

- PD-ABJ-160 ISN-89843

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**OFFICE OF
DEVELOPMENT RESOURCES**

WorkPlan 1992

NEAR EAST BUREAU

OVERVIEW
OFFICE OF DEVELOPMENT RESOURCES

Division activities are based on a combination of four functional areas.

✓ **Strategy Preparation, Implementation and Outreach**

- Bureau and Agency Technical Policy Formulation, Preparation and Communication
- Review and Clearance of Country Action Plans
- Communication of Bureau and Agency Programs Externally
- Research to Assemble Information for Strategies, Policies and Programs
- Manage Minority Business and HBCU programs

✓ **Technical Support and Program Review**

- Staff Support (Washington and TDY) to Near East Missions (Project Design & Implementation).
- Coordinate AID/W Review of Mission Projects and Programs
- Engineering Support for Capital Projects
- Mission Backstopping in Technical and Functional Areas
- Coordinate, with Central Bureaus, support to Missions

✓ **Project Management and Implementation**

- Manage Regional Projects
 - Environment (PRIDE)
 - Regional Private Enterprise Support
 - Regional Agribusiness Support - Planned
 - Regional Population (Phasing Out)
 - Governance and Democracy
- Manage Projects in Partnership with other NE Bureau Offices
 - West Bank/Gaza Program
 - Arab/Israeli Cooperation Program
 - Palestinian/Israeli Cooperation Program

✓ **Program and Project Monitoring**

- **Conduct Project Implementation Reviews**
- **Control and Manage CN/TN Process**
- **Implement Agency Environmental Regulations**
- **Develop and Monitor Country and Program Performance Indicators (with DP)**
- **Monitor obligations of projects by Missions**

**NE/DR MANAGEMENT & ADMINISTRATIVE GOALS
FY 1992**

In addition to the functional goals presented previously, five **Administrative and Management Goals** are presented for NE/DR.

- ✓ **Team Building:** Consolidate functions of PD and TR. Hold Staff retreat(s) to define functions, clarify workplan responsibilities and relationships with other NE and Agency Organizational Units.
- ✓ **Staff Training and Development:** Prepare a career development plan for all DR Staff including training plans, assignment priorities and career counseling.
- ✓ **Coordination with Central Bureaus:** Prepare a plan for coordinating technical support to Missions from Central Bureaus.
- ✓ **Staff Recruitment:** Identify appropriate candidates for critical staff vacancies emerging during FY 92.
- ✓ **Incorporate Office Goals:** into each staff members individual workplans and performance evaluations.

**WORKPLAN
OFFICE OF DEVELOPMENT RESOURCES
BUREAU FOR NEAR EAST
FY 1992**

| I. STRATEGY PREPARATION, IMPLEMENTATION AND OUTREACH | | | |
|---|--------------------|---------------------------------------|---|
| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
| Participate in review of country action plans and strategies. -Morocco -West Bank/Gaza -Oman -Yemen | PD | Jan 92 Feb 92 Mar 92 Apr 92 | Morocco -Meeting Jan. 29-30 WBG - prelim meeting Jan 21 Oman -comments provided to DP |
| Organize and implement NAFEO visit to NE Mission; review NAFEO report. | EPS | Jan/Feb 92 | Team left Jan 10, returns end Jan. Report due mid Feb |
| Update Quarterly Procurement Info Access System in order to assist minority businesses in accessing NE opportunities. | EPS | Quarterly | Awaiting further guidance from OSDPU |
| Implement Minority Business Program: track Mission obligations of Gray firms against Bureau goals. | EPS | Feb 92 | Gray Amendment Report may become quarterly report. |
| Represent NE Bureau in Agency Capital Projects and Trade Policy Working Groups. | EPS | periodic meetings | |
| Represent NE Bureau in Agency Procurement Policy Advisory Panel. | PD | biweekly meetings; ad hoc assignments | |
| NE Environmental Strategy - Draft per Agency Strategy Framework, bureau review and approval | Environment | Approval 4-1-92 | Draft due 1-17-92 |
| NE Water Strategy - Draft per bureau environmental strategy, bureau review and approval | Environment | Approval 5-1-92 | Draft due 1-31-92 from Ispan |
| Analysis and report of NE Integrated Pest Management Activities | Environment | 2-28-92 | |
| NE Environmental Policy and Regulatory Handbook for reference by Bureau and Mission Environmental Officers | Environment | 1-31-92 | Draft for DR review |

| I. STRATEGY PREPARATION, IMPLEMENTATION AND OUTREACH | | | |
|--|----------------|-------------|--|
| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
| NE Food Systems Strategy - Revise and update ANE Food Systems Strategy | Production | 6-1-92 | Draft due 4-1-92 |
| <u>Health/Population/Nutrition (HPN)</u> | | | |
| Population Sector Assessment - Near East Regional Issues. | Bryan - HR | Aug. 92 | PD&S funds requested; Scope of Work by April 30. |
| RD/Health Environmental Health Project Review/Prepare NE issues/comments | Bryan - HR | Feb. 28 | PID expected from RD/Health by Feb. 15. |
| Health Sector/Status Assessment in the Near East Region. | Bryan - HR | Sept. 92 | |
| <u>GOVERNANCE AND DEMOCRACY PROGRAM (GDP)</u> | | | |
| Complete Interim NE Bureau GDP Strategy | GDP | 1 May | |
| Complete Final NE Bureau GDP Strategy | GDP | 1 August | |
| Complete the Lebanon GDP Assessment | Cole | 15 March | in progress |
| Finalize Human Rights 116e Program Strategy | GDP | 2 April | begin planning Feb |
| Conduct NE Legal & Judicial Systems Workshop | GDP | 31 March | in planning |
| Conduct Islamic Fundamentalism & Democracy Workshop | GDP | 30 June | in planning |
| Complete the Political-Economy Study on Egypt | Cole | 20 May | in planning |
| Complete the Public Admin Needs Study on WB-G | Cole, Loken | 20 August | under discussion |
| <u>Assist in USAID GDP Assessments & Strategies</u> | | | |
| - assist in design of Egypt GDP strategy | Cole | 31 May | complete work on assessment SOWs-Jan 24; TDY for Strategy planned for late May |
| - assist in design of Morocco GDP strategy | Cole | 10 June | TDY for Strategy planned for early June 1992 |
| - assist with Yemen, Jordan, Tunisia strategies | GDP | ad hoc | |
| Conduct GDP Officers Workshop (Cairo) | Cole 1-10 Feb. | | Complete |

| I. STRATEGY PREPARATION, IMPLEMENTATION AND OUTREACH | | | |
|--|--------------------|--------------------|-----------------------------|
| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
| WEST BANK-GAZA PROGRAM (WB-G) | | | |
| Assist NE/DP to Develop and Approve WB-G Program Priorities | WB-G, DP | 15 February | under development |
| PALESTINIAN/ISRAELI COOPERATION | | | |
| Establish a Palestinian/Israeli Cooperation Program Strategy | | | |
| - complete literature review | Loken | 1 March | under development |
| - conduct options identification workshop | Loken, Cole | 15 March | in planning |
| - conduct A.I.D./State strategy development meeting | Loken, Cole | 1 April | in planning |
| - final approval of P/I Coop strategy | Loken, | 20 April | |
| WOMEN IN DEVELOPMENT (WID) | | | |
| Complete a draft of NE WID Program Strategy | GDP | 1 September | follow-up to WID evaluation |

| II. TECHNICAL SUPPORT AND PROGRAM REVIEW | | | |
|--|--------------------|--------------------|------------------------------|
| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
| Provide TDY support to Jordan for design of PAIP for Export Development Sector Assistance. | PD | Feb/Mar 92 | Masters TDY |
| Provide TDY support to Egypt in design of PID for Egyptian Center for Economic Studies. | PD | Feb 92 | Patrick TDY ✓ |
| Provide TDY support to Yemen in redesign of Yemen Enterprise Support Project | PD | Jan/Feb 92 | Youssef TDY ✓ |
| Provide TDY Support to Yemen in redesign of Training Project | PD | April 92 | Pat Matheson |
| Assist USAID/Morocco in portfolio review and program design | PD | June 92 | Cherie Fitzgerald |
| Participate in PID preparation for regional Governance and Democracy Project. | PD | Jan92 | 1st draft in preparation |
| Lead design effort for WB/G private sector project, if strategy review so directs. | PD | Spring/Summer | Await guidance from strategy |

| II. TECHNICAL SUPPORT AND PROGRAM REVIEW | | | |
|---|-------------|--------------------------------|--|
| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
| Review Tunisia NPD and/or PID for new municipal development policy program. | PD | late Winter | incoming cable mentions this, not sure if Mission will pursue. |
| Review Jordan PIDs/PAIPs: -Export Devel Sector Assist. PAIP -Water Quality Improvement PID -Jordan Enterprise Resource & Self Help PID | PD | April 92 May 92 March 92 | |
| Review Morocco PAIP/PPs: -Privatization Support PAIP -IESC PP | PD | Jan/Feb 92 April 92 | PAIP meeting sched. 1/30/92 IESC- skipping PID <i>Memoranda</i> |
| Review Egypt PIDs/PAIPs: -Sector Assistance PAIP -Telecom V PID -Agr. Sector Policy Assistance PAIP | PD | Feb 92 May 92 4th Q | Review depends on Mission submission dates |
| Review Oman PID/PPs: -Business Development PP -Omanization PID | PD | July 92 3rd Q | Depends on results of strategy Omanization likely to require TDY design support |
| Provide engineering backstop to Egypt in contracting disputes, Congressional inquiries. | EPS | ad hoc as disputes arise | |
| Provide engineering support to all NE Missions in design and implementation: -Oman PP redesign, Water Management | EPS | Feb/March 92 | Pastic TDY / |
| Jordan Irrigation PID - Provide PRIDE design team | Environment | 2-15-92 | per Fax of 1-10-92 |
| Egypt Environmental Strategy - Provide PRIDE team | Environment | 4-1-92 | Fax of 1-9-92 with SOW |
| Jordan Marketing Project Amendment - TDY to support planning, negotiation and paper preparation | Production | 3-20-92 | Amman 00433, TDY scheduled 2-24 thru 3-12 |
| Yemen - Agriculture Projects Close-out - TDY to evaluate residual project status, negotiate completion actions and support drafting of project completion reports | Production | 6-1-92 | per discussion with Mission Director at PIR reviews of 11-91 Balis |

| II. TECHNICAL SUPPORT AND PROGRAM REVIEW | | | |
|---|---------------|--------------------|--|
| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
| Mission Technical Support Requirements - Serve as liaison between missions and central bureaus in planning and furnishing technical support | Production | 2-15-92 | requested per STATE 360970 of 11-1-91, reports pending from Egypt and Morocco |
| National U.S. Arab Chamber of Commerce Trade Promotion Development Grant and Travel | Investment | 5-1-92 | Grant under discussion with Contracts |
| Cooperative Agreement for Agribusiness Trade Association strengthening | Investment | 4-15-92 | Concept under discussion with trade associations and coordinated by Citizen's Network |
| <u>Health/Population/Nutrition (HPN)</u> | | | |
| Health Sector Assessment (USAID/Yemen) to amend project (279-0082) Accelerated cooperation for Child Survival - review/revise SOW | HR(HPN) Bryan | Feb. 1 | |
| TDY - USAID/Yemen, Assist mission with redesign of management strategy for population bilateral | Bryan - HR | Jan. 21 Feb. 11 | |
| TDY - USAID/Tunisia; Review implementation status of 10 Cooperating Agency population activities | Bryan - HR | TDY/Feb. 11-14 | |
| Represent interests of Near East Bureau/Missions on Health Sector Council | Bryan - HR | | monthly |
| Population Sector Council | Bryan - HR | | monthly (more frequently as needed) |
| Nutrition Sector Council | Bryan - HR | | monthly |
| Health Financing - serve as liaison between NE Missions and the Regional Health Financing Project Manager in the EUR Bureau | | | Yemen request on hold due to staffing constraints; Jordan's request at informal discussion stage |
| Provide/Coordinate w/RD backstop support for NE countries (Yemen, Oman, Jordan Egypt, Lebanon, Morocco, Tunisia) | Bryan - HR | | ongoing |
| Egypt - Coordinate RD/POP TDY assistance for USAID/Cairo Population Directorate for Feb/Mar and summer '92 | Bryan - HR | Feb.1/Apr.1 | |
| Education | | | |

| II. TECHNICAL SUPPORT AND PROGRAM REVIEW | | | |
|---|----------------------|-----------------------------------|----------------|
| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
| Facilitate Mission liaison with RD/Education for technical review/backstopping Meet with RD/Educ director to establish points of contact for country/sectoral expertise Revise process for NE Bureau role in participant training (e.g. medical clearance procedures) | Bryan - HR (w/Flynn) | Feb. 15 | |
| GOVERNANCE AND DEMOCRACY PROGRAM (GDP) | | | |
| Provide Support to USAID Egypt, Morocco, Tunisia, Yemen, Jordan to Design Mission GDP Projects | GDP | ad hoc (as requested by Missions) | |
| | | | |

| III. PROJECT MANAGEMENT AND IMPLEMENTATION | | | |
|---|-------------|--------------------------------------|---|
| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
| Support all NE Missions in implementation; i.e. process waivers, PACDs, review scopes of work. | PD | Ad hoc, as requested | |
| Review Regional Coop Program grantee proposals, prepare authorization documentation: -Cooperative Marine Technology, Phase IV -Trilateral Ag Livestock Intensive Application -Cooperative Arid land Ag Research -Maryut II Ag Development Project | PD | Jan 92 Jan 92 Jan 92 Jan 92 | Review held 1/16. Review scheduled 1/22. Depends on receipt of proposal. Authorization/Action memo in clearance. |
| Solicitation and review of PVO proposals for West Bank/Gaza. -Solicitation letter -Review Proposals -Prepare authorization documentation | PD | March 92 May 92 July 92 | Depends on strategy review results |

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III. PROJECT MANAGEMENT AND IMPLEMENTATION

| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
|---|-------------|------------------------------------|--|
| Solicitation and review of PVO concept papers for Lebanon: -Solicitation notice -Review concept papers -Decision letters | PD | Jan 92 Feb/Mar 92 Mar/Apr 92 | |
| Solicitation and review of PVO proposals for Lebanon | PD | Apr/May 92 | |
| Amend authorization Lebanon Relief Assist. grant | PD | Feb. 92 | |
| Plan/Process PIO/Ts for Mission and Bureau obligations: -Request Mission submission schedule -Meet with contracts quarterly to review plans -Meet contracts office PIO/T deadline of June 30 | EPS | Dec. 92 March 92 June 30, 92 | Done |
| Review Morocco Snowpack project waiver requirements | PD | Jan 92 | consulting with GC |
| PRIDE - Review and approve annual Plan of Work * Prepare documentation and execute contract amendment for FY 92 OYB. March 92 | Environment | 1-15-92 | |
| ISPAN - Review NE requirements for technical support in water management and prepare appropriate project amendment | Environment | 1-31-92 | |
| Private Enterprise Project - Amend '92 Plan of Work * Prepare documentation and execute contract amendment for FY 92 OYB. May 92 | Investment | 1-15-92 | |
| PID for '93 Private Enterprise - Draft and approve | Investment | 5-1-92 | |
| Cooperative Agreement with ASAC - Evaluation and Last Tranche | Investment | 1-31-92 | Scope for Evaluation proposed ASAC per letter of 11-6-91 |
| Regional Environmental Assistance Project Completion Report | Environment | 2-28-92 | Contractor's reports requested |
| <u>Health/Population/Nutrition (HPN)</u> | | | |
| Asia-Near East Regional Population Project Project Implementation Review (PIR) | Bryan - HR | Jan. 15 | Report submitted to PD |

III. PROJECT MANAGEMENT AND IMPLEMENTATION

| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
|---|-----------------|------------------------|--|
| Progress Assessment of E. Europe Regional Population Activities - Review request for project extension w/EUR/DR/HPN | Bryan - HR | March 30 | Centers for Disease Control requested to submit progress report March 15, 1992 |
| GOVERNANCE AND DEMOCRACY PROGRAM (GDP) | | | |
| Design & Obligate Regional GDP Project | | | |
| - complete PID | GDP, PD | 1 Feb. | |
| - complete draft Project Paper | GDP, PD | 5 March | begin o/a Jan. 23 |
| - approval of project by NEAC | GDP, PD | 16 March | |
| - CN drafted and posted | GDP, PD | 16 March | |
| - authorization of GDP project | GDP, PD, AA | 31 March | |
| - RFP posted | GDP, PD, SER/OP | 15 April | |
| - selection of the contractor | GDP, PD | 14 August | |
| - contract signed | GDP, PD, SER/OP | 31 August | |
| Finalize AALC (AFL-CIO) grant | Cole, PD | 1 May (PIOT to SER/OP) | awaiting AALC proposal |
| Establish FY 92 Human Rights 116e Program | | | |
| - RFP posted | GDP, PD, SER/OP | 1 May | following completion of the 116e evaluation |
| - grant proposal competitively selected | GDP, PD | 15 July | |
| - 116e grant signed | GDP, PD, SER/OP | 10 August | |
| Transferring of FY 92 Bureau GDP Funds to Missions | | | |
| - solicitation of proposals cable to USAIDs | GDP | 24 January | |
| - selection of proposals | GDP | 25 March | |

III. PROJECT MANAGEMENT AND IMPLEMENTATION

| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
|---|------------------------------|-----------------------------------|--------------------------------|
| Implement AMIDEAST (398-0375) Cooperative Agreement | Cole | Apr. 15: Semi-annual report | |
| - submit Project Implementation Report (PIR) | Cole | late Jan. | |
| - semi-annual report received & AMIDEAST workplan cleared | Cole | 15 March | |
| Draft Position Description/SOAR for Second GDP Officer Position | Cole | 24 Jan. | |
| Contract GDP Technical Specialist | Cole, Scott | 1 February | PIOT to SER/OP 1/17/92 |
| Contract AAAs Fellow | Loken, Scott | 1 March | PIOT in clearance |
| WEST BANK-GAZA PROGRAM (WB-G) | | | |
| Establish the Evaluation & Information (E&I) System | | | |
| - award E&I contract | SER/OP; WB-G | 15 February | PIO/T submitted to OP. |
| - approve WB-G monitoring plan | WB-G | 15 April | |
| - approve WB-G evaluation plan | WB-G | 15 May | |
| Complete FY92 WB-G Obligations | | | |
| - WB-G project proposals solicited | PD;WB-G | 1 March | |
| - PIO/Ts approved for ongoing WB-G Grants | WB-G | 1 June | (this reduces grant mortgages) |
| - PIO/Ts approved for new grants | WB-G | 1 July | |
| PALESTINIAN/ISRAELI COOPERATION | | | |
| Complete FY 92 Obligation | | | |
| - solicit grant proposals | PD, P/I coop | 1 May |) To be determined |
| - review grant proposals | PD, P/I coop | 1 July | |
| - approve grant proposals | PD, P/I coop | 15 July | |
| Grants Awarded in the Field | Enp/Tel Aviv; ConGen/Jer. | 15 Sept. | |

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| III. PROJECT MANAGEMENT AND IMPLEMENTATION | | | |
|--|--------------------|-------------|----------------|
| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
| PVO LIAISON FOR NE BUREAU | | | |
| Participate in Lebanon Work Group | NE/ME, Loken, Cole | ad hoc | |
| | | | |

| IV. PROGRAM AND PROJECT MONITORING | | | |
|---|-------------|-------------|-------------------------|
| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
| Delegation of Authority: Review current delegations of authority to NE missions and recommend changes, if any | DIR | Feb. 28, 92 | |
| Bureau Order: Prepare Bureau Order setting forth procedures for processing documents, clearances and authorities for approving documents including cables. | DIR | Feb. 15, 92 | Completed 1/20/92 AP |
| West Bank/Gaza Project Management: Prepare Bureau order for managing the West Bank/Gaza Program | DIR | Feb. 28, 92 | |
| Regional Cooperation Program: Define strategy and set up procedures for reviewing and approving grants | DIR | Feb. 28, 92 | . |
| Evaluation Officer for Regional Projects managed by NE/DR. Identify an officer and set up a system to track scheduling of evaluations. (Weakness identified in the Internal Assessment Control) | DIR | Feb. 28, 92 | |
| Contract Monitoring: Establish procedures for contract monitoring (Weakness identified in the IAC) | DIR | Feb. 28, 92 | . |
| Consolidate files | All Divs | Feb. 28, 92 | |
| Review Mission staffing and recommend adjustments to comply with new FTE levels | DIR | Jan 31, 92 | Completed |

| IV. PROGRAM AND PROJECT MONITORING | | | |
|--|-------------|---------------------------------|---|
| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
| Lead PIR reviews for Mission programs, prepare issues papers and reporting memoranda. | PD | Dec/Jan 92 | Five country program reviews held memos prepared. West Bank/Gaza scheduled 1/31. <i>Completed</i> |
| Lead PIR Reviews for regional projects, prepare issues and reporting memoranda. | PD | Feb. 92 | |
| Control and manage CN/TN process; track CN requirements, prepare and submit CNs, advise Missions of status. | EPS | Continuing, most done by August | |
| Track obligation schedule and performance of Missions in meeting targets. | EPS | Quarterly | |
| Track Mission-issued waivers | EPS | Quarterly | |
| Support Jordan evaluation efforts, processing PIO/Ts | PD | Jan 92 | Done |
| Summary Environmental Activity and Status Report for all Bureau and Mission projects | Environment | 2-15-92 | |
| Review and Approval of Environmental Examinations -Egypt - Cotton Gin Subproject | Environment | 1-10-92 | |
| Set up a system for consolidating and reporting of performance monitoring and activity impacts as developed from Mission impact tracking plans (coordinate with the CDIE/PRISM work) | Production | 5-1-92 | |
| Summary Production Activity and Status Report for all Bureau and Mission projects | Production | 7-1-92 | |
| Summary Private Enterprise Activity and Status Report for all Bureau and Mission projects | Investment | 3-15-92 | |
| Health/Population/Nutrition (HPN) | | | |
| Monitor status of USAID/Tunisia's population portfolio | Bryan - HR | | Quarterly contact with RD/POP technical project managers |
| GOVERNANCE AND DEMOCRACY PROGRAM (GDP) | | | |
| Complete Human Rights 116e Evaluation, 1988-1991 | GDP, DP | 4 March | awaiting arrival of GDP Tech Spec |
| Participate in Algeria Working Group | Cole | ad hoc | |

IV. PROGRAM AND PROJECT MONITORING

| ACTIVITY | ACTION UNIT | TARGET DATE | STATUS/REMARKS |
|--|--------------------|--------------------------|---|
| WEST BANK-GAZA PROGRAM (WB-G) | | | |
| Respond to WB-G Audit Report and Close Audit Recommendations | IG;WB-G; DP | 1 April; 31 September | |
| Conduct Evaluations of WB-Grantees (ANERA, CRS, SAVE, and possibly others) | WB-G; grantees | March to September | |
| WOMEN IN DEVELOPMENT (WID) | | | |
| Conduct Women in Development (WID): Program Evaluation | GDP, DP | 1 July | WID contractor from R&D buy-ins begins 5/15 |
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