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

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

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

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

This Work Plan covers the period September 1994 through August 1995. Background for the strategy, activities, and implementation requirements presented here can be found in the companion volume, *PRIDE Third Annual Report*. That volume contains highlights of PRIDE third year activities, and includes information on core budget and level of effort utilization and achievement of project purposes in terms of end-of-project-status indicators.

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ACRONYMS

ANE	Bureau for Asia and the Near East
CEE	Central and Eastern Europe
EA	Environmental Assessment
ENI	Bureau for Central and Eastern Europe and the Newly Independent States (former USSR)
ENR	Environment and Natural Resources
EOPS	End-of-Project-Status
EPA	Environmental Protection Agency
G/ENV	Environment Center, Global Bureau
GOE	Government of Egypt
LAC	Bureau for Latin American and the Caribbean
LOE	Level of Effort
NE	Near East
NGO	Nongovernmental Organization
PEA	Programmatic Environmental Assessment
RFP	Request for Proposals

SECTION I
PRIDE FOURTH YEAR PROGRAM STRATEGY

A. Background and Overview

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

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

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

B. New Directions and Annual Work Plan

Since January 1994, USAID has been implementing a major reorganization. The reorganization includes establishing a new Bureau for Global Programs, Field Support and Research, and within this "Global Bureau" an Environment Center (G/ENV) with a central staff and three program offices. As this reorganization progressed, PRIDE increasingly coordinated its activities with the Global Bureau toward the project's eventual relocation to G/ENV. During July, PRIDE began reporting to G/ENV instead of the Bureau for Asia and the Near East (ANE), and by mid-August PRIDE was formally designated a G/ENV project.

As PRIDE's third project year ended, the thematic and operational strategy for G/ENV was still being formulated, a process expected to be concluded by the end of calendar 1994. Hence, PRIDE'S third year was implemented in an unsettled institutional environment undergoing major changes, with vast implications for PRIDE's role in USAID and for USAID's management of the project. Because of these facts, PRIDE's work plan for its fourth contract year is not fully detailed in final form at this time.

C. Proposed Emphases for the Next Project Year

C1. Strategic Planning and Policy Analysis

The strategic planning and policy analysis component will continue to provide assistance to Near East (NE) missions through the formulation of environmental strategies and the development of policies and programs oriented to improving USAID host country environmental conditions, privatization opportunities, development of environmentally related institutions, and promotion of environmental education and public awareness programs. At the same time, however, it will—indeed, has already begun to—extend support service in this area to missions in all USAID regions and to all regional bureaus.

Within the current activities of PRIDE that will extend into its fourth year, two projects can be highlighted. A new initiative in support of the Environmental Action Program adopted in Lucerne in April 1993 was undertaken during the ninth project quarter through a USAID Bureau for Central and Eastern Europe and the Newly Independent States (ENI) buy-in to PRIDE. As part of this initiative, a long-term regional senior environmental investment advisor was fielded to London to work at the European Bank for Reconstruction and Development. Financing options by Central and Eastern Europe (CEE) countries or through bilateral or multilateral channels have been explored. In addition to the long-term investment assistance, PRIDE has provided short-term technical assistance to USAID missions in Estonia, Poland, the Czech Republic, and the Slovak Republic. In PRIDE's fourth year, activity under this buy-in will concentrate in Poland. In addition, PRIDE is currently providing support to USAID/ANE for West Bank/Gaza. This activity involves carrying out environmental assessments (two Programmatic Environmental Assessments [PEAs] and an Environmental Assessment [EA]) and an industrial survey in West Bank/Gaza. The recipients of these assessments are a range of private voluntary organizations and nongovernmental organizations (NGOs) in the West Bank/Gaza with USAID facilities development grants. PRIDE expects to expand its activities in ENI countries and West Bank/Gaza during its fourth year.

As PRIDE moves to work on global environmental issues, it will increase its involvement in the development of policies, regulations, and incentive programs oriented to strengthening the institutional and planning capabilities of USAID host countries in urban environmental resource management. Areas of assistance will include identification of policies and strategies oriented to improve air, water quality, and community health, and to increase the participation of different economic sectors in cost recovery of urban environmental infrastructure projects. Under this framework, PRIDE has been approached by the Bureau for Latin America and the Caribbean (LAC) and asked to prepare an urban

and industrial pollution strategy for LAC countries. As this report is written, PRIDE is negotiating the strategy's scope of work with the LAC Bureau. If this activity is implemented, additional activities are likely to be undertaken by PRIDE in USAID missions in LAC countries. In addition, PRIDE is assisting the G/ENV Bureau to prepare a proposal to the Environmental Protection Agency (EPA) in response to a Request for Proposals. The proposal is directed at identifying the extent and sources of pollution, environmental services needs, and the use of appropriate technology in five secondary cities in selected developing countries. A subgoal of the proposal is to identify market opportunities for U.S. environmental technology and programs.

C2. Private Sector Development

During its first three years of existence, PRIDE has developed a strong private sector component. It has assisted Egypt, Morocco, and Tunisia in the promotion of various private sector initiatives. During PRIDE's fourth year, a range of related activities will be undertaken in Morocco and Egypt, and lessons learned from past activities in that region will be applied on a global basis.

Future activities in Morocco will include:

- Support for accessing international markets;
- Development of environmental policy;
- Support for development of new USAID mission environmental projects;
- Development of an industrial environmental management program to assist industries to develop corporate environmental strategies;
- Preparation of environmental regulations and laws to guide market-based pollution prevention and the use of clean technologies;
- Development of an industrial environmental management program to assist industries to develop corporate environmental strategies; and
- Provision of training, development of regulation and standards, and development of government policies for the identification of pollution prevention options.

In Egypt, fourth year private sector activities will include:

- Preparation of a "white paper" reviewing environmental issues affecting privatization efforts; and
- Review and recommendations of industrial environmental laws to be used for market-based pollution prevention approaches.

On a global basis, in its fourth year, PRIDE anticipates projects including:

- Beta testing a computerized system for pollution prevention and industrial audits;
- Review of cross-cutting environmental issues; and
- Pilot activities for small wastewater technologies for small cities.

In its fourth year, PRIDE expects to provide support to USAID missions and host countries in the areas of:

- Privatization of urban services by providing support for projects promoting government deregulation;
- Access to financing for environmental projects;
- Formation of public-private sector partnerships;
- Promotion of technology transfer; and
- Promotion of urban environmental infrastructure cost-recovery programs.

C3. Information Systems and Environmental Education and Public Awareness

PRIDE activities have centered on identifying institutions and programs that offer opportunities for adopting environmental information systems and environmental education and public awareness programs. Activities have taken place in most NE host countries. Within this component a major NE regional workshop is being organized by PRIDE for September 1994 in Sfax Tunisia, on behalf of ANE and G/ENV. The workshop agenda will focus on pollution prevention, and will emphasize the opportunities for NGOs and women to promote community prosperity through pollution prevention activities.

During PRIDE's fourth year the environmental education and public awareness component of the project will be reoriented to support major PRIDE initiatives. The major focus will be on assisting public institutions, environmentally related organizations, and community-based organizations to address environmental and natural resources management problems. In addition, efforts will be made to increase PRIDE training and awareness programs directed at NGOs and local and municipal administrations. These activities will include the promotion of pollution prevention strategies, increasing the participation of various economic sectors in the provision of environmentally related community services, and promotion of low-technology and environmentally sound wastewater and solid waste management systems.

C4. Institutional Development and Project Design and Evaluation

Assistance will continue to be provided by PRIDE through USAID missions to a range of government and private sector organizations. These efforts will aim at strengthening the capabilities of multisectoral organizations in USAID host countries in the management of environmental resources and projects. Within this component, a major activity is currently taking place and will continue through the next year. Under a \$1.5 million buy-in, PRIDE will assist the Government of Egypt to create a National Water Quality Monitoring Unit within the Water Research Center of the Ministry of Public Works and Water Resources. To manage this project, a long-term water resource and management specialist was fielded to Egypt last May.

Additional expected work in the NE region next year includes the:

- Preparation of comparative risk assessments for Egypt;
- Further technical assistance to the Egyptian Science and Technology Cooperation Project;
- Support to regional environmental NGO networking;
- Support to NE missions in the preparation of NGO initiatives;
- Progress review of the Tunisia Privatization of Public Environmental Services Project;
- Technical assistance to the Environmental Unit of the Ministry of Planning in Jordan;
- Development of a pollution prevention databook for the NE region; and
- Preparation of progress reports on NE privatization and the environment.

As part of PRIDE's urban environmental agenda, new areas of involvement on a global basis will include:

- Strengthening the institutional and regulatory framework of environmentally related national and local institutions involved in physical and financial planning of environmentally related infrastructure through assistance with decentralization, privatization, formation of public-private partnerships, and participation of local NGOs in municipal environmental management;
- Strengthening the capabilities of community-based organizations in environmental management and increasing the involvement of NGOs in the provision of environmental services through assistance with promotion of income-generating programs (such as in microenterprise and cost recovery schemes for self-help

infrastructure programs), transfer of low-cost technologies that are environmentally sound, and promotion of environmental communication to increase community participation and awareness in environmental management; and

- Supporting multisectoral initiatives in the formulation and planning of environmental management programs.

SECTION II
FOURTH YEAR WORK PLAN ACTIVITIES

A. Confirmed and Proposed Activities

The three tables below show the proposed PRIDE fourth year work plan activities through which the strategy discussed in the preceding section will be pursued. The tables present in turn PRIDE's:

- Confirmed buy-ins
- Confirmed core initiatives
- Proposed additional buy-in and core initiatives for the fourth project year

The tables also indicate the PRIDE project component under which each activity falls. Activities are organized by country to give the reader a sense of PRIDE's country programs, as well its programs by project component. Within a country grouping, the order in which activities are listed does not imply priorities among them.

The following abbreviations are used in the tables:

- SP = Strategic Planning and Policy Analysis
- PS = Private Sector
- IE = Information Systems and Environmental Education and Public Awareness
- ID = Institutional Development and Project Design and Evaluation

Table 1: PRIDE Confirmed Buy-in Activities for the Fourth Contract Year

Country	Activity	Component			
		SP	PS	IE	ID
Morocco	DO#8: Private Sector Environmental Services				
	Support to the Access to International Markets Project		X		
	Support to the Private Sector Assistance Project		X		
	Support for Environmental Policy Development		X		
Tunisia	None				
Egypt	DO#7: Science and Technology Cooperation				
	Abu Qir Bay Activity			X	
	Economic Analysis of Subprojects			X	
	DO#5: General Environmental Services				
Egypt	Egyptian Environmental Affairs Agency Legislative Awareness Planning, Phase III				X
	DO#10: Water Quality Monitoring and Information System			X	
Jordan	None				
West Bank & Gaza	DO#11: Programmatic Environmental Assessments	X			
Central and Eastern Europe	DO#9: CEE Technical and Investments Assistance	X			
	Lithuania Mission	X			
	Czech District Heating Research	X			
	Czech Revolving Fund, Phase II	X			
	Poland - City of Wroclav District Heating Modernization	X			
	Poland - Evaluation of Huta Cynku's Metal Recycling Operations	X			
	Poland - Business Plan for Katowice Ecological Fuels (Coal Briquetting)	X			
	Poland - Podhale Geothermal Project Development	X			
	PRIDE and Emerging and Newly Independent States Bureau Retreat	X			

Table 2: PRIDE Confirmed Core Initiatives for the Fourth Contract Year

Country	Activity	Component			
		SP	PS	IE	ID
Morocco	None				
Tunisia	NE/PRIDE (Sfax) Workshop Sponsorship and Implementation				X
Egypt	None				
Jordan	None				
West Bank & Gaza	None				
Global	EnviroNet (two issues)				X
Bureau/Environment Center	NE/PRIDE (Sfax) Workshop Implementation and Sponsorship				X
	Support for PRIDE Information Systems				X
	Direct Support to the Environment Center of the Global Bureau	X			

**Table 3: PRIDE Proposed or Expected Initiatives for the Fourth Contract Year
(will be funded as buy-ins whenever possible)**

Country	Activity	Component			
		SP	PS	IE	ID
Morocco	Mission Environmental Strategy Follow-Up	X			
	Support for Clean Technology/Pollution Prevention Efforts		X		
	Provide Industry Environmental Sector Support		X		
Tunisia	Annual Review of Private Participation in Environmental Services Project			X	
Egypt	Egypt Privatization and the Environment (White Paper)		X		
	Comparative Risk Assessment Follow-Up			X	
	Egypt Environmental Affairs Agency Awareness Planning - Phase IV				X
	Update Environmental Strategy	X			
	Pollution Prevention Legislation/Regulation/Institution Study		X		
	Environmental Law and Regulation Review for Industry		X		
Jordan	Policy Analysis of Water Quality Improvement and Conservation Project	X			
	Mission Environmental Strategy	X			
	Technical Assistance to Environmental Planning Institutions			X	
West Bank and Gaza	Additional Programmatic Environmental Assessments	X			
Global Bureau/Environment Center	Complete Information System and Beta Testing				X
	Market the Environmental Benefits Monitoring System				X
	Develop Near East Pollution Prevention Databook			X	
	Develop Near East Privatization and Environment Progress Reports			X	
	Develop Regional Private Sector Approaches to Urban Environmental Services		X		
	Latin America/Caribbean Urban and Industrial Strategy	X			
	Environmental Protection Agency/Secondary Cities Proposal	X			
	PRIDE Activity Database				X
	PRIDE Brochure				X
	Support to USAID Missions in the Preparation of NGO Initiatives			X	
	PRIDE Environmental Awareness Inventory				X
	PRIDE Environmental NGO Strategy				X
PRIDE Management	Global Mailing List				X

SECTION III
PRIDE FOURTH YEAR PROJECT RELATIONSHIP TO
END-OF-PROJECT-STATUS INDICATORS

Four PRIDE end-of-project-status (EOPS) indicators of project purpose achievement are listed below in summary form. Each is followed by bullet references to project activities highlighted in Section I that represent PRIDE purpose achievement in terms of the EOPS indicators. In some cases, the activity cited represents a step in the process of realizing the EOPS indicator. The EOPS indicators have been slightly changed from those that appeared in Annual Report 92-93 in order to reflect more accurately the current PRIDE agenda.

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

- USAID/Egypt Environmental Strategy
- Egypt Comparative Risk Assessment
- USAID/Morocco Environmental Strategy
- Morocco Environmental Policy Development
- USAID/Jordan Environmental Strategy
- Jordan Water Quality Improvement and Conservation Project
- Jordan Technical Assistance to Environmental Planning Institutions
- LAC Urban and Industrial Environmental Strategy
- NE Private Sector Approaches to Urban Environmental Services
- PRIDE Environmental Benefits Monitoring System
- EPA/USAID Secondary Cities Proposal

2. *Environment and Natural Resources strategic planning concepts and methodologies are adopted.*

- Egypt Water Quality Monitoring, Data Management, and Information Dissemination Program
- Egypt Law and Regulation Review for Industry
- Egypt Comparative Risk Assessment
- Morocco Access to International Markets Project
- Morocco Environmental Policy Development
- USAID/Morocco Environmental Strategy
- USAID/Jordan Environmental Strategy
- Jordan Water Quality Improvement and Conservation Project
- Jordan Technical Assistance to Environmental Planning Institutions
- Tunisia Privatization of Public Environmental Services Annual Report
- Czech Revolving Loan Fund
- West Bank Programmatic Environmental Assessments
- LAC Urban and Industrial Environmental Strategy
- NE Private Sector Approaches to Urban Environmental Services
- EPA/USAID Secondary Cities Proposal

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

- Egypt Pollution Prevention Legislation/Regulation/Institution Study
- Morocco Industry Environmental Sector Support
- Morocco Support for Clean Technology/Pollution Prevention Efforts
- USAID/Morocco Environmental Strategy
- Morocco Private Sector Assistance
- Morocco Access to International Markets Project
- Morocco Environmental Policy Development
- CEE Technical and Investments Assistance
- Czech Revolving Loan Fund
- PRIDE Environmental Benefits Monitoring System

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

- Egypt Water Quality Monitoring, Data Management, and Information Dissemination Program
- Egypt Science and Technology Cooperation
- Egypt Privatization and the Environment
- Egypt Comparative Risk Assessment
- USAID/Egypt Environmental Strategy
- Egypt Law and Regulation Review for Industry
- USAID/Morocco Environmental Strategy
- Morocco Access to International Markets Support
- Morocco Support for Clean Technology/Pollution Prevention Efforts
- Morocco Private Sector Assistance Project
- Morocco Environmental Policy Development
- USAID/Jordan Environmental Strategy
- Jordan Water Quality Improvement and Conservation Project
- Jordan Technical Assistance to Environmental Planning Institutions
- Tunisia Privatization of Public Environmental Services Annual Report
- West Bank Programmatic Environmental Assessments
- Czech Revolving Loan Fund
- LAC Urban and Industrial Environmental Strategy
- PRIDE Software Information Systems
- PRIDE Information Systems
- PRIDE Environmental Benefits Monitoring System
- NE Private Sector Approaches to Urban Environmental Services
- EPA/USAID Secondary Cities Proposal

5. *Factories undertake industrial pollution prevention measures.*

- Egypt Privatization and the Environment
- Egypt Science and Technology Cooperation
- Egypt Law and Regulation Review for Industry
- USAID/Morocco Environmental Strategy
- Morocco Private Sector Assistance Project
- Morocco Environmental Policy Development
- Morocco Access to International Markets Support
- Tunisia Privatization of Public Environmental Services Annual Report
- Czech District Heating Plant
- NE Privatization and Environment Progress Reports

- PRIDE Software Information Systems
- PRIDE Information Systems

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

- Egypt Water Quality Monitoring, Data Management, and Information Dissemination Program
- Egypt Science and Technology Cooperation
- Egypt Environmental Affairs Agency Awareness Program Planning
- Egypt Environmental Benefits Monitoring
- Egypt Comparative Risk Assessment
- Egypt Privatization and the Environment
- USAID/Morocco Environmental Strategy
- Morocco Support for Clean Technology/Pollution Prevention Efforts
- Morocco Private Sector Assistance Project
- Morocco Environmental Policy Development
- USAID/Jordan Environmental Strategy
- Jordan Water Quality Improvement and Conservation Project
- Jordan Technical Assistance to Environmental Planning Institutions
- Tunisia Privatization of Public Environmental Services Annual Report
- LAC Urban and Industrial Environmental Strategy
- NE Pollution Prevention Databook
- NE Privatization and Environment Progress Reports
- NE/PRIDE NGO Workshop
- PRIDE Software Information Systems
- PRIDE Information Systems
- PRIDE Environmental Awareness Inventory
- Support to USAID/Missions in the Preparation of NGOs Initiatives
- PRIDE Environmental NGO Strategy
- EnviroNet