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Environmental Training Program

**Annual Report
for Year I**

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To

U.S. Agency for International Development

From

A Consortium of

the University of Minnesota

Humphrey Institute of Public Affairs
Center for Natural Resource Policy and Management
College of Natural Resources
Department of Agricultural and Applied Economics
Center for International Food and Agricultural Policy
College of Agriculture
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Summary of Year One Training

Executive Summary

The Environmental Training Project (ETP) completed its first year on February 11, 1993. During that time, the Project hired In-Country Coordinators in each of the six target countries and set up offices. Twenty-eight training activities were scheduled for completion during Year I. Fourteen of these activities were delayed until Year II because of the unscheduled six-week field exercise and the late approval of the Year I PIP. Fourteen activities were conducted in the Region between August 1992 and February 1993, and they were all well received by the participants and attracted positive media attention. As of May 24, 1993, only one Year I activity still has to be conducted. ETP trained 720 participants and 31 facilitators (of whom 5 are ready to conduct their own training). Since Year I activities concentrated on the environmental business sector and NGO strengthening, we saw the greatest impacts in these areas. In every country that hosted business training, we saw increased activity in networking, forming business clubs, and the establishment of new businesses, completing business plans and applying for financing. Likewise in every country that hosted NGO and local government training, we have seen increased networking, the formation of new NGOs, or the formation of work groups meeting weekly or monthly.

The need for systematic follow-up to ETP training with participants, increasing the numbers and level of training for facilitators, and building sustainability of the Project are areas identified for strengthening in Year II. On the whole, our in-country operations have been very successful due to the hard work of the In-Country Coordinators and the quality of the training materials and trainers.

The Management of the Project is the area that has been most challenging during Year I. These challenges were due to the normal start-up problems that any multi-national Consortium-run project would face, but they were exacerbated by three factors: (1) the extensive (six week) and expensive field exercise that the Consortium was asked to undertake in March 1992; (2) delays caused by USAID due to requested programmatic changes in the project and long lag times in approving the Year I Program Implementation Plan and country training plans; and (3) problems in setting up and turning around subagreements and financial documents at the University of Minnesota. Our most important success was to develop a good collaborative relationship with AID-Washington. This was accomplished by January 1993. Because of increased cooperation between AID-Washington and the quality of the training activities in-country, our relationship with AID Representatives in-country has also improved significantly by the end of Year I. Likewise, the University of Minnesota has added new staff to expedite the financial and contractual management of the Project and we expect to minimize delays and problems in this area also because of the corrective action we have taken.

I Description of the Project

The Environmental Training Project (ETP) has been funded as a Cooperative Agreement between EUR/DR/ENR and a Consortium led by the Hubert H. Humphrey Institute for Public Affairs at the University of Minnesota. The Consortium is comprised of the Center for Hazardous Materials Research (CHMR), the World Wildlife Fund-US (WWF-US) and the Institute for Sustainable Communities (ISC) based at the Vermont Law School.

Target countries are Bulgaria, the Czech Republic, Hungary, Poland, Romania and Slovakia, in accordance with AID's priorities. (Romania was added in after our proposal was written and negotiated.) ETP's basic goal is to contribute to environmentally sound economic restructuring. The planned activities aim at achieving improvement in environmental and natural resource economics and management of natural resources and the environment. This will be accomplished by providing training that can be sustained in the long-term by building institutional capacity and human resources. Training activities include professional courses, workshops, on-site consultations, internships and university training, all of which enable trainees as well as in-country subgrantees to carry out subsequent training activities themselves.

ETP was designed by USAID as a response to the environmental and economic problems in Central and Eastern Europe. The Project includes four components, which, working in conjunction, have the best possibility of resulting in sustainable, intersectoral environmental and economic stability. This, in turn, can lead to political stability. The following is a summary of the four components:

1. Environmental Business Management and Administration

This Component builds environmental skills of business and industry and builds management and marketing skills of environmental specialists. This training embodies several principles. First, managers of existing enterprises need better training in environmental management--in how to evaluate their facilities' environmental problems and in how to evaluate economic impacts and relative cost effectiveness of alternative pollution control investments. Such training must be based on concepts of pollution prevention, efficient use of energy and other inputs and auditing and other methods of analysis and accountability. Second, financial, marketing and other management training is necessary so that the existing pool of well-educated and technically knowledgeable individuals in Central and Eastern European better market its skills as a home-grown environmental service industry. The long-term objective is to supplant regional reliance on expensive, locally inexperienced foreign consultants with greater reliance on local talent. Third, the production sector, as well as government, must learn about concepts of environmental impact assessment for analysis of prospective new activities. Fourth, selection of trainees from the private sector should avoid duplication of training that US companies can or ought to pay for themselves.

Throughout ETP training, we foster active learning via site-specific case studies and interdisciplinary approaches to the material. We are modeling in the training the kinds of attitudes and behaviors that foster initiative, collaboration and healthy competition, problem-solving and informed debate. We also incorporate the use of simulations and collaborative teams working on case studies in interactive learning environments. This approach has worked extremely well in Year One.

One of the consistently positive comments from participants in all our training is that they learned a "new way of thinking" which helped to empower them and to build their confidence. Moreover, this new way of thinking gave them a better understanding of problem-solving and systematic approaches for communicating about problems and opportunities and requesting funding to solve those problems. Strategic planning, financial decision-making, cost-benefit analysis, market analysis and other process skills related to economic restructuring all contribute to the skills base which are outgrowths of this "new way of thinking."

As part of our support to trainees and our contribution to environmentally sound economic restructuring, we have established a pilot ongoing consulting service in each of our target countries. The application of this system is designed specifically in each country. However, in general, facilitators or potential future trainers are selected before a business training course is offered. That individual(s) participates in development and delivery of the course materials in the training. Participants in the workshop interact with this trainer during the workshop. In the twelve months following the training, participants are encouraged to discuss their experiences, trials and successes and failures with this person(s). Solutions to business development and business management problems are (in some cases) solved through this interaction. In other cases, additional assistance is required from technical experts in the country or in the United States. In the case where additional assistance is required, assistance is coordinated with the In-Country Coordinator and the Consortium Partner responsible for that component. In each case, the facilitator serves as a "consultant" whose fees are paid by the ETP. Requirements for use of this service include previous participation in an ETP course and coordination with the In-Country Coordinator. In a longer term sense, this process facilitates the development of an in-country consulting service which serves the needs of environmental businesses.

2. Public Participation and Outreach

Public participation in environmental issues drives the regulatory process which spurs environmental improvements by the private sector. Our training efforts in this Component foster public participation in environmental decision-making to support this goal. This training focuses on workshops on negotiation and conflict resolution, NGO financing, policy analysis, leadership training, conducting public awareness campaigns and promotion of freedom of access to government information. The goal of this training is to provide NGOs

and other organizations with strategic management skills and experience to restructure their nation's political, economic and social institutions in an environmentally sustainable way based on principles of democratic decision-making.

During Years One and Two, the thrust for training in public participation and outreach is to increase the abilities of select NGOs and other organizations to influence policy in non-confrontational ways. Specifically, we focus on teaching communication strategies, strategic planning and basic environmental analysis techniques to strengthen indigenous capacity to identify and solve special environmental problems. We also train NGO's in financial management to enhance their long-term viability and to increase their professionalism.

ETP training has not been limited to the classroom even in Year One. We have also participated in a limited way in public education and outreach as part of our special opportunities in Year One. For example, we supported an environmental film in the Slovakia which has already been aired on Slovak television. We have also participated in the Poznan International Environmental Fair and hosted CDI-Sanders and Kenneth Macek, the AID long-term advisor in the Region at the Fair. Additionally, a Bulgarian eco-tourism film is currently being planned for Year Two in cooperation with Bulgarian filmmakers.

The Consortium recognizes that during this unprecedented transition period, the target countries face new ideas and numerous conflicts that did not exist in the past. As a result, conflict management, negotiation and mediation skills are extremely important. These skills are being stressed in Years One and Two. In Years Three through Five, we will be putting more emphasis on public outreach and public education.

3. University Strengthening

The training presented in this University strengthening Component is designed to enhance the ways in which societies in Central and Eastern Europe use university resources and capabilities in the field of environmental protection. The issue we are addressing may be framed this way: "How can the capabilities of universities in the region in teaching, research and information dissemination be directed to solving environmental problems?" This approach focuses not only on strengthening traditional academic functions through creation of better curricula and stronger libraries, but also on designing new university-based institutions. This includes development of university outreach in the form of an environmental extension service and establishment of technical assistance arms to serve government, industry and the public with training, technical services and applied research. In substantive terms, this approach gives participating institutions in Central and Central and Eastern Europe access to the most promising current elements in the field of environmental management. As the focus of policy shifts from regulation and enforcement to facilitation of compliance, from "end-of-pipe" control to process-based pollution prevention, new

institutional approaches of a distinctly multi-sectoral nature are required to achieve policy objectives. As such, this subset of effort is linked to efforts in other Components, as industry's and government's roles are clarified and strengthened.

By consulting with our CEE university partners, we have discovered that environmental and resource management are the weakest curricular areas in Central and Eastern European universities because of the long emphasis on Marxist production-oriented economics. We will facilitate development of programs for faculty development and curricular development in two major areas: environmental resource management and policy and environmental and natural resource economics. As part of our faculty development efforts, Central and Eastern European university faculty are eligible for long term study in the US. To ensure on-going strong faculty leadership by establishing strong East-West academic networks, we have begun to identify a pool of prospective candidates for internships and formal educational experiences and are currently establishing the procedures and selection criteria and encouraging individuals to apply for internships or formal education (e.g., graduate programs) through ETP.

University strengthening was not emphasized during Year One. Attention to long term training (e.g., universities, internships) will become more prominent in Years Two through Five. Much of this involvement will be accomplished through subgrants either to trainers "in training" or to Ph.D. candidates and graduate students. We will also work more closely in Years Three through Five with in-country institutions to establish certificate programs in environmental studies which will incorporate and enhance ETP training while safeguarding its sustainability.

4. Environmental Policy and Management

Our efforts in institution building in the public sector support development of indigenous capabilities in environmental policy, analysis and management. Activities under this component were loosely coordinated with other elements of USAID's Central and Eastern Europe program. This coordination and cooperation will be enhanced in Years Three through Five.

The program of activities under this Component are consistent with the following principles. First, target audiences are sub-national, regional and local officials who are being given increased responsibility for environmental management in CEE due to democratization and decentralization of power. The Consortium is sensitive to the need to train these officials so that they can ensure that environmental protection accompany economic restructuring. Second, training for this component, while it may include technical assistance, focuses on broader policy issues. Three examples would be how to implement the environmental impact assessment process, how to identify and ensure access to information necessary for effective environmental decision making, and how to establish community level monitoring and enforcement programs and regional environmental management plans. The first two of these types of training have already been started in Year One and are being

expanded and continued in Year Two. Moreover, the multisectoral training will also be increased in Years Two through Five.

Third, training for this component complements public participation and outreach and the conflict resolution elements of the ETP NGO Component and is being closely coordinated with other environmental management courses and training sponsored by USAID (especially the Improved Public Sector Environmental Services and WASH projects) and bilateral or multilateral agencies such as the World Bank and EC PHARE.

The Consortium will continue to offer courses to upgrade the skills of governmental decision-makers and other ETP audiences in a combination of subject areas critical to effective environmental policy analysis, planning and management. These include environmental information management, risk assessment and priority setting, interagency coordination, permitting and enforcement, public sector-private sector partnerships and natural resource management.

Training in Years One and Two was delivered on a regional basis, using a case study, problem-solving approach. This training is being conducted over a period of several weeks through a series of workshops and on-site visits by teams comprised of Consortium staff, the training staff and in-country consultants. This approach has been very successful in Year One and the model has been replicated by our trainees resulting in new NGOs and legislative planning groups in Bulgaria and Slovakia. We will describe how the impacts ETP has on the regions affect national policy and priorities in Years Two through Five of the Project.

II Description of Project Activities Conducted in Year I

The following is a summary of the training activities and project management during Year I. It is important to note that the courses we offer are sequential and build upon the skills, knowledge base and local resources of the Region. For example, the environmentally based economic restructuring sequence for environmental businesses includes: a general course in managing an environmental business prepared by CHMR, a more specific course in writing business plans and financing proposals prepared by the University of Minnesota, a marketing course prepared jointly by CHMR and the University of Minnesota which results in a marketing plan and an environmental management course prepared by CHMR.

The capacity building courses for NGOs include a general strategic planning and financial management course for NGOs developed by WWF and then fund-raising courses developed by both WWF and the University of Minnesota. Each of these courses concentrates on different aspects of fund-raising and managing those funds.

The sequence of courses that cut across all four sectors are composed of both policy planning courses and technical courses. The policy courses include strategic planning courses developed by both ISC and the University of Minnesota, followed by environmental policy and management courses and improved environmental programs courses developed by

ISC. These are complemented by the conflict resolution courses prepared by WWF and the technical courses in environmental impact assessment (ISC) and introductory and advanced environmental auditing courses developed by CHMR.

Summary of ETP Training Activities for Year One

Country	Component	Training Activity	Consortium Partner Responsible	Date of Activity
Bulgaria	Business	Managing an Environmental Business	CHMR	Dec. 3-5, 1992 Dec. 7-9, 1992
	Business	Management of Financial Resources for Small Environmental Businesses	University of Minnesota	January 27-31, 1993
	All sectors	Environmental Conflict Management	WWF	Jan. 11-15, 1993
	All sectors	Improved Environmental Programs Through Better Information Management	ISC	Jan. 6-9, 1993
Czech Republic	Business	Managing an Environmental Business: Financial Management	CHMR/Katz	Jan. 25-29, 1993
	All sectors	Environmental Impact Assessment	ISC-(2) subgrants	Feb. 22-28, 1993 April 1-3, 1993
Slovakia	Business	Managing an Environmental Business: Financial Management	CHMR/Katz	Feb. 1-5, 1993
	Business & Government	Environmental Auditing for Business and Government	CHMR (2)	Sept. 16-23, 1992
	All sectors	Environmental Impact Assessment	ISC/CIEL	Feb. 16-21, 1993 April 6-8, 1993
	All sectors	Improved Environmental Programs Through Better Information Management	ISC	Jan. 13-16, 1993
	NGOs	Strategic Planning and Financial Management for NGOs	WWF	Feb. 12-16, 1993
Hungary	Business	Managing an Environmental Business	CHMR	May 17-20, 1993
	All sectors	Strategic Planning in the Borsod-Miskolc Region	University of Minnesota	Dec. 7-10, 1992
	All sectors	Environmental Conflict Management	WWF	Jan. 18-22, 1993

Poland	Business	Management of Financial Resources for Small Environmental Businesses	University of Minnesota	Aug. 15-26, 1992 (1); Nov. 30-Dec. 11, 1992 (2)
	Business	Marketing Environmental Goods and Services	CHMR (2)	May 10-13, 1993 May 17-20, 1993
	Business	Environmental Auditing for Business	CHMR	Feb. 22-25, 1993 March 1-3, 1993
	NGOs	Strategic Planning and Financial Management for NGOs	WWF	Feb. 5-9, 1993
	All sectors	Special Opportunities: Poznan International Environmental Fair	University of Minnesota	November 24-27, 1992
Romania	NGO	Proposal Writing for NGOs	University of Minnesota	February 2-6, 1993
	All sectors	Improved Environmental Programs Through Better Information Management	ISC	June 1993
	All sectors	Strategic Planning	Uof M & ISC	May 18-23, 1993
Trans-national	All sectors	Library Strengthening and Information Management	WWF	ongoing
		Selection of Interns and Ph.D. Candidates for Long-term Training	University of Minnesota	ongoing

During Year One we scheduled 28 training activities in the Region at a cost of \$948,361. We conducted 14 of those activities by 11 February 1993 and as of 24 May 1993, we completed 27 of the 28 scheduled activities and trained 748 people. Throughout the training program, we emphasized the development of skills in environmental management, environmental activities in market economies and public participation in environmental policy formulation. At the same time, we promoted sustainability of the program activities by beginning to train trainers as well as in-country subgrantees to carry out training activities themselves.

During Year One, we selected In-Country Coordinators and we established offices in all of our target countries. The extensive needs assessment exercise and the four-month delay in the approval of our Year One PIP meant that we began delivering training almost four months later than planned and many activities had to be delayed until Year Two to provide sufficient development time. It also meant that the University of Minnesota and our Consortium partners had to take a more active role in delivering training since there was not time to advertise and award competitive subgrants between the official approval of the PIP on November 6, 1992, and the end of our first fiscal year on February 10, 1993.

Most economic restructuring training activities were presented in conjunction with identified in-country partner organizations. Activities have been phased to effectively mobilize Consortium resources, to respond to training opportunities and to effectively meet audience needs and capacities. In general, training units are considered twelve-to eighteen-month commitments which include consulting with in-country partners in planning training activities, pre- and post-testing and two to three follow-up interactions over 12-18 months.

Training is conducted in host country languages via translation, and written training materials are prepared in host country languages. Training has been presented through a mixture of traditional and innovative delivery techniques in interactive and experiential learning environments using site-specific case studies. We emphasized regional and local workshops rather than large multi-national conferences. Some courses were delivered in computer labs and the participants were given the course materials on disk as well as in hard copy. A database of training materials is being established as the basis for a clearinghouse for environmental training which will be made available to ETP participants through our In-Country Coordinators.

In Year Two, we will continue with the business activities and NGO strengthening activities. In Year Three we will increase our activities with both local and regional governments and universities and institutes. In Year One, the activities with local and regional governments were closely linked to technical courses provided for the business sector, or to information management, impact assessment, or strategic planning courses for all four sectors. Likewise, the university strengthening activities in Year One related closely to the training of trainers. These activities will begin expanding in Year Two and will be a priority in Year Three, thereby building capacity and sustainability.

A. Description of Year I Training Activities

The following is a breakdown, by country of the top training priorities and the amount of training funds we allocated to each of these areas. These are followed by summaries of the training based on pre- and post-workshop evaluations, follow-up evaluations and information reported by ICCs and course alumni.

1. Bulgaria (\$145,600 allocated in training funds)

a. Managing an environmental business. \$40,000.

CHMR, through its associate, NETAC, developed a course to support the successful emergence and growth of new companies offering environmental goods and services. A second offering of this three-day course was conducted as well. A total of 24 participants attended these courses which were held from December 3-5 and 7-9, 1992 in Gabrovo-Turnovo. Nineteen applicants were accepted in the course and six were wait listed. For the Varna/Devnya session eighteen applicants were accepted and eight were wait listed. The

significant accomplishment of this second group was that the participants decided to establish a business club to discuss ideas from this and related training and to improve their business management skills.

This course is an introduction to the set of skills and competencies required to establish and manage profitable businesses in the environmental services field. It pays special attention to the identification of company capabilities and networking. The course also describes: how new regulations, public pressures, legal requirements and investors affect the need for environmental services; the services businesses can offer; practical lessons in market analysis, market development and market penetration.

Course preparation started late because of the delay in Year I PIP approval so there was not much time to recruit participants. Some applicants for the course did not show up. Their failure to attend was probably because they did not receive confirmation with the explanation of time, location and so on. These problems have been addressed in future courses and the attendance was up and we now even have waiting lists for courses.

b. Management of financial resources for small environmental businesses: the business plan and financing proposal. \$20,000.

One course was scheduled to be subcontracted for the Plovdiv area and participants were to be invited from Varna. The University of Minnesota was to take the lead in developing and subcontracting this course. This five-day course was actually offered to 38 participants (including 7 women and 1 ethnic minority) in Varna from January 27-31, 1993, with the help of three in-country facilitators.

This is a practical, introductory course for small to medium-sized emerging or newly established environmental businesses. It acquaints participants with the components of the business plan and financing proposal and helps them begin discussions with local and foreign financial institutions. Guests representing local and international financial institutions and joint ventures also present at the course. The participants are taught to write a business plan and financing proposal. They are also taught how Western bankers and financiers think and the criteria such financiers use in evaluating loan applicants. The local Bulgarian facilitators provided expertise on the Bulgarian business climate, the banking system and accounting practices.

Of significance is that one participant from Russe completed his business plan and applied for credit within a month of completing the course. New businesses have been approaching the ETP office asking for help in developing their business plans and establishing relations with financing institutions or companies interested in joint ventures. They have been asked to apply for the next course. There were 63 applicants for this course and 25 of them were wait listed. When this course is repeated in July 1993, the original participants will be invited back for a follow-up session in a computer lab and they will be taught to use the courseware that accompanies the course.

The problems with the course were (1) the lack of computer facilities for the first course because we did not have enough time to prepare the course materials in Bulgarian on disk due to the late approval of the Year I PIP and (2) there were really about eight too many participants to give everyone the individual attention they needed.

c. **Environmental conflict management. \$38,100.**

This five-day course, conducted by WWF staff and WWF consultant, CDR Associates, was held for all four sectors in the Varna-Devnya region on January 10-15, 1993. There were 36 participants in the course, including 13 women. There were 53 applicants for participation, 17 of whom were wait listed.

This course began with an overview of the field of environmental conflict resolution and a discussion of basic terms to develop a common vocabulary. This was followed by attendee participation in negotiation simulations of increasing complexity, culminating in a multi-party, multi-issue negotiation about industrial development near a housing project. Almost all the negotiation exercises reflected Central East European environmental issues. Other topics included communicating skills, meeting management, consensus building, and negotiating with difficult people.

The training involved Bulgarian facilitators and resource people at several levels. The director of a Sofia conflict resolution center led a full morning discussion on the uses of mediation in addressing environmental disputes, while Bulgarian facilitators helped recruit participants and assisted in presentations and facilitation.

The workshop received multimedia coverage, Devnya's deputy major (who attended the entire workshop) expressed very strong interest in looking for ways to apply the training to his community. One of the Bulgarian facilitators was called upon immediately to advise a deputy minister on negotiation techniques in a government-trade union conflict in the Varna area.

d. **Using information for effective environmental management. \$37,500.**

This course was developed by ISC and offered to all four sectors in the Gabrovo/Veliko Tarnovo region on January 6-9, 1993. There were 29 participants in the course, including 13 women and 1 ethnic minority. There were 58 applicants for the course and 29 were wait listed.

Of significance was the decision of the participants to follow-up on the training by establishing an NGO entitled "Ecological Committee for Reconstruction and Protection River Jantra Basin." This NGO will coordinate and improve communication between institutions that have information and decision-making responsibility and the public. This Ecological Committee exists in two location and each group has met by itself several times since the training. Each has hired a logistical coordinator for their respective groups and has agreed

on the goals, objectives and mission of the group. Representative from both groups have met collectively for a two-day joint session to refine goals and strategies. Those individual meetings and the joint meeting were hosted and facilitated by a facilitator/trainer from Sofia. The two groups also hosted a meeting with the Bulgarian ICC to discuss future actions, strategies, and possible future relationships with other ETP training. The only real problem was the limited time for the course.

2. Czech Republic (\$70,000 allocated in training funds)

**a. Financial management for small and medium-sized environmental businesses.
\$20,000.**

This five-day training was subgranted by CHMR to the Katz Graduate School of Business and conducted from January 25-29, 1993. There were 17 participants in the course, including 3 women. There were 27 applicants for the course and 10 were wait listed. The course was held at Usti University and made use of a local facilitator.

To focus on the identification of business opportunities, the course explored the factors that force environmental concerns to be addressed. This included national laws and regulations, activity of enforcement agencies, public pressure, consumer demand, and loan requirements posed by domestic lenders, international bodies such as the World Bank and EBRD, and potential foreign joint venture partners.

The financial management component of the course contained the following components:

1. **Financing.** Financing serves the key functions in an organization of securing start-up capital, establishing a line of credit to carry the firm over period of insufficient cash flow, providing resources for expansion or acquisition.

2. **Financial Management.** Financial management is the careful tracking of the financial flows into and out of an organization. As a record-keeping function, it assures timely meeting of financial obligations, serves to track cash flow, and provides proper documentation for taxation and auditing purposes. As a planning tool, it serves as the basis for plotting future demand for services, increasing or reducing staff, and substantiating strategic plans.

3. **Identification of opportunities for expansion.** A firm can expand in a number of different ways beyond the basic way of responding to increased business volume through internal growth. These include acquisition of other firms to expand business in the same market or in order to enter another market, entry into partnerships with other firms, and the use of public offerings to generate capital.

One of the highlights of the training was the meeting between participants and local bankers, despite the complicated situation of the Czech banks when the currency split was imminent.

Seven representatives of local commercial banks and Ekogrobanka (which specializes in promoting small and medium-sized environmental businesses) were present. This meeting initiated a process which will lead to collection of data about Czech businesses, which is crucial for making financial analyses. One participant stated that this was the most valuable training he had attended in two years and volunteered that he could find enough participants for a second offering of the training from his firm alone. The participants unanimously requested that the course be repeated soon and that there be follow-up visits by US firms in the Region as part of a peer-matching program. The most serious problem was simultaneous translation with a translator who was unfamiliar with financial terminology.

b. Environmental impact assessment: Improving development decisions with environmental information. \$50,000.

This course was subgranted by ISC to the Foundation of the Environment Center of the University in Usti nad Labem, the Center for International Environmental Law (CIEL) and held from January 25-27, 1993 at Usti University. There were 32 participants in the class, including 10 women, and they represented 24 institutions. Five in-country facilitators were trained and assisted with the course. They prepared an excellent case study based on a real EIA of a highway from Prague to Dresden. A second offering of this course was held in Litvinov from April 1-3. There were 25 participants in the class, including 17 women. Five in-country facilitators assisted with the second iteration of the course.

The Environmental Impact Assessment (EIA) law requires that when new projects are proposed, or when existing projects are expanded, modified, or reconstructed, an assessment of the expected environmental impact (EIA) of the proposed activity be prepared. These Czech statues both present opportunities for emerging businesses and impose management obligations on government agencies responsible for administering these laws. The EIA law presents an additional training need in its requirement for public participation in the EIA review process. All of these issues were incorporated into the EIA training.

As a result of the training, a work group of participants and trainers was formed to initiate improvements in the Czech EIA law. The second iteration of the course in Litvinov was even more enthusiastically received than the first. The teaching materials are considered the most thorough EIA documents in the country. These are being edited and 1,000 copies will be distributed in-country.

3. Slovak Republic (\$165,200 allocated in training funds)

**a. Management of financial resources for small environmental businesses.
\$25,000.**

This course was subgranted by CHMR to the Katz Graduate School of Business and conducted on February 6-10, 1993, in Kosice. There were 11 participants in the course, including 3 women. Three of these participants had participated in previous ETP training.

The purpose of the course was to help managers understand financial statements, present and future value models, capital budgeting and new accounting principles. The financial management component of the course contained the following components:

1. **Financing.** Financing serves the key functions in an organization of securing start-up capital, establishing a line of credit to carry the firm over period of insufficient cash flow, providing resources for expansion or acquisition.

2. **Financial Management.** Financial management is the careful tracking of the financial flows into and out of an organization. As a record-keeping function, it assures timely meeting of financial obligations, serves to track cash flow, and provides proper documentation for taxation and auditing purposes. As a planning tool, it serves as the basis for plotting future demand for services, increasing or reducing staff, and substantiating strategic plans.

3. **Identification of opportunities for expansion.** A firm can expand in a number of different ways beyond the basic way of responding to increased business volume through internal growth. These include acquisition of other firms to expand business in the same market or in order to enter another market, entry into partnerships with other firms, and the use of public offerings to generate capital.

The participants unanimously requested that the course be repeated soon. As part of follow-up planning, they requested that there be visits by US firms to firms in the Region as part of a peer-matching program.

b. Environmental auditing for industry and government professionals. \$30,000.

This four-day course was offered by CHMR in Bratislava from September 17-19, 1992, and in Kosice from September 21-23, 1992. There were 27 participants in the Bratislava offering of the course, including 10 women and 1 minority. There were 32 applicants for the course and 5 were wait listed. In the Kosice offering, there were 21 participants, including 3 women and 1 minority.

Environmental auditing is a technique for tracking all materials entering and leaving a production facility or process which focuses on identifying and quantifying the residuals or wastes generated by that process. It is a technical tool that can be used by managers to identify the appropriate timing and scale of investment in pollution control equipment, changes in operations to achieve pollution prevention, or modifications of production processes to achieve cost savings.

This course provided participants with environmental auditing procedures and techniques from the pollution prevention point of view, including two days of classwork and case studies; one day of walk-throughs at the Istrochem and East Slovakia steelworker complexes; and one day of group debriefing.

The participants felt the most beneficial aspects of the course were the high level of interaction with instructors, the usefulness of industrial case studies and the quality of the course materials. They requested an advanced auditing course, another auditing course for government officials, and peer-matched residencies for Slovak participants in US companies.

c. Environmental impact assessment: Improving development decisions with environmental professionals. \$50,000.

This five-day course was subgranted by ISC to the National Center for Environmental Education in Bratislava and the Center for International Environmental Law (CIEL) and conducted on February 17-21, 1993 in Bratislava. Three local facilitators assisted with the course. There were 44 participants in the course, including 21 women. There were 60 applicants for the course and 16 people were wait listed. A second offering of this course was held in Herlany, Eastern Slovakia, from April 6-8, 1993. There were 60 applicants for the course, of whom 15 were wait listed. There were 45 participants in the course, including 18 women and 2 minorities.

The purpose of the course was to introduce participants to EIA principles, international comparisons, EIA steps referring to the EIA draft law, and the need for public participation in EIA.

The most significant outcome of the course was that some recommendations from the workshop were included in the new version of the draft Slovak EIA law.

d. Using information for effective environmental management. \$25,000.

This four-day course was conducted by ISC from January 13-16, 1993 in Kosice. There were 35 participants in the course, including 13 women and 1 minority. There were 39 applicants for the course and 4 were wait listed. Nine participants had attended other ETP training.

The objectives of the workshop are to explore why information is important; to show how it is used in environmental decision-making; to determine what type of information is needed and who has that information; to identify ways to improve communication and access to and exchange of information, and to increase public involvement in environmental decision-making. The materials included a profile on information sources in the Hornad River and a paper on the legal framework for access to information.

The participants were divided into three work groups, each of which focussed on an exemplary water quality problem (i.e., chemical pollution, heavy metal pollution, non-point source pollution). Topics covered included an introduction to environmental management, the importance of information, identifying and classifying water quality problems in the

Hornad River basin, obstacles to obtaining and using information, evaluating and monitoring. The materials included a detailed profile of information sources in Eastern Slovakia and a paper on information access and flow in the Region.

As a result of the training, three separate groups have been formed and they meet weekly to discuss further actions.

e. Strategic planning and financial resource development for NGOs. \$35,000.

This workshop was held in the Kosice region from February 12-16, 1993. It was similar in content to the NGO training course of the same name held in Katowice, Poland, with adaptations to Slovak circumstances. It was conducted by WWF consultants Progressive Strategies and Goldman Associates. There were 21 participants, including 8 women, representing 19 organizations.

The course was developed in consultation with the Environmental Partnership for Central Europe, which had sponsored an NGO training workshop several months earlier, and with The Organizing Project, which had helped organize the earlier workshop. WWF's market for NGO training in the Kosice Region per se is limited. Accordingly, follow-up activities and additional training, to be funded by a designated subgrant, will encompass not only the Kosice Region but portions of Slovakia outside it. The designated subgrant is intended for The Organizing Project, in cooperation with the one existing (and well-regarded) NGO training center in Slovakia. This will represent excellent leveraging of Partnership and ETP investments.

4. Hungary (\$171,900 allocated in training funds)

a. Environmental management for environmental companies. \$75,000.

CHMR worked with local businesses, government and NGOs to stimulate this sector. Some activities were subgranted in the Borsod-Miskolc region. CHMR offered the initial course in May 17-20, 1993 to 32 participants from that region. The course was well received by the participants, and the ICC will be providing follow-up activities.

b. Strategic planning for integrated environmental management in the Borsod-Miskolc Region. \$60,000.

This four-day course was conducted by the University of Minnesota from December 7-10, 1992 in Miskolc. There were 27 participants in the training, selected from 40 applicants. The participants represented all four sectors.

The course consisted of five basic modules: situation analysis, getting organized--social mobilization, developing strategy, developing action plans, and implementation. The workshop combined both lectures and laboratory sessions. The group was divided into four

teams who were given the task to prepare the best possible environmental strategic plan for the Region. The lectures provided the instruction on how to do each module and the laboratory sessions allowed the teams to apply the methods learned from the lectures. The group was taught specific techniques for analyzing current conditions, social resources and they were taught brainstorming and strategic decision-making.

The participants proposed to meet and apply what they learned in a real planning exercise for local governments in the Region. They also decided to support the activity of the newly founded Ecological Institute, an NGO. A follow-up activity is planned for June 10-13, 1993.

c. Environmental conflict management for reconstruction and privatization.

\$36,900.

This five-day course, conducted by WWF staff and WWF consultant CDR Associates, was held for all four sectors in the Borsod-Miskolc Region from January 18-22, 1993. There were 30 participants from all four sectors, including 8 women. The workshop was organized in conjunction with the Ecological Institute in Miskolc, which identified and recruited participants. A Hungarian consultant with training in conflict resolution identified local issues that could serve as the basis for the workshops. Unfortunately, expected budget constraints made it impossible to hire local facilitators for the workshop, although they will be hired in possible future workshops and the Ecological Institute plans to engage in follow-up activities including possible application for an ETP subgrant to create a local center for conflict resolution.

The course began with an introduction to the field of environmental dispute resolution and discussion of the attendant vocabulary of terms. The group engaged in exercises designated to develop negotiation skills. Simulations were presented in order of increasing complexity, culminating in a multi-party, multi-issue negotiation over industrial development and environmental trade-offs in a fictional Hungarian town. Other sessions focussed on such important conflict resolution skills for negotiation conveners as meeting management, consensus building, and negotiating with difficult people.

The course was reported on in one of the two regional daily newspapers, on Miskolc radio, and on Miskolc local television.

5. Poland (\$250,200 allocated for training courses)

a. Management of financial resources for small environmental businesses: the business plan and financing proposal. \$90,000.

A five-day course was developed by The University of Minnesota to be presented in Katowice. Three sections of this course were conducted in Katowice. The first was a pilot two-week course offered from August 16-27, 1992. There were 33 participants in this course, including 6 women and 1 minority. There were 40 applicants for the course and 7

were wait listed. The second and third offerings were held from November 30-December 4 and December 7-11, 1992. There were 30 participants in the second offering of the course, including 5 women, and 27 participants in the third offering, including 5 women. Three trainers were trained in the course and they will be conducting future offerings of this course in Poland.

The University of Minnesota designed and developed this introductory financial management course for small to medium-sized emerging or newly established environmental businesses. This was a one-week, 40-hour practical course which enabled the participants to create a draft of a business plan and a financing proposal. The course format was discussion-workshop. The materials developed for this course were interactive tutorials which can be used either on PCs in a computer lab or through workbooks. Examples from Poland, including a case study, were be included in the course materials, which were tailored to the needs of the Polish audience. This was both the first ETP course offered in the Region and the only course to date offered via computer-aided instruction. It has been one of the most successful of all ETP business sector courses.

In a follow-up meeting with 18 out of 33 of the first course participants four months after their training, they reported the following:

Three new private companies have emerged in the field of industrial waste management, an environmental service company, and a firm to retrofit businesses and firms with insulation and other energy conserving materials. Three private businesses have completely restructured their companies based on what they learned in the course: a landscape management and revegetation company, a small environmental consulting company (which has doubled its business) and an herbal medicine business. An existing company entered into a new field of enterprise, and two participants decided that they should be nonprofits rather than for-profit businesses. One participant negotiated a contract in the field of waste treatment for food processing for 100% more profit than previous contracts; he has also presented new funding proposals to banks and has completed his business plan. Finally, the Polish Ecological Club gained 30 new members from the training and 15-18 alumni of the training have formed their own networking group that meets monthly.

**b. Marketing environmental goods and services for small environmental businesses.
\$50,000.**

CHMR designed this course to provide intense consultative services to small environmental businesses to help participants to develop marketing plans. The two sections of this course are the third in a series of increasingly more advanced environmental management courses. These courses, which were offered May 10-13 and 17-20, 1993, focused in depth on the following topics:

- Identification of market opportunities
- Environmental media
- Area of focus
- Assessment of company capabilities
- Networking: Development of organizations of environmental businesses

Because of the success of the earlier ETP courses in Poland, this course did not have to be advertised. There was already a waiting list of over 70 people. The course was well received and the 73 participants evaluated both the instructors and the materials highly.

c. **Environmental auditing for business. \$35,000.**

Two installments of this four-day course were offered by CHMR in Katowice February 24-26 and March 1-3, 1993. There were 45 participants in the first course, including 18 women, and 39 participants for the second course including 18 women. There were 105 and 110 applicants respectively for these courses of which 60 for the first and 71 for the second were wait listed.

This course was an introduction to environmental auditing as a technique for tracking all materials entering and leaving a production facility or process, focusing on identifying and quantifying the residuals or wastes generated by that process. It is a technical tool that can be used by managers to identify the appropriate timing and scale of investment in pollution control equipment, changes in operations to achieve pollution prevention, or modifications of production processes to achieve cost savings.

This course provided participants with environmental auditing procedures and techniques from the pollution prevention point of view, including two days of class work and case studies, one day of walk-throughs at the Orzet Bialy lead smelting works and one day of debriefing.

The participants were very satisfied with the course materials but suggested more advanced activities during the class sessions.

d. **Strategic planning and financial resource development for NGOs. \$35,200.**

This workshop was held in Katowice on February 5-9, 1993. It responded to requests from NGOs in Central and Eastern Europe concerning planning for financial growth. There were 25 participants from 21 organizations. Among the participants were 18 women.

The course covered the topics of personal empowerment; strategic planning; fundraising strategies; financial management; community outreach; and program design. The course was planned in close cooperation with the Environmental Partnership for Central Europe; about a dozen of the partnership's NGO grantees participated in the workshop. The Partnership's Polish representative and other in-country personnel provided preliminary reviews of workshop materials. The workshop was received with extraordinary enthusiasm. The Service Office for the Environment

Movement in Warsaw would like to see it repeated there, and the Environmental Partnership has indicated that it would like to see the workshop repeated and a training of trainers course conducted in Poland.

In conjunction with this workshop, a "facilitator manual" was developed by the course designer, Progressive Strategies. This "facilitator manual" can be used to teach the course after in-country trainers have completed a suitable "training of trainers" course. The facilitator manual was funded by a \$15,726 subgrant from the University of Minnesota. Since the manual was originally budgeted for \$20,000, the unallocated funds could be used to translate the facilitator manual into Polish and other regional local languages.

e. Special opportunities fund. \$20,000.

Out of this fund we sponsored a booth at the Poznan International Environmental Fair in November 1992 which was well attended and included cooperation from other AID sponsored activities. We also co-sponsored an activity initiated by a course participant in Bialo Bielska, Mrs. Anna Buchta, which brought representatives from two sectors together--business and government--to open a dialogue on environmental policy making and finding investors in environmental businesses. This activity was so successful that it was repeated and drew 32 participants. The strong possibility of long term loans for environmental companies in strong financial positions was the most significant result of this conference. Participants not only met with possible lenders, they were also introduced to new technologies which could facilitate pollution prevention. A further seminar is planned which deals with financial resources for ecological investments in Silesia.

Finally, we responded to a request from an NGO in Warsaw, which is instrumental in researching and presenting information to the national government for drafting environmental protection legislation, to present them with a one-day mini-workshop on designing effective environmental communication for legislators. This workshop provided them with both critiques of the reports they had drafted and suggestions for those that were in progress.

6. Romania (\$85,000 allocated for training courses)

a. Environmental policy and management. \$35,000.

This course could not be developed and delivered in Year I, so it will be offered early in June 1993 by ISC.

b. Strategic planning and action initiatives for environmental businesses, NGOs, and local governments. \$50,000.

This course could not be developed and delivered in Year I because of time constraints, so it was offered from May 17-21, 1993. This five-day workshop provided training in strategic

planning for environmental management for 28 participants representing all four ETP audiences.

The basic objectives of this training activity were: (a) to introduce participants to the concept and methodology of strategic planning and to the tools and techniques which can be used to facilitate cooperative planning; (b) to enable and encourage these participants to use these skills to involve the public in planning for regional environmental management; (c) to begin the process of training a group of Romanians who have the technical skills and subject matter interest in environmental issues who could provide similar training to others; and (d) to begin the process of regional cooperation by fostering productive relationships among the representatives of different agencies charged with some aspect of environmental protection and with representatives of key industries. The workshop was held in Valea cu Pesti.

The participants evaluated the course very highly and recognized the need for public outreach and public awareness campaigns. Follow-up is scheduled by both ISC and the University of Minnesota for this activity in cooperation with the ICC.

c. Identifying funding sources and writing proposals. \$30,000.

Because of the Consortium's inability to offer the scheduled classes for Year I in Romania and the recognized need to offer at least one training in Romania in Year I, this course, which was originally scheduled for Year II, was substituted for the Strategic Planning course and offered in Year I.

This workshop was offered by the University of Minnesota from February 2-6, 1993 in Bucharest to 30 participants representing 28 NGOs. Three local facilitators assisted in the training and one Peace Corps volunteer assisted the facilitators.

The purpose of this workshop was to strengthen NGO's by teaching them how to do independent fundraising. In this course, participants learned to use databases to research funding sources and they used interactive teaching techniques which guided them through the process of systematically designing, writing and editing proposals for funding. The participants were representatives of NGOs and they all identified at least three potential funding sources and produced a draft proposal responding to an RFP or a program announcement.

As a result of the training, over two-thirds of the participants were able to articulate effective, measurable objectives and to design both methods and evaluation sections of a proposal. One participant used what she learned to reorganize an international meeting of NGOs in Denmark. Because of the leadership she demonstrated, she was elected to preside over the group for the next year. Likewise, three of the participants met with the Minister of the Environment and a US expert on environmental legislation in April. Because of the "problem-solving methodology and presentation techniques" they learned in the proposal writing course, the NGOs very favorably impressed the Minister and were told that they

would be consulted regularly on environmental legislation. Finally, several previously recalcitrant NGOs have developed a strong interest in "networking" and identifying potential areas of common interest and working together.

7. Transnational Training

a. Library strengthening and information management. \$30,461.

The Environmental Library and Information Project convened an inaugural meeting hosted by the National Library of Poland in Warsaw in mid-October 1992 for its own network of in-country information specialists and coordinators. During the first year of the project, the coordinators gathered in-country data for inclusion in the prospective project directory. The library project's activities have been quite visible in the information community. Two articles have been accepted for publication in specialized journals and there has been considerable interest in the project expressed by CEDAR (Vienna), INFOTERRA, and the Regional Environmental Center in Budapest, among others. Opportunities for cooperative activity are being explored.

b. Selection of interns and Ph.D. candidates for long-term training. \$10,000. University of Minnesota.

The central objective of the Environmental Training Program is to improve the indigenous long-term capabilities of people in the Region to address environmental conditions which promote the efficient use of natural resources in CEE. In addition to the series of training activities already described, we decided to achieve this long-term objective by identifying high-potential individuals and providing opportunities for them to participate in either extended internships or formal educational activities in the United States. Our intention was to set the conditions of the internships or formal training such that participants assist us with planning, developing or delivering on-going training activities in-country upon their return or, in the case of degree candidates, conduct their primary research in CEE.

In Year One, we formulated the "incubator" concept for Ph.D. candidates, which would bring them to the US for intensive research and networking rather than for formal courses. In addition, we established the criteria and procedures for the selection of Ph.D. candidates and determined who would handle the logistics for their stays. We also drafted a preliminary Request for Applications to assist in the selection of these graduate students.

Finally, we requested responses to the published RFP from agencies and institutions who could arrange for mid-career internships of one to three month duration for high potential ETP course participants.

8. Special Opportunities Fund

The Consortium has budgeted \$40,000 for a Special Opportunities Fund to deal with specific short-term training opportunities that are not covered by one of the regular ETP training offerings, but to which the ETP Consortium is uniquely able to respond by virtue of its presence in the region and its related training activities.

A special opportunity might include an unanticipated chance to multiply or expand a planned training activity with a modest add-on, or a training opportunity that responds to a particularly sensitive issue that could not be anticipated. Some of these situations will be identified in the form of special requests from AID. In either case, the set aside of this Fund will allow for a rapid response by the Consortium to special opportunities.

a. Undesignated special opportunity in the region

We retained \$20,000 in the Special Opportunities Fund for special opportunities. We co-funded a film in Slovakia on the Olympics from this fund. This film, which was shown widely on Slovak television, dramatically represented the problems that could occur to holding the Olympics in the green areas of Slovakia. It was both successful and well received in the region. This was our first real activity that involved public education and arousing public awareness. We also provided a subgrant to provide Environmental Liability workshops for the Hungarian SPA and the Slovak Environmental and Privatization Ministry. These workshops were specifically requested by government officials, and we were able to identify an environmental law firm in New York that could respond quickly to this request. The workshops are scheduled to be delivered from June 8-10, 1993.

b. Undesignated special opportunity in Poland

We retained \$20,000 in the Special Opportunities Fund for opportunities in Poland. Out of this fund we sponsored a booth at the Poznan International Environmental Fair in November 1992. We also co-sponsored an activity initiated by a course participant in Biasklo Bielska, Mrs. Anna Buchta, which brought representatives from two sectors together--business and government--to open a dialogue on environmental policy making. Finally, we responded to a request from an NGO in Warsaw, which is instrumental in researching and presenting information to the national government for drafting environmental protection legislation. We provided them with a one-day mini-workshop on designing effective environmental communication to assist legislators with formulating environmental protection laws.

B. Summary of Management Activities in Year I

The following is a summary of the management activities by quarter for Year I of the Environmental Training Project. Since Year I cuts across two budget years, five quarterly reports will be summarized here.

a. First quarter: February 11-March 31, 1992

Three major activities were undertaken during the first quarter of the project:

1. A Planning Conference was held in the Twin Cities with all of our Consortium Partners; in-country consultants from Bulgaria, CSFR, Hungary, and Poland; and members of financial staff from February 25-28, 1992. This meeting provided a kick-off for the Project and set both the management directions and initial administrative and financial practices for the Project.
2. The key personnel were approved for the Project and the In-Country Coordinator was chosen and approved for Bulgaria.
3. An extensive priority setting exercise was planned and "country papers for all ETP target countries were prepared.

b. Second quarter: April 1-June 30, 1992

Three major activities were completed during the second quarter of the project:

1. The Needs Assessment (Priority Setting Exercise) was carried out from April 10-May 21, 1992. Four to six person teams composed of Consortium members or their representatives, representatives from AID and most of the In-Country Coordinators traveled throughout the region and determined priorities for ETP training. Although this exercise was helpful in refining regional needs, since the Consortium partners had extensive experience in CEE, they already had both contacts and a good understanding of both the general problems and needs of the Region.
2. The Program Implementation Plan and country training plans were completed and the draft was sent to USAID on June 16, 1992. A three-day conference of Consortium partners was held in Vermont at the end of May to discuss the results of the field assessment and to plan Year I activities. As a result of this conference, the Year I PIP was prepared.
3. The ETP offices moved to permanent quarters in the Humphrey Institute and a permanent secretary was hired.

c. Third quarter: July 1-September 30, 1992

Three major activities were completed during this quarter:

1. The second and third drafts of the Program Implementation Plan and country training plans were completed and sent to AID in July and August 1992. Extensive revisions and restructuring were needed in the PIP and country training plans based on comments from AID representatives in-country and AID-Washington. We were limited to working primarily in two sectors: the business sector, concentrating on economic restructuring for privatization, and the NGO sector, concentrating on conflict resolution, capacity building, financial management and fundraising. Moreover, some of the regions we had planned to work in were changed.
2. We secured approvals for the country training plans for Poland and the Czech and Slovak Republics.
3. We piloted the first ETP courses in Poland and the Slovak Republic. The business plan and financing proposal course was offered in Poland at the end of August and was attended by 33 participants. The course was well received and its reviews were instrumental in obtaining in-country approval of our country training plan in Poland. In response to requests from U. S. AID advisor Sandy Hale, the environmental auditing course (two sections) was offered in the Slovak Republic in September to 60 participants in response to a new environmental law. The information was timely and well received, with requests for a more advanced course in environmental auditing in Year II.
4. All of the Consortium partners and two members of the Management Team attended the AID Retreat in Arlie, Virginia, from August 16-21, 1992. This event helped to improve ETP's relationship with AID and resulted in closer integration of ETP with other AID sponsored projects.

d. Fourth quarter: October 1-December 31, 1992

Eight major activities were completed during the fourth quarter:

1. The Year I PIP and country training plans were approved on November 6, 1992. This approval came quite late and put the project significantly behind (four months) in designing and delivering training activities.
2. The Year I Budget Amendment was sent to the Grants Office on November 30, 1992.
3. The Year II Program Implementation Plan and country training plans were submitted to the Program Office on November 13, 1992 and revised and resubmitted on December 23, 1992.

4. ETP offered its first training activities in Bulgaria and Hungary and its second training activity in Poland. A strategic planning course was held in Miskolc by the University of Minnesota which drew 27 participants representing all four sectors. An introductory business management course was offered in Bulgaria to 24 participants by CHMR. The second iteration of the business plan and financing proposal course was held in Poland to train Polish facilitators, this time using computer-assisted training programs. A follow-up session with the Polish participants from the August course drew 18 of the 33 former participants. They reported on their activities to date and networked with the participants of the second offering of the course.
 5. All In-Country Coordinators were approved with the exception of Romania and were invited to meet the Management Team in Katowice, Poland, from December 7-9, 1992, for a Strategic Planning Session. This meeting provided us with a good forum for discussing how in-country offices would be run and what the Management Team and Consortium partners could do to improve communication and cooperation with our In-Country Coordinators.
 6. We conducted our first training of facilitators in Poland from November 30-December 11, 1992. We had seven potential trainers participate.
 7. The Transnational Environmental Library and Information Resources held a successful inaugural meeting in Warsaw in October, hosted by the Polish National Library.
 8. We organized a seminar on USAID environmental activities in Poland and Central Europe for business representatives at the International Environmental Fair--POLECO in Poznan on November 26, 1992.
- e. **First quarter: January 1-March 31, 1993**

During the first quarter of 1993, several major activities were completed:

1. ETP secured approval from all AID representatives in-country for the Year II country training plans. The Year II Budget request was submitted to the Grants Office on March 26, 1993.
2. ETP designed, wrote and advertised the Request for Proposals for subgrants. It was published in *Commerce Business Daily* on March 30, 1993 and in the target countries the following week. Proposals must be received by June 4, 1993.
3. The first ETP course was offered in Romania. From February 2-6, 1993, a proposal writing course was offered to 30 representatives of Romanian NGOs in Bucharest. This course was very well received and was covered exceptionally well in the media.

4. Courses on "Financial Management for Small Environmental Businesses" were offered by the Katz School under a sub-grant from CHMR in the Czech and Slovak Republics'. CHMR conducted two courses on Environmental Auditing in Poland.
5. The concept, criteria and procedures were prepared for hosting Ph.D. candidates.

III Significance and Impact of Project Activities

A. Training Activities

The Environmental Training Project has conducted 14 out of 28 scheduled training activities in Year I. As of May 24, 13 of the remaining 14 training activities for Year I have been completed. The final Year I training activity will be conducted in June 1993. To date, we have trained 720 participants representing 492 different institutions, 46 of these participants have already attended more than one ETP training activity. Some of the successes we have had are evident from the facts that we have stimulated the development of a network of environmental businesses in Poland and a new NGO in Bulgaria whose charge is to use information more effectively in management of the Jantra River Basin.

To measure the Project's impact, we developed impact indicators for the courses as well as general project impact indicators. The Environmental Training Project employs two categories of indicators. The first are quantitative indicators of project outputs in the ETP target regions. The following lists provide the indicators and the information that we have to date about our accomplishments regarding those indicators.

- number of qualified trainers and facilitators: 5 trainers, 26 facilitators
- number of courses and students: 27 courses and 720 students
- numbers of institutions involved in cross-sectoral training: 492
- number of requests for follow-up training and assistance: 89 requests
- number of individuals wait-listed for training: 269
- number of subgrantees: 6 (but three of these are counted twice because they offered two sections of a training)
- number of publications about training produced by trainees, number of follow-up dissemination meetings convened by trainees, and number of other "spin-off" activities: 15
- number of women and minorities recruited and trained: 237 women and 13 ethnic minorities
- amount of favorable media coverage: 10 TV spots; 15 radio interviews; 30 newspaper articles; 1 videotape
- additional funds leveraged by ETP investments:
- number of trainees participating in ETP follow-up training in years two through five

The greater challenge involves indicators of project impacts. These can be both qualitative and quantitative in nature. In both cases, they depend heavily on responses provided by trainees in pre-training and post-training questionnaires. For three major reasons, the ETP's selection of impact indicators is deliberately modest. First, the training provided by the ETP is but one of many factors that may produce a particular impact (e.g., improved environmental quality in a region). Second, the training provided by the ETP may be necessary to produce a particular impact, but it may not be sufficient. For example, the ETP's training may yield a high-quality proposal from an NGO, but despite its merits, the

proposal may not be funded by a particular private foundation. Similarly, the ETP's training may produce a high quality environmental audit or pollution prevention plan, but for reasons beyond the control of the trainees, the plans may not be implemented. Third, there may be a considerable lag time between the occurrence of training and a resulting impact. For example, following a workshop on conflict resolution skills, it may take a long series of negotiations over a period of one or more years for a collaborative solution to a regional environmental problem to be found.

The impact indicators will vary from training session to training session, as indicated in the course descriptions in the country training plans. Subject to the caveats indicated in the preceding paragraph, selected quantitative indicators of impact include the following:

Quantitative Impact Indicators for ETP Target Regions

Environmental Business Management and Administration:

- number of pollution prevention plans developed, based on training: unknown
- number of business plans prepared, based on training: 7 business plans completed
- number of new businesses certified to conduct environmental audits and environmental impact assessments: unknown

Public Participation and Outreach:

- number of financial plans developed, based on training: 12 financial proposals
- number of proposals submitted, based on training: 9 proposals
- number of fund-raising initiatives launched, based on training: unknown
- number of public meetings held, advisory committees and task forces established: 13
- numbers of agreements reached and put in writing on environmental conflicts resolved: unknown
- number of NGOs participating actively in environmental policy dialogue: 32

University Strengthening:

- number of information centers identified and entered into peer-match directory and number of peer matches achieved: 10
- number of curriculums developed: 2
- number of internships completed: none
- number of Ph.D. students enrolled: none

Environmental Policy and Management (EPM):

- amount of increased communication and interaction among ETP audiences on environmental information and assessment as measured by number of meetings or coordinating actions held or undertaken: 23 meetings
- number of new environmental management mechanisms (including public participation procedures and information policies) developed by local and regional government agencies, based on training: unknown
- number of specific problems or projects identified on which EPM audiences will work for improved environmental management: 4 in progress
- number of workplans and role statements completed by ETP audiences regarding their involvement in implementing regional EPM programs: unknown
- number of summaries of country environmental information and impact assessment statutes: 3 in progress
- number of case study profiles of existing environmental management systems in ETP target regions: unknown

Qualitative Impact Indicators

The qualitative measures of impact are as important and perhaps are even more important than quantitative indicators. Derived from questionnaires and other follow-up mechanisms, they relate general levels of satisfaction with training material, identify portions of training that were most and least useful, report trainees' perceptions of the impact of training on their skill levels, describe follow-on efforts to disseminate training material and indicate impediments to implementing lessons from the training. Based on post-course evaluations, all of the ETP training activities have consistently ranked good-excellent. The course materials have been considered very good to excellent and the instructors have also been evaluated as good to excellent. The norm for ETP training to date, based on post-course evaluations has been well above average.

B. Project Management

The Project was off to a slow start initially because of procedural and programmatic changes requested of the Project by AID-Washington. This consisted of the requirement that the Consortium undertake an extensive and expensive field exercise which we had not originally budgeted for and which required a Year I budget amendment. This field exercise was considered by some of our Consortium partners as an offending and financially inefficient procedure because it neglected our professional credentials and years of experience in CEE. The delay in getting started was further prolonged because of the long lag-time between submitting the Year I PIP in June 1992 and its final approval in November. However, the Consortium partners and Management Team were able to design and deliver fifty percent of the scheduled training activities by February 10, 1993; and as of May 24, only one Year I activity is still incomplete. The Year II approvals arrived much sooner and nearly all of the Consortium-led training and designated subgrants have been scheduled for Year II. Some of

these problems were part of the normal start-up difficulties of any project and the time it takes to develop trust between all of the principals until they learn to work together.

There were also significant delays in processing subgrants and subagreements with the Consortium partners, the In-Country Coordinators and the designated subgrantees. These delays were caused by a variety of factors including the complexity of the Project and inadequate staffing and experience in CEE financial agreements by all of the units involved at the University of Minnesota. They were also caused by lag-times in approving the Year I budget and annual workplan by AID.

We have since developed a much better working relationship with AID. Also, we believe that now that the systems are in place and shell contracts have been drafted and executed, such delays in the future will be minimized. To assist with preparing subgrants for the awardees who competed successfully in the RFP process, we have hired a 20% subgrant administrator to facilitate the preparation and execution of the solicited subgrant process.

Some delays were also due to the collegial, consultative approach to making decisions and generating reports and workplans. While we want to maintain the best aspects of this collegial approach, we are attempting to streamline the process and reduce the number of iterations that documents undergo.

This project is extremely management intensive, and with the increase in solicited subgrant activity from Years II-IV, this situation will continue to increase. Moreover, the beginning of internships and accepting Ph.D. candidates for study in the US will increase management and logistics. We are anticipating subgranting these activities rather than increasing the management structure of ETP.

We have duly noted all of these problems and have worked throughout Year I to resolve them. We have had excellent cooperation with our Consortium partners and In-Country Coordinators as well as with subgrantees in Year I. We appreciate the support and the assistance of the Project Officer and Grants Office as well as the AID Representatives in-country. Throughout this first year, we gained the trust and confidence of AID and as that occurred, the Project began to run more smoothly.

IV Comments and Recommendations

Comments and recommendations fall into two general categories: general comments based on the four ETP Components and country specific comments. This information was generated at the Evaluation and Planning Retreat held from April 26-30, 1993 at the University of Minnesota. This retreat was attended by all of the Consortium partners, all of the In-Country Coordinators, the AID Project Officer, the Management Team and the financial support personnel.

A. Evaluation by Component

1. Component 1: Environmental Business Management and Administration

Component 1 deals primarily with environmental entrepreneurs and the managers of state companies that are privatizing. It was one of the two components that ETP was required to concentrate on in Years I and II.

There are two types of training that were conducted in Year I in Component 1: managerial training and technical training. Within the managerial component, the following courses were delivered during the first year: Managing Financial Resources for Small to Medium-sized Environmental Businesses; The Business Plan and Financing Proposal; and Environmental Management for Environmental Companies. They were taught by CHMR and University of Minnesota and they received excellent or very good evaluation. The second element contained one course on Environmental Auditing which was delivered in Slovakia and in Poland. These courses also received very good or good evaluation. Three in-country trainers are ready to offer the business plan course on their own in Poland and two in-country trainers are ready to offer this course in Bulgaria. Both of these sets of trainers could use more facilitation training. This has been factored into design of Year II offering.

The In-Country Coordinators felt that Year II training could be improved generally if trainers arrive 2-3 days early to get to know their audience and to meet with facilitators. Likewise all materials should contain local context (local country's conditions), and should be delivered 60 days before course is offered to allow enough time for translation. Everyone agreed that we should design a new course evaluation form for participants to ensure the gathering of the same kinds of information for each course and to be sure the questions are asked in the same way and the response scales are the same. This will make tabulating the answers easier and will help standardize the results.

The In-Country Coordinators also indicated that business audiences have difficulty being away from their businesses for a whole week to attend training, so the trainings should extend over the weekends to minimize the amount of time people are off work.

In general, the impact of the business courses and technical courses was strong in all of the target countries. It is now important to concentrate on follow-up, repeat courses and advanced courses.

2. Component 2: Public Participation and Outreach

Component 2 is directed primarily at NGOs, and it was one of the two components ETP was required to concentrate on in Years I and II. Two courses and one project were offered in this area: NGO strategic planning and financing, and Conflict Resolution training. The Library Project is a transnational project which is identifying sources of environmental information and storing that information for ease of dissemination to all four sectors.

For both the strategic planning and financial management training and the conflict resolution training either taught by WWF or subgranted, the course materials were sent early and then adjusted after comments were received from ICCs. The training was well received; however, local trainers were not used. WWF expects to identify and use local trainers in Year II.

The hands-on proposal writing course for NGOs offered by the University of Minnesota was also very well received and numerous positive outcomes have already emerged from that training. However, the materials arrived late so the translation was rushed.

The In-Country Coordinators requested short descriptions of the course be sent well in advance of every course for advertising purposes. In some countries, the ICCs were apprehensive about NGO training because local NGOs often do not get along. However, the training facilitated dialogue and promises of cooperation among them. The ICCs stressed the need for local trainers and the use of local case studies in this training. Everyone agreed that it is probably too soon to see the impacts from NGO training, but by the end of Year II we should be able to track measurable impacts. Moreover, we all agreed that we must invite and recruit a wide variety of NGOs.

3. Component 3: University Strengthening and Institution Building

ETP was told that this component was not a priority in Years I and II. Consequently, there was no formal program for institutional strengthening except when we recruited University and Polytechnic personnel as potential trainers. For example, in Poland, we recruited trainers from the Warsaw School of Economics because their faculty were already involved in an economics and management education program which will result in both faculty and curriculum development culminating in an MBA program. Likewise, we invested in conducting training and recruiting faculty from the new university at Usti nad Labem for ETP's training in the Czech Republic. Similar approaches were taken in the other target countries as well.

We also developed the concept, criteria and procedures for selecting Ph.D. candidates in Year I. Activities in Component 3 are being increased in Year II to include advertising and selecting candidates for graduate study in the US and identifying both research institutes and institutions of higher learning who are likely candidates for institution strengthening activities such as faculty and curriculum development in environmental studies and management. These activities will increase dramatically in Year III.

4. Component 4: Environmental Policy and Management

This component was not a priority in Year 1, although representatives of local and regional governments were invited to both the environmental auditing courses and the strategic planning courses for developing regional environmental strategic plans. Rather than offering training activities only for government officials, these audiences were combined in cross-sectoral training.

The training in environmental impact assessment, effective use of environmental information and strategic planning was well received by the multi-sectoral audiences who attended. The course materials were useful, but the timeframe for translation was often short in Year I. In some cases, however, generic case studies were used rather than local cases. We all agreed in this type of training, the cases should be based on local conditions and prepared by local people in-country. Moreover, local facilitators or trainers should be used in all multi-sectoral training.

B. Summary of Training by Components

We discussed three different models of training facilitators to be trainers. Since no one model will work for every course in every country, we decided to work with several "train the trainers" models, including WWF's facilitation training based on the facilitation manual they are developing. We can all send trainers (on a space available basis) to the facilitation training that the Consortium will offer through a subgrantee. However, we will continue with the ISC and University of Minnesota models where they seem appropriate. Moreover, we will continue our discussions with the Academy for the Environment in Geneva who would like to co-fund and co-sponsor some ETP activities including facilitation training. In other cases, we will leave the selection of trainers up to the ICCs with the recommendation of the trainers based on their contact with participants who show promise. The training of trainers will proceed with the ICCs recommendation on how much time and what kinds of activities are needed based on their country-specific situations.

The course materials have been excellent during Year I. In Year II, we will deliver materials in-country earlier, incorporate more local case studies, standardize the appearance of the training materials in-country and turn over more of the training to local trainers. Likewise, follow-up has occurred at regular interval for the training provided by the University of Minnesota; however, in other cases follow-up has been inconsistent. Follow-up procedures will be established with the advice of the ICCs and will be more consistent in

Year II. Data collection analysis will be upgraded and coordinated by the Deputy Director during Year II. We need such data not just for evaluation purposes but also for financial accountability reasons (i.e., to determine the efficiency of our training costs and get them in synch with the countries' economies).

C. Evaluation of Progress by Countries

This evaluation was made by the Consortium partners and In-Country Coordinators for each of our target countries.

1. Bulgaria

The strengths of the training in Bulgaria resulted in the formation of the Varna Business Club and a River Jantra NGO which is setting up an Environmental Information Center. Thirteen local facilitators were used in Bulgarian training, but their training as facilitators was sporadic and will need more structured follow-up. The ETP office has developed a strong presence in Bulgaria with an extensive network, so ETP is being well publicized. One area that needs strengthening is the need to invite and involve more NGOs in ETP activities.

2. Czech Republic

As a result of ETP training a work group was formed to work on proposing legislative changes. Currently they are working on amendments to the EIA law. Moreover, six local facilitators were involved in ETP training and they have maintained contact with the participants. Only two courses were offered in the Czech Republic in Year I, but there is a great deal of interest from the business community and from EIA practitioners in further training and the Project has found strong local partners who are willing to help build the Project's sustainability. The problems faced include the weak NGOs, especially in Northern Bohemia, and the need for more formal university strengthening, with special attention to the University in Usti nad Labem.

3. Hungary

The courses offered in Hungary have generated strong local interest and the Project has developed a good relationship with local and regional governments. There were no facilitators used in the Hungarian training to date and this problem must be resolved in Year II. Moreover, more training must be conducted to strengthen NGOs and more technical and business courses are needed in the future. We all agreed that since Hungary has no strong environmental priorities at the national level, the priority in Hungary should be to strengthen the NGOs and work at the local and regional levels.

4. Poland

The training in Poland has had a dramatic impact and received a great deal of good publicity. Business clubs have been formed and there were more than 30 new Polish Ecological Club (PKE) members from the business community. There is now major networking among NGOs and businesses. There is a lot of momentum for environmental auditing and trained Polish auditors. Likewise, there is strong marketing, business and NGO interest in ETP activities. Banks have also reopened favorably and are sending their representatives to the training. We have even seen changes in one bank's financial products for small businessmen--a line of credit-- partially due to ETP training. The weakness is that although there are three well trained local facilitators, we need considerably more over the second project year.

5. Romania

Two trainings have been held in Romania to date, but as a result of that NGO strengthening activity, the NGOs are starting to network among themselves. Some have met with and favorably impressed the Minister of the Environment. Moreover, there were 14 separate media events related to the first training and an ETP film was produced. Collaboration was begun with the Peace Corps and now we have to begin institution building for Project sustainability. The strategic planning dealing with water management in the Arges River Basin was also well received and the participants represented all four ETP sectors. Moreover, they all agreed on the need for public information campaigns and public awareness campaigns and the participants are working together to educate the public. The trust building and networking that have occurred in these trainings were perhaps the most significant effects to date. For Year II, we will continue with NGO strengthening, improving information management and public outreach and increase the regions in which we work.

6. Slovakia

During Year I the activities centered primarily on privatization and economic restructuring. We reopened early in September with environmental auditing training which was well received by both the local and regional government officials and the business community. Some of our strongest environmental management and technical courses have been offered in Slovakia.

As a result of ETP training in Slovakia, one local workgroup meets regularly to plan how to influence legislation. The ETP office is highly visible and has become a hub of information and networking. The training was well received and three strong facilitators have been identified. Likewise, press coverage of ETP activities has been good. For Year II we have to continue NGO and community capability strengthening activities while stepping up our activities in the business community. We also have to work on Project sustainability.

D. Summary of Country Evaluations

Year II activities will continue to strengthen both environmental businesses and NGOs, and we will be more diligent about follow-up and training facilitators. Moreover, the competitive subgrant process will begin and subgrant activity will increase dramatically. In Year III, university and institution strengthening will become a priority and we will continue to increase subgrant activity.

In most countries, there is high NGO interest in ETP and these groups are networking with businesses and government. However, there are too few local facilitators and little service has been rendered to local and regional governments and universities. Although there is breadth of press coverage, there is not consistency in the coverage.

**Environmental Training Project
for Central and Eastern Europe**

Summary of Year One Training

19 May, 1993

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Introduction

The Environmental Training Project has conducted approximately 29 training activities to date. We have had detailed interaction with nearly 800 participants. The most accurate data are available for the 638 participants who attended the first 23 activities. Those participants are further described here. This statistical summary is intended as a supplement to the ETP First Annual Report. Data for the summary were taken from reports prepared by trainers, participants, In-Country Coordinators and ETP Management. These data are the most accurate available at the time we submitted this report. However, more accurate data are continually being collected. Trends in this document are accurate reflections of the patterns in ETP training in Year One. Textual results from any given training exercise are accurate reports. Exact numerical data should be verified with the ETP Consortium before further use.

- **Demand for training and "wait-listing"** There have been large numbers of applicants for some ETP courses. There were 896 total applications for the first 23 ETP training activities; 638 were selected for participation. On the average, thirty percent of the applicants have been "wait listed" and/or referred to later course offerings. Thus, the average participation has been approximately 28 participants per activity.
- **Participation by women and minorities** Thirty two percent of the participants in the training were women. Ethnic minorities are traditionally difficult to define in culturally diverse societies like Central and Eastern Europe; participation by ethnic minorities is probably both under-reported and under-represented. Eight individuals (1.2% of total) were reported as representing ethnic minorities.
- **Press coverage** ETP has been widely covered by the press in its training, largely through the efforts of its In-Country Coordinators. At least seven television stories, sixteen radio items and thirty-six newspaper stories have reported on ETP training. That represents an average of 2.6 media items per training activity.
- **Repeat attendance in ETP training** Fifty one individuals have participated in more than one ETP training activity (average of 2.2 individuals per activity).
- **Participation by representatives of different institutions** Nearly every individual participating in an ETP activity represents a unique institution (i.e., 530 institutions among 638 participants). Each individual will take home a message to be shared to some degree with peers in their institution. This sharing and networking is a critical ETP function, the skills for which are taught in many ETP workshops.

- **Cross-disciplinary participation¹** A total of 232 individuals (36% of the total) viewed their participation as being across institutional lines (e.g., a business person in an NGO activity).
- **Costs of program development and delivery** The average costs for development and delivery of a workshop during ETP's first year was \$30,700. That included expenses for support during development and materials, preparations and publication of materials, travel for instructors, all workshop expenses and pre- and post-evaluation. However, there was substantial variance in the costs for an individual workshop; costs ranged from \$20,000 to \$50,000 and were correlated with in-country expenses as well as type of audience and technical level of the workshop.

¹ Eight of the first 23 ETP activities were cross-disciplinary (e.g., conflict management, information management). All of the participants in these activities are regarded as participating across institutional boundaries.

Summary of ETP Year I training activities (August 1992-May, 1993)

Country and Course	Consortium Partner	Dates
BULGARIA		
Managing an Environmental Business	CHMR: NETAC	3-5/12/92
Managing an Environmental Business	CHMR: NETAC	7-9/12/92
Using Information for Effective Environmental Management	ISC	6-9/1/93
Environmental Conflict Management	WWF: RESOLVE	10-15/1/93
Financial Management for Environmental Businesses	Univ. Minnesota	27-31/1/93
CZECH REPUBLIC		
Financial Management for Small and Medium Sized Environmental Businesses	CHMR: Katz	25-29/1/93
EIA: Improving Development Decisions with Environmental Information	ISC: CIEL	25-27/1/93
HUNGARY		
Strategic Planning	Univ. Minnesota	7-10/12/92
Environmental Conflict Management	WWF: RESOLVE	18-22/1/93
Environmental Management for Environmental Companies	CHMR	17-20/5/93
Management of Financial Resources	CHMR	Spring '93

POLAND		
Management of Financial Resources for Small Environmental Businesses: Business Plans and Development of Financing Proposals	Univ. Minnesota	August/92
Management of Financial Resources for Small Environmental Businesses: Business Plans and Development of Financing Proposals	Univ. Minnesota	30/11-4/12/92
Management of Financial Resources for Small Environmental Businesses: Business Plans and Development of Financing Proposals	Univ. Minnesota	7-11/12/92
Strategic Planning and Financial Resource Development for NGO's	WWF: Progressive Strategies	5-9/2/93
Poznan environmental fair	Univ. Minnesota	Nov. '92
Introduction to Environmental Auditing for Industry and Government Professionals	CHMR	24-26/2/93
Introduction to Environmental Auditing for Industry and Government Professionals	CHMR	1-3/3/93
Marketing Environmental Goods and Services	CHMR	10-13/5/93
Marketing Environmental Goods and Services	CHMR	17-20/5/93
ROMANIA		
Identifying Funding Sources and Writing a Proposal	Univ. Minnesota	2-6/2/93
Strategic Planning	Univ. Minnesota	May, '93
Environmental Policy and Management	ISC	June, '93
SLOVAKIA		
Eco-tourism film	Univ. Minnesota	Oct. '92
Environmental Auditing for Industry and Government Professionals	CHMR	17-19/9/92
Environmental Auditing for Industry and Government Professionals	CHMR	21-23/9/92
Using Information for Effective Environmental Management	ISC	13-16/1/93
Financial Management for Small Environmental Businesses	CHMR: KAtz	6-10/2/93
Strategic Planning and Management of Financial Resources for NGO's	WWF: Progressive Strategies	12-16/2/93
Improving Development Decisions with Environmental Professionals	ISC: CIEL	17-21/2/93

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ETP Training Summary

Country Bulgaria

Title Managing an Environmental Business

Date and Location 3-5 December, 1992

Gabrovo-Turnovo

Partner and Performing Organization CHMR

NETAC

U.S. Trainers (Names) Ivy Schram, Sandra Smith

Local Facilitators (Names) Evgeni Popov, Spasimir Martinov, Stoyan Hadzhivelichkov

Description *The course is an introduction to the set of skills and competencies required to establish and manage profitable businesses in the environmental services field. It pays special attention to the identification of company capabilities and networking (i.e., development of organizations of environmental businesses). The course also describes: how new regulations, public pressures, legal requirements and investors affect the need for environmental services; the services businesses can offer; offers practical lessons in market analysis, market development and market penetration techniques.*

Any significant/notable outcome

Any significant/notable problem *A local report suggested that course preparation started too late and there was not enough time to recruit participants. Some of the applicants did not show up; their failure to attend was possibly because they did not receive confirmation with the explanation of time, location, etc.*

Any planned follow-up

SUMMARY

Number of applicants 19 Number denied entrance but "wait-listed" 6

Registered participants Total 13 Female 5 Ethnic Minorities 0

Media coverage 1) TV

2) Newspaper Gabrovo Newspaper

3) Radio National environmental radio program

45

Number of participants who have been in one or more previous ETP trainings 0

Number of institutions (i.e., businesses, governments, ...) represented Government-3, Business-8, NGO-2

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 5

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? Available in english at CHMR, in Bulgarian at ETP Office, Sofia

ETP Training Summary

Country BulgariaTitle Environmental Business ManagementDate and Location 7-9 December, 1992 Varna/DevnyaPartner and Performing Organization CHMR NETACU.S. Trainers (Names) Ivy Schram, Sandra SmithLocal Facilitators (Names) Evgeni Popov, Spasimir Martinov, Stoyan Hadzhivelichkov

Description *The course is an introduction to the set of skills and competencies required to establish and manage profitable businesses in the environmental services field. It pays special attention to the identification of company capabilities and networking (i.e., development of organizations of environmental businesses). The course also describes: how new regulations, public pressures, legal requirements and investors affect the need for environmental services; the services businesses can offer; offers practical lessons in market analysis, market development and market penetration techniques.*

Any significant/notable outcome *The participants have decided to continue to meet and keep in touch through formation of an environmental business club. ETP will offer financial support for those meetings.*

Any significant/notable problem *Course preparation started too late and there was not enough time to recruit participants. Some of the applicants did not show up; their failure to attend was probably because they did not receive confirmation with the explanation of time, location, etc.*

Any planned follow-up *The participants will meet monthly as a business club to discuss the ideas of this (and related) training and to improve their business management.*

SUMMARY

Number of applicants 18 Number denied entrance but "wait-listed" 8Registered participants Total 10 Female 3 Ethnic Minorities 0Media coverage 1) TV

2) Newspaper

3) Radio National environmental radio program

Number of participants who have been in one or more previous ETP trainings 0

Number of institutions (i.e., businesses, governments, ...) represented Business-10

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 0

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? Available in english at CHMR, in Bulgarian at ETP Office, Sofia

ETP Training Summary

Country Bulgaria

Title Using Information for Effective Environmental Management

Date and Location 6-9 January, 1993

Gabrovo/Veliko Turnovo

Partner and Performing Organization ISC

U.S. Trainers (Names) Jonathan Gibson, Paul Markowitz, Susan Santos

Local Facilitators (Names) Iliyan Stefanov, Kamelia Nikolova, Spasimir Martinov

Description *The objectives of the workshop are to explore why information is important; to show how it is used in environmental decision making; to determine what type of information is needed and who has that information; to identify ways to improve communication, access to and exchange of information and to increase public involvement in environmental decision making; to determine follow-up activities as appropriate.*

Any significant/notable outcome *A decision by the participants to follow up on the training by establishing an NGO titled **Ecological Committee for Reconstruction and Protection River Jantra Basin**, to coordinate and improve communication between institutions that have information, decision-making responsibility and the public.*

Any significant/notable problem *Time was very limited*

Any planned follow-up *The Ecological Committee NGO functions in two units: one in Gabrovo and one in Veliko Turnovo. Each group has met by itself at least five times, each has hired a logistical coordinator for their group, has agreed upon goals and objectives and a mission. They have met collectively for a two-day joint session to refine goals and strategies. Those individual meetings and the joint meeting were hosted and facilitated by a facilitator/trainer from Sofia, hired by ETP. The two groups also hosted a meeting with the ETP In-Country Coordinator to discuss future actions, strategies, possible future relationships with other ETP training.*

SUMMARY

Number of applicants 58 Number denied entrance but "wait-listed" 29

Registered participants Total 29 Female 13 Ethnic Minorities 1

Media coverage 1) TV

2) Newspaper Gabrovo Dnes, Turnovo local newspaper

3) Radio National radio environmental program

Number of participants who have been in one or more previous ETP trainings 5

Number of institutions (i.e., businesses, governments, ...) represented Government-10, Business-5, NGO-13, Local Press-1

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 29

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? Available in english at ISC, in Bulgarian at ETP office in Sofia

ETP Training Summary

Country BulgariaTitle Environmental Conflict ManagementDate and Location 10-15 January, 1993 Varna-DevnyaPartner and Performing Organization WWF RESOLVE, CDR AssociatesU.S. Trainers (Names) Christine Pendzich, Abbey Arnold, Susan WildauLocal Facilitators (Names) Nikola Yordanov, Varta Karagezyan, Anastasia Stancheva, Roumen Vulchev

Description *This five-day course, conducted by WWF staff and WWF consultant CDR Associates, was offered to all four ETP audiences. The course began with an overview of the field of environmental conflict resolution and a discussion of basic terms to develop a common vocabulary. This was followed by involving the participants in a series of increasingly complex simulated negotiations, culminating in a multi-party, multi-issue negotiation about industrial development near a housing project. Almost all the negotiation exercises reflected Central and Eastern European environmental issues. Other topics included communication skills, meeting management, consensus building, negotiating with difficult people.*

The training involved Bulgarian facilitators and resource people at several levels. The Director of a Sofia conflict resolution Center led a full morning discussion on the uses of mediation in addressing environmental disputes, while Bulgarian facilitators helped recruit participants and assisted in presentations and facilitation.

Any significant/notable outcome *The workshop received favorable media coverage. The Deputy Mayor of Devnya, who attended the workshop expressed very strong interest in looking for ways to apply the training in his community.*

Thanks to her participation in the course, one of the Bulgarian facilitators was called upon the day after course completion to advise a deputy minister on negotiation techniques in a government-Trade Union conflict in the Varna area.

Any significant/notable problem *None.*

Any planned follow-up

SUMMARY

Number of applicants 53 Number denied entrance but "wait-listed" 17

Registered participants Total 36 Female 13 Ethnic Minorities 0

Media coverage 1) TV TV Varna

2) Newspaper Narodno Delo (Varna); ND, Independent Newspaper

3) Radio Varna/Radio Galatea, Christo Botev

Number of participants who have been in one or more previous ETP trainings 6

Number of institutions (i.e., businesses, governments, ...) represented Government-14, Business-13, NGO-13, University-2, Local media-4

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 36

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country BulgariaTitle Financial Management for Environmental BusinessesDate and Location 27-31 January, 1993 Varna/DevnyaPartner and Performing Organization University of MinnesotaU.S. Trainers (Names) Victoria Mikelonis, Grazyna Lesniak-LebkowskaLocal Facilitators (Names) Svoboda Tosheva, Christina Krusteva, Ivan Petrov

Description

- *A practical introductory course for small to medium sized emerging or newly established environmental businesses. It acquaints the participants with the components of a business plan and financing proposal, financing institutions and their interests and enables the participants to develop a business plan.*
- *The participants were taught to write a business plan and write a financing proposal. They were taught how western bankers think and the criteria such bankers use in evaluating loan applications. The local Bulgarian facilitators provided expertise on Bulgarian business climates, banking systems and accounting practices.*

Any significant/notable outcome *One participant had his business plan completed and applied for credit. New businesses approach the ETP office asking for help in developing their business plans and establishing relations with crediting institutions or companies interested in joint ventures. They have been asked to apply for the next course.*

Any significant/notable problem *Too many participants.*

Any planned follow-up *During a repeat of the course in July, 1993 the participants will be invited back to discuss behavioral changes and impacts on their actions.*

SUMMARY

Number of applicants 63 Number denied entrance but "wait-listed" 25Registered participants Total 38 Female 7 Ethnic Minorities 1Media coverage 1) TV Local TV

- 2) Newspaper All local newspapers, 24-Hours National newspaper, Money national newspaper
- 3) Radio

Number of participants who have been in one or more previous ETP trainings 9

Number of institutions (i.e., businesses, governments, ...) represented Government-1, Business-27, NGO-6, University-4

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 5

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

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ETP Training Summary

Country Czech Republic

Title Financial Management for Small and Medium Sized Environmental Businesses

Date and Location 25-29 January, 1993

Usti nad Labem

Partner and Performing Organization CHMR

Katz Graduate School of Business

U.S. Trainers (Names) Kuldeep Shastri

Local Facilitators (Names) Helena Vomackova

Description *The course was held in a building of Usti University. It had a very comfortable classroom with all technical equipment needed. The accommodation and meals were in the nearby Maj Hotel, relatively cheap and one of the best in town. Training went very well. Both Dr. Shastri and ing. Vomackova were well accepted by the participants. I arranged a lunch and subsequent informal meeting with participants and local bankers. This was one of the highlights of the training and very successful. Despite the complicated situation of the Czech Banks when the currency split was imminent, we had seven representatives of local Commercial Banks and Ekogrobanka, which specializes in promoting small and medium sized environmental businesses. The meeting was fruitful not only in terms of good socializing, but also in creating personal contacts and obtaining first-hand information about the banks' conditions for particular services.*

Any significant/notable outcome

- *Meeting with bankers; Initiation of a process which would lead to collection of data about Czech businesses, which is crucial for making financial analysis.*
- *One participant suggested that his was the most valuable training they had attended in two years; they said they could find enough participants for a second offering of the course from their firm alone.*

Any significant/notable problem

- *The most serious problem was translation. Despite references received before the translator was hired, the translator was not completely familiar with the terminology of finances. He spent quite a lot of the "train the trainers" phase with Dr. Shastri and ing. Vomackova clarifying the terms but his performance during the course was poor. Fortunately, the participants got the message with several english speaking colleagues who were familiar with the terminology.*
- *Trainers were not fully satisfied with the services of the local facilitator.*
- *There were problems regarding the inclusion of local facilitators (i.e., whether or not such*

would be involved).

- *Management of the in-country budget was deemed to be problematic (i.e., amount spent in the country, rates paid to local trainers).*
- *The U.S. trainers also offer the following suggestions for improvements: Increase publicity; Improve scheduling (e.g., incorporate a week-end because many business people cannot afford a week away); Shorten the "train the trainers" session to two days; Improve the translators and interpreters; Improve written materials by incorporating a glossary of technical terms in and by adding more local case studies.*
- *ICC logistical support at times was perceived to be "last minute".*
- *A significant amount of pre-course energy was invested in issues regarding location of the workshop (i.e., Usti nad Labem versus Chelacovice), recruiting and management of local facilitator(s) as well as distribution and allocation of the portion of the training budget intended for in-country support.*

Any planned follow-up

- *A follow-up session will be held in three months (e.g., in June, 1993) to assess behavioral changes. This will be conducted by the facilitator and the ETP In-Country Coordinator. Participants will be asked to share experiences and ideas about how the course has (not) helped them and areas where they would like additional assistance.*
- *The local facilitator will be available as an ETP-paid consultant for one year. The person will be available to assist in implementing the changes presented in the course.*
- *The participants unanimously requested that the course be repeated soon. As part of repeat planning, they request that there be follow-up visits by U.S. firms to firms in the region as part of a peer-matching program.*

SUMMARY

Number of applicants 27 Number denied entrance but "wait-listed" 10

Registered participants Total 17 Female 3 Ethnic Minorities 0

Media coverage 1) TV

2) Newspaper

3) Radio

Number of participants who have been in one or more previous ETP trainings 0

Number of institutions (i.e., businesses, governments, ...) represented 14

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 0

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

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ETP Training Summary

Country Czech Republic

Title EIA: Improving Development Decisions with Environmental Information

Date and Location 25-27 January, 1993 Usti

Partner and Performing Organization ISC Center for International Environmental Law

U.S. Trainers (Names) David Hunter, Donald Goldberg

Local Facilitators (Names) Eva Tylova, Marie Ticha, Oldrich Moravec, Jindrich Tichy, Jiri Dusik

Description There was a preliminary meeting of CIEL and local trainers six weeks before the workshop. We hired three North Bohemians and two people from Prague. All could communicate in english, which (unfortunately) is a must for any serious work. The tasks were given; the local trainers prepared their contributions to the workshop. The papers were translated to english and faxed to CIEL so the U.S. trainers could keep track of the progress of the course material preparations. The local trainers met four times among themselves to elucidate their work. An excellent and educational, local case study based a real EIA of a highway from Prague to Dresden was prepared. When the two day "train the trainers" phase arrived, all lecturers had the luxury of focusing on refinements and actual rehearsal of the three-day workshop. Five local trainers enabled a lot of interaction with the participants being done in small groups with subsequent report-back. All this helped create a unique atmosphere where the American knowledge and more that 20 years' experience with the EIA law was used successfully to address local North Bohemian needs.

Any significant/notable outcome Both CIEL's expertise and experience and local trainers were the highlight of the workshop. The understanding of basic principles of ETP by CIEL and the Usti University Foundation has allowed involvement of as many as five local trainers, who did a great job. Their work could serve as a generic approach towards preparation and execution of ETP training. The participants have formed a work group which will initiate incorporation of scoping into the Czech EIA law.

Any significant/notable problem

Any planned follow-up

- *A work-group of participants and trainers is being formed to initiate a legal initiative for improvement of the Czech EIA law.*

- *An effort is being mounted to have the training materials edited and published (anticipated 1000 copies) for wider distribution.*
- *The participants and local trainers have decided to meet regularly to discuss follow-up and implementation of the training.*
- *There is the suggestion that the same training be repeated from "follow-up" funds to reach a wider audience.*

SUMMARY

Number of applicants 32 Number denied entrance but "wait-listed" 0²

Registered participants Total 32 Female 10 Ethnic Minorities 0

Media coverage 1) TV

2) Newspaper S.C. denik (regional daily), Sever report (Usti based local daily)

3) Radio

Number of participants who have been in one or more previous ETP trainings 0

Number of institutions (i.e., businesses, governments, ...) represented 24

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 32

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

² All "wait-listed" people were invited to the second-run of the workshop, held April 1-3 in Litvinov.

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ETP Training Summary

Country Czech Republic

Title EIA: Improving Development Decisions with Environmental Information

Date and Location 31 March-4 April, 1993

Litvinov

Partner and Performing Organization ISC

Center for International Environmental Law

U.S. Trainers (Names) Donald Goldberg, Paul Orbruch

Local Facilitators (Names) Eva Tylova, Marie Ticha, Oldrich Moravec, Jindrich Tichy, Jiri Dusik

Description There was a preliminary meeting of CIEL and local trainers six weeks before the workshop. We hired three North Bohemians and two people from Prague. All could communicate in english, which (unfortunately) is a must for any serious work. The tasks were given; the local trainers prepared their contributions to the workshop. The papers were translated to english and faxed to CIEL so the U.S. trainers could keep track of the progress of the course material preparations. The local trainers met four times among themselves to elucidate their work. An excellent and educational, local case study based a real EIA of a highway from Prague to Dresden was prepared. When the two day "train the trainers" phase arrived, all lecturers had the luxury of focusing on refinements and actual rehearsal of the three-day workshop. Five local trainers enabled a lot of interaction with the participants being done in small groups with subsequent report-back. All this helped create a unique atmosphere where the American knowledge and more that 20 years' experience with the EIA law was used successfully to address local North Bohemian needs.

Any significant/notable outcome Both CIEL's expertise and experience and local trainers were the highlight of the workshop. The understanding of basic principles of ETP by CIEL and the Usti University Foundation has allowed involvement of as many as five local trainers, who did a great job. Their work could serve as a generic approach towards preparation and execution of ETP training. The participants have formed a work group which will initiate incorporation of scoping into the Czech EIA law.

Both CIEL and the Usti Foundation were generous in terms of financial support. Approximately 50% of the total funds were provided to the Foundation and the Foundation, in turn was very supportive of the local trainers.

Any significant/notable problem The translator recruited for the workshop was available only

for the first day of the activity. All other translation was performed by the Czech In-Country Coordinator.

Any planned follow-up

- A work-group of participants and trainers is being formed to initiate a legal initiative for improvement of the Czech EIA law. The initiative is headed by Dr. Novacek from the Usti University Foundation. They have met at least once for follow-up and discussion. In mid-June the group will meet for a two-day follow-up workshop with the following agenda:
 - Meetings with people organizing an EIA public hearing in Liberec (site of a proposed waste incinerator)
 - Participate in that public hearing on the incinerator.
 - Analysis and evaluation of the hearing; distribution of US EIA documentation; presentation of the results of the EIA workgroup.
- The teaching materials are considered the most thorough EIA documents in the country. Several people have begun an effort to edit the training materials for publication (anticipated 1000 copies) for wider distribution.
- The participants and local trainers have decided to meet regularly to discuss follow-up and implementation of the training.
- There is the suggestion that the same training be repeated from "follow-up" funds to reach a wider audience. A widespread feeling is that the Czech trainers have an adequate depth of understanding to proceed with additional workshops on their own.
- The workshop facilitators manual is to be translated into Czech and 1000 copies published.
- The Czech facilitators will prepare an annotated summary of the Ozark Mountain Highroad EIS, which was used as part of the workshop materials.
- The Foundation of Usti University plans to convene future meetings of the participants of both workshops. The first is to be a two-day meeting in June, scheduled to coincide with an EIA public hearing in Liberec. On the morning of the day the participants plan to meet with the organizers of the Liberec public hearing to discuss how the hearing will be conducted. In the afternoon they will attend the hearing. Day Two will be spent analyzing the hearing.
- At the request of Ministry officials, CIEL will provide the Ministry with additional materials on EIA (At the workshop they were given a copy of the Ozark Mountain EIS, which contains a particularly good section on public participation.)

SUMMARY

Number of applicants 25 Number denied entrance but "wait-listed" 0

Registered participants Total 25 Female 17 Ethnic Minorities 0

Media coverage 1) TV

2) Newspaper

3) Radio

Number of participants who have been in one or more previous ETP trainings 1

Number of institutions (i.e., businesses, governments, ...) represented 16

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 25

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? NO

ETP Training Summary

Country Hungary

Title Strategic Planning

Date and Location 7-10 December, 1992 Miskolc

Partner and Performing Organization University of Minnesota

U.S. Trainers (Names) Richard Bolan

Local Facilitators (Names) _____

Description

Any significant/notable outcome

Any significant/notable problem

Any planned follow-up

SUMMARY

Number of applicants _____ Number denied entrance but "wait-listed" _____

Registered participants Total _____ Female _____ Ethnic Minorities _____

Media coverage 1) TV

2) Newspaper

3) Radio

Number of participants who have been in one or more previous ETP trainings _____

Number of institutions (i.e., businesses, governments, ...) represented

Number of participating institutions "outside" their sector (i.e., cross-sectoral) _____

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

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ETP Training Summary

Country Hungary

Title Environmental Conflict Management

Date and Location 18-22 January, 1993 Miskolc

Partner and Performing Organization WWF RESOLVE, CDR Associates

U.S. Trainers (Names) Abbey Arnold, Susan Wildau

Local Facilitators (Names) _____

Description *This five-day course, conducted by WWF staff and WWF consultant CDR Associates, was offered to all four ETP audiences. The course was organized in conjunction with the Environmental Institute in Miskolc, which identified and recruited the participants. A Hungarian consultant with training in conflict resolution identified local issues that could serve as the basis for the workshop. Unfortunately, it was deemed to impossible to hire local facilitators for the workshop.*

The course began with an introduction to the field of environmental dispute resolution and discussion of attendant vocabulary. The group engaged in exercises designed to develop negotiation skills. Simulations were presented in order of increasing complexity, culminating in a multi-party, multi-issue negotiation about industrial development and environmental trade-offs near a fictional Hungarian town. Other topics included communication skills, meeting management, consensus building, negotiating with difficult people.

Any significant/notable outcome

Any significant/notable problem

Any planned follow-up

SUMMARY

Number of applicants 30 Number denied entrance but "wait-listed" _____

Registered participants Total 30 Female 8 Ethnic Minorities _____

Media coverage 1) TV One article, local station
2) Newspaper Story in one of the two regional daily papers
3) Radio Story on Miskolc radio

Number of participants who have been in one or more previous ETP trainings _____

Number of institutions (i.e., businesses, governments, ...) represented 20

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 20

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

65

ETP Training Summary

Country HungaryTitle Environmental Management for Environmental CompaniesDate and Location 17-20 May, 1993 MiskolcPartner and Performing Organization CHMRU.S. Trainers (Names) Steven Ostheim, Sharon Ross

Local Facilitators (Names)

Description *A comprehensive approach to starting and operating an environmental business.*

Any significant/notable outcome *Attended throughout by Hungarian representative of the Capital Development Initiative. Attendance at several sessions by U.S. Peace Corps, Hungarian-American Enterprise Fund and Borsod Chamber of Commerce.*

Any significant/notable problem

Any planned follow-up

SUMMARY

Number of applicants _____ Number denied entrance but "wait-listed" _____

Registered participants Total _____ Female _____ Ethnic Minorities _____

Media coverage 1) TV2) Newspaper3) Radio

Number of participants who have been in one or more previous ETP trainings _____

Number of institutions (i.e., businesses, governments, ...) represented

Number of participating institutions "outside" their sector (i.e., cross-sectoral) _____

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country Hungary

Title Management of Financial Resources

Date and Location To Be Scheduled Miskolc

Partner and Performing Organization CHMR

U.S. Trainers (Names)

Local Facilitators (Names) _____

Description

Any significant/notable outcome

Any significant/notable problem

Any planned follow-up

SUMMARY

Number of applicants _____ Number denied entrance but "wait-listed" _____

Registered participants Total _____ Female _____ Ethnic Minorities _____

Media coverage 1) TV

2) Newspaper

3) Radio

Number of participants who have been in one or more previous ETP trainings _____

Number of institutions (i.e., businesses, governments, ...) represented

Number of participating institutions "outside" their sector (i.e., cross-sectoral) _____

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country PolandTitle Management of Financial Resources for Small Environmental Businesses: Business Plans and Development of Financing ProposalsDate and Location August, 1992 KatowicePartner and Performing Organization University of MinnesotaU.S. Trainers (Names) Victoria Mikelonis, Kathleen GorakLocal Facilitators (Names) Zbigniew Jedrzejewski, Maria Berezowska (Translators)

Description

Any significant/notable outcome

- *ETP's first training; excellent. First business plan training offered in all of Upper Silesia. Participants have continued to meet monthly at Polish Ecology Club as environmental business club.*
- **Extracts from comments received six months after training was completed:**
- *One person represents a foundation which is now writing a business plan and expanding their board so they can move into a new field of activity. They request NGO proposal writing courses.*
- *A private firm received a contract to enter the field of waste treatment in the field of food processing. The owner negotiated a price that was 100% higher than the earlier prices because of his increased business acumen. He has also submitted several new proposals for additional funding and work; he has presented those to banks. When he presents to banks they always ask for his business plan and are always amazed when he has one to show them. This person said this course should have been here 10 years ago.*
- *A mining industry executive is now advising others on how to write business plans and requests a new course/workshop on how to interact with banks.*
- *An environmental engineering company has taken the materials back to his company for circulation among the staff. He says the best evidence of success is that the materials are all worn out from numerous readings. The greatest thing he learned in the course was a sense of self confidence in his business skills.*
- *A small private firm has expanded its business skills and now requests courses on marketing.*
- *The entire collection of alumni has formed a professional network of more than 60 people which meets at least monthly to discuss business developments.*
- *A new private company has been formed to enter the field of industrial waste management.*
- *A new environmental service company has been formed and has received "many orders" for*

new business.

- *One person said that the testimony of value is that many people are in private companies now operating in a market economy. Therefore, when they attend this ETP course they work in their companies for 4 hours, attend the course for 8 and then work 4 more in the company.*
- *A landscape management and revegetation company has been rehabilitated after the course.*
- *A small private firm says they have developed a new approach to banks since the course.*
- *A small environmental consulting business developed a new approach to marketing as a result of the course; that approach gave them a two fold increase in business.*
- *Several people made the point that the bi-lingual text (i.e., english on one page and polish on the facing page) improved their english and they felt that was a strength. They were also very impressed with the utility of the software because it was interactive and allowed them to develop a business plan that could grow with them. This all, they felt increased their access to western capital.*
- *A new firm has been started to retrofit businesses and homes with insulation and energy conservation.*
- *A company several years old has been re-organized. They found that they looked at the business plan, re-organized and then learned that the only person in the firm who did not need additional training in the new environment was the driver. The felt that the re-organization greatly increased their business volume. This person also suggests that the course should have been here 10 years ago.*
- *An existing company has entered a new field of enterprise.*
- *A small private firm has expanded its business skills and now requests courses on marketing.*
- *The entire collection of alumni has formed a professional network of more than 60 people which meets at least monthly to discuss business developments.*

Any significant/notable problem *Poor quality computers in the Center of Technical Progress.*

Any planned follow-up

SUMMARY

Number of applicants 40 Number denied entrance but "wait-listed" 7

Registered participants Total 33 Female 6 Ethnic Minorities 0

Media coverage 1) TV

2) Newspaper Dziennik Zachodni

3) Radio Polish Radio

Number of participants who have been in one or more previous ETP trainings 0

Number of institutions (i.e., businesses, governments, ...) represented 25

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 2

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country Poland

Title Management of Financial Resources for Small Environmental Businesses: Business Plans and Development of Financing Proposals

Date and Location 30 November-4 December, 1992 Katowice

Partner and Performing Organization University of Minnesota

U.S. Trainers (Names) Victoria Mikelonis, Kathleen Gorak

Local Facilitators (Names) Zbigniew Jedrzejewski, Maria Berezowska (Translators)

Description

Any significant/notable outcome *Participants have met monthly at Polish Ecology Club as environmental business club. Similar to previous training.*

Any significant/notable problem

Any planned follow-up

SUMMARY

Number of applicants 30 Number denied entrance but "wait-listed" 0

Registered participants Total 30 Female 5 Ethnic Minorities 0

Media coverage 1) TV

2) Newspaper *Gazeta Wybrocza, Dziennik Zachodni*

3) Radio

Number of participants who have been in one or more previous ETP trainings 0

Number of institutions (i.e., businesses, governments, ...) represented 25

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 2

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

73

ETP Training Summary

Country Poland

Title Management of Financial Resources for Small Environmental Businesses: Business Plans and Development of Financing Proposals

Date and Location 7-11 December, 1992 Katowice

Partner and Performing Organization University of Minnesota

U.S. Trainers (Names) Victoria Mikelonis, Kathleen Gorak

Local Facilitators (Names) Zbigniew Jedrzejewski, Maria Berezowska (Translators)

Description

Any significant/notable outcome *Excellent training; very important subject not only for private businesses. Participants have decided to remain active as a business club, meeting monthly at the Polish Ecology Club.*

Any significant/notable problem

Any planned follow-up

SUMMARY

Number of applicants 27 Number denied entrance but "wait-listed" 0

Registered participants Total 27 Female 5 Ethnic Minorities 0

Media coverage 1) TV

2) Newspaper Gazeta Wyborcza, Dziennik Zachodni

3) Radio

Number of participants who have been in one or more previous ETP trainings 0

Number of institutions (i.e., businesses, governments, ...) represented 24

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 2

74

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

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ETP Training Summary

Country PolandTitle Strategic Planning and Financial Resource Development for NGO'sDate and Location 5-9 February, 1993 KatowicePartner and Performing Organization WWF Progressive Strategies, Goldman AssociatesU.S. Trainers (Names) Laura Campobasso, Lenore GoldmanLocal Facilitators (Names) Zbigniew Jedrzejewski, Roman (Translators)

Description *The course covered the following topics: personal empowerment, strategic planning, fundraising strategies, financial management, community outreach, program design. The course was planned in close collaboration with the Environmental partnership for Central Europe; about a dozen of the Partnership's NGO grantees attended the ETP workshop. The Partnership's Polish representative and other in-country personnel provided preliminary reviews of workshop materials.*

In conjunction with the workshop, Progressive Strategies developed a facilitators' manual. This tool will be used to teach the course after in-country trainers have completed a suitable train-the-trainers course.

Any significant/notable outcome *Very good training. NGO's have begun formation of a network. As a result of this training, 30 participants have joined the Polish Ecological Club to form an informal network of environmental business people.*

Any significant/notable problem

Any planned follow-up *The Service Office of the Environment Movement, Warsaw would like to see the course repeated in Warsaw. The Environmental Partnership has expressed interest in having the workshop repeated in a way that would result in trained Polish trainers.*

SUMMARY

Number of applicants 25 Number denied entrance but "wait-listed" 0

Registered participants Total 25 Female 18 Ethnic Minorities 0

Media coverage 1) TV

2) Newspaper Zielone Brygady (NGO Newspaper)

3) Radio

Number of participants who have been in one or more previous ETP trainings 0

Number of institutions (i.e., businesses, governments, ...) represented 21

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 21

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country Poland

Title Introduction to Environmental Auditing for Industry and Government Professionals

Date and Location 24-26 February, 1993 Katowice

Partner and Performing Organization CHMR

U.S. Trainers (Names) Roger Price, Diane McDaniel

Local Facilitators (Names) Zbignew Jedrzejewski

Description *An introduction to environmental audits. Environmental auditing procedures and techniques were presented from the pollution prevention point of view. Topics included:*

- *Two days of classwork and case studies,*
- *One day devoted to a walk-through of the Orzel Biely lead smelting facility,*
- *One day as a group debriefing.*

Participants were drawn from industry, environmental service firms and government agencies.

Any significant/notable outcome *Very large number of applicants*

Any significant/notable problem *Difficulty with wiring money. One perception was that there was emphasis on philosophy with limited practical information. Participants were professionals in the field, but the course was offered at an introductory level. However, participants considered the written training material to be excellent.*

Any planned follow-up

- *Participants will be polled three months after course delivery to solicit suggestions for the substance of future course and will be contacted in six months to ask how their behavior has changed and what additional courses they think would be useful.*
- *Participants have already requested more intensive courses. Environmental Auditing II: Technical Applications will be offered to the same audience in Year II.*
- *In-country trainers will be recruited to take part in design and delivery of the more technical Year II course as a train-the-trainers function.*

SUMMARY

Number of applicants 105 Number denied entrance but "wait-listed" 60

Registered participants Total 45 Female 18 Ethnic Minorities 0

Media coverage 1) TV

2) Newspaper *Gazeta Wyborcza*

3) Radio

Number of participants who have been in one or more previous ETP trainings 7

Number of institutions (i.e., businesses, governments, ...) represented 35

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 4

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country Poland

Title Introduction to Environmental Auditing for Industry and Government Professionals

Date and Location 1-3 March, 1993 Katowice

Partner and Performing Organization CHMR

U.S. Trainers (Names) Roger Price, Diane McDaniel

Local Facilitators (Names) Zbignew Jedrzejewski, Roman

Description *A general introduction to environmental audits. Environmental auditing procedures and techniques were presented from the pollution prevention point of view. Topics included:*

- *Two days of classwork and case studies,*
- *One day devoted to a walk-through of the Orzel Biely lead smelting facility,*
- *One day as a group debriefing.*

Participants were drawn from industry, environmental service firms and government agencies.

Any significant/notable outcome *Very large number of applicants. Participants considered the course materials to be excellent.*

Any significant/notable problem *The training should be more advanced for a technically trained audience. Participants were professionals in the field, but the course was offered at an introductory level.*

Any planned follow-up

- *Participants will be polled three months after course delivery to solicit suggestions for the substance of future course and will be contacted in six months to ask how their behavior has changed and what additional courses they think would be useful.*
- *Participants have already requested more intensive courses. Environmental Auditing II: Technical Applications will be offered to the same audience in Year II.*
- *In-country trainers will be recruited to take part in design and delivery of the more technical Year II course as a train-the-trainers function.*

SUMMARY

Number of applicants 110 Number denied entrance but "wait-listed" 71

Registered participants Total 39 Female 18 Ethnic Minorities 0

Media coverage 1) TV

2) Newspaper *Gazeta Wyborcza*

3) Radio

Number of participants who have been in one or more previous ETP trainings 6

Number of institutions (i.e., businesses, governments, ...) represented 29

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 1

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country PolandTitle Marketing Environmental Goods and ServicesDate and Location 10-13 May, 1993KatowicePartner and Performing Organization CHMRU.S. Trainers (Names) Maureen McFalls, L.J. KairysLocal Facilitators (Names) **These people were invited as potential Polish trainers**

Joanna Cygler (de domo Kisiel) Warsaw School of Economy

Ms. Grazyna Lebkowska Szczesniak - Warsaw School of Economy

Mr. Zbigniew Croscicki

Mr. Zdzislaw Schmidt

Description *A interactive training aimed at making participants able to identify market opportunities, design and implement a marketing plan and secure business for their firms.*Any significant/notable outcome *Attendance by representative of U.S. Peace Corps.*

Any significant/notable problem

Any planned follow-up

SUMMARY

Number of applicants 75 Number denied entrance but "wait-listed" 140Registered participants Total 73 Female Ethnic Minorities Media coverage 1) TV2) Newspaper3) RadioNumber of participants who have been in one or more previous ETP trainings

Number of institutions (i.e., businesses, governments, ...) represented: 71

82

Number of participating institutions "outside" their sector (i.e., cross-sectoral) _____

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country PolandTitle Marketing Environmental Goods and ServicesDate and Location 17-20 May, 1993KatowicePartner and Performing Organization CHMRU.S. Trainers (Names) Maureen McFalls, L.J. KairysLocal Facilitators (Names) **These people were invited as potential Polish trainers:**

Joanna Cygler (de domo Kisiel) Warsaw School of Economy

Ms. Grazyna Lebkowska Szczesniak - Warsaw School of Economy

Mr. Zbigniew Croscicki

Mr. Zdzislaw Schmidt

Description *A interactive training aimed at making participants able to identify market opportunities, design and implement a marketing plan and secure business for their firms.*Any significant/notable outcome *Attendance by representative of U.S. Peace Corps.*

Any significant/notable problem

Any planned follow-up

SUMMARY

Number of applicants _____ Number denied entrance but "wait-listed" _____

Registered participants Total _____ Female _____ Ethnic Minorities _____

Media coverage 1) TV2) Newspaper3) Radio

Number of participants who have been in one or more previous ETP trainings _____

Number of institutions (i.e., businesses, governments, ...) represented

84

Number of participating institutions "outside" their sector (i.e., cross-sectoral) _____

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country Romania

Title Identifying Funding Sources and Writing a Proposal

Date and Location 2-6 February, 1993 Bucharest

Partner and Performing Organization University of Minnesota

U.S. Trainers (Names) Victoria Mikelonis, Signe Betsinger

Local Facilitators (Names) Mrs. Luca Ioana, Mrs. Doina Mihalcea, Ms. Lupu Anca

Description

- *Through interactive and informative teaching methods, the participants were acquainted with alternative approaches for framing a project, preparing a proposal and identifying and approaching a potential funding agency.*
- *During the course the participants were taught how to determine which proposals best meet the goals and objectives of a funding organization, where to look for a funding source(s), how to evaluate an RFP or program announcement, how to write a letter of inquiry to a foundation, and how to write a proposal. They were given resource materials on Ford Foundation, Rockefeller Brothers Fund, Soros Foundation, Weyerhaeuser Family Foundation and Pew Charitable Trust. They used exemplary guidelines to prepare proposals in their area of interest, then interacted with the U.S. and Romanian trainers to have that proposal critiqued and improved.*

Any significant/notable outcome

- *As a result of the training, the participants felt that their proposals were more tightly structured, logical and rational than ones they had written earlier. At the conclusion of the session, about two thirds of the participants were able to articulate effective, measurable objectives and to design both methods and evaluation sections of a proposal following logical principles.*
- *One of the facilitators stated "I feel like I am in a dream, because the ideas and concepts are different from the way we think. My feet are on shifting sand and I don't want it to end!"*
- *A "typical" participant revelation was: "So the activities and projects we conduct really are a solution to the problem we posed in the introduction! I had never before seen the relationship between the two."*

Several additional outcomes resulted:

- *The participants agreed on a follow-up meeting within six months.*
- *Several drafts of immediate actions to be taken by the NGO's present were developed and agreed upon.*

- *The participants and the associated publicity has highlighted expectations for the next and other future ETP courses.*
- *Several previously recalcitrant NGO's have developed a strong interest in "networking" or at least identifying common areas of interest and potentially working together.*
- *The NGO's and their representatives gained a great deal in terms of self-confidence, motivation and self awareness.*

Any significant/notable problem *Two problems were noted:*

- *Translation was not "excellent"; it became apparent that there is a need for training in translation services*
- *Time frames were un-realistically short between receipt of the materials in country and expected completion of translation and duplication. This was principally a result of problems with communication and logistics.*

Any planned follow-up *All participants will be invited to return in six months for a follow-up and evaluation.*

SUMMARY

Number of applicants 30 Number denied entrance but "wait-listed" 0

Registered participants Total 30 Female 12 Ethnic Minorities 2

Media coverage 1) TV 3-minute segment, photos and interview with Professor Mikelonis; 20 minute segment interview with Professors Mikelonis and Perry during a national news special on environmental issues.

2) Newspaper Two large articles, one with photos; several smaller articles

3) Radio 4 announcements on national radio, one interview live broadcast; four interviews with trainers, ETP In-Country Coordinator, US AID representative, ETP Management representative and several participants.

Number of participants who have been in one or more previous ETP trainings 0

Number of institutions (i.e., businesses, governments, ...) represented 28 NGO's and 2 Peace Corps Volunteers

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 1 journalism and environment, 1 information and environment, 3 research and science and environment, 3 education and environment, 1 eco-services business.

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country Romania

Title Strategic Planning

Date and Location May, 1993 Bucharest

Partner and Performing Organization University of Minnesota

U.S. Trainers (Names) Barbara Lukerman, Ronnie Brooks

Local Facilitators (Names) 4 local facilitators and 2 translators (names not known)

Description *This 5 day workshop provided training in strategic planning for environmental management for 28 participants representing all four ETP audiences: government, industry, research institutes and environmental NGOs. The workshop had four principal objectives: 1. introduction of the concept and methodology of strategic planning and the tools and techniques which can be used to facilitate cooperative planning; 2. teach the use of these skills to involve the public in planning for regional environmental management, thereby strengthening the capacity of local government institutions to address regional environmental problems; 3. training of Romanians who have technical skills and subject matter interest in environmental issues who can eventually train others; and 4. begin the process of regional cooperation by fostering productive relationships among the representatives of different agencies dealing with environmental protection and with representatives of key industries*

Any significant/notable outcome *Participants recognized that this was an era of new opportunities and saw the need for local authorities to take the initiative to address environmental concerns. They also began to see the need to involve local citizenry. Enthusiasm remained very high. Training team felt the workshop was extremely successful.*

Any significant/notable problem *None*

Any planned follow-up *ETP will be following up with a workshop on environmental information in June and a second workshop on river basin management in October. No other strategic planning workshop has been scheduled at this time; but some follow-up with participants from this session will occur later this year. There is a need for additional help to ensure the maintenance of the momentum created.*

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SUMMARY

Number of applicants _____ Number denied entrance but "wait-listed" _____

Registered participants Total 28 Female _____ Ethnic Minorities _____

Media coverage 1) TV

2) Newspaper

3) Radio

Number of participants who have been in one or more previous ETP trainings _____

Number of institutions (i.e., businesses, governments, ...) represented _____

Number of participating institutions "outside" their sector (i.e., cross-sectoral) _____

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country RomaniaTitle Environmental Policy and ManagementDate and Location June, 1993 BucharestPartner and Performing Organization ISCU.S. Trainers (Names) Jonathan Gibson, _____

Local Facilitators (Names) _____

Description

Any significant/notable outcome

Any significant/notable problem

Any planned follow-up

SUMMARY

Number of applicants _____ Number denied entrance but "wait-listed" _____

Registered participants Total _____ Female _____ Ethnic Minorities _____

Media coverage 1) TV2) Newspaper3) Radio

Number of participants who have been in one or more previous ETP trainings _____

Number of institutions (i.e., businesses, governments, ...) represented

Number of participating institutions "outside" their sector (i.e., cross-sectoral) _____

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country Slovakia

Title Environmental Auditing for Industry and Government Professionals

Date and Location 17-19 September, 1992 Bratislava

Partner and Performing Organization CHMR

U.S. Trainers (Names) Stan Kabala, Roger Price

Local Facilitators (Names) None

Description *Environmental auditing procedures and techniques from the pollution prevention point of view. Topics included:*

- *Two days of classwork and case studies,*
- *One day devoted to a walk-through of the industrial facility Istrochem,*
- *One day as a group, debriefing.*

Participants were drawn from industry, environmental service firms and government environmental agencies.

Any significant/notable outcome

- *Another course with detailed examples of environmental audit reports that fit the Slovak legal environment would be welcomed.*
- *22% of the responding participants rated the course as excellent and 59% called it very good. Course materials were rated as excellent (34%) or very good (53%).*
- *According to the participants, the most beneficial aspects were high level of interaction with instructors, usefulness of industrial cases studies, quality of course materials.*

Any significant/notable problem *Manual should have been translated completely into Slovak.*

Any planned follow-up

- *Participants will be polled in one month to solicit substance of future courses; and will be contacted in six months to ask how their behavior has changed and what additional courses they envision useful.*
- *Participants have already requested more intensive courses specific to certain industrial practices. Others have requested specific auditing courses for governmental officials.*
- *CHMR will consider possibility of peer-matched residencies for Slovak participants in U.S. companies.*
- *In-country trainers will be recruited to take part in design and delivery of the more technical Year II course, as a train-the-trainers function.*

SUMMARY

Number of applicants 32 Number denied entrance but "wait-listed" 5

Registered participants Total 27 Female 10 Ethnic Minorities 1

Media coverage 1) TV

2) Newspaper

3) Radio

Number of participants who have been in one or more previous ETP trainings 0

Number of institutions (i.e., businesses, governments, ...) represented 24

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 1

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

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ETP Training Summary

Country Slovakia

Title Environmental Auditing for Industry and Government Professionals

Date and Location 21-23 September, 1992 Kosice

Partner and Performing Organization CHMR

U.S. Trainers (Names) Stan Kabala, Roger Price

Local Facilitators (Names) None

Description *Environmental auditing procedures and techniques from the pollution prevention point of view. Topics included:*

- *Two days of classwork and case studies,*
- *One day devoted to walk-throughs of the industrial facility East Slovakia Steelworks,*
- *One day as a group, debriefing.*

Participants were drawn from industry, environmental service firms and government environmental agencies.

Any significant/notable outcome

- *Another course with detailed examples of environmental audit reports that fit the Slovak legal environment would be welcomed.*
- *22% of the responding participants rated the course as excellent and 59% called it very good. Course materials were rated as excellent (34%) or very good (53%).*
- *According to the participants, the most beneficial aspects were high level of interaction with instructors, usefulness of industrial cases studies, quality of course materials.*

Any significant/notable problem *Manual should have been translated completely into Slovak.*

Any planned follow-up

- *Participants will be polled in one month to solicit suggestions for future courses; will be contacted in six months to ask how their behavior has changed and what additional courses they envision useful.*
- *Participants have already requested more intensive courses specific to certain industrial practices. Others have requested specific auditing courses for governmental officials.*
- *CHMR will consider possibility of peer-matched residencies for Slovak participants in U.S. companies.*
- *In-country trainers will be recruited to take part in design and delivery of the more technical Year II course, as a train-the-trainers function.*

SUMMARY

Number of applicants 21 Number denied entrance but "wait-listed" 0

Registered participants Total 21 Female 3 Ethnic Minorities 1

Media coverage 1) TV

2) Newspaper *Front page of Kosicky vecer. Interview in Slovensky vychod*

3) Radio

Number of participants who have been in one or more previous ETP trainings 0

Number of institutions (i.e., businesses, governments, ...) represented 19

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 1

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country Slovakia

Title Using Information for Effective Environmental Management

Date and Location 13-16 January, 1993 Kosice

Partner and Performing Organization ISC

U.S. Trainers (Names) Jonathan Gibson, Susan Santos, James Rogers

Local Facilitators (Names) Laura Dittelova, Lubos Vatrál, Ivan Vatrál

Description *The workshop was designed as a three-step process consisting of short plenary presentations, which highlighted a central theme or methodological issue; intensive exercises that analyzed those themes or issues; then reports from working groups and plenary discussions. Each of three workgroups focused on an exemplary water quality problem (i.e., chemical pollution, heavy metal pollution, non-point source pollution). Plenary sessions covered the following ten topics, emphasizing how information is used in environmental decision making and problem solving:*

- *Introduction to environmental management*
- *The importance of information*
- *Identifying and classifying water quality problems in the Hornad River*
- *Who needs environmental information and how to provide it*
- *Understanding environmental problems*
- *Identifying sources of information: what is available and where?*
- *Obstacles to obtaining and using information*
- *Taking action to solve problems*
- *Work planning and training needs*
- *Evaluation and monitoring*

The workshop materials included a detailed profile of information sources in Eastern Slovakia and a paper on information access and flow (e.g., sources of data-bases currently identified in various public institutions).

Any significant/notable outcome *Three separate groups have been formed as follow-up teams; they meet weekly to discuss further actions.*

- *94% of the participants felt the workshop addressed their needs; 100% felt the course materials were appropriate and useful. Highlights for the participants were: interactive sessions, brainstorming exercises, "new ways of thinking".*

Any significant/notable problem *The lack of a residential setting may have limited participant*

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interaction. Future training may address this issue.

Any planned follow-up

SUMMARY

Number of applicants 39 Number denied entrance but "wait-listed" 4

Registered participants Total 35 Female 13 Ethnic Minorities 1

Media coverage 1) TV

2) Newspaper Slovensky vychod, Kosicky vecer

3) Radio

Number of participants who have been in one or more previous ETP trainings 9

Number of institutions (i.e., businesses, governments, ...) represented 32

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 0

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country SlovakiaTitle Financial Management for Small Environmental BusinessesDate and Location 6-10 February, 1993 KosicePartner and Performing Organization CHMR Katz Graduate School of BusinessU.S. Trainers (Names) Kuldeep ShastriLocal Facilitators (Names) Ivan PriesolDescription *Understanding financial statements; present and future value models, capital budgeting, new accounting principles*Any significant/notable outcome *Local facilitator was excellent*

Any significant/notable problem *Split of the Czech and Slovak currency. The U.S. trainers also offer the following suggestions for improvements: Increase publicity; Improve scheduling (e.g., incorporate a week-end because many business people cannot afford a week away); Shorten the "train the trainers" session to two days; Improve the translators and interpreters; Improve written materials by incorporating a glossary of technical terms in and by adding more local case studies.*

Any planned follow-up

- *A follow-up session will be held in three months (e.g., in June, 1993) to assess behavioral changes. This will be conducted by the facilitator and the ETP In-Country Coordinator. Participants will be asked to share experiences and ideas about how the course has (not) helped them and areas where they would like additional assistance.*
- *The local facilitator will be available as an ETP-paid consultant for one year. The person will be available to assist in implementing the changes presented in the course.*
- *The participants unanimously requested that the course be repeated soon. As part of repeat planning, they request that there be follow-up visits by U.S. firms to firms in the region as part of a peer-matching program.*

SUMMARY

Number of applicants 11 Number denied entrance but "wait-listed" 0

Registered participants Total 11 Female 3 Ethnic Minorities 1

Media coverage 1) TV

2) Newspaper *Kosicky vecer. Sme na..., Kosicky vecer*

3) Radio

Number of participants who have been in one or more previous ETP trainings 3

Number of institutions (i.e., businesses, governments, ...) represented 11

Number of participating institutions "outside" their sector (i.e., cross-sectoral) 2

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? YES

ETP Training Summary

Country Slovakia

Title Strategic Planning and Management of Financial Resources for NGO's

Date and Location 12-16 February, 1993 Medzev

Partner and Performing Organization WWF Progressive Strategies

U.S. Trainers (Names) Lenore Goldman, Colleen Keogh

Local Facilitators (Names) None

Description *The course was developed in consultation with the Environmental partnership for Central Europe, which had sponsored an NGO training session in the area several months earlier. Other collaborators included the Organizing Project, which assisted with local logistics.*

Any significant/notable outcome *Enthusiasm among participants. The workshop was well received, but the market for NGO training in Kosice appears limited.*

Any significant/notable problem

Any planned follow-up *A follow-up workshop will be scheduled to include people from Kosice as well as the surrounding region.*

SUMMARY

Number of applicants 21 Number denied entrance but "wait-listed" 0

Registered participants Total 21 Female 8 Ethnic Minorities 2

Media coverage 1) TV
 2) Newspaper
 3) Radio

Number of participants who have been in one or more previous ETP trainings 3

Number of institutions (i.e., businesses, governments, ...) represented 19

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Number of participating institutions "outside" their sector (i.e., cross-sectoral) 0

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? NO

ETP Training Summary

Country Slovakia

Title Environmental Impact Assessment: Improving Development Decisions with Environmental Information

Date and Location 17-21 February, 1993 Bratislava

Partner and Performing Organization ISC National Center for Environmental Education, Bratislava; Center for International Environmental Law, Washington, D.C.

U.S. Trainers (Names) David Hunter, Don Goldberg, Chris Wold

Local Facilitators (Names) Dr. Maria Kozova, Ingrid Belcakova, Peter Bohus

Description *This was the first direct sub-grant to a Slovak institution for training. The workshop presented EIA principles; those principles were taken forward by the participants and built into proposed law. Thus, the workshop was a timely open forum on EIA principles in relation to specific draft EIA law. Participants were drawn from central government institutions, construction companies and academic institutions.*

Any significant/notable outcome *Recommendations from the workshop were included in the new version of the draft Slovak EIA law*

Any significant/notable problem *Because of the inefficiency of in-country organizations, the In-Country Coordinator was forced to accept the responsibility for printing and publishing workshop materials, arranging for participants and invitations, and arranging all technical support. The local institution accepted responsibility for content and training agenda.*

Any planned follow-up

SUMMARY

Number of applicants _____ Number denied entrance but "wait-listed" _____

Registered participants Total 20 Female _____ Ethnic Minorities 0

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Media coverage 1) TV Lead story, evening news

2) Newspaper

3) Radio

Number of participants who have been in one or more previous ETP trainings 1

Number of institutions (i.e., businesses, governments, ...) represented

Number of participating institutions "outside" their sector (i.e., cross-sectoral) Whole audience was cross-sectoral

Any non-U.S. AID funds "leveraged" from another source for this presentation? USD \$

Summary of participant evaluation conducted at conclusion of workshop attached? NO

ETP Training Summary

Country Slovakia

Title Environmental Impact Assessment: Improving Development Decisions with Environmental Information

Date and Location 6-8 April, 1993

Herlany, Eastern Slovakia

Partner and Performing Organization ISC

National Center for Environmental Education, Bratislava; Center for International Environmental Law, Washington, D.C.

U.S. Trainers (Names) Don Goldberg, Paul Orbuch

Local Facilitators (Names) Dr. Maria Kozova, Peter Chomjak, Jiri Dusik, Ingrid Belcakova

Description *The purpose of the workshop was to inform the audience about the principles of the EIA process, about the latest version of the draft EIA law of Slovakia and about the case studies of implementation of the EIA process in the Czech Republic. The workshop was held at a time when the draft EIA law was being commented upon by the different ministries and governmental agencies. Most of the participants were involved in the review process. The EIA steps were presented in close linkage to the draft EIA law and every participant had the opportunity to comment. The main issue discussed was public participation in EIA. This issue was first discussed in small groups and then presented as a mock hearing on an EIA case study (Highway B1, Poprab-Presov). Participants were recruited from a variety of sectors and institutions in order to achieve communication among the parties involved in the EIA process. Participants were urged to submit their comments on the draft law to the Parliament and the Ministry of Environment.*

Any significant/notable outcome *Recommendations from the workshop were included in the new version of the draft Slovak EIA law*

Any significant/notable problem *One of the five facilitators was not effective.*

Any planned follow-up *Several activities were suggested:*

- *Water dam construction: how is the public involved and what can be done to increase public involvement? Special attention here to the planned waterworks in Presov and Kosice.*
- *Training of EIA experts and environmental managers on EIA and managing EIA projects in Moravia and in energy projects in Slovakia.*

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