PD-ABP-398
94799

Environmental Training Project

Annual Report
for Year II

February 10, 1993 - February 11, 1994

Cooperative Agreement Number EUR-00410A-00-2020

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
Carlson School of Management

and

Center for Hazardous Materials Research, Pittsburgh
Institute for Sustainable Communities, Montpelier, VT
World Wildlife Fund - US, Washington , D.C.

BEST AVAILABLE COPY

UNIVERSITY OF MINNESOTA

Twin Cities Campus

Environmental Training Project
Hubert H. Humphrey
Institute of Public Affairs

263 Humphrey Center
301-19th Avenue S.
Minneapolis, MN 55455
612-625-9505
Fax: 612-625-6351

26 May 1994

Ms. Lori Freer
Project Officer
Agency for International Development
Bureau for Europe
Development Resources Office
Environmental and Natural Resources Division
Room 440, NS
Washington, D.C. 20323-0053

Dear Ms. Freer:

I am pleased to send you the ETP Year Two Annual Report. We are pleased with the progress we have made in Year Two, and we want to thank you and AID-Washington for all your help. We sincerely believe that this has truly become a *cooperative* agreement over the past year.

The following are some highlights from the Year Two Annual Report:

- During Year Two we scheduled 48 training activities in the Region (28 in Year One) at a cost of $1,601,924, an increase of 70% from the $948,361 in Year One. We conducted all of those activities by 12 May 1994 and trained 1236 participants (60% more than the 748 in Year One) of whom at least 366 were women. In our original proposal we stated that we would train approximately 1000 people per year.

- We also trained 97 in-country trainers in Year Two, of which 66 were new. This marks a two-fold increase over the 31 facilitators we trained in Year One. Currently 30 in-country trainers are now ready to conduct their own trainings, whereas, we only had 5 in Year One--a six-fold increase.

- Moreover, 19 solicited subgrants from the Year Two solicitation are scheduled for completion by August 1994. To date, six of the subgrantees have completed their activities (a total of 8 trainings), but only two of these were actually completed during Year Two (4 trainings). In Year Two, 210 proposals were reviewed and 21 awards were made, for a total of $550,000. It is significant that 60% of these awards were made to in-country subgrantees.

- The total amount spent on subgranted training in Year Two (including designated subgrants) was $1,129,771. This amount is 66% of our total

BEST AVAILABLE COPY

training budget for Year Two and 45.7% of the total funding allocated for Year Two. We stated in our proposal that we would spend 50% of our total training funds for subgranted activities.

- The total spent on direct Consortium-based training in Year Two was $586,619 or 34% of the Year Two training budget and 23.7% of the total Year Two budget. Therefore, $1,716,390 or 69.5% of our total $2.47 million budget for Year Two was spent on training activities. Management costs, which includes the cost of maintaining offices for our six In-Country Coordinators, accounted for about 30% of the entire Year Two budget.

- In Year Two, ETP has published four books: the Business Plan book was published in Hungary (*A kornyezetvedelmi kisvallalkozasok penzugyi iranyitasa: uzleti terv es finanszirozasi javaslat keszitese*), a casebook on marketing in Poland (*Marketing w Prāktyce*, published by the Warsaw School of Economics), and a Czech book on conflict resolution. Now 500 copies of the Hungarian text have been published and 400 of the Polish marketing casebook. In addition, the Library Project published *Libraries and Environmental Information Centers in Central and Eastern Europe: A Locator/Directory* and distributed over 600 copies.

The impacts from the trainings are too numerous to summarize here but they are fully explained in the report. Attached are appendices which provide the names of our in-country trainers, Ph.D. candidates, 1993 subgrantees and revised procedures for quality assurance for ETP training.

Sincerely,

Dr. Zbigniew Bochniarz
Project Director

BEST AVAILABLE COPY

B

ETP Annual Report for Year II

February 10, 1993 - February 11, 1994

Table of Contents

Executive Summary 1
- A. Follow-up for ETP Training 2
- B. Increasing training for facilitators 2
- C. Building Project Sustainability 2
- D. ETP Management Summary 3

I. Description of the Project 3
- A. Environmental Business Management and Administration 4
- B. Public Participation and Outreach 5
- C. University Strengthening and Institutional Capacity Building 6
- D. Environmental Policy and Management 7

II. Description of Project Activities Conducted in Year Two 9
- A. Summary of Year Two Training Activities 9
- B. Description of Year Two Training Activities 15
  - 1. Bulgaria 15
  - 2. Czech Republic 21
  - 3. Hungary 26
  - 4. Poland 32
  - 5. Romania 37
  - 6. Slovak Republic 41
  - 7. Transnational Training for Year Two 47

III. Significance and Impact of Project Activities 51
- A. Training Activities 51
- B. Project Management 53

IV. Conclusions 55
- A. General Comments 55
- B. Evaluation by Component 58

Appendices
- A. Year Two Budget
- B. Participants and Facilitators of the "Facilitating Skills" Training
- C. Solicited Subgrantees 1993
- D. ETP Ph. D. Candidates
- E. Agreements Reached by ICCs on Procedures

0

Executive Summary

The Environmental Training Project (ETP) completed its second year on February 11, 1994. During that time, the Project continued offering both Consortium and designated subgrantee training and the first solicited subgrants through an official RFP for training published in the US and in all six target countries. Forty-eight Consortium or designated subgrant activities were scheduled for completion during Year Two (excluding Library Project activities and the selection of Ph.D candidates and interns) an increase of 58% over Year One. As of May 12, 1994, all of these activities have been completed. In addition, 21 solicited subgrants were awarded in September of Year Two, of which two were delivered by February 11, 1994. Five trainings were held in response to special requests--Environmental Liability training in Hungary and Slovakia, a special Facilitation Skills training for ETP in-country trainers and two workshops on Curriculum Development for university faculty in Hungary and jointly in the Czech Republic and Slovakia.

To date in Year Two, ETP trained 1236 participants or 60% more than in Year One (748 participants). We also trained 97 in-country trainers in Year Two, of which 66 were new. This marks a two-fold increase over the 31 facilitators we trained in Year One. Currently 30 in-country trainers are now ready to conduct their own trainings, whereas, we only had 5 in Year One--a six-fold increase. (For a list of in-country trainers, see Appendix B: Participants and facilitators of the Facilitation Skills Training.) Since Year Two activities continued training in the environmental business sector and NGO strengthening, we saw the greatest impacts in these areas. However, through the solicited subgrant activity and the preliminary work dealing with the selection of Ph.D. candidates and interns, we began to build sustainability and capacity in-country, and focused more on meeting the needs of local and regional governments and academic institutions, thereby increasing our activities in Components Three and Four for institution building. The strongest testimony to this capacity building was the development of our in-country offices and the increased leadership capabilities that our In-Country Coordinators (ICCs) demonstrated. In the Year One Annual Report, we identified the following areas for concentration in Year Two:

(1) Systematic follow-up to ETP training with participants,
(2) Increasing the numbers and level of training for facilitators, and
(3) Building sustainabilty of the Project.

The remainder of this summary will evaluate our efforts in these three areas.

A. Follow-up to ETP Training

For Year Two we budgeted $15,000 in follow-up funds for Bulgaria and $10,000 each for the other five target countries. These funds were to be spent at the recommendation of the ICC with the concurrence of the Management Team for follow-up activities recommended by AID Representatives in-country, representatives of the Ministries or former participants. In most cases, Consortium partners who had positive balances after a training activity also allotted additional funds for follow-up activities. Generally, all ETP follow-up activities received very high evaluations from participants and requesting parties. Summaries of most follow-up activities are included in the course descriptions in Section II.

B. Increasing Training for Facilitators

In an attempt to upgrade our facilitation training and in response to requests by our ICCs, we planned a facilitation workshop toward the end of Year Two. This workshop was actually conducted a few days into Year Three. Held from February 16-20, 1994, this workshop supplemented the facilitation guide prepared by ISC and the informal facilitation training presented by trainers before each workshop. It provided an international forum for all of the high potential trainers-in-training to meet one another in Budapest and to engage in activities to improve their facilitation skills. This workshop was offered by Joe Szakos, from the Community Organizing Project, to 35 participants. It proved so successful, that the ICCs will be implementing spin-offs from this training in all of their countries in Year Three.

C. Building Project Sustainability

The increased activities with both the universities and local and regional government representatives that began in Year Two and are continuing in Year Three have been aimed at building project sustainability. This has occurred most dramatically in the quality of programming, efficiency and leadership that has been demonstrated by our ICCs and their in-country offices. However, the establishment of Environmental Impact Assessment Center in the Czech Republic headed by Maria Ticha and the River Basin Management Councils in Bulgaria and Romania also attest the institution-building that has begun. Numerous new NGOs have also sprung up in all six countries, partially due to ETP training. In a more direct way, we have contributed to capacity building by funding subgrants to local institutions to offer ETP training. As a result of the 1993 Solicited Subgrant RFP, twenty-one subgrants were awarded, and 60% of them were awarded to in-country institutions. (For a complete list of subgrantees and descriptions of their training, see Appendix C: Subgrantees from 1993 RFP.) Finally, we selected high potential candidates from business, NGOs, local government and universities for both short-term and long-term internships and fellowships in the US. The recruitment and identification process occurred in Year Two with the actual appropriation of funding and implementation scheduled to occur in Year Three. To date, we have identified 20-22 interns for short-term training and 12 Ph.D. candidates for long-term

training. (A complete list of Ph.D. candidates and alternates can be found in Appendix D: ETP Ph.D. Candidates from CEE.)

Building project sustainability has also taken the form of assisting other related US-supported organizations. An example of this is ETP's use of the Environmental Management Training Center in Bulgaria to carry out training under ETP subgrants. This use of ETP funds for training by local organizations expands the experience and capability of these groups.

D. ETP Management Summary

The most significant change in management during Year Two was a significant shift of managerial responsibility to our ICCs and their visible maturity in decision making. On the American side, the Consortium made progress in deepening mutual confidence and trust that helped to overcome easily solved problems that emerged during the Year Two. The same highly positive evaluation can be made regarding the collaborative relationship with AID, particularly with the AID-Washington. On the ETP Management Team, operations were streamlined and we gained in efficiency and improved turnaround time when a part-time administrator was hired to manage subgrants and other financial matters. The second positive contribution to the efficiency of ETP's general management was the change of Contracts Administrator to a more experienced person in the Office of Research and Technology Transfer at the University of Minnesota. We instituted these changes largely because of our increased subgrant activity due to the 1993 RFP for solicited subgrants. As a result of these personnel additions and changes and the redistribution of duties, we normalized operations at the end of Year Two and processing time of contracts, subgrants and other official documents improved.

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).

Target countries are Bulgaria, the Czech Republic, Hungary, Poland, Romania and Slovakia, in accordance with AID's priorities. **ETP's basic goal is to contribute to environmentally sound restructuring of Central and Eastern European economies.** 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 (CEE). 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:

A. 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 Europe 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. The substantive progression of training courses includes both using material of greater complexity and expanding the share of program development and delivery for which local trainers are responsible. The substantive progression of training courses includes both using material of greater complexity, expanding the share of program development and delivery for which local trainees are responsible. 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 worked extremely well in Year One and has been further enhanced in Year Two.

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." In Year Two, we found that participants went beyond the "thinking" to "doing." For example, in Poland, a participant in our training from Sosnowiec found and American partner and entered into a joint venture with the American-based Earth Shield.

As part of our support to trainees and our contribution to environmentally-sound economic restructuring, we have established an 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 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). 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. During Year Two, in-country consultants identified their need for more advanced facilitation training and they helped plan a Facilitation Training workshop which was held the first week of Year Three.

B. 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 was to increase the abilities of selected NGOs and other organizations to influence policy in non-confrontational ways. Specifically, we focused on teaching communication strategies, strategic planning and basic environmental analysis techniques to strengthen indigenous capacity to identify and solve special environmental problems. We also trained

NGO's in financial management to enhance their long-term viability and to increase their professionalism. For example, a result of intersectoral training on strategic planning for water management in Romania, three new NGOs were established in the Arges River Basin and a strategic water management plan was developed in conjunction with local officials in Pitesti and implemented. This group was so active in Year Two that they formed a River Basin Management Council, similar to the one established in Bulgaria. This is the first time that this kind of institution has existed in Bulgaria and Romania. Also in Romania, five months after the first proposal writing training for NGOs, 14 of the 27 participants wrote proposals that were funded and brought in a total of $705,000. A year later, the participants from the Year One and Year Two trainings generated an additional $900,000 in funding.

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 were stressed in Years One and Two. In Poland and Slovakia, the conflict management courses are now being done by local trainers rather than by US partners. In Years Three through Five, we will be putting more emphasis on public outreach and public education. We are also providing intersectoral training which will help communities to develop plans for implementing the Environmental Action Programme (EAP) for Central and Eastern Europe.

C. University Strengthening and Institutional Capacity Building

The training presented in the 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. In Year Two, plans were made in Poland to institute a Post-Diploma Studies program at the Silesian Technical University (STU) to assist with restructuring of heavy industry. This program is being implemented in Year Three and will provide faculty and curriculum development for STU

while training 100-150 top and middle managers from heavy industry in Silesia over the next three years.

By consulting with our CEE university partners in Year One, we 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. As a result, we investigated the possibility of initiating programs for faculty development and curricular development in two major areas: (1) environmental resource management and policy and (2) environmental and natural resource economics. As part of our faculty development efforts, Central and Eastern European university faculty and doctoral candidates are eligible for long-term study in the US. To ensure on-going strong faculty leadership by establishing strong East-West academic networks, we identified a pool of prospective candidates for formal educational experiences during Year Two by issuing an RFA for Pre-doctoral Fellows. In Year Three, we selected two pre-doctoral fellows and an alternate from each of the six target countries. (A complete list of these fellows can be found in Appendix D.) They will begin their ten-month fellowships at the University of Minnesota in September 1994. In addition, we selected internship candidates early in Year Three for more informal and practical training, and the first four interns from Poland arrived in the US on May 22, 1994. In all, 20-22 interns will be brought to the US for four to six week internships between May-August 1994.

University strengthening was not emphasized during Year One. Attention to long-term training (e.g., universities, internships) was initiated in Year Two and will be implemented in Years Three through Five. Much of this involvement will be accomplished through subgrants either to trainers "in training" or to faculty, graduate students and our In-Country Coordinators. We are also working more closely in Years Three through Five with in-country institutions to establish and implement certificate programs in environmental studies which will incorporate and enhance ETP training while safeguarding its sustainability.

D. 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 has been enhanced in Year Two and will continue 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 of training that we have offered in this area include 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 were started in Year One, and all of these trainings were offered in Year Two. As a result of these trainings, we have been asked to increase our training of locally elected officials in Poland and to prepare them to present plans for implementing the Environmental Action Programme for Central and Eastern Europe. Moreover, the multisectoral trainings were increased in Year Two, and have already resulted in both formal and informal partnerships between NGOs, environmental entrepreneurs and local officials in solving regional problems in Hungary, Romania and Bulgaria.

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. Many of these courses are already scheduled for delivery in Year Three.

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 Years One and Two, and the model has been replicated by our trainees resulting in new NGOs and legislative planning groups expanding from two in Year One (Bulgaria and Slovakia) to all six countries. In this report, we will describe how the impacts ETP has on the regions affect national policy and priorities in Year Two and provide comparative data between Years One and Two which attest to our increased effectiveness and efficiency.

II Description of Project Activities Conducted in Year Two

The following is a summary of the training activities and project management during Year Two. 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 basic marketing course prepared by CHMR, and advanced marketing course prepared by 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 cuts across all four sectors is 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, the communication courses prepared by ISC and the University of Minnesota, and the technical courses in environmental impact assessment (ISC) and introductory and advanced environmental auditing courses developed by CHMR.

A. Summary of ETP Training Activities for Year Two

Country	Component	Training Activity	Consortium Partner Responsible	Date of Activity
Bulgaria	All sectors	Follow-up Consultations	ICC	Ongoing
	Business	Managing an environmental business: the business plan and financing proposal	U of M	July 6-10, 1993
		River Basin Management Workshop	ISC	Sept. 27 - Oct. 1, 1993
	NGOs	Strategic planning and financial management for NGOs	WWF & Progressive Strategies (2)	Nov. 4-7 & 10-13, 1993
	All sectors	Environmental Impact Assessment	ISC & CIEL	Dec. 6-12, 1993
	Business	Introduction to environmental auditing	CHMR	May 3-6, 1994
Czech Republic	All sectors	Follow-up and consultations	ICC	Ongoing

	Business	Managing an environmental business: the business plan and financing proposal	U of M & N. Bohemia Economic Association (2)	Sept. 23-27, 1993 & Feb. 28 - Mar. 4, 1994
	University	Curriculum development workshop	U of M	Oct. 4-5, 1993
	All sectors	Conflict resolution for regional environmental management	WWF & RESOLVE	Oct. 18-22, 1993
	All sectors	Developing and implementing community-level environmental monitoring and enforcement programs	ISC	Nov. 9-11, 1993
	All sectors	Toxic release inventory workshop	ISC	May 3-5 , 1994
Hungary	All sectors	Follow-up and consultations	ICC	Ongoing
	Government	Environmental liability workshop	U of M/ Paul, Weiss/EPA & Hungarian State Property Agency	June 8-9, 1993
	Business	Managing an environmental business: the business plan and financing proposal	U of M (2)	Sept. 6-10, 1993 Jan. 24-28, 1994
	Universities	Curriculum development workshop	U of M	Nov. 15-16, 1993
	NGOs	NGO Outreach and development	WWF/ Goncol (2)	Nov. 19-21, 1993 Feb. 11 - 13, 1994
	NGOs	Managing financial resources for NGOs: Identifying funding sources and writing proposals	U of M	Jan. 17-21, 1994
Poland	Business & NGOs	Follow-up and consultations	ICC	Ongoing
	NGOs	Identifying funding sources and writing proposals	U of M & Partnership (2)	June 7-11 & 14-18, 1993
	Business	Advanced marketing of environmental goods and services	U of M & Warsaw School of Economics (2)	Nov. 8-12 & 16-19, 1993

	Business & NGOs	Conflict resolution for environmental management	WWF/ RESOLVE (3)	Jan. 10-14, 1994 March 16 - 20 & June 16 - 20, 1994
	Government	Functioning of legal system for environmental protection	Interdont (3)	Jan. 24-27, 1994
	Business & Government	Waste management and the small business community	Institute of Waste Management	Jan. 24-28, 1994
	Business	Environmental auditing II: Technical applications	CHMR & ProCon (2)	Jan. 31-Feb. 4 & Feb. 7-11, 1994
	Business	Managing an environmental business	CHMR	Feb. 28-Mar. 4, 1994
Romania	All sectors	Follow-up and consultations	ICC	Ongoing
	NGOs	Identifying funding sources and writing proposals	U of M	July 19-23, 1993
	All sectors	Developing a regional water quality management plan	ISC	Oct. 25-29, 1993
	Business	Financial management for environmental business: the business plan and financing proposal	U of M	Nov. 15-19, 1993
	NGOs	Strengthening NGOs through Organizational Management	PACT	Dec. 13-16, 1993
Slovakia	All sectors	Follow-up and consultations	ICC	Ongoing
	Government	Environmental liability workshop	U of M/ Paul, Weiss/EPA	June 10, 1993
	Business	Managing an environmental business: the business plan and financing proposal	U of M & EKOLAND (2)	Sept. 13-19 & Nov 24 - 28, 1993
	NGOs	Strategic planning and financial management for NGOs	WWF & CEPA (4)	Sept. 17-19 & Nov. 19-21 & Dec. 3-5, 1993 & Feb. 1994 (4)
	University	Curriculum development workshop (joint with Czechia in Usti nad Labem)	U of M	Oct. 4 - 5, 1993
	All sectors	Environmental monitoring and enforcement on the local and regional level	ISC	Nov. 15-17, 1993

	Business	Environmental auditing II: Technical applications	CHMR & Geologicky Prieskum	Dec. 7-10, 1993
Trans-national	All sectors	Library strengthening and information management: Phase II	WWF	Ongoing
	University	Selection of Ph.D. candidates	U of M	RFA Oct.-Dec. 1993; Mar. 1994
	ICCs and In-Country Facilitators	Facilitation workshop	U of M/ Center for Environmenta l Studies	Feb. 16-20, 1994
	All sectors	Reactive and solicited subgrants	U of M	Solicitation in April and ongoing
	University, NGOs & Government	Selection of Interns	U of M	April-May 1994

During Year Two we scheduled 48 training activities in the Region at a cost of $1,601,924, an increase of 170% from the $948,361 in Year One. We conducted all of those activities by 12 May 1994 and trained 1236 participants of whom at least 366 were women. (Not all trainers reported the numbers of women and minorities in their training.)

Of these 48 activities, nine trainings (in 16 offerings), or about 34% of the training activities, were new workshops based on requests from in-country and from needs that Year One trainers identified. These included environmental liability workshops (2 activities), facilitation training for in-country trainers and ICCs (1 activity), strategic planning for NGOs (2 activities), environmental monitoring and enforcement (2 activities), EIA and public participation (4 activities), curriculum development workshops (2 activities) and outreach and organizational development for NGOs (1 activity), law and the environment in Poland (3 activities), and solid waste management in Poland (1 activity). We also offered three advanced versions of previously offered trainings (in 6 offerings), or 12.5% of the total training activities: the technical applications of the environmental auditing training (2 activities), advanced marketing (2 activities), and the regional water quality management workshops (2 activities).

Throughout the training program in Year Two, we continued to emphasize the development of skills in environmental management, environmental activities in market economies and public participation in environmental policy formulation. We concentrated on offering all of the primary courses designed for the business and NGO sectors in all six countries. At the same time, we promoted sustainability of the program activities by training trainers, as well as in-country subgrantees, to carry out training activities themselves and by identifying interns and Ph.D. candidates for short- and long-term training in the US.

In Year Two, we continued with the business training and NGO strengthening activities while beginning to increase our involvement with both local and regional governments and universities and institutes. The activities with the governments were closely linked to multi-sectoral training in strategic planning and developing water management plans. The university strengthening activities in Year Two expanded from the training of trainers conducted by American trainers prior to the workshops that we did in Year One to identifying high potential trainers, candidates for internships, and Ph.D. candidates for long-term training. These activities will be implemented in Year Three as the 20-22 interns are placed in the US and the 12 Ph.D. candidates begin their fellowships at the University of Minnesota. These activities will be expanded in Year Four to include masters' candidates for long-term training at the University of Minnesota, the University of Pittsburgh and Duquesne University and multi-sectoral specialized internships. Year Two marked the beginning of our increased investment in human capacity through more specialized and individually tailored training, thereby building capacity and sustainability.

Year Three will see a further expansion of new and advanced offerings as the participants become more sophisticated and the Year One and Year Two activities are increasingly offered by in-country trainers rather than Consortium partners or designated US subgrantees. For Year Three, the Consortium and its designated subgrantees will increase its offerings to 11 new training activities and 4 advanced courses, thereby starting the second round of new and advanced courses to be followed-up on in Year Four. Of these 11 new offerings, 7 are related directly to the Post-Diploma Studies program offered in Poland, which will build our long-term sustainability in Poland. We will be actively looking for similar activities in Bulgaria, Romania and Slovakia for Year Four. We are currently scheduled to complete our activities in the Czech Republic in Year Three.

Moreover, 19 solicited subgrants from the Year Two solicitation are scheduled for completion by August 1994. To date, six of the subgrantees have completed their activities (a total of 8 trainings), but only two of these were completed during Year Two (4 trainings). In Year Two, 210 proposals were reviewed and 21 awards were made, for a total of $550,000. The Year Three RFP was issued on March 30, 1994 with a submission deadline of June 3, 1994. We have already had over 400 requests for the RFP, not counting the requests received directly by our ICCs in-country. The proposals currently being submitted will be reviewed in July 1994, and awards will be made with AID concurrence in August 1994.

The total amount available for solicited subgrants in Year Three is $343,000 or 38% less than in Year Two. The reason for this decrease may not be immediately obvious, but this is actually a plus. We invested in a number of good subgrantees in-country in Years One and Two who are now capable of carrying on ETP training without Consortium assistance. Therefore, we provided these organizations with designated subgrants in Year Three to continue their ETP training activities. This action helps to build the sustainability of these organizations and it helps us achieve more cost-effective training. For example, an average WWF training in Year One cost *$38,000 for two iterations of the same course to*

about 60 representatives of NGOs. In Year Two, WWF was given *$30,000* for NGO activities in Slovakia that they *subgranted to a designated in-country partner who delivered four different training activities to a total of 117 participants.*

The total amount spent on subgranted training in Year Two (including designated subgrants) was $1,129,771. This amount is 66% of our total training budget for Year Two and 45.7% of the total funding allocated for Year Two. We stated in our proposal that we would spend 50% of our total training funds for subgranted activities. The total spent on direct Consortium-based training in Year Two was $586,619 or 34% of the Year Two training budget and 23.7% of the total Year Two budget. Therefore, $1,716,390 or 69.5% of our total $2.47 million budget for Year Two was spent on training activities. Management costs, which includes the cost of maintaining offices for our six In-Country Coordinators, accounted for about 30% of the entire Year Two budget. In comparison, in Year One we had a $2 million budget of which $948,361was spent on training activities (both direct Consortium training and designated subgrantees) or 47% of the entire Year One budget. There were no solicited subgrants in Year One because of extensive needs assessment and subsequent delay in approval of the Year One PIP which resulted in a delay in beginning training activities. The Year One needs assessment and management costs accounted for 17.5% and 35% respectively of the total Year One budget. Management costs were 5% higher in Year One because we had to purchase equipment and set up in-country offices in all six target countries.

During Year Two, our In-Country Coordinators established their offices and gained regional and national recognition as environmental training experts. The increasing number of participants and the quality of the trainings contributed to our In-Country Coordinators being consulted on a regular basis by local and regional government officials, various NGOs and environmental entrepreneurs. For example, our ICC for Poland and a successful environmental businessman who participated in our trainings were invited to meet with Vice-President Gore on his visit to Poland. Likewise, our Polish ICC recommended a business man from our training courses for a joint venture partner to CDI, who found him an American partner. The ICCs have come into full partnership in decision-making for their countries, their input was very influential concerning the types of training and levels to be offered in their countries in Year Three. Because of our ICCs' growing number of contacts and their reputations for delivering high quality training, the University of Minnesota and our Consortium partners delivered less training directly and increased the number of designated subgrants to in-country partners, thereby, further increasing institutional capacity in CEE. This trend is becoming even more pronounced in Year Three.

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.

B. Description of Year Two 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 countries. 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. Note that not all of the solicited subgrants have been completed. Of the 21 solicited subgrants that were awarded, only two (four activities) were actually delivered during Year Two. The remaining subgrants will be delivered by September 1994 and will be reported on in the Year Three Annual Report.

1. **Bulgaria: Year Two Training; $305,062 total;** six training activities at $194,062 and six solicited subgrants at $111,000.

The Environmental Training Project conducted activities in two areas in Bulgaria in Year Two. The Gabrovo-Veliko/Turnovo area was selected as a training location in support of other ENR activity in the Yantra River Basin. The Varna-Devnya area was selected because it is an environmental "hot spot" with serious environmental problems, an active NGO community and significant interest among private firms and local governments. During Year One, ETP conducted four training activities in Bulgaria. Two of those focused on emerging private businesses; the others reached broader audiences including government and NGO's, who were offered training in conflict management and environmental information management. Year Two activities included a "consultation service" designed to provide long term support to businesses trained in Year One. Other training included six scheduled activities. Three of the six activities were conducted by ETP Consortium Partner organizations and the other three as designated subgrants. A total of 20 trainers and facilitators were used in Bulgaria in Year Two. A total of 240 participants were trained of whom at least 92 were women.

Plans for Years Three and Four in Bulgaria include concentrating on training trainers

and building sustainability in Bulgarian institutions, such as developing curricula at Varna Economics University and increased collaboration with the Technical University in Rouse. We will complete our business cycle with strategic planning for business and the NGO cycle with the proposal writing course.

a. Development of pilot consulting service, and evaluation of Year One and some Year Two activities

These funds were spent at the recommendation of the ICC with Management Team concurrence for follow-up activities, to provide additional training in response to requests from AID-Sofia, the Ministry of the Environment, local or regional governments, and former participants. These funds were also used to provide consulting services to former participants, to send out surveys at regular intervals and to host follow-up meetings. For example, participants from the January Business Plan training in Varna were invited to Gabrovo for a one-day follow up in July at which they were interviewed about their accomplishments since the original training, given a two-hour workshop on how to use the computerized version of the Business Plan tutorial, provided with the courseware on disk, provided with updated information about new sources of financing, and asked to brainstorm future activities that they wanted as follow-up.

b. Managing an environmental business: the business plan and financing proposal. University of Minnesota

This course was developed by the University of Minnesota to be delivered by trainers in-country. The second offering of this 40-hour practical course, which enables the participants to create a draft of a *business plan and a financing proposal,* was held July 6-10, 1993 in Gabrovo. It was the first offering of the course in a computer lab in Bulgaria, and the participants received the information in print and disk form. The Bulgarian business context and financial forms were prepared in advance by Dr. Svoboda Tosheva and Mr. Ivan Petrov, our in-country trainers. They conducted half of the sessions, including special topics discussions in the evenings. Moreover, at the conclusion of the course, the two American trainers, Dr. Victoria M. Mikelonis and Deborah J. Hansen, recommended that Dr. Tosheva and Mr. Petrov should conduct the entire training in the future.

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. This course used pre- and post-tests to measure what participants learned in addition to the attitude survey distributed at the conclusion of the training.

The audience consisted of 34 entrepreneurs and managers from small to medium-sized emerging or newly established environmental businesses, of which 12 were women. The introduction of the interactive computer tutorials increased the efficiency of the

participants in preparing their business plans. They spent about three hours daily in supervised computer lab activities and nearly one-third of the participants returned voluntarily to the lab for two hours in the evenings to work on their business plans. It was a fast-paced course that succeeded in teaching participants to operate in a multi-task environment in which they were actively engaged in learning and producing a product.

On July 3-4, 1993 we held a *follow-up* session in Gabrovo with 20 of the 38 business plan participants from the January 1993 offering of the course. The attendees reported that three of them started new businesses after the training; six people completed their business plans and/or acted as consultants helping others to prepare business plans; three participants applied for and received business loans; one who applied for a loan was still waiting for a response; one participant was negotiating with a municipal authority to build a waste treatment facility and found an investor for the project; two participants attended Waste Expo '93 in Chicago and spent time discussing franchises and joint ventures with US firms; one of these participants entered into negotiations for leasing six Western garbage trucks to expand his waste management business in Varna and to start a plastics recycling business; one participant used his business plan to interest a builder in an innovative energy efficient apartment complex and they were then negotiating the building details and looking for a construction loan.

In addition to debriefing with participants to see what they had accomplished since the training, we held a two-hour session teaching them how to determine their credit-worthiness and they completed three financial exercises to better prepare them to seek financing. Finally, the participants spent two hours in the computer lab learning to use the interactive software that we developed for the business plan and received copies of the software.

c. **Introduction to environmental auditing.** CHMR.

The *Introduction to Environmental Auditing* course was offered with a specific focus on auditing for pollution prevention and waste minimization. The response and comments of Year One participants indicate that this focus should be maintained for two reasons. First, focusing on pollution prevention gives environmental auditing a dynamic, action-oriented aspect that takes it beyond the static approach of auditing for remediation or compliance. It shows that auditing can be used not only to identify past problems or react to regulatory requirements, but also to initiate positive action on environmental issues that makes good business sense as well. Second, auditing for pollution prevention allows the typical business focus on in pollution control (seen as a cost) to be redirected to low-cost, no-cost approaches to waste minimization that are often good financial moves for a company to make. This latter point is highly critical in Central and Eastern Europe, where many in both the government and industry have resigned themselves to the idea that environmental protection must always cost money.

This course was held in Veliko Turnovo from May 3-6, 1994. It was presented to 26

participants by two CHMR trainers: Roger Price and Jeffrey Sacre, as well as five Bulgarian facilitators, Ada Bainova, Venko Veshkov, Irena Slavova, Ivan Zlatinov and Gergana Blagieva. Ms Blagieva, of EMTC, provided excellent logistical support. EMTC offered the course under a subgrant from CHMR. EMTC translated the course material, developed local case studies, provided local trainers and handled the logistics for the course. Dr. Stanley J. Kabala from CHMR attended the training and recommended that EMTC conduct future environmental auditing courses in Bulgaria.

The course design integrated a technical orientation toward auditing for pollution prevention with the procedural context defined by Bulgarian regulations, EC policies, and ERBD lending and reporting formats. A site visit to the SEVCO tannery and leather goods plant in Sevlievo in the Jantra River basin and case studies formed the basis for group reports. Moreover, CHMR made arrangements for the USEPA to send twenty sets of technical resource documents on various aspects of auditing, site assessment and monitoring to Bulgaria. This extensive material, valued at $200/set, proved to be of great value to the participants, who were eager for more detailed information. The participants were very satisfied with the course and left energized and wanting more information and follow-up sessions.

d. Strategic Planning and Financial Management for NGOs. Two WWF managed subgrants.

In its comments on the Year One Program Implementation Plan for Bulgaria, AID-Washington noted the interest of Bulgarian NGOs for acquiring strategic planning and financial management skills. AID also noted the strength of the Varna chapter of Ecoglasnost. This course responded to AID's comments (which mirror the impressions of WWF staff). These activities were based on WWF's A Guide to Designing Effective Proposals which, with other WWF training modules, provided the base for successful AID-funded NGO management training courses in Poland and the CSFR in 1991. This course began with instruction in strategic planning and then used these principles as the base for teaching proposal design.

The subgrantee was Progressive Strategies and the two American trainers, Neal Rudge and Liz Workman. The training was held from November 4-7, 1993 in Varna for 14 participants, including 5 women, and November 10-13 in Veliko\Turnovo to a total of 21 participants, including 8 women. The combination of training topics--strategic planning, financial management and fundraising--served to reinforce participants' necessary interrelationships in managing an organization. The participants also left the training with a draft of a prepared program proposal that integrated all of the information presented over the course of the seminar. The participants seemed to respond well to the empowerment session in both concept and practice and they took ownership of the materials after this session. Most participants had difficulty with the financial management section of the training. Finally,

participants practiced listening and feedback strategies, team building principles and presentation techniques. The major problems with these trainings were attributable to the late arrival of funding from Minnesota. As a result, manual translation was late and insufficiently edited, and case studies were not translated. Moreover, participants were selected only a week before the training.

e. River basin management workshop. ISC.

This activity built on the Consortium's Year One "Environmental Information Management" training, offered by ISC which assisted the four ETP audiences in improving collection, exchange and use of information related to water quality in the Jantra River. The Year Two training focused on other prerequisites for implementing a river basin water quality management program in the Jantra region.

One of the goals of this course was to continue and expand ETP's Year One linkage with the USAID-funded WASH project. ETP training attempted to reinforce WASH's efforts to disseminate technical information, analyze options for municipal and industrial water quality investments, and foster the institutional framework and public support necessary to implement these investments.

This training was offered from September 27- October 1, 1993 in Voneshta Voda, Bulgaria, to 31 participants, of whom 16 were women. It was conducted by three American trainers: Paul Markowitz, Gwendolyn Hallsmith and David Boyer, and four Bulgarian facilitators: Dobrinka Lolova, Emiliya Simeonova, Ivan Milushev, and Nikolay Kujumdjiev.

Participants felt the course was well organized and the course materials were very useful. The course allowed participants to develop new ways of thinking and working, using brainstorming and teamwork. One of the workshop's highlights was a presentation by Georgi Karagiozov, Head of the Water Department at the MoE, who reviewed the major components of the draft Bulgarian Water Law. Mr. Karagiozov suggested that the Yantra River Basin would be an excellent candidate for establishing a pilot river basin council, as proposed in the draft Water Law. Mr. Karagiozov indicated that this council could start prior to the passage of the law to provide a model for the rest of the country once the law was adopted. This idea was supported by the participants during a discussion on the last day about follow-up activities. This training was considered very timely because of the pending passage of the new water law.

Perhaps the most significant *outcome* of the workshop were the valuable comments that the participants made on the WASH report, which were sent to the DEP Focal Point at the MoE. As an outgrowth of this workshop, the participants, ETP, MoE, the National Water Council and the regional Governor's Office were discussing ways to form a pilot Yantra River Basin Council, as stipulated in the draft water law and the training. This council was actually established early spring 1994.

Recommendations for improvement included incorporating more case studies, more examples of river basin management programs in other countries, and submit materials to the participants before the workshop to allow them more time to absorb the materials. The ICC commented that too much material was planned to be covered in too short a time period, and although there was a good mix of institutions represented, too few NGOs were represented. Moreover, there should have been more communication between the ICC and the local institution in terms of logistics, translations, selection of facilitators and selection of participants.

f. Environmental impact assessment. ISC managed subgrant.

These activities were designed to elucidate the goals, principles and methods of environmental impact assessment and to provide a forum for discussing and understanding Bulgaria's EIA law. A principal focus of the workshops was public participation.

The Environmental Impact Assessment: Improving Development Decisions with Environmental Information was offered twice to 76 participants of whom 35 were women. The first offering was in Varna/Devnya on December 2 - 4, 1993, with 38 participants including 15 women; the second was in Veliko Turnovo on December 6 - 8, 1993 with 38 participants of which 20 were women. The two American trainers were Donald Goldberg and Paul Orbuch, and there were five local facilitators, Vesselina Petrova, Georgi Bivolarski, Vanya Grigova, Lyudmil Ikonomov and Peter Petrov.

During the training particpants were introduced to the goals, interested parties, procedural steps and underlying principles of EIA, studied local Bulgarian law and considered a case study based on an actual highway project in the Veliko/Turnovo region. The participants, after splitting into smaller groups, identified techniques for improving communication between parties interested in the EIA process.

2. **Czech Republic; Year Two Training; $279,000;** seven training activities at $194,212
and three solicited subgrants at $84,788.

The Environmental Training Project conducted its Czech Republic activities in Northern Bohemia, in the areas of Usti nad Labem and Most. This area was selected as a training location in support of other ENR activity in the area and because it is an environmental "hot spot" with serious environmental problems. There is an active NGO community and significant interest among private firms and local governments about environmental protection. During its first year, the Training Project conducted two training activities in the Czech Republic. Those focused on emerging private businesses and local government. In Year Two, we scheduled six training activities and supplemented this with a Curriculum Development workshop for university faculty in the Czech Republic and Slovakia. Year Two activities also included a "consultation service" designed to provide long term support to businesses trained in Year One. All seven activities were conducted by ETP Consortium Partner organizations and designated subgrantees. A total of 17 in-country facilitators and trainers were trained in the Czech Republic in Year Two, some serving in two or three different workshops. A total of 148 participants, including at least 38 women, were trained in Year Two.

a. **Evaluation and follow-up consultations on Year One and some Year Two training activities.**

These funds were spent at the recommendation of the ICC with Management Team concurrence for follow-up activities, to provide additional training in response to requests from AID-Prague, the Ministry of the Environment, local or regional governments, and former participants. These funds were also used to provide consulting services to former participants, to send out surveys at regular intervals and to host follow-up meetings. When Consortium Partners had favorable balances from their training activities, the balances were often used for follow-up activities to supplement the ICC's follow-up budget. In Year Two, the Center for Environmental Analyses was also established under the directorship of Maria Ticha. This organization, established with ETP follow-up funds, should play a key role in the continuation of EIA activities after ETP's phase-out from the Czech Republic.

b. **Managing small environmental businesses: business plans and financing proposals.** University of Minnesota & Subgrant.

This course was develop by the University of Minnesota to be delivered by trainers in training in-country under the direction of the University of Minnesota. It is a one-week, 40- hour practical course which enables 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 the Czech Republic were included in the course materials, which were tailored to the needs of the Czech audience by the in-country subgrantee, the North Bohemian Economic Association. The course was jointly presented in Czech by Czech trainees with assistance from the University of Minnesota.

This training was offered in Tisa near Usti nad Labem on September 23-27, 1993 to 17 participants, 3 of whom were women. It was conducted by two American trainers and three facilitators from the North Bohemia Economic Association. However, the in-country trainers consisted of two Czechs, one American and one Briton--all of whom are regular employees of the North Bohemia Economic Association. The US trainers recommended that the course be repeated by the North Bohemia Economic Association in the future, but with all Czech rather than US or British trainers. A second offering of the course is planned for early in Year Three.

This course used pre- and post-tests to measure what participants learned, in addition to an attitude survey. The audience consisted of entrepreneurs and managers from small to medium-sized emerging or newly established environmental businesses. One of the participants was developing a local venture capital company to invest in other environmental businesses in North Bohemia, and he reported that restructured his entire operation and personnel based on information that he learned in the class.

In *follow-up* evaluations, most participants stated that they found the course to be the most practical training they had ever attended. The participants indicated that the course met or exceeded their expectations. Four participants actually completed drafts of their business plans during the training. Within a few weeks after the completion of the training, two participants (from the same computer company) actually succeeded in securing a loan and additional bank guarantees based on the materials prepared in the course. They also conducted a company retreat to prepare a strategic plan based on information they received in the training.

A detailed follow-up questionnaire to the first offering of the business plan course was sent a few months after the completion of the training. The ICC reported that he received very favorable feedback from the participants. For example, all of the participants claimed that they have used the business and marketing concepts taught in the training in their own businesses; one participant wrote eight business plans and project proposals for the privatization of the large petrochemical company, Chempetrol Litvinov, as well as for local entrepreneurs; another participant reported that he received a loan for 1.5 million Kc. to establish a restaurant based on the financial proposal prepared with the help of ETP trainers. In addition, the participants reported that the business plan training has helped them streamline the day-to-day operation of their organizations. In the words of one participant: "I can more clearly allocate duties to my employees using my business plan. We are now able to write complex business plans, including marketing studies and strategic plans." The participants were pleased with the organizational tools they received through this training and they commented on how useful these tools have been in preparing future business activities. In the words of another participant: "The course made my ideas clearer, which helped me to

achieve my goals."

A *second offering* of this course was held in Most from February 28-March 4, 1994. This offering was conducted entirely by the North Bohemia Economic Association, our in-country partner. The in-country trainers were: John Devonshire, Jindrich Vavruska, Kenneth Macek, Helena Vomackova and Zdenek Krivsky. The in-country facilitators were Pavel Horak and Petr Semerad. There were 13 participants at this training, including 3 women. The local partner did a fine job of making all of the logistical arrangements and the local trainers also did a satisfactory job. The investment in local trainers that ETP has made throughout Year Two paid off in this training according the ICC. The participants were highly satisfied with the training, and since they all had a high level of computer literacy, they appreciated the computer tutorials. The only problem that occurred was that of the 26 accepted applicants for the course, only 13 attended. The advertising for the course was done with the help of the mayors of Most and Chomutov and the seven district Chambers of Commerce, but for some reason applicants made commitments and then did not attend. A similar problem occurred with the first offering of the course, but then the attrition rate was about 25%. A third offering is planned for May-June 1994.

c. Conflict resolution for regional environmental management. WWF.

This activity responded to the express interest of "Foundation Project North" in Usti and Labem for training in conflict resolution techniques. Its Director is Dr. Lubomir Paroha, works cooperatively with Dr. Richard N.L. Andrews under the terms of another AID cooperative agreement, so this ETP activity provided the synergy sought by AID in its Central and Eastern Europe projects. As with its other conflict resolution training courses, the course for Northern Bohemia drew on a series of modules developed by the WWF RESOLVE program, including principles of successful negotiation, advanced negotiation skills, improving communication skills, facilitation and alternative dispute resolution mechanisms.

This training was held by RESOLVE on October 18-22, 1993 at Vysoka Lipa. It was conducted by one American, Suzanne Orenstien and a Czech-co trainer Jiri Plaminek and three facilitators Ivan Indracek, Michaila Jiroudkova and Jindrich Vavruska. It was presented to 26 participants, including 9 women. The American-Czech training teams were very effective, and the participants reported that they enjoyed the small group exercises and role-playing activities.

The training modules were presented through experiential learning through case studies and 65% of the training was delivered in Czech in small working groups. The only problems stemmed from the fact that some participants arrived a day or two late which kept the group from advancing as quickly as had been planned. The planned *follow-up* included meeting with the

Czech trainer and facilitators six months after the training with the aim of developing a nation-

wide network of conflict resolution specialists.

d. Developing and implementing community-level environmental monitoring and enforcement program. ISC.

This activity built on the Consortium's Year One "environmental impact assessment" (EIA) training, offered through a Consortium subgrant in January-February 1993, which introduced the four ETP audiences to the legal requirements of the new Czech EIA law and to methodologies for assessing the ecological and health effects of human activities.

Year Two training was offered by ISC in Usti nad Labem, and focused on how to develop cost effective monitoring programs to gather information needed to assess the impacts of existing and proposed projects in Northern Bohemia and to enforce regulatory standards. This training continued ETP's Year One linkage with other AID-supported projects in the Region, especially those undertaken by USEPA,

The training was delivered by four American trainers and three local Czech trainers on November 9-11, 1993. The American trainers were: Jonathan Gibson, Richard Czaplinski, Patrick Parenteau and Barbara Finazzo of USEPA Region 2. The local facilitators were: Eva Tylova, Ondrej Velek, and Zdena Jurcikova. A total of 29 participants took part in the training, including 18 women. The training included the role of monitoring in environmental planning and management, the importance of coordination among data collection agencies, methods for monitoring compliance with regulatory standards, opportunities for volunteer monitoring activities by NGOs and mechanisms for ensuring public access to monitoring information that is used in permitting and enforcement. Attention was given to both compilation of baseline information for use in projecting impacts and tracking of changes after a project or program is implemented in order to verify these projections. Participants cited the small group focus as a success, and the participants praised the local facilitators' efforts. The lecture on establishing a voluntary water quality monitoring program was an inspiration to the participants.

The only problem cited was the fluctuating number of participants--generally between 21-27. Likewise, 36 accepted invitations, but only 29 appeared for the training. Perhaps, there are so many training activities occurring in North Bohemia that interest is waning.

e. Toxic Release Inventory workshop: Follow-up to Developing and implementing community-level environmental monitoring and enforcement programs. ISC.

The activity built upon the training workshop on "Developing and implementing community-level environmental monitoring and enforcement programs" which was offered in November 1993 by ISC. It was designed to make a viable connection between reliable reporting of monitoring data and an effective toxic release inventory (TRI) system.

The training was offered in Usti nad Labem on May 3-5, 1994, to 31 participants, 5 of whom were women. The US trainers were Jonathan Gibson, ISC; Warren Muir and Carol Benes, Hampshire Research Associates. The local facilitators were Zdena Jurcikova, Eva Tylova, Jindrich Tichy and Marie Ticha. The training used the US TRI system as an example, covering its creation, key features, existing systems and components--specifically in the states of New Jersey and Maryland. The TRI-like efforts of Canada, Netherlands, United Kingdom and Sweden were also discussed. The particpants were divided into small groups for discussions of various topics such as: the audiences and uses of TRI in the Czech Republic; economic sources for TRI in the US; community action and relationship of TRI to other data systems in the US; how data might be added; obstacles to a TRI-like system in the Czech Republic; practical considerations and costs; confidential information and estimation of data; what information should be reported; and what chemicals should be covered by a Czech TRI.

An informal computer software demonstration was conducted by Thomas Soukup of GISAT, concerning the uses of a Geographical Information System (GIS) and its applicability to TRI. Carol Benes demonstrated several computer tools, such as spreadsheets, mapping, and database management, that can be used to compare and analyze US TRI data. In response to several comments and requests made by the participants, Carol Benes also demonstrated RISK* Assistant, a toxic chemical risk assessment software, and explained the relationship between TRI and RISK* Assistant.

The highlight of this activity was the desire to actually develop a TRI for the Czech Republic. There is a strong desire for more workshops on TRI to be conducted for the many people who were unable to attend this offering. More than 40 people were placed on a waiting list for this course with another 30 making inquiries about other offerings or materials. If another offering were to be given, however, more time should be devoted to researching the existing data systems in the country and their possible relationships to a TRI system.

f. Curriculum development workshop. University of Minnesota.

This workshop was designed by the University of Minnesota for university teachers from the Czech Republic and Slovakia who are introducing environmental and natural resource curricula into their universities. This workshop was held in Usti nad Labem from October 4-5, 1993 for 29 participants. The American trainers were Dr. Zbigniew Bochniarz and Dr. Marie Livingston. The in-country presenters were Dr. Petr Sauer from the Prague School of Economics and Dr. Eva Romancikova from the University of Economics in Bratislava.

Various curriculum models were presented as well as course syllabi, bibliographies of references, relevant articles and lectures on alternative pollution control instruments, valuation of environmental goods, allocation of exhaustible and renewable natural resources over time, and concepts of sustainable development. The Czech and Slovak presenters described the current natural resources and economics education programs in their countries and initiated a roundtable

discussion on the problems they faced in implementing the curriculum and their plans for the future.

A number of recommendations resulted from this workshop, the most important of which were (1) to require a basic course in environmental economics for all economics, technical and business students; (2) to initiate joint research on valuation of environmental damage in the Czech Republic and Slovakia, the economic impact of environmental loss, market-based policy incentives, strategies in international negotiations for emission trading of global and regional pollutants; (3) ETP will finance a compilation of readings in environmental economics and annotated historical background studies.

The participants found the workshop both useful and stimulating, and they agreed to begin to work together to achieve more flexibility in mutually recognizing credits and courses. The networking that occurred in this meeting was cited as very important to the participants.

3. **Hungary: Year Two Training; $190,793 total;** seven activities at $115,993 and three solicited subgrants at $75,000

The Environmental Training Project conducted its Hungarian activities in Borsod County, in the area of Miskolc. This area was selected as a training location in support of other ENR activity in area and because it is an environmental "hot spot" with serious environmental problems. There is an active NGO community in the area and significant interest among private firms and local governments. During its first year, the Training Project conducted three training activities in Hungary. Those included support of private businesses, the NGO community and local government. During Year Two, ETP scheduled four training activities plus three additional workshops: an Environmental Liability workshop for government officials co-sponsored by the USEPA, a Curriculum Development workshop for university faculty and a Facilitation Workshop for trainers and ICCs from all six target countries. Year Two activities also included a "consultation service" designed to provide long term support to businesses trained in Years One and Two. Four of these activities were conducted by Consortium partners and three others by subgrantees. There were a total of 15 facilitators and trainers used in seven trainings. A total of 168 participants were trained in Year Two, including at least 61 women.

a. **Evaluation and follow-up on Year One and some Year Two training.**

These funds were spent at the recommendation of the ICC with concurrence of the

Management Team for follow-up activities, to provide additional training in response to requests from AID-Budapest, the Ministry of the Environment, local or regional governments, and former participants. These funds were also used to provide consulting services to former participants, to send out surveys at regular intervals and to host follow-up meetings. In some cases where Consortium members had positive balances after training activities, those balances were also used for follow-up activities in-country.

b. Outreach and organizational development for NGOs. WWF managed subgrant.

Most donors working in the field of environmental protection have stated that Hungary's environmental ministry is particularly weak. Many Hungarian NGOs share this concern and have asked for assistance in organizational development and community outreach, to promote greater government concern for environmental protection. This request was reflected in the ETP "needs assessment/priority setting team" report for Hungary. As a response to this request, training in organizational development and outreach was conducted by a WWF managed subgrant with Goncol Foundation and the Community Organizing Project. Topics included strategic planning, fund-raising, proposal-writing and campaign organizing (including media outreach). The workshop was planned in close cooperation with the Environmental Partnership for Central Europe's Hungarian office and with WWF-Hungary, both of which have excellent relationships with a wide range of Hungarian NGOs.

The first workshop was held in Malyi from November 19-21, 1993 for 20 participants, including 7 women. It was conducted by three American facilitators: Joe Szakos, Cathy Howell and Alfreda Barringer and four Hungarian facilitators: Katalin Czippan, Maria Rabb, Antal Molnar and Zsuzsa Foltanyi.

The second offering of this workshop was held in Mezokovesd, on February 11 - 13, 1994. The activity was presented to 26 participants, 14 of whom were women. The facilitators for this offering were: Joe Szakos, Maureen O'Connell, Ellen Ryan and Katalin Czippan.

Trainees reported that lessons learned at these courses were directly put into practice and contributed to the strengthening of the related organizations. They apply the new methods they learned to improve their process of decision making, planning, prioritizing and delegating tasks, apply new fund-raising techniques, incorporate inter-active methods they learned in to their discussions to guarantee that everyone gets a chance to speak, etc. Besides applying the skills and knowledge gained on the courses in their own practice participants also made efforts to disseminate the new methods and ideas by organizing and delivering organizational development courses, as well as by preparing a tutorial based on the manual of the "NGO Outreach and Development" courses and presenting it to other organizations.

The *follow-up* training of the NGO Outreach and Development course helped the Heves County Green Circle to prepare and facilitate the national NGO conference by preparing tn facilitators to work with small groups. They used participatory methods acquired in the training in the small group sessions of the Conference, and then a summary of all the groups was provided for discussion with all the participants of the conference (about 200). At the conference it was obvious that the NGOs who have sent their representatives to the three-day ETP NGO training activities have benefited in that their organizations are stronger and the participants see clear ways to approach the topics they learned about.

ETP NGO training activities, as a challenge and an opportunity, have also promoted the organization of the Facilitators' Group, set up by Joe Szakos from the Community Organizing Project, and the Goncol Foundation and the Environmental Partnership for Central ad Eastern Europe, two organizations closely co-operating with the Community Organizing Project. The Facilitators' Group includes about 10 people who got acquainted with participatory and inter active methods within the framework of the Community Organizing Project and practiced their new skills by contributing to the two ETP "NGO Outreach and Organization" courses and the numerous one day follow-up sessions. These people and their supporting organizations now plan to work as a working group and are actively engaged in fund-raising. They want to extend their own knowledge and skills, to extend the range of topics they can facilitate in regularly participate in training courses for NGOs as facilitators. They also want to set up a library for training designs.

c. **Managing small environmental businesses: business plans and financing proposals.** University of Minnesota.

This course was developed by the University of Minnesota to be delivered by trainers in training in-country under the direction of the University of Minnesota. It is a one-week, 40- hour practical course which enables 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 Hungary were included in the course materials, which were tailored to the needs of the Hungarian audience by the in-country collaborators. The course was jointly presented in Hungarian by Hungarian facilitators with assistance from a designated subgrantee, J. Engelmann & Associates, and the University of Minnesota.

This training was offered in Miskolc from September 6-10, 1993 to 31 participants, including 7 women. It was conducted by an American trainer, Sandra Becker of J. Engelmann & Associates, and three facilitators from Hungary: Maria Csutora, Monika Andrasi and Gyorgyi Szatmari-Szucs. The participants used workbooks to complete their drafts of business plans and they were all very satisfied with the course. They felt that the course materials were the most practical and useful that they had yet received, and as a result of their comments, the ICC published the course materials in book form. This is the first ETP publication in CEE.

The second offering of the course was also in Miskolc from January 17-21, 1994 to 23 participants, including 7 women. This iteration was conducted in a computer lab with Hungarian tutorials and the course materials published in book form. The trainer was Dr. Victoria M. Mikelonis from the University of Minnesota and the three Hungarian facilitators were Maria Csutora, Monika Andrasi and Gyorgyi Szucs. Dr. Zbigniew Bochniarz also participated in part of the workshop and presented a keynote lecture.

This course used pre- and post-tests to measure what participants learned, in addition to an attitude survey. The audience consisted almost entirely of entrepreneurs and managers from small to medium-sized emerging or newly established environmental businesses. The participants indicated that the course met or exceeded their expectations. Two participants actually completed drafts of their business plans during the training. They remarked on the usefulness of using the computer tutorials to prepare their business plans and most felt that the computer improved their efficiency. Two of the participants were from universities and they expressed an interest in using the materials at their institutions.

In a *follow-up* to these courses, the participants decided that they wanted to form a local Chamber of Commerce, which started in early Spring 1994. Two participants, Pal Sramko and Sandor Dioszegi, founded a new environmental business a month after the first training. This is an environmental consulting business, and they attribute their decision to the training. The training provided them with contacts, a recognition of the market potential, and the practical skills to write a business plan and financial proposal. They have since received financing for their business.

d. Managing financial resources for NGOs: Identifying funding sources and writing proposals. University of Minnesota managed subgrant.

The purpose of this workshop was to strengthen NGO's by following on the strategic planning and outreach training offered by WWF. In this course, participants learned to use databases to research funding sources which guides them through the process of systematically designing, writing and editing proposals for funding. The course was offered to 30 representatives of NGOs in Miskolc, including 11 women, from January 17-21, 1994. All of the participants identified at least three potential funding sources and produced a draft proposal responding to an RFP or a program announcement. The training was led by one American trainer, Dr. Victoria M. Mikelonis, and three Hungarian trainers: Ivan Gyulai, Andrea Nagy and Agoston Nagy. Of the 30 participants, 15 had attended previous ETP trainings.

The training materials were developed by the University of Minnesota and our in-country facilitators and will be used by the in-country facilitators to deliver further offerings of this training and to consult with the trainees. A follow-up is scheduled for June 1994

which will enable the participants to secure updated information and the tutorial materials on disk. In addition, it will provide them with consultation on their current proposals and suggestions for improvement.

The *outcomes* of the course included several successful proposals. Five participants previously submitted various types of proposals unsuccessfully in 1993 and have since submitted new proposals with improvements learned from the course and from comments given by the instructor after their review. Within three months after the training, participants of the workshop prepared many proposals, among them several successful ones. These proposals which were submitted to different funders like the Regional Environmental Center, the Hungarian Ministry of Environment and Regional Policy, the municipal government and other funds, raised the money to organize the National Meeting of Hungarian Environmental NGOs in 1994 and other environmental meetings as well as environmental education of school children, an international environmental camp for school children, battery collecting campaigns at schools, etc. Participants from different NGOs prepared joint proposals, thus enhancing their chances of funding as well as fostering cooperation with related organizations. Lessons learned from the course were transferred through local proposal writing courses as well as published in NGO newsletters.

e. **Curriculum development workshop**; University of Minnesota.

This workshop was designed by the University of Minnesota for university teachers from Hungary who are introducing environmental and natural resource curricula into their universities. This workshop was held in Dobogoko from November 15-16, 1993 for 18 participants of whom 6 are women. The American trainers were Dr. Sandra Archibald and Dr. Zbigniew Bochniarz. The in-country presenter was Dr. Sandor Kerekes who led a round table discussion with representatives of 18 Hungarian universities.

Various curriculum models were presented as well as course syllabi, bibliographies of references, relevant articles and lectures on alternative pollution control instruments, valuation of environmental goods, allocation of exhaustible and renewable natural resources over time, and concepts of sustainable development. The Hungarian presenters described the current natural resources and economics education programs in their countries and discussed the problems they faced in implementing the curriculum and their plans for the future.

A number of recommendations resulted from this workshop, the most important of which were (1) to initiate an information exchange; (2) to publish a newsletter; (3) to undertake joint research; and (4) to standardize terminology, course titles and transfers between universities.

The participants found the workshop both useful and stimulating, and they agreed to begin to work together to achieve more flexibility in mutually recognizing credits and courses. The networking that occurred in this meeting was cited as very important to the

participants. By the end of the second day, three professors had already decided to make major changes in their curricula based on information received at the workshop.

An *outcome* of the participation of Ms. Gyongyi Benko from the Department of Research and Education in the Ministry of Environment and Regional Policy and her immediate debriefing of the MoE authorities was that an important meeting took place at the Ministry. The meeting was attended by Dr. Janos Gyurko, Minister of Environment and Regional Policy, Ms. Anna Tarjan, Parliamentary State Secretary of the Ministry, Dr. Elizabeth Vajdovich Visy, Head of the Department of Research and Education, Dr. Zbigniew Bochniarz, Dr. Vilma Eri and Dr. Sandor Kerekes. Dr. J. Gyurko, the Minister and Ms. A Tarjan, his deputy, expressed their high regard for ETP and the University of Minnesota's earlier environmental activities in Hungary. They also requested the continuation of ETP activities in Hungary and closer coordination with the Ministry. Since that time the Hungarian ICC has conducted frequent consultations with Dr. E. Vajdovich at the Ministry.

f. **Environmental liability workshop;** University of Minnesota managed subgrant.

This training was held at the request of the State Property Agency in Budapest from June 8-9, 1993 by Paul, Weiss and Associates and co-sponsored by the USEPA. The materials were developed by the subgrantee to provide general information about environmental liability to state officials in Hungary and Slovakia, and the workshop was repeated in Slovakia on June 10, 1993.

Two full-day workshops were conducted in Budapest to assist privatization officials to address environmental liability issues that arise in transactions involving transfer of state-owned properties to private investors. The workshop was held at the offices of the State Property Agency and participants were employees of the valuation and legal departments. There were 20 participants in the Budapest workshop, of whom 9 were women. The American trainers were Jane B. Stewart of Paul, Weiss, Wharton & Garrison and Ruth Bell of the USEPA.

As a *result* of this training activity, the SPA, in cooperation with the Ministry of Environment, decided to establish a new position to oversee environmental liability issues. This position was advertised in April and currently is in the process of being filled. The training was well received and the participants found the information immediately useful.

4. **Poland: Year Two Training; $346,720 total;** eight training activities at $195,620 and five solicited subgrants at $151,100.

In Poland, ETP worked primarily with private businesses and the NGO community in Year Two in terms of formal training activities. However, in Year Two, we laid the groundwork for increased activities with members of the university community--especially with Silesian Technical University--by planning the Post-Diploma Studies program to be implemented in the fall of Year Three. The Environmental Training Project conducted most of its Polish activities in Silesia, in the areas including Katowice and Wroclaw. This area was selected as a training location in support of other ENR activity in this area and because it is an environmental "hot spot" with serious environmental problems. There is an active NGO community in this region and significant interest among private firms. During its first year, the Training Project conducted nine training activities in Poland. Those included support of many private businesses and several subsets of the NGO community. During Year Two, ETP conducted eight training activities with a total of 12 facilitators and trainers-in-training. Year Two activities also included a "consultation service" designed to provide long-term support to businesses trained in Years One and Two. The total number of participants trained in Year Two was 330, including at least 75 women.

a. Evaluation and follow-up of Year One and some Year Two training.

These funds were spent at the request of the ICC and approval of the Management Team for follow-up activities, to provide additional training in response to requests from AID-Warsaw, the Ministry of the Environment, local or regional governments, and former participants. These funds were also used to provide consulting services to former participants, to send out surveys at regular intervals and to host follow-up meetings. When Consortium partners had a positive balance following a training, they often used those balances for follow-up activities, thereby supplementing the ICC's follow-up budget.

b. Managing an environmental business. CHMR.

This introductory course provided basic training to prospective environmental business people who can then return to more specific ETP offerings at a later time to acquire or refine particular skills that they need. This course included segments on corporate environmental management, analyzing the environmental market, finding a market niche, matching technical skills to demand and managing finances and cash flow.

The training was held from February 28-March 4, 1994 in Katowice for 28 participants, including 7 women. It was conducted two American trainers from CHMR, Maureen D. McFalls, Business Development Specialist, and Steven T. Ostheim, Manager of Government Programs and by three Polish trainers, Andrzej Krupa, Zbigniew Jedrzejewski and Krzysztof Przybylowski.

During this training, the participants recognized the value of developing a marketing strategy and reorganizing the financial management of their organizations. In addition to the

practical applications of strategies in these two areas, the participants also became aware of the need for public relations, advertising and promotional strategies.

The participants found the information to be of interest and use to them. Many of the participants felt that, because"marketing" was the top business priority, the discussions on marketing strategy and financial management issues were found to be the most important.

c. **Advanced marketing of environmental goods and services.** University of Minnesota and subgrant.

The University of Minnesota offered course two iterations of this course and trained a subgrantee in country to continue this training. We built on the earlier course developed by CHMR and this course was designed to provide intense consultative services to small environmental businesses after a one-week workshop which to help participants develop a complete marketing plan. This course was the third in a series of increasingly more advanced environmental management courses designed to help participants produce a product--in this case, a marketing plan.

This course was offered from November 8-12, 1993 in Katowice to 29 participants, including 7 women, and from November 16-19 in Zlotoryja to 20 participants, including 8 women. The courses were offered by Dr. William Rudelius of the University of Minnesota and Mr. Krzysztof Przybylowski of the Polish-American Center for Economics and Management at the Warsaw School of Economics. In addition, there was one Polish facilitator, Zbigniew Jedrzejewski from Katowice.

This course taught participants how to conduct market research, how to perform competitive analyses, various strategies for penetrating a market, how to determine market share and how to develop a marketing plan. This course was intended for managers of small to medium-sized emerging or newly established environmental businesses. We collaborated with Warsaw School of Economics, the Silesian Technical University, the Technical Progress Center in Katowice, and the Academy of Economics in Jelenia Gora in offering these courses.

During this course, participants learned to develop and execute effective marketing strategies. Many of them completed their marketing plans and had them reviewed by the instructors. The course was so successful, that a *second ETP publication, on Marketing,* resulted from the materials generated from this course. The first run of 500 copies of these materials was

underwritten by the Warsaw School of Economics, and the authors are currently negotiating with a Polish publishing firm to continue printing the text.

d. **Environmental auditing II: technical applications.** CHMR and subgrant.

Building on the base supplied in Year One is most evident in course offerings for Slovakia and Poland, where the Year One course "Introduction to Environmental Auditing" was followed by "train-the-trainer" courses in which Polish and Slovak professionals worked with CHMR trainers to actually conduct pollution prevention audits of industrial facilities in their regions. The object of this training was two-fold. It provided an actual technical consulting service in the form of pollution prevention audits to participating companies, and it did so in the process of serving ETP's primary goal of training professionals to perform pollution audits.

This *follow-up* training took the form of three intensive workshops of environmental professionals and business people selected from those who participated in ETP environmental auditing courses from Year One. They responded to the clearly stated need on the part of Year One participants for more intensive technical training on the topics of the pollution prevention, waste minimization and environmental auditing.

The training was held from January 31-February 4, 1994 to 31 participants, including 13 women. Dr. Stanley J. Kabala of CHMR worked closely with a Polish subgrantee, ProCon, headed by Mr. Zdislaw Schmidt, to offer this training. The second iteration of the course was held from February 7-11, 1994 with 29 participants, including 11 women. A third training is scheduled to be offered by ProCon in Legnica from savings from the first two trainings. CHMR added an additional $6,000 to the remaining savings and is planning a fourth offering of this course by ProCon in Slovakia. This another example of the efficiency of training and using local subgrantees. These third and fourth iterations of the course will be financed by Year Two funding and will be delivered in Year Three.

All of the participants stated that there was a strong need for this training. Presentation of the training made by local specialists strengthened ETPs links to key local and national environmental institutions, while ensuring compatibility with European standards. This was one of the most practical and best received of the auditing trainings in Poland. There were several requests for similar training to be offered in other locales. The need for training in the Legnica region, one of the five most polluted regions in Poland, was strongly expressed by participants from the municipal government.

The courses included presentations by Vice Minister of the Environment, Dr. Bernard Blaszczyk, Dr. Piotr Syryczynski of the Ministry of Privatization, and Dr.Wojciech Beblo, Director of the Katowice Voivodship Environmental Protection Department. These presentations provided a strong foundation for the course in national and regional policy and demonstrated the commitment of policy-makers to the training and its eventual application. Environmental auditing workshops designed and presented through the ETP were coordinated with material developed by the World Environment Center within AID-sponsored activities. Individuals trained in ETP courses were taught to understand and interpret the results of more detailed audits.

e. **Conflict resolution for environmental management.** WWF and subgrant.

Conflict resolution training was indicated as a need in the "needs assessment/priority setting" exercise conducted by the ETP in Poland during Year One at the request of AID. Conflict resolution training in Poland built upon the Polish fluency of RESOLVE Director of International Programs Christine Pendzich and of the existing corps of individuals in Poland trained in general conflict resolution skills. The course for Poland drew on a series of modules developed by the WWF RESOLVE program, including principles of successful negotiation, advanced negotiation skills, improving communication skills, facilitation and alternative dispute resolution mechanisms. The courses for Poland were customized to address regional issues of concern. Two activities were planned, following the suggestion of AID staff in Warsaw. The first was conducted by the WWF RESOLVE staff in Katowice and focused on the issue of land-fill siting. The second was a subgrant to a regional organization, which conducted a conflict resolution training exercise in Ustron in the Silesian Beskidy mountains.

The first course was held from January 10-14, 1994 in Kamien to 30 participants. The training was sponsored by RESOLVE and the Warsaw-based Consensus 2000 and was conducted by American and Polish trainers with the assistance of two Polish facilitators. The participants commented on the importance of their increased knowledge on procedural issues and institutional options in determining negotiation outcomes for resolving disputes. The first training went so well, that RESOLVE recommended that in the future such training should be conducted only by Polish trainers. The Polish trainers were Jacek Wozniak, Iwona Odrowaz-Pieniazek, Agnieszka Jakubowska, and Grzegorz Brachvogel. A third offering of this course is scheduled for June 1994 and the audience will be for local government officials.

f. **Identifying funding sources and writing proposals for NGOs.** University of Minnesota and Partnership.

The purpose of this workshop was to strengthen NGO's by following up on the strategic planning and financial management training offered by WWF. In this course, participants learned to use databases to research funding sources and were guided through the process of systematically designing, writing and editing proposals for funding. The first offering of this course was held in Katowice from June 7-11, 1993 by Dr. Victoria M. Mikelonis and Dr. Signe Betsinger from the University of Minnesota. They were assisted by two Polish facilitators. There were 42 participants in the first training, including 12 women. A significant number of these participants represented universities and research institutes. The second offering of this training was held in Rokosowo from June 14-18, 1993, and was offered by Dr. Victoria M. Mikelonis and Dr. Arthur Walzer of the University of Minnesota to 31 representatives of NGOs, 17 of whom were women. The second offering was co-sponsored by the Environmental Partnership for Central Europe, and the Partnership's Polish Director, Ms. Krystyna Wolniakowska attended the training and reviewed the participants' proposals. The Partnership covered about one-third of our in-country costs ($2,000).

All of the participants identified at least three potential funding sources and most of them produced a draft proposal responding to an RFP or a program announcement. The participants reported that now they were able to rethink and present ideas to Western funders in an attractive way. They appreciated the practical help they received and began to realize the importance of networking. In the first offering of the course, the participants were not initially convinced that they would have to seek external funding, so it took about two days before they actually realized the importance of the course to their own universities and research programs. Some of the participants in the first course initially believed that they were collecting information to take back to their departments, but they did not realize that they were expected to generate draft proposals. As a result, it took longer to motivate these participants and make them realize that they were stakeholders in this proposal writing process. However, the NGOs who participated in the second offering realized that they would have to raise their own funds and were immediately convinced of the practical value of the course. In a *follow-up* letter, Ms. Wolniakowska reported that she received twice as many good proposals following the training.

g. Functioning of the legal system for environmental protection. Interdont, $15,000 subgrant. (3)

This proposed training was awarded to Interdont in Chorzow, Poland, as part of the 1993 subgrant solicitation. The firm was scheduled to conduct three training activities on how the Polish legal system functions for environmental protection. This training was designed for members of local and regional governments. The trainings were scheduled to be delivered at the Hotel Trojak in Myslowice from January 24-27, 1994; February 21-24, 1994; and March 21-24, 1994. Each training activity was designed to accommodate 30 persons. The presenters included prominent officials from Ministry of the Environment and regional environmental officials, directors of key environmental banks, and managers of major industries. The final reports of the impacts of these training sessions were not available when this report was being written, but the participants reported to the ICC on how valuable the training was both to familiarize them with the implications of the environmental laws and to develop policy for implementing and checking compliance with these laws.

h. Waste management in relation to the small business community. Waste Management Institute, $21,100 subgrant.

This proposed training was awarded to the Waste Management Institute in Katowice as part of the 1993 subgrant solicitation. The training activity was held from January 24 - 28, 1994 at the Technical Progress Center in Katowice. The training reviewed the technologies and methods of collection, segregation, transport, treatment, recovery, landfilling and protection of landfills, together with the construction of new, extension of existing and reclamation of landfills for municipal and industrial wastes. It also dealt with

special monitoring and financing measures. Officials from 80 municipalities in the Katowice Voivodship were invited to this training. However, the final report from this training was not available when we were writing this report. Our ICC reported that the training was very successful and the participants were very satisfied with the materials and the immediate practical information that they received.

5. Romania Year Two Training; $314,820 total; four training activities at $264,820 and one solicited subgrant at $50,000.

The Environmental Training Project conducted its Romanian activities primarily in the Arges River basin area including Pitesti, Ploiesti and in Bucuresti. These areas were selected as training locations in support of other ENR activity in areas and because they are environmental "hot spots" with serious environmental problems. There is an emerging NGO community in the region and some interest among private firms and local governments. During its first year, the Training Project conducted two training activities in Romania. Those included support of the NGO community and local government. In Year Two, we conducted four activities in Romania, including the first business courses for the newly emerging environmental businesses. These activities were conducted with 12 facilitators and trainers-in-training. Year Two activities also included a "consultation service" designed to provide long-term support to participants trained in Years One and Two.

a. Evaluation and follow-up on Year Two training.

There was no follow-up budget during Year One for Romania because we hired an ICC and started our activities in Romania so late in Year One. The Year Two funds were spent at the recommendation of the ICC and concurrence of the Management Team for follow-up activities, to provide additional training in response to requests from AID-Bucharest, the Ministry of the Environment, local or regional governments, and former participants. Year Two follow-up funds ($10,000) were appropriated with a portion of follow-up funds from Year Three ($7,000) for a single activity, the repeat of "Identifying funding sources and writing proposals." The remaining funds were also used to provide consulting services to former participants, to send out surveys at regular intervals and to host follow-up meetings.

b. Strengthening NGOs through organizational management. ISC.

The basic objectives of this training activity were: (a) to provide a discussion of the role and place of NGOs; (b) to teach leadership, collaboration, communication and networking; (c) to teach the particpants to write mission statements, goals and objectives; and (d) to develop an implementation plan to achieve these changes.

This course was offered by PACT (Private Agencies Collaborating Together) in partnership with the RES, the Romanian Society for Ecology with assistance from ISC. The American trainers were William Booth and Leslie Mitchell; the Romanian trainers were Lizica Fenesan, Simona Hentia, and Marius Balasoiu. This four-day workshop was presented to 31 participants, including 12 women and 3 ethnic minorities.

The workshops were generated from the materials the participants brought with them. The exercises optimized networking and teamwork, and the materials the working groups developed were quite impressive. Moreover, there was significant cooperation and interest shown in this work by the local EPA. They even voluntarily conducted an evening session.

The *highlight* of this activity was that it launched the idea of a National Conference of Environmental NGOs established on April 22, 1994 with 143 members.

c. **Identifying funding sources and writing proposals for NGOs.** University of Minnesota.

The purpose of this workshop was to strengthen NGO's by helping them in their fund-raising activities. In this course, participants learned to use databases to research funding sources and they will be guided through the process of systematically designing, writing and editing proposals for funding. The course was initially offered from February 2-6, 1993, to 28 representatives of NGOs who were expected to identify at least three potential funding sources and produce a draft proposal responding to an RFP or a program announcement. This first offering was actually presented in Year One because our other Consortium partners could not quickly mobilize to offer a training in Romania and we felt committed to offering at least two training activities in Romania in Year One. However, the second offering of this course was held in Year Two from July 17-23, 1993 in Sinaia to 30 participants, including 13 women. This training was offered by two American trainers: Dr. Victoria M. Mikelonis and Dr. Signe Betsinger of the University of Minnesota and Simona Hentia, Lizica Fenesan and Viorel Radu as the Romanian facilitators. In this course, participants gained knowledge of funders and how to win funding for their proposals. They were very receptive to Western methods of organizing their proposals and appreciated learning a "new way of thinking." The participants also found the individual consultations from the trainers to be very helpful.

In the *follow-up* session from the previous course, 17 of the 28 original participants attended. They reported that 14 of the 17 had one or more proposals funded within the five month period since the training and they brought in over $750,000. One of the participants from an NGO in Cluj secured $260,000 from the World Bank for computer equipment to set up a network of NGOs. Most participants secured funding from Romanian sources that ranged from $5,000-20,000. Since the follow-up participants met the new participants, they were able to network with the new group and their successes gave the new participants more confidence in their own ability to generate funding. In a recent follow-up activity in April 18-22, 1994, thirty-six (36) participants from the first and second offerings reported that in eight months they had

written proposals for 200 projects, receiving an additional $900,000 in funding from a mixture of Romanian, Western European and US sources for a total of $1.6 million to date.

The training materials jointly developed by the University of Minnesota and in-country facilitators who will deliver further offerings of this training and consult with the trainees. A new potential trainer emerged from the second group of participants, Kristi Popp from Cluj. However, at the end of the second offering, the facilitators were not yet ready to conduct their own training sessions without an American trainer.

d. Managing an environmental business: the business plan and financing proposal. University of Minnesota.

This course was develop by the University of Minnesota to be delivered by trainers in training in-country under the direction of the University of Minnesota. It was a one-week, 40- hour practical course which enables 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 Romania were included in the course materials, which were tailored to the needs of the Romanian audience by the in-country facilitators and guest speakers.

This course was offered in Valea cu Pesti from November 15-19, 1993 to 28 participants. The American trainer was Sandra Becker from J. Engelmann & Associates, a University of Minnesota managed subgrant. Dr. Zbigniew Bochniarz attended part of the training and presented a keynote lecture. Simona Hentia, Lizeca Fenesan and Oliva Cosma were the Romanian facilitators who assisted with the training. For this iteration of the course, workbooks were used rather than a computer lab.

The participants learned how to start a business and create a business plan, as well as some strategies for doing market research and strategic planning. This course used pre- and post-tests to measure what participants learned, in addition to an attitude survey. The audience consisted of entrepreneurs and managers from small to medium-sized emerging or newly established environmental businesses.

In general, the participants were very pleased both with the content of the workshop and with the trainer's approach. Most participants found the course to be the most practical training they had ever attended. The participants indicated that the course met or exceeded their expectations. The structure of the course encouraged participation and information exchanges from the participants. The participants were particularly satisfied with the course materials, practicality of curriculum and the contributions from the ETP staff. One of the participants stated that the exercises he participated in during the class helped him to rethink and reorganize his business. Another participant had received similar training from the World

Bank and offered to share his business plan with the trainer for future ETP trainings. One of the most successful businessmen who attended the training met with the trainer and Project Director to reinforce how useful this training was. He stated that he was initially skeptical that he would learn anything new but soon realized that the exercises would help him improve his productivity and do a better job of managing his business. The participants also decided to establish a *Romanian business club* similar to a Chamber of Commerce.

e. Developing a regional water quality management plan. ISC.

This activity built on the Consortium's Year One Environmental Information Management training. This course was designed to assist the four ETP audiences in improving collection, exchange and use of information related to water quality in the Arges River. The Year Two training focused on other prerequisites for implementing a river basin water quality management program in the Arges region. It expanded ETP's Year One linkage with the USAID-funded WASH project.

This workshop was conducted in Valea cu Pesti to 28 participants, including 8 women, from October 25-29, 1993. The American trainers were Gwendolyn Hallsmith, Lynn Rubinstein and David Boyer. The Romanian facilitators were Lizica Fenesan, Rolea Roxana, Dorina Manolescu and Marius Balasoiu.

The small group projects reflected that the participants gained both knowledge and process skills from the training activity and their projects were well designed and well argued.
One of the most significant *outcomes* of this training is the proposed formation of a River Basin Management Group which Lizica Fenesan prepared a workplan for. The regional EPA is very interested in spearheading this activity. The only real criticism of the training were the changes in the schedule and the abrupt departure of the trainers after the last session.

Two follow-up courses have been created by ISC: "Public information Programme for Arges District" and " Strategic Planning and Public Participation for Effective Environmental Management":

Public information programme for Arges District, ISC.

The goal of this activity was to develop a Public Information Programme which ASPM can adopt and put into practice in 1994. This activity includes informing the public about environmental issues and environmental data, and involving the public in ASPM's environmental protection efforts by obtaining public input and public participation in such efforts. It is intended to build upon a training workshop offered in Arges District in May 1993, by the University of Minnesota and to follow-up on two other workshops by ISC, one on environmental information management presented in June and the other on River Basin management offered in October 1993.

Strategic planning and public participation for effective environmental management. ISC.

This activity is intended to build upon three 1993 ETP workshops in the Arges District: Strategic Planning by the University of Minnesota offered in May 1993, Environmental information management in June 1993 and River basin management by ISC in October 1993. These three ETP trainings have focused on water resource management and on watershed-based approaches to environmental protection. This activity will maintain that emphasis by focusing primarily, though not exclusively, on water-related topics. The expected activities are as follows:

- Establishment of a mechanism for improved interagency coordination and acquisition and sharing of information related to river basin management efforts
- Creation of a functioning Public Information Programme mentioned above
- Development of policy statements on one or more regional water policy issues
- Initiation of a wast management and waste minimization program
- An inventory and needs assessment for the purpose of upgrading environmental monitoring equipment.

The goal is to reach a point where tangible actions are underway to solve real environmental problems.

6. **Slovakia Year Two Training; $210,958 total**; ten training activities at $146,170 and four solicited subgrants at $64,788.

The Environmental Training Project conducted its Slovak activities in the Kosice area, with some activities offered in Bratislava. Kosice was selected as a training location in support of other ENR activity in the Hornad River Basin and because it is an environmental "hot spot" with serious environmental problems. There is an active NGO community in the area and significant interest among private firms and local governments. During its first year, the Training Project conducted five training activities in the Slovakia. Those focused on emerging private businesses, the NGO community and local government. During Year Two, five additional activities were planned. Later at a request from in-country, we offered an Environmental Liability workshop for government officials co-sponsored by the USEPA and a Curriculum Development Workshop for Czech and Slovak university professors, which was held in Usti nad Labem in the Czech Republic. Year Two activities also included a "consultation service" designed to provide long term support to businesses trained in Years One and Two Three of these activities were conducted by Consortium partners and the other two by subgrantees, two of whom were the Slovak company EKOLAND and the local Chamber of Commerce in Presov. ETP used 21 trainers-in-training and facilitators for these activities. Moreover, we trained a total of 220 participants, including at least 98 women.

a. Evaluation and follow-up on Year One and some Year Two training.

These funds were spent at the request of the ICC and concurrence of the Management Team for follow-up activities, to provide additional training in response to requests from AID-Bratislava, the Ministry of the Environment, local or regional governments, and former participants. These funds were also used to provide consulting services to former participants, to send out surveys at regular intervals and to host follow-up meetings. In some cases, Consortium partners had positive balances after a training and used all or part of those balances for follow-up activities. One of the most significant uses of the follow-up funding was to offer a workshop on the EIA draft law with Deputies of the Slovak Ministry and Ministry experts.

b. Strategic planning and financial management for NGOs. WWF managed subgrant.

This activity built upon the NGO training workshop being organized by the Environmental Partnership for Central Europe in Slovakia in November 1992 and WWF's own NGO training workshop scheduled for Kosice in February 1992. The particular elements of the Year Two organizational development/outreach activity in the Slovak Republic were designed to respond to the needs expressed by Slovak NGOs and to the contents and experiences of the predecessor NGO training workshops. As a result, the following sequence of four workshops--designed to build upon the lessons of the previous workshops within the sequence--was held by the WWF subgrantee, Center for Environmental Public Advocacy (CEPA) Organizing Project.

The first workshop, **How to raise money in your community**, was offered by the CEPA Organizing Project, on September 17-19, 1993, in Drienovec to 22 participants, including 9 women. The training was conducted by one American and three Slovak trainers. This training was based on the participants' own experiences. The representatives of NGOs analyzed and role-played their own efforts to raise money. Slovak case studies were used, and one facilitator delivered a presentation on how the new Slovak law will affect fundraising efforts.

The second workshop, **Law and the Environment**, was offered by the CEPA Organizing Project, from November 19-21, 1993, in Mostenica to 24 participants, including 10 women. It was conducted by two Slovak trainers and the participants learned how they can use the law in their activities. They also learned that these legal tools are not the exclusive domain of lawyers.

The third workshop, **How to make your campaign more successful**, was offered by the CEPA Organizing Project on December 3-5, 1993 in Selce to 26 participants, including 7

women. It was conducted by one American and two Slovakian facilitators. The participants worked together on concrete campaign plans in this workshop. Several groups even began working on joint plans for their campaigns, marking the first time that many have cooperated in this manner.

The fourth workshop, **Building a strong organization**, was delivered by the CEPA Organizing Project, and managed by WWF. It was held in Banska Bystrica from February 25-27, 1994 for 29 participants, including 15 women. The training was conducted by one American and two Slovak facilitators. The participants gained an understanding of different decision-making models and organizational structures. The participants also honed their facilitation skills as well as learned tips for recruiting members, for conducting effective meetings, and for retaining volunteers.

c. Managing small environmental businesses: business plans and financing proposals. University of Minnesota & Subgrant.

This course was develop by the University of Minnesota to be delivered by trainers in training in-country under the direction of the University of Minnesota. It is a one-week, 40-hour practical course which enables 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 the Slovakia were included in the course materials, which were tailored to the needs of the Slovak audience by the in-country subgrantee, EKOLAND. The course was jointly presented in Slovak by Slovak trainees with assistance from the University of Minnesota.

This training was offered in Lipovce near Presov on September 13-19 and November 24-28, 1993. In the first offering, two American trainers, Dr. Victoria M. Mikelonis and Ms. Deborah J. Hansen, worked with four Slovakian facilitators and presented the training to 16 participants, 7 of whom were women. Dr. Zbigniew Bochniarz attended the first day of this training and presented the keynote lecture. In the second offering, six Slovakian trainers provided by EKOLAND s.r.o presented the workshop to 27 participants, including 8 women.

The participants learned how to start a business and create a business plan, as well as some strategies for doing market research and strategic planning. In general, the participants were very pleased both with the content of the workshop and with the facilitators' approach. Most participants found the course to be the most practical training they had ever attended. The participants indicated that the course met or exceeded their expectations. One of the participants stated that the exercises he participated in during the class helped him to rethink and reorganize his business and one of his key insights was that he would have to provide training to his employees.

This course used pre- and post-tests to measure what participants learned, in addition to an attitude survey. The audience consisted of entrepreneurs and managers from small to medium-sized emerging or newly established environmental businesses.

d. Implementing environmental monitoring and enforcement programs at the regional and local level. ISC.

This activity built on the Consortium's Year One "environmental impact assessment" (EIA) training, offered through a Consortium subgrant in January-February 1993, which introduced the four ETP audiences to the legal requirements of the Slovakia EIA law and to methodologies for assessing the ecological and health effects of human activities.

Year Two training was offered by ISC and focused on how to develop cost effective monitoring programs to gather information needed to assess the impacts of existing and proposed projects and to enforce regulatory standards. This training continued ETP's Year One linkage with other AID-supported projects in the Region, especially those undertaken by USEPA.

The training was delivered by four American trainers and three local Slovak trainers on November 15-17, 1993. The American trainers were: Jonathan Gibson, Richard Czaplinski, Celia Campbell-Mohn and Barbara Finazzo of USEPA Region 2. The local facilitators were: Katarina Stastna, Vladimir Stastny and Stefan Szabo. A total of 29 participants took part in the training, including 18 women. The training included the role of monitoring in environmental planning and management, the importance of coordination among data collection agencies, methods for monitoring compliance with regulatory standards, opportunities for volunteer monitoring activities by NGOs and mechanisms for ensuring public access to monitoring information that is used in permitting and enforcement. Attention was given to both compilation of baseline information for use in projecting impacts and tracking of changes after a project or program is implemented in order to verify these projections. Participants cited the small group focus as a success, and the participants praised the local facilitators' efforts. The lecture on establishing a voluntary water quality monitoring program was an inspiration to the participants.

e. Environmental auditing II: Technical applications. CHMR.

Building on the Introduction to Environmental Auditing offered in Year One, this Year Two offering provides advanced training and was followed by "train-the-trainer" courses in which Slovak professionals will work with CHMR trainers to actually conduct pollution prevention audits of industrial facilities in the region. The object of this training was two-fold. It provided an actual technical consulting service in the form of pollution prevention audits to participating companies, and it served ETP's primary goal of training professionals to perform pollution audits.

This advanced training took the form of an intensive workshop with a small group of environmental professionals and business people selected from those who participated in ETP environmental auditing courses in their countries in Year One. Central to the training was the use of the heating and generating plant in Kosice for a case study. At the conclusion of the training the participants decided to continue as a group to work on the auditing report. It responded to the clearly stated need on the part of Year One participants for more intensive technical training on the topics of the pollution prevention, waste minimization and environmental auditing.

This workshop was held in Kosice from April 25-29, 1994 for 26 participants, including 12 women. Of these participants, 17 had attended other ETP trainings. It was conducted by two American trainers, Roger Price and Jeffrey Sacre, and two Slovak facilitators, Dr. Imrich Varga and Dr. Adrej Steiner. Geolgicky Prieskum of Kosice served as the subgrant recipient organization. The *follow-up* training was held on May 17, 1994 to finalize the report for the heating plant and to agree on further follow-up strategies.

f. Curriculum development workshop. University of Minnesota.

This workshop was designed by the University of Minnesota for university teachers from the Czech Republic and Slovakia who are introducing environmental and natural resource curricula into their universities. This workshop was held in Usti nad Labem from October 4-5, 1993 for 29 participants. The American trainers were Dr. Zbigniew Bochniarz and Dr. Marie Livingston. The in-country presenters were Dr. Petr Sauer from the Prague School of Economics and Dr. Eva Romancikova from he University of Economics in Bratislava.

Various curriculum models were presented as well as course syllabi, bibliographies of references, relevant articles and lectures on alternative pollution control instruments, valuation of environmental goods, allocation of exhaustible and renewable natural resources over time, and concepts of sustainable development. The Czech and Slovak presenters described the current natural resources and economics education programs in their countries and initiated a roundtable discussion on the problems they faced in implementing the curriculum and their plans for the future.

A number of recommendations resulted from this workshop, the most important of which were (1) to require a basic course in environmental economics for all economics, technical and business students; (2) to initiate joint research on valuation of environmental damage in the Czech Republic and Slovakia, the economic impact of environmental loss, market-based policy incentives, strategies in international negotiations for emission trading of global and regional pollutants; (3) ETP will finance a compilation of readings in environmental economics and annotated historical background studies.

The participants found the workshop both useful and stimulating, and they agreed to begin to work together to achieve more flexibility in mutually recognizing credits and courses.

The networking that occurred in this meeting was cited as very important to the participants.

g. **Environmental liability workshop.** University of Minnesota/Paul, Weiss, Wharton & Garrison.

This training was held at the request of the Privatization Ministry of Slovakia in Bratislava on June 10, 1993 by Paul, Weiss and Associates and co-sponsored by the USEPA in Slovakia. The materials were developed by the subgrantee to provide general information about environmental liability to state officials in Slovakia and Hungary.

One full-day workshop was conducted near Bratislava to assist privatization officials to address environmental liability issues that arise in transactions involving transfer of state-owned properties to private investors. Participants were from the Privatization Ministry, the Ministry of Environment and members of Parliament. There were 21 participants in the Bratislava workshop, of whom 12 were women. The American trainers were Jane B. Stewart of Paul, Weiss, Wharton & Garrison and Ruth Bell of the USEPA. The training was well received and the participants found the information immediately useful since many of them were in the early stages of thinking about these issues.

After the workshop, the trainers met with the Deputy Minister of Environment to advise him on long-standing environmental compliance issues at a state-owned copper smelter being offered for sale to a US corporation. Representatives of the Environmental Law Institute were also present at the meeting. The Deputy Minister now plans to negotiate a compliance schedule and was pleased with the advice he received from the trainers.

7. **Transnational Training for Year Two; $75,346 total;** five activities.

a. **Library strengthening and information management. Phase II.** WWF, $30,000.

The Consortium, through a project led by WWF in collaboration with six in-country partners, carried out a survey of environmental libraries and resource centers in all five countries and produced a directory of regional information resources on the environment. This directory was then be distributed to the Environment and Natural Resources Division of the Special Libraries Association, for purposes of facilitating exchange of information between the 660 members in the region.

The activities scheduled for Year Two included a follow-up meeting of in-country library coordinators, and additional libraryor information specialists and managers. Building on the successful Year One meeting in Warsaw, the purpose of this meeting was to review the Directory results and to further strengthened human capital linkages within the region,

exposed a broader audience to training in information management and provided for distribution and exchange of instructional materials and other background information.

The *Libraries and Environmental Information Collections in Central and Eastern Europe: A Locator/Directory* was actually published, in hard copy, the first week of March 1994. Simultaneously, the directory was made available electronically on the INTERNET at the two sites or fileservers (computer hosts). This book, the first of its kind in Central and Eastern Europe, will be a useful tool to promote exchanges both within CEE and with counterpart collections in the United States. The project's central activity has been the creation of this directory collaboratively with six National Coordinators: Henryk Szarski, Wroclaw Politechnical University; Melanie Kent, Central European University (Budapest); Jiri Dlouhy, Centre for Environmental Scholarship (Charles University); Pavla Stancikova, CEIT (Slovakia); Ludmil Dimitrov, ISMA (Varna, Bulgaria) and Silvia Onac, University Library (Cluj). This collaboration, a technical publication challenge in itself, has been executed with only two brief face-to-face meetings with our National Coordinators; all other business has been conducted electronically, using the INTERNET, or by FAX, phone or mail. The directory was shipped to all participating libraries (331 in CEE) and to the 660 members of the Environment and Resource Management Division (ERMD) of the 12,000 member Special Libraries Association (SLA), headquartered in Washington, D.C. SLA is unique among associations since 51% of its members come from the corporate sector and are potentially useful contacts for CEE librarians. Conversely, the EMRD Directory will be mailed to Libraries in CEE.

The technical director of the project, Barbara Rodes, is Director of the WWF-US Library and has been an environmental librarian since 1975. Czeslaw Jan Grycz, sub-contractor to the project, is from the University of California, Division of Automation,

Scholarly and Technology Study Project, and founding Director of the Poniecki Foundation, a charitable foundation registered in El Cerrito, California.

The project is intended to be catalytic, that is, to empower librarians and information entrepreneurs, to support the Regional Environmental Center in its information mandate, to work with CEDAR (the Central European Environmental Data Request facility) and other partners, as identified. To date, two articles have been published about the project, 8 papers have been presented at technical meetings and other conferences and a video is being created featuring the National Coordinators from material filmed at a meeting in Bratislava. Moreover, the Library Project has been successful in securing donations of technical books from a major INTERNET publisher, environmental titles from Island Press, and underwriting of costs for the directory distribution in CEE from the Central Eastern University, Prague. The directory itself was printed, as a donation, for just the cost of the paper.

Recently, an American Public Health Association Librarian was looking for a source to procure articles on breast milk composition in Eastern Europe. The ETP Directory/Locator had several listings, with e-mail addresses, of likely sources for this

information. This is an example of what we hope our work will promote. However, the directory listings are really a "work - in - progress" and will need to be frequently up-dated. Since electronic connectivity is expanding rapidly in CEE, e-mail addresses are both being added and changed. This means there will need to be frequent up-dates and even new entries made into the directory. These revisions can be accommodated easily and inexpensively by entering the data on computers, where the original databases stored, at CEDAR.

b. Selection of interns for short-term training. Minnesota, $13,346.

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 worked in Year Two 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.

During Year Two, we set the conditions for the internships We also identified internship candidates and are currently in the process of finalizing the selection of internship candidates. The first interns will be arriving in Minnesota from Poland on May 22, 1994 with the others following in June, July and August 1994.

The Polish interns, who will be coming in May, include three professors from the Silesian Technical University who are setting up the Post-diploma Studies program which is scheduled to begin in Fall 1994. This program is designed to train about 100 top managers in restructuring heavy industry in the Katowice Voivodshop in environmentally friendly ways. The interns will be spending two weeks at the University of Minnesota working with faculty here who are preparing the basic course materials for the Post-diploma Studies program. They will be collecting syllabi and course materials and will decide what kind of Polish case studies and country-specific materials should be added to the Minnesota material. In addition, they will travel to Hibbing, Minnesota, to discuss this kind of restructuring that has occurred there in the taconite industry and then to Duluth, Minnesota, to meet with local officials who have been working at restructuring in the northeast quadrant of Minnesota. The interns will then travel to Pittsburgh for two weeks to discuss both the curriculum and faculty development issues with representatives of the University of Pittsburgh, Carnegie-Mellon University and Duquesne University, and they will meet with local officials who have been responsible for Pittsburgh's change from "Smoky City" to a high-tech academic and industrial complex. The fourth intern is a small businessman and translator who has acted both as a translator and facilitator for many ETP trainings in Poland. He has a masters in economics and is one of our key trainers. He will be traveling with the faculty from the Silesian Technical University because his interests coincide with theirs, but his focus is on practical, short-term training rather than formal academic programs.

c. **Selection of Ph.D. candidates for long-term training in the US.** University of Minnesota, $13,000

In October 1993, we advertised an RFA in the six target countries to identify high potential candidates for pre-doctoral fellowships at the University of Minnesota. We were seeking applications from Ph.D. candidates who were at the stage of writing their dissertations and who wanted to add an environmental economics or environmental management focus to their theses. Moreover, we were seeking candidates who were committed to curriculum development in these areas at their home institutions. As a result, when the Year Three Program Implementation Plan was approved, we interviewed the top candidates and with the concurrence of the AID Representatives in-country and AID-Washington, we selected two candidates from each of the six target countries and an alternate for a 10-month fellowship at the University of Minnesota. Letters of acceptance were sent to the successful candidates in March 1994, pending successful completion of the TOEFL test. Likewise, rejection letters were sent to the unsuccessful candidates in April 1994. The successful candidates will study at the University of Minnesota from September 1994 to June 1995. A complete list of these candidates and alternates can be found in Appendix C to this document.

d. **Facilitation training workshop.** Subgrant with the Community Organizing Project. $9,000.

A five-day workshop on facilitation training for ETP trainers-in-training and ICCs was held in Budapest, Hungary, from February 16-20, 1994. Thirty-five participants attended, including five ETP In-Country Coordinators. This training was delivered by the Community Organizing Project under an ETP subgrant, but the organization, the logistics, and site arrangements were made by Dr. Vilma Eri, our ICC for Hungary. There were 18 women attending the training. The facilitation team included: Joe Szakos, Maureen O'Connell, Ellen Ryan, Joe Chrastil, and Nick Allen.

The participants learned more about participatory training methods, how to prepare a workshop plan, how to write a lesson plan for each session, and how to generate group participation. They all designed a role play, a scenario, a workshop design and a lesson plan and had these exercises critiqued by the trainers and the group. The participants felt the training was excellent and that it will contribute significantly to the improvement of their own training session in-country.

As a result of this training, the ICCs and participants committed to offering similar workshops in their own countries during Year Three to share what they learned. They plan to translate the facilitation materials into their own languages. They also recommended that US based trainers also learn how to more effectively work with in-country trainers and explain the rationales of when and why they select certain interactive techniques.

e. **Solicited subgrants for 1993.** University of Minnesota, $10,000.

On March 31, 1993, ETP published its first RFP for solicited subgrants in *Commerce Business Daily* and in all six ETP target countries. Proposals were due on June 4, 1993, and 210 proposals were received. As a result of this solicitation, 21 subgrants for training were awarded, 60% of which were awarded in-country. To date, six of the subgrantees have completed their training activities, two of whom completed them before the end of Year Two. All the remaining subgrantees should have completed their activities by September 1994.

Because of short timeframes and a desire to get training on the ground quickly in Year One, no solicitation was conducted. Instead, all ETP training done in Year One was designed and delivered by Consortium Partners or designated subgrantees. This gave us more control over the quality of the training and training materials, and it enabled us to set the standard for future ETP training activities. However, in Year Two we identified a number of excellent organizations in CEE who are now quite capable of delivering high-quality environmental training, and we have been working with them to develop their capacity to deliver ETP training. As part of the Year Three (1994) solicited subgrant RFP, we have required that all US applicants work with an in-country partner to continue building sustainability in-country.

III Significance and Impact of Project Activities

A. Training Activities

The Environmental Training Project has conducted 48 scheduled training activities in Year Two. As of May 12, 1994, all of these activities were completed. To date, we have trained 1236 participants. 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.

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.

Quantitative Impact Indicators for ETP Target Regions

General Indicators

- -number of qualified trainers and facilitators: 97 trainers (5 trainers, 30 facilitators in Year One)
- -number of courses and students: 48 courses and 1236 students (28 courses and 748 students in Year One)
- -numbers of institutions involved in cross-sectoral training: 834 (492 in Year One)
- -number of requests for follow-up training and assistance: 133 requests (89 requests in Year One)
- -number of individuals wait-listed for training: 640 (269 in Year One)
- -number of subgrantees: 35 (3 in Year One)
- -number of publications about training produced by trainees, number of follow-up dissemination meetings convened by trainees, and number of other "spin-off" activities: 68 (15 in Year One)
- -number of ETP publications (books): 3 (none in Year One)

-number of women and minorities recruited and trained: 366 women and 19 ethnic minorities (237 women and 13 ethnic minorities reported in Year One)
-amount of favorable media coverage: 47 TV spots; 36 radio interviews; 135 newspapers; 3 videotapes (10 TV spots; 15 radio interviews; 30 newspaper articles; 1 videotape reported in Year One)
-additional funds leveraged by ETP investments: $12,500 (0 reported in Year One)

Environmental Business Management and Administration:
-number of pollution prevention plans developed, based on training: 4 (unknown in Year One)
-number of business plans prepared, based on training: 53 business plans reported completed (7 completed in Year One)
-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: 76 financial proposals reported completed (12 in Year One)
-number of proposals submitted, based on training: 236 proposals reported (9 proposals reported in Year One
-number of fund-raising initiatives launched, based on training: 33 (none reported in Year One)
-number of public meetings held, advisory committees and task forces established: 43 reported (13 reported in Year One)
-numbers of agreements reached and put in writing on environmental conflicts resolved: unknown
-number of NGOs participating actively in environmental policy dialogue: 77 reported (32 reported in Year One)

University Strengthening:
-number of information centers identified and entered into peer-match directory and number of peer matches achieved: 10
-number of curriculums developed: 5 reported (2 reported in Year One)
-number of internships completed: none
-number of Ph.D. students selected: 12 (none in Year One)

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: 67 meetings (23 meetings reported in Year One)
-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: 2 completed and 7 in progress (4 in progress in Year One)

-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 completed in Year Two (3 in progress in Year One)

-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

One of the most significant achievements of management in Year Two was the stabilization of the country-wide recognition of our ICCs. In Year Two, they became independent, self-motivated, self-confident. This change was reflected by how well respected they have become and the recognition they receive from the governments, the Ministries and representatives of NGOs, universities and local businesses. They have gained maturity and are now seen as leaders in the environmental movements in their countries. Initially, they were well known regionally, but now they have established national reputations.

The most significant achievement of our Consortium partners in Year Two is that they have gained confidence in working with in-country partners and have established sustainable links that are making them very cost efficient in delivering training. For example, WWF worked with PACT in Slovakia to determine the needs for developing NGOs. As a result of this cooperation, PACT designed and delivered four different workshops for nearly 120 participants at a total cost of $30,000. Similarly, CHMR developed a close working relationship with ProCon (Mr. Zdislaw Schmidt) in Poland and they jointly delivered one advanced environmental auditing course, and saved enough from the $40,000 allocated for that course to enable ProCon to deliver two more workshops in Poland. CHMR then used

the positive balance from this training and added $6,000 to it to deliver another environmental auditing workshop in Slovakia with ProCon later in Year Three.

In June 1993 with the expansion of the project management to include a subgrant administrator and the subsequent change in contract officers in ORTTA, the earlier problems and delays the we experienced during Year One subsided. By the end of Year Two (February 1993) not only was the Year Two workplan approved prior to the beginning of our fiscal year, but the contracts for subgrantees were completed and the subgrantees were already beginning to hold their trainings.

The only major contractual problem we experienced in Year Two dealt with finalizing the contract with CHMR for Year Two training. This contract was delayed principally by delays in establishing federally approved indirect cost rates for CHMR's segment of the budget. This resulted in one training slated for Poland in September 1993 to be postponed until March 1994.

Previous delays in Year One were due to the extensive consultative approach to making decisions and generating reports and workplans with our Consortium partners before they are sent to AID for approval. While we want to maintain the best aspects of this collegial approach, we streamlined the process and reduced the number of iterations that documents undergo.

This project is extremely management intensive, and with the increase in solicited subgrant activity in Years Two through Five, we made considerable progress in standardizing procedures to move subgrants through the University of Minnesota more efficiently. Moreover, the beginning of internships and accepting Ph.D. candidates for study in the US will increase management and logistics. We have assigned these activities to temporary and part-time assignments at the University of Minnesota rather than increasing the management structure of ETP. The persons performing these activities have been working with the project in other capacities and will be manage these activities as their primary or sole activities.

We have had excellent cooperation with our Consortium partners and In-Country Coordinators as well as with subgrantees in Year Two. Our in-country partners have stepped up their activities during Year Two and have played a much more active role in initiating projects. We appreciate the support and the assistance of the Project Officer and Grants Office of AID-Washington 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. In Year Two we consolidated these gains and consulted more fully with AID Representatives in decision-making regarding internships and Ph.D. fellows in addition to the usual consultations regarding annual workplans. In Year Three we will cooperate even more closely with AID Representatives in-country by including them in the planning for Year Four activities, consulting with them on the selection of new internship candidates and graduate students and inviting them to both trainings and follow-up sessions.

IV Conclusions

The Conclusions section is divided into two general categories: general comments and comments based on the four ETP Components.

A. General Comments

The most distinguishing characteristic of ETP in Year Two was the significant increase in the role of the In-Country Coordinators. Through their contacts and growing reputations in-country, they have demonstrated a high degree of leadership and have significantly increased their capacity for sustainable development. Year Two activities have all been directed toward building capacity in-country and long-term sustainability. Most of these activities will be further implemented in Year Three, but the following is a summary of the key activities.

1. Institutionalization of ETP

We set the pattern in Year Two for the institutionalization of ETP in the form of the Post-Diploma Studies program at the Silesian Technical University in Katowice. During Year Two, this program was planned, preliminary agreements were reached, and implementation was incorporated into the Year Three Project Implemention Plan. This a three-year project which is now getting underway through the four Polish interns who are in the US from May 22-June 18, 1994. The actual course work for about 100 managers from heavy industry will begin in Fall 1994. The goal of this program is to assist with the restructuring of heavy industry in Silesia for sustainable development. This is the first of similar projects that we hope to implement in Years Four and Five. We are currently negotiating with the College of Hydrology in Baja, Hungary, and the Economics University in Varna and the Technical University in Rousse in Bulgaria for similar outreach programs.

2. Increasing Sustainability with ETP Publications

Because of numerous requests from participants, a number of ETP training manuals are scheduled to be printed as books and published in-country. In Year Two, the Business Plan book was published in Hungary (*A kornyezetvedelmi kisvallalkozasok penzugyi iranyitasa: uzleti terv es finanszirozasi javaslat keszitese*), a casebook on marketing in Poland (*Marketing w Praktyce,* published by the Warsaw School of Economics), and a Czech book on conflict resolution drawing on the workshops in that country. Our ICCs have received numerous requests for these materials and to date they have simply been reproducing the course materials at cost. Now 500 copies of the Hungarian text have been published and 400 of the Polish marketing casebook. In addition, the Library Project published *Libraries and Environmental Information Centers in Central and Eastern Europe: A Locator/Directory* and distributed over 600 copies. Three more publications will be out in Year Three--the Bulgarian version of the business plan, the Czech version of the business plan and a Polish

marketing plan. All of these books will be used by in-country ETP trainers and by local universities and libraries.

Similarly, ETP courses have made available valuable material produced by the U. S. Government. For example, CHMR's courses on environmental auditing in Slovakia and Bulgaria made available extensive sets of technical literature on site assessment, monitoring and auditing developed by the USEPA. While supplied free, the material had an estimated value of $18,000. A comprehensive paper by Dr. Stanley Kabala used in the environmental auditing course in Poland "Environmental Management in International Business: The New Terrain of Corporate Responsibility," will be translated into Polish and Bulgarian. This is being done at the request of the Polish and Bulgarian trainees and ICCs. The paper may be translated into all six country languages in Year Three based on the strong preliminary response.

3. Encouraging Transnational Cooperation

Despite the publicized ethnic conflicts throughout Central and Eastern Europe, we have fostered considerable cross-border collaboration in Year Two, and we see this trend continuing in Year Three. At the request of our ICCs, we have provided exchanges of local trainers and participants in Poland, Hungary and Slovakia. In Year One, there were only two such exchanges: facilitators were invited from all six countries to Poland in December 1992 to participate in the Business Plan training and a Polish trainer co-taught the first Business Plan course in Bulgaria with an American trainer. In Year Two, there have been joint workshops held in the Czech Republic for Czechs and Slovaks in Curriculum Development, a Facilitation Training workshop for trainers from all six countries and five ICCs in Hungary, two Hungarians participated in Polish marketing courses and several Slovaks attended a workshop in Hungary. We also held intensive training with Hungarian, Czech and Slovak trainers for the Business Plan course in Miskolc in January 1994. In Year Three the Library Project has obtained outside funds to bring individuals from outside the region to the annual international INTERNET Society meeting in Prague. The Library Project has also established a regional society of environmental education specialists. Additional kinds of cross-boundary trainings and exchanges will continue in Year Three, thereby fostering a spirit of cooperation and collaboration in the Region.

4. Building Human Capacity through Short-term Internships & Long-term Training

To capitalize on our experience over the past two years and to encourage high-potential candidates from CEE who can make a substantial contribution to building market economies, fostering democratic pluralism and public participation, we identified 38 candidates for short-term internships in the US. These interns are being drawn from all four sectors--business, environmental NGOs, universities and local and regional government. During Year Three, 20-22 of these will be brought to the US. Some of the internships will be located in Minnesota, while others will be hosted by our Consortium partners. The first

interns from Poland arrived on May 22, 1994, and they will be spending two weeks in Minnesota and two weeks in Pittsburgh with CHMR. Three of them represent the Silesian Technical University, including the Dean of STU, and they are doing preliminary work for the Post-Diploma Studies Program. The fourth is a private businessman who will also serve as an ETP in-country trainer.

In Year Two, ETP invested in building sustainability in the educational system by publishing an RFA to identify high-potential Ph.D. candidates who were working in the fields of natural resource economics and environmental economics and management. We identified 36 candidates during Year Two and interviewed 27 of them in Year Three. As a result, we offered pre-doctoral fellowships to 12 candidates, two from each of the six target countries in April 1994, pending the results of their TOEFL scores. These candidates will spend 10 months, from September 1994-June 1995, at the University of Minnesota completing a draft of their theses, networking with U of M faculty, and developing proposals for faculty and curriculum development for their home institutions. Therefore, we will set in motion the basis for institutionalizing the teaching of environmental economics and management at major universities in all six countries. To follow-up on this program and build critical mass in-country in Year Four, we will recruit high potential students for graduate study in the US culminating in a masters degree. Participating institutions will be the University of Minnesota, Duguesne University, and the University of Pittsburgh.

5. Reaching Critical Mass for Environmental Training in the Czech Republic

At the end of Year One, we were told that we had only two years remaining in the Czech Republic. Therefore, in Years Two and Three we planned to complete the business training cycle and the local and regional government concentration in the Czech Republic. In Year Three we have been training mostly through in-country subgrantees to continue ETP training activities after our phase-out. We can now say that we are approaching critical mass during Year Three and will be prepared for our planned phase-out in the Czech Republic in February 1995.

6. Planning for Years Four and Five

Because of our achievements in all of the above mentioned areas, we need to keep the high momentum of our training activities in Years Three and Four and focus on scaling down our activities in Year Five when the critical mass of educational capacity for the countries in CEE will be nearly reached.

B. 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 One and Two.

There were two types of training that were conducted in Year One 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. These courses continued to be offered in Year Two; however, the need for the basic financial management course was superseded by the need for advanced marketing courses in Poland, Hungary and the Czech Republic. Moreover, in Poland, the Czech Republic, Slovakia and Bulgaria, in-country trainers were trained to offer future iterations of the business plan and financing proposal course. We consolidated our core business courses in all six countries in preparation for offering either advanced or new courses in Year Three.

The second type of business training offered in Year One was Environmental Auditing courses which were delivered in Slovakia, Bulgaria and Poland. Courses were modified and enhanced in Year Two by CHMR by working with local trainers. This included finding a Polish trainer who could deliver this course in future years and who could consult with potential trainers in the other five countries to deliver advanced environmental auditing courses. "Advanced environmental auditing," is being presented in all six targeted countries has been designed to comply with European standards for auditing.

The In-Country Coordinators felt that Year Two training could be improved generally if trainers arrived two or three days early to get to know their audience and to meet with facilitators. Likewise, they stated that all course 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. (See Appendix E for a complete list of these procedural changes.) In most cases US trainers for Consortium-sponsored training and designated subgrantees arrived early and worked with in-country facilitators. In some instances materials were still sent later than the stipulated sixty days prior to training, which posed problems and delays in 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 was supposed to make tabulating the answers easier and to help standardize the results. However, in the interim between designing the new forms, the old forms were sometimes abandoned, making data collection more difficult in Year Two. For

example, the Training Director provided basic statistical data for the Year One Annual Report at the end of Year One which made tabulating basic course statistics easier. For Year Three we are requesting that ICC again submit a one to two page summary report for statistical purposes and to identify the immediate impacts of the training. As a lack of coordination, these materials sometimes had to be reconstructed after the fact.

In Year One, 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 many cases, this was considered in Year Two and activities were scheduled to span at least one week-end day.

In Year One, the impact of the business courses and technical courses was strong in all of the target countries. Consequently, in Year Two, we concentrated on follow-up, repeat courses and advanced courses. The fact that we have found a number of in-country trainers who have now been groomed for teaching ETP courses in Years Three through Five has enabled us to once again expand course offerings and develop advanced courses for implementation by in-country trainers in Year Four. For example, the heaviest concentration of new course offerings is in Poland in Year Three, as part of the Post-Diploma Studies program which will be conducted by the Silesian Technical University. We will be planning similar initiatives in the other target countries throughout Year Three to be implemented in Year Four.

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 One and Two. Two courses and one project were offered in this area in Year One: NGO strategic planning and financing, and Conflict Resolution training and the Library Project. 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. In Year Two this situation was remedied. Also, the Library Project was not particularly well coordinated with other ETP activities in Years One and Two. It was only in Year Three that there was more information, coordination and cooperation between these two projects.

In Year Two, WWF employed local trainers for the conflict resolution courses and subgrantees who were so successful in identifying NGO needs in Slovakia that they offered four new mini-courses through the in-country subgrantee, substantially improving the financial efficiency of these courses.

Likewise, the hands-on proposal writing course for NGOs offered by the University of Minnesota in Romania was so well received and generated so many positive outcomes

(over $1.6 million) that it was offered in Poland and Hungary in Year Two, and is scheduled from follow-up funds in Bulgaria in Year Three.

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. Although everyone agreed that it was probably too soon to see the impacts from NGO training at the end of Year One, we are seeing measurable impacts in Year Two.

3. Component 3: University Strengthening and Institution Building

ETP was told that this component was not a priority in Years One and Two. Consequently, there was no formal program for institutional strengthening except when we recruited University and Polytechnic personnel as potential trainers in Year One. In Year Two, however, we identified high potential candidates for both internships and Ph.D. training in all six countries. These efforts have paid off and provided us with a head start in Year Three for both the selection of interns and Ph.D. fellows.

In Year Two, we published an RFA for selecting Ph.D. candidates for study in the US in Year Three. Therefore, the activities in Component 3 were being increased in Year Two 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 be implemented in Year Three. In response to the requests from the Czech and Slovak Republics and Hungary two Curriculum Development workshops were conducted. They were regarded as very successful and for this reason will be repeated in Bulgaria and Romania.

4. Component 4: Environmental Policy and Management

This component was not a priority in Year One, 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. This practice was expanded in Year Two to foster cooperation between all four sectors. However, in Year Two, we responded to a request from Hungary and Slovakia to offer an environmental liability workshop for government representatives. As a result of this workshop and our intersectoral training, we were asked by AID-Washington to conduct a needs assessment on how to implement the Environmental Action Programme. This assessment was completed near the end of Year Two and proportionally more courses were added to the Year Three workplan for local and regional government representatives and others who will be involved in developing the implementation plans for the Environmental Action Programme.

In both Years One and Two, 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, and local cases were developed. Additional sections of water quality monitoring training were added in Year Two and these have been followed up in Year Three by additional sections on air and soil monitoring.

TABLE 1: EXPENDITURES BY USAID APPROVED FORMAT

SUMMARY OF EXPENDITURES – YEAR 2
FOR
ENVIRONMENTAL TRAINING PROJECT (ETP)

Period: February 11, 1993 – February 10, 1994

	Project Managemen	Business Comp 1	NGO's Comp 2	Inst'l Cap Bldg Comp 3	Local & Reg'l Gvn't Comp 4	Transnat'l Training	Follow-Up and Evaluation	TOTAL
I. CONSORTIUM PARTNERS								
University of Minnesota	278,090	90,710	60,749	26,339	9,681	29,510	17,500	512,579
Center for Hazardous Materials Research	103,493	110,630	0	0	0	0	0	214,123
World Wildlife Fund	100,327	18,375	18,375	18,375	18,375	30,000	0	203,827
Institute for Sustainable Communities	83,793	20,000	40,000	20,000	55,000	0	0	218,793
II. IN-COUNTRY COORDINATORS	117,796	37,695	23,559	5,498	11,780	0	0	196,328
III. TRAINING SUB-GRANTS	65,628	467,845	338,471	48,744	141,274	0	67,809	1,129,771
TOTAL YEAR 2 EXPENDITURES:	**749,127**	**745,255**	**481,154**	**118,956**	**236,110**	**59,510**	**85,309**	**2,475,421**
TOTAL YEAR 1 DIRECT TRAIN/NEED ASSESS EXPE	1,040,314	266,192	146,457	51,761	66,740	30,460	0	1,601,924
TOTAL YEAR 1 SUBGRANT TRAIN EXPENDS:	106,614	117,888	6,386	6,386	6,386	0	0	243,660
INCEPTION TO DATE EXPENDITURES:	**1,896,055**	**1,129,335**	**633,997**	**177,103**	**309,236**	**89,970**	**85,309**	**4,321,005**
				OBLIGATED FUNDS FOR YEARS 1 & 2:				4,548,000
				BALANCE:				226,995

Appendix A

BEST AVAILABLE COPY

62

TABLE 2: DIRECT TRAINING AND SUBGRANT TRAINING EXPENDITURES BY COUNTRY

SUMMARY OF EXPENDITURES – YEAR 2
FOR
ENVIRONMENTAL TRAINING PROJECT (ETP)

Period: February 11, 1993 – February 10, 1994

	Bulgaria	Czech	Hungary	Poland	Slovakia	Romania	TOTAL
I. CONSORTIUM PARTNERS							
University of Minnesota	2,915	2,915	58,019	89,369	2,915	78,356	234,489
Center for Hazardous Materials Research	35,000	0	0	35,630	40,000	0	110,630
World Wildlife Fund	5,000	40,000	5,000	43,500	5,000	5,000	103,500
Institute for Sustainable Communities	30,000	35,000	0	0	35,000	35,000	135,000
II. IN–COUNTRY COORDINATORS	14,136	13,350	9,124	14,921	9,724	17,277	78,532
III. TRAINING SUB–GRANTS	232,147	201,494	127,774	178,221	128,043	196,464	1,064,143
TOTAL YEAR 2 EXPENDITURES:	**319,198**	**292,759**	**199,917**	**361,641**	**220,682**	**332,097**	**1,726,294**

63

BEST AVAILABLE COPY

Participants and Facilitators
of the
"Facilitating Skills" training
February, 1994, Budapest, Hungary

Hadjivelichkov, Stoyan
Lecturer
Varna University of Economics
77 Knyaz Boris 1st Blvd.
9000 Varna
Bulgaria
Phone: 359 2 213 5465
Fax: 359 2 888 042

Kuyumdjiev, Nikolai
Deputy Director
Program Management Unit for Water Sector
130 Knyaz Boris I
Sofia 1000
Bulgaria
Phone: 359 2 885 313
Fax: 359 2 800 336

Petkova, Elena
In-Country Coordinator
ETP
Sofia
Bulgaria
Phone: 359 2 801 670
Fax: 359 2 801 670, 359 2 875 777

Petrova, Vesselina
lawyer
Interlex
6 Parchevica str.
Sofia
Bulgaria
Phone: (359 2) 544 955
Fax: (359 2) 544 955

Tosheva, Svoboda
Credit Officer
International Bank for Investment & Development
Z.K. Borovo bl 226 G
Sofia 1680
Bulgaria
Phone: 359 2 88651
Fax: 359 2 881 685

Zlatinov, Ivan
Assistant Professor
High Institute of Chemical Technology
Student town, bl 53A, apt 201
1734 Sofia
Bulgaria
Phone: 359 2 560 931
Fax: 359 2 624 4627

Dusik, Jiři
Mezi Silnicemi 17
317 01 Plzeň
Czech Republic
Phone/Fax: 42 19 480 23

Hladiš, Jiři
In-Country Coordinator
ETP
U dvou srpu 2
150 00 Praha 5
Czech Republic
Phone: 42 2 527 808
Fax: 42 2 527 808

BEST AVAILABLE COPY

BEST AVAILABLE COPY

Jandakova, Pavla
Project Director
Nadace Lotos
Kukelska 903
198 00 Praha 9
Czech Republic
Phone: 42 2 866 681
Fax: 42 2 866 681

Rypáček, Pavel
NBEA
Dlouha 2
P O Box 8
Usti nad Labem
Czech Republic
Phone: 42 47 24133
Fax: 42 47 28785

Semerád, Petr
Lead Accountant
North Bohemian Economic Association
Dlouhá 2
P. O. Box 8
40001 Usti nad Labem
Czech Republic
Phone: 42 47 241 33
Fax: 42 47 287 85

Zamkovsky, Juro
Coordinator NGO Support Program
Center for Env Public Advocacy
Skuteckemu 28
97400 Bańska Bystrica
Czech Republic
Phone: 42 88 294 220

Ticha, Marie
Director
EIA Consult Center for Northern Bohemia
Horska 14
405 01 Decin II
Czech Republic
Phone: 42 0 412 265 64

Birkás, Mihály
Information Specialist
Regional Environmental Center
Miklós tér 1.
Budapest
Hungary 1035
Phone: 36 1 250 3401
Fax: 36 1 250 3403

Éri, Vilma
In-Country Coordinator
ETP
Budapest
Kinizsi u. 1-7
Hungary 1092
Phone/Fax: 36 1 215 9234

Mondok, Zsuzsa
Ecological Consultant
OKO
Budapest
Dessewffy u. 34.
Hungary 1066
Phone: 36-1 111 0861
Fax: 36-1 131 1532

Nagy, Ágoston
Program Coordinator
Goncol Foundation
Vác
Ilona u. 3. Pf. 184
Hungary 2600
Phone: 36-27 314-983
Fax: 36-27 311-179

Nagy, Andrea
biological engineer
EcoService
Budapest
Széchenyi rkp. 7
Hungary 1054
Phone: 36-1 111-7855
Fax: 36-1 132-1320

Pintér, István
Ecology Institute for Sustainable
Development
Miskolc
Kossuth u. 13.
Hungary 3525
Phone/Fax: 36 46 352 010

Jędrzejewski, Zbigniew
Biuro Tlumaczen Eurotrade
ul Lenartowicza 41
41 219 Sosnowiec
Poland
Phone: 48 3 163 44 37
Fax: 48 3 163 44 37

BEST AVAILABLE COPY

65

BEST AVAILABLE COPY

Poborski, Piotr S.
Assistant Professor
Department of Tree ad Forest Ecology
Institute for Ecology of Industrial Areas
ul Orlickiego 313
44 100 Gliwice
Poland
Phone: 48 3 154 6031
Fax: 48 3 154 1717

Przybylowski, Krzysztof
Professor Assistant
Warsaw School of Economics
Al. Niepodleglosci 162
02-554 Warszawa
Poland
Phone: 48 22 49 5374
Fax: 48 22 49 5374

Schmidt, Zdzislaw
Engineer of Mechanics
PROCON Consulting
Jordana 12A/14
Katowice
Poland
Phone: 48 3 152 5301

Balasoiu, Marius Viorel
Scientific researcher
Env. Engineering & Res Inst
Spl Independentei 294, sect 6
cod 77702
Bucharest
Romania
Phone: 40 1 637 3060
Fax: 40 1 312 1393

Cosma, Doina Olivia
People and the Environment
str. Iasului no. 3
2000 Ploiesti
Romania
Phone: 40 097 122 412
Fax: 40 097 116 537

Fenesan, Lizica
coordinator
Environmetnal Protection Agency
str. Pauselelor no. 2
50 A Pitesti
Romania
Phone: 40 97 680 624
Fax: 40 97 681 229, 40 97 633 491

Hentia, Simona Adelina
Ecol U Bucharest, Econ Acad Bu
Str Georgescu nr 23 sect 2
Bucharest OP 20
Romania
Phone: 40 1 620 2151

Manolescu, Dorina Mariana
head of monitoring office
APM Pitesti
str. Egalitatii nr. 50
0300 Pitesti
Romania
Phone: 40 097 636 491
Fax: 40 097 650 806

Stefanescu, Rodica
In-Country Coordinator
ETP
str. Stirbei Voda nr. 4, bl. 2,
sc. 2, et. 3, ap. 53, sector 1
cod 70733 Bucuresti
Romania
Phone/Fax: 40 1 613 8853, 40 1 312 6605

Burda, Peter
Entrepreneur, Consultant
PB Consulting
Srobarova 8
08001 Presov
Slovakia
Phone: 42 91 53 043
PB Consulting
Masarykova 10
08001 Presov
Phone/Fax: 42 91 318 04

Mačáková, Slavomira
Environmental Manager
Center for Waste Treatment
P.O.Box 103
Košice 11
Slovakia
Phone: 42 95 699-9933, 42 95 699-9939

Pauliniová, Zora
Academia Istropolitana
Hanulowa 5/B.
847 07 Bratislava
Slovakia
Phone: 42 7 769-077

Smižanský, Peter
Academia Istropolitana
Hanulowa 5/B
847 07 Bratislava
Slovakia
Phone: 42 7 814 788

Strečansky, Boris
In Country Coordinator
ETP Slovakia
c/o Academia Istropolitana
POB 92, Hanulova 5/b
840 02 Bratislava
Kosice
Slovakia
Phone: 42 7 785 180
Fax: 42 7 785 180

Vagačová, Martina
Academia Istropolitana
Hanulowa 5/B.
847 07 Bratislava
Slovakia
Phone: 42 7 785 671
Fax: 42 7 785 371

Chrastil, Joe
Facilitator
Washington Rural Organizing Project
P.O. Box 146
Spokane WA
99210
U.S.A.
Phone: 509 535 0787
Fax: 509 326 5733

Nick, Allen
Facilitator
4115 Norton Ave
Oakland CA 9460
U.S.A.
Phone: 415 255 7498

O'Connell, Maureen
Facilitator
Save Our Cumberland Mountains
P O. Box 479
Lake City TN
37769
U S A
Phone: 615 562 0150
Fax: 615 426 9455

Perry, Jim
Deputy Director, Professor
ETP,
University of Minnesota
1530 N. Cleveland Ave.
College of Natural Resources
St. Paul MN 55108
USA
Phone: 612 624 9796,
Fax: 612 625 5212, 612 624 3400

Ryan, Ellen
Facilitator
Minnesota Rural Organizing Project
P O. Box 4205
St. Paul MN 55104
U.S A.
Phone: 612 645 6159

Szakos, Joe
Facilitator
Nagykovácsi
Kossuth L. u. 139
2094 Hungary
Phone/Fax: 36 1 1389 888

BEST AVAILABLE COPY

Ecological Culture--from Aggression to Protection of the Black Sea

Bulgaria: ECOGLASNOST-Varna, NGO

Up to $7,500

This conflict resolution-public education training will involve about 18-30 representatives from environmental businesses, local government, the mass media, students and representatives of Ecoglasnost who will consider issues related to protecting the Black Sea. Specifically, they will examine methods for developing public awareness of environmental hazards related to the Black Sea, develop a strategic plan for disseminating that information and plan a public education campaign. They will be dealing with issues of risk assessment, risk communication and risk management. The 5 day training will be conducted for 18-30 participants in Varna during April and July 1994.

Risk Management for Environmental Business

Bulgaria: IVS Environmental Ltd

Up to $25,000

Two identical four day training seminars will be conducted to address the risks faced by environmental businesses which are undergoing privatization in Bulgaria. The title of the course is "Risk Management Training for Bulgarian Environmental Professionals" and the focus of the course will be the management of risks, including identification of risks, assessment of risks, allocation of risk among parties, financial and tax implications and negotiation of risks in the market economy. The training is proposed for Jan/Feb 1994 for 25-30 participants at each of the two locations: Turnovo/Gabrove and Varna. This training would complement the Ecoglasnost training and concentrate on the business sector. It would provide concepts that coan be institutionalized quickly in business practices.

Managing the ecological conflict between agro-business, forestry and wild animals

Bulgaria: Hunting and Fishing Society "Chardafon"-Gabrovo

$19,000

This conflict-resolution/conflict management training project is for the management of ecological conflict between agribusiness, forestry and wild animals. This training is necessary because of problems caused by land and forest restitution, agri- and forest business development and the overpopulation of wild animals. The training will do more than sensitize the principals concerned with the problems; it will also provide them with economic decision-making tools to help them make wise management decisions and to help them weigh

the options available to them to promote sustainable economic growth. It will also promote a dialogue between business concerns and environmental NGOs and local government officials. Two 3 day seminars will occur during Feb-March '94 with about 60 participants from private businesses, NGOs and local authorities from the Gabrovo region and the Yantra river valley. The Chardafon Hunting and Fishing Society, which will conduct this training, is a democratic, self-funding NGO.

Effective Mass Media Strategies for Environmental Management

Bulgaria: Humanity Research Center

$22,500

Through interactive methods, this project will teach participants different strategies for researching and communicating environmental information by forging cooperative links between environmental information sources and disseminators. The target audience includes representatives from government, NGOs and journalists. The goal is cooperation between participants and the institutions they represent which will lead to precise, updated and easily accessible information contributing to greater public involvement in environmental decision-making. In addition to locating and verifying environmental information, participants will learn how to communicate both environmental risks and risk management. The five day training will occur February '94 outside of Gabrovo for about 35 people.

Waste Disposal Management

Bulgaria: EMTC-Sofia

Maximum $20,000

The training project "Community Based Waste Disposal Management" will provide training for municipal officials from the Yantra River Basin to develop a community and regional program for waste management based on: identification of kinds of wastes and hazard levels; identification and ranking of polluted sites; and development of waste management strategies for containing or cleaning up the wastes. The project will also teach the principles of modern waste management, such as limitation of waste generation, reduction of hazardous impacts, making recycling provisions, environmentally sound treatment and disposal, and systematic cleaning and safety for landfills. The audience will include 30 waste management specialists from towns in the Yantra River basin. This project proposes to train trainers and then train the general participants for 4-5 days within the region.

Ecostrategy of the Company

Bulgaria: Petrov Consult

Up to $17,000

This 5 day sustainable economic development workshop will be held in March 1994 for about 30 participants in Sevlievo (within the Gabrovo Region). The objective is to train company supervisers and managers within the region in developing ecological strategies for restructuring their businesses to make informed economic decisions on waste minimization, pollution prevention, clean-up and waste management techniques for their companies, without assistance from outside experts. This will help them develop overall company development strategies consistent with the move to a market economy but with the emphasis on environmentally safe development. It will also introduce the notion that business and industry have to be "good neighbors" and work with environmental groups and government to preserve and protect environmentally sensitive areas and public health. Sevlievo is a well-suited location due to existing industrial pollution as well as many preserved lands of nationwide and local importance.

Strategic Planning and Public Participation for N. Bohemia

Czech Republic: KNO Worldwide

$40,000

This public participation training program will improve the strategic planning and public education skills of over 100 leaders of NGOs in the Brown Coal Basin of Northern Bohemia in the Czech Republic. The program will be a series of 2 day workshops followed by a second series of 2 day workshops with the same participants and will be conducted over 7 months starting October 1993. Actual members of the environmental NGOs who are responsible for generating public information and fostering public awareness and participation will be the audience for this training. The training will focus on the actual design of local public participation projects by NGOs in Northern Bohemia. These activities are designed to promote organizational development and build the capacity of local NGOs. The training will be practical, hands-on activities designed for maximum transferability and tangible results. Both strategic planning and strategic management techniques will be taught.

Pollution Prevention Opportunities for Small- and Medium-sized Businesses

Czech Republic: ICF Incorporated

$33,000

The proposed course will train about 90 people in 3 iterations of a 3-day course to implement and teach pollution prevention techniques. It will focus on small and medium-sized businesses in Northern Bohemia, Usti nad Labem and Most-Litvinov in the Czech Republic. Course development will include a trial course with a hands-on pollution prevention audit at a local plant and extensive input from course participants. The course will teach participants to recognize opportunities for reducing the amounts of pollution created, to improve business performance by reducing the loss of materials and to support the move to a market economy. Course delivery in each region will incorporate lectures, demonstrations and discussions. Expected benefits include improvements in both the Czech environment and manufacturing efficiency.

Training Environmental Business Managers

Czech and Slovakia: KZT

$11,788 in each country

This training is for Czech and Slovak environmental business managers in principles of market dynamics and in market research and competitive analyses techniques to identify viable business opportunities and develop effective marketing strategies. KZT proposes to conduct five 3-day training courses for groups of 12-15 managers recruited from environmental enterprises. Three courses will be held in Northern Bohemia (Usti nad Labem/Decin 1993), Chomutov/Most, Liberec/Jablonec n. Nisou), two courses will be given in Eastern Slovakia (Kosice and Presov). These managers will be taught to identify market needs, establish and leverage real competitive advantages into market share and effectively penetrate emerging new markets. These courses will include (1) the paradigm of environmental market structure and dynamics developed by Dr. Ken Macek; (2) the principles of "intrapreneuring" developed by Dr. Macek; and (3) the principles of competitive analysis.

Using Environmental Law for Effective Environmental Management

Hungary: Sierra Club Legal Defense Fund
$30,000

The Sierra Club Legal Defense Fund and its Budapest-based partner, Environmental Management and Law Association (EMLA), will design and deliver training in the Miskolc region to educate Hungarian lawyers, NGOs and environmental managers in how to use the law to protect the environment. The training will emphasize practical exercises using case studies selected from Hungarian experience. Training will be delivered in April 1994 and will include sessions lasting 3-4 days each, thereby training 50-100 people. Training will draw on "western" model of how the law is used to enhance environmental protection. Training will cover development, implementation and enforcement of Hungarian, EC and American environmental law. This training can later be duplicated by EMLA.

Regional Environmental Capacity Building in Hungary

Hungary: Partners for Democratic Change and Conflict Resolution Center for Training and Research
$25,000

Under this conflict resolution/environmental management and NGO capacity-building proposal, Partners and the Center will continue their capacity-building efforts in the Saje-Hernad River Basin and Miskolc Area. Center trainers will learn how to train trainers, local Saje-Hernad River Basin and Miskolc area trainers will learn to train local leaders and over 100 local Saje-Hernad River Basin and Miskolc area leaders will be trained in cooperative planning, problem-solving and negotiation skills. This proposal will develop a local advisory committee by January 1994 and then proposes to deliver 4 separate trainings between February-March 94 to (1) train 30 local participants in conflict resolution and environmental management; (2) train 4 Center trainers; (3) train 10-12 local trainers; and (4) Center and local trainers train 80 local participants. The multiplier effect of this activity would be particularly helpful in building capacity in-country. The training impacts would continue because of long-term Center funding.

Environmental Impact Assessment Training Course

Hungary: OKO Inc. Environment, etc.
$20,000

Two 5 day environmental impact assessment courses for 30 educators and environmental experts each are being proposed for February and April 1994 in Sajo/Hernad, Miskolc and the surrounding region for experts, teachers and NGOs. The objective of this training is to begin providing general EIA education by teaching educators about EIA issues, so they can teach citizens in the region, which will then increase the environmental awareness in the region. The technical level of EIA will then increase and the participation of citizens will become strengthened.

B

Setting the Agenda: Environmental Training for Women in Silesia

Poland: Local Democracy in Poland

$30,000

This 12-month Training of Trainers for eight women Leadership Trainees and about 120 other participants addresses community environmental health and management problems in Upper Silesia. Participants in Leadership Training, public Community Workshops, and a Public Forum will initiate a citizens' Environmental Health Agenda within the context of existing or new NGOs. Training in institutional capacity building, local information generation and public and media outreach will promote women's contributions to democratic action and environmental management. Training will focus on organizational capacity building, local information generation and management and public and media outreach. This project will be carried out by the Local Democracy in Poland Project at Rutgers in collaboration with the Foundation in Support of Local Democracy, a new NGO in Upper Silesia. This project is intended to promote and facilitate women's participation in public decision-making and democratic action, particularly through NGOs.

Integrated Solid Waste Management Course for the Silesia Region

Poland: University of Florida-Gainsville

$45,000

The University of Florida/TREEO and UF/Center for Governmental Responsibility will conduct a five day training course in integrated solid waste management in Silesia, Poland in cooperatioin with the Technical University of Mining and Metallurgy (AGH), College of Environmental Engineering and Science (Krakow). Topics will include solid waste environmental policies, laws, and regulations; waste management options including waste reduction, recycling, composting, incineration and landfilling. The proposed course will become part of a continuing education curriculum at AGH. Two five-day classes are proposed for April and June 1994; each will accommodate up to 30 people involved in managing municipal wastes. This will provide both municipal and regulatory personnel, as well as professionals working for private industry, about up-to-date policies and technologies for water and sewage treatment or solid and hazardous waste management.

Environmental Management Training Program for Silesia

Poland: Environmental Partnership for Central Europe

$40,000

The Poland office of the Environmental Partnership for Central and Eastern Europe, in cooperation with Progressive Strategies and the Service Office for the Environmental Movement (SOEM) Biuro Obslugi Ruchu Ekologicznego (BORE), requests funding to conduct 2 NGO management workshops (with 18-22 participants in a 4-day workshop, winter 1994) and 2 NGO Training of Trainer workshops in Silesia (20 participants drawn from those who have gone through the first training, planned for spring 1994). The training would leverage ETPs investment in training with EPCE's investment in direct grants to NGOs. This grant would cost effectively extend the history of cooperation among ETP, Progressive Strategies and the EPCE. The goal of the four workshops is to instill basic knowledge about the management and generation of funds -- promoting self reliant organizations that can effectively implement their ideas, goals and well-organized campaigns -- and to transfer the ability to perpetuate the information in country.

Waste Management in Relation to the Small Business Community

Poland: Institute of Waste Management

$21,100

The goal of the proposed training is to disseminate knowledge and professional competency in the area of environmentally friendly waste management. The training is directed towards employees of small business and employees of local authorities who deal with problems connected with protection of the environment in Silesia. Currently, in this region, employees are not prepared for waste management duties. Training will be in Katowice in January '94. Training may be duplicated 3-4 times with about 30 participants each time. Training will be conducted by Polish specialists living in Silesia who know the local problems and who have a high professional qualifications and experience in training. They will prepare the training materials and case studies. They will provide both techical information and teach the process of cooperative decision-making to the participants. They will use both the USEPA assessments of the region and data collected locally to set waste management priorities.

Functioning of the Legal System for Environmental Protection to Local Self-Government

Poland: Commercial-Technical Support Company Interdont

$15,000

The weak side of endeavors and actions leading to environmental protection is the application of the existing law. The law regarding this topic is fragmented, very vague, and comes from different sources. The lack of knowledge and experience of the people at the municipal and regional level applying this law in practice is also a common problem. Crucial decisions are made by local officials and managers in factories. This project will upgrade the knowledge and skills of local officials and managers of factories. It will target the decision-makers and will increase the level of their competence and familiarity with the Polish law in comparison to European and world standards. It will also deal with coordinating environmental with other local priorities like capital investments and civil law as well as the financial implications of environmental protection services.The conclusions of the project will be used to improve the administration and policy decisions regarding the environmental protection law in Silesia. Three 4-day trainings of 30 participants each will be conducted between October 1993 and January 1994, training about 90 participants.

Integrated Waste Management Training

Romania: Community Environmental Council/Jana Zimmer & Associates

$50,000 (they must have indigenous component)

This group proposes two four-day interactive training workshops on integrated waste management for 30 representatives of business, NGOs, government organizations and universities in Bucharest and Pitesti in spring 1994. The training will focus on developing and implementing culturally appropriate programs and businesses for waste management that emphasize source reduction, recycling, composting, the creation of markets for secondary materials and environmentally sound technologies. This training will include technical, legal, and regulatory information. It will be designed to reflect the current cultural, social, economic, regulatory and political context in Romania. The Community Environmental Council will work with an engineer in the Romanian Environmental Protection Agency to develop local case studies for two cities in the Arges River Basin and will encourage NGO and business participation in integrated waste management policy-making, planning and implementation favoring market-oriented incentives which avoid excessive procedural constraints to the implementation of program goals. The training will also identify options for the development of the integrated waste management programs and related businesses which take into account the existing economic and environmental setting in Romania.

Regional Environmental Capacity Building

Slovakia: **Partners for Democratic Change/Center for Conflict Prevention and Resolution**

$25,000

Under this proposal, Partners and the Center will continue their capacity-building efforts for managing regional environmental issues in the Hornad River Basin and Kosice Area of Slovakia. The Center trainers will learn how to train other local trainers and community leaders. As a result, over 100 local Hornad River basin and Kosice area leaders will be trained in cooperative planning, problem-solving, and negotiation skills. The objectives are: 1) to develop local advisory committee; 2) to train 30 local participants - 5 days - Feb. 1-5, 1994; 3) to train 4 Center trainers - 3 days - Feb. 10-12, 1994; 4) to train 10-12 local trainers - 4 days - Feb. 15-18, 1994; 5) to train 80 local participants - 12 days - Feb. 21-March 4, 1994. The Center will teach the concepts of environmental conflict and dispute resolution and cooperative problem-solving strategies. They will use the training model that they have developed to focus on specific problems and conflicts identified by the local advisory committee.

Improvement of Environmental Awareness and Waste management in Kosice and Hornad River Basin

Slovakia: **Cassovia Technopolis**

$18,000

The goal of this training is to reduce waste, as well as to improve the quality of environmental management in the region. Two 5-day courses for 25-30 participants in each course are proposed for January and March 1994. The audience will include business, government, student, ethnic minority and NGO representatives. The course will be on waste management and public relations. Following issues will be addressed: (1) environmental law and regulation in waste management; (2) computer management tools and diagnostic software; (3) classification and selection of information about waste, propagation of information, evaluation and utilization of public reactions on information about waste; (4) chemical and physical analysis of waste; (5) transportation of wastes and risk management. In addition to providing a Waste Management Guide for participants, Cassovia will also provide a PC-based interactive Waste Minimization Management Information System for reducing waste at its source through the education of waste producers on the waste audit process.

Environmental Management for Reduction of Contamination of the Food Chain by Heavy Metals

Slovakia: Slovak Union for Nature and Landscape Protection

$10,000

The goal of this environmental management course in the reduction of heavy metals in the food chain is to teach 25-30 representatives from various professional spheres about the means and policies with which to inform the general public about heavy metal contamination, their penetration into the food chain and their effect on people's health in the largest contaminated area in the Hornad River Basin, the Middle Spis. The course will also suggest ways for limiting or eliminating heavy metal contamination and measures the public can take to protect themselves and their children. The results of research, professional papers, measurements and statistical data will be presented and demonstrations will be conducted to provide the trainees with practical information and techniques that they can use to educate the public and work toward influencing changes in practices. Training is proposed for March 3-5, 1994.

Training Environmental Business Managers

Czech and Slovakia: KZT

$11,788 in each country

This training is for Czech and Slovak environmental business managers in principles of market dynamics and in market research and competitive analyses techniques to identify viable business opportunities and develop effective marketing strategies. KZT proposes to conduct five 3-day training courses for groups of 12-15 managers recruited from environmental enterprises. Three courses will be held in Northern Bohemia (Usti nad Labem/Decin 1993), Chomutov/Most, Liberec/Jablonec n. Nisou), two courses will be given in Eastern Slovakia (Kosice and Presov). These managers will be taught to identify market needs, establish and leverage real competitive advantages into market share and effectively penetrate emerging new markets. These courses will include (1) the paradigm of environmental market structure and dynamics developed by Dr. Ken Macek; (2) the principles of "intrapreneuring" developed by Dr. Macek; and (3) the principles of competitive analysis.

Appendix D

ETP Ph.D. candidates from Central and Eastern Europe for ten-month's study at the University of Minnesota.

BULGARIA:

1. Slavinka Petrova
   Institution: Higher Institute of Architecture and Civil Engineering
   Dissertation Subject: water resource management

2. Pavlina Filipova
   Institution: University of Architecture, Civil Engineering and Geodesy
   Dissertation Subject: the collection and systematization of available data on the environmental impacts of hydrotechnical projects

Alternate: Milena Kraicheva
   Institution: Institute of Economics, Bulgarian Academy of Sciences
   Dissertation Subject: economic assessment of natural resources

CZECH REPUBLIC:

1. Jindrich Tichy
   Institution: J.E. Purkyne University, Faculty of the Environment
   Dissertation Subject: air pollution damage to forest ecosystems in Sweden and the Czech Republic

2. Tomas Hak
   Institution: Charles University, Faculty of Natural Sciences
   Dissertation Subject: optimal strategies for decision-making in environmental project managment

HUNGARY:

1. Arpad Baranyi
   Institution: Budapest University of Economic Sciences
   Dissertation Subject: examination and comparison of the different techniques of environmental protection; the role of ethics in the decision-making process of firms

2. Gyula Zilahy
   Institution: Budapest University of Economic Sciences
   Dissertation Subject: implementation of sustainable development through total

quality environmental management

Alternate: Alexa Kovacs
Institution: Budapest University of Economics
Dissertation Subject: urban economics, planning, and sustainable local development

POLAND:

1. Krzysztof Przybylowski
   Institution: Warsaw School of Economics
   Dissertation Subject: American marketing research methods for environmental business

2. Marek Zaborowski
   Institution: Krakow University of Technology
   Dissertation Subject: study of pollution dispersion models and atmospheric chemistry; implications for desirable emission levels and standards for environmental quality

ROMANIA:

1. Cristina Ionescu
   Institution: University Politechnica in Bucharest, Faculty of Energetics
   Dissertation Subject: the effects of waste disposal (landfill technology) on groundwater quality

2. Niculai-Valerian Marocico
   Institution: University "Stefan cel Mare"
   Dissertation Subject: the economic efficiency of different organizational structures for forest resource management

Alternate: Victor-Dan Pacurar
Institution: Transylvania University, Faculty of Forestry
Dissertation Subject: assessment of the effects of climate and air pollution on forests; environmental management in sensititive areas

SLOVAKIA:

1. Martin Dovciak
   Institution: Technical University in Zvolen
   Dissertation Subject: geographic information systems in natural resource

analysis, especially mountain ecosystems

2. Erika Gurinova
   Institution: Comenius University, Faculty of Natural Sciences
   Dissertation Subject: management approaches to the revitalization of mining areas

Alternate: Martin Malovesky
   Institution: Comenius Unversity, Faculty of Natural Sciences
   Dissertation Subject: use of geographic information systems in water quality and aquatic habitat protection

All of the abovementioned candidates must pass the TOEFL exam with a minimal 550 score before the end of May, 1994.

Agreements reached by ICCs on procedures

At least X Days Before 100	Scopes of work/ agreements with local partner institutions (LPI)	cons. partners /subgrantees to ICCs
95	ICCs comments on scopes of work	ICCs to CP/SB
90	1 page announcement publisher	CP/SB to LPI and ICCs
60	All training materials to ICC nd local partners for translation/comments	CP/SB to LPI and ICCs
60	Description of case study	CP/SB to LPI and ICCs
60	Training site selected	LPI/ ICCs
53	Comments on materials	ICCs and LPI to CP/SB
45	Local facilitators selected - resumes sent to SB/CP	LPI/ICCs
45	Audience selection criteria accepted	ICCs and CP/SB
35	Case studies sent	LPI/ICCs to ICCs to SB/CP
25	Applications from participants received	ICCs and LPI
20	Participants chosen	ICCs
20	Translations verified by ICC	ICCs
3	Pre-evaluation completed	ICCs and CP/SB
0 to 3	Pre-workshop trainers meeting	CP/SB
	WORKSHOP	
No More Than X Days After 0	Post Evaluation completed	SB/CP, LPI and ICCs to ICCs
14	Follow up recommendations submitted	SB/CP and LPI to Jim and ICCs
14	Translations of post-evaluations	LPI/ICCs to ICCs/SB/CP to Jim
30	Financial accounting submitted	LPI/ICCs to UofM (to ICCs?)

* LPI - local partner institutions
* CP - consortium partners
* SB - subgrantees
* ICC - in-country coordinators