



**Project in Development and the Environment**

**PRIDE  
Annual Report  
Year I**

August 1991 - September 1992

**Submitted to:**

USAID

**Submitted by:**

PRIDE

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**Sponsored by:**

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**Operated by:**

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

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

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

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

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## SECTION I PROGRESS TOWARD OBJECTIVES

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### A. Introduction and Objectives

This report covers the period from project start-up in August 1991 through September 1992. It is basically a synopsis of the four quarterly reports submitted over the course of the project's first year, which contain more detailed accounts of activities carried out and issues affecting implementation.

PRIDE objectives for the first year were as follows:

- Mobilize the project in support of the NE Bureau and missions.
- Initiate activities in each of the four components.
- Establish credibility in each NE mission.
- Respond selectively to opportunities to support EUR Bureau environmental activities that complement PRIDE's technical focus.

The project made much progress toward meeting these objectives, although its early involvement in programming four delivery orders and six core-funded field assignments distracted PRIDE from establishing many key foundation activities in the first-year work plan. Experience has made clear the need to streamline the design of tasks and the overall approach to project implementation, and this approach is reflected in the second annual work plan, submitted for review and approval in October.

### B. First Quarter

During the first quarter of the project, the PRIDE core team achieved a rapid start-up and full mobilization, including hiring all team personnel, establishing fully operational project management systems, completing most subcontractor negotiations, implementing the mobilization workshop, and completing baseline assessment visits to two Near East countries. As a result of the core team's visits to the AID/Cairo and AID/Amman missions, PRIDE received requests from each mission for assistance under both the core and Q contracts. PRIDE also received a request from the AID/EUR Bureau to field an environmental business specialist to Poland. PRIDE initiated regular and frequent communications with the Project Officer and WEC, and initiated the implementation of direct electronic communications with AID/NE. Team members also produced a fact sheet providing an overview of PRIDE objectives and how to access its services.

### C. Second Quarter

PRIDE initiated activities during the second quarter under both the core and Q contracts. Under the core contract, PRIDE recruited and fielded specialists to implement the Egypt Environmental Strategy and the Jordan Environmental Legislation Review. The

project also received a request from USAID/Tunisia for assistance in identifying appropriate small-scale wastewater treatment technologies. Under the requirements contract, PRIDE fielded specialists to participate in the Poland Environmental Business Development, the Egypt Water Quality Assessment/Action Plan, and the Jordan Water Management and Conservation Plan/Project Paper. Team members began preparing for a workshop on environmental management business opportunities in the Near East, to be held in Washington, D.C. in May. A scope of work was developed for implementing private sector profiles in Near East countries to assess opportunities for environmental business development. The PRIDE team began planning for the first issue of the project newsletter and the overall communications strategy.

#### **D. Third Quarter**

In the third quarter of the project, PRIDE core team members made baseline visits to Morocco and Tunisia to discuss the environmental priorities of the US mission and host-country governments. Fieldwork assignments were completed for nearly all activities begun in the second quarter, and PRIDE initiated several new field activities under the core contract, including private sector profiles in Egypt and Jordan. PRIDE also fielded a team to participate in the World Bank's Morocco Environmental Management (MEM) project design activity, to be funded by both the core and Q contracts. Under the Q contract, the Phase II technical assistance teams working on the Jordan and Egypt delivery orders completed their field assignments. PRIDE held a successful workshop in Washington, D.C. on NE environmental business opportunities, with over 70 participants from the public and private sectors. The first issue of the newsletter, *EnviroNet*, was produced in both English and French versions and distributed to over 300 individuals and organizations in the United States and the Near East.

#### **E. Fourth Quarter**

Final reports were completed and submitted during the fourth quarter for five different activities funded under the core contract. The PRIDE team hosted a meeting of the mission environmental officers from four Near East countries, exchanging information on their environmental concerns and how the project could assist them. PRIDE's private sector analyst traveled to Egypt, Jordan, and Tunisia with members of the Environmental Private Sector Initiatives for the Near East Bureau (EPSINE) team, and he met with representatives of the Morocco New Enterprise Development (NED) project to discuss developing an environmental business module. Under the Q contract, PRIDE finalized the Egypt Phase I and II reports, and received final approval of the Jordan Water Study. The team drafted the second annual work plan and held meetings with its consortium members and NE Bureau staff to discuss and revise it.

#### **F. Summary of Progress Toward Objectives**

PRIDE made significant progress in meeting the first year objectives, with more emphasis in some areas than others. The PRIDE team achieved a rapid mobilization of the project in the first few months by establishing full administrative, communications, and

management procedures, preparing and obtaining approval for a mobilization plan, signing subcontracts, and developing a fact sheet on the project. Activities were implemented in all four project components under both core and Q funding. Baseline visits were conducted to Egypt and Jordan in November 1991 and to Morocco and Tunisia in the spring of 1992. The success of the PRIDE team in establishing credibility with all four missions is substantiated by the two large buy-ins from the Egypt and Jordan missions early in 1992, and from USAID/Morocco in the summer of that year. PRIDE also provided assistance to USAID/Tunisia under core funding in the spring of 1992. Unfortunately, PRIDE has not yet been able to visit the USAID missions in Oman and Yemen, although the team remains interested in doing so if the missions express interest in the project. Finally, PRIDE responded to a request for assistance by the EUR Bureau by fielding an environmental business specialist to Poland under the Q contract.

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## SECTION II

### ACTIVITIES UNDERTAKEN AND PROGRESS ACHIEVED

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This section presents a brief summary of the principal activities undertaken during the first year of the project and the progress made in achieving project goals and purposes. The activities are broken down according to the four PRIDE components and project management.

#### A. Strategic Planning

Of the four countries PRIDE was able to visit during the first project year, Jordan, Tunisia, and Morocco are the three where USAID Mission strategies include environmental issues on a cross-cutting basis, with heavy emphasis on private sector and water management issues. None of these missions currently has projects targeted at improving national environmental management capacity. The host-country environmental programs generally have the following shortcomings:

- No effective environmental pollution monitoring
- No risk assessment based on available pollution monitoring data
- Inappropriate environmental laws and regulations
- No environmental regulatory enforcement capacity
- No practical environmental policy analysis framework
- No public awareness about environmental issues

These flaws also apply to Egypt's environmental program. However, USAID/Egypt, partly as a result of strategic planning assistance provided by PRIDE, has identified improvement of environmental quality, particularly water and air quality, as a strategic objective in the mission's program. The mission has established an environmental office within the Directorate for Programs to exploit the mission's competitive advantage in strengthening environmental management capacity in wastewater treatment, irrigation, and energy programs.

The strategic planning (SP) component in the first annual work plan specified 11 tasks, following the SP SOW in the Chemonics contract. Experience has shown that most of the first-year SP activities could not be accomplished because:

- The large number of tasks lacked sufficient programmatic focus on the key SP objectives of PRIDE.
- The missions have not had sufficient time to review the new NE Bureau ENR strategy and formulate comprehensive responses, such as country implementation plans.
- The development of an analytic framework was postponed until PRIDE could implement at least one mission SP exercise and incorporate that experience into a more effective framework.

- The team leader was heavily engaged in programming delivery orders (Poland Environment Business Specialist, Egypt Water Quality Assessment and Management Plan, Jordan Water Conservation and Management, and Morocco Environmental Management Project Design).

Following is a summary of the principal achievements in the strategic planning component for the first year.

- Developed a strategic planning module for USAID/Cairo, implemented it during the ENR strategic planning exercise in February/March, and refined it for use by other missions.
- Assisted USAID/Cairo in an ENR strategic planning process to help the mission design and implement an ENR program in accordance with USAID's environmental initiative and building on the mission's strengths in the areas of water and wastewater treatment, irrigation, and energy.
- Developed and submitted a concept paper to the NE Bureau on the design of an action plan to implement the bureau's environmental strategy.
- Fielded the technical assistance team for the Tunisia Wastewater Treatment Technology Assessment in April-May 1992 to assist the Ministry of Environment in identifying appropriate wastewater treatment technologies for small towns.
- Drafted the Jordan Water Quality Improvement and Conservation Project Paper under Phase II of this activity under the Q contract.
- Hosted a meeting of USAID Near East mission environmental officers from Egypt, Jordan, Morocco, and Tunisia on September 21, 1992 to brief them on PRIDE's capabilities and goals and to ascertain their environmental programs needs.
- Drafted a concept paper for a NE regional workshop on the bureau's environmental strategy and programs, to be held in a Near East country during the first quarter of 1993.
- Proposed six strategic planning tasks for the second annual work plan, including the development of an analytical framework, an information program, protocols for problem identification, strategic options, an action plan, and program monitoring.

## **B. Policy Analysis**

In the four countries PRIDE was able to visit during the first project year, policy analysis does not have an important role in national development plans, and has even less impact on environmental programs. The status of policy analysis in host-country

environmental programs is generally characterized by the following:

- No comprehensive policy analysis framework.
- No relevant information for monitoring existing policies and formulating new policies.
- No analytical capability to conduct basic tradeoff analyses of policy alternatives.
- A popular perception that political decisions are taken without regard for the implications of policy analysis.
- Contradictory environmental policies that are rarely monitored or evaluated for performance effectiveness.
- No public awareness about environmental issues and the benefits of environmental policy analysis.

As in the case of the strategic planning component, experience during the first project year demonstrated that the planned policy analysis tasks were too numerous to provide sufficient programmatic focus, and the missions have not had sufficient time to review the new NE Bureau ENR strategy and formulate comprehensive responses. PRIDE's assistance to the Egypt Mission demonstrated strong interest in policy analysis issues, but weak interest in Mission buy-ins. Work conducted for the Egypt Water Quality Assessment and Management Plan Delivery Order has high potential for generating future buy-ins on water allocation policy. A concept paper for a proposed policy analysis of water reuse was circulated in all four Missions. Additional interest may be generated in policy studies focused on the implications of water demand management programs for water conservation and water quality.

Following is a summary of the first-year activities in the policy analysis component:

- Visited the Egypt and Jordan missions in November 1991 and conducted a baseline assessment to determine any urgent needs for ENR policy analyses and to assist in planning them.
- Provided an environmental legislative specialist to assist USAID/Amman by conducting a legal and institutional review of pending environmental legislation in Jordan under the core contract in January-February 1992.
- Carried out a two-phase Water Quality Assessment and Action Plan activity for Egypt under the Q contract, including a water quality impact assessment (Phase I) in February/March 1992 and a water management action plan (Phase II) in May-June 1992. A management plan workshop (Phase III) is planned for early 1993.
- Conducted an extensive analysis of Egypt's environmental policy framework and institutional setting in order to identify environmental program opportunities for the mission. The team recommended that the mission focus on four cross-cutting themes, including policy reform.

- Completed the Phase I Jordan Water Management Study, a detailed analysis of water supply and water quality issues under the Q contract (February–April 1992).
- Submitted a concept paper on wastewater reuse to the missions in Morocco, Tunisia, Egypt, and Jordan for consideration as a policy analysis buy-in.
- Revised the policy analysis component of the second annual work plan to include seven activities: issue identification, demonstration analysis, implementation assessment, information systems, applied studies, policy instruments, and information dissemination.

### **C. Private Sector Initiatives**

The numerous activities and significant accomplishments of the private sector (PS) component of PRIDE so far must be viewed in light of both the prime contract (PC) scope of work and PRIDE's first-year work plan. The objectives of the private sector element of the project, as stated in the work plan, are:

- Initiate, support, and institutionalize an environmentally conscious and active private sector in the project countries.
- Encourage and support self-sustaining private sector investment in environmental management and pollution control.

The work plan stated the following general approach is to be followed in the project to meet these objectives:

- Characterize the private sector in each country (in the PS environmental profiles) and environmental activities in which the private sector can participate.
- Identify and involve interested parties in the local and U.S. private sectors who are currently active, local PS entities who could contribute or U.S. entities who have plans to be active in environmental protection and improvement overseas.
- Identify barriers to the development of an environmental PS in project countries.
- Identify and initiate programs and projects to spawn and support local, regional and U.S. private sector contributions toward and investments in sound and sustainable environmental use and protection in project countries.

The first-year work plan had the following five tasks but emphasis was placed on the first three:

1. Collect and process PS information
2. Disseminate information
3. Develop priorities

4. Define issues and barriers
5. Develop measures to overcome barriers

Task 1 was to produce draft preliminary PS profiles for at least two countries, private sector survey results from two countries, and a structure for a PS database. Task 2 was to produce a definition of data and information handling capabilities in the NE countries, to define mechanisms to reach appropriate audiences in the NE and the U.S. and to hold a one-day workshop on PS environmental management. Task 3 was to produce a preliminary assessment and priority summary ranking of countries, environmental/pollution problems and PS environmental opportunities. Tasks 4 and 5 which were handled as one, were to produce an end-of-year description of issue and barrier targets for later component initiatives.

**Table 1. PS Second-Year Work Plan Task Relationships**

<b>PC SOW TASK (See Annex A)*</b>	<b>SHORT TITLE</b>	<b>RELATED YEAR 1 PS WORK PLAN TASK</b>
1	Appoint the PS Analyst**	Accomplished
2	Develop reg & non-reg approaches to pollution	1,2 & 4
3	Develop strategy to overcome barriers to PS investment	1,2,3 & 4
4	Test mechanisms to overcome barriers to financing	4
5	Cooperate with locals to promote investment	4
6	Identify opportunities for PS investment & plan feasibility studies	1,2,3 & 4
7	Identify sources of outside TA	1,2 & 4
8	Conduct 3-4 feasibility studies	4

\*These are the eight tasks contained in the Prime Contract SOW.

\*\* The private sector analyst reported for work on October 29, 1991.

Much more was accomplished than anticipated in this component during the first project year. Especially noteworthy accomplishments were the very successful PS workshop; the initiation of three PS profiles, one of which was funded by the Moroccan mission buy-in; the completion of three pre-feasibility studies on pilot PS environmental business development projects in Morocco; the development of two PS environmental business pilot initiatives for the Moroccan mission portfolio, a cooperative effort with the World Bank on PS environmental business development which will lead to a major element in a World Bank Morocco Environmental Management project (MEM); the start of efforts with the Water Environment Federation (WEF) to expand the type and nature of TA available under PRIDE, and the development of a major pollution prevention project component in the Jordan Water Quality Improvement and Conservation Project.

There were few cooperative activities with WEC during the first project year. At the strong urging of the NE Bureau, the PS analyst is working to further the potential for future cooperation with WEC. The PRIDE work plan for the second project year will be an effort to coordinate, wherever possible, PRIDE activities with WEC and Chemonics activities. A disappointment in the PS component was the team's inability to visit either Oman or Yemen. It appears that there may not be much activity in either country. It is also apparent that unless USAID/Tunisia receives additional money, it will have little or no ability to buy into PRIDE. The project might have only three countries in which to work.

Following is a summary of the first-year activities in the private sector component:

- Established a close working relationship with the World Environment Center (WEC) through a series of meetings, and developed links with other AID and non-AID private sector promotion activities relevant to PRIDE objectives.
- Fielded a team to Egypt to conduct a private sector profile and identified four principal areas for possible intervention by PRIDE, including training, U.S. technology transfer, environmental database and market information, and privatization; submitted a draft of the profile, with final approval and distribution scheduled for October 1992.
- Contracted with a Jordanian firm to develop a private sector profile of Jordan, a draft of which was submitted in August 1992.
- Held a private sector workshop on Near East environmental business activities in Washington, DC on May 20, 1992, attended by over 70 representatives of U.S. private industry, trade organizations, NGOs, USAID and other U.S. government agencies, and multilateral development banks; published a report on the workshop and a compendium of U.S. government resources for private sector environmental activities.
- Developed a proposal to plan and present two similar workshops in the United States in mid-1993, focusing on the private sector profiles and case studies of successful PS environmental businesses in Near East countries.
- Developed a concept paper on private sector interventions in Morocco that might be undertaken in support of the World Bank's MEM project; fielded a team from June to August 1992 under both the core and Q contracts to initiate this activity, and to develop a private sector profile for Morocco; the team submitted to USAID/Morocco and the World Bank a draft report proposing six pilot projects.
- Worked with WEC to develop a combined water and environmental conservation and pollution prevention audit approach.
- Contributed to PRIDE efforts to assist USAID/Egypt in developing its ENR strategy for private sector issues.

- Fielded a private sector environmental business development specialist to Poland for approximately one year to advise the private environmental business sectors in Poland, Hungary, and the Czech and Slovak Republics on enterprise strengthening, market development, technology transfer, and capital development.
- Participated in baseline visits to Morocco and Tunisia in April 1992 with representatives of WEC; identified opportunities for developing a combined environmental/energy audit approach in Morocco, and discussed the possibility of developing a private sector profile of Tunisia.
- Developed an outline for an environmental business module in Morocco, under the auspices of the New Enterprise Development (NED) project, and discussed it with the deputy mission director for USAID/Morocco in July 1992.
- Accompanied the Environmental Private Sector Initiatives for the Near East Bureau (ESPINE) team on trips to Jordan and Egypt in August, and to Tunisia in September 1992, to assess the need and identify a possible site for an environmental business marketing center in the Near East.
- Provided input for developing the second annual work plan, including ways to incorporate private sector initiatives and evaluations as priority activities for both PRIDE and WEC.

## **D. Environmental Education**

### **D1. Background and Objectives**

The environmental education (EE) component is different from the other PRIDE components in several ways. First, it is not a homogeneous activity, but rather draws upon at least four professional disciplines, namely (1) communications (media and interpersonal); (2) education (formal and non-formal); (3) information science; and (4) management (especially organizational development). Second, it is a support tool to policy and technical programs in the public and private sectors.

In the environmental field, the education and communication programs and expertise are only emerging at this time. For example, the U.S. National Environmental Education Act was passed only recently (in 1990) and the past year was its first full operating year. The National Association of Professional Environmental Communicators is only two years old. The National Association of Environmental Educators is only now being formed. PRIDE is the first USAID project to include a broad based environmental information, education, and communication component and, of particular interest, to link it to institutional development. The primary objective of this component is:

To help participating countries in the NE region to (a) increase participation of individuals and organizations in addressing environmental concerns; and (b) through educational and institutional development programs to strengthen

governmental and nongovernmental institutions which are involved in environmental programs.

The first-year strategy for the PRIDE EE component was to: (1) help the other components establish viable programs which EE activities could support; (2) Establish a basis (including contacts, preliminary institutional assessments, networking, an understanding of Bureau and Mission programs) for initiating practical and sustainable EE activities during the remaining life of the project. The Institutional and Information Specialist (IIS) was involved in the strategic planning exercise in Egypt, the water program in Jordan, assistance to the private sector component, and similar activities that have provided a good base for initiating relevant EE activities beginning in the second year. The IIS' networking activities in the United States and the NE region will also feed directly into initiating EE activities during the remainder of the PRIDE project.

Experience in the first year has shown that the EE component, as portrayed in the PRIDE contract, needs to be redefined and refined because the environmental programs in the region are in their infancy.

The IIS worked throughout the first year with the NE Bureau, USAID missions (mainly in Egypt and Jordan), and U.S.-based environmental education/communications groups. Following are a few observations on the status of environmental education.

#### **D1a. Strong Interest in NE Region**

Senior staff in environmental agencies in Egypt and Jordan have indicated that their agencies wanted to give high priority to developing environmental education and communication programs. It was clear that in both cases, and probably in other developing countries, little thought has been given to what type of education/communication program is needed. It appears that these officials are thinking of a public relations program about what government is doing in the environmental field, not an educational program aimed at empowering the public and changing the behavior of people and institutions. There is little understanding about how to use information, education, and communications methods to promote modern environmental concepts such as pollution prevention.

#### **D1b. Little Education/Communication Work Done**

The PRIDE team was surprised to learn how little has been done in the environmental information, education and communication fields in the participating countries. A few NGOs and government agencies have made small efforts in this field. Egypt has had a small activity, as part of a USAID project, to introduce environmental education elements into the elementary school program curriculum for one year. No public awareness campaigns have been implemented; however, some piecemeal (and almost certainly ineffective) communication efforts have been tried. Apparently no educational efforts are aimed at policy makers and technical personnel in government or private sector agencies.

### **D1c. Almost No EE Institutional Capability**

The Jordanian and Egyptian environmental agencies have communication units but they are almost non-functioning with a few untrained staff, inadequate equipment, and no viable program plan. Mass media agencies have no staff trained or experienced in the environmental field. Ministries of education, industry, health, agriculture, and other units have no staff or capabilities to organize environmental education and communication programs. The environmental monitoring information systems within agencies and between agencies are almost nonexistent.

### **D1d. A Fragmented Field in the United States**

One of PRIDE's central goals is to build on U.S. experience, expertise, and program examples and to transfer them to participating countries. However, the overall environmental education and communication field in the United States is not a good model for the NE or other developing regions. What has evolved in the U.S. are several unrelated, highly specialized groups focusing on specific tasks: environmental public relations by commercial companies, sophisticated information clearinghouses, environmental education programs focused on high technology (using computer-assisted instruction, video conferencing, etc.), and other fragmented streams in this field. The needs in the participating countries are basic; they require broad-based advice on establishing priorities, developing practical action programs, and utilizing appropriate methods in education/communications programs so that the targeted audiences can understand. While specific techniques and methods can be drawn from the U.S. EE field, the overall program is going to have to be designed to fit the specific needs and cultural and political situation in the Near East.

## **D2. Accomplishments**

The EE component has two overall purposes: (1) to support the development and implementation of the other three components; and (2) to help the bureau, missions, and participating governments establish a wide range of relevant environmental information, education, and communications programs. Therefore, many accomplishments during the first year are reflected in the other components (such as assistance to the successful Egyptian environmental strategic planning exercise, leadership in the Jordan water quality project, and private sector workshop). Considerable effort was devoted to identifying expertise and sources of information which will facilitate the development of future programs for all PRIDE components.

Following are specific accomplishments of the first year:

- Assembled information on existing environmental programs, clearinghouses, and databases; links were established with other environmental projects (i.e. EPM, EPAT, DESFIL) and with AID, the World Bank, and the United Nations.

- Developed a methodology to facilitate the analysis of local needs through an institutional database that would later be used to program local, national, and regional activities.
- Developed an integrated communications strategy for the project; appointed a writer/editor to develop, produce, and ensure quality control of PRIDE newsletters, reports, and other products.
- Produced two editions of the PRIDE newsletter, *EnviroNet*, in English and French, and developed a distribution list of over 300 names in the United States and Near East.
- Participated in development of the Jordan Water Management Study (Phase I) and led the team which drafted the Water Quality Improvement and Conservation Project Paper (Phase II) for USAID/Jordan; the project paper includes a \$250,000 buy-in for PRIDE through which the mission will pursue environmental initiatives.
- Issued a work order to Capital Systems Group, Inc. (CSG) to prepare a scope of work for a study to determine existing ENR information resources and how PRIDE can use them to establish a clearinghouse on environmental information systems for the Near East.
- Participated in discussions in July 1992 between officials of the University of Illinois at Urbana-Champaign and the American University in Cairo to facilitate a twinning arrangement between the two institutions in the environmental field.
- Prepared a concept paper for USAID/Egypt on how to conduct an organizational analysis, for use in preparing a delivery order request for a multi-donor institutional analysis of Egypt's Environmental Affairs Agency (EEAA).
- Prepared a proposal for USAID/Egypt on establishing an integrated environmental monitoring information system to provide the GOE, USAID, and other donors with a monitoring mechanism in the environmental field.
- Began developing terms of reference for the Jordan information/education/communications needs assessment.
- Provided input on the EE component of the second annual work plan, specifying 14 activities grouped into six tasks: regional EE strategy, environmental awareness campaigns, environmental training/education/information systems, environmental institutional analysis, and support to PRIDE.
- Developed an institutional database for Egypt and Jordan (and a modified version for the Jordan water sector) listing all significant environmentally related institutions in public, parastatal, NGO, private sector, and donor projects. These

are classified by function. At the current time these databases are in the form of matrixes, but could easily be transformed into computer databases.

- Participated in the Egyptian Strategic Planning exercise and identified and briefed the team member responsible for the public awareness/communications component.
- Maintained constant contact with the AID officials developing the GreenCom project to ensure that education/communications programs initiated by PRIDE would be compatible with GreenCom programs. Experience was shared on what PRIDE was learning about the education and communications needs and programs being developed.
- Held preliminary discussions with USAID/Egypt on initiating an activity addressing the free flow of information (one of four priorities in its strategy) by developing a new type of "State of the Environment" Management Information System.

#### **E. Project Management**

- Achieved a rapid start-up and full mobilization during the first quarter of the project. Established offices with full administrative and logistical support, drafted and obtained approval of a project mobilization plan, and held a mobilization workshop in early December.
- Established regular and frequent communications with the Project Officer and WEC, including reciprocal visits between WEC and PRIDE staff and direct electronic links with AID/NE.
- Negotiated, signed, and received approval of contracts with seven subcontractors.
- Installed a project management system to organize and authorize core (work orders) and Q (delivery orders) efforts among the prime and subcontractors.
- Produced the monthly and quarterly progress reports in accordance with contract requirements.
- Prepared and submitted a draft of the first annual work plan, which was revised and finalized after a review by AID/NE.
- Prepared and submitted the draft second annual work plan, after considerable consultation with NE Bureau staff, PRIDE consortium members, and WEC staff.
- Produced a fact sheet providing an overview of PRIDE objectives, the principal core team members, and how to access project services.

- Provided support to program activities through preparation of cost and technical proposals, recruiting, fielding, and administrative and technical backstopping, under both the core and requirements contract.
- Established the practice of holding quarterly meetings of the PRIDE team and subcontractor representatives to enhance communication and coordination within the PRIDE consortium.
- AID/W processed three amendments (in the amounts of \$700,000, \$590,000, and \$1,241,435, respectively) to the core contract, increasing the obligated amount to the current total of \$3,611,435.

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### SECTION III PLANS FOR YEAR II

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The experience gained during the first year of PRIDE has yielded valuable insights on how to focus the project during the second year. The problem setting is more sharply defined and the four project components have acquired new relevance in supporting the Near East Bureau's environment and natural resources strategy. In addition, new issues have been identified that point to new directions and areas of concentration.

The key activities for the first year included project start-up; implementing subcontracts with seven partners; establishing basic project management and administrative procedures; developing strong relations with four NE missions; implementing four buy-ins; and initiating databases, conceptual analyses, and strategic frameworks. As the project moves into its second year, the focus of the key activities has shifted to include maintaining and strengthening mission relationships; refining and completing databases and strategic frameworks; beginning case study demonstrations, pilot projects, policy and institutional analyses, and program and policy assessments; and developing and implementing a framework by which to monitor regional ENR programs.

PRIDE objectives for the second year are:

- Sustain the momentum achieved in the first year in supporting the NE Bureau and missions.
- Complete the establishment of foundations in each component for long-term support of the new NE environment and natural resource strategy.
- Continue to be responsive to each NE mission's environmental support needs.
- Streamline and simplify the tasks required to accomplish the PRIDE contract end-of-project deliverables.

The detailed plans for project year two can be found in the draft second annual work plan. The major activities to be carried out during the second year for each PRIDE component are summarized below:

#### **A. Strategic Planning**

- Develop strategic planning information for dissemination to missions.
- Identify key environmental problems as the basis for strengthening mission ENR strategies.
- Identify strategic environmental options through practical risk assessment methods and demonstrate mission applications of strategic planning tools to address the options.
- Assist the NE Bureau in preparing an ENR action plan and mission guidelines for implementing the plan.
- Assist the bureau in developing and implementing a framework for monitoring regional ENR programs.

## **B. Policy Analysis**

- Identify key NE environmental issues.
- Conduct an assessment of NE environmental policy implementation processes.
- Design policy information systems in missions and host-country institutions.
- Prepare a guide to the practical application of environmental policy instruments.
- Disseminate policy analysis information to the bureau and missions.

## **C. Private Sector Initiatives**

- Continue information development and dissemination, especially on PS profiles.
- Increase interaction with the U.S. environmental business private sector.
- Develop a private sector database.
- Continue to develop PS priorities, and to follow up on results of private sector profiles in Egypt, Jordan, and Morocco, and cooperative work with the World Bank in Jordan.
- Initiate PS feasibility studies and business development approaches as mechanisms for demonstrating PS barrier elimination.

## **D. Environmental Education**

- Assist the NE Bureau in preparing a regional EE strategy/action plan.
- Prepare environmental awareness campaign training and reference package.
- Develop environmental short courses.
- Develop environmental monitoring information systems.
- Conduct environmental institutional analysis.
- Support PRIDE program by:
  - Supporting WEC training and information dissemination.
  - Designing an audit-based information system.
  - Developing environmental assessment computer programs.
  - Publishing the project newsletter *EnviroNet* three times per year.
  - Establishing communications and information outreach.