the management of solid waste disposal and composting.
- With RUDO/NE guidance, five new concessions were negotiated in the Moroccan municipalities of Fez, Rabat, Oudja, Meknes, and Casablanca for garbage collection and landfill management.
- In Chile, about $100 million worth of bonds backed by residential leasing contracts went through the country's first securitization, leading the way toward accessing capital market financing for housing affordable to below-median-income households.
- Two new credit programs were negotiated in South Africa, leveraging $160 million in urban development assistance from USAID's UE and DCA credit reserves of $2.3 million. These programs will bring shelter and municipal service improvements to more than 712,000 historically disadvantaged households in Cape Town, Durban, and Johannesburg over the next five years.
- In Indonesia's East and West Java, nine urban centers completed Basic Urban Development Plans with RUDO/SEA support, leading to the development of 26,000 urban environmental infrastructure projects. These projects received funding from the World Bank in response to the financial crisis. It is expected that more than 6.4 million person-days of employment will be generated because of these small-scale projects benefiting poor urban communities.

More Effective Local Governments: SO2's efforts in FY 2000 focused on increasing the capacity, autonomy, and accountability of local governments. Examples of impacts achieved include the following.

- The RUDO/LAC-managed Resource Cities Partnership between the City of Albuquerque, New Mexico, and the Municipality of Quetzaltenango, Guatemala (pop. 122,000), resulted in developing the country's first integrated waste management program, including recycling and sanitary land filling.
- RUDO/SA support for the City Managers' Association of Gujarat (CMAG) has served as a model of a state-level association, having now been replicated in four other states in India since its start-up in 1997.
- The RUDO/SEA-managed Coordinated Local Environmental Action Network (CLEAN)-Urban activity led to an expansion from four (1999) to six (2000) in the number of pilot Indonesian municipalities adopting capital investment programs. This is a key step in Indonesia's movement toward devolving authority and resources to local governments,

[3] SO2 reporting captures IR-level impacts as a result of projects directly managed by RUDOs, whether they are funded solely by SO2 grant resources or Mission funds.

where citizens actively participate in planning and budgeting future improvements to their communities and lives.

Performance and Prospects

The SO2 Team measures its annual performance at the SO level using one principal programmatic indicator and four value-added indicators. The Team's FY 2000 results and its concerns about funding levels in FY 2001 and beyond are described below.

Programmatic Indicator[4]

Indicator 1: Total number of households benefiting from improved environmental infrastructure and shelter solutions. The SO2 Team helped 175,599 households benefit from improved urban environmental infrastructure and shelter solutions, such as water supply, sanitation and sewerage, drainage and flood prevention, and solid waste management. The SO2 Team exceeded its target of 1,500 households largely due to continuing outputs of existing credit program pipelines. The breakdown of beneficiary households by RUDO is as follows: South Asia (76,800), sub-Saharan Africa (29,436), Latin America and Caribbean (21,225), Eastern Europe (6,610), and Near East and North Africa (41,528). For example, under the private sector Zimbabwe UE credit program managed by the RUDO/SSA, approximately 29,436 low-income community lots were serviced under public-private sector partnerships. The private sector building societies advanced housing development loans with a cumulative value of more than Z$721 million.[5]

Value-Added Indicators

Indicator 1: G/ENV field-based assistance provided in response to Mission/Bureau requests. The SO2 Team provided 2,022 person-days of overseas assistance (of this amount, 662 person-days were TDYs) to 36 Missions/Bureaus. This figure reflects that, beginning in FY 2000, value-added Indicator 1 includes field support provided by Washington-based Urban Programs staff, as well as home mission and regional support provided by field-based RUDO direct hire staff.

[4] Indicator 2: Management responsibility for IR2.3 Reducing Urban Pollution was shifted from G/ENV/UP to G/ENV/EET within the Environment Center in early FY 2000. However, G/ENV/UP's RUDOs continued to provide leadership and field management support to the application of the Environmental Management Systems approach in these key GCC countries. More specific impact information on this year's results is presented under SO3.

[5] The Zimbabwe currency fluctuated between Z$30 and Z$60 to US$1 between 1999 and 2000.

SO2 Contribution to Center-Wide Value-Added Results

Indicator		Year						
		1997	1998	1999	2000	2001	2002	2003
Indicator 1: Technical Assistance to the Field (a. No. of Missions and Bureaus; b. Person-days)	Planned	Baseline	a. 39 b. 1,294	a. 30 b. 918	a. 30 b.1,850[6]	a. 35 b. 1,800	a. 34 b. 1,750	a. 33 b. 1,700
	Actual	a. 40 b. 1,604	a. 39 b. 1,677	a. 37 b. 938	**a. 36** **b. 2,022**			
Indicator 2: G/ENV Procurement Vehicles Utilized by Missions (a. No. of Missions; b. Value in US$ millions)	Planned	Baseline	a. 16 b.12.35	a. 11 b. 8.89	a. 11 b. 8.89	a. 15 b. 17.00	a. 15 b. 17.00	a. 15 b. 17.00
	Actual	a. 16 b.12.35	a. 14 b. 9.68	a. 15 b. 5.80	**a. 15** **b. 19.3**			
Indicator 3: No. of Agency Policies and Programs	Planned	Baseline	30	20	20	30	30	30
	Actual	31	39	36	**34**			
Indicator 4: No. of International Policies and Programs	Planned	Baseline	39	28	28	28	28	28
	Actual	37	32	31	**32**			

Indicator 2: Mission buy-ins, add-ons, OYB transfers, and IQC task orders. The SO2 exceeded its target of $8.9 million with $19.3 million in services provided under 40 Sustainable Urban Management IQC task orders in 15 countries (exceeding its target of 11). This dramatic increase over the targeted amount of buy-in resources reflects increased demand for technical services beyond the original plan estimates. In addition, the Resource Cities cooperative agreement continues to be a cost-effective and efficient instrument to link up U.S. city managers/staffs with their in-country counterparts to find ways of solving common urban problems. In the latest round of 10 new partnerships, the in-kind contributions were approximately 28 percent of the total cost or $908,060 dollars.

Indicator 3: Number of USAID policies, strategies, and programs reflecting G/ENV leadership. The SO2 Team led 34 USAID initiatives in the past fiscal year, which exceeded its target of 20. As part of this overall effort, the team continued to promote and support a more integrated urban perspective within the Agency's development activities through the "Making Cities Work" strategy. It developed marketing tools, including a comprehensive Web site designed to expand Agency and counterpart awareness of urban issues and best practices.

Indicator 4: Number of international policies, strategies, programs, and projects influenced by G/ENV leadership. The team influenced 32 USAID and non-USAID international initiatives, exceeding its target of 28. Many included close collaboration with other donor agencies, like the Cities Alliance Initiative with the World Bank and UNCHS-Habitat, which emphasizes "city

[6] Value-added Indicator 1was revised in 1999 to include both field support provided by Washington UP staff and home mission regional support from field-based RUDO direct hire staff.

development strategies" and slum upgrading. The RUDOs also provided technical assistance that leveraged other donor funding (the Asia Development Bank, the World Bank, and the Danish AID Agency).

Possible Adjustments to Plan

The G/ENV/UP requests that the Agency restore adequate levels of funding as a demonstration of its commitment to sustainable management of urbanization. During FY 2000, SO2's administrative expenses were covered by urban environmental credit Administrative Expense appropriations instead of the Operations Expense appropriation. The full impact of this change is yet to be felt on operations. Value-added targets were straight-lined for FY 1999-2000 and readjusted for FY 2001-2003 to reflect G/ENV/UP's expected results with these budget uncertainties. The SO2 Team is revising its strategic results framework from FY 2000 to better reflect the "Making Cities Work" strategy adopted by the Agency, proposing the following: "SO2 – Increased Use of 'Making Cities Work' Best Practices to Improve Management of Urban and Peri-Urban Areas, IR2.1 – Development Partners Adopt MCW Best Practices, and IR2.2 – Urban Residents Benefit from MCW Best Practices." It is expected that AID/W discussions along with RUDOs' inputs will generate indicators for the new strategy by the end of FY 2001. The new SO2 Results Framework will be approved, and baseline and target figures will be established prior to the 2001 R4.

Other Donor Programs

The Agency works closely with the World Bank, the Inter-American Development Bank, and other multilateral and bilateral donors on specific country programs. The G/ENV/UP helped develop the multi-donor Cities Alliance effort, a consultative partnership with the World Bank and UNCHS.

Major Contractors and Grantees

The Cities Alliance with the World Bank and UNCHS, Japan, Germany, Britain, and others; Sustainable Urban Management IQC with Abt Associates, Community Consulting International, the International City/County Managers Association, PADCO, Inc., Research Triangle Institute, and the Urban Institute; Resource Cities Partnerships with the International City/County Managers Association; and PLAN International.

Performance Data Table
Fiscal Year: FY 2003

Objective Name: Improved management of urbanization in targeted areas
Objective ID: 934-002
Approved: 1997-09-05 Country/Organization: G/ENV/UP
Result Name: 2.1.1 Expand Services of Urban Environmental Services and Shelter
Indicator: Total number of target households benefiting from improved urban environmental infrastructure and shelter solutions
Disaggregated By:

Unit of Measure: Target households

Year	Planned	Actual
1994 (B)	NA	4,784,976 (1)
1995	NA (2)	484,559
1996	NA	514,210
1997	567,000	528,570
1998	579,000	506,085
1999	50,500 (3)	273,905
2000	1,500	175,599 (4)
2001	500,000	
2002	100,000	
2003	50,000	

Source:
Reports from RUDOs, Annual Urban Environmental Credit Program Performance Monitoring Data

Indicator/Description:
Urban environmental infrastructure and shelter refers to any activities providing mortgages; small home loans; construction loans; and servicing of sites with water, sewage treatment, and/or solid waste disposal. Targets and actuals are highly dependent on eventual credit-subsidy levels and decisions and ability of countries to borrow (or request disbursements) in a given year. Hence, numbers chosen reflect expected disbursements of authorized loans only. Targets for FY 1999-2001 begin to show the impact of the decline in UE authorization levels starting in FY 1996. To provide a comparison, credit subsidy levels were $15.1 million in FY 1994, $19.0 million in FY 1995, $3.8 million in FY 1996, $3.5 million in FY 1997, $3.1 million in FY 1998, and $1.5 million in FY 1999.

Comments:
(1) 1994 represents cumulative data for the impact of the Urban Environmental Credit Program (formally the Housing Guaranty). Subsequent data show the annual increase in the number of households benefiting from improved environmental infrastructure and shelter solutions. There is usually a lag of one to five years between authorizations (appropriated funds) and loan disbursements or results. (2) In 1996, G/ENV/UP began collecting data on number of beneficiaries on a desegregated annualized basis. Annual targets were not set until FY 1997. Previously, life-of-project totals (which could span five or more years) were reported. 1995 actual is deduced data. (3) Targets for FY 1999-2001 were revised to reflect anticipated disbursements. Target numbers of beneficiaries are based on credit subsidy assumptions of $1.5 million in FY 1999, $3 million in FY 2000, and $3 million in FY 2001. (4) SO2 exceeded its target of 1,500 households, largely due to continuing outputs of the existing credit program pipelines. However, the imminent termination of resource appropriations for the UE credit subsidy means the Team will no longer be able to assist significant numbers of beneficiary households gaining access to improved shelter and environmental infrastructure. The following RUDOs were assisted: South Asia (76,800), sub-Saharan Africa (29,436), Latin America and the Caribbean (21,225), Eastern Europe (6,610), and Near East and North Africa (41,528).

SO Text for SO: 934-003 Increased, environmentally sustainable energy production and use

Country/Organization: Center for Environment

Objective ID: 934-003

Objective Name: Increased, environmentally sustainable energy production and use

Self Assessment: Exceeding Expectations

Primary Links to Agency Strategic Framework: (Please Assign Percentages, Total Equals 100):

1% 1.1 Critical private markets expanded and strengthened
0% 1.2 More rapid and enhanced agricultural development and food security encouraged
1% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
0% 2.2 Credible and competitive political processes encouraged
0% 2.3 The development of politically active civil society promoted
1% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
0% 4.5 The threat of infectious diseases of major public health importance reduced
4% 5.1 Threat of global climate change reduced
0% 5.2 Biological diversity conserved
3% 5.3 Sustainable urbanization including pollution management promoted
90% 5.4 Use of environmentally sound energy services increased
0% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals (optional): Environment

Strategic Objective 3 (934-001-01): Increased, environmentally sustainable energy production and use

Summary

The SO3 exceeded performance targets in FY 2000. The SO3 Team assisted developing countries in establishing the enabling environment, policy frameworks, and institutional capacity necessary for the operation of financially viable, competitive energy markets that increase access to energy services. The SO3 activities allowed for increased access to, and efficient production and use of, energy. The SO3 programs engaged in assisting developing counties in the reform of regulatory, legislative, and private sector policies and institutions. This assistance was crucial in a number areas: reforming the power, oil, and gas sectors; improving energy efficiency in industries and households; stimulating public and private sector participation and investment in energy projects; raising economic performance in the energy sector; and promoting economic growth. The SO3 activities also helped avoid greenhouse gas (GHG) emissions and mitigated the environmental impact of energy use on human health and climate change.

Key Results

Working toward the G/ENV goal of *protecting the world's environment for long-term sustainability*, the SO3 energy programs not only work toward "increased environmentally sustainable energy production and use," but also are strongly linked to social, economic, and political development in USAID-assisted countries. Highlights of SO3 accomplishments in FY 2000 are provided below.

West Africa Gas Pipeline (WAGP) Project. The new gas pipeline is the centerpiece of the region's strategy to boost nontraditional exports, diversify industrial structures, create regional markets, and initiate a regional approach to sustainable resource exploration. When completed, the $400 million, 600-kilometer pipeline will carry flared gas for export to regional markets, from Nigeria to Ghana through Togo and Benin. Nevertheless, successful implementation of the WAGP project requires all four nations to complete a series of cross-border agreements and harmonize their respective regulatory environments. This presents SO3 with a unique opportunity to work with the four countries involved in the WAGP project and to participate in the regional strategy to harmonize energy issues. The SO3 Team is providing technical assistance and working with public and private sector partners in the region to resolve legal, fiscal, and environmental issues to facilitate construction of the gas pipeline. The SO3 Team's assistance will focus on developing the terms and conditions of pipeline concession agreements, and strengthening the capacity of governments to negotiate and implement a concession agreement with the private sector project development team headed by Chevron. Strengthened through technical expertise provided by SO3, USAID will play a key role in harmonizing energy issues and in promoting regional cooperation in West Africa.

India Zero Emissions Transport (IZET). India has a vibrant vehicle manufacturing industry that is motivated to introduce and move rapidly toward the commercialization of electric two- and three-wheelers. The SO3 Team is working with the private sectors in the United States and India on an electric vehicle demonstration program designed to determine the technical and economic feasibility of electric vehicles for the India marketplace. This program represents an opportunity

for reducing vehicle emissions, reducing outdoor air pollution, and improving the health of the urban populace in Indian cities. As part of the project, 30 two-and three-wheelers will be field-tested on the streets of Delhi and Agra for 6-12 months. Data acquired from this demonstration program will be analyzed and the lessons learned will be applied toward the next generation of vehicles.

Mexico Electric Sector Environmental and Legal Permitting. The SO3 Team built support within Mexican ministries and the electrical utility CFE for the joint preparation of two handbooks on environmental permitting and legal permitting in the power sector. These two handbooks will provide Mexican and U.S. power developers with better project development tools. This activity is of particular importance to medium and small U.S. developers, since in the past every private large developer active in Mexico has been disqualified from a CFE bid due to poor environmental and legal filing practices. The complexity of the permitting and filing process has led a number of U.S. developers to abandon their Mexico activities, resulting in a situation in which the United States is now a minor power sector investor in Mexico.

Environmental Clean Up of Mexico's State Petroleum Company. The SO3 Team succeeded in developing a cost-sharing program to support the environmental clean-up program undertaken by PEMEX, Mexico's state petroleum company. This cost-sharing program centers on the demonstration of a clean combustion U.S. technology in one of the boilers of the Francisco Madero Refinery, with the goal of increasing efficiency, decreasing pollutants, and lowering maintenance costs. The Madero demonstration alone could reduce GHG emissions by 5,200 tons per year. If successful, the solutions identified for the Francisco Madero Refinery could be replicated at all of PEMEX's facilities and could potentially reduce GHG emissions by 142,600 tons per year. The demonstration at the Madero Refinery can also increase the probability of introducing a U.S. (rather than European) combustion technology in all of PEMEX's refineries.

On-Grid and Off-Grid Renewable Energy Provision. It is estimated that 1 megawatt (MW) of installed capacity can provide improved electric service to 5,000 rural customers. In FY 2000, the SO3 Team, in conjunction with USAID Missions, the World Bank, and Winrock International, installed 162 MW of grid-connected renewable energy in Brazil, Guatemala, Honduras, India, Indonesia, Nepal, Nicaragua, and the Philippines. The Team was also instrumental in facilitating the installation of more than 20,000 off-grid wind-, solar photovoltaic- (PV), and biomass-powered systems in India, South Africa, the Philippines, Mexico, Sri Lanka, and Indonesia. In these countries, renewable energy systems were used to pump water for crop irrigation, livestock watering, and water purification systems; provide lighting for schools, community centers, and health clinics; and power cottage industries and new commercial enterprises.

Cities for Climate Protection Campaign. The SO3 Team supports the Cities for Climate Protection Campaign, where a group of cities in Mexico and the Philippines are engaged in efforts to reduce local GHG emission. In Mexico, projects being implemented include waste diversion through recycling in Querétaro and energy efficiency in Tlalpan. In the Philippines, projects are focused on retrofitting city buildings and public markets in Cagayan de Oro, streetlight conversion in Cebu, and urban greening in Tagbilaran. The projects in Mexico and the

Philippines have helped reduce GHG emissions by 229,646 tons per year (190,832 tons per year in Mexico and 38,814 tons per year in the Philippines).

Training Developing Country Practitioners. The Energy & Environment Training Program (EETP) is designed to build the capacity of developing country practitioners and partners via professional training, public education, communication, and outreach activities. Capacity building and training activities were conducted to complement technical assistance provided by the SO3 Team in the areas of power sector reform, energy efficiency improvement, clean energy production and use, renewable energy, environmental management, emergency energy planning and disaster assistance, and climate change mitigation and vulnerability assessment. Education programs were developed to inform target audiences of key issues related to energy sector regulation and restructuring, private participation, and environmental management. Workshops and computer-based interactive training modules were developed for local practitioners, based on local needs. In FY 2000, the program trained 655 people (515 men and 140 women) through 20 capacity building training courses and workshops.

In Armenia, the SO3 Team developed training for the Ministry of Energy, the Regulatory Commission, Armenergo, electric generating and distribution companies, and the gas companies that increased the ability of these institutions to provide and deliver energy services, and in developing the grid code. In the Caucasus, training activities developed better awareness among the governments and utilities in the Caucasus countries — Armenia, Georgia, and Azerbaijan — about the benefits that can be achieved through closer cooperation in the energy field, resulting in the creation of multinational working groups to continue the dialogue and move toward greater regional power integration. The SO3 Team organized a workshop in Dakar, Senegal, for senior representatives of West and Central African governments and organizations on topics related to GHG emissions. Workshop participants have since begun to apply the tools they were taught to develop their GHG inventories and mitigation plans. The SO3 Team also provided assistance and training in communications and marketing to Government of Egypt counterparts on energy efficiency, solid waste management, and Red Sea tourism. This enabled the Government of Egypt to establish a national environmental policy, and enabled local communities in Egypt to change the way citizens regard and manage the complex subject of energy and the environment.

Performance and Prospects

The SO3 Team's performances, management issues affecting performance, and program prospects for FY 2001 are described below. For more details on the SO3 performance results, see G/ENV R4 Annex D: IR progress toward objectives.

Value-Added Indicators

In FY 2000, the SO3 Team exceeded performance targets providing field support and technical leadership (see SO3 value-added results table).

*Indicator 1: Field-based assistance provided in response to Mission/Bureau request*s. The SO3 Team provided 427 person-days of field-based assistance to 23 Missions, exceeding the target of 270 person-days and 20 Missions. Most field support was directed at assisting Missions with

Strategy Pre-Design (15 percent), Strategy and Program Design (44 percent), and Program Implementation (15 percent). In the FY 2000 Customer Service Survey, SO3 received a very favorable rating from Missions and Bureaus in terms of its responsiveness to Mission needs, timeliness of assistance, and quality of technical expertise provided. Where "1" is the highest score (outstanding performance) and "5" (poor performance) is the lowest score, the energy team received an average mark of 1.8, the best rating within G/ENV.

Indicator 2: Mission buy-ins, add-ons, OYB transfers, and IQC task orders. The SO3 Team continued to effectively serve Missions and Bureaus, with cost-effective access to world-class technical support via its Energy Technical Assistance and Energy Training IQCs. In FY 2000, nine Missions channeled $18.2 million into the Training IQC, and 31 Missions channeled $54.1 million into the Technical Assistance IQCs, exceeding targets set for this indicator (30 Missions, $30 million). Missions sought technical assistance predominantly in these areas: power sector reform, oil and gas sector reform, energy efficiency improvement, clean energy production and use, renewables, environmental management, emergency energy planning and disaster assistance, and climate change mitigation and vulnerability assessment. For example, Mission buy-ins will facilitate electricity and gas sector reform in Georgia and energy commercialization and conservation initiatives in India, and will address environmental, financing, and regulatory issues related to power pool development in Egypt and a gas pipeline project in West Africa.

Indicator 3: Number of USAID policies, strategies, and programs reflecting G/ENV leadership. The SO3 Team continues to lead in the development and support of 25 intra-agency policies, programs, and strategies, exceeding the target of 20. For example, the SO3 Team supported USAID/Nepal's efforts to include renewable energy interventions in the Mission's strategy. Through technical assistance subsequently provided by SO3, the Mission designed and developed a hydropower program for Nepal.

Indicator 4: Number of international policies, strategies, programs, and projects influenced by G/ENV leadership. The SO3 Team was instrumental in influencing six international policies supporting the proliferation of sustainable energy activities in developing countries, exceeding the target of four. For example, the SO3 Team helped fulfill U.S. foreign policy objectives and commitments by providing technical resources and assistance to develop the WAGP project. The project has tremendous potential for spurring economic growth in Ghana, Benin, Togo, and Nigeria, and gives USAID the opportunity to play a key role in promoting regional cooperation on energy issues among project partners Nigeria, Togo, Benin, and Ghana.

SO3 Contribution to Center-Wide Value-Added Results

Indicator		Year						
		1997	1998	1999	2000	2001	2002	2003
Indicator 1: Technical Assistance to the Field (a. No. of Missions and Bureaus; b. Person-days)	Planned	Base-line	a. 20 b. 440	a. 20 b. 440	a. 20 b. 270	a. 20 b. 270	a. 20 b. 270	a. 20 b. 270
	Actual	a. 21 b. 464	a. 12 b. 157	a. 20 b. 262	a. **23** b. **427**			
Indicator 2: G/ENV Procurement Vehicles Utilized by Missions (a. No. of Missions; b. value in USD millions)	Planned	Base-line	a. 9 b. $5.01	a. 9 b. $30	a. 30 b. $30	a. 30 b. $30	a. 30 b. $50	a. 30 b. $50
	Actual	a. 6 b. $6.03	a. 17 b. $37.7	a. 27 b. $49.1	a. **31** b. **$54.1***			
Indicator 3: No. of Agency Policies and Programs	Planned	Base-line	6	6	20	20	20	20
	Actual	9	12	22	**25**			
Indicator 4: No. of International Policies and Programs	Planned	Base-line	4	4	4	4	5	5
	Actual	6	9	9	**6**			

* Technical Assistance IQC buy-ins equaled $35.9 million. Training IQC buy-ins equaled $18.2 million.

Programmatic Indicators

In FY 2000, the SO3 Team exceeded all targets for program indicators that capture SO3's development and environmental results achieved through collaboration with Missions, Regional Bureaus, cooperators, and contractors (see SO3 Indicator Tables).

Indicator 1: Greenhouse gas emissions avoided. The SO3 energy programs reduced 649,530 tons of carbon emissions, exceeding the indicator target of 553,700 tons. The largest emissions reductions of 395,531 tons came from 162 MW of emission-free, grid-connected energy that came on-line because of SO3 activities in Brazil, Guatemala, Honduras, India, Indonesia, Nepal, Nicaragua, and the Philippines. The advanced combustion technology demonstration at the Madero Refinery in Mexico reduced GHG emissions by 5,200 tons. The Cities for Climate Protection Campaign, in Mexico and the Philippines, reduced local GHG emissions by 229,646 tons.

Indicator 2: Value of private and public investment leveraged by G/ENV. The SO3 Team leveraged more than $1 billion in energy investments, exceeding the indicator target of $300 million. The energy efficiency team worked with the International Bank for Reconstruction and Development to develop a $45 million loan to Brazil, the country's first, for the development and implementation of energy-efficient programs and technologies. The clean energy team leveraged more than $90 million in investments from public and private partners, predominantly for the development of the WAGP and the South Africa Power Pool projects. The renewable energy team in conjunction with the World Bank secured more than $873 million in loans for

projects in Brazil, the Dominican Republic, El Salvador, Guatemala, Honduras, India, Indonesia, Nepal, Nicaragua, and the Philippines.

Indicator 3: Number of public policies adopted and implemented to promote environmentally sound energy production and use. The SO3 Team influenced the implementation of 24 policies, exceeding the indicator target. In sub-Saharan Africa, the clean energy team assisted Zambia's Office for Private Power Investment with the development of policies and regulations to promote private sector investment in Zambia's electric power sector. In Nepal, with SO3 Team assistance, the Nepal Energy Association is in the process of restructuring tariffs and creating a standard contract for future use with independent power producers.

Management Issues and Prospects

Staffing. For more than half of FY 2000, one person functioned as both Acting and Deputy Director. The SO3 filled this staffing vacancy with a permanent director in late March 2000. In early 2000, SO3 absorbed two staff members, from SO2's Urban Pollution Reduction program.

Procurement Vehicles. The Energy Technical Assistance IQC reached the $170 million mark in September 2000, within its third year. The IQC has attracted buy-ins worth $30 million in the first quarter of FY 2001, reaching its cap of $200 million. A new RFP for the Energy IQC is currently under development and will be bid and awarded in FY 2001. The SO3 estimates that the new Energy IQC will attract buy-ins of at least $50 million in FY 2002.

Funding. The SO3 managed four IR teams and programs with funding levels that covered just three. The SO3 is requesting assistance from G/ENV to ensure that adequate funding levels are provided to demonstrate the Agency's commitment to increased environmentally sustainable energy production and use.

Possible Adjustments to Plans

Revised Strategic Objective and Intermediate Results. In FY 2000, with guidance from the new office director, the SO3 Team developed a revised Strategic Objective and Intermediate Results that articulate more clearly the linkages between energy services and the Agency's four strategic areas to achieve sustainable development (see Annex A: New Results Framework). In FY 2001, the SO3 Team will develop revised performance measures, baselines, and targets, according to Agency guidelines.

Programmatic Adjustments. The SO3 Team will conduct a thorough review of its programs and collaborations in FY 2001 (1) to develop an understanding of how SO3's existing and proposed future energy programs can be cross-walked into the revised Strategy and Results Framework, and (2) to increase cross-program understanding and to facilitate information sharing between project implementers. The information received via the Program Review will assist the Office in developing its work plan for the coming year, including procurement and funding decisions.

Operational Adjustments. The SO3 Team will conduct a review of its operations and staff in FY 2001, to develop an understanding of how SO3's existing and proposed future staff can contribute to the implementation of the revised Strategic Objective and Results Framework.

Based on the results of the operational review, the SO3 Team will design and view thematic team structure, appoint team leaders, and assign staff to IR teams according to their technical expertise, experience, and professional development goals.

Other Donor Programs

Collaborators played a significant role in creating programmatic results through SO3-managed activities. The SO3 Team supported staff assignments at the World Bank, the Inter-American Development Bank, and the Organization of American States that contributed significantly FY 2000 performance results.

Major Contractors, Cooperators, and Grantees

The SO3 Team implements programs through six contractor consortiums headed by Advanced Engineering Associates International, Nexant, PA Consulting, CORE, the Academy for Educational Development, and the Institute of International Education. The SO3 Team also works with other U.S. government agencies and laboratories, principally the USEPA, DOE, the National Renewable Energy Laboratory, Oak Ridge National Laboratory, Sandia National Laboratories, and the Lawrence Berkeley National Laboratory. The SO3 Team has cooperative agreements with the U.S. Energy Association, Winrock International, the Business Council for Sustainable Energy, the Alliance to Save Energy, E&Co., and the International Institute for Energy Conservation. The SO3 Team also works via letter grants with the Organization of American States, the Inter-American Development Bank, and the World Bank Global Environment Facility.

Performance Data Table
Fiscal Year: FY 2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: Increased, environmentally sustainable energy production and use
Indicator: Greenhouse gas (GHG) emissions avoided
Disaggregated By:

Unit of Measure: Million tons of CO2 equivalent (CTE)/year annual cumulative emissions averted

Year	Planned	Actual
1996 (B)	NA	0.401
1997	0.4347	0.436
1998	0.4712	0.634
1999	0.5108	0.967
2000	0.5537	0.649
2001	0.6002	
2002	0.6506	
2003	0.7053	

Source:
Private sector sources, IQC, host-country industries, and utilities

Indicator/Description:
GHG emissions avoided is based on the assumption that G/ENV and partner support for the generation of environmentally sustainable energy and for improved energy efficiencies will displace the need to use such fossil fuels as oil or coal. Factors for determining emissions avoided for individual projects are dependent on the application of that project and the type of energy generation capacity displaced. When the source of generation displaced is not known an aggregate based on the countries energy mix is used to compute displacement. This indicator aggregates emissions avoided annually by projects that came on-line in previous years with emissions averted from projects in the target year. The International Protocol on Climate Change Methodology was used to calculate CO2 reductions. In addition, national fuel mix information was based on current DOE data for developing countries. There are three levels of results and impacts: Level I - Actual results achieved for activities directly funded by G/ENV; Level II - Actual results achieved for activities partially funded by G/ENV, or for activities in which G/ENV contributed to development of policies, regulations, or project pre-investment; Level III - Actual results achieved for activities replicated as a result of, but not directly supported by, G/ENV activities.

Comments:
IR3.1 = 0
IR3.2 =395,531 CTE
IR3.3 = 5,210 CTE
IR3.4 = 229,646 CTE
(See attached IR tables for details.)

Total planned 1996-2003 = 3.9264 CTE

Performance Data Table
Fiscal Year: FY 2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 2000 Country/Organization: Center for Environment
Result Name: Increased, environmentally sustainable energy production and use
Indicator: Number of public policies adopted and implemented to promote environmentally sound energy production and use
Disaggregated By:

Unit of Measure: Number of policies

Year	Planned	Actual
1996 (B)	NA	5
1997	7	23
1998	8	14
1999	9	13
2000	9	24
2001	9	
2002	9	
2003	9	

Source:
Private sector sources, IQC, host-country industries, and utilities

Indicator/Description:
This indicator tracks the full spectrum of national, state, and local policy reforms in which G/ENV assistance plays an instrumental role in developing and implementing public policies. G/ENV will track when governmental bodies formally adopt policies, and when policies are implemented. Results to be monitored from policy reforms may include tax restructuring, reductions of fossil fuel subsidies, private power purchase agreements, passage, and enactment of energy codes and standards.

Comments:
IR3.1 policy results for FY 2000 = 7
IR3.2 policy results for FY 2000 = 10
IR3.3 policy results for FY 2000 = 7
Total = 24
(See attached IR tables for details.)

Planned total 1996-2003 = 65

Performance Data Table
Fiscal Year: FY 2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 2000 Country/Organization: Center for Environment
Result Name: Increased, environmentally sustainable energy production and use
Indicator: Value of private and public investment leveraged by G/ENV
Disaggregated By:

Unit of Measure: U.S. dollars (millions)

Year	Planned	Actual
1996 (B)	NA	114.6
1997	385	496
1998	165	484
1999	195	208
2000	220	1,008
2001	250	
2002	275	
2003	305	

Source:
IQC, collaborators, industry, cooperators, and stakeholders

Indicator/Description:
Mobilizing investments and engaging partner participation in environmentally sound energy production and use are priorities for SSO3. Accordingly, this indicator monitors obligations and commitments made to environmentally sustainable energy in association with G/ENV activities at three levels: Level I - USAID Mission and Bureau funding obligated in conjunction with G/ENV activities; Level II - a. External funding leveraged from partners for joint G/ENV activities; b. Funding for activities in which G/ENV developed policies, regulations, or project pre-investment (prorated); c. Obligated or committed funding for MDB loan programs (prorated); d. Financial closure for private-sector funded programs; Level III - Funding generated to replicate G/ENV-pioneered programs (new obligations, commitments, or financial closure).

Comments:
IR3.1 = $45.07 million
IR3.2 = $873.1 million
IR3.3 = $90.8 million
Total = $1,008 million
(See attached IR tables for details.)

Total planned 1996-2003 = $1,795 million

SO Text for SO: 934-004 Agency climate change program effectively implemented

Country/Organization: Center for Environment

Objective ID: 934-004

Objective Name: Agency climate change program effectively implemented

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: (Please Assign Percentages, Total Equals 100):

0% 1.1 Critical private markets expanded and strengthened
0% 1.2 More rapid and enhanced agricultural development and food security encouraged
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
0% 2.2 Credible and competitive political processes encouraged
0% 2.3 The development of politically active civil society promoted
0% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
0% 4.5 The threat of infectious diseases of major public health importance reduced
100% 5.1 Threat of global climate change reduced
0% 5.2 Biological diversity conserved
0% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
0% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals (optional): Environment

Special Objective 1: Agency Climate Change Program Effectively Implemented

Summary

Fiscal Year 2000 marks the second year of results reporting under G/ENV Special Objective for Climate Change (SpO1), *Agency Climate Change Program Effectively Implemented*. In implementing this program, the SpO1 Climate Change Team (1) manages the Agency's Climate Change Initiative (CCI) and (2) supports climate-related activities in developing countries and countries with economies in transition in support of the United Nations Framework Convention on Climate Change (FCCC). The majority of FY 2000 results measured under SpO1 indicators showed increases over FY 1999, and in some cases exceeded expectations. For example, one indicator aggregating Agency-wide climate change results under the CCI measured substantial increases in GHG emissions avoided. This was due to the launching of a number of new sustainable energy projects, as well as improved data collection and reporting from the Europe and Eurasia Bureau. Results also exceeded expectations in terms of Agency environmental objectives advanced in international forums through G/ENV leadership (Value-Added Indicator 4) and the number of international technology cooperation activities supported by the Team.

The overarching objective of USAID's Climate Change Program is to promote sustainable development that minimizes the associated growth in GHG emissions and reduces vulnerability to climate change. The Climate Change Team, which manages the Agency's climate change program, has established a two-pronged approach to facilitate implementation of activities. The Team tracks specific performance indicators designed to gauge the effectiveness of both management of the Agency's Climate Change Initiative (IR1.1) and Agency leadership in international activities that strengthen developing and transition country participation in the FCCC (IR1.2). By linking resources across a range of Agency programs and activities, the Team has worked to successfully establish the cross-sector synergies and relationships essential for meeting Agency-wide climate change objectives. The Team has made outstanding progress in establishing program management systems and operational strategies for achievement of mutually reinforcing, complementary program results. The following is a summary of these results for FY 2000.

Climate Change Initiative. Effective management and technical leadership of the USAID Climate Change Initiative sustained (IR1.1). The Climate Change Team works to advance the Agency's climate change objectives primarily through managing and implementing the CCI in collaboration with G/ENV offices, Regional Bureaus, and Missions. A 5-year, $1 billion Presidential commitment, the CCI aims to decrease net GHG emissions, increase USAID-partner country participation in the FCCC, and reduce climate change vulnerability by working through a range of existing USAID projects and programs. In support of its goal to strengthen Mission capacity to implement and report on CCI activities, in FY 2000, the Team provided field support for climate change program management, reporting, and strategic planning to 11 USAID Missions. The Team has created and supported the infrastructure for collecting, analyzing, and reporting data from Missions participating in the CCI in an effort to understand current and future opportunities for USAID's climate-related programs, and to help improve the Agency's programmatic response to climate change.

International Activities. Developing and transition country participation in FCCC strengthened (IR1.2). In FY 2000, the Team continued to play a leadership role both in strengthening developing and transition country participation in the FCCC and in advancing and supporting U.S. government policy. Through capacity building events and activities, the Team worked with partners globally to promote the achievement of FCCC goals in emissions reductions, carbon sequestration, technology transfer, and climate change trends analysis and reporting.

Key Results

To illustrate how the SpO1 is meeting its objectives, brief highlights of significant programmatic and management results are provided below.

Technology Cooperation Activities. The Climate Change Team provided leadership in the continued implementation of the Technology Cooperation Agreement Pilot Project (TCAPP), an interagency program jointly supported by USAID, DOE, and USEPA. Designed to assist the U.S. in meeting its obligations under the FCCC, TCAPP has become a leading international model for technology transfer and has built strong developing country support for a market-relevant approach to technology transfer. Examples of FY 2000 achievements under TCAPP include renewable energy policy reforms in the Philippines; development of an industrial energy services company (ESCO) pilot program in Mexico; financing support for sugar mill co-generation projects in Brazil; and development of energy efficiency pilot projects in Egypt. In addition, more than 400 U.S. and international business representatives were engaged to collaborate on new clean energy investments in Brazil, Egypt, Kazakhstan, Mexico, and the Philippines. Nine new investment projects in clean energy (expected to yield up to $100 million in new investment deals for U.S. businesses and reduce up to 200,000 tons of carbon emissions per year) were developed.

In June 2000, the SpO1 Team also co-sponsored an event on Capitol Hill engaging the USAID Administrator, Congressional Members and staff, federal officials, and the business community in a discussion on growing global business opportunities in developing and transition countries for climate-friendly technologies.

Leadership in FCCC Negotiations. In FY 2000, the Climate Change Team continued to provide strong leadership in support of efforts to build developing and transition country capacity to meet FCCC commitments through international negotiations. G/ENV staff participated in several international meetings to address issues of capacity building, technology transfer, and vulnerability to the impacts of climate change. At the Sixth Conference of the Parties (COP-6) in The Hague, G/ENV staff led U.S. negotiations on capacity building and financing for GHG reduction in developing countries. Though the meetings ended in a stalemate, USAID's efforts were central to U.S. efforts to engage developing and transition countries in meaningful dialogue.

Support for Innovative Climate Change Projects. In FY 2000, the Team established a $1 million Climate Change Incentive Fund to encourage CCI country and regional programs to develop or replicate innovative climate change projects in the field. Of 22 proposals, six projects in Panama, Brazil, Mexico, Indonesia, India, and Kazakhstan received awards.

Central Role in Interagency Climate Change Activities. The SpO1 Team played an active role in the interagency U.S. Country Studies Program (USCSP), and supported the technical review of 13 proposals and 10 projects for Rounds 12 and 13 of the U.S. Initiative on Joint Implementation (USIJI). The Team also contributed USAID experience and expertise to U.S. Government (USG) climate change activities through ongoing participation in the Interagency Working Group on Climate Change.

Progress under the Climate Change Initiative. The SpO1 Team is charged with overall management of the CCI, including Agency-wide performance monitoring of Initiative results. General reporting trends in FY 1999 revealed: (1) improved performance in reducing GHG emissions (largely as a result of newly launched energy programs of G/ENV/EET); (2) a rise in hectares of forest area protected; (3) advances in promoting in-country policy reforms that support FCCC requirements, GHG reductions, or forest conservation; and (4) significant increases in capacity building activities. The SpO1 Team will continue to monitor annual progress under the CCI through FY 2002.

Performance and Prospects

Below is a brief summary of the SpO1 Team's results for each value-added indicator and for three key program indicators. Since the SpO1 Team manages no contracting mechanisms, it does not report on Value-Added Indicator 2.

Value-Added Indicators

Indicator 1: Field-based assistance (TDYs) provided in response to Mission/Bureau requests (SpO1 Indicator 1.1d). Mission support is an important function of the SpO1 Team. In FY 2000, the SpO1 Team met its goals for providing field-based support by providing in-country technical assistance to 11 Missions, spending 61 person-days in the field. Most field support was directed at climate change reporting, project development, strategic planning, and support for developing and transition country participation in international climate change negotiations and meetings. The G/ENV Customer Survey for 2000 revealed that out of those Missions that received G/ENV assistance, 74 percent received support in the area of climate change, tied with G/ENV/ENR as the highest level of assistance received. The Team plans to continue meeting its target of 10 countries and 60 person-days in FY 2001.

Indicator 3: Number of USAID policies, strategies, and programs reflecting G/ENV leadership (SpO1 Indicator 1.1c). In FY 2000, the SpO1 Team continued to strengthen performance monitoring data collection and analysis systems. In total, the Team managed reporting, data collection, and analysis for 39 reporting units worldwide under the CCI for FY 1999. Forty-three units are expected to report in FY 2000. The SpO1 Team also launched a $1 million Incentive Fund, and developed and disseminated Agency-wide guidance on (1) compliance with Congressional requirements regarding "implementation" of the Kyoto Protocol in USAID programs, and (2) the approach for Missions and regional programs to develop climate change strategies.

Indicator 4: Number of international policies, strategies, programs, and projects influenced by G/ENV leadership (SpO1 Indicator 1.2a). The SpO1 Team demonstrated leadership through targeted involvement in international efforts to address global climate change. The Team provided technical and financial support for the development of Joint Implementation (JI) project proposals from the African region. The Team also supported a workshop in Ecuador to promote private sector investment opportunities for climate change mitigation in Latin America. To advance the FCCC consultative process on technology transfer, the Team hosted a TCAPP side event and compiled and disseminated resource documents describing U.S. government technology cooperation activities at COP-6.

Contribution to Value-Added Results

Indicator		**Year**						
		1999	**2000**	**2001**	**2002**	**2003**	**2004**	**2005**
Indicator 1: Field-based assistance (TDYs) provided in response to Mission/Bureau requests (a. no. of Missions visited; b. no. of person-days)	Planned	Baseline	a. 10 b. 60	a. 10 b. 60	a. 10 b. 60	a. 10 b. 60	a. 10 b. 60	a. 10 b. 60
	Actual	a. 6 b. 49	**a. 11** **b. 61**					
Indicator 3: Number of Agency Policies, Strategies and Programs reflecting G/ENV Leadership	Planned	Baseline	3	4	4	5	5	5
	Actual	3	**6**					
Indicator 4: Number of international policies, strategies, programs, and projects influenced by G/ENV leadership	Planned	Baseline	15	15	15	15	15	15
	Actual	15	**25**					

SpO1 and IR Indicators

SpO1 Indicators – Agency Climate Change Program Effectively Implemented. The SpO1 Team uses the Agency's results under the CCI as a reflection of the effectiveness of the Team in managing the CCI. Results are on track overall and have exceeded expectations in two cases. A significant increase in GHG emissions was avoided largely a result of newly launched energy programs of G/ENV/EET and improved reporting by the E&E Bureau. Increases in capacity building activities were also due to overall improvements in CCI reporting efforts in FY 1999. The SpO1 Team will continue to monitor progress under the CCI through FY 2002.

Indicator 1.2.1b – Number of technology cooperation programs, policies, and strategies developed or implemented with G/ENV leadership. In FY 2000 the Team helped mobilize clean energy investment under TCAPP in Brazil, Egypt, Kazakhstan, Mexico, and the Philippines. The National Renewable Energy Lab, which implements TCAPP, also made progress in support of the Cooperative Technology Implementation Plan (CTIP) program with the 14 countries participating in the Southern Africa Development Community (SADC).

Indicator 1.2.2a – Number of International Technology Cooperation Events or Activities That Promote Diffusion of Climate-Friendly Technologies. In FY 2000, the Team supported a total of 38 international training and technical assistance activities promoting the diffusion of climate-friendly technologies. For example, under TCAPP, the Team supported a number of trainings

worldwide on renewable energy, clean energy, and energy efficiency technology options in the Philippines, SADC, and Brazil. TCAPP also implemented 28 technical assistance activities to promote climate-friendly technology partnerships, policy reforms, and investments in Brazil, Mexico, the Philippines, Egypt, and Kazakhstan.

Possible Adjustments to Plans

The SpO1 Team plans to adjust several targets and indicators in FY 2001 to meet its objectives as defined in the SpO1 Performance Monitoring Plan. To meet the targets of Indicator 1.1b, *Funding Leveraged through Development Credit Instruments*, the Team will engage Missions and the Agency's Office of Development Credit to identify and support DCA-funded climate change activities. The Team will consider eliminating Indicator 1.1.1c, *Number of Mission and Sector Strategies Implemented with G/ENV Leadership*, since it may be outside the Team's manageable interests to implement field-based strategies. To incorporate a stronger technology focus and improved results, the Team may upwardly adjust targets for Indicator 1.2.2b, *Number of International Technology Cooperation Programs, Policies, and Strategies Developed or Implemented with G/ENV Leadership*. As the SpO1 Team expects to see projects developed and implemented under its Incentive Fund in FY 2001, the Team will begin tracking results under Indicator 1.1.3, *Model Climate Change Activities Supported*.

Looking beyond the current CCI, which ends in FY 2002, the SpO1 Team is beginning to plan for activities to last through its proposed completion date of 2008. Guidance on the direction of program implementation will depend on the priorities of the new Administration, but the "win-win" approach to climate change that the Agency has implemented successfully since 1990 is expected to continue. In addition, USAID should continue to play a role in engaging the private sector in the numerous opportunities that exist for climate-friendly technology cooperation.

Other Donor Programs

The Agency relies on its strong working relationships with other U.S. government agencies, multilateral lending institutions, bilateral donors, and the private sector to implement climate change mitigation activities. Through these partnerships, USAID is able to leverage resources, ensure greater sustainability of its programs, and encourage climate-friendly investments by our donor partners.

Major Contractors and Grantees

The Agency implements global climate change programs in conjunction with private sector firms, such as Bechtel, PA Consulting, CORE International, and Stratus Consulting; U.S. and host country NGOs, such as the Center for Clean Air Policy, Winrock International, World Resources Institute, The Nature Conservancy, and the Center for Sustainable Development in the Americas; host country government agencies; and U.S. trade associations. The Agency also collaborates with other U.S. Government (USG) agencies, principally the U.S. Department of State, USEPA, and DOE.

Performance Data Table
Fiscal Year: FY 2003

Objective Name: Agency climate change program effectively implemented
Objective ID: 934-004
Approved: 1999 Country/Organization: G/ENV/GCC
Result Name: SpO1 Agency climate change program effectively implemented
Indicator: Area where USAID has initiated interventions to maintain or increase carbon stocks or reduce their rate of loss
Disaggregated By:

Unit of Measure: Hectares, in millions

Year	Planned	Actual
1998 (B)	NA	55.4
1999	57.0	57.4
2000	58.0	
2001	59.5	
2002	61.0	

Source:
SpO1 Team. Information reported here is based on climate change data gathered during FY 2000 for activities taking place during FY 1999. This is the latest and most accurate climate change data for the Agency.

Indicator/Description:
This indicator measures the area (in hectares) of land where USAID has initiated interventions to maintain or increase carbon stocks or to reduce their rate of loss. The indicator provides the collective results from all Agency units reporting on Climate Change Initiative Result 1, Indicator 1.

Comments:
Years of data available. Because the Climate Change Initiative will be active through FY 2002, CCI indicators will be measured through FY 2003 only.
“Proxy” indicator. While the SpO1 Team does not have direct influence over the Agency’s CCI results, this indicator serves as a proxy measure, reflecting the overall success of the SpO1 team in managing the Initiative.

Performance Data Table
Fiscal Year: FY 2003

Objective Name: Agency climate change program effectively implemented
Objective ID: 934-004
Approved: 1999 Country/Organization: G/ENV/GCC
Result Name: SpO1 Agency climate change program effectively implemented
Indicator: Emissions of carbon dioxide equivalents avoided due to USAID assistance (Measuring Carbon Dioxide, Methane, and Nitrous Oxide)
Disaggregated By:

Unit of Measure: Million metric tons of carbon dioxide equivalents

Year	Planned	Actual
1998 (B)	NA	2.85
1999	2.90	3.88
2000	2.90	
2001	2.95	
2002	2.95	

Source:
SpO 1 Team. Information reported here is based on climate change data gathered during FY 2000 for activities taking place during FY 1999. This is the latest and most accurate climate change data for the Agency.

Indicator/Description:
This indicator measures million metric tons of carbon dioxide equivalents avoided through USAID assistance in activities involving, for example, renewable energy, energy efficiency, clean fuels, or methane gas recovery. The indicator provides the collective results from all Agency units reporting on Climate Change Initiative Result 2, Indicator 1.

Comments:
Higher Than Expected Results. Emissions of carbon dioxide equivalents avoided increased considerably between FY 1998 and FY 1999, largely as a result of new energy projects coming on-line in the Global Bureau, and as a result of improved overall Agency reporting.
Years of data available. Because the Climate Change Initiative will be active through FY 2002 only, Climate Change Initiative indicators will be measured through FY 2003 only.
“Proxy” indicator. While the SpO1 Team does not have direct influence over the Agency’s Climate Change Initiative results, this indicator serves as a proxy measure, reflecting the overall success of the SpO1 team in managing the Initiative.

Performance Data Table
Fiscal Year: FY 2003

Objective Name: Agency climate change program effectively implemented
Objective ID: 934-004
Approved: 1999 Country/Organization: G/ENV/GCC
Result Name: SpO1 Agency climate change program effectively implemented
Indicator: Policy advances in support of participation in the UNFCCC; in the land use/forestry sector; or in the energy sector, industry, or urban areas
Disaggregated By:

Unit of Measure: Number of policy steps achieved

Year	Planned	Actual
1998 (B)	NA	585
1999	500	743
2000	450	
2001	400	
2002	400	

Source:
SpO 1 Team. Information reported here is based on climate change data gathered during FY 2000 for activities taking place during FY 1999. This is the latest and most accurate climate change data for the Agency.

Indicator/Description:
This indicator measures policy steps achieved in promoting (1) policy preparation and presentation, (2) policy adoption, or (3) policy enforcement and implementation. (A policy includes any legislation, regulation, or other official guidance requiring a specified legal course of action by government, public, or private sector body.) The indicator provides the collective results from all Agency units reporting on Climate Change Initiative Result 1, Indicator 1; Result 2, Indicator 3; and Result 3, Indicator 3.

Comments:
Higher FY 1999 Results. The increase to 743 in FY 1999 from 585 in FY 1998 is a result of overall improved Agency reporting on this indicator.
Years of data available. Because the Climate Change Initiative will be active through FY 2002 only, Climate Change Initiative indicators will be measured through FY 2003 only.
“Proxy” indicator. While the SpO1 Team does not have direct influence over the Agency’s Climate Change Initiative results, this indicator serves as a proxy measure, reflecting the overall success of the SpO1 team in managing the Initiative. Note. Policy steps are expected to decrease progressively as program focus shifts toward more project-oriented activities.

Performance Data Table
Fiscal Year: FY 2003

Objective Name: Agency climate change program effectively implemented
Objective ID: 934-004
Approved: 1999 Country/Organization: G/ENV/GCC
Result Name: SpO1 Agency climate change program effectively implemented
Indicator: Institutions strengthened in support of participation in the UNFCCC; in the land use/forestry sector; or in the energy sector, industry, or urban areas - no. of capacity building activities
Disaggregated By:

Unit of Measure: (a) number of capacity building activities

Year	Planned	Actual
1998 (B)	NA	466
1999	400	952
2000	350	
2001	300	
2002	300	

Source:
SpO 1 Team. Information reported here is based on climate change data gathered during FY 2000 for activities taking place during FY 1999. This is the latest and most accurate climate change data for the Agency.

Indicator/Description:
This indicator measures (a) the number of capacity building activities, including training and technical assistance, as a measure of institution strengthening. The indicator provides the collective results from all Agency units reporting on Climate Change Initiative Result 1, Indicator 2; Result 2, Indicator 5; and Result 3, Indicator 6.

Comments:
Higher FY 1999 Results. The increase to in (a) number of capacity building events (from 400 to 952) and (b) number of institutions strengthened (from 500 to 998) from FY 1998 to FY 1999 is a result of overall improved Agency reporting on this indicator and a result of increased capacity building activities Agency-wide.

Years of data available. Because the Climate Change Initiative will be active through FY 2002 only, Climate Change Initiative indicators will be measured through FY 2003 only. “Proxy” indicator. While the SpO1 Team does not have direct influence over the Agency’s Climate Change Initiative results, this indicator serves as a proxy measure, reflecting the overall success of the SpO1 team in managing the Initiative. Note. The numbers of both capacity building activities and institutions strengthened are expected to decrease progressively as program staff identify and work more closely with organizations that demonstrate strong commitment to working to meet goals of the Initiative.

Performance Data Table
Fiscal Year: FY 2003

Objective Name: Agency climate change program effectively implemented
Objective ID: 934-004
Approved: 1999 Country/Organization: G/ENV/GCC
Result Name: SpO1 Agency climate change program effectively implemented
Indicator: Institutions strengthened in support of participation in the UNFCCC; in the land use/forestry sector; or in the energy sector, industry, or urban areas - no. of institutions strengthened
Disaggregated By:

Unit of Measure: Number of institutions strengthened

Year	Planned	Actual
1998 (B)	NA	926
1999	500	998
2000	450	
2001	400	
2002	400	

Source:
SpO 1 Team. Information reported here is based on climate change data gathered during FY 2000 for activities taking place during FY 1999. This is the latest and most accurate climate change data for the Agency.

Indicator/Description:
This indicator measures (b) the number of institutions receiving training or technical assistance, as a measure of institution strengthening. The indicator provides the collective results from all Agency units reporting on Climate Change Initiative Result 1, Indicator 2; Result 2, Indicator 5; and Result 3, Indicator 6.

Comments:
Higher FY 1999 Results. The increase to in (a) number of capacity building events (from 400 to 952) and (b) number of institutions strengthened (from 500 to 998) from FY 1998 to FY 1999 is a result of overall improved Agency reporting on this indicator and a result of increased capacity building activities Agency-wide.

Years of data available. Because the Climate Change Initiative will be active through FY 2002 only, Climate Change Initiative indicators will be measured through FY 2003 only. “Proxy” indicator. While the SpO1 Team does not have direct influence over the Agency’s Climate Change Initiative results, this indicator serves as a proxy measure, reflecting the overall success of the SpO1 team in managing the Initiative. Note. The numbers of both capacity building activities and institutions strengthened are expected to decrease progressively as program staff identify and work more closely with organizations that demonstrate strong commitment to working to meet goals of the Initiative.

GLOBAL BUREAU ENVIRONMENT CENTER
FY 2003

PART III: RESOURCE REQUEST

ENV Sub-Directive Amounts for FY 2001 Request

COUNTRY:						
S.O. # , Title	**Total**	**Global climate change**	**Biodiversity**	**Environmentally sound energy**	**Urban and pollution prevention**	**Natural resource management**
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	0	0	0	0	0	0

List of Objective ID numbers

ENV Sub-Directive Amounts for FY 2002 Request

COUNTRY:						
S.O. # , Title	**Total**	**Global climate change**	**Biodiversity**	**Environmentally sound energy**	**Urban and pollution prevention**	**Natural resource management**
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	0	0	0	0	0	0

List of Objective ID numbers

ENV Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:						
S.O. # , Title	**Total**	**Global climate change**	**Biodiversity**	**Environmentally sound energy**	**Urban and pollution prevention**	**Natural resource management**
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	0	0	0	0	0	0

List of Objective ID numbers

ENV Sub-Directive Amounts for FY 2003 Request

COUNTRY:						
S.O. # , Title	**Total**	**Global climate change**	**Biodiversity**	**Environmentally sound energy**	**Urban and pollution prevention**	**Natural resource management**
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	0	0	0	0	0	0

List of Objective ID numbers

CSD Sub-Directive Amounts for FY 2001 Request

COUNTRY:									
S.O. # , Title		**Child Survival/Maternal Health**			**Vulnerable Children**		**Other Infectious Diseases***		
	Total	**Primary causes**	**Polio**	**Micronutrients**	**DCOF**	**HIV/AIDS**	**TB**	**Malaria**	**"Other"**
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Request

COUNTRY:									
S.O. # , Title		**Child Survival/Maternal Health**			**Vulnerable Children**		**Other Infectious Diseases***		
	Total	**Primary causes**	**Polio**	**Micronutrients**	**DCOF**	**HIV/AIDS**	**TB**	**Malaria**	**"Other"**
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:									
S.O. # , Title		**Child Survival/Maternal Health**			**Vulnerable Children**		**Other Infectious Diseases***		
	Total	**Primary causes**	**Polio**	**Micronutrients**	**DCOF**	**HIV/AIDS**	**TB**	**Malaria**	**"Other"**
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2003 Request

COUNTRY:									
S.O. # , Title		**Child Survival/Maternal Health**			**Vulnerable Children**		**Other Infectious Diseases***		
	Total	**Primary causes**	**Polio**	**Micronutrients**	**DCOF**	**HIV/AIDS**	**TB**	**Malaria**	**"Other"**
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 **Program/Country:**
Approp: DA/CSD
Scenario:

FY 2001 Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2001**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 **Program/Country:**
Approp: DA/CSD
Scenario:

FY 2002 Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2002**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT **Program/Country:**
Approp: DA/CSD
Scenario:

FY 2002 ALT Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2002 ALT**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 **Program/Country:**
Approp: DA/CSD
Scenario:

FY 2003 Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2003**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 **Program/Country:**
Approp: ESF
Scenario:

FY 2001 Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2001**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 **Program/Country:**
Approp: ESF
Scenario:

FY 2002 Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2002**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT **Program/Country:**
Approp: ESF
Scenario:

FY 2002 ALT Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2002 ALT**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 **Program/Country:**
Approp: ESF
Scenario:

FY 2003 Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2003**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 **Program/Country:**
Approp: FSA
Scenario:

FY 2001 Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2001**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 **Program/Country:**
Approp: FSA
Scenario:

FY 2002 Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2002**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT **Program/Country:**
Approp: FSA
Scenario:

FY 2002 ALT Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2002 ALT**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 **Program/Country:**
Approp: FSA
Scenario:

FY 2003 Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2003**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 **Program/Country:**
Approp: AEEB
Scenario:

FY 2001 Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2001**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 **Program/Country:**
Approp: AEEB
Scenario:

FY 2002 Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2002**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT **Program/Country:**
Approp: AEEB
Scenario:

FY 2002 ALT Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2002 ALT**
SO 1:	Successful Democratic Transition Including Free and Fair Elections														
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:	Successful Transition from Relief to Recovery Through a Community Reintegration Program														
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 **Program/Country: Center for Environment**
Approp: DA
Scenario:

FY 2003 Request															
S.O. # , Title	**Starting Pipeline**	**Total**	**Agri-culture**	**Other Economic Growth**	**Children's Basic Education (*)**	**Other HCD**	**Population**	**Child Survival & Maternal Health (*)**	**Other Infectious Diseases (*)**	**HIV/AIDS (*)**	**Vulnerable Children (*)**	**Environ**	**D/G**	**Est. S.O. Expendi-tures**	**Est. S.O. Pipeline End of 2003**
SO 1:	Increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, freshwater and coastal ecosystems														
Bilateral	7,621	13,834						0				13,834		13,307	8,148
Field Spt		0													0
	7,621	13,834	0	0	0	0	0	0	0	0		13,834	0	13,307	8,148
SO 2:	Improved management of urbanization in targeted areas														
Bilateral	4,942	4,200										4,200		4,040	5,102
Field Spt		0													0
	4,942	4,200	0	0	0	0	0	0	0	0		4,200	0	4,040	5,102
SO 3:	Increased environmentally sustainable energy production and use														
Bilateral	5,685	12,915										12,915		12,423	6,177
Field Spt		0													0
	5,685	12,915	0	0	0	0	0	0	0	0		12,915	0	12,423	6,177
SO 4:	Agency climate change program effectively implemented														
Bilateral	0	0										0		0	0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	18,248	30,949	0	0	0	0	0	0	0	0		30,949	0	29,770	19,427
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	18,248	30,949	0	0	0	0	0	0	0	0		30,949	0	29,770	19,427

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	30,949
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	30,949
CSD Program Total	0
TOTAL	30,949

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

Workforce Tables

G/ENV End of year On-Board **FY 2000 Estimate**	SO 1	SO 2	SO 3	SpO1	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/													
U.S. Direct Hire	7	1	6		14	2		5			5	12	26
AE Funded: 2/													
DH - UE (AID/W) **3/**		9			9							0	9
DH - UE (RUDOS)		11			11							0	11
TFCA Funded:													
DH - TFCA	1				1							0	1
Subtotal	8	21	6	0	35	2	0	5	0	0	5	12	47
Program Funded 1/													
U.S. Citizens	11	3	11	4	29						5	5	34
Subtotal	11	3	11	4	29	0	0	0	0	0	5	5	34
Total Direct Workforce	19	24	17	4	64	2	0	5	0	0	10	17	81
Fellows	3			1	4							0	4
Subtotal	3	0	0	1	4	0	0	0	0	0	0	0	4
TOTAL WORKFORCE	22	24	17	5	68	2	0	5	0	0	10	17	85

1/ Excludes TAACS, Fellows, and IDIs
2/ AE credit funded staff are also reflected on the workforce tables of the Development Credit Authority R4 submission
3/ Excludes WAE employees (on AE)

Workforce Tables

G/ENV End of year On-Board **FY 2001 Request**	SO 1	SO 2	SO 3	SpO1	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/													
U.S. Direct Hire	7	8	6		21	2		5			5	12	33
DH - OE (RUDOS)		4			4							0	4
AE Funded: 2/													
DH - UE (AID/W) **3/**		2			2							0	2
DH - UE (RUDOS)		7			7							0	7
TFCA Funded:													
DH- TFCA	2				2							0	2
Subtotal	9	21	6	0	36	2	0	5	0	0	5	12	48
Program Funded 1/													
U.S. Citizens	13	3	11	4	31						5	5	36
Subtotal	13	3	11	4	31	0	0	0	0	0	5	5	36
Total Direct Workforce	22	24	17	4	67	2	0	5	0	0	10	17	84
Fellows	3			1	4							0	4
Subtotal	3	0	0	1	4	0	0	0	0	0	0	0	4
TOTAL WORKFORCE	25	24	17	5	71	2	0	5	0	0	10	17	88

1/ Excludes TAACS, Fellows, and IDIs
2/ AE credit funded staff are also reflected on the workforce tables of the Development Credit Authority R4 submission
3/ Excludes WAE employees (on AE)

G/ENV End of year On-Board **FY 2001 Request**	SO 1	SO 2	SO 3	SpO1	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded:													
U.S. Direct Hire	6	9	7	1	23	2		4			3	9	32
DH - OE (RUDOS)		10			10							0	10
RUDO Funded FSN		12			12							0	12
TFCA Funded:												0	0
DH- TFCA	2				2							0	2
Subtotal	8	31	7	1	47	2	0	4	0	0	3	9	56
Program Funded													
U.S. Citizens	10	3	10	5	28						5	5	33
RUDO Funded		10.6			10.6							0	10.6
Subtotal	10	13.6	10	5	38.6	0	0	0	0	0	5	5	43.6
Total Direct Workforce	18	44.6	17	6	85.6	2	0	4	0	0	8	14	99.6
Fellows	3		1		4							0	4
RUDO (Fellow)		1			1							0	1
Subtotal	3	1	1	0	5	0	0	0	0	0	0	0	5
TOTAL WORKFORCE	21	45.6	18	6	90.6	2	0	4	0	0	8	14	104.6

Workforce Tables

G/ENV End of year On-Board **FY 2000 Estimate**	SO 1	SO 2	SO 3	SpO1	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/													
U.S. Direct Hire	7	1	6		14	2		5			5	12	26
AE Funded: 2/													
DH - UE (AID/W) **3/**		9			9							0	9
DH - UE (RUDOS)		11			11							0	11
TFCA Funded:													
DH - TFCA	1				1							0	1
Subtotal	8	21	6	0	35	2	0	5	0	0	5	12	47
Program Funded 1/													
U.S. Citizens	11	3	11	4	29						5	5	34
Subtotal	11	3	11	4	29	0	0	0	0	0	5	5	34
Total Direct Workforce	19	24	17	4	64	2	0	5	0	0	10	17	81
Fellows	3			1	4							0	4
Subtotal	3	0	0	1	4	0	0	0	0	0	0	0	4
TOTAL WORKFORCE	22	24	17	5	68	2	0	5	0	0	10	17	85

1/ Excludes TAACS, Fellows, and IDIs
2/ AE credit funded staff are also reflected on the workforce tables of the Development Credit Authority R4 submission
3/ Excludes WAE employees (on AE)

Workforce Tables

G/ENV End of year On-Board **FY 2001 Request**	SO 1	SO 2	SO 3	SpO1	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/													
U.S. Direct Hire	7	8	6		21	2		5			5	12	33
DH - OE (RUDOS)		4			4							0	4
AE Funded: 2/													
DH - UE (AID/W) **3/**		2			2							0	2
DH - UE (RUDOS)		7			7							0	7
TFCA Funded:													
DH- TFCA	2				2							0	2
Subtotal	9	21	6	0	36	2	0	5	0	0	5	12	48
Program Funded 1/													
U.S. Citizens	13	3	11	4	31						5	5	36
Subtotal	13	3	11	4	31	0	0	0	0	0	5	5	36
Total Direct Workforce	22	24	17	4	67	2	0	5	0	0	10	17	84
Fellows	3			1	4							0	4
Subtotal	3	0	0	1	4	0	0	0	0	0	0	0	4
TOTAL WORKFORCE	25	24	17	5	71	2	0	5	0	0	10	17	88

1/ Excludes TAACS, Fellows, and IDIs
2/ AE credit funded staff are also reflected on the workforce tables of the Development Credit Authority R4 submission
3/ Excludes WAE employees (on AE)

G/ENV End of year On-Board **FY 2002 Request**	SO 1	SO 2	SO 3	SpO1	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded:													
U.S. Direct Hire	6	9	7	1	23	2		4			3	9	32
DH - OE (RUDOS)		10			10							0	10
RUDO Funded FSN		12			12							0	12
TFCA Funded:												0	0
DH- TFCA	2				2							0	2
Subtotal	8	31	7	1	47	2	0	4	0	0	3	9	56
Program Funded													
U.S. Citizens	11	3	10	5	29						4	4	33
RUDO Funded		10.2			10.2							0	10.2
Subtotal	11	13.2	10	5	39.2	0	0	0	0	0	4	4	43.2
Total Direct Workforce	19	44.2	17	6	86.2	2	0	4	0	0	7	13	99.2
Fellows	4		1		5							0	5
RUDO (Fellow)					0							0	0
Subtotal	4	0	1	0	5	0	0	0	0	0	0	0	5
TOTAL WORKFORCE	23	44.2	18	6	91.2	2	0	4	0	0	7	13	104

Workforce Tables

G/ENV End of year On-Board **FY 2000 Estimate**	SO 1	SO 2	SO 3	SpO1	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/													
U.S. Direct Hire	7	1	6		14	2		5			5	12	26
AE Funded: 2/													
DH - UE (AID/W) **3/**		9			9							0	9
DH - UE (RUDOS)		11			11							0	11
TFCA Funded:													
DH - TFCA	1				1							0	1
Subtotal	8	21	6	0	35	2	0	5	0	0	5	12	47
Program Funded 1/													
U.S. Citizens	11	3	11	4	29						5	5	34
Subtotal	11	3	11	4	29	0	0	0	0	0	5	5	34
Total Direct Workforce	19	24	17	4	64	2	0	5	0	0	10	17	81
Fellows	3			1	4							0	4
Subtotal	3	0	0	1	4	0	0	0	0	0	0	0	4
TOTAL WORKFORCE	22	24	17	5	68	2	0	5	0	0	10	17	85

1/ Excludes TAACS, Fellows, and IDIs
2/ AE credit funded staff are also reflected on the workforce tables of the Development Credit Authority R4 submission
3/ Excludes WAE employees (on AE)

Workforce Tables

G/ENV End of year On-Board **FY 2001 Request**	SO 1	SO 2	SO 3	SpO1	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/													
U.S. Direct Hire	7	8	6		21	2		5			5	12	33
DH - OE (RUDOS)		4			4							0	4
AE Funded: 2/													
DH - UE (AID/W) **3/**		2			2							0	2
DH - UE (RUDOS)		7			7							0	7
TFCA Funded:													
DH- TFCA	2				2							0	2
Subtotal	9	21	6	0	36	2	0	5	0	0	5	12	48
Program Funded 1/													
U.S. Citizens	13	3	11	4	31						5	5	36
Subtotal	13	3	11	4	31	0	0	0	0	0	5	5	36
Total Direct Workforce	22	24	17	4	67	2	0	5	0	0	10	17	84
Fellows	3			1	4							0	4
Subtotal	3	0	0	1	4	0	0	0	0	0	0	0	4
TOTAL WORKFORCE	25	24	17	5	71	2	0	5	0	0	10	17	88

1/ Excludes TAACS, Fellows, and IDIs
2/ AE credit funded staff are also reflected on the workforce tables of the Development Credit Authority R4 submission
3/ Excludes WAE employees (on AE)

G/ENV End of year On-Board **FY 2003 Request**	SO 1	SO 2	SO 3	SpO1	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded:													
U.S. Direct Hire	6	9	7	1	23	2		4			3	9	32
DH - OE (RUDOS)		10			10							0	10
RUDO Funded FSN		11			11							0	11
TFCA Funded:												0	0
DH- TFCA	2				2							0	2
Subtotal	8	30	7	1	46	2	0	4	0	0	3	9	55
Program Funded													
U.S. Citizens	11	3	10	5	29						4	4	33
RUDO Funded		12.2			12.2							0	12.2
Subtotal	11	15.2	10	5	41.2	0	0	0	0	0	4	4	45.2
Total Direct Workforce	19	45.2	17	6	87.2	2	0	4	0	0	7	13	100
Fellows	4		1		5							0	5
RUDO (Fellow)					0							0	0
Subtotal	4	0	1	0	5	0	0	0	0	0	0	0	5
TOTAL WORKFORCE	23	45.2	18	6	92.2	2	0	4	0	0	7	13	105

Org_RUDO/LAC Guatemala End of year On-Board **FY 2001 Estimate**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		2						2							0	2
Other U.S. Citizens		0						0							0	0
FSN/TCN Direct Hire		0						0							0	0
Other FSN/TCN		3						3							0	3
Subtotal	0	5	0	0	0	0	0	5	0	0	0	0	0	0	0	5
Program Funded 1/																
U.S. Citizens		1						1							0	1
FSNs/TCNs		2						2							0	2
Subtotal	0	3	0	0	0	0	0	3	0	0	0	0	0	0	0	3
Total Direct Workforce	0	8	0	0	0	0	0	8	0	0	0	0	0	0	0	8
TAACS								0							0	0
Fellows								0							0	0
NEPs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	8	0	0	0	0	0	8	0	0	0	0	0	0	0	8

Org RUDO/LAC Guatemala End of year On-Board **FY 2002 Target**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		2						2							0	2
Other U.S. Citizens		0						0							0	0
FSN/TCN Direct Hire		0						0							0	0
Other FSN/TCN		3						3							0	3
Subtotal	0	5	0	0	0	0	0	5	0	0	0	0	0	0	0	5
Program Funded 1/																
U.S. Citizens		1						1							0	1
FSNs/TCNs		2						2							0	2
Subtotal	0	3	0	0	0	0	0	3	0	0	0	0	0	0	0	3
Total Direct Workforce	0	8	0	0	0	0	0	8	0	0	0	0	0	0	0	8
TAACS								0							0	0

Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	8	0	0	0	0	0	8	0	0	0	0	0	0	0	8

Org RUDO/LAC Guatemala End of year On-Board **FY 2003 Target**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		2						2							0	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		3						3							0	3
Subtotal	0	5	0	0	0	0	0	5	0	0	0	0	0	0	0	5
Program Funded 1/																
U.S. Citizens		1						1							0	1
FSNs/TCNs		2						2							0	2
Subtotal	0	3	0	0	0	0	0	3	0	0	0	0	0	0	0	3
Total Direct Workforce	0	8	0	0	0	0	0	8	0	0	0	0	0	0	0	8
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	8	0	0	0	0	0	8	0	0	0	0	0	0	0	8

Org RUDO/LAC Guatemala End of year On-Board **FY 2003 Request**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		2						2							0	2
Other U.S. Citizens		0						0							0	0
FSN/TCN Direct Hire		0						0							0	0
Other FSN/TCN		3						3							0	3

Org RUDO/LAC Guatemala End of year On-Board **FY 2003 Request**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
Subtotal	0	5	0	0	0	0	0	5	0	0	0	0	0	0	0	5
Program Funded 1/																
U.S. Citizens		1						1							0	1
FSNs/TCNs		2						2							0	2
Subtotal	0	3	0	0	0	0	0	3	0	0	0	0	0	0	0	3
Total Direct Workforce	0	8	0	0	0	0	0	8	0	0	0	0	0	0	0	8
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	8	0	0	0	0	0	8	0	0	0	0	0	0	0	8

Org_RUDO/Rabat_____ End of year On-Board **FY 2001 Estimate**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	0	1						0							0	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire	0	1						0							0	1
Other FSN/TCN								0							0	0
Subtotal	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs	0	1						0							0	1
Subtotal	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Total Direct Workforce	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3
TAACS								0							0	0
Fellows								0							0	0
NEPs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3

Org_RUDO/Rabat_____ End of year On-Board **FY 2002 Target**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		1						0							0	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire		1						0							0	1
Other FSN/TCN								0							0	0
Subtotal	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs		1						0							0	1
Subtotal	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Total Direct Workforce	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3
TAACS								0							0	0

Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
TOTAL WORKFORCE	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3

Org_RUDO/Rabat_____ End of year On-Board **FY 2003 Target**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		1						0							0	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire		1						0							0	1
Other FSN/TCN								0							0	0
Subtotal	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs		1						0							0	1
Subtotal	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Total Direct Workforce	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3

Org_ RUDO/Rabat_____ End of year On-Board **FY 2003 Request**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		1						0							0	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire		1						0							0	1
Other FSN/TCN								0							0	0

Subtotal	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs		1						0							0	1
Subtotal	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Total Direct Workforce	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3

Washington and Overseas Workforce Tables

Org: RUDO India End of year On-Board **FY 2001 Estimate**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		2						2							0	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		3						3							0	3
Subtotal	0	5	0	0	0	0	0	5	0	0	0	0	0	0	0	5
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs		5						5							0	5
Subtotal	0	5	0	0	0	0	0	5	0	0	0	0	0	0	0	5
Total Direct Workforce	0	10	0	0	0	0	0	10	0	0	0	0	0	0	0	10
TAACS								0							0	0
Fellows								0							0	0
NEPs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	10	0	0	0	0	0	10	0	0	0	0	0	0	0	10

1/ Excludes TAACS, Fellows, and NEPs

Washington and Overseas Workforce Tables

Org: RUDO India End of year On-Board **FY 2002 Target**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		2						2							0	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		3						3							0	3
Subtotal	0	5	0	0	0	0	0	5	0	0	0	0	0	0	0	5
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs		5						5							0	5
Subtotal	0	5	0	0	0	0	0	5	0	0	0	0	0	0	0	5
Total Direct Workforce	0	10	0	0	0	0	0	10	0	0	0	0	0	0	0	10
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	10	0	0	0	0	0	10	0	0	0	0	0	0	0	10

1/ Excludes TAACS, Fellows, and NEPs

Washington and Overseas Workforce Tables

Org: RUDO India End of year On-Board **FY 2003 Target**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		2						2							0	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		3						3							0	3
Subtotal	0	5	0	0	0	0	0	5	0	0	0	0	0	0	0	5
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs		5						5							0	5
Subtotal	0	5	0	0	0	0	0	5	0	0	0	0	0	0	0	5
Total Direct Workforce	0	10	0	0	0	0	0	10	0	0	0	0	0	0	0	10
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	10	0	0	0	0	0	10	0	0	0	0	0	0	0	10

1/ Excludes TAACS, Fellows, and NEPs

Washington and Overseas Workforce Tables

Org: RUDO India End of year On-Board **FY 2003 Request**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		2						2							0	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		3						3							0	3
Subtotal	0	5	0	0	0	0	0	5	0	0	0	0	0	0	0	5
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs		5						5							0	5
Subtotal	0	5	0	0	0	0	0	5	0	0	0	0	0	0	0	5
Total Direct Workforce	0	10	0	0	0	0	0	10	0	0	0	0	0	0	0	10
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	10	0	0	0	0	0	10	0	0	0	0	0	0	0	10

1/ Excludes TAACS, Fellows, and NEPs

Org RUDO/SEA End of year On-Board **FY 2001 Estimate**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		2.0						2.0							0.0	2.0
Other U.S. Citizens								0.0							0.0	0.0
FSN/TCN Direct Hire		2.0						2.0							0.0	2.0
Other FSN/TCN								0.0							0.0	0.0
Subtotal	0	4.0	0	0	0	0	0	4.0	0	0	0	0	0	0	0.0	4.0
Program Funded 1/																
U.S. Citizens		0.6						0.6							0.0	0.6
FSNs/TCNs								0.0							0.0	0.0
Subtotal	0	0.6	0	0	0	0	0	0.6	0	0	0	0	0	0	0.0	0.6
Total Direct Workforce	0	4.6	0	0	0	0	0	4.6	0	0	0	0	0	0	0.0	4.6
TAACS								0.0							0.0	0.0
Fellows								0.0							0.0	0.0
NEPs								0.0							0.0	0.0
Subtotal	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0.0
TOTAL WORKFORCE	0	4.6	0	0	0	0	0	4.6	0	0	0	0	0	0	0.0	4.6

Org RUDO/SEA End of year On-Board **FY 2002 Target**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		2.0						2.0							0.0	2.0
Other U.S. Citizens								0.0							0.0	0.0
FSN/TCN Direct Hire		2.0						2.0							0.0	2.0
Other FSN/TCN								0.0							0.0	0.0
Subtotal	0	4.0	0	0	0	0	0	4.0	0	0	0	0	0	0	0.0	4.0
Program Funded 1/																
U.S. Citizens		0.2						0.2							0.0	0.2
FSNs/TCNs								0.0							0.0	0.0
Subtotal	0	0.2	0	0	0	0	0	0.2	0	0	0	0	0	0	0.0	0.2
Total Direct Workforce	0	4.2	0	0	0	0	0	4.2	0	0	0	0	0	0	0.0	4.2
TAACS								0.0							0.0	0.0
Fellows								0.0							0.0	0.0
IDIs								0.0							0.0	0.0
Subtotal	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0.0
TOTAL WORKFORCE	0	4.2	0	0	0	0	0	4.2	0	0	0	0	0	0	0.0	4.2

Org RUDO/SEA End of year On-Board **FY 2003 Target**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		2.0						2.0							0.0	2.0
Other U.S. Citizens								0.0							0.0	0.0
FSN/TCN Direct Hire		2.0						2.0							0.0	2.0
Other FSN/TCN								0.0							0.0	0.0
Subtotal	0	4.0	0	0	0	0	0	4.0	0	0	0	0	0	0	0.0	4.0
Program Funded 1/																
U.S. Citizens		0.2						0.2							0.0	0.2
FSNs/TCNs								0.0							0.0	0.0
Subtotal	0	0.2	0	0	0	0	0	0.2	0	0	0	0	0	0	0.0	0.2
Total Direct Workforce	0	4.2	0	0	0	0	0	4.2	0	0	0	0	0	0	0.0	4.2
TAACS								0.0							0.0	0.0
Fellows								0.0							0.0	0.0
IDIs								0.0							0.0	0.0
Subtotal	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0.0
TOTAL WORKFORCE	0	4.2	0	0	0	0	0	4.2	0	0	0	0	0	0	0.0	4.2

Org RUDO/SEA End of year On-Board **FY 2003 Request**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		2.0						2.0							0.0	2.0
Other U.S. Citizens								0.0							0.0	0.0
FSN/TCN Direct Hire		2.0						2.0							0.0	2.0
Other FSN/TCN								0.0							0.0	0.0
Subtotal	0	4.0	0	0	0	0	0	4.0	0	0	0	0	0	0	0.0	4.0
Program Funded 1/																
U.S. Citizens		0.2						0.2							0.0	0.2
FSNs/TCNs								0.0							0.0	0.0
Subtotal	0	0.2	0	0	0	0	0	0.2	0	0	0	0	0	0	0.0	0.2
Total Direct Workforce	0	4.2	0	0	0	0	0	4.2	0	0	0	0	0	0	0.0	4.2
TAACS								0.0							0.0	0.0
Fellows								0.0							0.0	0.0
IDIs								0.0							0.0	0.0
Subtotal	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0.0
TOTAL WORKFORCE	0	4.2	0	0	0	0	0	4.2	0	0	0	0	0	0	0.0	4.2

Org: RUDO/SOUTH AFRICA End of year On-Board **FY 2001 Estimate**	SO 1	SO 2	SO 3	SO 4	SO 5	SO 6	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		3						0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		3						0							0	0
Subtotal	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs		1						0							0	0
Subtotal	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACS								0							0	0
Fellows		1						0							0	0
NEPs								0							0	0
Subtotal	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Org: RUDO/SOUTH AFRICA End of year On-Board **FY 2002 Target**	SO 1	SO 2	SO 3	SO 4	SO 5	SO 6	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		3						0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		3						0							0	0
Subtotal	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs		1						0							0	0
Subtotal	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACS								0							0	0

Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Org: RUDO/SOUTH AFRICA_____ End of year On-Board **FY 2003 Target**	SO 1	SO 2	SO 3	SO 4	SO 5	SO 6	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		3						0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		3						0							0	0
Subtotal	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs		1						0							0	0
Subtotal	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Org: RUDO/SOUTH AFRICA End of year On-Board **FY 2003 Request**	SO 1	SO 2	SO 3	SO 4	SO 5	SO 6	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		3						0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		3						0							0	0

Subtotal	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs		1						0							0	0
Subtotal	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0

USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission: Center for Environment

Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004
Senior Management				
SMG - 01	2	2	2	2
Program Management				
Program Mgt - 02	5	5	5	5
Project Dvpm Officer - 94				
Support Management				
EXO - 03				
Controller - 04				
Legal - 85				
Commodity Mgt. - 92				
Contract Mgt. - 93				
Sector Management				
Agriculture - 10 & 14				
Economics - 11				
Democracy - 12				
Food for Peace - 15				
Private Enterprise - 21				
Engineering - 25				
Environment - 40 & 75	25	25	25	25
Health/Pop. - 50				
Education - 60				
Total	32	32	32	32

GDOs: If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.
RUDOs: do not forget to include those who were in UE-funded RUDO positions.
remaining **IDIs**: list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

Org. Title:	RUDO/LAC (Guatemala City)											
Org. No:	24,596.0	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
11.5	FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	1.2		1.2	1.2		1.2	1.4		1.4	1.4		1.4
11.8	FN PSC Salaries	62.3		62.3	68.8		68.8	75.5		75.5	75.5		75.5
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 11.8	63.5	0.0	63.5	70.0	0.0	70.0	76.8	0.0	76.8	76.8	0.0	76.8
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	16.3		16.3	37.1		37.1	46.6		46.6	46.6		46.6
12.1	Cost of Living Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	Home Service Transfer Allowances	0.0		0.0	0.7		0.7	0.7		0.7	0.7		0.7
12.1	Quarters Allowances	58.8		58.8	71.7		71.7	82.9		82.9	82.9		82.9
12.1	Other Misc. USDH Benefits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0		0
12.1	Other FNDH Benefits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	US PSC Benefits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	2.6		2.6	2.9		2.9	3.1		3.1	3.1		3.1
12.1	Other FN PSC Benefits	28.8		28.8	31.7		31.7	36.5		36.5	36.5		36.5
12.1	IPA/Detail-In/PASA/RSSA Benefits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 12.1	106.5	0.0	106.5	144.1	0.0	144.1	169.9	0.0	169.9	169.9	0.0	169.9
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
13.0	Other Benefits for Former Personnel - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
13.0	Other Benefits for Former Personnel - FN PSCs	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	11.6		11.6	4.7		4.7	4.9		4.9	4.9		4.9
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Org. Title:	RUDO/LAC (Guatemala City)											
Org. No:	24,596.0	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Post Assignment Travel - to field	0.0		0.0	1.2		1.2	3.1		3.1	3.1		3.1
21.0	Assignment to Washington Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Home Leave Travel	3.4		3.4	2.1		2.1	1.6		1.6	1.6		1.6
21.0	R & R Travel	2.1		2.1	1.9		1.9	2.8		2.8	2.8		2.8
21.0	Education Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Evacuation Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Retirement Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Pre-Employment Invitational Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Other Mandatory/Statutory Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	1.8		1.8	1.8		1.8	1.8		1.8	1.8		1.8
21.0	Site Visits - Mission Personnel	34.0		34.0	45.5		45.5	45.5		45.5	45.5		45.5
21.0	Conferences/Seminars/Meetings/Retreats	10.5		10.5	3.3		3.3	6.9		6.9	6.9		6.9
21.0	Assessment Travel	6.1		6.1	3.8		3.8	4.8		4.8	4.8		4.8
21.0	Impact Evaluation Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Disaster Travel (to respond to specific disasters)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Recruitment Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Other Operational Travel	0.0		0.0	1.1		1.1	0.0		0.0	0.0		0.0
	Subtotal OC 21.0	69.5	0.0	69.5	65.4	0.0	65.4	71.4	0.0	71.4	71.4	0.0	71.4
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0.0		0.0	35.5		0.0	38.0		38.0	38.0		38.0
22.0	Home Leave Freight	1.8		1.8	1.8		1.8	2.2		2.2	2.2		2.2
22.0	Retirement Freight	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
22.0	Transportation/Freight for Office Furniture/Equip.	0.0		0.0	2.0		2.0	0.0		0.0	0.0		0.0
22.0	Transportation/Freight for Res. Furniture/Equip.	0.8		0.8	0.0		0.0	0.8		0.8	0.8		0.8
	Subtotal OC 22.0	2.6	0.0	2.6	39.3	0.0	39.3	41.0	0.0	41.0	41.0	0.0	41.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	28.5		28.5	30.1		30.1	31.7		31.7	31.7		31.7
23.2	Rental Payments to Others - Warehouse Space	3.7		3.7	3.9		3.9	4.3		4.3	4.3		4.3
23.2	Rental Payments to Others - Residences	1.3		1.3	1.4		1.4	1.5		1.5	1.5		1.5
	Subtotal OC 23.2	33.5	0.0	33.5	35.4	0.0	35.4	37.6	0.0	37.6	37.6	0.0	37.6
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	10.0		10.0	10.9		10.9	12.0		12.0	12.0		12.0
23.3	Residential Utilities	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3	Telephone Costs	14.5		14.5	15.8		15.8	17.5		17.5	17.5		17.5
23.3	IT Software Leases	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3	IT Hardware Lease	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3	Commercial Time Sharing	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3	Postal Fees (Other than APO Mail)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3	Other Mail Service Costs	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3	Courier Services	1.1		1.1	1.2		1.2	1.3		1.3	1.3		1.3
	Subtotal OC 23.3	25.6	0.0	25.6	27.9	0.0	27.9	30.8	0.0	30.8	30.8	0.0	30.8
24.0	Printing and Reproduction	5.5		5.5	2.5		2.5	2.7		2.7	2.7		2.7
	Subtotal OC 24.0	5.5	0.0	5.5	2.5	0.0	2.5	2.7	0.0	2.7	2.7	0.0	2.7

Org. Title:	RUDO/LAC (Guatemala City)													
Org. No:	24,596.0	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request			
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.1	Studies, Analyses, & Evaluations	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.1	Management & Professional Support Services	16.1		16.1	6.0		6.0	15.0		15.0	15.0		15.0	
25.1	Engineering & Technical Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
	Subtotal OC 25.1	16.1	0.0	16.1	6.0	0.0	6.0	15.0	0.0	15.0	15.0	0.0	15.0	
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.2	Office Security Guards	0.6		0.6	0.7		0.7	0.7		0.7	0.7		0.7	
25.2	Residential Security Guard Services	3.4		3.4	3.8		3.8	6.0		6.0	6.0		6.0	
25.2	Official Residential Expenses	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.2	Representation Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.2	Non-Federal Audits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.2	Grievances/Investigations	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.2	Insurance and Vehicle Registration Fees	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.2	Vehicle Rental	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.2	Manpower Contracts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.2	Records Declassification & Other Records Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.2	Recruiting activities	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5	
25.2	Penalty Interest Payments	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.2	Other Miscellaneous Services	9.2		9.2	10.0		10.0	11.0		11.0	11.0		11.0	
25.2	Staff training contracts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.2	IT related contracts	0.7		0.7	0.8		0.8	0.9		0.9	0.9		0.9	
	Subtotal OC 25.2	14.4	0.0	14.4	15.8	0.0	15.8	18.9	0.0	18.9	18.9	0.0	18.9	
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.3	ICASS	6.8		6.8	7.8		7.8	8.6		8.6	8.6		8.6	
25.3	All Other Services from Other Gov't. accounts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
	Subtotal OC 25.3	6.8	0.0	6.8	7.8	0.0	7.8	8.6	0.0	8.6	8.6	0.0	8.6	
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.4	Office building Maintenance	5.3		5.3	5.8		5.8	6.4		6.4	6.4		6.4	
25.4	Residential Building Maintenance	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
	Subtotal OC 25.4	5.3	0.0	5.3	5.8	0.0	5.8	6.4	0.0	6.4	6.4	0.0	6.4	
													7.0	
25.6	Medical Care													
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.7	IT and telephone operation and maintenance costs	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.7	Storage Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
25.7	Office Furniture/Equip. Repair and Maintenance	1.6		1.6	1.8		1.8	1.9		1.9	1.9		1.9	
25.7	Vehicle Repair and Maintenance	0.6		0.6	0.7		0.7	0.8		0.8	0.8		0.8	
25.7	Residential Furniture/Equip. Repair and Maintenance	0.0		0.0	5.9		5.9	5.9		5.9	5.9		5.9	
	Subtotal OC 25.7	2.2	0.0	2.2	8.4	0.0	8.4	8.6	0.0	8.6	8.6	0.0	8.6	
25.8	Subsistance & spt. of persons (by contract or Gov't.)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

Org. Title:	RUDO/LAC (Guatemala City)												
Org. No:	24,596.0	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	7.1		7.1	7.7		7.7	8.4		8.4	8.4		8.4
	Subtotal OC 26.0	7.1	0.0	7.1	7.7	0.0	7.7	8.4	0.0	8.4	8.4	0.0	8.4
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	3.7		3.7	0.0		0.0	3.9		3.9	3.9		3.9
31.0	Purchase of Office Furniture/Equip.	2.2		2.2	0.0		0.0	0.0		0.0	0.0		0.0
31.0	Purchase of Vehicles	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0	Armoring of Vehicles	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0	Purchase of Printing/Graphics Equipment	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0	IT Hardware purchases	0.0		0.0	17.3		17.3	0.0		0.0	0.0		0.0
31.0	IT Software purchases	0.4		0.4	3.1		3.1	0.5		0.5	0.5		0.5
	Subtotal OC 31.0	6.3	0.0	6.3	20.4	0.0	20.4	4.4	0.0	4.4	4.4	0.0	4.4
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Purchase of fixed equipment for buildings	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Purchase of fixed security equipment for buildings	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Building Renovations/Alterations - Office	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Building Renovations/Alterations - Residential	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	TOTAL BUDGET	365.0	0.0	365.0	456.6	0.0	456.6	500.6	0.0	500.6	500.7	0.0	500.7

Additional Mandatory Information

Dollars Used for Local Currency Purchases	.	.	.
Exchange Rate Used in Computations	7.80	8.00	8.00

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal: 0.0 0.0 0.0

07/23/01

OPERATING EXPENSES

Org. Title:	RUDO/NENA (RABAT)	Overseas Mission Budgets								
Org. No:	24608	FY 2001 Estimate			FY 2002 Target			FY 2003 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0
11.5	FNDH			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0
11.8	FN PSC Salaries	11.7		11.7	12.4		12.4	13.1		13.1
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0
	Subtotal OC 11.8	11.7	0	11.7	12.4	0	12.4	13.1	0	13.1
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0.0			0			0
12.1	Cost of Living Allowances			0			0			0
12.1	Home Service Transfer Allowances			0			0			0
12.1	Quarters Allowances			0			0			0
12.1	Other Misc. USDH Benefits	0.7		0.7			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 **	Payments to FSN Voluntary Separation Fund - FNDH			0			0			0
12.1	Other FNDH Benefits			0			0			0
12.1	US PSC Benefits			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 **	Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0
12.1	Other FN PSC Benefits	5.9		5.9	6.7		6.7	7.8		7.8
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0
	Subtotal OC 12.1	6.6	0	6.6	6.7	0	6.7	7.8	0	7.8

OPERATING EXPENSES

Org. Title:	RUDO/NENA (RABAT)	Overseas Mission Budgets								
Org. No:	24608	FY 2001 Estimate			FY 2002 Target			FY 2003 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	3.0		3.0	8		8	8		8
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	3.5		3.5			0			0
21.0	Assignment to Washington Travel			0			0			0
21.0	Home Leave Travel			0			0	4.9		4.9
21.0	R & R Travel			0	2.2		2.2			0
21.0	Education Travel			0	2.6		2.6	2.7		2.7
21.0	Evacuation Travel	2.7		2.7	2.7		2.7	2.7		2.7
21.0	Retirement Travel			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0			0
21.0	Site Visits - Mission Personnel	5.0		5.0	5		5	5		5
21.0	Conferences/Seminars/Meetings/Retreats	3.0		3.0	3		3	6.3		6.3
21.0	Assessment Travel			0			0			0
21.0	Impact Evaluation Travel			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0
21.0	Recruitment Travel			0			0			0
21.0	Other Operational Travel	2.0		2.0	8		8	8		8
	Subtotal OC 21.0	19.2	0	19.2	31.5	0	31.5	37.6	0	37.6
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	21.0		21.0			0	0		0
22.0	Home Leave Freight			0.0			0	2.5		2.5
22.0	Retirement Freight			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.			0.0	1.4		1.4	0.4		0.4

OPERATING EXPENSES

Org. Title:	RUDO/NENA (RABAT)	Overseas Mission Budgets								
Org. No:	24608	FY 2001 Estimate			FY 2002 Target			FY 2003 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
22.0	Transportation/Freight for Res. Furniture/Equip.	0.4		0.4	0.4		0.4	0.4		0.4
	Subtotal OC 22.0	21.4	0	21.4	1.8	0	1.8	3.3	0	3.3
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	3.0		3.0	3.6		3.6	3.8		3.8
23.2	Rental Payments to Others - Warehouse Space	0.5		0.5	0.5		0.5	0.6		0.6
23.2	Rental Payments to Others - Residences	14.0		14.0	14.5		14.5	15.2		15.2
	Subtotal OC 23.2	17.5	0	17.5	18.6	0	18.6	19.6	0	19.6
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	2.0		2.0	2.1		2.1	2.2		2.2
23.3	Residential Utilities	6.3		6.3	6.6		6.6	6.9		6.9
23.3	Telephone Costs	2.0		2.0	2.1		2.1	2.2		2.2
23.3	ADP Software Leases			0			0			0
23.3	ADP Hardware Lease			0			0			0
23.3	Commercial Time Sharing			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0
23.3	Other Mail Service Costs	0.5		0.5	0.6		0.6	0.6		0.6
23.3	Courier Services			0.0			0			0
	Subtotal OC 23.3	10.8	0	10.8	11.4	0	11.4	11.9	0	11.9
24.0	Printing and Reproduction	1.1		1.1	1.2		1.2	1.3		1.3
	Subtotal OC 24.0	1.1	0	1.1	1.2	0	1.2	1.3	0	1.3
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0
25.1	Management & Professional Support Services	1.0		1.0	1.6		1.6	1.7		1.7
25.1	Engineering & Technical Services			0			0			0
	Subtotal OC 25.1	1	0	1.0	1.6	0	1.6	1.7	0	1.7
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	3.0		3.0	3.2		3.2	3.4		3.4
25.2	Residential Security Guard Services	2.2		2.2	2.3		2.3	2.4		2.4
25.2	Official Residential Expenses			0			0			0
25.2	Representation Allowances			0			0			0
25.2	Non-Federal Audits			0			0			0

Org. Title:	RUDO/NENA (RABAT)	Overseas Mission Budgets								
Org. No:	24608	FY 2001 Estimate			FY 2002 Target			FY 2003 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Grievances/Investigations			0			0			0
25.2	Insurance and Vehicle Registration Fees	0.1		0.1	0.12		0.12	0.13		0.13
25.2	Vehicle Rental			0			0			0
25.2	Manpower Contracts			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0
25.2	Recruiting activities			0			0			0
25.2	Penalty Interest Payments			0			0			0
25.2	Other Miscellaneous Services	1.0		1.0	0.63		0.63	0.67		0.67
25.2	Staff training contracts			0.0			0			0
25.2	ADP related contracts			0			0			0
	Subtotal OC 25.2	6.3	0	6.3	6.25	0	6.25	6.6	0	6.6
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	12.6		12.6	13.2		13.2	13.9		13.9
25.3	All Other Services from Other Gov't. accounts			0			0			0
	Subtotal OC 25.3	12.6	0	12.6	13.2	0	13.2	13.9	0	13.9
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	2.3		2.3	2.4		2.4	2.5		2.5
25.4	Residential Building Maintenance	4.2		4.2	4.4		4.4	4.6		4.6
	Subtotal OC 25.4	6.5	0	6.5	6.8	0	6.8	7.1	0	7.1
25.6	Medical Care							0.5		
	Subtotal OC 25.6	0	0	0	0	0	0	0.5	0	0.5
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	1.0		1.0	1.1		1.1	1.2		1.2
25.7	Storage Services			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance	0.5		0.5	0.5		0.5	0.6		0.6
25.7	Vehicle Repair and Maintenance			0.0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance	0.3		0.3	0.3		0.3	0.3		0.3
	Subtotal OC 25.7	1.8	0	1.8	1.9	0	1.9	2.1	0	2.1
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0

OPERATING EXPENSES

Org. Title:	RUDO/NENA (RABAT)	Overseas Mission Budgets								
Org. No:	24608	FY 2001 Estimate			FY 2002 Target			FY 2003 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	2.5		2.5	2.7		2.7	2.8		2.8
	Subtotal OC 26.0	2.5	0	2.5	2.7	0	2.7	2.8	0	2.8
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	1.0		1.0	1		1	1		1
31.0	Purchase of Office Furniture/Equip.			0	1		1	1		1
31.0	Purchase of Vehicles			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0
31.0	ADP Hardware purchases			0	2.2		2.2			0
31.0	ADP Software purchases			0			0			0
	Subtotal OC 31.0	1.0	0	1.0	4.2	0	4.2	2	0	2
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
	TOTAL BUDGET	120.0	0	120.0	120.3	0	120.3	130.8	0	130.8

Additional Mandatory Information

Dollars Used for Local Currency Purchases	.		.		.		
Exchange Rate Used in Computations	9.7		9.5		9.5		

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal: 0 0 0

OPERATING EXPENSES

Org. Title: **RUDO/SA (New Delhi)**
Org. No: **24386**

OC		FY 2001 Estimate Dollars	FY 2001 Estimate TF	FY 2001 Estimate Total	FY 2002 Target Dollars	FY 2002 Target TF	FY 2002 Target Total	FY 2003 Target Dollars	FY 2003 Target TF	FY 2003 Target Total	FY 2003 Request Dollars	FY 2003 Request TF	FY 2003 Request Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries	16.1		16.1	20.4		20.4	21.7		21.7	21.7		21.7
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	16.1	0.0	16.1	20.4	0.0	20.4	21.7	0.0	21.7	21.7	0.0	21.7
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	40.2		40.2	42.7		42.7	29.8		29.8	29.8		29.8
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0	0.7		0.7	0.7		0.7
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	0.4		0.4	0.2		0.2	0.2		0.2	0.2		0.2
12.1	Other FN PSC Benefits			0.0			0.0			0.0			0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	40.6	0.0	40.6	42.9	0.0	42.9	30.7	0.0	30.7	30.7	0.0	30.7
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0

OPERATING EXPENSES

Org. Title: **RUDO/SA (New Delhi)**
Org. No: **24386**

OC		FY 2001 Estimate Dollars	FY 2001 Estimate TF	FY 2001 Estimate Total	FY 2002 Target Dollars	FY 2002 Target TF	FY 2002 Target Total	FY 2003 Target Dollars	FY 2003 Target TF	FY 2003 Target Total	FY 2003 Request Dollars	FY 2003 Request TF	FY 2003 Request Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0.0			0.0			0.0			0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0	4.5		4.5	4.5		4.5
21.0	Home Leave Travel	6.0		6.0	8.0		8.0	4.5		4.5	4.5		4.5
21.0	R & R Travel	8.0		8.0	8.0		8.0	6.0		6.0	6.0		6.0
21.0	Education Travel	2.9		2.9	2.9		2.9	8.7		8.7	8.7		8.7
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel	35.0		35.0	35.0		35.0	35.0		35.0	35.0		35.0
21.0	Conferences/Seminars/Meetings/Retreats	10.0		10.0	10.0		10.0	10.0		10.0	10.0		10.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
	Subtotal OC 21.0	71.9	0.0	71.9	73.9	0.0	73.9	78.7	0.0	78.7	78.7	0.0	78.7
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0			0.0	15.0		15.0	15.0		15.0
22.0	Home Leave Freight	6.0		6.0	6.0		6.0	15.0		15.0	15.0		15.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
	Subtotal OC 22.0	6.0	0.0	6.0	6.0	0.0	6.0	30.0	0.0	30.0	30.0	0.0	30.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences	70.3		70.3	45.7		45.7	45.7		45.7	45.7		45.7

OPERATING EXPENSES

Org. Title: RUDO/SA (New Delhi)												
Org. No: 24386		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 23.2	70.3	0.0	70.3	45.7	0.0	45.7	45.7	0.0	45.7	45.7	0.0	45.7
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities			0.0			0.0			0.0			0.0
23.3	Residential Utilities	10.0		10.0	10.0		10.0	10.0		10.0	10.0		10.0
23.3	Telephone Costs	10.0		10.0	10.0		10.0	10.0		10.0	10.0		10.0
23.3	IT Software Leases			0.0			0.0			0.0			0.0
23.3	IT Hardware Lease			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3	Courier Services			0.0			0.0			0.0			0.0
	Subtotal OC 23.3	20.0	0.0	20.0	20.0	0.0	20.0	20.0	0.0	20.0	20.0	0.0	20.0
24.0	Printing and Reproduction			0.0			0.0			0.0			0.0
	Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0
	Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0.0			0.0			0.0			0.0
25.2	Residential Security Guard Services	1.0		1.0	1.1		1.1	1.2		1.2	1.2		1.2
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0
25.2	Representation Allowances			0.0			0.0			0.0			0.0
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2	Vehicle Rental			0.0			0.0			0.0			0.0
25.2	Manpower Contracts			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
25.2	Staff training contracts			0.0			0.0			0.0			0.0
25.2	IT related contracts			0.0			0.0			0.0			0.0
	Subtotal OC 25.2	6.0	0.0	6.0	6.1	0.0	6.1	6.2	0.0	6.2	6.2	0.0	6.2

OPERATING EXPENSES

Org. Title: **RUDO/SA (New Delhi)**
Org. No: **24386**

OC		FY 2001 Estimate Dollars	FY 2001 Estimate TF	FY 2001 Estimate Total	FY 2002 Target Dollars	FY 2002 Target TF	FY 2002 Target Total	FY 2003 Target Dollars	FY 2003 Target TF	FY 2003 Target Total	FY 2003 Request Dollars	FY 2003 Request TF	FY 2003 Request Total
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	55.0		55.0	60.0		60.0	66.0		66.0	66.0		66.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	55.0	0.0	55.0	60.0	0.0	60.0	66.0	0.0	66.0	66.0	0.0	66.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0.0			0.0			0.0			0.0
25.4	Residential Building Maintenance	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
	Subtotal OC 25.4	1.0	0.0	1.0	1.0	0.0	1.0	1.0	0.0	1.0	1.0	0.0	1.0
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
	Subtotal OC 26.0	5.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0.0	2.0		2.0			0.0			0.0
31.0	Purchase of Office Furniture/Equip.			0.0	2.0		2.0			0.0			0.0
31.0	Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases			0.0	5.0		5.0			0.0			0.0
31.0	IT Software purchases	1.1		1.1	5.0		5.0			0.0			0.0
	Subtotal OC 31.0	1.1	0.0	1.1	14.0	0.0	14.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

OPERATING EXPENSES

Org. Title: **RUDO/SA (New Delhi)**
Org. No: **24386**

OC		FY 2001 Estimate Dollars	FY 2001 Estimate TF	FY 2001 Estimate Total	FY 2002 Target Dollars	FY 2002 Target TF	FY 2002 Target Total	FY 2003 Target Dollars	FY 2003 Target TF	FY 2003 Target Total	FY 2003 Request Dollars	FY 2003 Request TF	FY 2003 Request Total
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0	Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities			0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	TOTAL BUDGET	293.0	0.0	293.0	295.0	0.0	295.0	305.0	0.0	305.0	305.0	0.0	305.0

Additional Mandatory Information

Dollars Used for Local Currency Purchases	181.0	165.0	183.0
Exchange Rate Used in Computations	Rs.46/$1	Rs.46/$1	Rs.46/$1

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal: 0.4 0.2 0.2

Org. Title:	RUDO/SEA (Jakarta)												
Org. No:	24,497.0	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0.00		0.00	0.00		0.00	0.00		0.00	0.00		0.00
	Subtotal OC 11.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.00			0.00			0.00			0.00
	Subtotal OC 11.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.00			0.00			0.00			0.00
11.5	FNDH	0.00		0.00	0.00		0.00	0.00		0.00	0.00		0.00
	Subtotal OC 11.5	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.00			0.00			0.00			0.00
11.8	FN PSC Salaries	22.80		22.80	23.50		23.50	25.00		25.00	25.00		25.00
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.00			0.00			0.00			0.00
	Subtotal OC 11.8	22.80	0.00	22.80	23.50	0.00	23.50	25.00	0.00	25.00	25.00	0.0	25.00
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0.00			0.00			0.00			0.00
12.1	Cost of Living Allowances	0.00		0.00	0.00		0.00	0.00		0.00	0.00		0.00
12.1	Home Service Transfer Allowances	0.00		0.00			0.00			0.00			0.00
12.1	Quarters Allowances			0.00			0.00			0.00			0.00
12.1	Other Misc. USDH Benefits	0.00		0.00			0.00			0.00			0.00
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 *	Payments to FSN Voluntary Separation Fund - FNDH			0.00			0.00			0.00			0.00
12.1	Other FNDH Benefits			0.00			0.00			0.00			0.00
12.1	US PSC Benefits			0.00			0.00			0.00			0.00
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 *	Payments to FSN Voluntary Separation Fund - FN PSC			0.00			0.00			0.00			0.00
12.1	Other FN PSC Benefits	7.00		7.00	7.00		7.00	7.50		7.50	7.50		7.50
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.00			0.00			0.00			0.00
	Subtotal OC 12.1	7.00	0.00	7.00	7.00	0.00	7.00	7.50	0.00	7.50	7.50	0.0	7.50
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.00			0.00			0.00			0.00
13.0	Other Benefits for Former Personnel - FNDH			0.00			0.00			0.00			0.00
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.00			0.00			0.00			0.00
13.0	Other Benefits for Former Personnel - FN PSCs	0.00		0.00			0.00			0.00			0.00
	Subtotal OC 13.0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Org. Title:	RUDO/SEA (Jakarta)											
Org. No:	24,497.0	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Training Travel	14.50		14.50	13.50		13.50	13.50		13.50	13.50		13.50
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0.00		0.00			0.00			0.00			0.00
21.0	Assignment to Washington Travel			0.00			0.00			0.00			0.00
21.0	Home Leave Travel	0.00		0.00	7.80		7.80	0.00		0.00	0.00		0.00
21.0	R & R Travel	5.00		5.00	0.00		0.00	5.00		5.00	5.00		5.00
21.0	Education Travel			0.00			0.00			0.00			0.00
21.0	Evacuation Travel	11.40		11.40	11.40		11.40	11.40		11.40	11.40		11.40
21.0	Retirement Travel			0.00			0.00			0.00			0.00
21.0	Pre-Employment Invitational Travel			0.00			0.00			0.00			0.00
21.0	Other Mandatory/Statutory Travel			0.00			0.00			0.00			0.00
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	3.20		3.20	3.20		3.20	3.20		3.20	3.20		3.20
21.0	Site Visits - Mission Personnel	20.00		20.00	20.00		20.00	20.00		20.00	20.00		20.00
21.0	Conferences/Seminars/Meetings/Retreats	12.00		12.00	11.80		11.80	11.80		11.80	11.80		11.80
21.0	Assessment Travel			0.00			0.00			0.00			0.00
21.0	Impact Evaluation Travel			0.00			0.00			0.00			0.00
21.0	Disaster Travel (to respond to specific disasters)			0.00			0.00			0.00			0.00
21.0	Recruitment Travel			0.00			0.00			0.00			0.00
21.0	Other Operational Travel	9.00		9.00	9.00		9.00	9.00		9.00	9.00		9.00
	Subtotal OC 21.0	75.10	0.00	75.10	76.70	0.00	76.70	73.90	0.00	73.90	73.90	0.0	73.90
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0.00		0.00			0.00			0.00			0.00
22.0	Home Leave Freight	0.00		0.00	2.00		2.00	0.00		0.00	0.00		0.00
22.0	Retirement Freight			0.00			0.00			0.00			0.00
22.0	Transportation/Freight for Office Furniture/Equip.			0.00			0.00	0.20		0.20	0.20		0.20
22.0	Transportation/Freight for Res. Furniture/Equip.			0.00			0.00			0.00			0.00
	Subtotal OC 22.0	0.00	0.00	0.00	2.00	0.00	2.00	0.20	0.00	0.20	0.20	0.0	0.20
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0.00			0.00			0.00			0.00
23.2	Rental Payments to Others - Warehouse Space			0.00			0.00			0.00			0.00
23.2	Rental Payments to Others - Residences	42.00		42.00	45.00		45.00	48.00		48.00	48.00		48.00
	Subtotal OC 23.2	42.00	0.00	42.00	45.00	0.00	45.00	48.00	0.00	48.00	48.00	0.0	48.00
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	2.00		2.00	1.00		1.00	1.00		1.00	1.00		1.00
23.3	Residential Utilities	5.00		5.00	5.00		5.00	5.00		5.00	5.00		5.00
23.3	Telephone Costs			0.00			0.00			0.00			0.00
23.3	IT Software Leases			0.00			0.00			0.00			0.00
23.3	IT Hardware Lease			0.00			0.00			0.00			0.00
23.3	Commercial Time Sharing			0.00			0.00			0.00			0.00
23.3	Postal Fees (Other than APO Mail)			0.00			0.00			0.00			0.00
23.3	Other Mail Service Costs			0.00			0.00			0.00			0.00
23.3	Courier Services			0.00			0.00			0.00			0.00
	Subtotal OC 23.3	7.00	0.00	7.00	6.00	0.00	6.00	6.00	0.00	6.00	6.00	0.0	6.00

Org. Title:	RUDO/SEA (Jakarta)												
Org. No:	24,497.0	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
24.0	Printing and Reproduction			0.00			0.00			0.00			0.00
	Subtotal OC 24.0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.00			0.00			0.00			0.00
25.1	Management & Professional Support Services			0.00			0.00			0.00			0.00
25.1	Engineering & Technical Services			0.00			0.00			0.00			0.00
	Subtotal OC 25.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0.00			0.00			0.00			0.00
25.2	Residential Security Guard Services			0.00			0.00			0.00			0.00
25.2	Official Residential Expenses			0.00			0.00			0.00			0.00
25.2	Representation Allowances			0.00			0.00			0.00			0.00
25.2	Non-Federal Audits			0.00			0.00			0.00			0.00
25.2	Grievances/Investigations			0.00			0.00			0.00			0.00
25.2	Insurance and Vehicle Registration Fees			0.00			0.00			0.00			0.00
25.2	Vehicle Rental			0.00			0.00			0.00			0.00
25.2	Manpower Contracts			0.00			0.00			0.00			0.00
25.2	Records Declassification & Other Records Services			0.00			0.00			0.00			0.00
25.2	Recruiting activities			0.00			0.00			0.00			0.00
25.2	Penalty Interest Payments			0.00			0.00			0.00			0.00
25.2	Other Miscellaneous Services	11.50		11.50	11.10		11.10	10.70		10.70	10.70		10.70
25.2	Staff training contracts	0.00		0.00	0.00		0.00	0.00		0.00	0.00		0.00
25.2	IT related contracts			0.00			0.00			0.00			0.00
	Subtotal OC 25.2	11.50	0.00	11.50	11.10	0.00	11.10	10.70	0.00	10.70	10.70	0.0	10.70
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	26.00		26.00	27.00		27.00	28.00		28.00	28.00		28.00
25.3	All Other Services from Other Gov't. accounts			0.00			0.00			0.00			0.00
	Subtotal OC 25.3	26.00	0.00	26.00	27.00	0.00	27.00	28.00	0.00	28.00	28.00	0.0	28.00
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0.00			0.00			0.00			0.00
25.4	Residential Building Maintenance	2.00		2.00	2.00		2.00	2.00		2.00	2.00		2.00
	Subtotal OC 25.4	2.00	0.00	2.00	2.00	0.00	2.00	2.00	0.00	2.00	2.00	0.0	2.00
25.6	Medical Care												
	Subtotal OC 25.6	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.00			0.00			0.00			0.00
25.7	Storage Services			0.00			0.00			0.00			0.00
25.7	Office Furniture/Equip. Repair and Maintenance			0.00			0.00			0.00			0.00
25.7	Vehicle Repair and Maintenance			0.00			0.00			0.00			0.00
25.7	Residential Furniture/Equip. Repair and Maintenance			0.00			0.00			0.00			0.00

Org. Title:	RUDO/SEA (Jakarta)												
Org. No:	24,497.0	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 25.7	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0.00	0.00		0.00	0.00		0.00	0.00		0.00
	Subtotal OC 25.8		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00
26.0	Supplies and materials	5.00		5.00	4.60		4.60	4.60		4.60	4.60		4.60
	Subtotal OC 26.0	5.00	0.00	5.00	4.60	0.00	4.60	4.60	0.00	4.60	4.60	0.0	4.60
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	0.00		0.00	0.00		0.00	0.00		0.00	0.00		0.00
31.0	Purchase of Office Furniture/Equip.	0.00		0.00	0.00		0.00	0.00		0.00	0.00		0.00
31.0	Purchase of Vehicles			0.00			0.00			0.00			0.00
31.0	Armoring of Vehicles			0.00			0.00			0.00			0.00
31.0	Purchase of Printing/Graphics Equipment	0.00		0.00	0.00		0.00	0.00		0.00	0.00		0.00
31.0	IT Hardware purchases	0.00		0.00	0.00		0.00	6.00		6.00	6.00		6.00
31.0	IT Software purchases	0.60		0.60	0.60		0.60	0.60		0.60	0.60		0.60
	Subtotal OC 31.0	0.60	0.00	0.60	0.60	0.00	0.60	6.60	0.00	6.60	6.60	0.0	6.60
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0.00			0.00			0.00			0.00
32.0	Purchase of fixed equipment for buildings			0.00			0.00			0.00			0.00
32.0	Purchase of fixed security equipment for buildings			0.00			0.00			0.00			0.00
32.0	Building Renovations/Alterations - Office	0.00		0.00	0.00		0.00	0.00		0.00	0.00		0.00
32.0	Building Renovations/Alterations - Residential	0.00		0.00	0.00		0.00	0.00		0.00	0.00		0.00
	Subtotal OC 32.0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00
42.0	Claims and indemnities			0.00			0.00			0.00			0.00
	Subtotal OC 42.0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00
	TOTAL BUDGET	199.00	0.00	199.00	205.50	0.00	205.50	212.50	0.00	212.50	212.50	0.0	212.50

Additional Mandatory Information

Dollars Used for Local Currency Purchases		.			.			.	
Exchange Rate Used in Computations									

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal: 0.00 0.00 0.0 0.0

Org. Title:	RUDO/SSA (Pretoria)												
Org. No:	24674	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
				0.0	0.0		0.0	0.0		0.0	0.0		0.0
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
				0.0	0.0		0.0	0.0		0.0	0.0		0.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				0.0			0.0			0.0			0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
				0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				0.0			0.0			0.0			0.0
11.5	Other perso onnel compensation	Do not enter data on th this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
11.5	FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
		0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				0.0			0.0			0.0			0.0
11.8	Special personal services payments	Do not enter data on th this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0.0		0.0			0.0			0.0			0.0
11.8	FN PSC Salaries	21.0	0.0	21.0	22.0		22.0	23.0		23.0	23.0		23.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0.0		0.0			0.0	0.0		0.0	0.0		0.0
				0.0			0.0	0.0		0.0	0.0		0.0
	Subtotal OC 11.8	21.0	0.0	21.0	22.0	0.0	22.0	23.0	0.0	23.0	23.0	0.0	23.0
				0.0			0.0			0.0			0.0
12.1	Personnel benefits	Do not enter data on th this line			Do not enter data on this line		0.0	Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on th this line			Do not enter data on this line		0.0	Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	57.0	0.0	57.0	59.0		59.0	60.0		60.0	60.0		60.0
12.1	Cost of Living Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	Home Service Transfer Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	Quarters Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	Other Misc. USDH Benefits	5.0	0.0	5.0	5.0		5.0	5.0		5.0	5.0		5.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 *	Payments to FSN Voluntary Separation Fund - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	Other FNDH Benefits	0.0		0.0	0.0	0.0	0.0	0.0		0.0	0.0		0.0
12.1	US PSC Benefits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on thi		0.0
12.1 *	Payments to FSN Voluntary Separation Fund - FN PSC	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	Other FN PSC Benefits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
				0.0			0.0	0.0		0.0	0.0		0.0
	Subtotal OC 12.1	62.0	0.0	62.0	64.0	0.0	64.0	65.0	0.0	65.0	65.0	0.0	65.0
				0.0			0.0			0.0			0.0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
13.0	Other Benefits for Former Personnel - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
13.0	Other Benefits for Former Personnel - FN PSCs	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
				0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

				0.0			0.0			0.0		0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line	
21.0	Training Travel			0.0			0.0			0.0		0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line	
21.0	Post Assignment Travel - to field	0.0		0.0	7.0		7.0	10.0		10.0	10.0	10.0
21.0	Assignment to Washington Travel	0.0		0.0	3.0		3.0	8.0		8.0	8.0	8.0
21.0	Home Leave Travel	20.0	0.0	20.0	0.0		0.0	10.0		10.0	10.0	10.0
21.0	R & R Travel	3.0		3.0	8.0		8.0	6.0		6.0	6.0	6.0
21.0	Education Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
21.0	Evacuation Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
21.0	Retirement Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
21.0	Pre-Employment Invitational Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
21.0	Other Mandatory/Statutory Travel	3.0		3.0	3.0		3.0	3.0		3.0	3.0	3.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line	
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0	0.0	0.0
21.0	Site Visits - Mission Personnel	65.0		65.0	65.0		65.0	65.0		65.0	65.0	65.0
21.0	Conferences/Seminars/Meetings/Retreats	3.0		3.0	3.0		3.0	3.0		3.0	3.0	3.0
21.0	Assessment Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
21.0	Impact Evaluation Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
21.0	Disaster Travel (to respond to specific disasters)	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
21.0	Recruitment Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
21.0	Other Operational Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
				0.0			0.0	0.0		0.0	0.0	0.0
	Subtotal OC 21.0	94.0	0.0	94.0	89.0		89.0	105.0	0.0	105.0	105.0	0.0 105.0
		0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line	
22.0	Post assignment freight	0.0		0.0	35.0		35.0	35.0		35.0	35.0	35.0
22.0	Home Leave Freight	12.0		12.0	0.0		0.0	0.0		0.0	0.0	0.0
22.0	Retirement Freight	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
22.0	Transportation/Freight for Office Furniture/Equip.	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
22.0	Transportation/Freight for Res. Furniture/Equip.	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
				0.0			0.0	0.0		0.0	0.0	0.0
	0.0 Subtotal OC 22.0	12.0	0.0	12.0	35.0	0.0	35.0	35.0	0.0	35.0	35.0	0.0 35.0
				0.0			0.0			0.0		0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line	
23.2	Rental Payments to Others - Office Space	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
23.2	Rental Payments to Others - Warehouse Space	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
23.2	Rental Payments to Others - Residences	27.0		27.0	28.0		28.0	31.0		31.0	31.0	31.0
				0.0			0.0	0.0		0.0	0.0	0.0
	Subtotal OC 23.2	27.0	0.0	27.0	28.0	0.0	28.0	31.0	0.0	31.0	31.0	0.0 31.0
				0.0			0.0			0.0		0.0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line	
23.3	Office Utilities	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
23.3	Residential Utilities	5.0		5.0	5.0		5.0	5.0		5.0	5.0	5.0
23.3	Telephone Costs	5.0		5.0	5.0		5.0	5.0		5.0	5.0	5.0
23.3	IT Software Leases	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
23.3	IT Hardware Lease	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
23.3	Commercial Time Sharing	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0
23.3	Postal Fees (Other than APO Mail)	3.0		3.0	3.0		3.0	3.0		3.0	3.0	3.0
23.3	Other Mail Service Costs	3.0		3.0	3.0		3.0	3.0		3.0	3.0	3.0
23.3	Courier Services	3.0		3.0	3.0		3.0	3.0		3.0	3.0	3.0
				0.0			0.0	0.0		0.0	0.0	0.0
	Subtotal OC 23.3	19.0	0.0	19.0	19.0	0.0	19.0	19.0	0.0	19.0	19.0	0.0 19.0

				0.0			0.0	0.0		0.0	0.0		0.0
24.0	Printing and Reproduction	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
				0.0			0.0	0.0		0.0	0.0		0.0
	Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				0.0			0.0			0.0			0.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.1	Management & Professional Support Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.1	Engineering & Technical Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
		0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				0.0			0.0			0.0	0.0		0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2	Residential Security Guard Services	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
25.2	Official Residential Expenses	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2	Representation Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2	Non-Federal Audits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2	Grievances/Investigations	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2	Insurance and Vehicle Registration Fees	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2	Vehicle Rental	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2	Manpower Contracts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2	Records Declassification & Other Records Services	0.0		0.0	0.0	0.0	0.0	0.0		0.0	0.0		0.0
25.2	Recruiting activities	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2	Penalty Interest Payments	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2	Other Miscellaneous Services	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
25.2	Staff training contracts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2	IT related contracts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
				0.0			0.0	0.0		0.0	0.0		0.0
	Subtotal OC 25.2	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0
				0.0			0.0			0.0			0.0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	21.0		21.0	22.0		22.0	23.0		23.0	23.0		23.0
25.3	All Other Services from Other Gov't. accounts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
				0.0			0.0			0.0			0.0
	Subtotal OC 25.3	21.0	0.0	21.0	22.0	0.0	22.0	23.0	0.0	23.0	23.0	0.0	23.0
				0.0			0.0			0.0			0.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
25.4	Residential Building Maintenance	3.0		3.0	3.0		3.0	3.0		3.0	3.0		3.0
				0.0			0.0	0.0		0.0	0.0		0.0
	Subtotal OC 25.4	5.0	0.0	5.0	6.0	0.0	6.0	6.0	0.0	6.0	6.0	0.0	6.0
				0.0			0.0			0.0			0.0
25.6	Medical Care	3.0		3.0	3.0		3.0	3.0		3.0	3.0		3.0
				0.0			0.0			0.0			0.0
	Subtotal OC 25.6	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0
				0.0			0.0	0.0		0.0			0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.7	Storage Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.7	Office Furniture/Equip. Repair and Maintenance	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
25.7	Vehicle Repair and Maintenance	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.7	Residential Furniture/Equip. Repair and Maintenance	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0

				0.0			0.0	0.0		0.0	0.0		0.0
	Subtotal OC 25.7	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0
				0.0			0.0	0.0		0.0	0.0		0.0
25.8	Subsistance & spt. of persons (by contract or Gov't.)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
				0.0			0.0	0.0		0.0	0.0		0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				0.0			0.0			0.0			0.0
26.0	Supplies and materials	8.0		8.0	8.0		8.0	8.0		8.0	8.0		8.0
				0.0			0.0			0.0			0.0
	Subtotal OC 26.0	8.0	0.0	8.0	8.0	0.0	8.0	8.0	0.0	8.0	8.0	0.0	8.0
				0.0			0.0			0.0			0.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	8.0		8.0	5.0		5.0	5.0		5.0	5.0		5.0
31.0	Purchase of Office Furniture/Equip.	8.0		8.0	5.0		5.0	5.0		5.0	5.0		5.0
31.0	Purchase of Vehicles	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0	Armoring of Vehicles	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0	Purchase of Printing/Graphics Equipment	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0	IT Hardware purchases	10.0		10.0	8.0		8.0	8.0		8.0	8.0		8.0
31.0	IT Software purchases	10.0		10.0	7.0		7.0	5.0		5.0	5.0		5.0
				0.0			0.0	0.0		0.0	0.0		0.0
	Subtotal OC 31.0	36.0	0.0	36.0	25.0	0.0	25.0	23.0	0.0	23.0	23.0	0.0	23.0
				0.0			0.0			0.0			0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Purchase of fixed equipment for buildings	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Purchase of fixed security equipment for buildings	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Building Renovations/Alterations - Office	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Building Renovations/Alterations - Residential	5.0		5.0	2.0		2.0	2.0		2.0	2.0		2.0
		0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 32.0	5.0	0.0	5.0	2.0	0.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0
		0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
42.0	Claims and indemnities	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
		0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
													0.0
	TOTAL BUDGET	333.0	0.0	333.0	343.0	0.0	343.0	363.0	0.0	363.0	363.0	0.0	363.0

Additional Mandatory Information

Dollars Used for Local Currency Purchases	300.0		309.0		327.0	
Exchange Rate Used in Computations	7.5		7.5		7.5	

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal: 0.0 0.0 0.0

SUMMARY RUDO FY01 OE BUDGET OYB

	RUDO LAC OE	RUDO SEA OE	RUDO SA OE	RUDO SSA OE	RUDO NENA OE	TOTAL OE
11.1 FNDH S&B	0	0	0	0	0	0
11.5 Other FNDH Compensation	0	0	0	0	0	0
11.8 US PSC Salaries	1.2	0	0	0	0	1.2
11.8 FN PSC Salaries	62.3	22.8	16.1	21	11.7	133.9
12.1 USDH Education Allowance	16.3	0	40.2	57	0	113.5
12.1 USDH Quarters Allowance	58.8	0	0	0	0	58.8
12.1 USDH Cost of Living Allowances	0	0	0	0	0	0
12.1 Other Misc. USDH Benefits	0	0	0	5	0.7	5.7
12.1 FN PSC Benefits	0	7	0	0	0	7
12.1 FN PSC Seperation Fund	2.6	0	0.4	0	0	3
12.1 Other FN PSC Benefits	28.8	0	0	0	5.9	34.7
21.0 Training Travel	11.6	14.5	0	0	3	29.1
21.0 Post Assignment Travel	0	0	0	0	3.5	3.5
21.0 Home Leave Travel	3.4	0	6	20	0	29.4
21.0 R&R Travel	2.1	5	8	3	0	18.1
21.0 Education Travel	0	0	2.9	0	0	2.9
21.0 Evacuation Travel	0	11.4	0	0	2.7	14.1
21.0 Other Mandatory Travel	0	0	5	3	0	8
21.0 Site Visit Travel: Headquarters Staff	1.8	3.2	0	0	0	5
21.0 Site Visit Travel: Mission Staff	34	20	35	65	5	159
21.0 Conference Travel	10.5	12	10	3	3	38.5
21.0 Assessment Travel	6.1	0	0	0	0	6.1
21.0 Other Operational Travel	0	9	5	0	2	16
21.0 Post Assignment Travel	0	0	0	0	21	21
22.0 Home Leave Freight	1.8	0	6	12	0	19.8
22.0 Office Furn/Equip Freight	0	0	0	0	0	0
22.0 Residential Furn/Equip Freight	0.8	0	0	0	0.4	1.2
23.2 Office Rent	28.5	0	0	0	3	31.5
23.2 Warehouse Rent	3.7	0	0	0	0.5	4.2
23.2 Residential Rent	1.3	42	70.3	27	14	154.6
23.3 Office Utilities	10	2	0	0	2	14
23.3 Residential Utilities	0	5	10	5	6.3	26.3
23.3 Telephone Costs	14.5	0	10	5	2	31.5
23.3 Postal Fees (Other than APO Mail)	0	0	0	3	0	3
23.3 Other Mail Service Costs	0	0	0	3	0.5	3.5
23.3 Courier Services	1.1	0	0	3	0	4.1
24.0 Printing and Reproduction	5.5	0	0	0	1.1	6.6
25.1 Mgmt and Professional Services	16.1	0	0	0	1	17.1
25.2 Office Security Guards	0.6	0	0	0	3	3.6
25.2 Residential Security Guard Service	3.4	0	1	5	2.2	11.6
25.2 Insurance and Vehicle Registration	0	0	0	0	0.1	0.1
25.2 Recruiting Services	0.5	0	0	0	0	0.5
25.2 Other Miscellaneous Services	9.3	11.5	5	5	1	31.8
25.2 Staff Training Contracts	0	0	0	0	0	0
25.2 ADP Related Contracts	0.7	0	0	0	0	0.7
25.3 ICASS	6.8	26	55	21	12.6	121.4
25.4 Office Building Maintenance	5.3	0	0	2	2.3	9.6

25.4 Residential Building Maintenance	0	2	1	3	4.2	10.2
25.6 Medical Care	0	0	0	3	0	3
25.7 ADP/Telephone OM Costs	0	0	0	0	1	1
25.7 Office Furn/Equip Repair	1.6	0	0	5	0.5	7.1
25.7 Vehicle Repair and Maintenance	0.6	0	0	0	0	0.6
25.7 Residential Furn/Equip Repairs	0	0	0	5	0.3	5.3
26.0 Supplies and Materials	7.1	5	5	8	2.5	12.7
31.0 Residential Furn/Equip Purchases	3.7	0	0	8	1	10.2
31.0 Office Furn/Equip Purchase	2.2	0	0	8	0	10
31.0 ADP Hardware Purchases	0	0	0	10	0	12.1
31.0 ADP Software Purchases	0.4	0.6	1.1	10	0	12.1
32.0 Building Renovations - Residential	0	0	0	5	0	5
TOTAL FY01	**365**	**199**	**293**	**333**	**120**	**1310**

SUMMARY RUDO FY02 OE BUDGET REQUEST

	RUDO LAC OE	RUDO SEA OE	RUDO SA OE	RUDO SSA OE	RUDO NENA OE	TOTAL OE
11.8 US PSC Salaries	1.2	0	0	0	0	1.2
11.8 FN PSC Salaries	68.8	23.5	20.4	22	12.4	147.1
12.1 USDH Education Allowance	37.1	0	42.7	59	0	138.8
12.1 Home Service Transfer Allowance	0.7	0	0	0	0	0.7
12.1 USDH Quarters Allowance	71.7	0	0	0	0	71.7
12.1 Other Misc. USDH Benefits	0	0	0	5	0	5
12.1 FN PSC Benefits	0	7	0	0	0	7
12.1 FN PSC Seperation Fund	2.9	0	0.2	0	0	3.1
12.1 Other FN PSC Benefits	31.7	0	0	0	6.7	38.4
21.0 Training Travel	4.7	13.5	0	0	8	26.2
21.0 Post Assignment Travel	1.2	0	0	7	0	8.2
21.0 Assignment to Washington Travel	0	0	0	3	0	3
21.0 Home Leave Travel	2.1	7.8	8	0	0	17.9
21.0 R&R Travel	1.9	0	8	8	2.2	20.1
21.0 Education Travel	0	0	2.9	0	2.6	5.5
21.0 Evacuation Travel	0	11.4	0	0	2.7	14.1
21.0 Other Mandatory Travel	0	0	5	4	0	9
21.0 Site Visit Travel: Headquarters Staff	1.8	3.2	0	0	0	5
21.0 Site Visit Travel: Mission Staff	45.5	20	35	65	5	170.5
21.0 Conference Travel	3.3	11.8	10	3	3	31.1
21.0 Assessment Travel	3.8	0	0	0	0	3.8
21.0 Other Operational Travel	1.1	9	5	0	8	23.1
21.0 Post Assignment Travel	0	0	0	0	0	0
22.0 Post Assignment Freight	35.5	0	0	35	0	70.5
22.0 Home Leave Freight	1.8	2	6	0	0	9.8
22.0 Office Furn/Equip Freight	2	0	0	0	1.4	3.4
22.0 Residential Furn/Equip Freight	0	0	0	0	0.4	0.4
23.2 Office Rent	30.1	0	0	0	3.6	33.7
23.2 Warehouse Rent	3.9	0	0	0	0.5	4.4
23.2 Residential Rent	1.4	45	45.7	28	14.5	134.6
23.3 Office Utilities	10.9	1	0	0	2.1	14
23.3 Residential Utilities	0	5	10	5	6.6	26.6
23.3 Telephone Costs	15.8	0	10	5	2.1	32.9
23.3 Postal Fees (Other than APO Mail)	0	0	0	3	0	3
23.3 Other Mail Service Costs	0	0	0	3	0.6	3.6
23.3 Courier Services	1.2	0	0	3	0	4.2
24.0 Printing and Reproduction	2.5	0	0	0	1.2	3.7
25.1 Mgmt and Professional Services	6	0	0	0	1.6	7.6
25.2 Office Security Guards	0.7	0	0	0	3.2	3.9
25.2 Residential Security Guard Service	3.8	0	1.1	5	2.3	12.2
25.2 Insurance and Vehicle Registration	0	0	0	0	0.1	0.1
25.2 Recruiting Services	0.5	0	0	0	0	0.5
25.2 Other Miscellaneous Services	10.1	11.1	5	5	0.7	31.9
25.2 ADP Related Contracts	0.8	0	0	0	0	0.8
25.3 ICASS	7.8	27	60	22	13.2	130
25.4 Office Building Maintenance	5.8	0	0	2	2.4	10.2
25.4 Residential Building Maintenance	0	2	1	3	4.4	10.4

25.6 Medical Care	0	0	0	3	0	3
25.7 ADP/Telephone OM Costs	0	0	0	0	1.1	1.1
25.7 Office Furn/Equip Repair	1.8	0	0	5	0.5	7.3
25.7 Vehicle Repair and Maintenance	0.7	0	0	0	0	0.7
25.7 Residential Furn/Equip Repairs	5.9	0	0	5	0.3	11.2
26.0 Supplies and Materials	7.7	4.6	5	8	2.7	8
31.0 Residential Furn/Equip Purchases	0	0	2	5	1	8
31.0 Office Furn/Equip Purchase	0	0	2	5	1	32.5
31.0 ADP Hardware Purchases	17.3	0	5	8	2.2	15.7
31.0 ADP Software Purchases	3.1	0.6	5	7	0	15.7
32.0 Building Renovations - Residential	0	0	0	2	0	2
TOTAL FY01	**456.6**	**205.5**	**295**	**343**	**120.3**	**1420.4**

SUMMARY RUDO FY03 OE BUDGET TARGET

	RUDO LAC OE	RUDO SEA OE	RUDO SA OE	RUDO SSA OE	RUDO NENA OE	TOTAL OE
11.8 US PSC Salaries	1.4	0	0	0	0	1.4
11.8 FN PSC Salaries	75.5	25	21.7	23	13.1	158.3
12.1 USDH Education Allowance	46.6	0	29.8	60	0	136.4
12.1 Home Service Transfer Allowance	0.7	0	0.7	0	0	1.4
12.1 USDH Quarters Allowance	82.9	0	0	0	0	82.9
12.1 Other Misc. USDH Benefits	0	0	0	5	0	5
12.1 FN PSC Benefits	0	7.5	0	0	0	7.5
12.1 FN PSC Seperation Fund	3.1	0	0.2	0	0	3.3
12.1 Other FN PSC Benefits	36.5	0	0	0	7.8	44.3
21.0 Training Travel	4.9	13.5	0	0	8	26.4
21.0 Post Assignment Travel	3.1	0	0	10	0	13.1
21.0 Assignment to Washington Travel	0	0	4.5	8	0	12.5
21.0 Home Leave Travel	1.6	0	4.5	10	4.9	21
21.0 R&R Travel	2.8	5	6	6	0	19.8
21.0 Education Travel	0	0	8.7	0	2.2	10.9
21.0 Evacuation Travel	0	11.4	0	0	2.7	14.1
21.0 Other Mandatory Travel	0	0	5	4	0	9
21.0 Site Visit Travel: Headquarters Staff	1.8	3.2	0	0	0	5
21.0 Site Visit Travel: Mission Staff	45.5	20	35	65	5	170.5
21.0 Conference Travel	6.9	11.8	10	3	6.3	38
21.0 Assessment Travel	4.8	0	0	0	0	4.8
21.0 Other Operational Travel	0	9	5	0	8	22
21.0 Post Assignment Travel	0	0	0	0	0	0
22.0 Post Assignment Freight	38	0	15	35	0	88
22.0 Home Leave Freight	2.2	0	15	0	2.5	19.7
22.0 Office Furn/Equip Freight	0	0.2	0	0	0.4	0.6
22.0 Residential Furn/Equip Freight	0.8	0	0	0	0.4	1.2
23.2 Office Rent	31.7	0	0	0	3.8	35.5
23.2 Warehouse Rent	4.3	0	0	0	0.6	4.9
23.2 Residential Rent	1.5	48	45.7	31	15.2	141.4
23.3 Office Utilities	12	1	0	0	2.2	15.2
23.3 Residential Utilities	0	5	10	5	6.9	26.9
23.3 Telephone Costs	17.5	0	10	5	2.2	34.7
23.3 Postal Fees (Other than APO Mail)	0	0	0	3	0	3
23.3 Other Mail Service Costs	0	0	0	3	0.6	3.6
23.3 Courier Services	1.3	0	0	3	0	4.3
24.0 Printing and Reproduction	2.7	0	0	0	1.3	4
25.1 Mgmt and Professional Services	15	0	0	0	1.7	16.7
25.2 Office Security Guards	0.7	0	0	0	3.4	4.1
25.2 Residential Security Guard Service	6	0	1.2	5	2.4	14.6
25.2 Insurance and Vehicle Registration	0	0	0	0	0.1	0.1
25.2 Recruiting Services	0.5	0	0	0	0	0.5
25.2 Other Miscellaneous Services	11	10.7	5	5	0.7	32.4
25.2 ADP Related Contracts	0.9	0	0	0	0	0.9
25.3 ICASS	8.6	28	66	23	13.9	139.5
25.4 Office Building Maintenance	6.4	0	0	2	2.5	10.9
25.4 Residential Building Maintenance	0	2	1	3	4.6	10.6

25.6 Medical Care	0	0	0	3	0.5	3.5
25.7 ADP/Telephone OM Costs	0	0	0	0	1.2	1.2
25.7 Office Furn/Equip Repair	1.9	0	0	5	0.6	7.5
25.7 Vehicle Repair and Maintenance	0.8	0	0	0	0	0.8
25.7 Residential Furn/Equip Repairs	5.9	0	0	5	0.3	11.2
26.0 Supplies and Materials	8.4	4.6	5	8	2.8	9.9
31.0 Residential Furn/Equip Purchases	3.9	0	0	5	1	6
31.0 Office Furn/Equip Purchase	0	0	0	5	1	14
31.0 ADP Hardware Purchases	0	6	0	8	0	6.1
31.0 ADP Software Purchases	0.5	0.6	0	5	0	6.1
32.0 Building Renovations - Residential	0	0	0	2	0	2
TOTAL FY01	**500.6**	**212.5**	**305**	**363**	**130.8**	**1511.9**

GLOBAL BUREAU ENVIRONMENT CENTER
FY 2003

RESULTS REVIEW

ANNEX A: RESULTS FRAMEWORKS

Part A. Results Framework

Global Environment Center (G/ENV)

SO1 Increased and Improved Protection and Sustainable Management of Natural Resources

SO-Level Indicators

1. Area of natural forest, tree systems, coastline, and other biologically important habitat brought under improved management
2. Area of natural forest, tree systems, coastline, and other biologically important habitat brought under effective management
3. Policy successes

Value-Added Indicators

1. Field-based technical assistance
2. G/ENV contracting vehicles used
3. Agency leadership
4. International leadership

IR1.1 Effective Biodiversity Conservation and Management
IR1.2 Improved Management of Natural Forests and Tree Systems
IR1.3 Environmental Education and Communication (EE&C) Strategies, Methods and Tools Systematically Applied in USAID-Assisted Countries
IR1.4 Increased Conservation and Sustainable Use of Coastal and Freshwater Resources

SO2 Improved Management of Urbanization in Targeted Areas

SO-Level Indicators

1. Total number of households benefiting from improved environmental infrastructure and shelter solutions

Value-Added Indicators

1. Field-based technical assistance
2. G/ENV contracting vehicles used
3. Agency leadership
4. International leadership

IR2.1 Expanded and Equitable Delivery of Urban Environmental Services and Shelter
IR2.2 More Effective Local Governments

SO3 Increased, Environmentally Sustainable Energy Production and Use

SO-Level Indicators

1. Greenhouse gas emissions avoided
2. Value of public and private sector investment leveraged by G/ENV

3. Number of policies adopted and implemented with G/ENV assistance

Value-Added Indicators
1. Field-based technical assistance
2. G/ENV contracting vehicles used
3. Agency leadership
4. International Leadership

IR3.1 Increased Energy Efficiency
IR3.2 Increased Use of Renewable Energy
IR3.3 Increased Production and Use of Clean Energy
IR3.4 Reduced Urban Pollution

SpO1 Agency Climate Change Program Effectively Implemented

SpO1-Level Indicators
1. Area where USAID has initiated interventions to maintain or increase carbon stocks or reduces their rate of loss
2. Emissions of carbon dioxide equivalents avoided, due to USAID assistance value of public and private sector investment leveraged by G/ENV
3. Policy advances in support of the Framework Convention on Climate Change, in the land use/forestry sector, or in the energy sector, industry, or urban areas
4. Institutions Strengthened in support of the Framework Convention on Climate Change, in the land use/forestry sector, or in the energy sector, industry, or urban areas

Value-Added Indicators
1. Field-based technical assistance
2. Not applicable - G/ENV contracting vehicles used
3. Agency leadership
4. International leadership

IR4.1 Effective Management and Technical Leadership of USAID Climate Change Initiative Sustained
IR4.2 Developing and Transition Country Participation in UNFCCC Strengthened

Part B. New Indicator Reporting

Global Environment Center (G/ENV)

G/ENV is planning to modify its Performance Monitoring Plan during FY 2001 as follows:

1. SO1 IR1.2 Improved Management of Natural Forests and Tree Systems

   The Forestry Team has completed a comprehensive outside review of the Intermediate Result and is presently developing an Action Plan for proceeding with changes to this IR. Proposed changes will be presented for approval during FY 2001.

2. SO3 Increased, Environmentally Sustainable Energy Production and Use

   The Energy SO Team is planning to revise its Strategic Objective and reorganize its indicators under three new IRs. The proposed Strategic Objective and IRs are the following:

   SO3 Strategic Objective: Improve the quality of life, increase economic growth, and promote sustainable communities by increasing access to environmentally sound energy and improving environmental management practices

   IR3.1: Improve policy, legal, and regulatory frameworks to establish the necessary market conditions for the private sector delivery of energy and environmental management services.

   IR3.2: Increase institutional (public, private and NGO) ability to provide energy and environmental management services in the new enhanced markets.

   IR3.3: Increase public understanding of, and participation in, decisions regarding the delivery of energy and environmental management services.

   Proposed changes will be presented for approval during FY 2001.

GLOBAL BUREAU ENVIRONMENT CENTER
FY 2003

RESULTS REVIEW

ANNEX B: ENVIRONMENTAL COMPLIANCE

Information Annex Topic: Environmental Impact

The Agency's environmental review procedures are mandated by statute, federal regulation, and Executive Order. Environmental review procedures, according to USAID policy, are basic to the design of any program, activity, or amendment, and, when needed, these require appropriate mitigating measures or activity redesign to ensure environmental stability. The Agency follows environmental procedures as outlined in 22 CFR 216, dated October 9, 1980.

Responsibilities for meeting the requirements and objectives of the Agency's environmental procedures are similar to those for other USAID Bureaus in that Operating Unit Directors and designated representatives must clear and sign Initial Environmental Examinations (IEEs) and, if necessary, Scoping Statements and Environmental Assessments (EAs). Furthermore, each Strategic Objective (SO) team is responsible for compliance with all requirements of 22 CFR Part 216 as a fundamental element in its approaches and internal procedures for achieving its strategic objective. Intermediate Results (IR) teams, which often have the primary responsibility for activity compliance, must:

(1) ensure that adequate time is allowed during the design process to conduct all environmental studies/evaluations required under 22 CFR Part 216;
(2) allow for public participation and comment when a positive determination has been made (which entails an EA and the development of a Scoping Statement);
(3) provide each document to the Global Bureau Environmental Officer (BEO) for review and clearance; and
(4) allow for incorporation of final decisions into final designs.

In addition, each program, activity, or amendment must be monitored and evaluated for compliance with 22 CFR Part 216.

SO1

Each of the IR teams has an approved Initial Environmental Assessment that describes planned activities, identifies expected environmental impacts, and, as appropriate, outlines actions to monitor and mitigate potential adverse environmental impacts. The BEO approved both Categorical Exclusions and some Negative Determinations with and without conditions, per 22 CFR Part 216, for the four IR teams under this SO. In Honduras and Bolivia, the G/ENV/ENR Forestry Team funded workshops targeted toward training USAID grant recipient NGOs on the process for compliance with USAID environmental review procedures. The Forestry Team also funded monitoring of compliance with forest management plans and associated environmental assessment conditions by community forest concessions supported by USAID in the Peten region of Guatemala.

SO2

During FY 2000, G/ENV/UP undertook a comprehensive review of all proposed activities to be program funded (both in AID/W and by all Regional Urban Development Offices [RUDOs]). This initiative is being coordinated with the G/ENV Bureau Environment Officer and is in its final stage of completion. Pursuant to USAID authority under 22 CFR 216, ENVIRONMENTAL

PROCEDURES, it is anticipated that the IEE's recommendation for a categorical exclusion/negative determination will be approved since the proposed actions or uses of these funds will be for technical assistance, training, analyses, studies, information transfers, contributions to international organizations, and more. Any resources received from bilateral USAID Missions and applied to activities directly managed by our RUDOs located overseas will be reviewed for their environmental implications in coordination with each Mission's environmental officer and their regional bureau environment officer to ensure the spirit and purpose of the 216 regulations.

SO3

SO3 has approved IEE on all activities. If any significant effect on the environment is anticipated during the course of an activity conducted by the SO3 Team, then the responsible manager is required to take proper and effective steps to minimize or eliminate environmental disturbances and prepare and carry out a monitoring and evaluation plan.

GLOBAL BUREAU ENVIRONMENT CENTER
FY 2003

RESULTS REVIEW

ANNEX C: GLOBAL CLIMATE CHANGE

SO1 – Reduced Greenhouse Gas Emissions from Land Use, and Forestry Activities

I. Increased Participation in the FCCC

Not applicable.

II. Reduced Greenhouse Gas Emissions from Land Use, Forestry Activities, and Natural Resource Management

A. Land Use/Forest Management Activities (Indicators 1 & 2)

The Global Environment Center's SO1 contributes to the reduction of greenhouse gas (GHG) emissions through carbon sequestration in forests and to our understanding of the carbon cycle in terrestrial forest lands through its support of research. In FY 2000, the number of hectares of forest under G/ENV and partner management reached over 6.4 million hectares. The majority of these protected forested areas are classified as tropical evergreen forest and tropical seasonal forest.

The most notable accomplishment of FY 2000, in terms of GHG emissions reduction, is the 98 percent increase in number of hectares under management by G/ENV programs. This represents significant increases in the use of the Center's staff and resources for conservation and sustainable resource management projects, policies, and programs throughout the world's most ecologically valuable habitats.

In FY 2000, the Forestry Team, through the work of its partnership with the U.S. Department of Agriculture (USDA) Forest Service, Office of International Programs, continued to work on an ongoing series of studies aimed at improving managed forests in the Tapajos National Forest, Amazonia, Brazil. Some 60,000 new hectares at this site consists of tropical, seasonal forest. The area is being set aside for studies on the effects of past harvesting of large timber trees in an effort to establish changes in microclimate and ecosystem exchange of energy, water vapor, and carbon. This information will enhance our understanding of the disruption and recovery of nutrient cycles in previously harvested land. This work promotes the global climate change initiative by providing ongoing studies of carbon and nutrient flow, tracking gas exchange, and enhancing our understanding of the established links between the forest ecosystem and chemical composition of the atmosphere.

B. Policy Advances (Indicator 3)

Policies adopted in FY 2000 reflect an ability to influence the environmental legal framework of countries with respect to community involvement and collaboration in conservation of valuable habitats. Policies adopted through G/ENV programs also involved establishing protected areas and better practices in areas where wildlife and marine resources were being threatened. For example, in Brazil, a successful new policy led to the establishment of three new protected areas; in Jamaica, a newly adopted policy allowed a local NGO, specialized in integrated coastal management, to manage a coastal protected area.

Through its programs, G/ENV also promoted new ideas and fundamental concepts for many upcoming policies, communicating and disseminating information on existing policies to enable improved implementation. Creating management and zoning maps enabled better land

management systems, while arranging critical workshops and meetings allowed for local stakeholder participation in policy decisions.

Forest User Groups (FUGs) underwent policy changes and improvements through the Center and its partners' efforts in Nepal. Finally, in FY 2000, a G/ENV partner prepared, adopted, and implemented a policy that ended illegal logging in Chihuahua, Mexico.

Fire is a major force in modifying the forest landscape and in the immediate and rapid release of carbon emissions into the atmosphere. Therefore, the adoption of new fire coordination policies in the Russian Far East district of Habarovsk is seen as a major step in promoting the goals of the climate change initiative. Because of the technical assistance from our partners at the USDA Forest Service, International Programs Office, Russian Forestry Officials and the Governor of Habarovsk adopted a fire coordination system. The system is similar to that used by U.S. agencies to provide rapid and more effective response to fighting forest fires. It is anticipated that enhanced and coordinated response, along with a more proactive strategy of managing the fuel load on forested lands, will greatly reduce carbon and other GHG emissions associated with fires.

The Forestry Team has also helped advance the climate change agenda internationally through its support of research carried out by our partners at the Center for International Forestry Research (CIFOR). The Team provided partial funding to support a workshop on "Capturing the Value of Forest Carbon for Sustainable Livelihoods." Two policy briefs were developed from this meeting, with more than 2,000 copies being distributed to donor organizations, international agencies, and relevant NGOs. These policy briefs were also presented to negotiators of the Conference of Parties to the Framework Convention on Climate Change (FCCC). The briefs provided guidance on how social and economic impacts of climate action projects can be incorporated into project design.

C. Public and Private Funding Leveraged (Indicator 4)

Reporting the amount of leveraged funds is not part of the regular R4 reporting for SO1; therefore, quantitative data is not reported in the tables. In many cases, G/ENV is a significant, but not the sole, supporter of activities. Partner organizations, such as the USDA Forest Service, International Programs Office and the CIFOR, contribute significantly to leveraged funds.

D. Institutional Capacity Strengthened (Indicator 5)

Institutional capacity strengthening is not part of the regular R4 reporting of SO1; therefore, it is not reflected in the tables. However, the Forestry Team has begun tracking this information, in addition to research and communication activities that help facilitate a wider dissemination and exchange of information, and the application of new technologies and practices that promote forest conservation and carbon sequestration. Through its partners at the USDA Forest Service, the Forestry Team has supported training in forest management practices as a way of promoting more environmentally sound and climate-friendly land use. Examples of the type of activities include support of formal and field-based training; development of multiple training modules on reduced impact harvesting; production, translation, and dissemination of fire training manuals in Russian; and coordinated training needed to establish and maintain a fire incident command

system in Mexico. Others include conducting national training courses in wild land fire fighting; and the production of a "Best Management Practices Field Guide" to provide key planning, location, design, construction, and maintenance of roads that can cause adverse environmental impacts, including GHG emissions associated with such land use changes.

The G/ENR Forestry program has provided several years of support to various aspects of fire and environmental change, which have resulted in the development of new decision-making tools that will help resource managers evaluate and monitor forestry and land-use changes. Specifically, the program has supported various remote sensing tools to support fire monitoring in Brazil's Amazonia region that provide quick-examination of remote sensing data to rapidly locate fires and readily extract fire data for estimating fire properties. The Forestry Team's partners have also carried out research to examine the underlying causes of fires in Indonesia through the collection and analysis of both biological and socioeconomic data. The value of these types of studies serves to promote not only sustainable development, but also global protection and awareness of possible effects of increased emissions of carbon into the atmosphere from fires and destructive land-use practices.

III. Reduced Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas

Not applicable.

IV. Climate Change Data Tables

Annex C data tables for SO1 are available on the internal G/ENV Web site at: http://www.genv.org/gcc/regional.asp.

Annex C tables as also available in hard copy from:

Environment Information Clearinghouse
Ref: R4
PADCO, Inc.
1025 Thomas Jefferson Street, NW
Suite 170
Washington, DC 20007-5209

SO2 - Improved Management of Urbanization in Targeted Areas

The phenomenon of rapid growth in urban areas and its concomitant contribution to climate change will play a major role in shaping the global commons in the 21st century. The overarching objective of SO2 is to help improve the living conditions of the urban poor by expanding the equitable delivery of urban environmental services and shelter (IR2.1) and to assist in making municipal governments more effective in managing their cities (IR2.2). The Agency's urban activities under SO2 contribute to its Strategic Goal 5*: The world's environment protected for long-term sustainability*. Management responsibility for IR2.3 - *Reducing Urban Pollution* was shifted from G/ENV/UP to the Energy Office within the Environment Center in early FY 2000. However, G/ENV/UP's Regional Urban Development Offices (RUDOs) continued to provide leadership and field management and technical support in key GCC countries through targeted technical assistance and training activities reported under Result 3 (III) Indicator 6a/b (D).

I. Increased Participation in the FCCC

Not applicable.

II. Reduced Greenhouse Gas Emissions from Land Use, Forestry Activities, and Natural Resource Management

Not applicable.

III. Reduced Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas

A-C.

Not applicable.

D. *Institutional Capacity Strengthened (Indicator 6)*

Under Indicator 6a, RUDO/LAC managed the design of an Urban Environmental Management System (EMS) for the Industrial Sector of Guatemala City, in coordination with Guatemala City municipal officials and consultants from PA Consulting Group (funded by $165,000 of an USAID Global Bureau EMS task order). Using the organizing principles of ISO 14001 adapted to the urban setting, the EMS design focused on the identification of industrial impact, including GHG emissions; institutional roles and responsibilities in environmental management; and the policy, regulatory, and incentive framework necessary to promote effective environmental management and address GCC issues. The Municipality of Guatemala is currently in discussions with the Inter-American Development Bank regarding a loan for implementing the $1.5 million design.

Technical assistance activities under Indicator 6b were as follows.

- The RUDOs have been leaders in promoting energy efficient housing and, more recently, energy efficiency in municipal services in South Africa. In FY 2000, on behalf of USAID/SA, the RUDO for that region sponsored the development of more than 200 model "eco-houses," which in turn has led to the Sustainable Homes Initiative, a program jointly sponsored with

South Africa's electricity company, Eskom, the Republic of South Africa, and the United Kingdom's Department for International Development (DFID). This initiative has provided support to enable the construction of 30,000 eco-homes. It is also conducting training of builders and small developers and has established a Web site and information network on appropriate technologies.

- Approved by USAID/SA and the South African Department of Environment and Tourism (DEAT) for implementation through the International Council for Local Environmental Initiatives (ICLEI), the $1.2 million Cooperative Agreement "Cities for Climate Protection" Program will provide assistance to no fewer than six cities in South Africa. The assistance will go toward the development of action plans and projects to effectively reduce emissions and energy misuse in urban centers.
- Through the Resource Cities Partnership (RCP) shepherded by RUDO/LAC, municipal officials from the City of Albuquerque, New Mexico assisted the Municipality of Quetzaltenango (pop. 122,000), in improving and expanding the city's solid waste management and sanitation capabilities, thus increasing the technical capacity of local officials to address GCC issues. Albuquerque officials advised Quetzaltenango officials on the technical aspects of operating a sanitary landfill and recyclables classification plant, marketing recycled materials, purchase of machinery, and collecting waste from markets. As a result of this partnership, Quetzaltenango has a 90 percent collection rate for urban waste and is the first Guatemalan municipality to have implemented an integrated waste management program, which includes separate organic and inorganic collection, classification of recyclable materials, composting of organic waste, and disposal of residual waste in a sanitary landfill. The USAID/G-CAP's Local Environmental Policy and Program Initiative (LEPPI) is disseminating the Quetzaltenango program as a model of solid waste management. The Initiative has included information exchange visits to Quetzaltenango for Puerto Barrios municipal officials and a presentation of the Quetzaltenango experience at a regional best practices seminar.
- RUDO/LAC co-sponsored a seminar on "Policies and Legal Frameworks for Sustainable Management of the Urban Environment" with the Central American Commission of the Environment and Development (CCAD) and the Environmental Law Program of the North-South Center of the University of Miami. More than 50 participants, including USAID staff and country counterparts from across Central America, discussed and increased their understanding of basic legal policy tools that can be used to manage the modern urban environmental problems (including GCC issues) facing Central American cities and communities. The seminar also sought to introduce frameworks for developing Local agenda 21 action plans and fostering local environmental governance in their municipalities. This seminar has initiated a regional dialogue on viable approaches and strategies to meet urban environmental challenges.

IV. Climate Change Data Tables

Annex C data tables for SO2 are available on the internal G/ENV Web site at: http://www.genv.org/gcc/regional.asp.

Annex C tables as also available in hard copy from:

Environment Information Clearinghouse
Ref: R4
PADCO, Inc.
1025 Thomas Jefferson Street, NW
Suite 170
Washington, DC 20007-5209

SO3 - Increased, Environmentally Sustainable Energy Production and Use

I. Increased Participation in the FCCC

Not applicable.

II. Reduced Greenhouse Gas Emissions from Land Use, Forestry Activities, and Natural Resource Management

Not applicable.

III. Reduced Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas

Recognizing that global climate change poses profound threats to international economic development and ecological balance, SO3 addresses climate change through Agency-based programs and international initiatives. In FY 2000, SO3 has significantly contributed to reducing GHG emissions in the energy sector through technical, legislative, financial, and institutional capacity building activities.

In FY 2000, SO3 programs maintained a clean energy focus.

- *Environmental Clean-Up of Mexico's State Petroleum Company*. The SO3 team succeeded in developing a cost-sharing program to support the environmental clean-up program undertaken by PEMEX, Mexico's state petroleum company. This program centers on the demonstration of a clean combustion U.S. technology in one of the boilers of the Francisco Madero Refinery, with the goal of increasing efficiency, decreasing pollutants, and lowering maintenance costs. The Madero demonstration alone could reduce GHG emissions by 5,200 tons per year. If successful, the solutions identified for the Francisco Madero Refinery could be replicated on all of PEMEX's facilities and could potentially reduce GHG emissions by 142,600 tons per year. The demonstration at the Madero Refinery can also increase the probability of introducing a U.S. (rather than European) combustion technology in all of PEMEX's refineries.
- *On-Grid and Off-Grid Renewable Energy Provision*. It is estimated that 1 MW of installed capacity can provide improved electric service to 5,000 rural customers. In FY 2000, the SO3 team, in conjunction with USAID Missions, the World Bank, and Winrock International, installed 162 MW of grid-connected renewable energy in Brazil, Guatemala, Honduras, India, Indonesia, Nepal, Nicaragua, and the Philippines. The team was also instrumental in facilitating the installation of more than 20,000 off-grid wind-, solar photovoltaic- (PV), and biomass-powered systems in India, South Africa, the Philippines, Mexico, Sri Lanka, and Indonesia. In these countries, renewable energy systems were used to pump water for crop irrigation, livestock watering, and water purification systems; provide lighting for schools, community centers, and health clinics, and power cottage industries and new commercial enterprises.
- *Cities for Climate Protection Campaign*. The SO3 team supports the Cities for Climate Protection Campaign, where a group of cities in Mexico and the Philippines are engaged in efforts to reduce local GHG emission. In Mexico, projects being implemented include waste diversion through recycling in Querétaro and energy efficiency in Tlalpan. In the Philippines,

projects are focused on retrofitting city buildings and public markets in Cagayan de Oro, streetlight conversion in Cebu, and urban greening in Tagbilaran. The projects in Mexico and the Philippines have helped reduce GHG emissions by 229,646 tons per year (190,832 tons per year in Mexico and 38,814 tons per year in the Philippines).

- *India Zero Emissions Transport (IZET).* India has a vibrant vehicle manufacturing industry that is motivated to introduce and move rapidly toward the commercialization of electric two- and three-wheelers. The SO3 Team is working with the private sectors in the U.S. and India on an electric vehicle demonstration program designed to determine the technical and economic feasibility of electric vehicles for the India marketplace. This program represents an opportunity for reducing vehicle emissions and reducing outdoor air pollution and improving the health of the urban populace in Indian cities. As part of the project, 30 two- and three-wheelers will be field-tested on the streets of Delhi and Agra for 6-12 months. Data acquired from this demonstration program will be analyzed and the lessons learned will be applied toward the next generation of vehicles.

A. Energy Sector, Industrial, and Urban Activities (Indicators 1 & 4)

In FY 2000 SO3 energy programs reduced 649,530 tons of carbon emissions. The largest emissions reductions of 395,531 tons came from 162 MW of emission-free, grid-connected energy that came on-line because of SO3 activities in Brazil, Guatemala, Honduras, India, Indonesia, Nepal, Nicaragua, and the Philippines. The advanced combustion technology demonstration at the Madero Refinery in Mexico reduced GHG emissions by 5,200 tons. The Cities for Climate Protection Campaign, in Mexico and the Philippines, reduced local GHG emissions by 229,646 tons.

B. Policy Advances (Indicator 3)

In FY 2000, SO3 influenced the implementation of 22 public policies. The SO3 team counted among its successes energy-friendly policies adopted by the governments of Brazil, India, the Philippines, Ghana, and Guatemala. In the Philippines, USAID has influenced revisions to the Energy Regulations 1-94 and 1-95, which were approved in March 2000, removing several barriers to private investment, particularly onerous royalties. In Ghana, the government has included energy efficiency as a key policy indicator in its Vision 2020 economic development program. Both the Minister of Mines and Energy and the President of Ghana have made public announcements to this effect. In Guatemala, with assistance from USAID, the Ministry of Public Finance drafted a decree specifying incentives for promoting investment in renewable energy-based generation projects and for the creation of the renewable energy resource center. In India, the central Government issued a directive in May 2000, stating that all commercial vehicles that are 10 years or older will be replaced with new vehicles operating on clean fuels by March 2001. In sub-Saharan Africa, the clean energy team assisted Zambia's Office for Private Power Investment with the development of policies and regulations to promote private sector investment in Zambia's electric power sector. In Nepal, with SO3 assistance, the Nepal Energy Association is in the process of restructuring tariffs and creating a standard contract for future use with Independent Power Producers.

C. Public and Private Funding Leveraged (Indicator 5)

In FY 2000, SO3 leveraged more than $1 billion in energy investments. Public and private sector funding of energy projects, leveraged by SO3, enables developing country governments to address climate change by upgrading energy technology, creating less polluting energy systems through clean energy technology transfer, increased use of renewable energy generation, and improved policy frameworks. The energy efficiency team worked with the International Bank for Reconstruction and Development to develop a $45 million loan to Brazil — the country's first — for the development and implementation of energy-efficient programs and technologies. The clean energy team leveraged more than $90 million in investments from public and private partners, predominantly for the development of the West Africa Gas Pipeline and the South Africa Power Pool projects. The renewable energy team in conjunction with the World Bank secured more than $873 million in loans for projects in Brazil, the Dominican Republic, El Salvador, Guatemala, Honduras, India, Indonesia, Nepal, Nicaragua, and the Philippines.

D. Institutional Capacity Strengthened (Indicator 6)

In FY 2000, the program trained 655 people (515 men and 140 women) through 20 capacity building training courses and workshops. Workshops and computer-based interactive training modules were developed for local practitioners, based on local needs. in courses relating to global climate change. In-depth courses were conducted in Economic and Financial Evaluation of Energy Efficiency Projects; Monitoring and Verification of Greenhouse Gas Emissions; Implementation of Power Sector Regulatory Reform; Economic and Financial Evaluation of Renewable Energy Projects; Application of ISO 14000 Environmental Management Systems for Municipalities; and Least Cost Planning for Electric Utilities.

In Armenia, the SO3 team developed training for the Ministry of Energy, the Regulatory Commission, Armenergo, electric generating and distribution companies, and the gas companies, which increased the ability of these institutions to provide and deliver energy services, and in developing the grid code. In the Caucasus, training activities developed better awareness among the governments and utilities in the Caucasus countries — Armenia, Georgia, and Azerbaijan — about the benefits that can be achieved through closer cooperation in the energy field, resulting in the creation of multinational working groups to continue the dialogue and move toward greater regional power integration. The SO3 Team organized a workshop in Dakar, Senegal, for senior representatives of West and Central African governments and organizations on topics related to GHG emissions. Workshop participants have since begun to apply the tools they were taught to develop their GHG inventories and mitigation plans. The SO3 Team provided assistance and training in communications and marketing to Government of Egypt counterparts on energy efficiency, solid waste management, and Red Sea tourism. This enabled the Government of Egypt to establish a national environmental policy, and enabled local communities in Egypt to change the way citizens regard and manage the complex subject of energy and the environment.

IV. Climate Change Data Tables

Annex C data tables for SO3 are available on the internal G/ENV Web site at: http://www.genv.org/gcc/regional.asp.

Annex C tables as also available in hard copy from:

Environment Information Clearinghouse
Ref: R4
PADCO, Inc.
1025 Thomas Jefferson Street, NW
Suite 170
Washington, DC 20007-5209

Sp01 - Agency Climate Change Program Effectively Implemented

The overarching objective of the USAID Climate Change Program (SpO1) is to work with developing and transition countries to promote sustainable development that minimizes the associated growth in GHG emissions, protects forests and other resources that store carbon, and reduces vulnerability to climate change. Primary responsibilities of the Climate Change Program include managing and providing technical leadership for the USAID CCI, helping strengthen developing and transition country participation in the FCCC, and supporting international programs promoting technology transfer and, more recently, climate adaptation.

Since the Climate Change Program deals entirely with global climate change, all the information reported in the main section of the R4 also relates to this Annex. (See the section in the main R4 text entitled "Special Objective 1 (SpO1): Agency Climate Change Program Effectively Implemented.") This Annex serves only to report results on those measures and indicators that are specifically required under the CCI, as provided below.

I. Increased Participation in the FCCC

A.

Not applicable

B. Increased Capacity to Meet Requirements of the FCCC (Indicator 2)

The SpO1 Climate Change Team has demonstrated strong leadership both within the U.S. government and internationally, applying Agency expertise to develop and implement innovative programs and strategies that further the goals of the FCCC. In FY 2000, the SpO1 Team continued to play a significant leadership role both in strengthening participation of developing and transition countries in the FCCC and in advancing and supporting U.S. government policy. Through a number of capacity building events and activities, the Team worked with officials and experts from developing and transition countries worldwide to promote the achievement of FCCC goals in reducing GHG emissions, promoting protection of carbon stocks, supporting technology transfer, conducting climate change trends analysis and reporting, and encouraging market-driven investment in climate-friendly technologies. The G/ENV staff participated in several international meetings to address the issues of capacity building, technology transfer, and vulnerability to the impacts of climate change, drawing on USAID expertise gained from years of implementing technical assistance activities. At COP-6 in The Hague, G/ENV staff led U.S. negotiations on capacity building and financing developing country actions to reduce GHGs. Though the meetings ended in a stalemate, USAID's efforts were central to U.S. efforts to engage developing countries and economies in meaningful dialog.

The Team also led the U.S. government in activities related to FCCC negotiations on technology transfer. At COP-6, the Team took a leading role in new U.S. government technology cooperation activities, developed and distributed a compendium of all U.S. government technology transfer activities, and provided direct support in the consultative process for developing country vulnerability and adaptation.

As discussed in the main section of the R4, in FY 2000, the Team continued developing the Technology Cooperation Agreement Pilot Project (TCAPP), an interagency program that is supported by USAID, DOE, and USEPA. Working in partnership with developing and transition country governments worldwide, TCAPP mobilized clean energy investment in Brazil, Egypt, Kazakhstan, Mexico, and the Philippines, and provided an effective market-driven model for implementation of technology transfer under the FCCC.

In a related effort, the Team provided direct assistance to the USIJI Secretariat during the evaluation process of Rounds 12 (April 2000) and 13 (August 2000) on field-based projects that are aimed at offsetting the carbon emissions of industrialized countries through the application of land use practices or emissions mitigation technologies in USAID-assisted countries. The Team's support involved identifying technical reviewers under the Energy IQC, identifying Mission reviewers, summarizing proposals, and making recommendations to USIJI Evaluation panel.

The Team also worked to support a wide range of capacity building activities for developing and transition countries, through technical assistance and training. Training activities include the following.

- *International Workshop on the Development of Climate Change Action Plans* (Manila, Philippines, December 1999), which addressed countries' experiences in developing national action plans; mitigation and adaptation measures; linking climate change action plans to sustainable development objectives; examination of the use of action plans in the preparation of national communications; assessment of future needs for technical assistance; and opportunities for linkages with other climate programs.
- *Climate Change Workshop for West and Central Africa* (Dakar, Senegal, July 2000), which addressed GHG emissions inventory and mitigation; design and development of climate change baseline scenarios; and training in vulnerability assessment of the agriculture sector, vulnerability assessment of the water resource sector, and design and development of climate change adaptation scenarios.
- Three *TCAPP Side Events on Article 4.5* of the FCCC at COP-6, as well as a workshop in Brazil on Distributed Generation and Cogeneration, and several regional technology cooperation workshops in SADC region.
- *A regional workshop for the Caribbean* to develop regional baselines for the power sector (March 2000).
- *Support for participation of developing country representatives* at COP-5 (funded in FY 2000), an Africa Ministerial Roundtable in Washington, DC (December 1999), a Ministerial meeting in Ottawa, Canada (October 1999), and a climate change and finance workshop in Cape Town, South Africa (May 2000).

The Team provided technical assistance supporting FCCC participation through the following:

- support for regional capacity building efforts for Caribbean participation in Activities Implemented Jointly (AIJ) and Clean Development Mechanism (CDM) activities;
- delivery of an expert paper on Adaptation and Technology Transfer at a meeting of the FCCC Consultative Group on Technology Transfer in the Philippines;

- financial assistance for a CDM Institutional building workshop in Ecuador (June 2000);
- preparation of a report on *U.S. Government Support for Climate Technology Cooperation—Projects and Activities* (November 1999) distributed at COP-6 at The Hague, as well as throughout the U.S. government and worldwide;
- developing and hosting an event on Capitol Hill, addressing *Climate Change, Innovation, and Trade: Global Opportunities for U.S. Business* (June 2000), an event that involved the USAID Administrator, Members of Congress and their staffs, federal officials, and the business community in a discussion on growing global business opportunities in developing and transition countries for climate change technologies; and
- a wide variety of technical assistance activities under TCAPP to facilitate investment in climate-friendly technologies; assistance was provided to government counterparts, private companies, and investors (detailed results can be found in Table 1.2).

II. Reduced Greenhouse Gas Emissions from Land Use, Forestry Activities, and Natural Resource Management

A-C.

Not applicable

D. Institutional Capacity Strengthened (Indicator 5)

As noted in Table 2.5b, the Climate Change Team supported training at a soil carbon sequestration workshop in Geneva, Switzerland, in August 2000.

III. Reduced Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas

A.

Not applicable

B. Policy Advances (Indicator 3)

Under TCAPP, the Climate Change Team supported a variety of policy and trade reforms in TCAPP-assisted countries. Among these efforts, TCAPP supported the adoption of six renewable energy policy reforms in the Philippines. This builds on last year's efforts to support similar reforms in the Philippines.

C. Public and Private Funding Leveraged (Indicator 5)

The TCAPP project itself serves as an example of investment that was directly leveraged for a USAID activity. As mentioned above, TCAPP is a joint program of USAID, DOE, and EPA. In FY 2000, USAID provided $840,000 toward TCAPP, while EPA and DOE provided $345,000 and $125,000, respectively.

The TCAPP's efforts to increase technology transfer are expected to lead to considerable funding for indirect investment in climate-friendly technology in the energy and industrial sectors. Efforts under TCAPP to promote private sector investments may yield an estimated $100 million in climate-friendly technology investments worldwide. While not all the sales considered in this

total may materialize, this amount still signifies a considerable contribution from the private sector toward addressing climate change in the energy and industrial sectors. The total is omitted from Table 3.5, since no specific investments have been identified to date.

D. Institutional Capacity Strengthened (Indicator 6)

Six governmental institutions received direct technical assistance and support from TCAPP in FY 2000. In addition to this total, TCAPP engaged more than 400 private sector representatives on climate-related investments, through a variety of activities, including collaborating on development of new investment projects, reviewing TCAPP activities, and assisting with implementation of market barrier removal actions.

IV. Climate Change Data Tables

Annex C data tables for SpO1 are available on the internal G/ENV Web site at: http://www.genv.org/gcc/regional.asp.

Annex C tables as also available in hard copy from:

Environment Information Clearinghouse
Ref: R4
PADCO, Inc.
1025 Thomas Jefferson Street, NW
Suite 170
Washington, DC 20007-5209

GLOBAL BUREAU ENVIRONMENT CENTER
FY 2003

RESULTS REVIEW

ANNEX D: INTERMEDIATE RESULTS (IR) REVIEWS

Due to space constraints, this information is currently available as a PDF file on the internal G/ENV Website at: http://www.genv.org, or for a hard copy, please contact:
Environmental Information Clearinghouse
Ref: R4
PADCO, Inc.
1025 Thomas Jefferson Street, NW
Suite 170
Washington, D.C. 20007-5209

GLOBAL BUREAU ENVIRONMENT CENTER

FY 2003

RESULTS REVIEW

ANNEX D: INTERMEDIATE RESULTS (IR) REVIEWS

SO 1

IR1.1 Biodiversity Conservation

Self Assessment

The Global Environment Center's Biodiversity Program exceeded its FY 2000 performance indicators for *area of habitat under improved and effective management*. However, do to the slow start of a new program, fewer *policy successes* were reported in FY 2000 than targeted. The program achieved six *policy successes* this year, one policy less than the target set for the year. Program partners reported reaching several benchmarks that contribute to improvements in conservation because of policy implementation and it is anticipated that many of these will result in an increase in policy successes in FY 2001. The G/ENV Biodiversity Program realized 29,015,941 hectares for *improved management*, exceeding the FY 2000 target by 5,215,941 hectares. For *effective management*, the program exceeded its target by 179,040 hectares, reporting a total of 1,204,040 hectares of biologically important habitat under effective management worldwide. The documentation on effectively managed areas demonstrates that the rate of habitat degradation in USAID-supported sites has been arrested or significantly slowed and the groups managing the areas have achieved the institutional ability to monitor and respond to arising threats and opportunities.

In addition, FY 2000 has been a successful year in terms of the Team's *Value Added* contributions, which is measured by four indicators: days of in-country assistance, buy-ins to center mechanisms, and agency and international leadership. Over 184.5 days of technical assistance was provided to USAID Missions and host-country partners in a variety of field-based support initiatives, primarily strategy and program design, program monitoring and evaluation, training, and leadership and management support. Other achievements include leveraging of $4.9 million in matching funds for Biodiversity Program activities in FY 2000.[1]

Summary

FY 2000 revealed successful results for year one of the Biodiversity Team's most recently launched mechanism, a Leader with Associates Cooperative Agreement called the Global Conservation Program (GCP). The six partners that comprise the GCP have developed strategies that address a wide range of external threats to biodiversity loss through integrated approaches to conservation at the landscape level. Operating in 21 species-rich sites around the world, the program focused their interventions in two broad thematic areas: site based activities *(in situ)*, and initiatives that improve environmental policy, thereby, contributing substantially to biodiversity conservation. Among some of

[1] In addition to the three results-oriented indicators, the Team also tracks the funds leveraged by partners each year. This includes total matching funds and other funds leveraged for the activity in the reporting year.

the activities these landscape-level programs employ are: initiatives to combat destructive coral reef fishing practices, economic development in buffer zones, development of systems to reduce and monitor the ecological impacts of logging operations, and participatory planning exercises with key stakeholders within the landscape. The GCP partners collaborate closely with host government agencies, local and international non-government organizations (NGOs) and local communities. The mechanism provides a unique ability to allow Missions and Bureaus to design and manage their own stand-alone co-operative agreements or grants, called Associate Awards. Four Associate awards were awarded in FY 2000, two in Africa, one in Asia, and one in Latin America.

Another highlight of the GCP is the programs ability to advance the global conservation agenda by improving coordination and building partnerships between GCP partners. In several areas where multiple partners are working in the same landscape, activities have been designed collaboratively to maximize the impact of each partner's conservation investment. The GCP program provides a forum for partners to share ideas on site conservation planning and priority setting.

Several G/ENV partners have been actively working to integrate gender issues into their conservation programs. Training workshops have been organized at various sites to sensitize both the international NGO staff and their host-country partners to build appropriate skills to integrate gender within their programs. For example, in the Southwest Amazon, in Peru, support is being provided to conduct a gender assessment and training for two priority areas identified in the biodiversity vision of the Tambopata National Reserve and Bahuaja Sonene National Park. A key goal is to explore how gender needs and issues can be linked to environmental education strategies to achieve the biodiversity vision. The insights and lessons learned from these and other exercises will be used to assist eco-regional planning and implementation processes. Also worth noting, is the process a G/ENV partner working in the Samburu region of Kenya is using to highlight the fact that woman have traditionally been under-represented in land use and resources management discussions in this patriarchal region. Through intensive consultation with key stakeholders, the project aims to ensure the recognition of a consistent and balanced expression of traditionally marginalized stakeholder voices and interests and interests, which is of critically important for the sustainability of conservation efforts.

Key Results

Since FY 1996, IR 1.1 has contributed to the improvement of 29,015,941 hectares of the world's most biologically valuable ecosystems, an area approximately the size of Arizona. To more accurately track program performance, G/ENV uses three indicators. The first two higher-level indicators are total area of biologically important habitat under improved management, and total area of biologically important habitat under effective management, meaning that habitat quality has been improved and the managing institution has demonstrated the ability to monitor and respond to threats and opportunities. Biologically important habitats include terrestrial and marine habitat, natural forests and tree systems, watersheds and coastline, and agricultural lands. A third

indicator tracks policy successes, defined as instances when programs supporting strengthened policy implementation have led to measurable improvements in the conservation of natural resources and improvements in habitat quality.

Highlighted below are examples of key results from FY 2000 that illustrate a few of the ways in which G/ENV and its partners have supported developing country governments and communities in their commendable efforts to conserve their biological resources.

Key Results in Effective Management

Through partners working in the Samburu region of northern Kenya, intensive work with key stakeholders across the area have brought about 81,300 hectares, out of 3,000,000 million hectares into effective management status. This region encompasses parts of Mt. Kenya and Aberdare National Parks, Samburu game reserves, and extensive ranch and communal lands. This is one of the few places in Kenya with increasing wildlife numbers outside of the parks. Given that this is an area where private and/or communal landowning prevails, it is critical that positive working relationships exists between all stakeholder-communities, NGOs, government agencies, ranchers and other businesses in order to develop and implement compatible livestock and wildlife management systems. Conservation planning meetings have contributed to harmonizing agendas and developing formalized agreements. A Memorandum of Understanding (MOU) has created public/NGO partnerships that committed both sides to work together towards wildlife-based economic development in which ecotourism will figure largely.

In FY 2000, a GCP partner, along with its host-country partner, leveraged funds to purchase 298 hectares, an increase from 83 hectares to 381 hectares of Una Ecopark located in the Brazilian portion of the Atlantic Forest. The Atlantic Forest is one of the most endangered ecosystems in the world and home to many threatened species such as the golden-headed lion tamarin and the yellow-breasted capuchin monkey. Una Ecopark has served as a landmark demonstration of sustainable tourism. A restructured system of receiving visitors was implemented and the Ecopark has received more than 7,000 visitors from February 1998 to September 2000. In July, the Una Ecopark received an “Honorable Mention” in the Sixth Annual Conde Nast Traveler Ecotourism Award – USA. The Ecopark also received outstanding note as one of the best “Cocoa Coast Ecotourism Tours” in the “Quatro Rodas 2000” guidebook.

Key Results in Policy Successes

In Nepal, a GCP partner employed enterprise-based biodiversity conservation to assist in the organization of the first Forest User Group (FUG) in the district of Humla, located in the northwest of the country, the most remote region of Nepal. To harness the uncontrolled harvesting of Non-Timber Forest Products (NTFP’s) (essential oils, medicinal plants, etc.), our partner assisted the FUG’s to incorporate NTFP’s for the first time in history into forest resource management plans. This was a significant policy advance, since biodiversity threat assessments for many communities in Nepal have determined that over-harvesting of NTFP’s and subsistence activities (not commercial timber extraction) are the leading causes of habitat destruction.

Through partners implementing a small grants program, bird surveys conducted in Mexico contributed to the halting of illegal logging in Pino Gordo, Mexico. Through the cooperation of the people of Pino Gordo and a local conservation alliance's persistence, illegal logging in and around the community was stopped. Through legal means, the alliance continues to work with the community to secure the protection of 25,000 hectares of old growth pine area. This is a significant success for indigenous land rights, and will lend itself to major conservation progress in Northern Mexico.

Performance and Prospects

The Biodiversity Team assesses its annual performance through the Center's value-added indicators and the IR's program indicators, selected by the Team and its partners. IR 1.1's performance and its future prospects are described below.

Value-Added Results

In-country Field Assistance. The Team conducted 184.5 days of in country, technical assistance to USAID/Philippines, Indonesia, Bolivia, Jordan, Egypt, Brazil, Zimbabwe, Botswana, South Africa, Malawi, Kenya, Thailand, Nepal, Germany, and Zambia. This marks an increase of over 50 percent, compared to last year's 94 days. This figure reflects an increase in the Teams availability to respond to requests from field Missions and Bureaus. Highlights of IR 1.1 accomplishments under this indicator include program design and strategy-level technical assistance to Indonesia, Philippines, Zimbabwe, Malawi, Kenya, Jordan, Egypt, Mexico, and Botswana. It also involves provision of technical assistance on such topics as transboundary issues, conservation planning, and choosing sites for natural resources management work.

Use of IR 1.1 Procurement Vehicles. Twelve Missions and Bureaus obligated $10.9 million through the Environmental Center's procurement vehicles for biodiversity conservation. Through the BIOFOR IQC, $2.8 million of funds were obligated towards a variety of programs including country biodiversity assessments, external project evaluations, and institutional strengthening and policy reform in Indonesia, Caucasus, Botswana, Central Asia, Senegal, Guatemala, Bangladesh, Nicaragua, Bulgaria, and the Global Bureau's Forestry Team.

Agency Leadership. Leadership and promotion of G/ENV initiatives was provided during trips to Germany, Kenya, Malawi, South Africa, and Zambia. The Team also provided technical expertise that was instrumental in the Philippines Mission's inclusion of protected landscapes and seascapes in its new environmental strategy. Another result of this TDY was a Mission decision to focus on building the capacity of local governments as an effective approach to achieve environmental governance.

International Leadership. The Biodiversity Team contributed to, and promoted the Agency's biodiversity agenda through participation with the Consultative Group on Biological Diversity and the Annual meeting of the Society for Conservation Biology. The Team was also chosen by IUCN to present a technical paper to 200 international

conservationists and scientists at the Conservation Congress on Transboundary Conservation and Management in Amman, Jordan. The Team provided ten days of support as part of the U.S. delegation to the Third Conference of Parties of the UN Convention to Combat Desertification (CDD) in Recife, Brazil. Involvement with the CCD demonstrates the Team's leadership in promoting the understanding of desertification as a major threat to biodiversity loss in semi-arid and dry sub-humid ecosystems.

Program Results

Area under Improved Management.
Since FY 1996, the G/ENV Biodiversity Program has achieved improved management of 29,015,941 hectares exceeding the FY 2000 target of 23,800,000 hectares. Improved management has been reported in 23 countries in FY 2000. The significant increase in improved management is attributed to the addition of several large sites as a result of the Global Conservation Program. Many GCP sites entered the program having already experienced some on the ground conservation investment and were thus able to quickly achieve success with new funding efforts. It is those sites that have shown a favorable change within the first year of the program in respect to improved management. A few of the new sites include – the Ndoki-Likoula Landscape Conservation Area in the Republic of Congo, which reported 716,264 hectares of improved management; Commander Island, Zapovednik, Russia, in the Bering Sea, added 3,598,300 new hectares; and Kimbe Bay in Papua New Guinea reported on 200,000 new hectares under improved management.

Area under Effective Management.
The Program has achieved *effective management* of 1,204,040 million hectares of land since FY 1996, surpassing the targeted 1,025,000 for FY 2000. This represents a positive impact on approximately twenty percent more land than in FY 1999, and over 175,000 hectares above the target. Several new program landscapes in Africa contributed to the area categorized as effective management in FY 2000. Among the regions are, Samburu in Kenya, Kilimanjaro, straddling the border of Kenya and Tanzania, and Zambezi, covering the boarders of Zambia, Zimbabwe and Mozambique, one of the last landscapes in Southern Africa that is not significantly influenced by human activities.

Policy Successes.
Six new *Policy Successes* have been recorded in FY 2000, one less than what was targeted for the year. Policy successes were achieved in Mexico, Nepal, Tanzania, Zambia, and one at the regional level in Southern Africa. Support to the Southern Africa Development Community (SADC) countries heads of state resulted in a regional wildlife policy that has allowed communication to occur between Zimbabwe and Zambia relating to the management of the Zambezi landscape. The Zambezi transboundary landscape is a range of extremely biodiverse landholdings along the middle stretch of the Zambezi River that includes large public safari areas leased to the private sector as tourism and hunting concessions, and vast communal lands.

Future Prospects

December 2001 will mark the closeout of the Biodiversity Support Program (BSP). At the close, BSP will have completed over 300 official activities in 60 countries of facilitating conservation partnerships and projects and analyzing approaches to conservation. BSP is currently operating on funding from the Africa Bureau as well as from final pipeline funds from G/ENV and Missions. G/ENV stopped adding funds after FY 1999. After having received $85 million of USAID investment over 13 years, BSP will continue to document its study and project results and lessons learned through December 2001. The legacy of BSP's work will continue to be accessible through its website.

Other Donor Programs

Other major donors active in global biodiversity conservation include the World Bank, the Global Environment Facility (GEF), and the International Union for the Conservation of Nature (IUCN), international programs of U.S. Government agencies, such as the U.S. Fish and Wildlife Service, private foundations, and membership organizations such as the World Wildlife Fund (WWF).

Major Contractors and Grantees

G/ENV Biodiversity Program partners, contractors and grantees and cooperating agencies in the Unites States include: African Wildlife Foundation (AWF), Enterprise Works Worldwide (EWW), Conservation International (CI), The Nature Conservancy (TNC), Wildlife Conservation Society (WCS), World Wildlife Fund (WWF), World Resources Institute, Chemonics International, Inc., Associates in Rural Development (ARD), Inc., U.S. Department of the Interior, National Fish and Wildlife Foundation, the Consultative Group on Biological Diversity and the Society for Conservation Biology.

IR1.1 Performance Data Tables - Indicator 1

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED: 1996

COUNTRY/ORGANIZATION: G/ENV/ENR

RESULTNAME: IR 1.1:Effective biodiversity conservation and management

INDICATOR: Area of habitat under *improved* management

UNIT OF MEASURE: Hectares

SOURCE: Reports from partners and cooperators

INDICATOR DESCRIPTION:

Areas under improved management meet two conditions: change in legal status favoring conservation, completion of a local site assessment, participatory design of management actions, development of human and institutional capacity, implementation of management actions, establishment of ongoing monitoring and evaluation system, and demonstration of adaptive management.
Results are reported annually and are cumulative.

COMMENTS:

El Salvador	1,973
Guatemala	2,720
Honduras	3,120
Ecuador	3,703
Nepal	2,990
Panama	12,000
Philippines	16,000
Jamaica	18,760
Nicaragua	43,750
Dominican Republic	76,600
Kenya/Tanzania/Zimbabwe/ Zambia/Mozambique	148,800
Guyana	200,000
Indonesia	203,400
Papua New Guinea	267,000
Mexico	440,704
Brazil	452,933
Republic of Congo	716,264
Russia	3,598,300
Total	**6,209,017**

YEAR	PLANNED	ACTUAL
1996	Baseline	10,000,000
1997	10,300,000	10,500,000
1998	11,000,000	12,400,000
1999	13,400,000	22,806,924
2000	23,800,000	29,015,941
2001	24,800,000	
2002	25,600,000	
2003	TBD	

IR1.1 Performance Data Tables - Indicator 2

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED: 1996

COUNTRY/ORGANIZATION: G/ENV/ENR

RESULTNAME: IR 1.1:Effective biodiversity conservation and management

INDICATOR: Area of habitat under *effective* management

UNIT OF MEASURE: Hectares

SOURCE: Reports from partners and cooperators

INDICATOR DESCRIPTION:

Areas under effective management meet two conditions: improvement in habitat quality (the state of native plant and animal populations and the productivity of soil and water), or decrease in the rate of habitat degradation; and demonstration of adaptive management (the institutional ability to monitor and respond to threats and opportunities).
Results are reported annually and are cumulative.

COMMENTS:

Increases in 2001 and onwards are expected from the Global Conservation Program (see text).

Kenya/Mozambique/Tanzania/ Zimbabwe/Zambia	217,100
Brazil	970
Total	**218,070**

YEAR	PLANNED	ACTUAL
1996	Baseline	463,010
1997	630,000	678,426
1998	800,000	861,000
1999	900,000	985,970
2000	1,025,000	1,204,040
2001	1,075,000	
2002	1,145,000	
2003	TBD	

IR1.1 Performance Data Tables - Indicator 3

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED: 1996

COUNTRY/ORGANIZATION: G/ENV/ENR

RESULTNAME: IR 1.1:Effective biodiversity conservation and management

INDICATOR: Documented improvements in biodiversity conservation as a result of strengthened policies or improved policy implementation.

UNIT OF MEASURE: Number of policy successes

SOURCE: Reports from partners and cooperators

INDICATOR DESCRIPTION:

Policies include laws, regulations, decrees, and agreements that support the conservation and management of biodiversity. Policy implementation can occur at local, regional, national, and international levels, but do not include internal organizational policies. Successful policies include those USAID/G/ENV supported efforts that lead to documented effective management where on-the-ground conservation benefits are observed.
Reported figures are NOT cumulative.

COMMENTS:

New policy successes in FY 2000:

1. Tanzania, Wildlife Management Policy
2. Tanzania, Local District Bylaws
3. Southern Africa, (Regional) SADC Regional Wildlife Policy
4. Zambia, Wildlife Authority Act
5. Nepal, Formed and Strengthened Forest User Groups
6. Mexico, Stopped Illegal Logging

YEAR	PLANNED	ACTUAL
1996	Baseline	18
1997	10	10
1998	10	10
1999	10	12
2000	7	6
2001	7	
2002	8	
2003	TBD	

IR 1.2 Improved Management of Natural Forests and Tree Systems

Self-Assessment

The Forestry Program is "on track" in its effort to critically evaluate or "rethink" its program as reported in FY 1999, although the Team did not meet targeted values under the site-based or policy indicators for FY 2000. The Forestry Team continues to report on the existing indicators of *area of natural forest and tree systems brought under improved/effective management,* as well as tracking *strengthening or improving policy implementation* as it relates to improvements in biodiversity conservation. However, given the inherently dynamic nature of sustainable forest management, the Team's contributions cannot be effectively measured based solely on number of hectares and policies.

As a result, the Team began a multi-year endeavor to critically evaluate its program to identify appropriate additional indicators. These efforts were further enhanced in FY 2000, with the completion of a study, carried out by an outside contractor, to provide an independent analysis of the effectiveness of the existing program in terms of approach/methodology being used, and the composition (thematic emphasis, regional emphasis, budget allocations, etc.). Study conclusions and recommendations reaffirmed the need to consider sustainable forestry programs as a dynamic, iterative "learn-by-doing" process; one that requires additional indicators to capture activities supported by the Team, which are currently unmeasured. A broader suite of indicators to be developed in 2001 will help to measure support of research aimed at developing new tools and practices, monitoring and training, and communicating the results to further refine the tools and practices. With the use of a newly developed computerized web-based reporting system, the Team will begin tracking these additional indicators.

Summary

The goal of the Forestry Team (IR1.2) is to address the threats of deforestation, forest degradation, and inefficient or unsustainable use of forest resources to natural forests and tree systems. G/ENV's Sustainable Forestry Program complements the Agency's focus in promoting sustainable development by focusing on activities to mitigate the economic and social driver of deforestation and forest degradation to promote long-term management and sustainable use of forest resources. This intermediate result contributes to the overall SO1 of *increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, freshwater and coastal ecosystems, and agricultural lands.*

Through its partnership with the USDA Forest Service, the Forestry Team supports activities such as fire-related response, training, and analysis of the underlying causes of forest fires. It does the same for rapid response and assessment of forest damage and planned restoration following a natural disaster; and promotes the development, research, and application of new technologies and practices to improve forest management and

promote sustainable forestry. The G/ENV Forestry program has a comparative advantage by designing its activities to produce information, products or tools that can be used or replicated in a variety of locations and complemented by national and international policy reform. The global experience of the Team staff and that of its Forest Service partners make this a unique and effective element of the program.

Key Results

The Team utilizes a dynamic process in providing response assistance, assessment, mitigation and monitoring work, as well as ongoing technical and community-based support. These programs are replicated to achieve sustainable forestry management worldwide. Key results are achieved in cooperation with the USDA Forest Service, through the program's Inter-Agency Agreement. The following examples demonstrate just a few ways in which this expanded USAID-FS Forestry Team, through the application of innovative program practices, has achieved key successes in sustainability of forests in FY 2000.

Post-Hurricane Mitch Reconstruction. G/ENV's Forestry Team has made significant contributions to activities that remain high on the list of environmental concerns, ensuring that measures are taken to reduce the damage associated with severe natural and human caused disasters. Because of Hurricane Mitch, massive landslides reportedly killed thousands, and other damage required an expansive and costly reconstruction effort supported by the U.S. Government. Assigned experts contributed their technical expertise to implement rapid assessments and training, reconstruction, rehabilitation and reforestation to further build capacity and provide support to help mitigate future environmental disasters.

Training for Sustainable Forest Management and Best Practices. In FY 2000, the Forestry Team supported sustainable harvesting practices in Indonesia, Brazil and Guyana. These accomplishments included developing and implementing Reduced Impact Logging (RIL) training modules, organizing a workshop on the economics of RIL, developing and implementing two program-level strategies for reducing environmental impacts of logging in the Asia-Pacific region, and studying its effects of RIL on non-timber forest products (NTFP's) and other sustainability issues. As a result, there has been widespread use of the Team's technical support to disseminate expert advice on this aspect of sustainable forestry practices.

Indonesia/Asia Forest Fire Mitigation. Following catastrophic forest fires that raged across Indonesia in 1997 and 1998, the Team provided technical support to Indonesian government agencies and coordinated a response strategy. The Team undertook an evaluation of the underlying causes of the forest fires by collecting field-based biological and socio-economic data, and organized a workshop that produced a draft-operating plan. Simulation exercises were implemented to validate the plan and aimed at training local agencies to respond effectively to future fire emergencies. The Governor of Riau enacted a decree of authority to the local fire coordination body as a consequence of the Forestry Team workshop in Indonesia.

Performance and Prospects

The Programs annual performance is also measured through the Center's value-added indicators and the IR's program indicators. The Forestry Team's value-added contributions and future prospects are described below.

Value-Added Results

Indicator 1: G/ENV field-based assistance (TDYs) provided in response to Mission/Bureau requests. The Forestry Team conducted 62 person-days of in-country technical assistance to Brazil, Bolivia, Mexico, Bulgaria, and Malaysia. The Team also spent five days contributing to conferences of international field significance held within the U.S. The Team's value-added contributions to field Missions and Bureaus have been primarily within the context of strategy pre-design, strategy and program design, and monitoring and implementation work, as well as SO leadership and co-management. While this indicator only tracks TDYs by G/ENV staff, it is important to point out that substantial field assistance was also given directly to the Missions by the USDA Forest Service through the Center's Inter-Agency Agreement. Due to an error in the reporting methodology, FS technical assistance to Missions was reported in last year's R4. It should be noted that the level of assistance has remained stable.1

Indicator 2: Mission buy-ins, add-ons, OYB transfers, and IQC task orders. Forestry program buy-ins in the form of field support totaled $2.2 million in FY 2000, down from $3.8 million in FY 1999. Field support consists of buy-ins to the USDA Forest Service Inter-Agency Agreement from the AFR/SD, Brazil, Bolivia, LAC Regional, Mexico, AFR SD ENV, AFR/SD BIO, and ANE/EAPEI Missions or Bureaus. The largest buy-ins are from USAID/ANE/EAPEI ($600,000) and USAID/Brazil ($510,000).

Indicator 3: Number of USAID policies, strategies, and programs reflecting G/ENV leadership. The Forestry Team had various Agency leadership activities in FY 2000. Examples of these include giving a presentation on TFCA to the LAC Environment Officers Regional Conference in Corumba, Brazil; and meeting with the Senior Executive Director of the World Forestry Institute in Portland, Oregon, to gain a better understanding of training and research opportunities available for technical training of forestry personnel from other countries, particularly those in USAID-presence countries.

Indicator 4: Number of international policies, strategies, programs, and projects influenced by G/ENV leadership. In FY 2000, the Forestry Team represented G/ENV at the Annual U.S. Brazilian Fire Conference held in San Diego, California. The Teams expertise was important in contributing to, and facilitating international negotiations on climate change and carbon offset issues. Additionally, the Forestry Team, through its Inter-Agency Agreement with the USDA Forest Service, collectively sponsored many international training exercises.[2]

[1] USDA FS provided 1,659 person/days of TDY's in 10 Missions and Bureaus.
[2] 1,289 additional person days of international training was collectively sponsored in FY 2000.

Program Results

In general, identifying a USAID-supported activity that contributes to "improved" forest management reflects the fact that sustainability is not an end product, but rather a condition that must be reviewed and reevaluated on an on-going basis. It also recognizes the dynamic nature of forestry in which new methods, tools, and practices are continually under refinement. Therefore, appropriate indicators will be developed to support and accurately reflect the iterative process of ongoing improvements in forest management. These will be critical in determining the overall effectiveness of land management regimes.

Possible Adjustments to Plans

Over the course of the next year the Team will continue to build upon outside evaluation, in addition to its own internal reassessment, and will reexamine the results framework and indicators to provide better, more accurate reporting on the achievements and successes of the program. New or supplemental indicators may be devised that more completely describe the Program's extensive activities.

Other Donor Programs

Other major donors active in sustainable forestry include the World Bank (WB), the Global Environment Facility (GEF), the Inter-American Development Bank (IDB), the International Tropical Timber Organization (ITTO), the Consultative Group on International Agricultural Research (CGIAR), other U.S. Government agencies such as the U.S. Forest Service, and the leading international NGOs like, World Wildlife Fund (WWF) and Conservation International (CI).

Major Contractors and Grantees

The Forestry Team's major program is an Inter-Agency Agreement with the USDA Forest Service. Other partner organizations are the Center for International Forestry Research (CIFOR), the International Center for Research in Agro-forestry (ICRAF), and the Tropical Forest Foundation (TFF). The Team also manages a support services agreement with the U.S. Department of Agriculture's Foreign Agricultural Service, through which USAID Missions may obtain short-term technical assistance.

IR1.2 Performance Data Tables - Indicator 1

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED: 18/02/1998

COUNTRY/ORGANIZATION: G/ENV/ENR

RESULTNAME: Improved management of natural forests and tree systems

INDICATOR: Area of natural forest and tree systems brought under *improved* management

UNIT OF MEASURE: Hectares

SOURCE: Reports from partners and cooperators

INDICATOR DESCRIPTION:

Natural forests and tree systems are considered under *improved* management when any of the following steps in site management occurs: site assessment is completed; site/action plan is developed; institutional/community capacity is strengthened; a legal Framework is in place; site management activities are initiated; or monitoring and evaluation is initiated.

Results are reported annually and are cumulative.

COMMENTS:
Additional hectares in FY 2000 are reported below (hectares improved, program tracking code, country, activity):

00-FOR-092, Kenya	120
00-FOR-374, Brazil	60,000
Total	**60,120**

YEAR	PLANNED	ACTUAL
1996	Baseline	500,000
1997	632,000	841,200
1998	1,000,000	911,845
1999	1,400,000	1,043,078
2000	1,400,000	1,103,198
2001	1,400,000	
2002	1,4000,000	
2003	1,400,000	

IR1.2 Performance Data Tables - Indicator 2

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED: 18/02/1998

COUNTRY/ORGANIZATION: G/ENV/ENR

RESULT NAME: Improved management of natural forests and tree systems

INDICATOR: Area of natural forest and tree systems brought under *effective* management

UNIT OF MEASURE: Hectares

SOURCE: Reports from partners and cooperators

INDICATOR DESCRIPTION:

Two key conditions must be met for areas to be considered under *effective* management:

Habitat quality is maintained or improved and/or the rate of habitat degradation is reduced; and
Institutional ability to monitor and respond to threats and opportunities (adaptive management) is demonstrated.
Results are cumulative.

COMMENTS:
* No increase reported for FY 2000. There is insufficient documentation to determine whether any of the sites reporting improved management in previous years had reached the effective management benchmark.

YEAR	PLANNED	ACTUAL
1996		
1997	Baseline	59,200
1998	60,600	59,400
1999	62,500	59,400
2000	62,500	59,400*
2001	62,500	
2002	62,500	
2003	62,500	

IR1.2 Performance Data Tables - Indicator 3

OBJECTIVE: SO1: Increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, and freshwater and coastal ecosystems in key areas.

APPROVED: 02/18/1998 COUNTRY/ORGANIZATION: USAID/G/ENV

RESULT NAME: Improved management of natural forests and tree systems

INDICATOR: **Documented improvements in biodiversity conservation as a result of strengthened policies or improved policy implementation**.

UNIT OF MEASURE: Number of policy successes
SOURCES: Reports from partners and cooperators.
INDICATOR/DESCRIPTION:
Policies include laws, regulations, decrees, and agreements that support the conservation and management of biodiversity. Policy implementation can occur at local, regional, national, and international levels, but do not include internal organizational policies. Successful policies include those USAID/G/ENV supported efforts that lead to documented effective management where on-the-ground conservation benefits are observed. **Results are NOT cumulative.**

COMMENTS:

00-FOR-468, Russia, the Governor of Habarovsk approved the adoption of an Inter-Agency fire coordination system

YEAR	PLANNED	ACTUAL
1998		3
1999	5	0
2000	3	1
2001	3	
2002	3	
2003	3	

IR 1.3 Environmental Education and Communication

Self-Assessment

Intermediate Result (IR) 1.3, Environmental Education and Communication (EE&C), is on-track and exceeding targets for each of the indicators measuring program performance. In FY 2001 the EE&C Team will phase out the core contract and delivery orders under the extended GreenCOM project and develop several activities under the new EE&C Indefinite Quantity Contract (IQC). A five-year, centrally funded Task Order will provide the core technical Team with support in IQC management, and produce a set of deliverables emphasizing the synthesis and dissemination of EE&C strategies, methods and tools to USAID, its partners, and practitioners worldwide. The new IQC is expected to support EE&C program operations through FY 2005.

Summary

Targeted education and communication programs are essential for public support and action for environmental programs and policies. The Environment Center's EE&C program contributes to USAID's overall goal of protecting and managing the environment and natural resources for sustainable development. The Center funds core functions of the GreenCOM project and the new "EE&C IQC," which strengthen the capacity of developing country agencies, organizations, and community groups to design and deliver EE&C programs and services. The aim is to ensure popular support and needed changes in attitudes, behaviors, and practices relating to environmental issues. Technical assistance focuses on social marketing methodologies and extensive use of popular media, participatory approaches, and both formal and informal education to build public support and strengthen constiutuencies for environmental programs and policies. Program elements include detailed assessment of problems and target audiences; development of intervention-based communication and education concepts, messages, and strategies; pretesting and revision of intervention elements; demonstration and delivery; and monitoring, evaluation, and program revision.

In FY 2000, the Center funded GreenCOM core functions supporting EE&C activities in four countries: Panama, Egypt, Tanzania, and India. Assistance was also provided to the Middle East Peace Process, in collaboration with the State Department and the U.S. Geological Survey, to promote greater citizen awareness and support for water conservation in the region.

The EE&C program's ultimate customers are the stakeholders and communities that become more aware of the benefits and value of their natural resources, and change their behaviors accordingly. Institutional strengthening and small grants to NGOs improve their capacity and effectiveness in implementing environmental protection and conservation programs. Governments benefit as USAID strengthens their capacity to formulate and implement effective communication and education in support of natural

resource policies and programs. Both developed and developing countries benefit as natural resources are conserved and managed for sustainable use.

Key Results

In FY 2000, the Environmental Education & Communication Team, working through the GreenCOM project, achieved several prominent results:

- The Egyptian Environmental Policy Program (EEPP) reached a combined total of over a billion people with a mass communications campaign.
- The Panama Canal Watershed seven-month national media campaign focused on the importance of watersheds.
- The Coastal Environment Award Scheme in Tanzania reached over 26,000 members of the coastal community, highlighting local actions and building political support for protecting the coastal environment.
- The Climate Change Awareness Program in India engaged 56 Indian Industrialists in an assessment focusing on becoming more energy efficient. Additionally, the program communicated the importance of writing about emissions trading with over 30 business journalists.
- "EE&C for a Sustainable World," a handbook for international practitioners, was printed and disseminated to 1,400 practitioners worldwide.

The EE&C program was particularly active in the following countries:

Egypt Increased Public Awareness About Solid Waste Management to Conserve the Red Sea. A solid waste management campaign developed and produced television and radio ads, print ads, outdoor signage, bus and metro station signs, and give-away materials (diaries, journals, posters) which featured the Khadra cartoon character. The Khadra character was developed in January 2000 to serve as a campaign unifier, and to draw attention. This campaign reached, approximately, 3.5 million people and sparked media interest in solid waste management.

The Red Sea campaign used similar tactics for mass communication; however, it used the beauty of the Red Sea and modeled environmental best practices in place of the Khadra cartoon character. T-pole signage, billboards, and print ads were placed in high traffic areas and reached approximately 8 million people. An outdoor signage strategy was also devised for Red Sea beaches that described the “Dos and Don’ts” when visiting the Red Sea and it’s marine parks and coastal areas.

The Development of a Seven-Month National Mass Communications Campaign Focusing on the Importance of the Panama Canal Watershed. The official launching of the campaign took place on April 13, 2000, with a kick-off event at the Theatro Exclusas de Miraflores. Some 250 representatives from different sectors of Panamanian society attended. GreenCOM/Panama designed the basic concepts and specific contents of the campaign, in concert with an inter-institutional Team from the Panama Canal Authority (PCA) and the National Environmental Authority (ANAM). The campaign was made up

of television spots, radio spots, and posters (5,000 of each, which also appeared in newspapers countrywide), and five different billboards. The success of this campaign was evaluated through a survey of 534 households throughout the Panama Canal Watershed area. Complementing the mass communications campaign, PCA and ANAM introduced a series of exhibits to be used as educational tools. Preparations are being made for a second phase of the campaign.

The Coastal Environmental Award Scheme (CEAS) Reached Over 26,000 in Tanzania. A broad cross-section of people in communities was educated by this project, and it captured the attention of top-level leaders and authorities. For example, the Regional Commissioner of Mtwara personally promoted the Scheme and contributed funds, with others, for prizes. In addition, the Director of the National Environment Council (NEMC) contributed to a Pew Fellowship Award for prizes to enable an additional District (Kilwa) to participate in the Scheme. At the end of the project, the members of the District Coastal Environment Award Committee made plans to continue the Award Scheme the following year. Another notable achievement was the interest shown by other districts in participating in future Award Schemes.

The India Climate Change Awareness Project. The project engaged 56 Industrialists in an assessment of what is required to become more energy efficient and thirty business journalists were also encouraged to write about emissions trading. The project developed a comprehensive informational web site and list-server for journalists in order to maintain the continuation of sending weekly articles. The project also produced a set of tested messages and approaches for industrialists on energy conservation and emissions trading that can be duplicated in subsequent campaigns.

Performance and Prospects

Value-Added Results

IR1.3 Value-added Indicator 1: G/ENV field-based assistance (TDYs) provided in response to Mission/Bureau requests. The EE&C Team members contributed 14 percent (49 days) of the total TDYs reported by SO1 in FY 2000. In conjunction with the Middle East Peace Process, EE&C assisted the Jordan Mission in developing a RFA for environmental education. The Team also performed TDYs for project management and activity review for USAID Egypt.

IR1.3 Value-added Indicator 2: Mission buy-ins, add-ons, OYB transfers, and IQC task orders. The G/ENV added a total of $495,000 to the Core Contract and extended the GreenCOM project through March 2001. The LAC Bureau transferred a total of $75,000 to GreenCOM for EE&C field activities in Guatemala and El Salvador. In addition, a Mission-funded task order in Panama added $283,418 to the existing delivery order.

IR1.3 Value-added Indicator 3: Number of USAID policies, strategies, and programs reflecting G/ENV leadership. The EE&C Team collaborated with other SO1 Team

members to develop a strategy for environmental education and communication for USAID Guatemala and Egypt.

IR1.3 Value-added Indicator 4: Number of international policies, strategies, programs, and projects influenced by G/ENV leadership. The majority of EE&C travel in FY 2000 supported implementation of water conservation activities as part of the Middle East Peace Process. The EE&C Team provided facilitation and guidance for a Department of State funded multilateral activity involving Jordanian, Israeli, and Palestinian education and water specialists who worked together to design a middle school water conservation curriculum.

Programmatic Indicators

In each case, actual values for FY 2000 are discussed and compared to the targets for FY 2000. The figures are found in the following tables. Targets have not been set for FY 2001 and beyond because the GreenCOM Project is closing out at the beginning of FY 2001 and a new EE&C delivery mechanism is being developed. Accordingly, possible adjustments to performance monitoring baselines, indicators, and target values may be established in FY 2001. This will be reported in next year's R4.

Intermediate Result 1.3, Indicator 1: Number of agencies, institutions, and NGOs where EE&C strategies, methods, and tools have been tested and applied systematically in environment-related programs. The total number of organizations reported by the four GreenCOM country programs exceeded the target set for FY 2000 by 23 percent. The strong performance in this area was due to activities in all GreenCOM countries, but primarily in Panama and Egypt.

Lower Level Result 1.3.1, Indicator 1: Number of service providers receiving guided practice and training in the development and use of EE&C strategies, methods, and tools. A total of 2,745 service providers in four countries received training in the development and use of environmental education strategies and methodologies. Persons trained included leaders of community groups, local government officials, journalists, teachers, NGO staff, and government technicians.

Lower Level Result 1.3.1, Indicator 2: Number of trainees and service providers reporting changes in knowledge, skills and attitudes toward environmental issues in key countries. In Panama, the Unit of Corporative Communication, through the Panama Canal Authority, indicated that working with GreenCOM had been extremely rewarding. The number reported for FY 2000 was 94 percent of the targeted figure.

Lower Level Result 1.3.2, Indicator 1: Index measuring quality and effect of participation among stakeholders in policy interventions. The index used in measuring interventions is a value ranging from zero to five, and is calculated by scoring a series of 13 criteria to assess each program activity. For example, survey questions include “Were those in power supportive of and/or participating in the activity?” and “Was the impact on gender roles assessed and accommodated?” The average index for the four program countries is 4.4, higher than in FY 1999 and slightly over the 4.0 target for FY 2000.

Lower Level Result 1.3.3, Indicator 1: Number of people exposed to GreenCOM information via all media. The number of people exposed to GreenCOM environmental media exceeded the expectations set in FY 1999. In FY 2000, this value more than doubled. In Panama, 450,000 people were exposed to the Mass Media Campaign for the Panama Canal Watershed. This number includes exposure to TV and radio spots, and other related communication materials. A national media campaign in Egypt, in which 87 percent of the population was reached, was the reason for this large increase. This indicator is perhaps the most concrete expression of the work that GreenCOM carries out. Educating key decision makers and documenting the results are important goals and are accounted for in performance monitoring. GreenCOM communication projects may target an individual or a group of communities, for example, the municipalities located on the Panama Canal, or an entire country.

Lower Level Result 1.3.4, Indicator 1: Number of targeted professionals (individuals) receiving EE&C publications, bulletins and materials. This indicator exceeded the target for FY 2000. A total of 5,000 individuals received the GreenCOM bulletin "Human Nature," which is issued quarterly to practitioners in all geographic regions served by USAID. Additionally, over 1,400 people have received copies of "EE&C for a Sustainable World".

Possible Adjustments to Plans

Additional or revised performance measures may be developed for the EE&C program in concert with a new delivery mechanism planned in early FY 2001. The GreenCOM Technical Advisory Group (TAG) met in January 2000 and made recommendations for the follow-on global EE&C program. The activity portfolio, adjusted Performance Monitoring Plan, and funding level for the new program have not yet been finalized.

Other Donor Programs

Several donors have contributed to GreenCOM or similar EE&C projects in a variety of countries. Examples include: the White House GLOBE program, which is working in Russia and Jordan; the UNDP and World Bank funded workshops and local involvement for a national environmental education strategy for Malawi; GreenCOM collaborated with the University of Rhode Island in Tanzania where work has been based on pilot sites established by other donors; several U.S. Government donors involved in the Middle East Peace Process, including USIA, USIS, USGS, and the State Department.

Principal Contractors, Grantees or Agencies

The principal GreenCOM contractor is the Academy for Educational Development (AED). A new contract for "EE&C" will be competitively awarded in early FY 2001.

Indicator 1.3 Performance Data Tables – Indicator 1

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED:	**COUNTRY/ORGANIZATION: G/ENV/ENR**

RESULT NAME: Environmental Education and Communication (EE&C) strategies, methods, and tools systematically applied in USAID-assisted countries

INDICATOR: Number of agencies, institutions, and NGOs where EE&C strategies, methods, and tools have been tested and applied systematically in environment-related programs

UNIT OF MEASURE: Number of agencies, NGOs, and institutions (cumulative)

SOURCE: Contractor reports

INDICATOR DESCRIPTION:

This indicator is the **only cumulative indicator** in the results framework and reflects the number of agencies, institutions, and NGOs that have systematically (using the approach outlined in the overview) applied EE&C strategies, methods, and tools as an integral part of an environmental program. Examples include national media campaigns, community mobilization programs; school based EE programs, and EE&C strategy development.

* These projections are based on a trends analysis and will be adjusted as additional Missions submit requests for technical assistance.

COMMENTS:
The figure of 56 is obtained from four countries:

Panama	25
India	5
Tanzania	18
Egypt	8
Total	**56**

YEAR	**PLANNED**	**ACTUAL**
1996	Baseline	17
1997	23	24
1998	34	36
1999	41	49
2000	52	56
2001	98	
2002	148	
2003	TBD	

IR1.3 Performance Data Tables – Indicator 2

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED:	**COUNTRY/ORGANIZATION: G/ENV/ENR**

LOWER LEVEL RESULT NAME: 1.3.1 Improved capacity of agencies/NGOs to design and implement EE&C programs in key countries

INDICATOR 1: Number of service providers receiving guided practice and training in the development and use of EE&C strategies, methods, and tools

UNIT OF MEASURE: Individuals

SOURCE: Contractor reports

INDICATOR DESCRIPTION:

This indicator reflects the degree of outreach to agency, ministry, non-governmental, community, and grassroots organization staff participants receiving training and guided practice in EE&C as a direct result of interventions in the field. This indicator also includes journalists trained in environmental issues under specific interventions. Key countries indicate a long-term funding commitment for EE&C programming and delivery.

COMMENTS:

Panama	678
India	203
Tanzania	125
Egypt	244
Total	**1,250**

YEAR	**PLANNED**	**ACTUAL**
1996	Baseline	5,781
1997	2,000	2,916
1998	647	3,728
1999	2,265	2,523
2000	1,000	1,250
2001	3,100	
2002	4,000	
2003	TBD	

IR1.3 Performance Data Tables – Indicator 3

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED:	**COUNTRY/ORGANIZATION: G/ENV/ENR**

LOWER LEVEL RESULT NAME: 1.3.1 Improved capacity of agencies/NGOs to design and implement EE&C programs in key countries

INDICATOR 2: Number of trainees and service providers reporting changes in knowledge, skills and attitudes toward EE&C in key countries

UNIT OF MEASURE: Number of trainees

SOURCE: Contractor reports

INDICATOR DESCRIPTION:

This indicator measure the number of trainees who report changes in knowledge, skills, and attitudes towards EE&C resulting from training and guided practice activity.

COMMENTS:

Panama	231
India	183
Tanzania	289
Egypt	247
Total	**950**

YEAR	**PLANNED**	**ACTUAL**
1996	___	___
1997	___	___
1998	Baseline	1,362
1999	900	816
2000	750	950
2001	4,000	
2002	4,000	
2003	TBD	

IR1.3 Performance Data Tables – Indicator 4

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands			
APPROVED:	**COUNTRY/ORGANIZATION: G/ENV/ENR**		
LOWER LEVEL RESULT NAME: 1.3.2 Demonstrated use of popular participation as a key EE&C approach in environmental policy formulation and promotion.			
INDICATOR 1: Index measuring quality and effect of participation amongst stakeholders in policy interventions			
UNIT OF MEASURE: Index score	**YEAR**	**PLANNED**	**ACTUAL**
SOURCE: Contractor reports			
INDICATOR DESCRIPTION: Index – The index here is made up of 13 different elements that experts in participation have suggested are critical to good participation. It virtually never happens that all of these elements are present. However, the more of these elements that are present and the more prominent each of them is, the stronger the higher level of participation has taken place. These rating are done at the time of the participatory event and over time if participatory techniques improve the index should increase by fractions of a point. Some of the elements tend to be somewhat or very limited depending on cultural or political norms so that a score of five is not possible. **COMMENTS:** The figure reported (4.5) is an average of the four program countries: Panama 5 India 2.5 Tanzania 4.7 Egypt 4.9 **Total 4.5**	1996	___	___
	1997	___	___
	1998	Baseline	3.8
	1999	4.0	4.4
	2000	4.0	4.5
	2001	4.0	
	2002	4.0	
	2003	TBD	

IR1.3 Performance Data Tables – Indicator 5

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED:	**COUNTRY/ORGANIZATION: G/ENV/ENR**

LOWER LEVEL RESULT NAME: 1.3.3 Demonstrated use of media as a key EE&C approach to increase frequency of exposure to environmental messages and issues

INDICATOR 1: Number of people in key countries exposed to environmental issues via all media

UNIT OF MEASURE: Number of individuals exposed (in millions of people)

SOURCE: Contractor reports

INDICATOR DESCRIPTION:

Mass media, interpersonal campaigns, interpretive materials, school curriculum materials and radio and print campaigns are important tools to increase awareness and provide a variety of channels to reinforce and promote environmental messages. This indicator measures the reach and depth of environmental communication programs, reflecting the number of individuals exposed to messages, whether it be through mass media campaigns, interpretive programs in protected areas, or interpersonally mediated programs and communities. Again, "key countries" refers to USAID Missions where there is long-term presence in the development of EE&C programs.

COMMENTS:

The figure report is the total from the four program countries:

Panama	15,587,000
India	3,456,000
Tanzania	3,556,000
Egypt	12,368,000
Total	**34,967,500**

YEAR	**PLANNED**	**ACTUAL**
1996	____	____
1997	____	____
1998	Baseline	11.2 m
1999	18 m	33 m
2000	20 m	35 m
2001	20.5 m	
2002	31 m	
2003	TBD	

IR1.3 Performance Data Tables – Indicator 6

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED:	**COUNTRY/ORGANIZATION: G/ENV/ENR**

LOWER LEVEL RESULT NAME: 1.3.4 Materials and information disseminated on EE&C strategies, methods, and tools

INDICATOR 1: Number of targeted professionals receiving bulletins and materials

UNIT OF MEASURE: Number of individual professionals

SOURCE: Contractor reports

INDICATOR DESCRIPTION:

This indicator reflects the number of professionals in environment-related fields and environmental educators receiving bulletins and materials on a regular basis, reflecting lessons learned in the field, as well as responses to specific request for materials and information.

COMMENTS:

The principal bulletin of the program is Human Nature, published in three languages. Number of recipients:

English edition	3,200
Spanish edition	1,500
French edition	300
Total	**5,000**

1,400 copies of "EE&C for a Sustainable World" distributed worldwide.

YEAR	PLANNED	ACTUAL
1996	Baseline	1,138
1997	1,250	1,286
1998	1,400	1,596
1999	1,000	4,800
2000	4,800	6,400
2001	55,000	
2002	90,000	
2003	TBD	

IR 1.4 Increased Conservation and Sustainable Use of Coastal and Freshwater Resources

Summary and Self-Assessment

Among the many activities supported by IR 1.4, the CRM II program works in four key countries (Indonesia, Kenya, Tanzania, and Mexico) and three regions to build local and national capacity for integrated management of coastal resources. The CRM II interventions are measured at the highest level by the area under *improved management* and *effective management* and by the number of *policy successes*. Overall progress towards results is on-track, and many achievements are reported herein (see Key Results), although all targets for *improved* and *effective management* were not met. The CRM II exceeded the FY 2000 target for *policy successes* by three, achieving nine successes for the year and raising the cumulative total to 22.

Key Results

National Policy Initiatives. In Indonesia, CRM II is a central element of the new USAID country strategy whose overall goal is the "transition to a prospering and democratic Indonesia." In October 1999, when Indonesia's newly elected President Wahid announced his new cabinet, a major objective was to establish the Ministry of Marine Affairs and Fisheries. The CRM II, through its project known locally as *Proyek Pesisir*, seized this opportunity to contribute to development of a national coastal policy and program and provide crucial information and assistance for framing the national coastal agenda. In Tanzania, a participatory policy formulation process implemented by CRM II culminated in a broadly supported National Coastal Policy that was submitted to the National Government at the end of FY 2000. The Tanzania Coastal Management Partnership, TCMP, began implementing the proposed policy by providing technical and financial resources to local districts for planning and integrated management of their coastal resources. The TCMP brought science and management together during the development and implementation of this policy through a Science for Management Working Group. In FY 2000, the Government of Kenya (GoK) demonstrated significant commitment to integrated coastal management by passing National Environmental Management and Coordination Act that mandates the Government to adopt a Coastal Management Policy. The CRM II is working with the Government of Kenya to build a foundation for a national ICM policy by establishing, for the first time, a national network of coastal practitioners.

Promoting Sustainable Economic Use. In Tanzania, new permit processes and review criteria for mariculture have been accepted by government sectors responsible for the industry. This provides a clear and transparent framework for mariculture investment in the country, the first such comprehensive framework in East Africa. In Mexico, CRM II's *1998 Manual on Best Practices for Tourism Development (Normas Prácticas)* is now moving from recommended voluntary practices to state policy in Quintana Roo, Mexico. The Ecological Land Use Zoning Ordinance for Costa Maya (adopted by GOM in FY

2000) incorporates over 30 criteria identified in the *Normas* and the Environmental Impact Statements for two key developments – Mahahual Pier and the Xcacel Resort – which were reviewed and revised based on the *Normas*.

Provincial and Local Initiatives. On World Environment Day 2000, Mexico's former President Zedillo dedicated Xcalak National Park, on the southern coast of Quintana Roo State, the first National Marine Park initiated by a community rather than by the federal government. The decree culminated four years of hard work by the community of Xcalak with support from CRM II. Also accounted for in FY 2000 is the Declaration of Culiacan (Mexico), which is a formal agreement among several governmental and non-governmental organizations to collaborate and share information to promote improved natural resources management in Bahia Santa Maria, a critical coastal ecosystem within the Gulf of California. In Lampung Province, Indonesia, the Coastal Strategic Plan, developed in close partnership with the local government, private sector, and citizens, is helping to direct and prioritize appropriate infrastructure and siting of future development. The plan is being supported with some $200,000 of local government funds during the first year of implementation. At CRM II's North Sulawesi site – where three village-level ICM plans and marine sanctuary ordinances have recently been adopted – tangible outcomes are already being realized. Preliminary monitoring data from Blongko, which has now been protected for just over a year, indicate that total live coral cover and fish within the sanctuary has increased.

Building ICM Capacity and Networks. Globally, CRM II has remained an innovator and leader in building the human and institutional capacity needed for improving the governance of coastal regions. The sixth biennial 'Summer Institute in Coastal Management' was completed in FY 2000, bringing its Alumni corps to 150 professionals from 45 countries. The CRM II also remained an important voice in the dialogue on critical coastal issues, continuing to support USAID's work with the U.S. Coral Reef Task Force and the International Coral Reef Initiative (ICRI), and making important contributions to the 9th International Coral Reef Symposium (ICRS).

The CRM II is contributing to improving and strengthening capacity development in its key countries. In the East Africa and Western Indian Ocean region, an initiative to develop a cadre of coastal management program leaders was launched with a groundbreaking needs assessment and definition of the technical, professional, and managerial skills needed by practitioners. The Western Indian Ocean Marine Science Association (WIOMSA), an organization that, with CRM II assistance, has established its own capacity building unit to deliver coastal management training to the region, undertook the needs assessment. The Indonesian Coastal University Network (INCUNE), established last year with 11 member Universities stretching from Sumatra to Papua, completed a strategic planning process, prepared a Prospectus, and stimulated its members to undertake local ICM initiatives. The CRM II has directly trained more than 11,000 Indonesians in various aspects of marine and coastal resources management. It has begun to develop trainer's guides and manuals, and conducted the first National ICM training of trainers for University and NGO partners in Bogor in March 2000. In Tanzania, 45 individuals from both the public and private sectors regularly contributed to the national coastal program's goals through participation on technical working groups.

In 2000, the Tanzania Coastal Environmental Awards Scheme successfully concluded its second year, directly interacting with over 22,000 coastal residents from five coastal districts.

Performance and Prospects

Value-Added Indicators

Indicator 1: G/ENV field-based assistance (TDYs) provided in response to Mission/Bureau requests. The Water Team conducted 110 days of in-house technical assistance to Missions and Bureaus in 12 countries. This represents 23% percent of the total level of effort performed by ENR during FY 2000. TDY contributions mainly focused on *Strategy and Program Design* initiatives, and *Monitoring and Evaluation* work. For example, the IR1.4 Team visited the USAID/CAR Mission to help design a project to implement a satellite-based snowmelt and river runoff forecasting activity for the Amu Darya and Syr Darya Rivers of the Aral Sea Basin. Staff attended an in-country USAID/Jordan R4 review, and visited the USAID/India Mission to discuss the possibility of developing a new water and energy program that could benefit the country. Staff also assisted partners of the University of Quintana Roo in Mexico to support local coalition building and the early stages of the Xcalak Peninsula Regional ICM Plan, launched later that year. In USAID/RCSA Botswana, IR1.4 staff consulted with the Mission on further improving the management of transboundary natural resources in the country.

Indicator 2: Mission buy-ins, add-ons, OYB transfers, and IQC task orders. Mission and Bureau contributions to CRM II in FY 2000 totaled $4.3 million. This includes OYB transfers from Missions in Mexico, Tanzania, Indonesia, and Kenya. It also includes $225,000 provided to CRM II for Reef Creek activities from EAPEI, and $75,000 from the LAC Bureau to promote and market best practices for shrimp mariculture. The CRM II leveraged $301,500 of non-USAID funds to augment CRM II activities.

In FY 2000, twelve task orders were signed under the Water IQC, totaling approximately $28 million in Mission buy-ins for field support to Jordan, Armenia, Mongolia, Morocco, the Caucasus, Honduras, El Salvador, Peru, India, Bolivia, and LAC Regional. This brings the total amount of contributions to the Water IQC to more than $32 million since its inception in June of 1999. Mission buy-ins to the Water Support Program (WASP), an Inter-Agency Agreement between USAID and NOAA totaled $1.3 million in field support to the Central Asian Republics (CAR) and Latin America and the Caribbean. The Office also provided $150,000 for core task orders to the RAISE IQC, which G/ENV/ENR co-manages with G/EGAD/AFS.

Indicator 3: Number of USAID policies, strategies, and programs reflecting G/ENV leadership.

USAID Environmental Policy Influenced by G/ENV

The Water Team has assisted or influenced the development of Agency initiatives or goals reflecting G/ENV objectives in FY 2000 through the following activities:

- *Agency Water Team.* The IR1.4 program staff have established and fostered a unique cross-sectoral and agency-wide Water Team comprised of active members from over 10 operating units throughout USAID/W, as well as many other "virtual members" from field Missions around the world. The Team meets on a bi-weekly basis to share news and information on water-related activities in both the Global Bureau as well as in the Regional Bureaus and Missions. The gatherings are also used as an opportunity to expand agency-wide technical knowledge concerning a range of water resources issues through presentations by outside experts. The Team also maintains an e-mail list-server to facilitate information exchange about water and coastal management issues.

- *EAPEI Review and Leadership.* The Water Team continues to provide technical leadership and managerial support for coastal/marine activities under the East-Asia/Pacific Environmental Initiative (EAPEI). During FY 2000, the Team assisted in the review and ranking of all EAPEI proposals. Water Team staff also managed a $526,000 letter grant to the South Pacific Regional Environment Program (SPREP), implementing activities related to management of the coral trade industry, destructive fishing, and community-based marine protected areas in the insular Pacific.

USAID Environmental Strategy Influenced by G/ENV

The Water Team assisted Missions or Bureaus in developing new SO's, Intermediate Results or Indicators that reflect G/ENV objectives in FY 2000 through the following activities:

- *USAID Regional Center for Southern Africa (RCSA) – Transboundary Natural Resources Management (TBNRM) under SO1.* The Water Team assisted the Mission in exploring options to promote TBNRM in its environmental SO. The SO includes a significant water resources management component, in addition to activities in community-based resource management, wildlife management, and biodiversity protection. A draft Task Order has been developed for the Limpopo river basin for transboundary water resources management, to be undertaken through the Water IQC.

- *USAID/Jordan Strategic Objective Review.* The Water Team assisted a small USAID/Washington group led by the ANE Bureau that had the opportunity to visit field sites and review the Mission's three strategic objectives – water, health/population, and economic growth. The review helped ensure that the Mission's water program addresses major issues in the sector in as efficient and integrated a manner as possible.

USAID Environmental Programs Influenced by G/ENV

The Water Team assisted Missions, Bureaus or Offices in developing programs that reflect G/ENV objectives through the following activities:

- *USAID/Central Asian Republics (CAR) Program Evaluation.* At the request of the USAID Central Asian Republics Regional Office (USAID/CAR) in Almaty, Water Team members conducted an assessment of the water situation in the region, including USAID/CAR assistance, international financial organizations activities, and other donor activities. The Team developed recommendations for the future direction of USAID/CAR

assistance in regional water activities and related energy and environment activities, currently being implemented by the Mission as a basis for the development of an SO in integrated water resources management.

- *USAID/India Enhancement of Water-Energy Program Linkages.* At the request of the USAID/India office, Water Team members helped explore water issues and opportunities to develop program linkages across the energy, water, urban, and health sectors of SO2. The Team prepared a concept paper and terms of reference for a Mission IQC Task Order to develop a full project strategy and design.

- *USAID/Morocco Souss-Massa Integrated Water Management (SIWM) Project.* A Task Order has been signed under the Water IQC to establish a transparent, technically competent, and participatory River Basin Agency (RBA) in the Souss-Massa River Basin of Morocco. A council representing national, regional, and local government agencies, the private sector, agricultural and industrial interests, NGOs, and citizens' groups elected by their peers, will direct the RBA. Partnerships will be fostered through the RBA for water management among a variety of public and private groups. The new program will disseminate and implement best practices in water management, and facilitate accelerated democratization and decentralization of resource management, through increasing the capacity of stakeholders to participate in the decision making process on matters concerning water use.

- *USAID/CAR (Almaty) Aral Sea Basin Snowmelt and River Forecasting Assessment.* The Water Team arranged for a Team of satellite engineering and hydrologic river forecasting specialists from the U.S. National Oceanic and Atmospheric Administration (NOAA) National Weather Service (NWS) and National Environmental Satellite Data and Information Service (NESDIS) to work in Tashkent with staff of the Uzbek Hydrometeorological organization *Glavgidromet*. The assessment considered options for a satellite-based snow cover monitoring and river runoff forecasting activity to support improved river flow forecasting and water management at the regional and national levels throughout the Aral Sea Basin. The result of the assessment was a recommendation and detailed design for a three-to-four year project to improve river forecasting and monitoring capabilities for the Uzbek *Glavgidromet* (and the other riparian republics) that would produce acceptable forecast accuracy at the regional and national levels. More accurate river forecasts are expected to foster regional cooperation while improving water management decisions at both the regional and national levels.

Water Team Leadership has also Enhanced Agency Programs and Strategies through the Following Activities:

- *Middle East/Asia (MEA) Water Workshop on Public-Private Partnerships.* ANE and G/ENV co-sponsored a three-day workshop in Egypt on water sector reform and role of public-private partnerships. The workshop targeted the needs of Mission staff throughout the MEA region, with special emphasis on methods to instill competitive efficiencies in the delivery of water supply and sanitation services.

- *Indonesian Coastal and Marine Affairs Ministerial Delegation Visits U.S.* The Water Team helped host a group of eight senior Indonesian officials during a ten-day study tour

of coastal and marine management policies and programs in the United States, providing relevant examples for Indonesia, given its new governance context, and emphasis on decentralization. While in Washington, the delegation met with senior officials from NOAA, State Department, and USAID. The study tour was organized as part of USAID's Indonesian Coastal Resources Management Program (CRMP) as it continues to assist with institutional development at the new Ministry, and associated activities under the Water Team's Cooperative Agreement with the Coastal Resources Center at the University of Rhode Island.

- *Front Lines Article on Water Scarcity and Famine.* The Water Team published an article in the summer edition of the Agency's *Front Lines* newsletter. The edition's theme was 'famine', and the Water Team's contribution focused on the emerging water crisis and its relation to famine and food security worldwide, as well as summarizing highlights of the Agency's activities to alleviate future impacts of the crisis over the next decade.

Indicator 4: Number of international policies, strategies, programs, and projects influenced by G/ENV leadership.

International Initiatives, Policies, Conventions (UN, Bilateral, etc) and Treaties Influenced by the Water Team Leadership:
The Water Team assisted or influenced the development of new Agency initiatives or goals reflecting G/ENV objectives in FY 2000 through the following activities:

- *International Leadership of CRM II.* The CRM II program continues to influence a number of global, national and local projects and programs. In FY 2000, CRM II core staff used the "Common Methodology for Learning" to assess the Ecuador Loan program and make recommendations for phase II. The CRM II also played a key advisory role to the International Coral Reef Symposium and provided assistance to the Packard Foundation working group on ICM to develop a capacity building needs assessment that draws from models developed by USAID. In Indonesia, CRM II provided policy support and advice to the newly created Ministry of Marine Affairs and Fisheries as they developed their objectives and strategies. In Tanzania, CRM II in-country staffs continue to provide technical advice and assistance to programs funded by SIDA, IUCN, SADC, and the Danish and Irish Embassies to advance coastal management in Tanzania.

- *Transboundary Coastal Management on the Mexico/Belize Border.* USAID/Mexico worked with local NGOs and University partners on the design and organization of a coalition-building and action-planning workshop for the newly created Belize-Mexico Alliance for the Management of Common Coastal Resources (BEMAMCCOR). This consortium of NGOs, universities, research institutions, and management reserves on both sides of the border was formed to support more effective and integrated management of the shared ocean and bay coasts of the Mesoamerican Barrier Reef System.

- *REDSO/ESA Regional Needs Assessment for ICM.* The Western Indian Ocean Marine Science Association (WIOMSA), with technical assistance from the University of Rhode

Island/Coastal Resources Center, conducted a needs assessment and developed a capacity-building agenda to enhance the implementation of ICM in the region. This effort is being supported by AID/REDSO's food security SO, in coordination with the Water Team. By promoting regional training, REDSO will support and help coordinate ICM activities within the region. WIOMSA visited Kenya, Tanzania, Mozambique and Madagascar to work with governmental and non-governmental organizations to assess each country's ICM activities and related training needs.

- *Second World Water Forum/World Water Ministerial Conference and Declaration.* The Water Team participated in the 2nd World Water Forum hosted at The Hague by the World Commission on Water for the 21st Century and the Dutch Government. The event attracted some 4,000 participants from public institutions, civil society, and the private sector to a rich offering of thematic, technical, and regional sessions related to water resources management around the world.

The Water Team represented the U.S. in the Ministerial Conference held in parallel with the World Water Forum. On World Water Day, the 140 ministers participating in the session issued a non-binding Declaration calling for increased water security in the 21st century. The Declaration emphasized the need for greater political commitment in addressing seven major challenges in water resources management: meeting basic needs, protecting ecosystems, securing food supplies, sharing water, governing water wisely, valuing water, and managing risk. Integrated Water Resources Management was identified as the most appropriate and effective approach for meeting these challenges to reach a secure water future.

- *Towards a Global Alliance on Water Security in the 21st Century.* The Water Team was actively involved in coordinating a DoS-USAID co-hosted meeting of donor countries and institutions involved in transboundary water resources management, which took place in Washington, D.C. in June 2000. The meeting was organized as a follow-up to DoS efforts at the World Water Forum to form an informal alliance of donors to work on these important issues, a call reiterated by the former Secretary of State in her recent Earth Day speech. Representatives of 14 donor countries as well as from the EU, World Bank, GEF, the UNDP and the UNEP attended the two day session to discuss regional activities in transboundary water management, successes and failures, and how to promote better integration and coordination of our diplomatic and technical efforts. Former G/ENV Center Director David Hales co-chaired several sessions of the meeting with his German counterpart, and former Deputy Director of USAID Hattie Babbitt gave a luncheon address on the first day. The Water Team provided input to State Department/OES staff responsible for preparing remarks that were delivered by Secretary Madeleine Albright in observance of Earth Day.

- *Data for Integrated Coastal Management (ICM) Workshop for East & Southern Africa.* At the invitation of UNESCO's Intergovernmental Oceanographic Commission (IOC), the Water Team provided the keynote presentation at a workshop held December 13-15, 2000 in Cape Town, South Africa. Data managers and ICM practitioners from seven countries gathered to exchange ideas, experience, and methods related to the design of coastal monitoring programs that support the objectives of integrated coastal

management. The Water Team also discussed with IOC the possibilities for further collaboration with USAID during the coming two years under the REDSO-funded ICM capacity-building activities for the region.

- *World Water Day – March 22nd.* The Water Team prepared and displayed an exhibit and information table in support of World Water Day, March 22, 2000. The exhibit was displayed in the lobby of the USAID Information Center in the Ronald Reagan Building for three weeks, and communicated the importance of an integrated approach to water resources management in order to alleviate the impacts of the looming global water crisis.

Other Donor Programs, Policies, and Projects Influenced by Water Team Leadership

The Water Team assisted or influenced the development of new Agency initiatives or goals reflecting G/ENV objectives in FY 2000 through the following activities:

- *Global Water Partnership (GWP).* The Water Team attended the Stockholm Water Symposium and GWP meetings in August to help develop practical solutions and strategies to help alleviate the world water crisis.

- *Collaborative Arrangement with the International Water Management Institute (IWMI).* The Water Team established an arrangement whereby IWMI will provide a 2/3-time water management expert to the Water Team along with short-term assistance as needed for 2 years.

Other U.S. Government Agencies and Initiatives

Water Team leadership also enhanced Agency program and strategies through the following activities:

- *International Water Initiative (CISET).* The Water Team was engaged in a process to raise the level of recognition and understanding of international water issues within the USG and Congress, involving several USG agencies and the Committee on International Science, Engineering, and Technology (CISET) of the National Science and Technology Council. The Water Team took the lead in producing several components of both a 'toolbox' describing the technical and analytical capabilities of the individual USG agencies, and a 'strategy document' that will communicate to U.S. leadership the challenges and opportunities at-hand and the resources required.

- *Secretary Albright's Earth Day Speech on Water.* The Water Team helped prepare this speech, which focused on the need for integrated water resources management in helping to address growing water shortages and regional security concerns in some parts of the globe.

- *Keynote Presentation at the U.S. Board for International Food and Agricultural Development (BIFAD).* The Water Team made a keynote presentation on the emerging global crisis in water resources management to participants of the BIFAD periodic meeting in Washington, D.C. In attendance were representatives of multilateral donors,

international agencies, NGOs, and the academic community, all with interests in the role that water scarcity will play in food production for the coming decades.

- *Library of Congress Panel Discussion on "Establishing a Global Strategy for Securing Our World Water Supply"*. The Library of Congress hosted a panel discussion by experts on global water issues in a joint event to launch an edition of *Civilization* magazine exclusively on water, edited by Mikhail Gorbachev, as well as to preview the PBS documentary series "Water: The Drop of Life." G/ENV Director David Hales spoke on water security and sustainable development, highlighting USAID's global portfolio of water investments and our leadership role in water for economic and social development, participatory approaches to integrated water resources management, and transboundary water issues. Moderated by Senator John Warner, the panel included representatives from ITT Inc., Green Cross International, the World Bank, the University of California, the Water Resources Institute of the USACE, and the recipient of the Stockholm Junior Water Prize. The Water Team worked closely with Mr. Hales and the panel organizers on this event, attended by over 100 Washington leaders, as well as the media, and interested citizens.

Programmatic Indicators

Indicator 1: Cumulative area of habitat (in hectares) under improved management.
The CRM II and the earlier CRM I project have, cumulatively through FY 2000, achieved *improved management* of 3.2 million hectares of coast in six countries across Asia, East Africa and Latin America. This represents an increase of 284,346 hectares during FY 2000, and stems from significant progress made in Bahia Santa Maria, Mexico in laying the groundwork for improved coastal resources management. The CRM II expected to add an additional 289,000 hectares during FY 2000 from all three sites in Indonesia. However, given the country's instability and the newness of its participatory process for local government, planning work has taken longer than anticipated. For example, in North Sulawesi, CRM II targeted a Regency-wide ordinance for Minahasa to establish community-based marine sanctuaries. While a draft of the ordinance has been prepared, consultations with the new People's Consultative Assembly are taking longer than anticipated. The CRM II is committed to the consultative process, and has moved the target to 2001. The CRM II firmly believes that utilizing democratic processes is essential, and hence decided to push back the completion timeframe for key policies/plans rather than cut short the participatory process.

Indicator 2: Cumulative area of habitat (in hectares) under effective management.
The CRM II has achieved *effective management* at nine sites in seven countries totaling 163,391 hectares through FY 2000. Targets to incorporate an additional 580 hectares in Balikpapan Bay, Indonesia and 15,000 hectares in Costa Maya, Mexico were not met. For Balikpapan Bay, the target has been moved ahead to FY 2001. In FY 2000, CRM II established baselines for key environmental parameters in the Bay including mangrove cover and water quality, made substantial progress on a Bay-wide planning process, and initiated a mangrove-replanting scheme in a smaller part of the Bay. However, because it has taken longer then expected to complete the Bay planning process, the criteria for

effective management in the plan adopted and the institutional ability to respond to monitoring results in place was not met.

The CRM II has removed Costa Maya as a project target for *effective management*. Costa Maya had been targeted to reach *effective management* both in FY 1999 and FY 2000. Given the changes in project context that have occurred in Mexico, and the adaptive management approach undertaken, CRM II will be focusing less on the Costa Maya, and more on the recently-declared Xcalak National Marine Park. The initial project design incorporated a characterization to understand the Costa Maya region (executed in 1996-97) to provide context for developing a proposal for a protected area in the Xcalak region and as input to an anticipated *Ordenamiento Ecologico* for the Costa Maya. In that characterization CRM II obtained aerial oblique photos and baseline information on flora and fauna, geology, beach profiles, fisheries, and the reef condition of La Poza. It was assumed that the *Ordenamiento* would be adopted in 1998-99, that closer coordination with state and federal authorities would occur on implementation, and that a monitoring scheme would be established. However, the *Ordenamiento* was only recently legally declared (October 2000) and the project now lacks the resources to implement or monitor this stretch of coast. Since the initial characterization, the only information collected has been aerial photos in 1998 and 1999. Hence, it is believed that the established criteria for *effective management* cannot be met over the life of the project.

Indicator 3: Documented improvements in biodiversity conservation because of strengthened policies or improved policy implementation. Much of CRM II's work is directed at formulating and implementing effective ICM strategies and policies. The CRM II exceeded the FY 2000 target for *policy successes* by 3, achieving 9 successes for the year. This raises the cumulative total to 22. These successes are significant and diverse, and include policy developments at national, provincial and local levels, and support for both increased conservation and sustainable economic development and use. They have occurred in the key countries of Indonesia, Tanzania, Kenya, and Mexico.

Possible Adjustment to Plans

The Water Team does not anticipate major adjustments to plans in FY 2001.

Other Donor Programs

The major donors involved in water and coastal resources management are the World Bank and other multilateral banks, the UN Agencies (including UNDP, UNEP and WHO), as well as the Global Water Partnership, the World Water Council, and the governments of the U.K., Sweden, Canada, Germany, France, the Netherlands, and Japan. The Water Team initiated more active engagement with the Global Water Partnership in FY 2000. It also increased coordination with many other donors involved in transboundary river management though joint leadership of the DOS-USAID global water alliance activities.

Major Contractors and Grantees

The Water Team manages a cooperative agreement in coastal resources management with the University of Rhode Island, an interagency agreement with the National Oceanic and Atmospheric Administration, and an Integrated Water and Coastal Resources Management indefinite quantity contract (the Water IQC) with Development Alternatives, Inc., Associates in Rural Development, Inc., and PA Consulting Group.

IR1.4 Data Performance Tables - Indicator 1

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED: 2/18/98 | **COUNTRY/ORGANIZATION: G/ENV/ENR**

RESULTNAME: Increased conservation and sustainable use of coastal and freshwater resources

INDICATOR: Area in key countries/regions with *improved* ICM programs

UNIT OF MEASURE: Hectares

SOURCE: Reports from partners and cooperators

INDICATOR DESCRIPTION:
Coastal an freshwater systems are considered under *improved* management when any of the following steps in site management occurs: site assessment is completed; site/action plan is developed; institutional/community capacity is strengthened; a legal framework is in place; site management activities are initiated; or monitoring and evaluation is initiated.
Areas are derived from actual dimensions of designated sites or are conservatively approximated by multiplying the relevant length of coastline by one kilometer. Thus, 1 km of coastline is equivalent to 100 ha. Of coastal zone. **Results are cumulative**.

COMMENTS:

Total:

Mexico **284,346**

YEAR	PLANNED	ACTUAL
1996	Baseline	722,385
1997	797,762	795,358
1998	798,143	828,188
1999	2,597,499	2,963,081
2000	3,535,610	3,247,427
2001	3,535,610	NA
2002	3,535,610	NA
2003	3,535,610	NA

IR1.4 Data Performance Tables - Indicator 2

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED: 2/18/98 | **COUNTRY/ORGANIZATION: G/ENV/ENR**

RESULT NAME: Increased conservation and sustainable use of coastal and freshwater resources

INDICATOR: Area in key countries/regions with *effective* ICM programs

UNIT OF MEASURE: Hectares

SOURCE: Reports from partners and cooperators

INDICATOR DESCRIPTION:
Two key conditions must be met for areas to be considered under *effective* management:
(1) habitat quality is maintained or improved and/or the rate of habitat degradation is reduced; and
institutional ability to monitor and respond to threats and opportunities (adaptive management) is demonstrated.
Results are cumulative.

COMMENTS:

Sri Lanka	61,167
Ecuador	22,400
Thailand	2,500
Kenya	1,521
Zanzibar	25,000
Mexico	17,973
Indonesia	32,830
Total	**163,841**

YEAR	PLANNED	ACTUAL
1996	____	____
1997	Baseline	130,561
1998	133,346	163,391
1999	178,391	163,391
2000	178,971	163,841
2001	163,971	
2002	409,250	
2003	409,250	

IR1.4 Data Performance Tables - Indicator 3

OBJECTIVE: Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, Freshwater and Coastal Ecosystems, and Agricultural Lands

APPROVED: 2/18/98 | **COUNTRY/ORGANIZATION: G/ENV/ENR**

RESULT NAME: Increased conservation and sustainable use of coastal and freshwater resources

INDICATOR: Documented improvements in coastal and freshwater systems as a result of strengthened policies or *improved* policy implementation

UNIT OF MEASURE: Number of policy successes

SOURCE: Reports from partners

INDICATOR/DESCRIPTION:
Improved Strategies and Policies lead to "Policy Successes" in ICM. This indicator tracks and assesses coastal management policies developed and submitted for consideration, formally adopted by an agency capable of implementation, and/or implemented. The purpose of this indicator is to track policy implementation that demonstrates improved environmental quality on the ground in the field project site. In order to be considered a success, a policy must be implemented and its impact on improving conditions demonstrated. Coastal management policies are defined as laws, decrees, agreements, regulations, ordinances, management plans, guidance, and best management practices (BMPs). **Results are reported annually and are cumulative.**

COMMENTS:

Mexico:
1. Xcalak Marine Park Authorization (1)
2. Bahia Santa Maria, Declaration of Culiacan (10)

Indonesia:
3. Blongko Village Level ICM Plan (2)
4. Blongko Community Based Marine Sanctuary Village Level Ordinance (3)
5. Talise Village Level ICM Plan (4)
6. Talise Community Based Marine Sanctuary Village Level Ordinance (5)
7. Bentenan-Tumbak Village Level ICM Plan (6)
8. Tumbak Communita Based Marine Sanctuary Village Level Ordinance (7)
9. LamPung Provincial Strategic Plan (9)

YEAR	PLANNED	ACTUAL
1998	2	3
1999	12	13
2000	19	22
2001	29	
2002	29	
2003	30	

SO2

IR 2.1 Expanded and Equitable Delivery of Urban Environmental Services and Shelter

Self-assessment

Intermediate Result 2.1 (IR 2.1) is measured by six indicators; five of these are index-based, and they measure progress in achieving five corresponding sub-intermediate results. The sixth indicator measures overall performance across the IR. This year the IR 2.1 Team met or exceeded its targets for all six indicators. They have been particularly effective in the use of grant resources to provide technical assistance in service and shelter provision and in the use of credit resources to directly expand access to such services. These significant achievements notwithstanding, development assistance resources for the SO under which IR 2.1 falls have declined sharply in recent years; grant resources have fallen 50 percent in the past five years, and credit subsidy resources have dropped 93 percent in the past six years. USAID appears to be scaling down its urban-oriented activities at a time of great need for deliberate and coordinated responses to a rapid growth of urban populations worldwide.

Summary

Sustainable urbanization rests on the premise that protecting the health of human settlements and natural ecosystems is critical for long-term economic security. Economic benefits will result from the urbanization process if urban residents, especially the poor, are given access to decent environmental services and shelter. In light of this goal, IR 2.1, Expanded and Equitable Delivery of Environmental Services and Shelter, focuses resources on the promotion of service and shelter expansion and access through the following four sub-intermediate result areas:

- Policy and regulatory reform that promotes access to urban services and shelter (IR 2.1.1)
- Expanded financial resources available for investment in services and shelter (IR 2.1.2)
- An expanded private sector role in service and shelter delivery (IR 2.1.3.)
- Targeted approaches to provide services and shelter to low-income users (IR 2.1.4)

IR 2.1 uses an “index” to measure progress made along a continuum toward each sub-intermediate result. This continuum is marked by four discrete stages of development that describe the progress of the activity in terms specific to each sub-intermediate result. For instance, the second stage of Indicator 1—*Extent to which an integrated policy framework is in place and is used to guide the system whereby urban infrastructure is financed*—is reached when the participating government acknowledges the need for a

policy framework and enters into dialogue with local governments and/or the private sector. Due to the considerable variation in strategies employed by programs to address diverse problems, RUDOs tend to report on the performance indices that best describe their programs; each RUDO identifies the actual stage reached by its funded and/or managed activities and sets targets for future activities. All RUDO activity stages reported under this indicator are averaged to determine overall SO stages and targets (measured from 1 to 4).

Key Results

The RUDOs identified significant achievements in policy reform, expansion of financial resources for investment, and expansion in the role of the private sector in providing services and shelter delivery. Selected examples, taken from the five RUDOs, are presented below.

Near East and North Africa – In Morocco, the heightened pace of decentralization and devolution of service delivery to the local level, which was re-enforced with the ascent of King Mohammed VI in July 1999, made a number of important advances possible. As part of the RUDO managed *Urban Environmental Services (UES) Program*, medium-range (five year) budget planning processes are being undertaken at the local level for the first time. New and ongoing public-private partnerships are being strengthened to employ more sustainable approaches to financing urban services. And local counterparts are being assisted to tap local capital markets for investment resources through the issuance of bonds and certificates of deposit to match long-term investment needs with appropriate term finance and resources. The RUDO sponsored three key local government seminars aimed at garnering their inputs to the Government of Morocco's (GoM) decentralization Charter Communal (Municipal Charter) that is currently under design. The Charter delineates local government responsibilities and provides the policy framework for municipalities to carry out these responsibilities.

Sub-Saharan Africa – In South Africa, the use of credit facilities—which use USAID donor resources to leverage millions of dollars in private sector funds—helped the nation to make tremendous progress towards expanding and equalizing the delivery of services post-Apartheid. During FY 2000, RUDO/Sub Saharan Africa managed the $6.2 million Environmentally Sustainable Housing and Urban Development (ESHUD) portfolio for USAID/Sub-Saharan Africa. In addition, it negotiated a $21.5 million Urban and Environmental (UE) Credit Program with FIRSTRAND Bank Limited, configured a $20 million DCA facility for alternative lender CASHBANK Limited, and implemented a $5.3 million regional portfolio with approximately $400,000 in catalyst funds from G/ENV/UP. The RUDO also provided leadership in the *Africa Fiscal Decentralization Study*, undertaken jointly with the World Bank and Danish AID (DANIDA), and the findings of which was the key presentation at the *AfriCities 2000 Conference*. Serving as a delivery mechanism for the Gore/Mbeki Bi-National Commission activities, the RUDO has facilitated inter-Agency collaboration between USAID and STATE, US HUD, EPA, DOE, Dept. of Interior, Dept. of Treasury, and USDA. RUDO has achieved progress on the urban policy agenda on an Africa-wide basis through collaborations with the World

Bank and Canadian, German, British, Australian, Danish and French aid agencies, and most importantly, with 38 municipalities and their central governing bodies. These activities help to ensure that USAID's assistance will have sustainable effects.

South Asia – In 1997, the city of Ahmedabad, India made the front page of the *Wall Street Journal* for issuing—with RUDO assistance—the first-ever municipal bond in South Asia. It was, a notable achievement in that it secured a sustainable source of financing for municipalities to deliver shelter and services throughout the developing world. In recent years, the highly successful *Financial Institutions Reform and Expansion (FIRE) Program* has helped other municipalities throughout India advance towards replicating this achievement. To date, two municipalities have issued bonds, and 30 municipalities have either been credit rated, or initiated the process, and in so doing have improved financial management practices to a level measurable under international credit rating standards. This ongoing assistance has also led to the privatization of solid waste collection and disposal in nearly 30 municipalities– a move expected to yield more cost-effective and wider-reaching service delivery for millions of urban residents.

Southeast Asia – The dramatic crisis experienced in Indonesia over the last three years—rapid devaluation of the country's currency, a significant drop in GDP, the virtual collapse of the commercially-based financial structure, and deep-seated political and social tensions - demanded a particularly responsive approach. In addition to the continuation of pre-crisis efforts to increase the efficiency of Indonesia's water enterprises - 33 of which have been assessed and assisted to develop implementation plans - the *PURSE project* emphasized the creation of employment opportunities through the delivery of urban environmental services. In East and West Java, nine urban centers completed Basic Urban Development Plans with RUDO/SEA support, successfully leading to the development of 26,000 urban environmental infrastructure projects. These projects received funding from the World Bank in response to the financial crisis. It is expected that more than 6.4 million person days of employment will be generated as a result of these small-scale projects benefiting poor urban communities.

Latin America and Caribbean – More than 135,000 Hondurans in ten municipalities benefited from loans for project design and implementation of wastewater systems, solid waste disposal, and water supply systems. RUDO assisted efforts to strengthen a regional capital market by contributing to the *Municipal Infrastructure Finance Loan (PROMUNI).* This facility enables municipal governments to access funds for constructing environmental infrastructure projects and shelter solutions. The closing of the PROMUNI program in Central America ended USAID assisted regional capital market program for municipal governments, which helped 867,490 families benefit from improved infrastructure. However, this program has now assumed a new life; PROMUNI has chalked up successes in Costa Rica and Guatemala leading to its expansion by the Central American Bank for Economic Integration (CABEI) to provide resources to commercial banks in Nicaragua for municipal lending during FY 2000. Nicaragua's BANPRO provided a $250,000 loan under PROMUNI for construction of a bus terminal in Esteli which is expected to benefit 120,000 families.

Performance and Prospects

The IR 2.1 Team met or exceeded the targets for all six of its IR 2.1-level indicators. As an example of work carried out under the first indicator *Extent to which an integrated policy framework is in place and is used to guide the system whereby urban infrastructure is financed* the FIRE (D) program in India was particularly successful. The program provided the Tamil Nadu Urban Development Fund with extensive support for advisory services and tours towards the issuance of a bond that will support water, sewerage, and solid waste projects in three cities. Of the five RUDO programs that reported on the second indicator - *Timeliness and effectiveness in facilitating and managing the privatization process* – ESHUD and the FIRE (D) program reached or surpassed Stage 3. In the FIRE (D) program, for example, the RUDO in South Asia provided assistance to the Cities of Kolapur and Tirrupur in privatization of solid waste disposal services. The third indicator *Degree of choice among appropriate financial mechanisms for municipal and other urban investments*—was reported on by five of the six RUDOs that were active in FY 2000. In reaching a stage of 4.0 at its close, the RUDO based in Poland made substantial progress in strengthening local financial management and increasing creditworthiness of local governments, which has increased bank lending to municipalities.

The fourth indicator—*Level of financial sector involvement in municipal and urban infrastructure finance in targeted areas* exceeded its target of 2.3. Of the eight activities that reported under this indicator, three were located in countries in South America (primarily Guatemala and Nicaragua). These were affected by the widespread collapse of financial institutions stemming from social and economic crises in 1999. As a result, the ability of the private sector to engage in public finance activities was constrained, and the average score fell slightly short of the target despite advances in the other five programs.

The fifth IR-indicator *Total number of households benefiting from improved environmental infrastructure and shelter solutions* that also serves as an SO-level indicator exceeded its target of 1,500 households. The SO2 Team helped 175,599 households benefit from improved urban environmental infrastructure and shelter solutions, such as water supply, sanitation and sewerage, drainage and flood prevention and solid waste management. SO2 exceeded its target of 1,500 households largely due a less precipitous decline in credit program activity than originally anticipated. The breakdown of beneficiary households by RUDO is as follows: South Asia (76,800), Sub-Saharan Africa (29,436), Latin America and Caribbean (21,225), Eastern Europe (6,610) and Near East and North Africa (41,528). For example, under the private sector Zimbabwe UE credit program managed by the RUDO/SSA, approximately 29,436 low-income community lots were serviced under public-private sector partnerships. The private sector building societies advanced housing development loans with a cumulative value of over Z$721 million. [3]

[3] Note: The Zimbabwe currency fluctuated between 30 - 60 to 1 USD between 1999 and 2000

Possible Adjustments to Plan

Despite the varying types of political, social, and economic conditions, it is clear that a continued effort to expand and enhance the delivery of shelter and urban services remains a critical need in the developing world. In fact, problems are likely to be exacerbated by the continued growth of urban populations and the corresponding lag-time in the provision of basic services to the majority of poor families. This IR therefore continues to undergo a process of reevaluation. The Agency's ability to be responsive to these trends and to replicate model programs that assist countries to better manage their urban growth before they reach crisis conditions, will be determined wholly by the extent to which resources—both grant and credit (of particular relevance in financing urban services) are made available for these types of activities. Likely adjustments should center on addressing urban development needs of client countries by devising the most appropriate balance of credit and grant mechanisms in financing urban services. Indeed, this is one of the core focus areas of the Agency's "Making Cities Work" urban strategy.

Other Donor Programs

The Agency works closely with the World Bank and the regional development banks in Asia and Latin America to promote self-sustaining approaches to the provision of urban services and shelter. The Agency also works with a large variety of host country entities, from city-level government institutions to NGOs and private organizations. The SO2 has helped to develop the multi-donor "Cities Alliance" effort spearheaded by the World Bank and UNCHS to coordinate donor funds in promoting slum upgrading programs.

Principal Contractors, Grantees or Agencies

Abt Associates, Community Consulting International (CCI), the International City/County Management Association (ICMA), PLAN International, Planning and Development Collaborative, Inc. (PADCO), the Research Triangle Institute (RTI), and the Urban Institute

IR 2.1 Performance Data Table – Indicator 1

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.1.1 Expanded Service of Urban Environmental Services and Shelter			
INDICATOR: 1: Extent to which an integrated policy framework is in place and is used to guide the system whereby urban infrastructure is financed			
UNIT OF MEASURE: The average score of those RUDOs who are reporting this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	2.3
SOURCE: RUDO reports	1998	2.5	2.6
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages," which describe the progress towards a given sub-intermediate result. Each RUDO that reports on this particular indicator identifies the actual stage its RUDO-funded and/or -managed activities has reached and determines targets for future activities. The stages from all of the RUDO activities that report on this indicator are averaged to reach overall SO stages, which are presented here.	1999	3.0	3.0
	2000	3.0	3.0*
COMMENTS: *RUDOs reporting: Southeast Asia, South Asia, Sub-Saharan Africa, LAC, Near East and North Africa, Eastern Europe. ** The Eastern Europe RUDO closed in FY 2000; therefore, these targets average stages from the remaining RUDOs that report on this indicator.	2001	3.0**	
	2002	3.2	

Stage/Level			
1	**2**	**3**	**4**
No policy regime in place. Financing needs not being systematically addressed at policy level.	Government acknowledges need for policy framework and has entered into dialog with local government and/or private sector.	Policy framework under development or partially in place. Multiple aspects of a finance system for municipal and infrastructure requirements are being addressed simultaneously.	Transparent municipal finance policy in place and understood by all parties. Monitoring activities exist to evaluate and adapt system as requirements change.

IR 2.1 Performance Data Table – Indicator 2

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.1.1 Expanded Service of Urban Environmental Services and Shelter			
INDICATOR: 2: Timeliness and effectiveness in facilitating and managing the privatization process.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	2.0
SOURCE: RUDO reports	1998	2.3	2.5
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages," which describe the progress towards a given sub-intermediate result. Each RUDO that reports on this particular indicator identifies the actual stage its RUDO-funded and/or -managed activities has reached and determines targets for future activities. The stages from all of the RUDO activities that report on this indicator are averaged to reach overall SO stages, which are presented here.	1999	2.7	2.7
	2000	2.5**	2.6*
COMMENTS: * RUDOs reporting: Southeast Asia, South Asia, Sub-Saharan Africa, Eastern Europe, and LAC. ** The decrease in this target is due mainly to a new activity in El Salvador, for which the Guatemala RUDO set a target of 1.0, which greatly reduces the average planned stage.	2001	2.6	
	2002	2.8	

Stage/Level			
1	**2**	**3**	**4**
No policy/regulatory oversight in place. Privatization taking place on an ad hoc basis.	Government acknowledges need for rational privatization policy. Key constraints being identified and analyzed.	Privatization policy being refined. Transparent procedures being established and used. Number/value of privatization activities successfully carried out is increasing. System for addressing public concerns, and monitoring performance being developed and/or in use.	Privatization activities taking place where desirable on timely basis with appropriate level of gov't oversight. System for incorporating/addressing public concerns are well established. Performance of previously privatized activities being monitored and found satisfactory.

IR 2.1 Performance Data Table – Indicator 3

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.1.1 Expanded Service of Urban Environmental Services and Shelter			
INDICATOR: 3: Degree of choice among appropriate financial mechanisms for municipal and other urban investments			
UNIT OF MEASURE: The average score of those RUDOs who are reporting this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	1.9
SOURCE: RUDO reports	1998	2.5	2.7
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages," which describe the progress towards a given sub-intermediate result. Each RUDO that reports on this particular indicator identifies the actual stage its RUDO-funded and/or –managed activities has reached and determines targets for future activities. The stages from all of the RUDO activities that report on this indicator are averaged to reach overall SO stages, which are presented here.	1999	2.8	3.0
	2000	2.8	2.8*
COMMENTS: * RUDOs reporting: LAC, Southeast Asia, Near East and North Africa, Eastern Europe, South Asia. ** The decrease in this target is due to the closing of the Warsaw RUDO, whose absence from the ratings will affect the weighting and sum of the average (the RUDO set a target of 4.0 in FY 2000).	2001	2.5**	
	2002	2.9	

Stage/Level			
1	**2**	**3**	**4**
No selection of funding sources. Only gov't or quasi-gov't funding available	Need for more diverse range of funding channels and instruments acknowledged. Private sector involved in identifying, designing and developing expanded funding options.	One or more new funding channels in use on pilot basis by targeted areas. Development of additional vehicles or instruments continues. Private sector initiative in serving urban investment needs is evident.	Range of appropriate financing vehicles and instruments available to targeted areas. Choice of mechanisms made primarily at the local level.

IR 2.1 Performance Data Table – Indicator 4

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.1.1 Expanded Service of Urban Environmental Services and Shelter			
INDICATOR: 4: Level of financial sector and other involvement in municipal and urban infrastructure finance in targeted countries			
UNIT OF MEASURE: The average score of those RUDOs who are reporting this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	1.6
SOURCE: RUDO reports	1998	2.1	1.9
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages," which describe the progress towards a given sub-intermediate result. Each RUDO that reports on this particular indicator identifies the actual stage its RUDO-funded and/or –managed activities has reached and determines targets for future activities. The stages from all of the RUDO activities that report on this indicator are averaged to reach overall SO stages, which are presented here.	1999	2.9	2.3
	2000	2.3**	2.7*
COMMENTS: * RUDOs reporting: South Asia, Sub-Saharan Africa, LAC, Southeast Asia, and Eastern Europe. ** The decrease in this target is due to the conclusion of the Municipal Infrastructure activity in the Czech Republic (which had a target of 3.5 in FY 1999) and a new activity in El Salvador, for which the LAC RUDO set a target of 1.5, which greatly reduces the average planned stage.	2001	2.5	
	2002	2.8	

Stage/Level			
1	**2**	**3**	**4**
No financial sector interest or understanding of needs of the municipal sector or for urban environmental infrastructure investment.	Evidence exists of private sector interest in financing of municipal services and urban environmental infrastructure. Private sector and public sector have established dialog on these issues.	Private sector initiatives and marketing to the municipal sector and to urban infrastructure providers are increasing. Share of private financing is increasing. Ongoing forum is established for public/private dialog on municipal finance and urban environmental infrastructure finance.	Competition exists in financing of municipal services and urban infrastructure. Innovation is increasing and costs of financing declining as a result of broader private involvement. Municipal finance industry organization are emerging in private sector.

IR 2.1 Performance Data Table – Indicator 5

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.1.1 Expanded Service of Urban Environmental Services and Shelter			
INDICATOR: 5: Government funding for infrastructure is provided according to a policy agreeable to local government and the private sector, and allocated to minimize competition with private financing			
UNIT OF MEASURE: The average score of those RUDOs who are reporting this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997		
SOURCE: RUDO reports	1998		
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages," which describe the progress towards a given sub-intermediate result. Each RUDO that reports on this particular indicator identifies the actual stage its RUDO-funded and/or –managed activities has reached and determines targets for future activities. The stages from all of the RUDO activities that report on this indicator are averaged to reach overall SO stages, which are presented here.	1999	No target set	Not reported
	2000	No target set	2.0*
COMMENTS: * RUDOs reporting: South Asia and Southeast Asia	2001		
	2002		

Stage/Level			
1	**2**	**3**	**4**
Government funding for infrastructure provided on ad hoc basis. No predictability and/or prioritization of purposes by government or coordination with municipal sector or other providers.	Government acknowledges need for strategic funding and allocation of concessionary resources and has begun to examine alternatives. Appropriate use of soft loans under discussion.	Plan in development for predictable government transfers for infrastructure investments. Transparent priorities for use of concessionary funding and/or grants being established and implemented. Strategy for increased credit discipline on government lending being implemented.	Government transfers occur according to plan. Priorities for use of concessionary funding and grants are established and followed. Credit discipline exists in government lending programs.

IR 2.2: More Effective Local Governments

Self-assessment

The IR 2.2 is measured by a set of four indicators consisting of 15 sub-indicators. However, one of these sub-indicators was not reported on by any of the six RUDOs active in FY 2000. On all of the reported 14 sub-indicators, the IR 2.2 Team met or exceeded targets in 11. While the IR 2.2 Team has continued to demonstrate an ability to positively impact the capacity, autonomy, and accountability of local governments, its ability to expand operations has been recently hampered because of declining OE, program, and credit resources for funding staff and development activities, and the consolidation of RUDO/Quito and Guatemala offices.

Summary

The era of decentralization is well upon us – witness the sea of change that has occurred in the developing world in the 1990s. So, too, is the era of tremendous urbanization, where in the next five years, the world will see for the first time more than half its population residing in urban areas. These trends, coupled with the challenges posed by economic and social crises worldwide, require that development assistance actively take into account the capacity of local governments to manage the delivery of the most basic of human services – such as delivery of clean water and garbage-free streets. In recognition of this important dynamic, IR 2.2, *More Effective Local Governments*, focuses resources on the following sub-intermediate results:

- Improving financial management by local governments to make management and investment decisions more effective and transparent (IR 2.2.1)
- Improving local government institutional capacity to plan and deliver appropriate municipal services (IR 2.2.2)
- Promoting transparency and reliability of intergovernmental transfers and revenue-sharing formulas for local public works (IR 2.2.3), and
- Enhancing local government accountability by increasing public awareness, understanding and participation in municipal budgetary planning, policy development, and delivery of urban services (IR 2.2.4)

The IR 2.2 uses a set of four indicators, which correspond to its four sub-intermediate results, and 16 sub-indicators (out of which 15 were reported on this FY) to measure progress made along a continuum toward the achievement of each respective sub-intermediate result, marked by four discrete stages of development. The stages describe the progress of the activity in terms specific to each sub-intermediate result. For instance, the fourth stage of Indicator 1.2 – *Extent to which systematic integrated capital budgeting systems are used in targeted areas* – is reached when the local governments in targeted areas are using such systems. Because programs vary considerably in strategy and the problems they address, RUDOs report only on categories of performance indices that best describe their programs. Each RUDO identifies the actual stage its RUDO-funded and/or

-managed activities has reached and determines targets for future activities. The stages (measured from 1 to 4) from all of the RUDO activities that report on the particular indicator are averaged to reach overall SO performance ratings.

Key Results

The RUDOs reported achievements in all of the key areas, in which this IR works, including improved financial management by local governments, improved local government capacity, increased local government autonomy and enhanced local governmental accountability. Selected examples from the RUDOs include:

Near East and North Africa – In Morocco, the RUDO managed *Urban Environmental Services (UES) Program* has helped strengthen the capacity of local governments and improve the system of partnership between public and private entities. In turn, this work has led to the construction of infrastructure projects, such as the cutting-edge, full-service wastewater treatment facility in the Al Attaouia region benefiting 15,000 people. Local government officials have been further assisted through the dissemination of more than 2,000 "best practices" manuals in liquid waste management, environmental planning, and solid waste management.

Eastern Europe – In Poland, the efforts of the RUDO managed *Local Government Partnership Program (LGPP)* led to the following advances in local government strengthening and information sharing before its completion: 30 partner cities have adopted capital improvement planning processes, and provided demonstration impacts for another 50; cost recovery of housing rents (heretofore offered free or at a highly subsidized rate) was implemented in several pilot partner cities; and the dissemination of LGPP's guide on innovative practices was distributed to 600 attendees at the National Mayors' Conference.

Sub-Saharan Africa – Through the *Resource Cities partnership program and* direct technical assistance, RUDO assisted municipal officials of Lusaka, Zambia progress through a complex and difficult process of strategic planning and Team building. Such practices, while well utilized in the United States, represent a fundamentally new approach to local government management, as well as a critical tool in the effective, equitable, and sustainable allocation of limited resources. Because of the process, the community investment initiatives advocated by the recently elected mayor have a grounding in viability and community participation, and as such represent a significant success in the support of democracy in Zambia.

South Asia – The passage of the 74th Amendment in India laid fertile ground for the municipal strengthening activities of the continuing *Financial Institutions Reform and Expansion – Debt Market Component FIRE (D) project.* FIRE (D) provided support to a growing urban management training network in India which will provide strategic support in commercially-viable infrastructure project development, improved municipal financial systems, and improved access to urban services by the poor to municipal officials through ten state level training institutes. These RUDO managed activities

emphasize municipal partnerships with NGOs and CBOs for more efficient and sustainable provision of urban services, such as water and sewer, to the poor. Furthermore, continued USAID support to the City Managers' Association of Gujarat (CMAG) is expected to both elevate the role of the association in the state as a technical resource for municipalities, as well as strengthen the model of a state-level association for replication in other states throughout India.

Southeast Asia – In Indonesia, the final efforts under the RUDO managed *Coordinated Local Environmental Action Network (CLEAN)-Urban* activity led to significant achievements, such as the expanded number of pilot municipalities adopting capital investment programs from four (1999) to six (2000), and the development of national standards and manuals to guide the country's national application of CIPs by all municipalities in Indonesia. RUDO managed advisors also helped in drafting new decentralization laws in FY 1999, which set the framework for the major devolution of power and resources to local authorities planned in early May 2001. Other activities advanced the strengthening of municipalities through the establishment of "city sharing" workshops, and community action dialogue networks – both efforts to enhance the exchange of information and best practices across municipalities.

LAC – In the wake of the 1998 earthquake in Colombia, and Hurricanes Georges and Mitch, RUDO assisted USAID missions in the Dominican Republic, Honduras and Colombia to address the shelter and basic service needs of affected families and communities. RUDO is managing $500,000 in LAC Bureau funds for reconstruction assistance. This assistance focuses on building sustainable systems for financing and constructing housing and basic services to serve these countries in future years.

As a result of their *Resource Cities partnership* with Albuquerque, New Mexico, officials of Guatemala's second largest city, Quetzaltenango, were helped to improve the city's water storage system, develop a landfill, implement a recycling program, and develop a long-term integrated solid waste management plan. A second Resource Cities partnership between El Salvador's municipal association, COMURES, and the State of Florida assisted COMURES to better advocate for member cities at national policy-making levels and serve as a technical resource in urban management areas. A third Resource Cities partnership between Asuncion, Paraguay and Austin, Texas led to significant improvements in the way the city monitors and evaluates its performance in service delivery, collaborates with local NGOs to deliver urban services, and collects and treats its solid waste for the capital city region.

Performance and Prospects

Of the 14 sub-indices reported on in FY 2000 by the RUDOs, the targets for 11 were met or exceeded. These sub-indices are discussed according to their respective indices below.

IR 2.2.1 - *Improving financial management by local governments to make management and investment decisions more effective and transparent.* For the five sub-indicators under this intermediate result, one target was exceeded, three targets were met, and one

was not met. One key sub-intermediate result measures the use of integrated capital budgeting systems for investment planning. Through the FIRE (D) project, for example, municipalities throughout India are being assisted to develop and institutionalize the following financial management practices: city corporate plans (five year strategic planning and capital expenditure planning documents), double-entry accrual based accounting systems, and improved and revised financial report formats.

I.R. 2.2.2 - *Improving local government institutional capacity to plan and deliver appropriate municipal services*. Significant progress was made during FY 2000 in improving the management of urban service delivery, with three out of four sub-indicators meeting their targets. In Poland, for example, not only are the majority of LGPP partner cities implementing best practices, an increasing number of non-targeted cities are adopting them based on their exposure to the program.

I.R. 2.2.3 - *Promoting transparency and reliability of intergovernmental transfers and revenue-sharing formulas for local public works.* The IR 2.2 met two of its three targets, largely due to exogenous factors. For example, despite ongoing USAID efforts in Indonesia to draft regulations that will facilitate devolution of power, progress has been slowed due to the five-month long process of instituting the newly elected democratic government. Still, the program was considered successful as measured by the establishment of municipal government networks, with the exchange of information and best practices across municipalities being enhanced through "city sharing" workshops and community action dialogue networks.

IR 2.2.4 - *Enhancing local government accountability by increasing public awareness, understanding and participation in municipal budgetary planning, policy development, and delivery of urban services.* All sub-indicators targets were met or exceeded for FY 2000, with the Southeast Asia RUDO's collaboration with the United States/Asia Environmental Partnership (USAEP) pioneering the use of customer satisfaction surveys to capture citizens' comments on the quality of their water service.

Possible Adjustments to Plan

The challenges and opportunities facing local governments and their ability to properly manage the impacts of urbanization are growing. With the continuous growth of population in urban centers, demands for increased decentralization and accountability are increasing, placing additional pressure on already resource-strained local governments. With the decline in resources available for such activities, USAID is in a weakened position to respond to these challenges. During FY 2000, this IR will undergo a process of reevaluating the effectiveness of the indices as a measure of progress in this area. The goal of the IR Team will be to identify the most effective means to both measure progress and to convey the people-level impacts of this work.

Other Donor Programs

The RUDOs worked closely with the World Bank, the Inter-American Development Bank, and other multilateral and bilateral donors. Regional highlights include:

- RUDO/LAC: Municipal finance reform was promoted at the Summit of the Americas meeting in April 2001. There, RUDO/LAC assisted in developing points on municipal finance for the U.S. Summit agenda as well as assuring the inclusion of municipal finance reform as a key, local government issue in a "Declaration of Local Governments in Support of the Summit of the Americas" signed by over 400 LAC mayors.
- RUDO/SSA: Technical assistance was provided to the OECD Development Assistance Participatory Democracy and good Governance activity, which worked with the South African Local Government Association
- RUDO/SA: Technical assistance was provided to the OECD Development Assistance Participatory Democracy and good Governance activity, which worked with the City Managers' Association of Gujarat in India. This program has helped develop the multi-donor "Cities Alliance" effort, spearheaded by the World Bank and UNCHS, to coordinate donor funds promoting the design and implementation of city development strategies.

Principal Contractors, Grantees or Agencies

Fiscal Year 2000 activity in this area includes the following partnership vehicles:

- Sustainable Urban Management (SUM) IQC - During its second year of operation in FY 2000, this contract mechanism facilitated immensely UP's technical outreach to 15 different countries/USAID missions to support a diverse range of development needs. Forty new task orders were attended as compared to 16 the previous year and the value of these services increased from $4.3 million (FY 1999) to $19.3 in obligations (buy-ins). Prime contractors include Abt Associates, Community Consulting International (CCI), International City/County Management Association (ICMA), Planning and Development Collaborative, Inc. (PADCO), Research Triangle Institute (RTI), and Urban Institute.
- Resource Cities Partnerships - In its fourth year of operation this cooperative agreement mechanism with the International City Managers Association has initiated nearly 40 partnerships between U.S. cities and their international counterparts to address a host of development problems. In FY 2000, 10 new partnerships in eight countries were established and were in various stages of implementation.
- PLAN International Partnership - This innovative program is advancing rapidly in incorporating within its corporate structure and field operations the use of micro financing for shelter improvements as a way to multiple the impact of its U.S. sponsors' donations to benefit larger numbers of urban poor families. In FY 2000, three of four pilot programs in Bolivia, Guatemala, and El Salvador have progressed to providing actual credit loans to approximately 1,200 families.

IR 2.2.1 Performance Data Table - Indicator 1

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.1 Financial Management Index			
INDICATOR: 1: Degree of independence municipalities and their citizen have to make investment decisions.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	1.8
SOURCE: RUDO reports	1998	2.0	2.0
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages," which describe the progress towards a given sub-intermediate result. Each RUDO that reports on this particular indicator identifies the actual stage its RUDO-funded and/or –managed activities has reached and determines targets for future activities. The stages from all of the RUDO activities that report on this indicator are averaged to reach overall SO stages, which are presented here.	1999	2.0	2.3
	2000	2.8	2.8*
COMMENTS: * RUDOs reporting: Southeast Asia, Sub-Saharan Africa, and South Asia.	2001	3.0	
	2002	3.0	

Stage/Level			
1	**2**	**3**	**4**
Investment decisions are dictated, directed or carried out by central governments.	Central gov't recognizes need to grant autonomy to local gov't. Central gov't has expanded level of consultation with local gov't and degree of LG decision-making.	Local gov'ts exercise significant autonomy in investment decisions. Commitment by central gov'ts to expand autonomy is incorporated into national local gov't policy.	Local gov'ts act autonomously in making investment decisions with support from central gov't, consistent with national policy.

IR 2.2.1 Performance Data Table - Indicator 2

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.1 Financial Management Index			
INDICATOR: 2: Extent to which systematic integrated capital budgeting systems are used in targeted areas			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	1.5
SOURCE: RUDO reports	1998	1.8	1.8
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages," which describe the progress towards a given sub-intermediate result. Each RUDO that reports on this particular indicator identifies the actual stage its RUDO-funded and/or –managed activities has reached and determines targets for future activities. The stages from all of the RUDO activities that report on this indicator are averaged to reach overall SO stages, which are presented here.	1999	2.0	2.5
	2000	2.5	2.8*
COMMENTS: * RUDOs reporting: Southeast Asia, South Asia. ** The Warsaw RUDO closed in FY 2000; therefore, subsequent targets average stages from the remaining RUDOs that report on this indicator.	2001	3.0**	
	2002	3.0	

Stage/Level			
1	**2**	**3**	**4**
To systematic integrated capital budgeting systems are used.	Local gov'ts have identified integrated capital budgeting systems as a needed practice. Local gov'ts have begun development of systems.	Systems for capital budgeting are in place. Local gov'ts have transferred capital expenditure information into budget format and/or completed one capital budget cycle.	Systematic integrated capital budgeting systems are in use by the majority of local govt's.

IR 2.2.1 Performance Data Table - Indicator 3

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.1 Financial Management Index			
INDICATOR: 3: Extent to which municipal services and other municipal functions are well managed financially in targeted areas, using annual- budgets, program-based budgets, performance reporting, and/or industry's benchmarking.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	2.4
SOURCE: RUDO reports	1998	2.4	3.0
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages," which describe the progress towards a given sub-intermediate result. Each RUDO that reports on this particular indicator identifies the actual stage its RUDO-funded and/or –managed activities has reached and determines targets for future activities. The stages from all of the RUDO activities that report on this indicator are averaged to reach overall SO stages, which are presented here.	1999	3.5	3.5
	2000	4.0	3.0*
COMMENTS: * RUDOs reporting: South Asia and Southeast Asia. The Warsaw RUDO ceased to manage the LGUD program in the final closeout year. This adversely affected reaching the target.	2001	3.0	
	2002	3.0	

Stage/Level			
1	**2**	**3**	**4**
Minimal or no financial management practices employed.	Local gov't recognizes need to implement financial management. Development of tools in progress.	Targeted areas have implemented one or more financial management tools. Systems are gaining standardization in targeted areas.	Majority of targeted areas have implemented at least two core financial management tools.

IR 2.2.1 Performance Data Table - Indicator 4

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.1 Financial Management Index			
INDICATOR: 4: Degree to which ratemaking accounting, cost recovery regimes, and financial reporting are implemented in targeted areas.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	1.8
SOURCE: RUDO reports	1998	2.2	2.3
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages," which describe the progress towards a given sub-intermediate result. Each RUDO that reports on this particular indicator identifies the actual stage its RUDO-funded and/or –managed activities has reached and determines targets for future activities. The stages from all of the RUDO activities that report on this indicator are averaged to reach overall SO stages, which are presented here.	1999	2.6	2.5
	2000	2.6	2.5*
COMMENTS: * RUDOs reporting: Southeast Asia and South Asia. ** The decrease in this target is due to the closure of the Warsaw RUDO, whose absence from the ratings will affect the weighting and sum of the average (the RUDO set a target of 3.5 in FY 2000) and a new activity in the LAC region, for which the LAC RUDO set a target of 1.0, which greatly reduces the average planned stage.	2001	2.4**	
	2002	2.6	

Stage/Level			
1	**2**	**3**	**4**
No cost recovery or ratemaking regimes in place.	Need for rigorous cost recovery regimes, user fees and/or refined ratemaking systems acknowledged by local gov't sector. Elements of new systems and administrative policy and regulatory measures needed to implement systems have been identified.	Use of cost recovery and ratemaking systems expanding in targeted areas. Enabling policy, regulatory and administrative measures are well understood and being put in place.	Use of cost recovery and ratemaking systems is widespread in targeted areas.

IR 2.2.1 Performance Data Table - Indicator 5

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.1 Financial Management Index			
INDICATOR: 5: Extent to which standards are developed and in use by both targeted areas and the financial sector			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997		
SOURCE: RUDO reports	1998		
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages," which describe the progress towards a given sub-intermediate result. Each RUDO that reports on this particular indicator identifies the actual stage its RUDO-funded and/or –managed activities has reached and determines targets for future activities. The stages from all of the RUDO activities that report on this indicator are averaged to reach overall SO stages, which are presented here.	1999	2.0	2.0
	2000	3.0	3.0
COMMENTS: * RUDO reporting: Sub-Saharan Africa	2001	3.5	
	2002		

Stage/Level			
1	**2**	**3**	**4**
No accounting, financial reporting or credit rating standards in place.	Need for range of municipal financial standards acknowledged at central and local government levels and in private sector.	Development and implementation of standards in progress in two or more areas of targeted areas. Policy discussion continuing.	Full range of financial standards in use and/or in development. Appropriate bodies charged with maintenance and updating of standards.

IR 2.2.2 Performance Data Table - Indicator 1

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.2 Improved Local Government Capacity			
INDICATOR: 1: Extent to which local governments are utilizing best practices to improve technical capabilities.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	1.5
SOURCE: RUDO reports	1998	1.9	2.1
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages." The stages describe the expected steps that occur along a continuum to achieve a given sub-intermediate result. Each RUDO identifies the stage at which its RUDO-funded and/or -managed activities are on the whole. The stages for each indicator were designed to allow for maximum flexibility for the field managers. G/ENV/UP has developed these indices in consultation with the RUDOs.	1999	2.7	2.6
	2000	3.0	2.6*
COMMENTS: * RUDOs reporting: Southeast Asia, South Asia, Near East and North Africa, and Sub-Saharan Africa.	2001	3.3**	
** The Warsaw RUDO closed in FY 2000; therefore, this and subsequent targets are average stages from the remaining RUDOs that report on this indicator.	2002	3.4	

Stage/Level			
1	**2**	**3**	**4**
No formal mechanisms in place for exchange implementation of best practices.	Local governments are connected to databases or are part of a network that exposes them to best practices.	Local governments are implementing best practices.	Local governments are implementing best practices and see impact on technical capacity.

IR 2.2.2 Performance Data Table - Indicator 2

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.2 Improved Local Government Capacity			
INDICATOR: 2: Extent to which local governments are managing the delivery of urban services efficiently.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	1.3
SOURCE: RUDO reports	1998	1.6	2.1
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages." The stages describe the expected steps that occur along a continuum to achieve a given sub-intermediate result. Each RUDO identifies the stage at which its RUDO-funded and/or -managed activities are overall. The stages for each indicator were designed to allow for maximum flexibility for the field managers. G/ENV/UP has developed these indices in consultation with the RUDOs.	1999	2.5	2.8
	2000	3.1	3.0*
COMMENTS: * RUDOs reporting: Sub-Saharan Africa, Near East and North Africa, South Asia, and Southeast Asia. ** The decrease in this target is due to the graduation of the Warsaw RUDO, whose absence from the ratings affects the weighting and sum of the average (the RUDO set a target of 4.0 in FY 2000).	2001	3.0**	
	2002	3.5	

Stage/Level			
1	**2**	**3**	**4**
Local gov'ts using systems with limitations.	Local gov'ts have identified ways to improve the efficiency of urban service delivery.	Local gov'ts are adopting more efficient measures to change their delivery of urban services.	Local gov'ts have adopted managerial changes and as a result are finding fewer leaks in their water systems (or other similar results).

IR 2.2.2 Performance Data Table - Indicator 3

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.2 Improved Local Government Capacity			
INDICATOR: 3: Extent to which municipalities are implementing disaster mitigation practices.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	1.6
SOURCE: RUDO reports	1998	2.0	2.2
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages." The stages describe the expected steps that occur along a continuum to achieve a given sub-intermediate result. Each RUDO identifies the stage at which its RUDO-funded and/or -managed activities are on the whole. The stages for each indicator were designed to allow for maximum flexibility for the field managers. G/ENV/UP has developed these indices in consultation with the RUDOs.	1999	3.7	3.8
	2000	3.7	3.0*
COMMENTS: * RUDOs reporting: South Asia. Natural disaster setbacks in Bangladesh adversely affected strong progress toward this target. The Indonesia program did not report given political conditions and program changes in this transition year.	2001	3.7	
	2002	3.7	

Stage/Level			
1	**2**	**3**	**4**
No disaster mitigation or preparedness policies in place.	Policies and or pilot projects being introduced into disaster prone areas.	Disaster mitigation projects being implemented. Programs being replicated.	In the event of a disaster, new projects and/or policies have assisted in the mitigation of the disaster.

IR 2.2.2 Performance Data Table - Indicator 4

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.2 Improved Local Government Capacity			
INDICATOR: 4: Extent to which local governments officials are being trained in modern management practices.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	1.6
SOURCE: RUDO reports	1998	1.6	2.0
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages." The stages describe the expected steps that occur along a continuum to achieve a given sub-intermediate result. Each RUDO identifies the stage at which its RUDO-funded and/or -managed activities are overall. The stages for each indicator were designed to allow for maximum flexibility for the field managers. G/ENV/UP has developed these indices in consultation with the RUDOs.	1999	2.0	2.5
	2000	3.0	2.8*
COMMENTS: * RUDOs reporting: South Asia, Sub-Saharan Africa, and Southeast Asia	2001	3.0	
	2002	3.3	

Stage/Level			
1	2	3	4
Existing training programs for local gov't officials need updating.	Appropriate training programs are being developed.	Local gov't officials are attending training sessions as part of their career management plans.	Local gov't officials trained are training others in practices learned from training sessions.

IR 2.2.3 Performance Data Table - Indicator 1

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION**: G/ENV/UP			
RESULT NAME: IR 2.2.3 Increased Local Government Autonomy			
INDICATOR: 1: Extent to which transfers are predictable, reliable and equitable.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	3.0
SOURCE: RUDO reports	1998	3.3	3.3
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages." The stages describe the expected steps that occur along a continuum to achieve a given sub-intermediate result. Each RUDO identifies the stage at which its RUDO-funded and/or -managed activities are overall. The stages for each indicator were designed to allow for maximum flexibility for the field managers. G/ENV/UP has developed these indices in consultation with the RUDOs.	1999	3.7	2.9
	2000	3.2**	2.5*
COMMENTS: *RUDOs reporting: Southeast Asia and Sub-Saharan Africa. The further decrease in this target is due to the closure of the Warsaw RUDO, whose absence from the ratings affects the weighting and sum of the average (the RUDO set a target of 4.0 in FY 2000). ** The lower performance in this target is due mainly to the close of the FEMICA Assistance program through the LAC RUDO. This program had a target of 4.0 in FY 1999.	2001	3.0	
	2002	4.0	

Stage/Level			
1	**2**	**3**	**4**
Transfers do not occur between central and local governments.	Grants and project finance are provided to local gov'ts based solely on individual lobbying efforts and political favors.	Ministry of Finance or Interior has public and explicit policy outlining criteria for transfers to local gov'ts.	Transfer formulas are considered progressive and equitable and based on a country's explicit strategic policy.

IR 2.2.3 Performance Data Table - Indicator 2

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.3 Increased Local Government Autonomy			
INDICATOR: 2: Extent to which central/state policies, codes, and practices are implemented to facilitate autonomy in decision-making and revenue generation.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	1.8
SOURCE: RUDO reports	1998	2.2	2.7
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages." The stages describe the expected steps that occur along a continuum to achieve a given sub-intermediate result. Each RUDO identifies the stage at which its RUDO-funded and/or -managed activities are overall. The stages for each indicator were designed to allow for maximum flexibility for the field managers. G/ENV/UP has developed these indices in consultation with the RUDOs.	1999	2.5	2.5
	2000	3.2	3.0*
COMMENTS: * RUDOs reporting: Southeast Asia and Sub-Saharan Africa. ** The decrease in this target is due to the closure of the Warsaw RUDO, whose absence from the ratings affects the weighting and sum of the average (the RUDO set a target of 3.5 in FY 2000).	2001	3.0**	
	2002	3.0	

Stage/Level			
1	**2**	**3**	**4**
Policies in place are inadequate for providing minimal autonomy.	Key autonomy issues by local governments are identified and working groups established that include NGOs and the public.	Policies are being voted or agreed upon by central governments to allow for more municipal autonomy.	Autonomy policies implemented and enforced.

IR 2.2.3 Performance Data Table - Indicator 3

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.3 Increased Local Government Autonomy			
INDICATOR: 3: Extent to which municipalities are implementing network activities.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	1.2
SOURCE: RUDO reports	1998	1.4	2.0
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages." The stages describe the expected steps that occur along a continuum to achieve a given sub-intermediate result. Each RUDO identifies the stage at which its RUDO-funded and/or –managed activities are on the whole. The stages for each indicator were designed to allow for maximum flexibility for the field managers. G/ENV/UP has developed these indices in consultation with the RUDOs.	1999	3.1	3.0
	2000	3.3	2.8*
COMMENTS: * RUDOs reporting: Southeast Asia, South Asia, and Sub-Saharan Africa. ** The decrease in this target is due to the closure of the Warsaw RUDO, whose absence from the ratings affects the weighting and sum of the average (the RUDO set a target of 4.0 in FY 2000).	2001	3.0**	
	2002	3.7	

Stage/Level			
1	**2**	**3**	**4**
No networks established.	Networks established and common agendas are agreed upon that point to specific actions.	Action plans being implemented throughout municipalities.	Network activities are sustained over time.

IR 2.2.4 Performance Data Table - Indicator 1

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.4 Enhanced Local Government Accountability			
INDICATOR: 1: Extent to which the public has access and is able to influence local governments on key environmental issues.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	1.6
SOURCE: RUDO reports	1998	1.9	2.4
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages." The stages describe the expected steps that occur along a continuum to achieve a given sub-intermediate result. Each RUDO identifies the stage at which its RUDO-funded and/or -managed activities are overall. The stages for each indicator were designed to allow for maximum flexibility for the field managers. G/ENV/UP has developed these indices in consultation with the RUDOs.	1999	2.5	2.9
	2000	2.6	2.8*
COMMENTS: * RUDOs reporting: Southeast Asia and South Asia	2001	3.1	
	2002	3.2	

Stage/Level			
1	**2**	**3**	**4**
No public meetings or open forums for discussion.	Public meetings are scheduled and occur on an as-needed or regular basis.	Evidence of public input to the budget changes is due to either citizen pressure; planning changes; or infrastructure investment changes.	Evidence that public has influence over city policies would be linking public meetings to budget preparation; or investment plans; or changes in management at city hall.

IR 2.2.4 Performance Data Table - Indicator 2

OBJECTIVE: SO2: Improved management of urbanization in targeted areas			
APPROVED: 09/05/1997 **COUNTRY/ORGANIZATION:** G/ENV/UP			
RESULT NAME: IR 2.2.4 Enhanced Local Government Accountability			
INDICATOR: 2: Degree to which the budget and decision-making processes are open to the public.			
UNIT OF MEASURE: The average score of those RUDOs who are reporting on this indicator for each year.*	**YEAR**	**PLANNED**	**ACTUAL**
	1997	Baseline	
SOURCE: RUDO reports	1998		
INDICATOR/DESCRIPTION: Each indicator has a set of four descriptive "stages." The stages describe the expected steps that occur along a continuum to achieve a given sub-intermediate result. Each RUDO identifies the stage at which its RUDO-funded and/or -managed activities are overall. The stages for each indicator were designed to allow for maximum flexibility for the field managers. G/ENV/UP has developed these indices in consultation with the RUDOs.	1999		Not reported
	2000	2.0	2.0*
COMMENTS: * RUDO reporting: Southeast Asia	2001		
	2002		

Stage/Level			
1	**2**	**3**	**4**
No public meetings or open forums for discussion.	Public meetings are scheduled and occur on an as-needed or regular basis.	Evidence of public input to the budget changes is due to either citizen pressure; planning changes; or infrastructure investment changes.	Evidence that public has influence over city policies would be linking public meetings to budget preparation; or investment plans; or changes in management at city hall.

SO 3

IR 3.1 Increased Energy Efficiency

Self-Assessment

In FY 2000, the Energy Efficiency Team exceeded all five targets.

Summary

Improved energy efficiency is an important variable of macro-economic growth, energy generation capacity and pollution in any given country, particularly in developing states. Energy efficiency often reduces the need for countries to build new power plants; it is also an important method of reducing pollutants and easing the weighty economic burden of energy imports. Energy efficiency also increases the competitiveness of an industry or country while at the same time creating jobs. Individuals benefit from increased access to electricity through improved energy efficiency. One megawatt saved through energy efficiency can release enough energy to enhance electrical service to 5,000 rural customers—significant for the rural poor. The typical crop farmer in a developing country spends over 1,000 hours per year hauling water for irrigation. By electrifying the irrigation process, only 100 hours are needed for the process and a four-fold increase in crop-related income is normally obtained.

The Energy Efficiency Program seeks to increase efficiency of energy production and end-use among USAID-assisted countries. Program activities are designed to strengthen public, private and non-government organization (NGO) capacity to understand and implement energy saving projects such as school lighting, shifting industrial energy use to off-peak hours, fostering the growth of private energy service companies (ESCOs) and energy efficiency centers. Another key area of the program lies in influencing the "enabling environment" to permit increased public and private participation in making cleaner and more efficient energy investments.

In FY 2000, the Energy Efficiency Program focused on the activities listed below:

- Enabling markets for energy efficiency products and services through the Moving Markets Towards Energy Efficiency project implemented by Nexant, Inc. The project is designed to create the appropriate public-private collaboration for successful long-term market transformation that would lead to sustainable energy markets.
- Promoting energy service company (ESCO) development in Brazil, India, and Egypt through the Moving Markets Toward Energy Efficiency Program implemented by Nexant, Inc.
- Developing finance and contract protocols for ESCOs in Brazil, India and Egypt.
- Developing and implementing energy efficiency labeling standards through the Collaborative Labeling and Appliance Standards Program (CLASP), implemented by

the Alliance to Save Energy, International Institute for Energy Conservation, and Lawrence Berkeley Laboratory.

- Increasing the capacity of NGOs, governments, and associations in Ghana, Brazil, and India, to implement energy efficiency programs through the Alliance to Save Energy (ASE).
- Supporting urban pollution reduction and environmental management activities in India through the Oak Ridge National Laboratories.
- Providing energy efficiency related technical assistance to developing country partners through the Lawrence Berkeley National Laboratory.
- Supporting an Energy and Environment Training Program, designed to build the capacity of developing country practitioners to implement energy sector reform activities.
- Setting up utility and regulatory partnerships between U.S. and developing country utilities and regulatory agencies though the United States Energy Association (USEA).

Key Results

During FY 2000, the Energy Efficiency Team made progress in a number of areas and built the foundation for future results in Mexico, Central America, Egypt, Thailand, Indonesia, India, the Philippines, Ghana, and 15 Latin American countries, including Brazil.

*Collaborative Labeling and Appliance Standards Program, Global***.** The Alliance to Save Energy, Lawrence Berkeley Laboratory and International Institute for Energy Efficiency are working together to support the development and adoption of national appliance labeling and efficiency standards in the Western Hemisphere. Energy efficiency standards and labels for appliances, equipment, and lighting products are an especially cost-effective policy for conserving energy. They fit well with most other energy policies and can play a role as the backbone of all countries' energy policy portfolios. Efficiency standards raise the efficiency of a country's energy use by gradually eliminating low cost, inefficient appliance models, and stimulating the development of new, more efficient technologies.

Regional Standards and Labeling Conference, Latin America. The CLASP partners worked together to conduct a workshop for delegates from 15 Western Hemisphere countries, plus Mexico, Europe, and the United States. The workshop was co-funded by the United Nations Foundation and CONAE and provided a forum for representatives of Latin American countries to exchange information about where various countries are in the process of developing energy efficiency standards and labels programs. The workshop resulted in the establishment of a network of energy specialists working throughout the Hemisphere to establish standards and labeling programs. A number of countries, including Ecuador, Colombia, and Peru, expressed interest in working with CLASP to establish or enhance their current standards and labeling programs. Discussions are ongoing to fulfill these requests. The next workshop will be held in

Buenos Aires, Argentina in March 2001 and will be sponsored primarily by the International Energy Agency (IEA), CLASP, and the Government of Argentina (GoA).

Standards & Labeling Clearinghouse, Global. An international appliance labeling and efficiency standards web site was developed for the Collaborative Labeling and Appliance Standards Program. The CLASP web site (www.CLASPonline.org) was launched on July 1, 2000. The web site is designed to be an information clearinghouse for standards projects, test procedures, and standards and labeling requirements, and provides all the information necessary to help any developing country planning or developing labels and standards programs worldwide. The number of hits to date at the CLASP website total 80,452.

Standards Toolkit, Global. The Standards and Labels Toolkit is designed to be a web-based resource to help government officials and experts from other organizations learn and train others in how to perform various specific steps in the development of programs for efficiency labels and standards. The Toolkit is hosted on the CLASP website. Items in progress that are soon to be added to the Toolkit include an interactive calculator for assessing the potential impact of efficiency standards for any developing country. In addition, the CLASP Guidebook on Standards and Labels will soon be added to the Toolkit, providing guidance on all of the key issues involved with setting up testing facilities, selecting test procedures, establishing a consumer-friendly labeling scheme, and analyzing and implementing efficiency standards.

Energy Efficiency Partnership Program, Mexico. The goals of program are to provide Mexican energy end-users access to energy-saving technologies and services and sources of financing, to develop the Mexican capacity to deliver energy-efficiency products and services by helping engineering and manufacturing firms partner with U.S. efficiency companies, and to raise the level of awareness and understanding about how saving energy both saves money and protects the environment.

Using private sector leverage, the Alliance to Save Energy held four educational-business seminars in four Mexican cities (Puerto Vallarta, Mexico City, Altamira and Guadalajara), targeting decision-makers in industry, hospitals, hotels and/or government facilities. Seminar topics included facility maintenance, energy management controls, electric motors and drive systems, pipe insulation, boilers, steam traps, radiator control valves, metering equipment, high efficiency lighting equipment, high efficiency chillers, solar water preheating, water treatment, electric transformers, and performance financing.

The Alliance has also held 19 educational energy-efficiency seminars, trade missions and business leaders forums in ten different Mexican cities to date. Over forty different U.S. and Mexican energy-efficiency companies have given educational presentations to more than 1000 Mexican energy managers, and representatives from 400 industrial, commercial, hotel, and hospital facilities.

Municipal Water Efficiency Program, Brazil. Municipalities are major users of energy and water around the world. In Brazil in particular, vast amounts of energy and water are needlessly wasted at the municipal level. The Alliance to Save Energy is working with

two municipalities Companhia de Agua e Esgoto do Ceara (CAGECE) Fortaleza and Universidad Federal do Paraiba, Campina Grande, to develop their internal capacity to address the substantial potential for both energy and water savings at the municipal level and to enable municipalities to reap the financial savings associated with reducing waste. The program promotes the development of a municipal energy management system and the creation of an analytical energy management Team to identify potential energy and water savings opportunities and implement cost effective solutions. The program also serves to introduce the municipalities to the latest energy efficient technologies. In addition, the program energizes the private sector in the form of energy service companies to help municipalities address energy efficiency opportunities.

Energy Efficiency Industry Partnership Program, Thailand. In Thailand, the Alliance has been involved in the creation of a new business association of energy-efficiency (EE) businesses that make or distribute EE equipment or provide EE services to end-users. The Federation of Thai Industries, Energy Managers Club, Energy Conservation Center of Thailand, and 50 Thai energy efficiency businesses have created a Working Group to create a charter and plan of action for the proposed Association of Business for Energy Efficiency. Work is underway to finalize a first-year action plan for the Association, and obtain necessary approvals for the proposed organizational charter.

Green Schools Program, India. The goals of the Green Schools Program in India are to educate students about energy and the link between energy efficiency and the environment, and to promote energy efficiency activities in homes and schools. The Alliance provided assistance and resource materials to train and support school teachers to lead environmental education activities, particularly to form Eco-clubs, and to sponsor and organize an Energy Conference. Eco-club members (school children from grade 4 onwards) learned about energy and its sources and uses, and also about how to conserve energy in both school facilities and homes. Many of the clubs tracked energy use in their homes and achieved energy savings by their own and their family members efforts, by reducing energy waste and by purchasing compact fluorescent bulbs. One club reported average household energy savings of 15 percent.

Support for the Energy Foundation, Ghana. The Alliance and the Ghana Energy Foundation (GEF) made significant progress in FY 2000. The year started with the 2nd National Forum on Energy Efficiency, which brought together industry, policymakers, stakeholders, and members of the public to discuss options and strategies for accelerating energy efficiency in Ghana. Activities undertaken included public awareness campaigns, outreach to the ESCO industry, and continued lobbying of the Government of Ghana (GoG) to implement policies to promote energy efficiency. The GoG is considering reducing or eliminating tariffs on CFLs and other energy saving technologies. The tariff has already been eliminated on solar photovoltaic systems.

The GEF has been a prominent and influential actor in all aspects of the reform of Ghana's energy sector, including load management, the coordination and development of Independent Power Producers (IPPs), and pricing reform for electricity supply. As part of this Mission, the GEF, with Alliance support, continues to inform the public about the

benefits of energy efficiency through the publication and dissemination of brochures, manuals, videos, and other materials.

CDM Manual Development and Training, Ecuador. Lawrence Berkeley Laboratory is working with the Ministry of Environment (MoE) in Ecuador to conduct an introductory national capacity building workshop to support Ecuador's interest in carbon-offset activities. The LBL organized a workshop for Government, private sector entities, and NGOs, providing them with the information tools to jointly think through the many issues surrounding the Clean Development Mechanism, and develop a national program that meets their sustainable development goals and meet developed country reduction goals. The June 2000 workshop succeeded in: (1) educating the group on the Climate Change negotiations and the risks and opportunities of the CDM in Ecuador; (2) finalizing operational parameters—national evaluation criteria, areas of investment priority, guidelines for project proposal development, procedures for project evaluation, (3) defining the model for the national CDM institution for Ecuador, and its legal framework; and (4) presenting the national CDM plan to potential donors for future national activities. The workshop resulted in the establishment of the Corporación Ecuatoriana del Mecanismo de Desarrollo Limpio (CORDELIM) that began operation immediately.

Moving Markets for Energy Efficiency, Brazil, Egypt, and India. The MMEE project supports energy efficiency markets in economies undergoing restructuring. A key focus of the MMEE project is to develop a comprehensive framework that addresses market barriers and creates the appropriate environment for the mobilization of private sector initiatives. The project is also designed to create the appropriate public-private collaboration for successful long-term market transformation that would lead to sustainable energy markets.

The MMEE project has developed a framework that identifies the key drivers, barriers and success factors that influence the ability of the private sector to provide market-based implementation services for EE projects. The framework identifies five broad categories of influencing factors: 1) macro-economic and general business conditions; 2) policy and regulatory considerations; 3) customer factors; 4) financing energy efficiency projects; and 5) market delivery channels. For each of these sets of influencing factors, the MMEE framework defines the typical barriers, their effect on market delivery, the possible methods to overcome the barriers.

The project is designed to result in opportunities for development of country-specific market transformation roadmaps that are sensitive to the economic and political conditions of each country and support the achievement of overall economic and political reform objectives. By encouraging private sector led delivery of sustainable energy services, the project seeks to leverage private sector investment. Specifically, the MMEE project is designed to achieve the following:

- Develop and demonstrate a collaborative policy framework involving government policy-making, regulators, financial institutions, donor organizations, equipment manufacturers and suppliers, and private sector entrepreneurs;

- Compile market barriers and demonstrate tools and techniques to assist the establishment and growth of local energy efficiency service delivery organizations including energy service companies (ESCOs);
- Develop innovative financing mechanisms for energy efficiency projects;
- Support long-term market transformation leading to leveraging of private sector funds and increased penetration of energy efficient technologies, products and equipment in key market sectors;
- Establish a mechanism for ongoing communication and dissemination of information related to energy efficiency services among the relevant stakeholders.

In FY 2000, the MMEE project achieved these results.

Brazil

The MMEE project worked with stakeholders in the Brazilian Ministry of Mines and Energy and in the local financial community to assist in the development of a strategy to finance and implement energy efficiency projects using the energy-efficiency fund financed from proceeds of utility sales. A workshop was held in late June 2000 to bring together key stakeholders in Brazil and debate policy interventions required to promote energy efficiency. Discussion with the financial community and policy makers is ongoing. A report synthesizing the outcome of the debates at the workshop is under preparation. Once completed, the report will be discussed with policy makers to identify specific interventions where MMEE can provide additional support.

The project is working with development banks to explore the possibility of developing a guarantee fund or other workable financing mechanisms to promote project implementation and stimulate the growth of the ESCO industry. The potential to use the utility energy efficiency fund to leverage private sector funds is also being explored. In India, the project initiated a discussion with the Council for Energy Efficiency Companies to support them in their activities to promote energy efficient products. These efforts are expected to result in increased investments in energy efficiency projects. The local financial institutions need to gain an understanding of energy efficiency projects and develop confidence in the local ESCO industry. Investments in efficiency will thus take place when the marketplace reaches a level of maturity. It is thus unlikely that tangible results will be seen in the short term.

The project worked with the development financial institutions and the regulatory commission to explore mechanisms to disburse the one percent utility EE fund. The post-workshop synthesis report under preparation will provide valuable insights to policy makers. The above efforts will provide valuable information and is likely to be instrumental in influencing decision-making in government and financial institutions. It should be recognized that such changes in the policy environment of a country and in its marketplace takes time to take effect.

India

The MMEE project prepared working papers on the role of regulatory commissions in promoting energy efficiency and financing public policy based energy efficiency projects, and provided these to the Central Electricity Regulatory Commission (CERC). Further assistance in drafting regulation is being discussed. In the earlier reporting period, the MMEE project had reviewed relevant sections of the energy conservation bill in India and offered suggestions. From follow-up discussions with policy makers in the country, it is understood that the final bill strongly supports increased implementation of energy efficiency and policies required to stimulate the market. No new policies have been adopted as yet, but it is expected that actions will be taken after the bill is passed in the Indian parliament.

A financial institute whose charter is to promote renewable energy and energy efficiency projects is very keen to work with MMEE to assist it in the development of EE projects and have requested assistance in the preparation of case studies. A report on the technical potential for energy efficiency is under preparation for India. Since the last such comprehensive study was conducted nearly a decade ago, the new study will provide valuable information to policy makers and other stakeholders on the size of the EE marketplace. A series of meetings were also held with the financial institutions to identify the critical factors, which are inhibiting financing for EE projects.

Egypt

MMEE has been in close contact with policy makers in the Office of Energy Planning (OEP) and has leveraged another USAID project - development of a National Energy Efficiency Strategy (NEES) - to promote discussion on developing public-private partnerships to promote increased implementation of energy efficiency projects. New policies that promote the adoption of energy efficiency are likely to be adopted in the future when the working groups formed under the NEES project makes its recommendation.

The MMEE project has continued working with the Inter-Banking working group, which was formed with MMEE support. The group, which represents a cross section of the financial entities in Egypt, including commercial banks, leasing companies, and investment funds, is in the process of identifying energy efficiency projects to test the concepts of implementation using the ESCO route.

The MMEE project has continued its association with the inter-banking forum in Egypt, comprising 12 leading commercial banks and other financial institutions. The critical barriers to investments in energy efficiency have been identified and potential solutions to address these are being explored. These efforts have led to greater awareness within the banks and improved decision-making with regard to energy efficiency investments.

USAID/USEA Energy Partnership Program, Asia, Africa and Latin America/ Caribbean. With funding from USAID, the United States Energy Association has established the Energy Partnership Program (EPP) that sets up practioner-to-practioner, multi-year

partnerships between U.S. and developing country utilities and regulatory agencies. These partnerships promote the more efficient, sustainable, and environmentally sound supply and use of energy through the transfer of: (1) market-based approaches and "best practices" for energy system operation and regulation; and (2) measures to avoid, reduce and mitigate the climate impacts of energy sector activities. Since 1995, the USEA has established over 30 utility and regulatory partnerships in 13 USAID-assisted countries in Asia, Africa and Latin America/Caribbean. These partnerships provide an invaluable opportunity for senior executives of overseas utilities and regulatory agencies to observe and learn how their U.S. counterparts are structured, financed, managed and regulated. The program also enables U.S. energy executives to understand the dynamics of non-U.S. energy markets and to forge international strategic alliances.

In FY 2000, the Energy Efficiency Team claimed the following results generated through the USEA/USAID's EPP Program:

- The USEA partnership program was the catalyst for the City of Iligan in the Philippines to seek the sister city relationship with Sacramento, CA. The relationship may become a resource contributing to the economic improvement of the Mindanao region, which is part of the USAID/Philippines Mission. Additionally, the relationship may bolster ILPI's environmental awareness by providing opportunities for Sacramento to demonstrate the benefits of, and share its experience in, environmentally friendly energy usage. Through their USEA partnership, the Sacramento Municipal Utility District and the Iligan Light and Power Inc. are addressing photovoltaic energy for possible implementation in Iligan.

- The Perusahaan Gas Negara (PGN) and Enron International are collaborating on identifying strategies and action plans that will help PGN achieve their goal of becoming a global natural gas infrastructure company. This goal includes developing ways in which PGN can make improvements to increase the efficiency of the current system.

- Commissioners from ten state regulatory commissions and the Central Electricity Regulatory Commission (CERC) of India met to review the judicial process's applicability for regulatory commissions and to discuss regional trading arrangements, the evolution of bulk markets in the US, and the harmonization of the Indian electricity grid code with state grid codes. U.S. Commissioners from the Federal Energy Regulatory Commission and the Massachusetts Department of Telecommunications & Energy participated in the National Forum on the panel titled "Regional Trading Arrangements and the Evolution of Bulk Markets in the U.S.: Their Relevance to India."

- Brazil's Operador Nacional do Sistema (ONS) is USEA's newest partner in Brazil. Through the Energy Partnership Program, ONS is cooperating with U.S. utilities and power pools to increase technology and information cooperation between U.S. and Brazilian entities that will ultimately result in cleaner and more efficient energy production and use. ONS and USEA have

drafted a work plan to address the following issues: (1) increasing energy efficiency by using economic indicators for ancillary services; (2) increasing the efficiency of the transmission system by improving management tools and resources; and (3) developing incentives, safeguards and penalties to insure the more efficient use of the transmission system.

- The Visayan Electric Company (VECO) adopted the following energy efficient policies, technologies and systems as a direct result of its relationship with Pacificorp: 1) Wedge type connectors in primary line connections and taps with currents above 100 amperes; 2) Stirrups and hot line clamps in primary line connections and taps with less than 100 amperes; 3) Compression type connectors on secondary line connections; 4) A pilot distribution feeder study to identify and quantify feeder losses; 5) Training and skills upgrading of linemen and electricians; 6) Improved distribution standards; and 7) Improved marketing and customer service standards. VECO is the second largest private utility in the Philippines and has a system loss record of two percent below the industry average. Pacificorp operates one of the largest open access, high-voltage transmission systems in the U.S. The VECO / Pacificorp partnership began in November 1997.

- The Cagayan Electric Power and Light Company (CEPALCO) and the utilities in the Cagayan-Iligan Corridor in the Philippines are developing a joint sub-transmission company. The Sacramento Municipal Utility District (SMUD) will review and advise CEPALCO on the transmission design. Also, SMUD is advising CEPALCO on the development of transmission and distribution system reliability standards which may be proposed to the Philippine Department of Energy. CEPALCO signed a memorandum of understanding with SMUD through USEA's Energy Partnership Program (EPP) in conjunction with USAID. The partnership addresses renewable energy and demand side management resources, distribution system reliability and efficiency, and restructuring and utility rates. CEPALCO, the third largest electric distribution company in the Philippines and the one with the lowest system losses from 1993-1997, serves 62,000 customers in the City of Cagayan de Oro.

Energy Training for Developing Country Practitioners, Global. The Energy and Environment Training Program (EETP) was designed to build the capacity of local partners to implement energy sector reform activities. In FY 2000, the Energy Efficiency Team supported training activities for 216 participants in Bangladesh, Egypt, India, Indonesia, Philippines, Kyrgystan Republic, Poland, Malawi, Brazil, and Ghana. A three-module training was conducted in business development and management skills of entrepreneurs of energy-efficiency service enterprises, also known as energy service companies or (ESCOs). It is designed to impart an understanding of entrepreneurship necessary in building energy-service markets. The three modules introduced, in the most practical way, the management, corporate and project finance, and customer service as they pertain to small/medium size energy service companies. Participants gained the

knowledge that will be critical and immediately useful in their daily decision-making routine.

Performance and Prospects

Below is a review of programmatic and value added indicators and overall performance results for the Energy Efficiency Team.

Value Added Indicators

G/ENV field-based assistance provided in response to Mission/Bureau requests:
The Energy efficiency Team responded to requests from four missions for technical assistance: Brazil, Indonesia, India and Brazil. In India, the Team supported the Mission on the Energy Conservation and Commercialization Project (ECCP). In Indonesia, technical assistance on integrating energy and urban management programs was provided. In Brazil, the Team conducted a workshop on ESCO development in cooperation with the Mission.

Mission buy-ins, add-ons, OYB transfers, and IQC task orders:
The Energy Efficiency Team contributed to one cooperative agreement buy-in worth $200,000 from USAID's Asia and Near East Bureau to the Alliance to Save Energy.

Number of USAID policies, strategies, and programs reflecting G/ENV leadership:
The Energy Efficiency Team supported USAID/India's Energy Conservation and Commercialization Project in India by supporting the process that created India's Energy Efficiency Board and the creation of a new national energy efficiency policy in India. The Team also supported USAID/Brazil and the Brazilian energy program and climate change agenda by influencing energy efficiency legislation, regulation, ESCO development, and the creation of a National Energy Commission.

Programmatic Indicators

Energy saved (in megawatts) by adopting energy efficient technologies, practices, and policies:
In FY 2000, Energy Efficiency activities were focused on capacity building projects rather than on technology demonstration projects that generally yield higher megawatt offsets. In FY 1999, the Energy Efficiency Team proposed not measuring megawatts saved as a performance indicator for energy efficiency activities. This indicator no longer provides an adequate measure of Energy Efficiency programs. According to the Team, there is no acceptable formula to convert legislative and regulatory activities into megawatts saved.

Energy efficiency policies adopted and implemented:
The Energy Efficiency Team plays an important role in advancing national, state, and local policy reforms in USAID assisted countries and tracks policies that are formally adopted by governments. Energy Efficiency activities support essential institutional and regulatory frameworks required to achieve improvements in the energy sector. Activities are designed to move countries towards adopting and implementing the policies and institutional framework necessary to achieve lasting results in energy efficiency. In FY 2000, the Energy Efficiency Team achieved six policy results, exceeding the indicator target.

In Brazil, the energy efficiency dialogue and national debate promoted through MMEE with subcontracts to INEE led to significant input to the energy efficiency workgroup in the newly formed National Energy Council and has contributed to their National Federal Energy Management Program. The Brazilian water utility, CAGECE, has developed an energy efficiency target, implemented a policy to measure energy usage and created an institutional structure empowered to implement energy efficiency projects.

In India, the Moving Markets for Energy Efficiency program assisted with the drafting and review of national legislation that has created the National Energy Efficiency Board (ENEB). The Indore Municipal Corporation has adopted and implemented a policy to measure energy usage and implement cost effective energy efficiency activities.

In Ghana, the government has strengthened its position as far as enforcing energy efficiency is concerned. The draft of the second step of the Vision 2020 economic development program has been prepared. Energy efficiency is a key policy indicator and the government has indicated that end use energy waste will be reduced from the current 30 percent to 20 percent by 2005. Both the Minister for Mines & Energy and the President of the previous government made public announcements to this effect. There is no reason to suggest that the new government will abandon this vital policy issue. Efficiency in the transport sector has also been added to the priority areas.

In the Philippines, the Manila Electric Power Company (MERALCO) has drafted the implementing rules and regulations, stranded cost calculation and recovery, cost and tariff unbundling for MERALCO's wires and retail business sectors, and establishing an electricity market (pool) and the formation of the rules of governance for such a body. These activities have been jointly undertaken under the partnership between the MERALCO and Central & South West (CSW). CSW has been integral in preparing the company for the ensuing restructuring and privatization of the Philippine electric power sector.

Energy efficiency technologies adopted and replicated:
The Energy Efficiency Team tracks the number of cases in which an USAID introduced technology is demonstrated in a key industry, and then replicated by partners. Key industries where technologies are tracked include food processing, tanneries, lighting, and manufacturing. In FY 2000, the Energy Efficiency Team reports 20 cases where an energy efficient lighting technology has been adopted and replicated. This result exceeds the indicator target.

In Ghana, the USAID assisted Energy Foundation conducted an independent energy efficiency test on the T5 fluorescent lamps introduced onto the market by a private company. The testing was successful and the company, which represents a German manufacturer, now supplies lamps, including CFLs to residential and commercial users in Ghana and Nigeria. Over 20 industrial companies in Ghana have adopted capacitor banks including Tropical Cables Ltd., Ghana Cylinder Manufacturing Company, Ghana Water Company Ltd, and the Pioneer Aluminum Company Ltd.

Private and public investment leveraged:
Mobilizing investments and engaging partner participation in environmentally sound energy production and use are priorities for the Energy Efficiency Team. In FY 2000, the energy efficiency Team leveraged over $45 million from IBRD, the United Nations Foundation, IEA and CONAE for the development and implementation of energy efficient programs and technologies. This result exceeds the indicator target.

The Energy Efficiency Team has been acknowledged for its role in the facilitation of the first large energy efficiency loan to Brazil by the International Bank for Reconstruction and Development for Reconstruction and Development (IBRD) late 2000. Parallel efforts in Brazil by the National Development Bank (BNDES) and several possible private energy efficiency loan funds have benefited from support provided by the Energy Efficiency Team.

New energy service company (ESCO) projects in key countries:
ESCO development is an important part of Energy Efficiency programs. The development and promotion of nascent ESCO industries in selected EET-assisted countries can do much to establish energy efficiency as a means of saving money, increasing competitiveness, and being environmentally friendly. In FY 2000, eight ESCO-based industrial energy audits were conducted, many of which resulted in direct investment in energy efficiency installations in addition to improving energy efficient maintenance practices. This result exceeds the indicator target.

Improved decision making and management by host-country institutions:
As energy institutions shift from centrally planned to market economies, new tools for planning, analysis, regulation, and training are necessary to facilitate this transition. The Energy Efficiency Team strengthened the institutional capacity of public and private institutions including electric utilities, government agencies, and businesses. In FY 2000, 33-host country institutions in USAID assisted countries adopted improved operating policies, practices, or technologies. This result exceeds the indicator target.

In Brazil, USAID assisted the Brazilian municipal water company (CAGECE) to create a cross-functional energy management Team to measure energy usage and work to adopt energy efficiency as part of their core function. For the first time, CAGECE is involving members of all its functional teams (finance, operations and maintenance, hydrology, procurement, and energy) in analyzing and implementing energy efficiency projects.

In Mexico, USAID has partnered with ATPAE to provide institutional strengthening and program support. As a result of this collaboration, ATPAE has attained new members and achieved more recognition nationally.

In Thailand, USAID is collaborating with host-country institutions to create the Association of Businesses for Energy Efficiency (ABEE); it will bring together energy efficiency companies to work collectively on energy efficiency projects such as seminars and policy roundtables.

In India, USAID has helped to create an Energy Management Team within the Indore Municipal Corporation. No organized energy management capacity previously existed.

In Ghana, USAID's support for the GEF has helped to strengthen the following organizations: Industrial Energy Assessment Centre (IEAC), KNUSTGHAESCO, and the Ghana Standards Board (GSB).

Possible Adjustments to Plans

The enabling conditions required for the development of energy efficiency improvements have been established in a number of countries; this should lead to satisfactory results in FY 2001. The Strategic Framework and Performance Monitoring Plan are currently under review to ensure that both accurately capture energy efficiency program results. In addition, Energy Efficiency programs will be reviewed and revised in FY 2001 to realistically gauge program performance.

Other Donor Programs

Within the donor community, USAID works closely with lending institutions (World Bank, International Finance Corporation (IFC), International Bank for Reconstruction and Development (IBRD), regional development banks, and private commercial banks) to improve access to long-term financing as well as with international organizations on technical assistance and information dissemination. Technical assistance, technology transfer, and partnerships supported by USAID have leveraged significant commitments to environmentally sustainable energy enterprises from other multilateral and bilateral donors. The program works closely with the foundation community including the Rockefeller Brothers Fund, and the W. Alton Jones Foundation to leverage investments for capacity building in the area of municipal demand side management (India), energy efficiency program development (Mexico), and strengthening local energy efficiency trade associations (Ghana). The program also provides technical assistance to the World Bank and Inter-American Development Bank (IADB) to improve access to long-term, small-scale financing for energy efficiency projects.

The Energy Efficiency Team supports a technical energy efficiency expert at the World Bank's Asia Alternative Energy Unit. In addition, the Energy Efficiency Team works in

conjunction with the U.S. EPA in developing ProForma analytical software through an Interagency Agreement with Lawrence Berkeley Labs.

Major Contractors, Cooperators, and Grantees

The Energy Efficiency Team has cooperative agreements to implement programmatic activities with the Alliance to Save Energy (ASE) and International Institute of Energy Conservation (IIEC), Oak Ridge National Laboratory and Lawrence Berkeley National Laboratory. The program also implements energy activities in conjunction with Nexant, Inc. and periodically contracts with Institute of International Education (IIE), Academy for Educational Development (AED) and CORE International through G/ENV/EET's Energy Training IQC.

IR 3.1 INDICATORS & RESULTS

Energy saved by adopting energy efficient technologies, practices, and policies (in Megawatts)

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	10	12	14	N/A	N/A	N/A	N/A
Actual	8	4	4.3	0	N/A			

Energy efficiency policies adopted and implemented

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	5	5	5	5	5	5	5
Actual	5	5	4	2	7			

Energy efficiency technologies adopted and replicated

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	2	2	2	2	3	4	5
Actual	2	5	5	5	20			

Private and public investment leveraged (in US $million)

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	85	10	10	2.5	3	2.5	3
Actual	83.5	9.9	0.9	2.066	45.7			

New energy service company (ESCO) projects in key countries

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	Base-line	2	2	2	2	2	2
Actual		2	1	4	8			

Improved decision making and management by host-country institutions

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	5	5	10	25	25	25	30
Actual	5	27	21	25	33			

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1998-04-07 Country/Organization: Center for Environment
Result Name: IR 3.1 Increased energy efficiency
Indicator: Energy saved by adopting energy efficient technologies, practices, and policies
Disaggregated By:

Unit of Measure: Megawatts (Mw)

Year	Planned	Actual
1996 (B)	NA	8
1997	10	4
1998	12	4.3
1999	14	0
2000	NA	NA
2001	NA	
2002	NA	
2003	NA	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
This indicator measures the energy saved (in megawatts) as a result of IR 3.1 interventions. This saving may be direct, such as through demonstration projects, or may be as a result of the catalytic role of IR 3.1's activities. To provide context, 1 megawatt will release enough energy to provide electric power to a community of about 5,000 residents in a developing country.

Comments:
In FY 1999, pending review of the performance-monitoring plan, IR 3.1 proposed not using megawatts saved as a performance indicator for energy efficiency activities. This indicator no longer provided an adequate measure of IR 3.1 programs. According to the IR 3.1 team, there is no acceptable formula to convert legislative and regulatory activities into megawatts saved. In FY 1999 and FY 2000, IR 3.1 attempted to influence the "enabling environment" to allow increased public and private participation in making cleaner and more efficient energy investments.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.1.1 Energy efficiency policies adopted and implemented
Indicator: Number of energy efficiency policies adopted and implemented
Disaggregated By:

Unit of Measure: Number of policies

Year	Planned	Actual
1996 (B)	NA	5
1997	5	5
1998	5	4
1999	5	2
2000	5	7
2001	5	
2002	5	
2003	5	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
Indicator tracks the full spectrum of national, state, and local policy reforms in which G/ENV assistance plays an instrumental role in advancing. G/ENV will track policies that are adopted by governments. Results to be monitored from policy reforms may include tax restructuring, reductions of fossil fuel subsidies, private power purchase agreements, passage, and enactment of energy codes and standards.

Comments:
1. CAGEC, the water utility in Fortaleza, Brazil, implemented a policy to measure energy usage and created an institutional structure empowered to implement energy efficiency projects.
2. The Indore (India) Municipal Corporation has adopted and implemented a policy to measure energy usage and implement energy efficiency activities.
3. The Government of Ghana has prepared the draft second step of the Vision 2020 economic development program. Energy efficiency is a key policy indicator and the government has indicated that end use energy waste will be reduced from the current 30% to 20% by 2005. Both the Minister of Mines & Energy and the President of Ghana have made public announcements to this effect.
4. In the Philippines, the Manila Electric Power Company has drafted implementing rules of governance for establishing an electricity market (pool). Regulations include stranded cost calculation and recovery, cost and tariff unbundling MERALCO's wires and retail business sector.
5. In India, USAID assisted in drafting the National Energy Efficiency Policy.
6. In India, the Moving Markets for Energy Efficiency program assisted with the drafting and review of national legislation that has created the National Energy Efficiency Board.
7. In Brazil, the energy efficiency dialogue and national debate promoted through MMEE with subcontracts to INEE led to significant input to the energy efficiency workgroup in the newly formed National Energy Council and has contributed to their National Federal Energy Management Program.

Planned total, 1996 - 2003 = 35.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.1.2 Energy efficiency technologies adopted and replicated
Indicator: Number of cases in which efficient technologies are demonstrated and replicated in key industries
Disaggregated By:

Unit of Measure: Number of cases

Year	Planned	Actual
1996 (B)	NA	2
1997	2	9
1998	2	5
1999	2	5
2000	2	20
2001	3	
2002	4	
2003	5	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
Each energy-efficiency program will track the number of cases in which a G/ENV introduced technology is demonstrated in a key industry, and then replicated by partners. Key industries where technologies will be tracked include food processing, tanneries, lighting, and manufacturing.

Comments:
1-20. In Ghana, USAID assisted The Energy Foundation of Ghana to promote the use of CFLs as an energy saving technology. As a result of GEF activities, over 20 industrial companies, including Tropical Cables Ltd Tema, Ghana Cylinder Manufacturing Company, Ghana Water Company Ltd, and Pioneer Aluminum Company Ltd., have adopted this technology. (ASE)

Planned total, 1996 - 2003 = 20.

Performance Data Table
Fiscal Year: FY2002

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.1.3 Increased investment in energy efficiency
Indicator: Value of private and public investment leveraged by G/ENV - energy efficiency
Disaggregated By:

Unit of Measure: U.S. dollars (millions)

Year	Planned	Actual
1996 (B)	NA	83.5
1997	85	9.9
1998	10	0.904
1999	10	2.066
2000	2.5	45.781
2001	3	
2002	3.5	
2003	4	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
Mobilizing investments and engaging partner participation in environmentally sound energy production and use are priorities for SSO3. G/ENV/EET activities are measured at three levels: Level I - USAID Mission and Bureau funding obligated in conjunction with G/ENV activities; Level II - a. External funding leveraged from partners for joint G/ENV activities; b. Funding for activities in which G/ENV developed policies, regulations, or project pre-investment; c. Obligated or committed funding for MDB loan programs; d. Financial closure for private-sector funded programs. Level III - Funding generated to replicate G/ENV-pioneered programs (new obligations, commitments or financial closure).

Comments:
1. Level I SO 3 Indicator 1 Result - In Pune, India USAID leveraged from USAEP $.1 million to expand the scope of its energy efficiency activities.
2. Level II SO 3 Indicator 1 Result - In Mexico City, USAID leveraged $.04 million from UNF. USAID also leveraged $.005 million from USDOE to expand its energy efficiency activities. (CLASP)
3. Level II SO 3 Indicator 1 Result - USAID leveraged $.045 million and $.011 million from private sector partners through in-kind contributions in Mexico and Asia respectively. In Ghana, USAID leveraged $.038 million from Ghana Water Company and the Minerals Commission. (ASE)
4. Level II SO 3 Indicator 1 Result - USAID has leveraged $.07 million from UNF, IEA and CONAE and also additional $.03 million from UNF to expand its activities on Global Standards Implementation. USAID has also leveraged $.15 million from UNF to enhance its activities. (LBNL)
5. Level III SO 3 Indicator 1 Result - In Ghana, USAID has negotiated successfully for a Dutch grant of $.292 million through a Joint Implementation program.
6. Level II SO 3 Indicator 1 Result – In Brazil, the energy efficiency team leveraged over $45 million from IBRD.

Planned total, 1996 - 2003 = 118.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1998-04-17 Country/Organization: Center for Environment
Result Name: IR 3.1.3 Increased investment in energy efficiency
Indicator: Number of new energy service company (ESCO) projects in key countries
Disaggregated By:

Unit of Measure: Number of ESCOs.

Year	Planned	Actual
1997 (B)	NA	2
1998	2	1
1999	2	4
2000	2	8
2001	2	
2002	2	
2003	2	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
ESCO development is an important part of IR 3.1. The development and promotion of nascent ESCO industries in selected G/ENV-assisted countries can do much to establish energy efficiency as a means of saving money, increasing competitiveness, and being environmentally friendly.

Comments:
1-8. In Ghana, USAID conducted 8 ESCO based industrial energy audits, many of which resulted in direct investment in energy efficiency installations in addition to improving energy efficient maintenance practices. The companies involved are: Ghana Breweries Ltd, Kumasi; Ghana Breweries Ltd, Achimota; Agricare Feed Mills; Juapong Textiles Ltd; Kasena Air Processing Ltd; A.G. Timbers Ltd; Ras Wood Products; and Bibiani Logging & Lumber Ltd. (ASE)

Total planned, 1997 - 2003 = 14.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1998-04-17 Country/Organization: Center for Environment
Result Name: IR 3.1.4 Improved decision-making and management by host-country institutions
Indicator: Number of host-country institutions adopting improved operating policies, practices, or technologies
Disaggregated By:

Unit of Measure: Number of electric utilities, government agencies, businesses

Year	Planned	Actual
1996 (B)	NA	5
1997	5	27
1998	5	21
1999	10	25
2000	25	26
2001	25	
2002	25	
2003	30	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
Under IR 3.1, each public or private institution receiving G/ENV assistance will define the result being pursued to strengthen its institutional capacity.

Comments:
1. In Fortaleza, Mexico USAID, in conjunction with the Fortaleza Municipal Company (CAGECE), institutionalized an energy management team through the Municipal Water Efficiency Program.
2-6. In Mexico, USAID partnered with five different host-country institutions to market energy efficient programs and services to their members and to improve outreach capabilities with energy efficiency end-users. USAID worked with ATPAE on various institutional strengthening activities, including roundtable meetings with energy efficiency companies, which increased ATPAE's outreach capabilities and increased their membership. (ASE)
7. USAID worked with Indore Municipal Corporation to adopt an energy management system and create an energy management team under the Sustainable Cities Initiative. (ASE)
8-16. In Ghana, through the USAID's training, capacity building, and support for the Ghana Energy Foundation the following companies and institutions benefited directly: Ghana Water Company; Tema Lube Oil; Ministryof Mines and Energy; Ghana Cylinder Manufacturing Company; Ghana Textile Printing Company; Kwame Nkrumah University of Schience & Technology, Kumasi; University College of Education, Kumasi; and the Ghana Civil Aviation Authority and the Electricity Company of Ghana. (ASE)
17. In Thailand, USAID through the Industry Association Capacity Building project brought together officials from the energy efficiency companies and Thai government to identify barriers to energy efficiency, market opportunities, and get various perspectives on government programs and funding. (ASE)
18. In Ecuador, USAID build capacity of the government, NGOs, and private sector participants toward establishing the Corporacion Ecuatoriana del Mecanismo de Desarrollo Limpio (CORDELIM) charged with Ecuador's carbon off-set activities. (LBNL)
19. The USAID/USEA partnership strengthened the Iligan Light and Power Inc. by providing opportunities for Sacramento Municipal Utility District to demonstrate the benefits of, and share its experience in, environmentally friendly energy usage. (USEA)

20. The Perusahaan Gas Negara (PGN) and Enron International are collaborating on identifying strategies and action plans that will help PGN achieve their goal of becoming a global natural gas infrastructure company. (USEA)
21. Brazil's Operador Nacional do Sistema (ONS) is USEA's newest partner in Brazil. ONS is cooperating with U.S. utilities and power pools to increase technology and information cooperation between U.S. and Brazilian entities that will ultimately result in cleaner and more efficient energy production and use. (USEA)
22. The Visayan Electric Company (VECO) adopted a number of energy efficient policies, technologies and systems as a direct result of its relationship with Pacificorp. (USEA)
23. The Cagayan Electric Power and Light Company (Cepalco) are being advised by Sacramento Municipal Utility District on the development of a joint sub-transmission company. (USEA)
24. In Zambia, USAID helped the Energy Regulatory Board of Zambia to adopt improved operating policies and practices and to strengthen institutional capacity for managing the country's power sector privatization process. (CORE)
25-26. In Brazil, USAID strengthened the Brazilian National Institute of Energy Efficiency (INEE) & the Cooperative of Sugar Manufacturers (COPERSUCAR). (IIEC)

Total planned, 1996 - 2003 = 125.

IR 3.2 Increased Use of Renewable Energy Resources

Self Assessment

In FY 2000, the Renewable Energy program exceeded all seven targets.

Summary

Renewable energy technologies frequently represent the least-cost-option for satisfying human needs, while using indigenous resources that do not contribute to global climate change. Renewable energy systems can be used to pump water for domestic and community uses, including crop irrigation, livestock watering, and power water purification systems. Renewable energy projects light schools and community centers, as well as provide power for radios, television sets and videocassette recorders for weather reports, distance learning and entertainment. Renewable energy electrifies public health clinics, allowing modern diagnostic equipment to be used, vaccines to be refrigerated, and utensils to be sterilized. Renewable energy projects power new commercial enterprises and expand existing ones.

The purpose of the Renewable Energy Program is to increase the use of renewable energy resources to foster economic growth in USAID countries through activities that foster the increased use of non-traditional sources of energy (wind, solar photovoltaic, solar thermal, biomass, geothermal, small hydro), including the removal of policy, legal/regulatory, institutional, and market barriers to increased utilization. The program benefits all segments of society. Environmentally sustainable energy generation from renewable sources fosters economic development to help alleviate poverty and improve human heath in urban and rural areas. Renewable, energy based rural electrification programs bring electricity to the rural poor and create jobs.

In FY 2000, the Renewable Energy Program worked to overcoming market and institutional barriers that prevent widespread use of renewable energy systems, focusing on the activities listed below:

- Adopting and implementing policy or regulatory changes that level the playing field for renewable energy systems;
- Mobilizing business entities to pursue renewable energy;
- Increasing public and private sector financial commitments to renewable energy systems; and
- Establishing or strengthening host-country, non-profit institutions for the explicit purpose of promoting renewable energy technologies and services.

Key Results

During FY 2000 the Renewable Energy Team made progress in a number of areas and built the foundations for future results in Brazil, Mexico, Central America, South Africa, Indonesia, the Philippines, and India.

Implementing On-grid and Off-grid Renewable Energy Systems, Global. It is estimated that one megawatt (Mw) of installed capacity can provide improved electric service to 5,000 rural customers. In FY 2000, the Renewable Energy Team, in conjunction with USAID Missions, the World Bank and Winrock International, installed 162 megawatts of grid-connected renewable energy in Brazil, Guatemala, Honduras, India, Indonesia, Nepal, Nicaragua and the Philippines. The Team developed also over 20,000 small off-grid units in India, South Africa, the Philippines, Mexico, Sri Lanka, and Indonesia.

Developing Energy Loans in Coordination with World Bank and Winrock International, Global. In FY 2000, Team secured over $870 million in public and private funds for sustainable energy activities in Brazil, Guatemala, India, and the Philippines. The Team contributed to the development of these loans by sponsoring an energy specialist at the World Bank (WB) to promote and support energy sector loans.

Increased Use of Renewable Energy Resources, Central America. The Renewable Energy Team assisted five countries (El Salvador, Guatemala, Honduras, Nicaragua and Panama) in Central America to set a course that integrates environmental and economic sustainability into their energy development agenda. USAID cooperator, E&Co., provides enterprise development and business plan services that develop renewable energy enterprises and projects in the region. The cooperator plans will develop three manuals – renewable energy off-grid deployment models, calculation of carbon offsets for renewable energy entrepreneurs, and monitoring and evaluation of renewable energy projects. One training session for NGOs and one for financial institutions have been completed in each targeted country thus far; these will serve as mechanisms for increasing the level of involvement and participation in renewable energy initiatives in each country.

Renewable Energy in the Americas (REIA). This regional activity addresses the energy sector of Latin America and the Caribbean and may include any of the 34 member countries of the Organization of American States (OAS) (all LAC countries except Cuba), where USAID has a presence. REIA focuses on three main program areas in its effort to encourage the use of sustainable energy technologies in Latin America and the Caribbean: (1) energy policy and regulatory support; (2) technical assistance and trade promotion; and (3) sustainable energy impact analyses. As a result of these efforts, it is expected that benefits will be derived by the various countries of Latin America and the Caribbean, including reductions in greenhouse gas emissions from electricity generation, increased electrification of rural areas at a lower cost than grid extension or remote diesel generators, reduced fossil fuel imports, creation of local employment, and promotion of commerce between industries throughout the Americas.

World Bank /Global Environment Facility Strategic Partnership for Renewable Energy. Under a cost-shared interagency agreement with U.S. Department of Energy (DOE), USAID has created a Trust Fund at the World Bank that provides renewable energy support services to the Bank's Climate Change Team.

The WB/GEF Strategic Partnership for Renewable Energy is intended to expand and increase the effectiveness of the renewable energy activities of both organizations. It works to shift efforts from an individual project approach to long-term, programmatic pathways – providing developing countries with the time and resources required to develop renewable energy markets and technologies in a comprehensive and sustainable way. The Strategic Partnership offers opportunities to fundamentally redefine the pace and scale of renewable energy development and build new programmatic and financing synergies among the World Bank, the GEF and its constituent countries, bilateral financing sources, and the private sector. The new approach stresses longer-term programmatic commitments, increased use of in-country intermediaries to appraise and implement projects, and targeted long-term price support to facilitate market and technology development.

For the Partnership, progress has been initially slow but positive. The first project, the $375 million Uganda Energy for Rural Development Adaptable Program Loan (APL) was approved by the GEF Council in May 2000 and is now in final appraisal. This program will be implemented over ten years and will include a broad array of renewable energy technologies and delivery methods for grid-connected applications and village power for productive uses.

Additional projects are being developed in the Philippines, Egypt, South Africa, and soon in India. The Philippine Department of Energy has signed a project concept document and Project Preparation Facility (PPF) grant request for funds to continue development of a Strategic Partnership rural energy program. Similarly, the Republic of South Africa has signaled a preliminary commitment to pursue a Partnership framework, and discussions including the WB and GEF are also underway with the Indian government to outline the components of a Strategic Partnership program.

Energy Training for Developing Country Practitioners, Global. The Energy and Environment Training Program (EETP) was designed to build the capacity of local partners to implement energy sector reform activities. In FY 2000, the Renewable Energy Team supported training activities for 640 participants in Brazil, Ghana, India, Indonesia, Philippines, Poland, Guatemala, Honduras, El Salvador, Costa Rica, Panama, and Nicaragua. A multi-module training curriculum provided local entrepreneurs and enterprises with the information and tools necessary to evaluate the potential for development or expansion of renewable energy-related businesses and projects. The focus was on renewable energy-based applications and energy services for off-grid communities. This series of modules was presented in three different countries and targeted at in-country entrepreneurs interested in or seek to develop rural renewable energy projects; these modules also helped to develop and/or improve the business and management skills and knowledge of existing and potential rural renewable energy entrepreneurs. It was also valuable for government policy makers and those in

government responsible for rural development, energy supply, and environmental/global climate change mitigation response.

USAID/USEA Energy Partnership Program. The Energy Partnership Program sets up practioner-to-practioner, multi-year partnerships between U.S. and developing country utilities and regulatory agencies. In the Philippines, the partnership between CEPALCO, the third largest electric distribution company in the Philippines, and the Sacramento Municipal Utility District (SMUD) is expected to yield significant results for the Renewable Energy Team in FY 2001. The SMUD is advising CEPALCO on the installation of one megawatt of solar power in the city of Cagayan de Oro. A leader in the U.S. photovoltaic market, SMUD will serve as a valuable resource for CEPALCO's PV program.

Performance and Prospects

Below is a review of programmatic and value-added indicators and overall performance results for the Renewable Energy Team.

Value-added Indicators

G/ENV field-based assistance (TDYs) provided in response to Mission/Bureau requests:
In FY 2000, the Renewable Energy Team responded to requests from missions in Brazil, Indonesia, the Philippines, Nepal, India and Bangladesh.

Mission buy-ins, add-ons, OYB transfers, and IQC task orders:
In FY 2000, cooperators of the Renewable Energy program attracted over $1 million in buy-ins.

Number of USAID policies, strategies, and programs reflecting G/ENV leadership:
In FY 2000, six USAID policies, strategies, and programs reflected the Renewable Energy Team's leadership at the Agency level.

Programmatic Indicators

Newly installed capacity on-grid:
The Renewable Energy Program's primary results are measured by two performance indicators - newly installed capacity on-grid and newly installed systems off-grid with primary focus on the latter due to the nature of renewable energy applications. In FY 2000, 162 megawatts of newly installed on-grid capacity were established as results of program activities. This result exceeds the indicator target. Although the immediate payoff in megawatts-installed is modest, the limited number of pilot projects supported by the program are expected to play a catalytic role, leveraging widespread, multi-megawatt investments in similar projects by the private sector. Countries where systems were installed include Indonesia, Nepal, Nicaragua and the Philippines
.

Newly installed systems off-grid:
In FY 2000, more than 20,300 service centers benefited from small scale solar, mini-hydro, and photovoltaic systems installed by programs supported by the Renewable Energy Team. This result exceeds the indicator target. Countries where systems were installed include Brazil, the Dominican Republic, El Salvador, Guatemala, Guyana, Honduras, India, Indonesia, Indonesia, Mexico, Nepal, Nicaragua, Panama, Philippines, South Africa, Sri Lanka, and Uganda. Installations provided water for rural communities, lighting for rural homes, schools, educational and health centers, and electrical fencing for farms.

Number of public policies adopted and implemented that clearly favor renewable energy:
Building the legal framework is the first stage in developing off-grid systems. In FY 2000, assisted countries have adopted and implemented ten policies clearly favoring renewable energy. This result exceeds the indicator target.

- The Government of Saint Lucia has committed to become the first clean energy demonstration country.
- In Ghana, a legislative instrument on Electricity Regulation, which emphasizes the use of renewable energy, is before parliament for approval and adoption.
- In Brazil, the Government of the State of Bahia has committed to directing five percent of the Luz no Campo budget for renewable systems.
- In Guatemala, a draft decree has been passed, specifying incentives for promoting investment in renewable energy-based generation projects. The Ministry of Mines and Energy has also passed a decree for the creation of a renewable energy resource center.
- In Indonesia, the Electricity Law has been revised and is in the office of DPR for consideration. The National Basic Policy on Energy (KUBE) has been revised to adjust to current situations and conditions. Renewable Energy has been included in the Indonesia's National Strategy Study (NSS) for the Clean Development Mechanism. The Minister of Energy and Mineral Resources has established a small Team on the application of renewable energy.
- The Nepal Electricity Authority ha agreed to extend the standard offer up to five megawatts, to purchase energy from small hydropower Independent Power Producers.
- The Philippines Department of Energy and National Energy Association issued letters declaring that private sector energy service companies were permitted in cooperatives' territories, and that prices would not be regulated if the ESCOs did not have exclusive territorial franchise.
- Revisions to Philippines Energy Regulations 1-94 and 1-95 were approved in March 2000. Executive Order 462 (solar, wind, Hydro EO) was amended in March 2000, removing several barriers to private investment (particularly, onerous royalties).

Number of businesses investing, and joint ventures formed:
As a result of assistance provided by the Renewable Energy Team, 20 businesses are pursuing the development of specific renewable energy projects. This result exceeds the indicator target.

In India, the United Western Bank (UWB) has agreed to: 1.) Act as host for a solar finance fund; 2) deliver the fund's products (enterprise development assistance and seed capital) through its over 209 branches located in rural areas throughout India; 3) use its office network to identify and screen candidates for investment by the Fund; and 4) offer a parallel debt facility to help enterprises targeted by the fund. United Western Bank will create a debt window for renewable energy projects. The debt window will expand the bank's financial service line into a set of debt products to support renewable energy projects. USAID provided technical assistance to complete the business plan and structure for the parallel equity fund. An MOU was signed between USAID cooperator Winrock International and UWB on the development of parallel debt/equity facilities to support investment in renewable energy enterprises.

The Merchant Bank of Nepal, Ltd. received technical assistance to develop a Clean Energy Bank (CEB). The merchant bank plans to merge operations with the CEB. Prior to USAID's assistance the merchant bank had no operations in the renewable energy arena. The feasibility study on the CEB is complete and capital is being raised for the facility.

New financing made explicitly available for renewable energy projects:
In FY 2000, $873.1 million dollars in new financial commitments were made available for renewable energy projects in assisted countries. This result exceeds the indicator target.

The Renewable Energy Team leveraged $817.2 million from multi development banks (MDBs), $20 million from non-MDBs and $35.9 million from private companies. Some examples are provided below.

- In India, $13 million was leveraged for the Bhandardara project ($5 million from OPIC, $5 million from IREDA, and $3 million from the Ohio State Pension Fund).

- In Nepal, $4.5 million was leveraged from private firms for an electric vehicle project.

- In Brazil, the Bahia State Government Ministry of Energy directed $10 million (five percent of the Luz no Campo budget) for rural electrification projects.

- The Brazilian Ministry of Mines and Energy has directed $10 million towards PV systems for social rural applications.

- In Honduras, $1.25 million was leveraged for off-grid rural electrification projects from Soluz Honduras.

- Worked with the government of Guatemala to prepare a strategy for increasing investments in renewable energy projects. This comprehensive approach includes renewable energy resource assessments, policy and regulatory reforms, the creation of a dedicated renewable energy fund, and various capacity building initiatives. An initial $1million has been committed to this effort.

Host country institutions established and significantly strengthened to promote renewable energy:
In FY 2000, eight new institutions were established and 48 existing institutions were strengthened through the provision of direct funding, technical assistance, or training from the Renewable Energy Team for the explicit purpose of promoting renewable energy. This result exceeds the indicator target.

Possible Adjustments to Plans

The Strategic Framework and the Performance Monitoring Plan are currently under review to ensure that both mechanisms accurately capture Renewable Energy program results. In addition, the Renewable Energy Team will review existing programs and refine targets in FY 2001.

Other Donor Programs

Within the donor community, the Renewable Energy Team works closely with lending institutions (MDBs, regional development banks, and private commercial banks) to improve access to long-term financing, as well as with international organizations on technical assistance and information dissemination. Technical assistance, technology transfer, and partnerships supported by USAID have leveraged significant commitments to environmentally sustainable energy enterprises from other multilateral and bilateral donors. Within the donor community, the program provides technical assistance to the World Bank, regional development banks, and private commercial banks to leverage long-term financing for renewable energy enterprises. In FY 2000, the Renewable Energy Team supported staff assignments at the World Bank, the Organization of American States and the Inter American Development Bank.

Major Contractors, Cooperators, and Grantees

Primarily, the Renewable Energy program cooperates with Winrock International, E&Co., the OAS, and the World Bank to implement program activities. Activities are also implemented through interagency agreements with the National Renewable Energy Laboratory (ENREL) and Sandia National Laboratories. In addition, the program periodically contracts with Institute of International Education (IIE), Academy for Educational Development (AED) and CORE International through G/ENV/EET's Energy Training IQC.

IR 3.2 INDICATORS & RESULTS

Newly Installed Capacity On-Grid (in Megawatts)

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	80	85	90	95	100	105	110
Actual	49	85.2	92.54	99.0	161.7			

Newly Installed Systems Off-Grid

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	4000	8000	2000	3000	4000	5000	6000
Actual	1530	12500	1295	2749	20300			

Number of public policies adopted and implemented that clearly favor renewable energy

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	2	4	4	4	4	4	4
Actual	0	17	10	10	10			

Number of businesses investing and joint ventures formed

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	9	12	15	20	20	20	25
Actual	0	28	35	20	20			

New financing made explicitly available for renewable energy projects (in US$ millions)

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	$375	$150	$175	$200	$225	$250	$275
Actual	$50 m	$386.4	$483	$194.5	$873.1			

Host country institutions established and significantly strengthened to promote

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	7	8	10	10	11	13	15
Actual	12	17	29	22	56			

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.2 Increased use of renewable energy
Indicator: Newly installed capacity on-grid
Disaggregated By:

Unit of Measure: Megawatts (MW)

Year	Planned	Actual
1996 (B)	NA	49
1997	80	85.2
1998	85	92.5
1999	90	99.0
2000	95	162
2001	100	
2002	105	
2003	110	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
This indicator measures the capacity (in megawatts) of new generation facilities using renewable energy that comes on-line, linking to a national or regional electricity grid, as a result of IR 3.2's. To provide context, 1 MW will provide electric power to a community of about 5,000 residents in a developing country.

Comments:
1. In Guatemala, Honduras and Nicaragua, USAID assisted in the installation of four grid-connected hydro and biomass projects of 31.45 MW capacity - Level I GHG reduction for SO3 Indicator 1.
2. In Guatemala, USAID assisted in the installation of hydro project of 12 MW capacity - Level I GHG reduction for SO3 Indicator 1.
3. In India, USAID assisted in installing wind and hydropower technologies of 39 MW capacity- Level I GHG reduction for SO3 Indicator 1.
4. In Brazil, Mexico, South Africa, Indonesia, and the Philippines, USAID assisted in the installation of grid-connected renewable energy projects of 79 MW capacity - Level I GHG reduction for SO3 Indicator 1.

Total = 162 MW of on-grid renewable capacity FY 2000 GHG reductions for SO3 Indicator 1.

See Annex 3.2B for supporting details.

Total planned, 1996 - 2003 = 665.

IR 3.2 Supporting Documentation

IR 3.2 Increased use of renewable energy
Indicator: Newly installed capacity on-grid

Country	**Capacity Generation (MW)**	**Intervention**
Brazil	5.4	Biomass
Brazil	24	Biomass
Guatemala	12	Hydro
Guatemala	30	Hydro
Honduras	0.25	Hydro
India	39	Wind, Hydro
Indonesia	0.125	PV
Nepal	3	Hydro
Nepal	1	Hydro
Nepal	1	Hydro
Nepal	0.4	Hydro
Nepal	10	Hydro
Nepal	0.4	Hydro
Nicaragua	0.6	Hydro
Nicaragua	0.6	Biomass
Philippines	20	Hydro
Philippines	12	Hydro
Philippines	2	Biogas
Total	161.775	

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.2 Increased use of renewable energy
Indicator: Newly installed systems off-grid
Disaggregated By:

Unit of Measure: The number of households, and service centers (health clinics, schools, etc.) that benefit from the small-scale energy systems

Year	Planned	Actual
1996 (B)	NA	1,530
1997	4,000	12,500
1998	8,000	1,295
1999	2,000	2,749
2000	3,000	20,383
2001	4,000	
2002	5,000	
2003	6,000	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
Definition: Small renewable energy systems, not connected to the utility grid, provide energy services (electricity, heat, etc.) or other services for which energy is a necessary intermediary (such as water that needs to be pumped other than by animal power) to households, enterprises, telecommunications facilities, and social service centers (e.g., health clinics)

Comments:
1. In Honduras under the Rural Community Water Project, USAID in conjunction with Sandia installed 40 systems.
2. In Brazil under the APAEB Project, USAID in conjunction with NGO/REI installed 97 systems.
3. In Brazil under the PSA Project, USAID in conjunction with NGO/REI installed 19 systems.
4. In Brazil under the APAEB Project, USAID in conjunction with Winrock installed 13 systems.
5. In Brazil under the PRODEEM Project, USAID in conjunction with Winrock installed 1,021 systems.
6. In Dominican Republic under the PV Systems for Rural Electrification Project, USAID in conjunction with Winrock installed 160 systems.
7. In Guatemala under the CARE/Mitch Hurricane Reconstruction Project, USAID in conjunction with Winrock LWA installed 400 systems.
8. In Indonesia under the Wind Project, USAID in conjunction with Winrock installed 26 systems.
9. In Indonesia under the PT.CHAKRA Microhydro project, USAID in conjunction with Winrock installed 50 systems.
10. In Mexico under the FMDR Pilot Projects in San Luis Potosi, USAID in conjunction with Winrock installed 120 systems.
11. In Nepal under the Home Employment and Lighting Package - Himalayan Light Fund, USAID in conjunction with Winrock installed 50 systems.
12. In Sri Lanka under the Energy Services Delivery Project, USAID in conjunction with World Bank/ASTAE/Winrock installed 2,000 systems.
13. In Philippines under the Village Power Fund Project, USAID in conjunction with NGO, LWA, REFTA installed 843 systems.
14. In India under the Renewable Energy Resource Development Project, USAID in conjunction with World Bank/ASTAE/Winrock installed 10,000 systems.

15. In Guyana and Honduras under the Renewable Energy in the Americas Project, USAID in conjunction with OAS/AID installed 4 systems.
16. In S. Africa under the Shell/Eskom JV Project, USAID in conjunction with Winrock/AID LWA installed 5,500 systems.

Total = 20,383 renewable energy systems.

Planned total, 1996 - 2003 = 32,000.

Performance Data Table
Fiscal Year: FY2002

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.2.1 Renewable energy policies adopted and implemented
Indicator: Number of policies or regulations adopted and implemented that are clearly favorable to renewable energy
Disaggregated By:

Unit of Measure: Actual number of policies or sets of regulations adopted and implemented

Year	Planned	Actual
1996 (B)	NA	0
1997	2	17
1998	4	10
1999	4	10
2000	4	10
2001	4	
2002	4	
2003	4	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
This indicator tracks the national, state, and local policy or regulatory reforms that IR 3.2 plays an instrumental role in advancing. IR 3.2 tracks when governmental bodies formally adopt and implement policies or regulations. Results to be monitored include incentives adopted, subsidies for fossil fuels reduced or eliminated, and improved access laws for renewable energy resources.

Comments:
1. In Ghana, USAID in conjunction with ASE has presented for approval before the parliament a legislative instrument on Electricity Regulation, which emphasizes the use of renewable energy.

2. In Guatemala, USAID in conjunction with the Ministry of Mines and Energy has spurred a Ministerial Decree (MME) for the creation of the renewable energy resource center.

3. In Indonesia, USAID in conjunction with Winrock/AID LWA has influenced revision of the Electricity Law, which is presently in the office of DPR for consideration.

4. In Indonesia, USAID in conjunction with Winrock/AID LWA has influenced revision of the National Basic Policy on Energy (KUBE) to adjust to the current situations and conditions.

5. In Philippines, USAID in conjunction with NGO/REI and LWA has influenced revisions to the Energy Regulations 1-94 and 1-95 approved in March 2000. Also the Executive Order 462 (solar, wind, Hydro EO) was amended in March 2000, removing several barriers to private investment (particularly onerous royalties).

6. In Brazil, USAID in conjunction with Winrock/AID LWA has negotiated a commitment from the Bahia's State Government to direct 5% of the Luz no Campo budget to renewables.

7. In Guatemala, USAID in conjunction with the Ministry of Public Finance drafted a degree (MME) specifying incentives for promoting investment in renewable energy-based generation projects.

8. In St. Lucia, USAID in conjunction with OAS/AID has secured a commitment by the Government of Saint Lucia to become the first clean energy demonstration country.

9. In Nepal, USAID in conjunction with Winrock/AID LWA has influenced Nepal Electricity Authority's agreement to extend the standard offer to purchase energy from small hydropower IPPs up to 5 MW.

10. In Philippines, USAID in conjunction with NGO/REI has influenced the decision of Philippines' DOE and NEA to issue letters declaring that private sector energy service companies would be permitted in coop's territories and prices would not be regulated, if they did not have exclusive territorial franchise.

Total planned, 1996 - 2003 = 26.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.2.2 Business entities mobilized for renewable energy
Indicator: Businesses investing and joint ventures formed
Disaggregated By:

Unit of Measure: Actual member of businesses initiating new or more active pursuit of specific projects, and new joint ventures formed (with specific promotion of U.S.-host-country private sector partnerships) to do so.

Year	Planned	Actual
1996 (B)	NA	8
1997	9	28
1998	12	35
1999	15	20
2000	20	42
2001	20	
2002	20	
2003	25	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
This indicator tracks the number of businesses that, as a result of assistance funded by IR 3.2, decide to pursue or increase the pursuit of developing specific renewable energy projects. In addition, new businesses or joint ventures that are newly formed with or as a result of IR 3.2 activity, with subsequent activity in pursuit of projects, will be counted.

Comments:
See annex 3.2.2 B for further details.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.2.3 Increased financial commitments to renewable energy
Indicator: New financing explicitly made available for, or committed to, renewable energy projects by the private or public sector
Disaggregated By:

Unit of Measure: U.S. dollars (million)

Year	Planned	Actual
1996 (B)	NA	50
1997	375	386.4
1998	150	483
1999	175	194.5
2000	200	873.1
2001	225	
2002	250	
2003	275	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
This indicator tracks three categories of financial commitments that are made for renewable energy projects, prior to construction or installation of hardware: (a) approval of loan packages dedicated to renewable energy by the multilateral development banks (public sector); (b) financial closure on specific projects by the private sector (which may include financing from private banks); and (c) obligation of financing for renewable energy technologies by non-MDB public sector entities. The intention of this indicator is to capture signals of intermediate success in mobilizing financing for investment. When systems subsequently are constructed or installed and are operating, then the data is reflected in the top-level indicators for IR 3.2.

Comments:
(a) Approval of loan packages dedicated to renewable energy by multilateral development banks (public sector): $ 817.215 million
(b) Financial closure on specific projects by the private sector (which may include financing from private banks): $ 35.897 million
(c) Obligation of financing for renewable energy technologies by non-MDB public sector entities: $ 20.000 million.

See annex 3.2.3 B for further details.

Total planned, 1996 - 2003 = $1,650 million.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.2.4 Host-country non-profit institutions established or strengthened
Indicator: Number of host-country institutions (E) established for the purpose of promoting renewable energy
Disaggregated By:

Unit of Measure: Actual number of public sector or non-profit NGOs established.

Year	Planned	Actual
1996 (B)	NA	4
1997	1	2
1998	1	8
1999	2	2
2000	1	8
2001	1	
2002	1	
2003	1	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
This indicator tracks new institutions established (for instance, a Renewable Energy Project Support Office) explicitly for the purpose of promoting renewable energy.

Comments:
See annex 3.2.4 B for details.

Planned total, 1996 - 2003 = 9.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.2.4 Host-country non-profit institutions established or strengthened
Indicator: Number of host-country institutions (S) significantly strengthened for the purpose of promoting renewable energy
Disaggregated By:

Unit of Measure: Actual number of public sector or non-profit NGOs strengthened.

Year	Planned	Actual
1996 (B)	NA	8
1997	6	15
1998	7	21
1999	8	20
2000	9	48
2001	10	
2002	12	
2003	14	

Source:
Collaborators, contractors, and stakeholders

Indicator/Description:
This indicator tracks existing institutions strengthened (by provision of direct funding, technical assistance, or training) explicitly for the purpose of promoting renewable energy.

Comments:
See annex 3.2.4 B for details.

Planned total, 1996 - 2003 = 40.

IR 3.3 Clean Energy Production and Use

Self Assessment

In FY 2000, the Clean Energy Team exceeded all seven targets.

Summary

Fossil fuels will continue to be the main source of energy worldwide for the near future. Nonetheless, USAID is working to facilitate developing countries' adoption of cleaner and sustainable fossil-fuel technologies. Environmentally sustainable energy production and use is critical to economic development, poverty alleviation, and improved human health in urban and rural areas. The Clean Energy Program promotes the development of technical solutions coupled with appropriate policy frameworks, economic incentives, investment capital, private sector partnerships, and capacity building. The program fosters private investment in clean energy projects by supporting pilot projects, supporting technical assistance, and assisting with regulatory reform. Focus areas of the program include electric vehicle use, regional electricity trade, power pool development, and increased power plant efficiencies.

Key Results

During FY 2000, the Clean Energy Program made progress in a number of areas and laid the foundation for future results in India, Mexico, Southern and West Africa. Some activity examples include:

- Reducing the amount of lead and other air pollutants emitted in urban areas in India through the introduction of electric vehicle activities in India;
- Increasing generation efficiency and supporting clean technologies deployment in the Mexican electricity sector;
- Increasing regional transmission efficiency and promoting transnational economic growth through power-pooling activities in sub-Saharan Africa;
- Decreasing the threat of global climate change by supporting TCAPP activities through a cooperative agreement with the Business Council for Sustainable Energy (BCSE) Program; and
- Setting up partnerships between U.S. and developing country utilities and regulatory agencies through a cooperative agreement with the United States Energy Association.

India Zero Emissions Transportation. Emissions from the transport sector produce up to 70 percent of air pollutants in urban India. According to a recent study performed by the World Bank the health costs of ambient air pollution in the capital New Delhi, are approximately $250 million per year. Approximately 25 million inefficient, two and three-wheeler vehicles clog the roads emitting up 70 percent of the total hydrocarbon emissions from the transport sector and consume approximately 60 percent of the petrol in India.

The India Zero Emissions Transportation project aims to determine the feasibility of electric drive technology as a replacement for conventional two and three wheelers, provide technology options for reducing ambient air and noise emissions, increase awareness of the benefits of electric vehicle technology, and initiate the development of a market driven technology for two and three wheeler vehicles.

The Clean Energy Team's efforts have led to an increased awareness and understanding of the technological alternatives for transportation to mitigate the effect of vehicle emissions. Policies and regulations are being shaped in recognition of the need to reduce the growing severity of urban air pollution. Moreover, the Team's efforts have spurred tangible negotiations between the Indian and U.S. private sectors for joint development of commercially viable electric vehicles in India.

The Clean Energy program is facilitating the production and widespread use of electric driven scooters and auto-rickshaws in the Indian marketplace. To establish the framework for electric vehicle activities, an Memorandum of Understanding (MOU) was signed between two private sector firms: Bajaj Auto of India and U.S.-based New Generation Motors. The two firms are cooperating in the development and deployment of electric vehicles, investing over $750,000 for the India Zero Emissions Transportation program in FY 2000.

Support for Clean Technologies Deployment in Mexico. The Francisco Madero Refinery, located near Tampico on the Gulf Coast currently emits about 306,000 tons per year of carbon dioxide and 4,000 tons of particulate matter per year. PEMEX, Mexico's state-owned petroleum utility, is currently undergoing a significant modernization program and is seeking technologies that can improve operations and reduce emissions at the Francisco Madero Refinery.

The Clean Energy Team has initiated a program to develop a strategy by combining PEMEX's and the Instituto de Investigaciones Electricas' (IIE) technical and operational capabilities, to improve the efficiency of PEMEX's power stations while reducing greenhouse gas and other harmful emissions. Following a screening study to determine the most appropriate applications, the Clean Energy Team and PEMEX selected a modified Reduced Emissions and Advanced Combustion Hardware (REACH) technology. Installation of REACH technology will upgrade the heavy oil burners at the refinery. The effect of these U.S.-developed burners is expected to produce a net decrease in carbon emissions and atmospheric particulate emissions due to improved combustion efficiency. Additionally, the new REACH burners will reduce greenhouse gas emissions, as less oil is required to generate similar amounts of electricity. Improving PEMEX's

more than 2,500 Mw heavy oil-fired plant capacity through burner enhancement technology would greatly reduce greenhouse gas emissions and the amount of heavy oil consumed in Mexico.

The Agency reached an agreement with PEMEX to cooperate and assist in developing a solution for the efficiency improvements and emission reductions at the Francisco Madero Refinery. The Global Environment Center and USAID/Mexico are therefore collaborating with Mexico's PEMEX and IIE to accelerate transfer of environmental control technologies by demonstrating innovative combustion technology at the Madero Refinery. The Environment Center has contracted with Electric Power Technologies (EPT) of Menlo Park, California to provide low cost, effective solutions to improve combustion at the Refinery.

Through this project, USAID will achieve its goal of environmental beneficiation and mitigating greenhouse gas emissions by leveraging private and public sector funds, encouraging Mexico-U.S. and public-private partnerships, and introducing technologies that foster sustainable development.

Harnessing Market Forces to Provide Energy and Reduce Potential Greenhouse Gases in Sub-Saharan Africa. The Clean Energy Team has undertaken a series of initiatives to help the countries of sub-Saharan Africa harness market forces to provide reliable and environmentally sustainable supplies of electricity to domestic and regional markets. The ultimate goals of this program are to help develop more integrated regional energy markets, reduce barriers to broadened participation in these markets, and strengthen local and regional institutions to improve their advocacy for sustainable energy production, transmission and use. USAID's partners in the effort include the RCSA, the Southern African Development Community (SADC), the Southern African Power Pool (SAPP), regional governments in Ghana, Namibia, Nigeria and Zambia, and key private sector energy participants.

Key activities undertaken by the Clean Energy Team under the sub-Saharan Africa energy program are described below.

- *Southern Africa Power Pool.* USAID provided assistance to the Southern Africa Power Pool (SAPP) to develop the technical and operational parameters needed for preparation of an open market trading regime, developing an underlying policy, legal and regulatory framework, and supporting cross-border trade in electricity and development of a regional electricity grid. USAID has developed a program of technical support and assistance to SAPP, which included:

    1. Providing a long-term Advisor to the SAPP Coordination Center in Harare, Zimbabwe, currently acting as first Director;

    2. A training program for the future Director of the SAPP Coordinating Center, which has already been identified, supported by the USAID-sponsored advisor;

3. An executive partnership between a U.S. Power Pool and SAPP developed through the United States Energy Association (USEA);

4. A review of plans for the telecommunications system and associated IT requirements of the Coordination Center;

5. Training of key operational personnel; and

6. Short-term technical assistance for design and implementation of a SAPP website, environmental, legal, and other critical organizational needs.

- *Ghana Public Utilities Regulatory Commission.* The Agency provided technical assistance to the Ghana Public Utilities Regulatory Commission (PURC) to conduct a review of bulk supply and retail tariffs for Ghana. These tariff reform activities are aimed at helping to ensure the financial stability of Ghana's electricity sector, provide incentives for the efficient development and use of electricity and promote regional trade in electricity. Through the services of the USEA, USAID also supported a regulatory partnership between the PURC and the Maryland Public Service Commission in the United States.

- *Assistance to Zambia's Energy Sector*. The Agency is providing technical assistance to the Zambia Electricity Regulation Board (ERB). This effort includes development of a regulatory partnership between the ERB and the Washington, D.C. and Oregon regulatory commissions in the United States to support development of managerial and technical capability within the ERB. This activity is part of a USAID program implemented by the USEA. USAID also was instrumental in bringing together the Ghana PURC and the Zambia ERB to exchange experiences during a USAID sponsored workshop on Utility Tariffs Rate Setting Methodologies held in Lusaka in December 1999.

  In addition, USAID provided technical assistance to Zambia's Office for Promoting Private Power Investment (OPPPI) to help increase private sector investment in Zambia's power sector. Another element of this program includes helping the Government of the Republic of Zambia (GRZ) develop options for restructuring and privatizing Zambia's power sector. This ongoing effort is designed to help the GRZ develop a long-term strategy for improving the operation of, and attracting private investment to, the Zambian electricity sector.

- *Strengthening Nigeria's Energy Sector.* The Agency is providing technical assistance to the Government of Nigeria (GoN) to help develop policies and programs to improve performance and attract private investment to the energy sector. Activities are designed to strengthen energy sector institutions and include technical assistance to develop restructuring and privatization options and improve the management and operation of the National Electric Power Authority (NEPA).

  The main goal of the technical assistance to NEPA is to instill a commercial

orientation within the state-owned utility company and ready it for eventual privatization. Current activities focus on finance, accounting, budgeting and strategic planning functions. The decentralization and privatization of NEPA offers a pathway to improved electricity services to a consumer base that has long suffered from chronic electricity shortages.

- *Rwanda – Lake Kivu Gas Extraction.* In response to a request from USAID/Rwanda, technical assistance was provided to the Government of Rwanda (GoR) in its efforts to develop Lake Kivu methane gas in a manner that is sustainable and environmentally safe. This activity resulted in drafting the principal project security agreements that would serve as a starting point for negotiation between prospective project sponsors and the Government. Development of this major energy resource could provide significant economic and environmental benefits to Rwanda.

- *Development of the West Africa Gas Pipeline*. As a follow-up to its initial assistance to develop a West Africa Energy Roadmap (WAER), USAID is providing technical assistance and support to the governments of Ghana, Togo, Benin and Nigeria to support development of the West Africa Gas Pipeline. This activity includes support on analyzing and resolving the major technical and operational issues and economic impacts associated with the $400 million project; developing the terms and conditions of a pipeline concession agreement; and strengthening the capacity of government entities to negotiate and implement a concession agreement with the private sector project development Team headed by Chevron. When completed, this 600km pipeline will carry 200 million cubic feet per day of natural gas to regional markets, with plans to expand capacity in the future. The Chairman of Project Implementation Committee on behalf of the four sponsor governments and the representative of the commercial consortium initialed the Concession Agreement Term Sheets for the pipeline in December 2000.

- *Technology Cooperation Agreement Pilot Project (TCAPP).* This is an interagency program supported by USAID, EPA, and USDOE to provide a model market driven integrated approach to climate change technology transfer by facilitating clean energy market development and private investment in developing countries. This program increases the use of environmentally sustainable energy technologies by working with developing countries and the business and donor community to remove market barriers and facilitate direct private investment in clean energy technologies that will meet development goals and reduce greenhouse gas emissions.

- *USAID/USEA Energy Partnership Program*. The Energy Partnership Program sets up practioner-to-practioner, multi-year partnerships between U.S. and developing country utilities and regulatory agencies. These partnerships promote the more efficient, sustainable, and environmentally sound supply and use energy through the transfer of (1) market-based approached and "best practices" for energy system operation and regulation and (2) measures to avoid, reduce and mitigate the climate impacts of energy sector activities. In FY 2000, the Partnership developed 11 new

partnerships in Bangladesh, Brazil, the Dominican Republic, El Salvador, Ghana, Guatemala, Nicaragua, India, Indonesia, Philippines and Zambia:

1. The partnership between the Energy Regulatory Board of the Philippines, Minnesota Public Utilities Commission, and New Mexico Public Regulation Commission will focus on energy efficiency and Demand Side Management, regulation for competition, pricing/rate setting, reorganization, environmental externalities, and consumer education.

2. The partnership between the Iligan Light and Power Incorporated and Sacramento Municipal Utility District will focus on the supply chain reengineering, as well as power contracting, key accounts, photovoltaic programs, and the implementation of a material flow system.

3. The partnership agreement between Power Grid Company of Bangladesh and USEA will focus on transmission tariffs, transmission operation and maintenance, and accounting principles and billing, operational guidelines for load dispatching, and labor issues.

4. The partnership between the Brazilian regulatory agency Agencia National de Energia Electrica (ANEEL) and the Oregon Public Utilities Commission (OPUC) focused on conflict resolution, service quality and rate setting, and integrated resource planning. Aside from focusing on renewables, the visit also addressed issues of safety and service quality, consumer services, legislative processes, restructuring, the organizational structure of the commission, ethics codes and conflict management.

5. The partnership between the Nepal Electricity Authority (NEA) and Tacoma Power Wisconsin Electric focused on reducing distribution losses and tariff restructuring. NEA currently has total system losses of over 25 percent. NEA is now considering using parallel transformers on secondary lines or breaking the secondary line so it is shorter to decrease their losses.

6. The partnership between the Cagayan Electric Power & Light Company (CEPALCO) and the Sacramento Municipal Utility District (SMUD) has been integral in preparing CEPALCO for the ensuing restructuring and privatization of the Philippine electric power sector. As an example of this restructuring effort, CEPALCO adopted a Key Accounts program modeled directly from SMUD's own Key Accounts Program, and will create a permanent full-time position for its management. The company is also being advised by SMUD on the installation of one megawatt of solar power in the city of Cagayan de Oro 1, and may use SMUD as a procurement agent to purchase materials and equipment to install this new capacity. Considering SMUD's expertise as the leader in the U.S. photo-

voltaic (PV) market (SMUD currently has 6.5 Mw of PV), SMUD serves as a valuable resource for CEPALCO's PV program.

7. The partnership between the Manila Electric Power Company (MERALCO) and Central & South West (CSW) has been integral in preparing the company for the ensuing restructuring and privatization of the Philippine electric power sector. The partnership has focused on the drafting of the implementing rules and regulations, stranded cost calculation and recovery, cost and tariff unbundling for MERALCO's wires and retail business sectors, establishing an electricity market (pool), and the formation of the rules of governance for such a body. As a direct result of the partnership, MERALCO has installed an Activity-Based Costing system (ABC). Partner CSW has been designated to provide technical assistance in the design and implementation of the ABC system, which is based on the model of CSW's own ABC program.

8. The Public Service Commission of Maryland and the Public Utilities Regulatory Commission (PURC) of Ghana have entered in to a partnership. Due to supply crises from droughts in Ghana, the issues identified for exploration in the partnership are rate setting, plant sitting and quality standards in the energy sector. PURC has already adopted new tariff guidelines as a result of the partnership.

9. A partnership between the Public Service Commission of Washington, D.C. and the Energy Regulation Board of Zambia allows technical assistance to be transferred in the areas of consumer outreach, pricing and encouragement of rural electrification expansion to a key Zambian institution.

10. A partnership between the U.S. Federal Electricity Regulatory Commission (FERC), the Massachusetts Department of Telecommunications & Energy (MDTE) and the Central Electricity Regulatory Commission (CERC) in India was launched in conjunction with USAID. CERC is the federal regulatory commission for India's power generation, transmission and distribution. The partnership focuses on transmission of tariff pricing; environmental regulation for the utilities, and administrative organization of regulatory commissions such as staff responsibilities, ethics, division of assignments, conducting hearings, and how to access public opinion and build a record.

11. The partnership between the Orissa Electricity Regulatory Commission and the Washington, D.C. Public Service Commission and the Colorado Public Utilities Commission focused on marginal cost versus average cost pricing, performance based regulation, linking tariffs with performance, incentive/disincentive for availability of transmission, treatment of a loss of generation due to transmission system constraints and price and

non-price regulation, rate making and the allocation of fixed and variable costs. The Orissa Electricity Regulatory Commission serves 30 million people in the Indian state of Orissa. It is empowered to frame regulations in the areas of license requirement, revenue determination and tariff conditions, performance standards, fines and penalties.

Energy Training for Developing Country Practitioners. The Energy and Environment Training Program (EETP) was designed to build the capacity of local partners to implement energy sector reform activities. In FY 2000, the Clean Energy Team supported training activities in West and Central Africa, Bangladesh, Armenia and Georgia. A sample of capacity building and training courses are described below:

- *West Africa Greenhouse Gas Emission Training.* The objective of this workshop was to provide technical training and capacity-building tools for climate change assessment to field engineers and technicians from countries in West and Central Africa. The participants were mostly policy analysts who were identified as the key national focal point for climate change analysis in their respective countries. A principal goal of the workshop was to illustrate available analytic tools, demonstrate the use and application of these tools, and to offer guidance on their application to assessment in the represented countries. Technical tools presented included: design and development of climate change baseline and adaptation response scenarios, GHG emissions inventory and mitigation and vulnerability assessments for the agriculture and water sectors. The workshop was designed to provide detailed technical training in the above areas thereby facilitating country-level development of national communications and supporting assessments.

  As with most training programs, this program attempted to determine if participants are applying the skills or knowledge they learned during the training event. All of the participants who completed the exit questionnaire at the workshop agreed or strongly agreed that they would be able to apply what they learned in the workshop to their jobs.

  This workshop was developed for a West and Central Africa regional audience and included 39 participants from 13 countries. The workshop served 23 participants (including five women) from Senegal, Cote d'Ivoire, Benin, Chad, Niger, Togo, Central African Republic, Gambia, Burkina Faso and Guinea-Bissau, plus 16 speakers, staff and Senegalese officials (eight women).

- *Zambia Training Needs Assessment Tag Mission.* The Agency provided the services of a Senior Power Sector Restructuring Expert to conduct a Mission to Zambia and to share lessons learned in the area of power sector restructuring. A presentation entitled "Some Observations On Electric Power Sector Restructuring Options" was given at two electric power sector regulatory workshops – the Zambia Energy Regulatory Board (ERB) Electricity Industry Restructuring And Market Reform Workshop and the Southern Africa Electricity Regulation Workshop. The presentation extracted key lessons learned from completed developing country privatization programs, the

maturation of Independent Power Projects (IPPs) in developing countries, and the consequences of the Asia financial crisis on electric power sector financing.

The objectives of the Mission were to assist the Zambia Energy Regulatory Board in selecting an appropriate approach to proceed with its power sector privatization scheme. The preferred option was selected by the ERB. In addition, a preliminary training needs assessment was conducted which resulted in the identification of areas of the highest priority for the ERB, including IPP Contracting Concepts and Contracts; Legislation Preparation and Review; Licensee Performance Standards Development and Enforcement; Energy Demand Forecasting Techniques; Tariffs Design; Transmission Pricing Concepts; and Power Pool Design and Operation Concepts.

The movement by the ERB towards privatization of Zambia's power sector promotes increased environmentally sustainable energy production and use. The Mission contributed directly to the ERB's ability to adopt improved operating policies and practices and laid the groundwork for strengthening the ERB's institutional capacity to manage the country's power sector privatization process.

- *Armenia Energy Training.* Representatives of government agencies, energy regulators and energy companies in Armenia were provided training in the areas of energy regulation, grid code management, and corporate financing and privatization. In the time since they have completed the course, participants have used their training to perform audits on realization of electricity and the sale and purchase of electricity (Armenego-CEN). Participants are using their knowledge in their approach to the organization and development of the energy market and in the drafting of legal documents and normative acts. Participants are working with their managers and co-workers to tackle the issue of efficient energy management in Armenia.

- *Bangladesh Power Development Board Senior Management Training.* The prime objective of this project is to develop a training program to strengthen leadership skills of the BPDB senior-to-middle management. Two training sessions were conducted in FY 2000, and an additional three will be conducted in FY 2001. The training program focuses on privatization, power sector restructuring and the changing energy environment, both in Bangladesh and globally; environmental issues; leadership and management issues; human resource and institutional development; and training and development programs. Twenty-one senior officers participated in the first training session at the BPDB's Kaptai training facility in Bangladesh.

  In a follow-up evaluation of the course, the participants stated that the need for such a training program was overdue and that they believed it would contribute to better job performance. It was also recognized that the training course provided the participants with a rare opportunity to interact with colleagues and to learn from each other's problems and solutions. The training is designed to strengthen BPDB, with an immediate focus on improved decision-making and management. Immediate responses from the participants (captured in end-of-workshop surveys) has been that

the human resources training was extremely valuable and they intend to use it when working with their staff upon return to their offices. Others found the sessions regarding power sector restructuring very useful. Participants expressed the intent to conduct training programs based on the USAID-offered session.

- *Strengthening Regional Energy Linkages.* The project's primary objective is to develop better awareness among the governments and utilities within each nation about the benefits that can be achieved through closer cooperation in the energy field and the steps to be taken to gain these benefits. The project's primary focus is on electric power, and to a lesser extent, natural gas. In July 2000, as a result of the project, a letter was written to the Chairman of the National Electric Energy Regulatory Commission in the Republic of Georgia requesting reporting on the lessons learned from USAID's regional workshops. The letter states that as a "result of exchange of opinions among the experts, mutual opinion was expressed on expediency of parallel operation from the point of view of increasing reliability and safety of the system operations, minimization of necessary reserves in the system and economic efficiency."

  In the period between September and November 2000, USAID received letters from the Minister of Fuel and Energy of Georgia, Georgian National Energy Regulatory Commission, the Ministry of Energy of the Republic of Armenia, and the Chairman of the Energy Commission of the Republic of Armenia stating that they supported and agreed with the issues raised in the regional workshops and were willing to advocate the creation of a working group and participate in the successful implementation of the project.

  Mr. David Mirtskhulava, Minister of Fuel and Energy of Georgia, stated that he intended to ask the government of Azerbaijan to participate in the project and requested that USAID continue working on the implementation for the strengthening of energy linkages and the realization of the concept of regional cooperation in the energy sector. By November 2000, a working group had been created, and they had drafted a list of issues that needed to be addressed. These included preparation of an intergovernmental agreement on organizing parallel operation of power systems of the South Caucasus countries, analysis of the technical conditions of the participating countries, study of legislation in participating countries, and develop procedures regarding creation of capacity reserves.

  The Agency's training participants are sharing what they learned with their supervisors and co-workers through either sharing reports or conducting training seminars. One participant stated that he is applying what he has learned when he defines the principles of development of the Energy System and the parallel operation of the Energy System of the South Caucasus. Many have changed how they approach energy planning and are now considering the long-term issues of their energy system. The workshops have been successful in increasing awareness of the need to change the energy systems and to work as a region to improve the situation.

Performance and Prospects

Below is a review of programmatic and value added indicators and overall performance results for the Clean Energy Team.

Value Added Indicators

G/ENV field-based assistance provided in response to Mission/Bureau requests:
In FY 2000, the Clean Energy Team responded to requests from USAID missions in Mexico, India. The Team worked closely with USAID/New Delhi in developing and implementing the Indian Zero Emission Transportation project, and also advised and guided the private sector participants to move more rapidly towards the commercialization of electric vehicles.

Mission buy-ins, add-ons, OYB transfers, IQC task orders:
The United States Energy Association, a major cooperator of the Clean Energy program, attracted over $1 million in buy-ins from USAID/ANE, and USAID/AFRICA and USAID/Nepal.

Number of USAID policies, strategies, and programs reflecting G/ENV leadership:
The Clean Energy Group convinced USAID/Ghana to engage in supporting the West Africa Gas Pipeline project. The Mission, strengthened through technical expertise provided by the Clean Energy Team, played a key role in harmonizing energy issues between Nigeria, Togo, Benin and Ghana.

Number of international policies, strategies, programs, and projects influenced by G/ENV leadership:
The Clean Energy Program helped fulfill U.S. foreign policy objectives and commitments in creating the enabling environment to develop the West African Gas Pipeline project. The project has tremendous potential for spurring economic growth in Ghana, Benin, Togo and Nigeria.

Programmatic Indicators

Greenhouse gas emissions avoided:
In FY 2000, greenhouse gas emissions reductions (tons per year) as a direct result of Clean Energy activities are estimated at 5,200 tons per year. This result exceeds the indicator target. The GHG reductions are a result of advanced combustion technology deployed by PEMEX, Mexico's state utility, at the Madeiro Refinery.

Number of clean energy activities initiated by the private sector:
In FY 2000, the Clean Energy Team catalyzed six clean energy activities initiated by the private sector, exceeding the indicator target. In Mexico, Electric Power Technologies (EPT) and PEMEX, have joined forces to demonstrate REACH, an innovative combustion technology that is more efficient and reduces greenhouse gas emissions and other pollutants. In India, New Generation Motors (NGM) and Cole-Morgan have

reached an agreement to explore production of NGM's motors in India. Bajaj Motors and Kinetics of India have signed an agreement to develop electric two-wheelers for the Indian market. In sub-Saharan Africa, an operational advisor was placed within the South Africa Power Pool (SAPP) organization. In Rwanda, a private sector consortium was catalyzed to use captured methane from Lake Kivu as a cleaner energy source.

Number of public policies adopted and implemented:
In FY 2000, the Clean Energy program contributed to seven adopted public policies exceeding the indicator target. In India, the Clean Energy Team has catalyzed four policy and regulatory changes. Recent directives issues by the Government of India (GoI) include the retirement of: of all commercial vehicles, including taxis, that are greater than ten years old by March 2000, and all two-wheelers 15 years and older to be retired by January 2001. Financial incentives for replacing all post 1990 autos and taxis with clean fuel vehicles will be put into place by March 2001 which will pave the way for new vehicles to operate on clean fuels by March 2001.

In sub-Saharan Africa, the Clean Energy Team assisted Zambia's Office for Private Power Investment (OPPPI) with the development of policies and regulations to promote private sector investment in Zambia's electric power sector.

In Nepal, the USEA-USAID Energy Partnership Program is assisting the Nepal Energy Association in the process of restructuring tariffs and creating a standard contract for future use with Independent Power Producers (IPPs).

The utility partnership between the Cagayan Electric Power & Light Company (CEPALCO) and Sacramento Municipal Utility District (SMUD) has been integral in preparing the former for the ensuing restructuring and privatization of the Philippine electric power sector. As an example of this restructuring effort, CEPALCO adopted a Key Accounts program modeled directly from the U.S. utility's own Key Accounts Program, and will create a permanent full-time position for its management.

The utility partnership between the Manila Electric Power Company (MERALCO) and Central & South West (CSW) has been integral in preparing the company for the ensuing restructuring and privatization of the Philippine electric power sector. The partnership has focused on the drafting of the implementing rules and regulations, stranded cost calculation and recovery, cost and tariff unbundling for MERALCO's wires and retail business sectors, establishing an electricity market (pool), and the formation of the rules of governance for such a body.

Number of cases in which clean energy technologies are (D) demonstrated and (R) replicated in key sectors:
In FY 2000, the Clean Energy Team demonstrated REACH (advanced combustion) technology at the Madeira Refinery in Mexico and REVA (electric vehicle) technology in India.

In Mexico, EPT and PEMEX are demonstrating a modified version of combustion technology at the Madero refinery. This innovative technology increases combustion

efficiency thereby reducing greenhouse gas and other polluting emissions. In Mexico, EPT and PEMEX will be installing a modified version of REACH, an innovative combustion technology. A different design of REACH had been earlier demonstrated at CFE's power station in Manzanillo, Mexico.

India's largest two and three wheeler manufacturer, Bajaj Auto limited (BAL) and U.S.-based New Generation Motors (NGM) are working together on the development of an electric vehicle. The primary commercial objective of the electric vehicle program is to determine the technical and economic feasibility of electric two and three-wheeled vehicles for the Indian market and, assuming a positive response, accelerate the commercialization path for the technology. Bajaj, which is India's leading manufacturer of conventional two and three-wheeled vehicles with a large network of dealerships, was actively involved in screening electric drive systems for the Indian marketplace. Bajaj committed to providing substantial resources: design, testing, certification, operation, maintenance, oversight of data acquisition, and product evaluation. New Generation Motors, an innovative electric drive system manufacturer and integrator in the United States, is the technology provider selected by Bajaj.

Number of partnerships between U.S. and host-country businesses brokered:
Engaging the public and private sector in cleaner energy production and use will require U.S. and host-country partnerships for financial resources and technical assistance to be formed by key country institutions. In FY 2000, the Clean Energy Team brokered eight partnerships between U.S. and host-country businesses, exceeding the indicator target.

- In Mexico, EPT and ALESCO (a Mexican engineering firm) have joined forces to market REACH technology, an innovative combustion technology for the power generation market.

- In India, New Generation Motors (NGM) and Cole-Morgan of India are working together to develop production plans to manufacture NGM's motor in India. MAC-BMC and Kinetics of India have signed an agreement to develop electric two-wheelers for the Indian market.

- Also in India, the Confederation of Indian Industry and the U.S. Private Sector Trade and Investment Working Group on Clean Energy have signed a partnership agreement.

- In Zambia, a utility partnership was brokered between the Energy Regulation Board of Zambia and Oregon Public Service Commission and the District of Columbia Public Service Commission.

Value of private and public investment for clean energy leveraged:
In FY 2000, the Clean Energy Team leveraged over $90.8 million in private and public investments, exceeding the target for this indicator. Strong private sector collaboration bodes well for the sustainability of Clean Energy programs, since cleaner energy provision is a highly commercial activity. Only private capital markets can marshal the

financial resources needed to increase world energy supply to meet growing demand, and only the incentives that drive private sector profitability can help ensure cleaner energy.

In India, the focal point of the Indian Zero Emissions Transportation project was the demonstration of the design/technology of electric vehicles. This was a joint effort between NGM and BAL, who are sharing the costs ($750,000) of the two and three wheeler demonstration program. In sub-Saharan Africa, USAID has catalyzed $89.7 million from public and private partners for regional energy development.

In Mexico, EPT and PEMEX shared the $375,000 cost of installing and testing advanced combustion technology at the Madero refinery.

Improved Decision Making and Management by Host-Country Institutions:
In FY 2000, the Clean Energy Team strengthened the capacity of 14 public and private institutions, exceeding the target for this indicator. In Mexico, collaborative work has strengthened the ability of technical personnel at two Mexican utilities, CFE and PEMEX, to determine the cost/benefits of cleaner technology. USAID's work with SEMARNAP in Mexico has resulted in a greater awareness of the need for transparency in the Mexican agency's dealing with the private sector. To accomplish this, management tools are being provided – specifically environmental and legal handbooks that are a comprehensive compilation of regional and federal requirements necessary for the development of power generation, transmission, and distribution of electricity.

The USAID/USEA industry partnership program has strengthened the capacity of 11 host institutions (electricity regulatory commissions) in Bangladesh, Nepal, India, the Philippines, Zambia, Ghana and Brazil.

- Cagayan Electric Power & Light Company, Philippines
- Energy Regulatory Board of Philippines
- Manila Electric Power Company, Philippines
- Power Grid Corporation of Bangladesh Ltd.
- Confederation of Indian Industry, India
- Central Electricity Regulatory Commission, India
- Orissa Electricity Regulatory Commission, India
- Nepal Electricity Authority
- Public Utilities Regulatory Commission of Ghana
- Electricity Regulatory Board of Zambia
- Agencia National de Energia Electrica (ANEEL), Brazil

Possible Adjustments to Plans

The Strategic Framework and the Performance Monitoring Plan are currently under review to ensure that both mechanisms accurately capture Clean Energy program results. In addition, the Clean Energy Team will also review existing programs and refine targets in the performance-monitoring plan.

Other Donor Programs

The focus of the program is to work with U.S. and host-country industries to leverage investment in clean energy production and use. The Agency also works with host country local governments and municipal associations. Program activities will leverage investment in electric vehicle technology by major U.S. and Indian (Bajaj) auto manufacturers, investment in technology to clean generation capacity by major fossil fuel companies (PEMEX - Mexico, Ministry of Coal - India) and utilities (CFE-Mexico), and investment in landfill gas operations by local operators in Brazil and Mexico. The program also works closely with multilateral and bilateral lending institutions to leverage resources for new clean energy generation capacity.

Principal Contractors, Grantees or Agencies

Primarily, the program implements energy activities in conjunction with Nexant, Inc., G/ENV also cooperates with the U.S. Energy Association and periodically contracts with Institute of International Education, Academy for Educational Development and CORE International through G/ENV/EET's Energy Training IQC.

IR 3.3 INDICATORS & RESULTS

Greenhouse gas emissions avoided

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	N/A	N/A	2000	2000	3000	3000	4000
Actual	2350	2350	2350	2350	4300			

Clean energy activities initiated by the private sector

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	N/A	2	2	4	5	5	5
Actual	2	N/A	4	7	6			

Number of public policies adopted and implemented

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	N/A	0	1	1	1	2	2
Actual	1	1	N/A	2	7			

Cases in which clean energy technologies are demonstrated and replicated in key sectors

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	N/A	1	1	2	1	3	3
Actual	2	N/A	N/A	2	2			

Partnerships between U.S. and host-country businesses brokered

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	N/A	3	1	8	8	9	10
Actual	2	1	8	9	8			

Value of private and public investment for clean energy leveraged (in US $)

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	N/A	5	10	10	15	15	20
Actual	23.3	100	0.05	13.43	90.8			

Host Country Institutions Strengthened

Year	1996	1997	1998	1999	2000	2001	2002	2003
Target	Baseline	N/A	2	2	12	13	13	14
Actual	2	4	4	12	14			

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.3 Increased clean energy production and use
Indicator: GHG emissions avoided -- (D) direct
Disaggregated By:

Unit of Measure: Metric tons of appropriate GHG

Year	Planned	Actual
1996 (B)	NA	2,350
1997	NA	2,350
1998	NA	2,350
1999	2,000	2,350
2000	2,000	5,210*
2001	3,000	
2002	3,000	
2003	4,000	

Source:
Collaborators, cooperators, and stakeholders

Indicator/Description:
Tracking IR 3.3's contributions to GHG emissions avoided relies on two separate measures to capture the direct and indirect results. While it is impossible to accurately insure GHG emissions, the indicator is a good proxy for the environmental soundness of G/ENV's programs. GHG emissions from fossil fuel generation (including refining and conversion), transmission, distribution, and end use. Avoided GHG emissions that fall within G/ENV's manageable interests are measured in two ways: (D) emissions avoided by USAID-funded or directly assisted activities, and (C) emissions avoided by projects USAID has catalyzed. The direct targets are based on experience gained through such activities as the Manzanillo power plant retrofit and coal Washeries Purchase Agreements. These targets reflect both the time lag involved in demonstrating and replicating investments and the normal bureaucratic process entailed in legislative policy changes. Baseline targets are realistic in light of the gap between initial activities and actual results.

Comments:
*1. In Mexico, USAID has joined forces with the Electric Power Technologies (EPT) and PEMEX to demonstrate an innovative combustion technology that is more efficient and reduces GHG emissions and other pollutants. Emissions reductions (see breakdown below) as a direct result of the project are estimated at 5210 tons/year. (Nexant).
NOx = 352 tons/yr
Unburned Carbon = 558 tons/yr
CO2 = 4,300 tons/yr (Nexant)

Other Results:
In Mexico and Philippines, USAID has achieved reductions of 229,646 tons in GHG emissions as a direct result of the Climate Change Protection Program. (ICLEI)

Through the TCAPP program, USAID has reduced GHG emissions in target countries by 200,000 tons. (NREL)

Total planned, 1996 - 2003 = 14,000.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1998-04-17 Country/Organization: Center for Environment
Result Name: IR 3.3 Increased clean energy production and use
Indicator: Number of clean energy activities initiated by the private sector
Disaggregated By:

Unit of Measure: Number of activities

Year	Planned	Actual
1996 (B)	NA	2
1997	NA	NA
1998	2	4
1999	2	7
2000	4	6
2001	5	
2002	5	
2003	5	

Source:
Collaborators, cooperators, and stakeholders

Indicator/Description:
This is a "catch-all" indicator allowing the evaluation of any significant direct and indirect activity contributing to IR 3.3. It is also a qualitative indicator to recognize the time lag between the beginning of a project and its actual contribution to environmental improvement. For example, if a new coal plant using advanced coal combustion techniques is started in 1999, it may be five years before generation begins. Yet, those activities are a result of G/ENV's work and will ultimately contribute to reduced GHG emissions. Other examples include the coal washeries purchase agreements (ETIP) which were carried out in 1995, resulted in formation of on-the-ground projects in 1997, which will be in operation by 1999.

Comments:
1. In Mexico, USAID catalyzed activities of the Electric Power Technologies (EPT) and PEMEX to demonstrate an innovative combustion technology that reduces GHG emissions and other pollutants. (Nexant)

2-3. In India, USAID catalyzed New Generation Motors (NGM) and Cole-Morgan to reach an agreement to explore production of NGM's motors in India. MAC-BMC and Kinetics of India have signed an agreement to develop electric two-wheelers for the Indian market. (Nexant)

4-5. In Sub-Saharan Africa, USAID placed an operational advisor within the South Africa Power Pool (SAPP) organization. The move resulted in increased electricity trading among member coutnries and reduced capacity requirements. In Rwanda, USAID catalyzed a private sector consortium to use the captured methane from Lake Kivu as a cleaner energy source. Key members of this consortium are: Government of Rwanda, Unit for the promotion & Exploration of Lake Kivu Gas, Rwandan Investment Promotion Agency, Electrogz, and Rwandan Financial Insitutions and private industry.

6. In Philippines, USAID brokered a partnership between the Cagayan Electric Power & Light Co (Cepalco) and the Sacramento Municipal Utility District (SMUD). Cepalco is being advised by SMUD on the installation of 1 MW of solar power in the city of Cagayan de Oro, and may use SMUD as a procurement agent to purchase materials and equipment to install this new capacity. Considering SMUD's expertise as the leader in the US photovoltaic market (SMUD currently has 6.5 MW of PV), SMUD serves as a valuable resource for Cepalco's PV program. (USEA)

Planned total, 1996 - 2003 = 23.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.3.1 Increased clean energy policies adopted and implemented
Indicator: Number of clean energy policies (A) adopted and (I) implemented
Disaggregated By:

Unit of Measure: Number of policies

Year	Planned	Actual
1996 (B)	NA	1
1997	NA	1
1998	0	NA
1999	1	2
2000	1	7
2001	1	
2002	2	
2003	2	

Source:
Collaborators, cooperators, and stakeholders

Indicator/Description:
Indicator tracks the full spectrum of national, state, and local policy reforms in which IR 3.3 plays an instrumental role in advancing. IR 3.3 will track when policies are formally adopted and implemented. Results to be monitored from policy reforms may include economic incentives for adoption of cleaner energy or implementation of pollution codes and standards.

Comments:
1-4. In India, USAID has catalyzed 4 policy and regulatory changes through the Zero Emissions Transportation Program:
- All commercial vehicles, including taxis, that are greater than 10 years old shall be retired by March 2000
- All 2-wheelers 15 years and older to be retired by January 2001
- Financial incentives for replacing all post 1990 autos and taxis with clean fuel vehicles will be put into place March 2001
- Pre-1990 autos and taxis are to be replaced with new vehicles operating on clean fuels by March 2001. (Nexant)
5. In Sub-Saharan Africa, USAID assisted Zambia's Office for Private Power Investment (OPPPI) with development of policies and regulations promoting private sector investment in Zambia's electric power sector. Activities included evaluating the power sector of Zambia and the Southern African region, identifiying and evaluating potential projects, and estimating OPPPI resources needed to carry out privatization activities. (Nexant)
6. USAID brokered a partnership between the Manila Electric Power Company (Meralco) and Central & South West (CSW) of Dallas, Texas. As a direct result of the partnership, Meralco has installed an Activity-Based Costing system (ABC). A CSW delegate has been designated to provide technical assistance in the design and implementation of the ABC system, which is based on the model of CSW's own ABC program. (USEA)
7. USAID brokered a partnership between Cepalco and SMUD. The partnership has been integral in preparing Cepalco for the ensuing restructuring and privatization of the Philippine electric power sector. As an example of this restructuring effort, Cepalco adopted a Key Accounts program modeled directly from SMUD's own Key Accounts Program, and will create a permanent full-time position for its management. (USEA
Planned total, 1996 - 2003 = 7.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.3.2 Clean energy technologies adopted and replicated
Indicator: Number of cases in which clean energy technologies are demonstrated in key sectors
Disaggregated By:

Unit of Measure: Number of cases - demonstrated

Year	Planned	Actual
1996 (B)	NA	NA
1997	NA	NA
1998	1	NA
1999	1	2
2000	2	2
2001	2	
2002	2	
2003	3	

Source:
Collaborators, cooperators, and stakeholders

Indicator/Description:
Each cleaner energy program will track the number of cases in which a G/ENV-introduced technology is demonstrated in a key sector, and then replicated by partners. Key sectors where technology will be tracked include power generation, transportation, and methane utilization.

Comments:
1. In Mexico, USAID is demonstrating a modified version of combustion technology at the Madero refinery. This innovative technology increases combustion efficiency thereby reducing greenhouse gas and other polluting emissions. (Nexant)
2. In India, USAID assisted in demonstrating state-of -the-art electric vehicle design through the Alternative Transport Project in concert with IZET & REVA. (Nexant)

Total planned, 1996 - 2003 = 12.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.3.2 Clean energy technologies adopted and replicated
Indicator: Number of cases in which clean energy technologies are replicated in key sectors
Disaggregated By:

Unit of Measure: Number of cases - replicated

Year	Planned	Actual
1996 (B)	NA	NA
1997	NA	NA
1998	1	NA
1999	2	4
2000	2	2
2001	4	
2002	4	
2003	6	

Source:
Collaborators, cooperators, and stakeholders

Indicator/Description:
Each cleaner energy program will track the number of cases in which a G/ENV-introduced technology is demonstrated in a key sector, and then replicated by partners. Key sectors where technology will be tracked include power generation, transportation, and methane utilization.

Comments:
1. In Mexico, USAID will be installing a modified version of REACH, an innovative combustion technology, at the Madero refinery. A difference design of REACH has been earlier demonstrated at CFE's power station in Manzanillo, Mexico. (Nexant)
2. In India, USAID assisted the REVA program replicate U.S. electric vehicle technology. (Nexant)

Total planned, 1996 - 2003 = 19.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.3.3 Increased investment in clean energy
Indicator: Number of partnerships between U.S. and host-country businesses brokered
Disaggregated By:

Unit of Measure: Number of partnerships

Year	Planned	Actual
1996 (B)	NA	2
1997	NA	1
1998	3	8
1999	1	9
2000	8	8
2001	8	
2002	9	
2003	10	

Source:
Collaborators, cooperators, and stakeholders

Indicator/Description:
Engaging the public and private sector in cleaner energy production and use will require U.S. and host-country partnerships for financial resources and technical assistance to be formed by key country institutions. This indicator will track the number of partnerships between these entities that are successfully brokered by SSO3.

Comments:
1. In Uganda, USAID helped to finalize World Bank GEF Council endorsement of the Uganda Energy for Rural Transformation. APL signifies a significant policy and procedural change enabling a larger, more sustainable spectrum of country/multi-lateral approaches to RE development. While the Uganda project represents one partnership arrangement and significant work remains ahead in terms of project implementation, both its size and value in promoting additional Partnership-scale programs are very significant. (World Bank - Global Environment Facility)
2. In Mexico, USAID brokered a partnership between EPT and ALESCO, a local Mexican engineering firm in order to market REACH technology, an innovative combustion technology for the power generation market. (Nexant)
3-4. In India. USAID brokered a partnership between NGM and Cole-Morgan in order to develop production plans to manufacture NGM's motor in India (Nexant). MAC-BMC and Kinetics of India have signed an agreement to develop electric 2-wheelers for the Indian market. (Nexant)
5. In Sub-Saharan Africa, USAID has brokered a partership between Zambian Energy Regulation Board (ERB) and the Oregon Public Utility Commission and the District of Columbia Public Service Commission.
6-8. USAID brokered a partnership in India, between Confederation of Indian Industry and Private Sector Trade and Investemnt Working Group on Clean Energy, a partnership in Zambia between the Energy Regulation Board of Zambia and Oregon Public Service Commission; and a partnership between the Energy Regulation Board of Zambia and District fo Columbia Public Service Commission. (USEA)

Preliminary revised targets pending review of the performance-monitoring plan. Total planned, 1996 - 2003 = 39.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.3.3 Increased investment in clean energy
Indicator: Value of private and public investment leveraged by clean energy
Disaggregated By:

Unit of Measure: U.S. dollars (millions)

Year	Planned	Actual
1996 (B)	NA	$23.3
1997	NA	$100.0
1998	$5	$0.05
1999	$10	$13.425
2000	$10	$90.825
2001	$15	
2002	$15	
2003	$20	

Source:
Collaborators, cooperators, and stakeholders

Indicator/Description:
Mobilizing investments and engaging partner participation, especially the private sector, in cleaner energy production and use is the highest result IR 3.3 is pursuing. Strong private sector collaboration bodes well for the sustainability of SSO3 programs, since cleaner energy provision is a highly commercial activity. Only private capital markets can command the financial resources needed to increase world energy supply to meet the growing demand, and only the incentives that drive private sector profitability can help ensure cleaner energy. Monitoring of private investment (and if appropriate public counter investments) may include equity, stock exchange and conventional investment instruments.

Comments:
1. In Mexico, USAID leveraged funds from Electric Power Technologies (EPT) and PEMEX to install and test the REACH technology at the Madero refinery. EPT = $0.2 million; PEMEX = $0.175 million. Level II. (Nexant)
2. In India, USAID leveraged funds from NGM & BAL to demonstrate the design and technology. NGM and Bajaj Auto Limited (BAL) are cost-sharing the 2 & 3 - wheeler demo program. NGM = $0.4 million and BAL = $0.35 million. Level II. (Nexant)
3. In Sub-Saharan Africa, USAID catalyzed the following investments:

Rwanda - $0.5 million; development of Lake Kivu gas. Level II.
Nigeria - $1 million; USDOE renewable energy and rural electrification; and energy sector modeling and data collection. Level II.
Nigeria - $3 million; Chevron consortium for development of the West African Gas Pipeline Project. Level II.
Southern Africa (SAPP) - $0.2 million - SAPP investment and development of Regional Center for Southern Africa (RCSA). Level II.(Nexant)

Total = $13,425,000.

Total planned 1996 - 2003 = $75 million.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1999 Country/Organization: Center for Environment
Result Name: IR 3.3.4 Improved decision-making and management by host-country institutions
Indicator: Number of host-country institutions strengthened
Disaggregated By:

Unit of Measure: Number of electric utilities, government agencies, businesses

Year	Planned	Actual
1996 (B)	NA	2
1997	NA	4
1998	2	4
1999	2	12
2000	12	14
2001	13	
2002	13	
2003	14	

Source:
Collaborators, cooperators, and stakeholders

Indicator/Description:
As energy institutions shift from centrally planned to market economies, new tools for planning, analysis, regulation, and training are necessary to facilitate this transition. Under IR 3.3, each public or private institution receiving G/ENV assistance will define the result being pursued to strengthen its institutional capacity.

Comments:
1-11. USAID/USEA strengthened institutions through the industry partnership program:
- Cagayan Electric Power & Light Company, Philippines
- Energy Regulatory Board of Philippines
- Manila Electric Power Company, Philippines
- Power Grid Corporation of Bangladesh Ltd.
- Confederation of Indian Industry, India
- Central Electricity Regulatory Commission, India
- Orissa Electricity Regulatory Commission, India
- Nepal Electricity Authority
- Public Utilities Regulatory Commission of Ghana
- Electricity Regulatory Board fo Zambia
- Agencia National de Energia Electrica (ANEEL), Brazil

12-13. In Mexico, as a result of USAID's work two Mexican utilities, CFE & PEMEX, have been strengthened by working collaboratively with their technical personnel to determine the cost/benefits of cleaner technology. (Nexant)
14. USAID's work with SEMARNAP has resulted in a greater awareness of the need for transparency in dealing with the private sector. To accomplish this management tools are being provided - specifically environmental and legal handbooks that are a comprehensive compilation of regional and federal requirements necessary for the development of power generation, transmission and distribution of electricity. (Nexant)

Total planned, 1996-2003 = 56.

IR 3.4: Reduced Urban Pollution

Self-assessment

In FY 2000, the Urban Pollution Reduction Program exceeded its target. As a result of program activities, 13 local governments were implementing improved environmental management systems (EMS) and greenhouse gas (GHG) reduction measures.

Summary

Urban pollution threatens both the health and productivity of urban populations and natural ecosystems, which in turn, undermines sustainable development. USAID urban activities contribute to the Agency's Strategic Goal 5: *The World's environment protected for long-term sustainability.* The purpose of the Urban Pollution Reduction Program is to improve the living conditions of urban residents through improved municipal pollution management. The Agency provides technical assistance, training, and exchange of information that enables host countries to improve their ability to successfully manage the urbanization process. Program beneficiaries are residents of targeted municipalities who are particularly vulnerable to urban pollution, such as industrial wastes, untreated sewage, and contaminated water supplies.

The Urban Pollution Reduction Program has made a recent transition from G/ENV/UP to G/ENV/EET. The interim focus of the Urban Pollution Reduction program is to reduce greenhouse gas emissions and urban pollution through the use of environmental management tools. At present, there are two complementary methodologies for accomplishing this. The first is a process developed by the International Council for Local Environmental Initiatives (ICLEI) that is designed to reduce greenhouse gas emissions at the municipal level. A second, broader methodology, is to improve overall environmental performance over time, including the reduction of greenhouse gas emissions, based on Environmental Management Systems (EMS). EMS is an approach to working with municipalities and industries that identifies the most serious pollution sources and addresses these in a planned and prioritized manner.

In FY 2000, the Urban Pollution Reduction Program focused on the activities listed below:

- The Climate Action Project engaged a group of cities in Mexico and the Philippines in efforts to reduce local greenhouse gas emissions through dissemination of ICLEI's Cities for Climate Protection (CCP) Campaign and its five-milestone performance framework.
- The advantages of applying the urban EMS approach to industrial water and wastewater management were demonstrated in Greater Agadir, Morocco and Guatemala City, Guatemala.

Key Results

During FY 2000, the Urban Pollution Reduction Team made progress in a number of areas and laid the foundation for future results in Guatemala, Morocco, Mexico and the Philippines.

The Climate Action Project. The Climate Action Project engaged a group of cities in Mexico and the Philippines in joint efforts to reduce local greenhouse gas emissions through dissemination of ICLEI's Cities for Climate Protection (CCP) Campaign and its five-milestone performance framework. Broadly, the objectives of the Climate Action Project has been to create local capacity, and specific to this reporting exercise, to achieve quantifiable greenhouse gas emissions reductions within the two-year timeframe of the Project. The quantifiable GHG emissions reductions that were achieved in FY 2000 occurred by undertaking the following five milestones of the CCP Campaign:

- Conducting an energy and emissions inventory and forecast.
- Establishing an emissions target.
- Developing and obtaining approval for the Local Action Plan.
- Implementing policies and measures.
- Monitoring and verifying results.

The Climate Action Project helped four cities in Mexico (Cuajimalpa, Mexico City, Querétaro and San Luis Potosí) and five cities in Philippines (Cagayan de Oro, Cebu, Naga City, Puerto Princesa and Tagbilaran), in identifying and adopting policies at municipal level and developing implementation plans with targets and measures. The local governments of these municipalities have also moved forward at an aggressive pace to complete their local inventories of greenhouse gas emissions. The process of developing inventories has proven extremely fruitful in identifying critical areas in which to focus resources and develop projects.

Environmental Management Systems. The Agency undertook two pilot activities in different countries: in Greater Agadir, Morocco and Guatemala City, Guatemala. The objective of the Greater Agadir pilot project was to demonstrate the advantages of applying urban EMS approaches to industrial water and wastewater management in Greater Agadir, Morocco. The EMS approach was expected to provide a programmatic framework that would allow the urban community to lower industrial water consumption and improve the quality of the industrial effluents discharged into the wastewater collection system.

The EMS approach involves working with municipalities and industries to identify the most important pollution sources and address these in a planned and prioritized manner. The elements of an EMS are based on ISO 14001, a non-governmental international standard approved by the International Organization for Standardization and originally designed to apply to private sector corporations. The main drivers for introducing an EMS are the same for cities as they are for corporations: generation of multiple waste streams, need to protect public health, and in some cases, compliance with environmental standards. The end result is to improve environmental performance over time.

In Guatemala City, USAID helped the Municipality to apply the EMS methodology to the development of an environmental management program, which reduces and mitigates industrial impacts in all environmental media. In line with the principal elements of an urban EMS design, USAID consultants worked with local stakeholders to go through the following sequence of steps to develop an industrial water and wastewater management program: (1) Reaching stakeholder commitment to the program (environmental policy); (2) Identification of environmental impacts; (3) Definition of programmatic objectives; and (4) Design of an environmental management program. The Program currently awaits IBD funding for implementation.

Latin American Initiative for Environmental Technology. Under this initiative, the Urban Pollution Reduction Team has undertaken the activities described below.

- *Safer, Stronger Cement for Reconstruction.* The Safer, Stronger Cement for Reconstruction study tour introduced municipal officials from five Latin American countries to methods of cleaner cement production minimizing carbon dioxide emissions. Nine professionals representing the cement industries in Costa Rica, Dominican Republic, Guatemala, Honduras, and Panama visited with technical experts, research institutions, government officials, industry associations, and cement plants in Washington, DC, Dallas, Texas and Los Angeles, California. Technical sessions and interactive discussions related to cement manufacturing technology, environmental policy, and financing provided technical as well as policy information important for combating carbon dioxide emissions in Latin America. The cement manufacturers learned about a range of options for improving their plant operations, reducing carbon dioxide emissions without compromising product strength, thereby enabling them to adopt better practices.

- A follow-on event, “Opportunities for Using Blended Cement” workshop, was conducted in Guatemala City, Guatemala. This one-day event broadened the audience by bringing together cement manufacturers as well as purchasers, local and central government officials and representatives. The 43 professionals from Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua and Panama learned about the properties of blended cements and their environmental benefits, provided information on additives that cement manufacturers may consider to reduce GHG emissions, and discussed government support for adopting more energy efficient practices.

- *Proposed Andean Revolving Loan Fund for Cleaner Production.* The project in the Andean region designed a new strategy for financial support of energy efficient and pollution prevention projects. Partnership was developed between USAID’s Latin American and Caribbean (LAC) Bureau, USAID Missions in Bolivia, Ecuador and Peru, Cámara de Industria de La Paz, Cámara de Industria y Comercio de Santa Cruz, Cámara de Industriales de Pichincha (Ecuador), Cámara de Industriales de Guayaquil, Sociedad Nacional de Industrias (Peru), and second tier banks in Bolivia, Ecuador and Peru. COMARA representatives, including industry association Presidents and second-tier bank officials, presented the proposal to create an Andean Revolving

Loan Fund for Cleaner Production to several international donor agencies, U.S. Government institutions, and non-profit organizations in Washington, D.C., looking for funding to capitalize the revolving loan fund. Based on feedback and recommendations COMARA has redrafted the proposal and continues a dialogue with multiple donors. If the fund is established, it will provide a financing mechanism for energy efficiency and cleaner production projects within industries in the region.

- *Environmental Audits in the Food Processing Sector.* The Environmental Audits in the Food Processing Sector conducted in four countries in the LAC region resulted in increased awareness and new plans for cost-saving and GHG-emission reducing mechanisms. Working with technical experts from CEGESTI, the local partner in Costa Rica and the Comité Regional del Medio Ambiente para Centroamérica (CORAMA), USAID supported seven environmental audits within food processing plants; two plants in Costa Rica, two in El Salvador and Panama, and one in Guatemala in the meat, dairy, sugar, and fruit sub-sectors were visited. The main objective was to identify specific opportunities to reduce pollution and offer recommendations for cleaner production and improved environmental management to food processing companies. The audits emphasized economic incentives for adopting sustainable environmental practices, including opportunities for savings in the production costs, improvements in resource use and energy efficiency, reuse of waste water and solid wastes, recycling, and environmental management. As a result of the audits, a number of the plants have made adjustments to improve operating policies, practices or technologies. The audit reports provided a foundation to enable follow-up energy efficient demonstrations. In addition, recommendations to at least one of the seven companies included using renewable energy (bagasse from the facility) as a power source and selling excess energy to the grid. This alternative power generation would simultaneously reduce greenhouse gas emissions and bring cost savings to the company.

- *Municipal Management and Operational Efficiency Training Module.* The Municipal Management and Operational Efficiency Training Module, developed by experts at the Federal University of Rio de Janeiro, integrates energy information into a manual and a course format for municipal water and wastewater utilities in Brazil. The audience is expected to include officials form 215 municipalities with populations over 30,000. The training module serves as a capacity building tool to advance EMS methods and policies within city utility operations and facilitate reductions in urban pollution. Utilities may use portions of the manual to develop internal training activities that will allow them to improve their operating efficiency across a number of technical areas related to the delivery of municipal water and wastewater services. The manual is also being incorporated into a new Masters degree program in the field of Sanitary and Environmental Engineering being developed at the Faculty of Engineering, Federal University of Rio de Janeiro.

- *Technical Assistance for Creating a Wetlands Program.* With a focus on constructed wetlands technology, the program initiated tours of the canal watershed, specifically of the small-to-middle income housing developments, shared information about economic and other incentives for adopting wastewater treatment solutions, assessed

current wastewater treatment systems, and provided recommendations for implementing wetlands solutions in the Panama Canal watershed. Outreach to stakeholders and the final report provided information for initiating constructed wetlands solutions for urban wastewater treatment. The audience included the Ministry of Environment and other government officials, NGO representatives, and the private sector. This project is an important contribution to reducing urban pollution in the watershed.

- *Environmental Regulations and Norms for Cleaner Production.* The program provided technical assistance to the National Environmental Authority (ANAM) of Panama. The goal was to first conduct quick-scan environmental audits at facilities in three key industries including tanneries, cement, and electroplating, and make recommendations for improvements. The results were then used to present ANAM recommendations for promoting cleaner technologies, taking into account the associated economic benefits as well as indicators and general content of technical mechanisms included in new environmental standards.

Energy Training for Developing Country Practitioners. The Energy and Environment Training Program (EETP) was designed to build the capacity of local partners to implement energy sector reform activities. In FY 2000, the Urban Pollution Reduction Team supported training activities in Guatemala and Mexico. The Environmental Management Systems Training course provided participants with enhanced technical, management and analytical tools for the development of municipal level and facility level ISO 14000 Environmental Management Systems. Participants gained an understanding of change management issues and business issues involved with the application of EMS to municipalities including planning, milestones and critical pathways. Using the EMS process, they will be able to improve efficiency, worker competency, stewardship and operational control. Participants came away from the course being able to better identify and target specific environmental impacts. Participants learnt how to develop, implement and manage an EMS and could then train members of their core Team to do the same.

Performance and Prospects

Below is a review of programmatic and value added indicators and overall performance results for the Urban Pollution Reduction Team.

Value Added Indicators

G/ENV field-based assistance provided in response to Mission/Bureau requests:
In FY 2000*, the Urban Pollution Reduction Team r*esponded to requests for technical assistance from missions in Bolivia, India, Indonesia and South Africa. For example, in South Africa, the Team assisted in designing an urban Global Climate Change strategy for USAID/Indonesia.

Programmatic Indicators

Prog*ress toward implementation of improved urban environmental management systems*: For FY 2000, the Urban Pollution Reduction program exceeded its target for its one indicator. Program performance is measured by the numbers of municipalities using an environmental management systems model to design, implement, and manage municipal systems such as, urban transportation, wastewater treatment, or water. Progress is measured against an index whereby points are awarded according to progress of a municipality in the adoption of an environmental management systems approach to reducing urban pollution and greenhouse gas emissions. The index consists of these steps:

Phase 1: EMS and GCC Program Development
a. Developed general methodology and materials (1 point per municipality)
b. Identified and trained partners in pilot cities (1 point per municipality)
Phase 2: EMS and GCC Program Implementation
a. Identified and adopted policies at municipal level (2 points)
b. Developed local implementation plan with targets and measures (4 points)
c. Instituted impact monitoring and feedback mechanisms (2 points)

In FY 2000, 13 municipalities in six countries adopted systems to improve environmental performance over time. In FY 2000, as part of the EMS program, two cities (Agadir and Guatemala City) in the EMS program were on track in developing general methodology and materials, and identifying and training partners in pilot cities. The Climate Action Project helped four cities in Mexico (Cuajimalpa, Mexico City, Querétaro and San Luis Potosí) and five cities in Philippines (Cagayan de Oro, Cebu, Naga City, Puerto Princesa and Tagbilaran), in identifying and adopting policies at municipal level and developing implementation plans with targets and measures. The local governments of these municipalities have also moved forward at an aggressive pace to complete their local inventories of greenhouse gas emissions. The process of developing inventories has proved extremely fruitful in identifying critical areas in which to focus resources and develop projects.

Future projects include an EMS program in Mexico, where two border cities and one interior city will be selected for EMS implementation. The Mexico EMS project will be modeled after a nine-city EMS program implemented in the United States by EPA.

Possible Adjustments to Plans

Reporting results according to progress against an index was intended as a transitional indicator for FYs 1999 and 2000 for the Urban Pollution Reduction program. Another unit of measurement under this indicator – *number of local governments that are implementing improved Environmental Management Systems* – was added in FY 2000 as a further measure of program success (hence, the FY 1999 result of 11 cities serves as the baseline for this measurement). As the Urban Pollution Reduction Team is moving to

integrate industrial-based pollution prevention programs with municipal-based programs, the Team will further assess the effectiveness of reporting by an index and will revise or add indicators accordingly.

The Strategic Framework and the Performance Monitoring Plan are currently under review to ensure that both mechanisms accurately capture Urban Pollution Reduction program results. In addition, the Team will also review existing programs and refine targets in the performance-monitoring plan.

Other Donor Programs

The Urban Pollution Reduction Team collaborates with the International Council for Local Environmental Initiatives (ECLEI), to support the Cities for Climate Protection programs within the region. The Team also manages a portfolio of two projects developed under an interagency agreement with the U.S. Environmental Protection Agency. The first consists of development of industrial partnerships, implemented by ICLEI. The second is an EMS project in Mexico, where two border and one interior city will be selected for EMS implementation. The Mexico EMS project will be modeled after a 9 city EMS program implemented in the United States by EPA.

Principal Contractors, Grantees or Agencies

The principal partners of the Urban Pollution Reduction Team include: the U.S. Environmental Protection Agency, the International Council for Local Environmental Initiatives, PA Government Services, Inc. (formerly Hagler Bailly Services, Inc.), and the Environmental Export Council.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased, environmentally sustainable energy production and use
Objective ID: 934-003
Approved: 1997-09-05 Country/Organization: Center for Environment
Result Name: IR 3.4 Reduced urban pollution
Indicator: Progress toward implementation of improved urban environmental management systems - index
Disaggregated By:

Unit of Measure: 1) Index composed of points awarded for completion of steps toward implementation of an Environment Management System (GCC and EMS approaches), and (2) Number of Cities implementing an EMS

Year	Planned	Actual
1997	NA	NA
1998	NA	NA
1999 (B)	4	6
2000	11	13
2001	NA	
2002	NA	
2003	NA	

Source: Collaborators, cooperators, and stakeholders

Indicator/Description:
When this SSO indicator was first added in FY99, the unit of measure was an index composed of points awarded for completion of steps toward implementation of Environmental Management Systems via municipal-based programs. Points are cumulative annually and across pilot cities. Index is not necessarily sequential. Index applies to both GCC and EMS models. Phase 1: EMS and GCC Program Development - a. Developed general methodology and materials (1 point per country); b. Identified and trained partners in pilot cities (1 point per country).
Phase 2: EMS and GCC Program Implementation - a. Identified and adopted policies at municipal level (2 points); b. Developed local implementation plan with targets and measures (4 points); c. Instituted impact monitoring and feedback mechanisms (2 points).

This index was intended as a transitional indicator for FYs 1999-2000. As the IR moved to integrate industrial-based pollution prevention programs with municipal-based programs, in FY1999 another measurement was added -"number of local governments that are implementing improved Environmental Management Systems." *FY 1999 serves as the baseline for this measurement. This indicator will come into effect in FY 2000.

Comments:
Thirteen local governments are implementing improved EMS systems and GHG reduction measures. Each city is awarded one point for implementing Phase 1 and two points for Phase 2:

- USAD provided recommendations for implementing wetland solutions for the Panama Canal watershed. (1point)
- USAID developed a management efficiency improvement-training manual for Brazilian municipal water and wastewater utilities. (1point)
- USAID designed and developed an EMS project for two cities – Agadir, Morocco and Guatemala City. (2 points)
- USAID developed implementation plans with targets and measures for 4 local governments in Mexico, and 5 in the Philippines. (36 points)

GLOBAL BUREAU ENVIRONMENT CENTER
FY 2003

RESULTS REVIEW

ANNEX E: SUCCESS STORIES

SO1 Success Stories

Inter-Institutional Relationships Established in the Bolivian Andes Protected Areas. The G/ENV's Biodiversity Team has worked with its partners to achieve a number of program and policy successes in various regions of the world. One success story in particular reflects a paradigm shift in the way protected areas are run; in this case, in South America. In FY 2000, the Bolivian National Protected Area Service (SERNAP) received assistance from G/ENV's partners through which an inter-institutional collaboration evolved from the partner's initial Landscape Threats and Opportunities Analysis. SERNAP, with support from G/ENV partners, established an inter-institutional coordination committee to manage threats to protected areas in a multidisciplinary and collaborative manner, later replicated to other protected areas in Bolivia.

Strengthening Fire Management and Preparedness in Mexico. Following the devastating forest fires in Mexico in 1999, the USAID-Forest Service Team responded by providing technical and institutional capacity training. Working with the Mission and its partners in Mexico, the USAID-FS Team provided basic fire response training and helped establish an Incident Command System to coordinate fire-fighting response. The Team also conducted national training courses in wild land fire fighting, developed a system for inventory control and administration of fire equipment, and trained Mexican Air Force helicopter pilots in effective water dropping techniques in fighting forest fires. These efforts have strengthened Mexico's forest fire-fighting ability.

Targeted Environmental Education and Communication Strategies. Targeted education and communication strategies are essential for public support and action for environmental programs and policies. In FY 2000, the Environmental Education and Communication (EE&C) Team exceeded its projected results in the accomplishment of objectives. The Center funded GreenCOM core activities supporting EE&C programs in four countries: Panama, Egypt, Tanzania, and India. Assistance was also provided to the Middle East Peace Process in collaboration with the U.S. Department of State and the U.S. Geological Survey to promote greater citizen awareness and support for water conservation in the region.

Community Endorsed and Implemented National Marine Park. Mexico's first-ever national marine park initiated by a community was decreed by former President Zedillo on June 5, 2000, during World Environment Day celebrations in Cozumel. The decree culminated four years of hard work by the community of Xcalak, which worked through the USAID-funded Conservation of Critical Coastal Ecosystems in Mexico project. Through this national endorsement, the community was able to implement its own vision of its future, representing a major step in the region's efforts toward self-management and the promotion of low-impact tourism development along Costa Maya. Coastal activities in Mexico are supported through the Coastal Resources Management II Cooperative Agreement with the University of Rhode Island/Coastal Resources Center.

SO2 Success Stories

Indonesia Decentralization of Urban Services. RUDO/SEA began work in 1997 with the Indonesian government to decentralize and engender greater efficiency and transparency in urban services delivery. Through technical assistance provided by the CLEAN-Urban policy advisory team, two new national laws (UU/22 and UU/25) were developed and passed,

mandating the decentralization of a wide range of urban services and providing the framework for a revenue-sharing agreement between the central and local governments. Additional USAID assistance has been instrumental in developing regulations and guidelines for the implementation of those laws by FY 2001. The RUDO is now engaged in a two-pronged effort to further refine the regulations that govern the decentralization process and to enhance the capacity and skill base of local governments in Indonesia to effectively manage the equitable delivery of local services. This USAID-assisted effort has enabled dramatic and positive changes in the structure of Indonesia's urban service delivery.

Maharashtra State Government Urban Environment Infrastructure Development. The FIRE (D) project has been working with the Government of Maharashtra (GOM) to increase the efficiency of urban environmental infrastructure development at a municipal level. An outcome of this effort has been the restructuring of Maharashtra's capital grants program, the mechanism by which the state transfers money to municipalities for water supply. In FY 2000, the GOM, with FIRE assistance, provided the first transparent guidelines for local governments that apply for grant monies. They have also set aside 30 percent of the monies available for efficiency improvements. Finally, they have worked with the GOM to outline clear standards for the quality of infrastructure provision. These standards will be the basis for the regulation of service delivery.

Promoting Energy Equity and Efficient Housing in South Africa. RUDO/SSA, located in Pretoria, has been a leader in promoting energy equity, energy efficient housing, and, more recently, energy efficiency in municipal services — all in the decentralized South African context. By leveraging private sector finance and investment, more than 70,000 historically disadvantaged households have been electrified. The RUDO has been instrumental in building alliances with national and local government partners, the private sector, and in-country NGOs to improve equitable access to electricity and to increase energy efficiency in South Africa.

Securitization of Bonds in Chile. While USAID no longer works in Chile (the Latin American and Caribbean RUDO closed out its last assistance program at the end of 2000), the fruits of this partnership continue to show impressive results. FY 2000 saw the country's first securitization of bonds (worth about $100 million) backed by residential leasing contracts. This success in accessing capital market financing for below-median income housing is the direct result of USAID efforts to establish a legal framework for securitization and to develop a market-driven leasing mechanism through which targeted subsidies, individual savings, and private sector resources for housing may be mobilized.

SO3 Success Stories

Mexico's National Renewable Energy Program. More than 5 million Mexicans lack access to grid electricity. More than 100,000 rural communities need potable drinking water and 600,000 ranchers need water for livestock or irritation. Given Mexico's abundant solar and wind resources, this represents a huge opportunity for SO3 to utilize renewable energy interventions to meet Mexico's rural energy needs. The SO3 Team's Mexico Renewable Energy Program is a partnership among USAID, Sandia National Laboratories, and FIRCO, a federal agency under the Mexican Secretary of Agriculture. The SO3 has sponsored nearly 200 photovoltaic (PV) and wind energy projects in eight Mexican states. These systems provide energy to more than 50,000

people and encourage the use of advanced technologies to increase agricultural production. The renewable energy program not only increases access to energy but also presents a market opportunity for U.S. renewable energy technologies and product manufacturers.

Support to the Ghana Energy Foundation (GEF). Like other developing countries, Ghana is experiencing growing energy demand and the often-accompanying constraint in supply. As part of the government's program to reform the energy sector and in response to Ghana's energy crisis of 1998, the Ghana Energy Foundation (GEF) was formed. It is an NGO dedicated to promoting and implementing energy efficiency and renewable energy programs in the country and the first institution of its kind in West Africa. The SO3 support to the Foundation focuses on four main areas: institution strengthening and NGO development, public education and awareness creation, policy development and reform, and public-private sector partnership development. With SO3 support, the GEF conducts energy awareness campaigns through television and radio advertisements. This has induced significant, positive change in energy use habits of Ghanaians, leading to reduced energy consumption and lower electricity bills (by 5 to 20 percent). Working with GEF, Ghana's Ministry of Education has included energy efficiency lessons in the national education curriculum. Five pilot Green Schools are already participating in the energy efficiency education program and the Ministry has planned a national roll-out of this program. The GEF has also started distributing energy efficiency best practice case studies to stakeholders and consumers. The energy management practices and resulting savings are real, and are in fact being profitably utilized by industries in Ghana.

Environmental Clean-Up of Mexico's State Petroleum Company. The SO3 Team succeeded in developing a cost-sharing program to support the environmental clean-up program undertaken by PEMEX, Mexico's state petroleum company. The program centers on the demonstration of an advanced clean combustion technology at the Francisco Madero Refinery. The company chose a modified Reduced Emissions and Advance Combustion Hardware (REACH) technology, developed by U.S.-based firm, Electric Power Technology. The Madero demonstration alone could reduce GHG emissions by 5,200 tons per year. If successful, the solutions identified for the Francisco Madero Refinery could be replicated on all of PEMEX's facilities and could potentially reduce GHG emissions by 142,600 tons per year. A successful demonstration at the Madero Refinery can also increase the probability of introducing a U.S. (rather than European) combustion technology in all of PEMEX's refineries.

Sp01 Success Stories

Leading, Managing, and Implementing the USAID Climate Change Program. The SpO1 Climate Change Team continued to provide leadership in managing and implementing USAID climate change programs, including the $1 billion Climate Change Initiative. To encourage innovation in field-based climate change activities, in FY 2000 the SpO1 Team established a $1 million USAID Climate Change Incentive Fund for CCI country and regional programs. Of 22 proposals, six projects in Panama, Brazil, Mexico, Indonesia, India, and Kazakhstan received awards. Project implementation will begin in FY 2001.

Technology Cooperation Programs Activities. The Climate Change Team provided leadership in the continued development of TCAPP, an interagency program jointly supported by USAID, DOE, and USEPA. TCAPP is designed to assist the United States in meeting FCCC technology

transfer obligations by facilitating international investment in climate-friendly technologies in developing and transition countries. In FY 2000, TCAPP developed strategies for mobilizing private investment and donor support to address country-specific technology cooperation needs and supported implementation of 15 actions to remove policy and trade barriers to technology transfer. TCAPP also engaged more than 400 U.S. and international business representatives to collaborate on new clean energy investments in Brazil, Egypt, Kazakhstan, Mexico, and the Philippines, and facilitated nine new investment projects in clean energy — expected to yield up to $100 million in new investment deals for U.S. businesses and reduce up to 200,000 tons of carbon emissions per year. In June 2000, the SpO1 Team also co-sponsored an event on Capitol Hill engaging the USAID Administrator, Members of Congress and their staffs, federal officials, and the business community in a discussion on growing global business opportunities in developing and transition countries for climate-friendly technologies.

Leadership in FCCC Negotiations. In FY 2000, the Climate Change Team continued to provide leadership in support of efforts to build developing and transition country capacity to meet FCCC commitments through international negotiations. The G/ENV staff participated in a number of international meetings to address the issues of capacity building, technology transfer, and vulnerability to the impacts of climate change, drawing on USAID expertise gained from years of implementing technical assistance activities. At COP-6 in The Hague, G/ENV staff led U.S. negotiations on capacity building and financing developing country actions to reduce GHG emissions. Though the issues in discussion at COP-6 remained unresolved, USAID's efforts were central to U.S. efforts to engage developing countries and economies in meaningful dialogue.

GLOBAL BUREAU ENVIRONMENT CENTER
FY 2003

RESULTS REVIEW

ANNEX F: G/ENV CUSTOMER SURVEY

Summary
G/ENV Customer Survey 2000

FY 2000 is the third consecutive year that G/ENV administered a survey to the Missions to gain insight and feedback on its reach and performance.[F-7] As with the previous two years, respondents scored the Global Environment Center's services highly, although they also pointed out several areas in need of improvement.

The survey asked respondents to score each SO and SpO1 Team against six variables: quality of technical expertise, timeliness of assistance, responsiveness to Mission needs, general field support, agency leadership, and international leadership. The Center's composite score was 2.19 (on a scale of 1 to 5, 1 for outstanding and 5 for poor), which is statistically comparable to the 2.15 reported last year. Scores for the individual SO/SpO1 team ranged from 1.8 to 2.6 — between outstanding and good.

Overall, the effectiveness of G/ENV's services and assistance ranked higher this year than last year. For example, 75 percent of the respondents scored G/ENV's assistance as meeting and/or exceeding its objectives compared to 69 percent last year. Assistance primarily dealt with implementation issues (74 percent), followed by strategy design issues (52 percent,) and information support (52 percent). Missions received assistance primarily for crosscutting matters (related mostly to climate change issues) followed by natural resources management (related mostly to biodiversity and water), urban management (largely governance and pollution), and sustainable energy (primarily in energy efficiency and renewable energy).

Respondents ranked G/ENV's greatest strengths as: (1) ability to provide relevant technical assistance (74 percent), (2) ability to provide efficient contracting vehicles (74 percent), and (3) dissemination of environmental information (52 percent). This information correlates positively with the Center's areas of emphasis.

Scoring of G/ENV Strengths

Category	Score	
	Last year	This year
Provide relevant technical assistance	64%	74%
Provide efficient contracting vehicles	46%	74%
Disseminate environmental information	36%	52%
Work in new and changing areas	26%	29%
Support for Mission programs	18%	26%
Influence over Agency policy and guidance	16%	10%
Strengthen environmental staffing	6%	6%

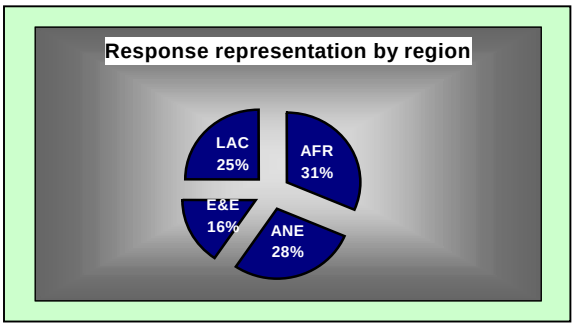
As pointed out by the respondents, the top three areas in need of improvement were: (1) lack of funding for innovative programs (45 percent), (2) poor coordination with mission programs (26 percent), and (3) inadequate influence over Agency policy and guidance (23 percent). The order of both the strengths and the weaknesses has remained the same from the last year. It should be noted that all SO/SpO1 teams have been made aware of these issues through discussion on detailed survey analysis and via a list of the Missions seeking their assistance to facilitate future coordination.

[F-7] The Global Environment Center received 32 completed surveys representing all USAID regions (AFR-10, ANE- 9, EE- 5, and LAC- 8).

Customer Survey 2000

1. The Survey

This survey was conducted to assess the reach and effectiveness of G/ENV's services to other USAID Missions and Bureaus. Out of 67 relevant Missions contacted for the survey, 32 responded. A structured survey questionnaire (10 questions with multiple answers) was administered for this purpose. This is not a statistical exercise in a true sense, but the analysis gives a general picture of the Center's efforts from the clients' (Missions') perspective. Thirty-one of 32 respondents have used G/ENV services in the past and the analysis is based on these responses.



Responses by region

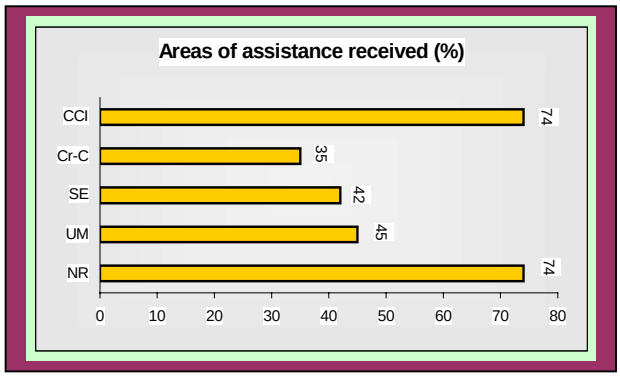
AFR	10%
ANE	9%
LAC	8%
E&E	5%

2. Quality of Assistance

The survey asked respondents to score each SO and SpO1 Team against six variables: quality of technical expertise, timeliness of assistance, responsiveness to Mission needs, general field support, agency leadership, and international leadership. The Center's composite score was 2.19 on a scale of 1 to 5 (1 for outstanding and 5 for poor), which is statistically comparable (due to survey size) to the 2.15 of last year. Scores for the individual SO/SpO1 Teams range from 1.8 to 2.6 — between outstanding and good.

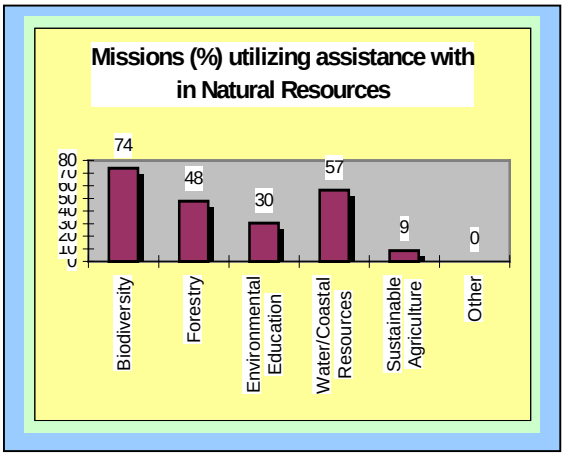
3. Areas of Assistance Received

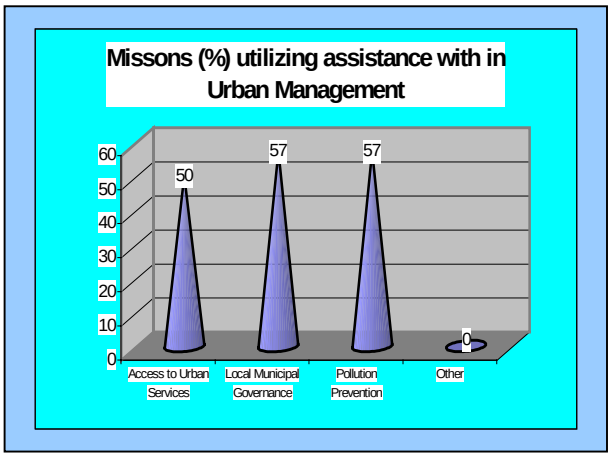
Of the Missions that have reported receiving G/ENV assistance, the largest area of support was in climate change (74 percent) and natural resources (74 percent), followed by urban management (45 percent), sustainable energy (42 percent), and cross-cutting themes (35 percent). It should be noted that these areas are not mutually exclusive, as one Mission may receive assistance in more than one area.

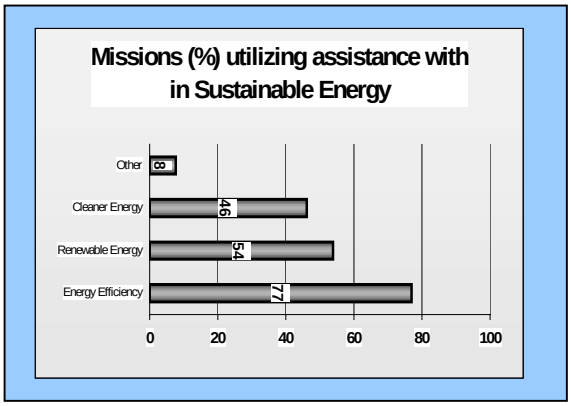


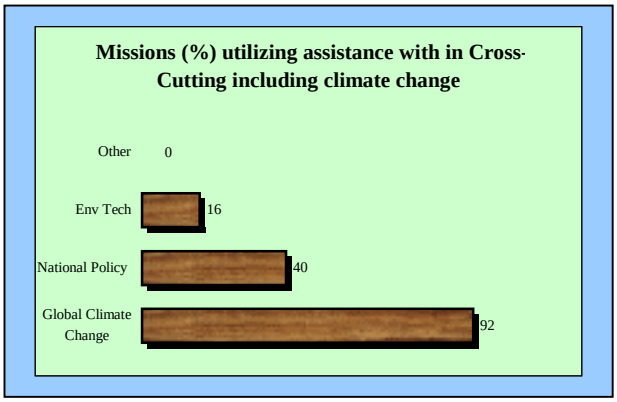
Natural Resources (NR)	74%
Climate Change Initiative (CCI)	74%
Urban Management (UM)	45%
Sustainable Energy (SE)	42%
Cross-Cutting (Cr-c)	35%

3.1 Distribution of Assistance within SOs





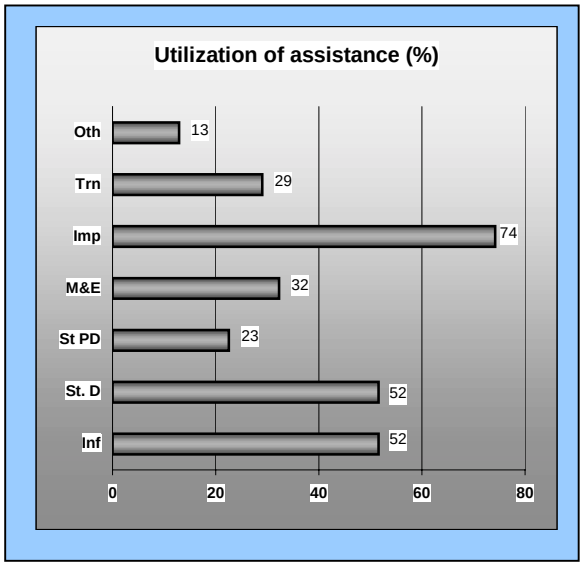




4. Functional Utilization of G/ENV's Assistance

Analysis of functional use of G/ENV's assistance shows that most respondents utilized G/ENV's assistance for implementation (74 percent), followed by general information (52 percent), strategy design (52 percent), monitoring and evaluation (32 percent), training (29 percent), strategy pre-design (23 percent), and others (13 percent).

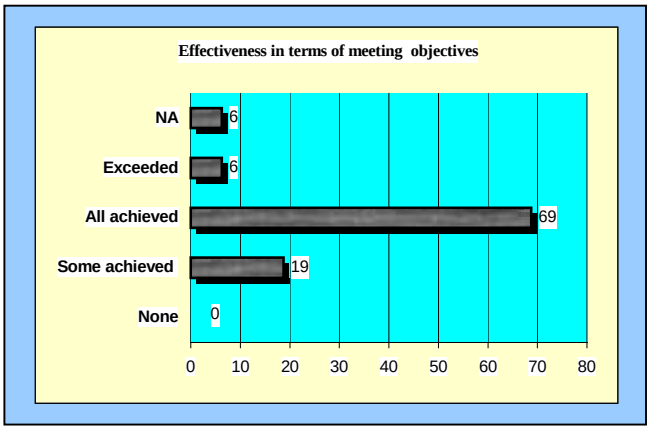
General information (Inf.)	52%
Strategy design (St.D)	52%
Strategy pre-design (St. PD)	23%
Monitoring & evaluation (M&E)	32%
Implementation (Imp)	74%
Training (Trn)	29%



Others (Oth)	13%

5. Effectiveness of Assistance

When asked, "Did the assistance meet its objectives," 69 percent of missions reported it achieved "all of the objectives" followed by "some of the objective" (19 percent), and "exceeded the objective" (6 percent).



All objectives achieved	69%
Some of the objectives achieved	19%
Exceeded the objectives	6%
NA (SOW taken over by events)	6%
None	0

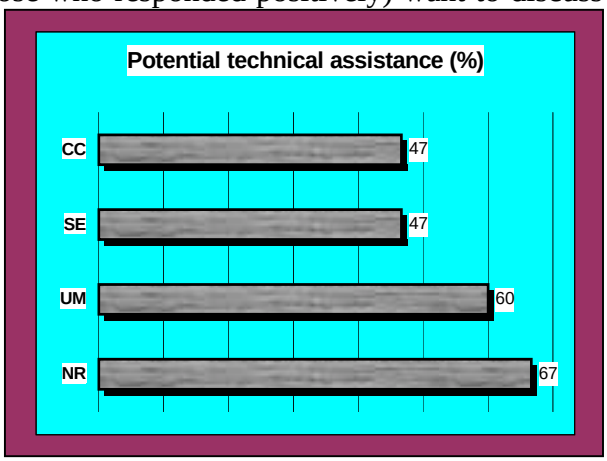
6. Strengths and Weaknesses of G/ENV

Seventy-four percent of the missions reported "Ability to provide relevant technical assistance" and "Ability to provide efficient contracting vehicles" as the Center's greatest strengths followed by "Dissemination of environmental information" (52 percent).

Forty-five percent of missions reported "Lack of funding for innovative programs" as the Center's major weakness, followed by "Poor coordination with mission programs" (26 percent) and "Inadequate influence over Agency policy and guidance" (23 percent).

7. Potential Areas of Technical Assistance

Sixteen Missions responded positively to "Would you like to discuss potential technical assistance from G/ENV?" Most (67 percent of those who responded positively) want to discuss assistance in natural resources (67 percent), followed by urban management (60 percent) and sustainable energy and cross-cutting (47 percent each). (See Annex ii for details.)



Natural Resources	67%
Urban Management	60%
Sustainable Energy	47%
Cross-Cutting	47%

GLOBAL BUREAU ENVIRONMENT CENTER
FY 2003

RESULTS REVIEW

ANNEX G: G/ENV NON-PRESENCE COUNTRY REPORTING

Information Annex Topic: Non-Presence Countries (NPCs)

G/ENV reported on 18 activities in FY 2000. A USAID Activity Information Sheet has been completed for each of these activities and these are found in the USAID/CDIE Non-Presence Country Database. The table below summarizes these activities.

Activity	Country	FY 2000 Amount	FY 2001 Amount	Fund
SO1 Natural Resources				
Global Conservation Program	Papua New Guinea	82,538	0	DA
Conservation of Resoruces	Mozambique	50,000	50,000	DA
Biodiversity Planning	Guyana	50,000	50,000	DA
Neotropical Bird Migraton	El Salvador	50,000	50,000	DA
Biodiversity at Ndoki-Likouala	Congo D.R.	50,000	100,000	DA
ECOSNature - Mekong Delta	Cambodia	50,000	100,000	DA
Subtotal		**332,538**	**350,000**	**DA**
SO3 Energy				
Energy Partnership Program	Ghana	50,000	100,000	DA
Energy Partnership Program	Sri Lanka	50,000	100,000	DA
Energy Partnership Program	Zambia	50,000	100,000	DA
Energy Markets	Angola	50,000	0	DA
Energy Markets	Ghana	50,000	0	DA
Energy Markets	Zambia	50,000	0	DA
Energy Markets	Zimbabwe	50,000	0	DA
Subtotal		**350,000**	**300,000**	**DA**
SO2 Urban				
Resource Cities Partnership	Vietnam	100,000	50,000	DA
Subtotal		**100,000**	**50,000**	**DA**
SpO1 Global Climate Change				
Technology Cooperation	Brazil	100,000	0	DA
Technology Cooperation	Kazakhstan	100,000	0	DA
Technology Cooperation	Mexico	100,000	0	DA
Technology Cooperation	Philippines	50,000	0	DA
Subtotal		**350,000**	**0**	**DA**
TOTAL FOR G/ENV		**1,132,538**	**650,000**	**DA**

Information Annex Topic: Institutional and organizational development

What the information annex will be used for: prepare the cross-cutting theme chapter of the FY 2000 Performance Overview. The 2000 revision of the Agency Strategic Plan includes five cross-cutting themes in addition to the six Agency goals and the management goal. It also includes a commitment to report on one of the themes in depth in the Performance Overview each year. Institutional and organizational development has been chosen as the theme to be reported on in the 2000 Performance Overview.

The Performance Overview chapter aims to document the following points, based on the information requested:
* support for institutional and organizational development is systematically programmed in results frameworks for the majority of Agency OUs;
* support for institutional and organizational development systematically cross-cuts Agency goal areas in OU programs;
* institutional and organizational development support is provided to public sector, private for-profit and private non-profit organizations consistent with program objectives;
* a variety of types of capacity-building (e.g., financial accountability and sustainability, management and

Guidelines for Identifying Institutional Capacity Development. An institutional development IR should contain two elements: (1) the name of the overarching institution concerned and (2) the change taking place. IRs Institutions are defined as the "rules of the game" and the measures for enforcing those rules. In other words, for our purposes, institutions refer to the broad political and economic context within which development processes take place. These include policies, laws, regulations, and judicial practices. They also refer to less tangible practices like corruption, presence or lack of transparency and accountability. The rules and norms we are concerned with are political and economic, not social. Not every IR about policy is to be called institutional development. If the IR is about adopting/implementing a specific policy, it is not institutional development-- it falls under the goal area for the sector it addresses. Include only IRs about changing the

Guideline for Identifying Organizational Capacity Development IRs. The IR should have these elements: (1) I\It must name or allude to a specific organization or type of organization (an organization is a group of individuals bound by some common purpose to achieve objectives) and (2) it has to how or what action is being done to develop the organization.

Verification	Objective ID	IR No.	IR name	Indicators	Public sector	Private for profit	Private non-profit
Y	934-001	IR 1.3.1.	Improved capacity of agencies/NGOs to design and implement EE&C programs in key countries	Number of service providers receiving guided practice and training, in the development and use of EE&C strategies, methods, and tools	Y	N	Y
Y	934-001	IR1.3.1.2	Improved capacity of agencies/NGOs to design and implement EE&C programs in key countries	Number of trainees and service providers reporting changes in knowledge, skills, and attitudes toward EE&C in key countries	Y	N	Y
Y	934-002	IR 2.2.1	Financial Management Index	2.2.1.1Municipalities able to act autonomously (with citizen input) to make investment decisions (Degree of independence municipalities and their citizens have to make investment decisions	Y	Y	Y
Y	934-002	IR 2.2.1	Financial Management Index	2.2.1.2 Extent to which systematic integrated capital budgeting systems are used in targeted areas	Y	Y	Y
Y	934-002	IR 2.2.1	Financial Management Index	2.2.1.3 Extent to which municipal services and other municipal functions are well managed financially in targeted areas, using annual budgets, program-based budgets, performance reporting, and/or industry's benchmarking	Y	Y	Y
Y	934-002	IR 2.2.1	Financial Management Index	2.2.1.4 Degree to which rate-making accounting, cost recovery regimes, and financial reporting are implemented in targeted areas.	Y	Y	Y
Y	934-002	IR 2.2.2	Improved local government capacity	2.2.2.1. Extent to which local governments are utilizing best practices to improve technical	Y	Y	Y
Y	934-002	IR 2.2.2	Improved local government capacity	2.2.2.2. Extent to which local governments are managing the delivery of urban services efficiently	Y	Y	Y
Y	934-002	IR 2.2.2	Improved local government capacity	2.2.2.3. Extent to which municipalities are implementing disaster mitigation practices	Y	Y	Y
Y	934-002	IR 2.2.2	Improved local government capacity	2.2.2.4. Extent to which local governments are being trained in modern management practices	Y	Y	Y
Y	934-002	IR 2.2.3	Increased local government autonomy	2.2.3.1. Inter government transfer of funds (Extent to which transfers of funds are predictable, reliable and equitable)	Y	Y	Y
Y	934-002	IR 2.2.3	Increased local government autonomy	2.2.3.2. Extent to which central/state policies, codes, and practices are implemented to facilitate autonomy in decision making and revenue generation.	Y	Y	Y
Y	934-002	IR 2.2.3	Increased local government autonomy	2.2.3.3. Extent to which municipalities are implementing network activities	Y	Y	Y

Y	934-002	IR 2.2.4	Enhanced local government accountability	2.2.4.1. Extent to which the public has access and is able to influence local governments on key environmental issues	Y	Y	Y
Y	934-002	IR 2.2.4	Enhanced local government accountability	2.2.4.2. Degree to which the budget and decision-making processes are open to the public	Y	Y	Y
Y	934-003	IR 3.1.4	Improved decision making and management by host-country institutions	Number of host-country institutions (electric utilities, government agencies, businesses) adopting improved operating policies, practices, or	Y	Y	Y
Y	934-003	IR 3.2.4	Host-country non-profit institutions established or strengthened	Number of host-country non-profit institutions(public sector or non-profit NGOs) established or strengthened for the purpose of promoting renewable	Y	N	Y
Y	934-003	IR 3.3.4	Improved decision making and management by host-country institutions	Number of host-country institutions (electric utilities, government agencies, businesses) strengthened	Y	Y	Y
Y	934-004	IR 4.2.1	Increased capacity of developing and transition countries to design and implement climate change programs, policies and strategies	Number of capacity building events and activities	Y	Y	Y
			INSERT ADDITIONAL IRs INDICATORS AS NEEDED				
nstructions							
Using the definitions of institutional and organizational development stated on the Definitions tab on this Excel workbook, OUs are required to: verify that the IRs and indicators identified for their programs fall within the definition of institutional and/or organizational development provided, correct the list as necessary to add or delete IRs and indicators that match the definition, and identify the recipients of institutional and organizational development support as public sector, private for-profit, private non-profit, marking all that apply in each case. Correct the IR list as necessary to add IRs that match the definition or to delete IRs that do not or that are no longer part of your results framework.							

Verification							
Codes: Y - IR falls within the definition N - IR does not fall with the defintion X - This IR has been changed, modified, or dropped.							
for profit, and private non-profit							
Codes: Y - Yes N - No							