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**Environmental Training Project**

**Annual Report for  
Year Three**

**February 11, 1994 - February 10, 1995**

**Cooperative Agreement Number EUR-0041-A-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 Resources 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, PA  
Institute for Sustainable Communities, Montpelier, VT  
World Wildlife Fund-US, Washington, DC**

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## **Executive Summary**

The Environmental Training Project (ETP) completed its third year on February 11, 1995. During that time, the Project continued offering Consortium and designated subgrantee training. In addition, ETP also funded solicited subgrants through an official RFP published in the US and in four target countries: Bulgaria, Poland, Romania and Slovakia. There were 132 Consortium or designated subgrant training activities (in 177 offerings) completed during Year Three. Twenty-one solicited subgrants were awarded in September of Year Three, of which 14 were delivered during the early part of the project year. The remaining solicited subgrant trainings will be completed by August 31, 1995. Twenty training activities funded as solicited subgrants in Year Two were also completed during this year.

During Year Three, 2276 participants were involved in ETP trainings, representing a total of 3512 individuals to date. The number of individuals trained during Year Three almost doubles that of Year Two. ETP also trained 97 in-country trainers in Year Three, of which more than 66 were new. ETP has now trained 184 local trainers; the majority of whom are fully prepared to conduct their own trainings. (For a list of in-country trainers, see Appendix A.)

Based on requests from the Ministries and local governments in our target countries, from US-AID Representatives in-country, from our In-Country Coordinators (ICC) and on follow-up requests from participants, five areas of priority project activity were identified as reported in the Year Three Program Implementation Plan. **As reported in that Year Three PIP, the five are:**

- 1) Intensive institutional development program which includes building capacity and sustainability of key actors from the region. This is implemented through three areas of activity:
  - a fellowship program for Ph.D. candidates from the region;
  - a pilot internship program for up to four participants from each of our target countries in the region;
  - a joint partnership program with faculty from research institutes and the their counterparts in the U.S., to be implemented if external funding is available.
- 2) Sustainable regional grants program for environmental training and management for businesses, government and NGOs.
- 3) Increasing the numbers and levels of training activities for local trainers and facilitators who will be responsible for delivering future training and will serve as resident environmental consultants.
- 4) Developing an environmental extension service to provide outreach programs.
- 5) Phase-out of operations in the Czech Republic at the end of Year Three. The shutdown is a response to the larger phase-out of the environment programs in those countries as

well as an effort to better allocate limited resources to those countries where impacts are the most profound.

In addition to those five priority project activities, internal and external evaluations of project efforts have played an important role in Year Three by providing many recommendations for mid-course correction as we plan Years Four and Five. Some of the major recommendations of the Evaluation process include continuing decentralization efforts, continuing to build on ETP's role in USAID's environmental sector strategy for each country and continuing to reinforce the growing ETP network. The main points from the external evaluation, including major ETP achievements and recommendations are summarized in Appendix G. The remainder of this summary will evaluate our efforts in these five areas as well as present a summary of decentralization efforts to date. More in-depth analysis and examples of impacts for each of the program areas can be found in section III, Significance and Impact of Project Activities.

### **Meeting ETP's Year Three Objectives:**

#### **1) Intensive institutional development**

One of the key objectives for Year Three, institutional development was a vital component for the long-term sustainability of ETP project outcomes. In the Year Three Program Implementation Plan, three main areas of activities were outlined: the pilot fellowship program, the internship program and joint partnership with other research facilities. In addition, grants for follow-up activities offered support to local groups to follow-up to ETP training with specialized training workshops, for the establishment of business associations, local task forces, inter-sectoral working groups. Follow-up activities became vital to building sustainability into ETP workshops by providing continuity for participants to carry out project ideas resulting from ETP workshops. Year Three marked a new direction through the decentralization of ETP management activities to participating countries. A major component to building sustainability into future ETP operations has been through the institutional development of our six ETP In-country coordinators. During Year Three, substantial progress was achieved in this area.

#### **ETP Internship Program**

Although the emphasis of ETP training has always been to provide high-quality, practical training in-country, it has been clear that some individuals in positions of leadership in their fields have required access to a broader, and more in-depth range of experiences than could be provided in a workshop setting. We initiated an internship program in Year Three which allowed interns from the six target countries to spend one month in the U.S. During this internship participants were able to work intensively with highly-experienced individuals in their fields, to observe first-hand the way that American businesses, NGOs and regional governments operate and make decisions, and they had access to the extensive literature and resources from the University of Minnesota.

We selected 20 candidates (19 of whom were able to participate) for short term internships in the U.S. (see Appendix F). These interns were drawn from all four sectors: business, environmental NGOs, universities, and local and regional government; they were selected based on a demonstrated history of making contributions to the environmental field and having a clearly

defined professional goal that could be attained through a one-month stay in the United States.

Not only did the interns learn a great deal from the people and organizations with whom they worked, but they were able to share information about practices in their home countries, and to form relationships that continue to extend across national boundaries. Examples of some of the projects planned by interns as a result of their U.S. internships are to organize workshops on the development of an environmental education program in Bulgaria, developing a "Good Neighbor Project" in Romania, disseminate information about grassroots organization. For one intern, meetings with the MN-EPA and 3M led to the development of a life-cycle assessment methodology which is being published by the Ministry of the Environment in the Czech Republic.

#### **Fellowship program for Ph.D. candidates from the region**

In Year Three, we established a pre-doctoral fellowship program for twelve academics, two from each of the six target countries. These candidates spent ten months, from September 1994 to June 1995, at the University of Minnesota taking graduate-level courses, completing drafts of their theses, networking with U of M faculty and others in their disciplines, and developing proposals for faculty and curriculum development for their home institutions. Through the ETP Fellowship program we have begun the institutionalization of the teaching of environmental economics and management at major universities in all six countries.

As the program is still in its final stage, evaluation and assessment of impacts is premature. However, eight months into the program, strong ties with all twelve of the Senior Scholars and between the fellows have been created. They are all currently leaders and aspiring leaders in the economic and environmental changes occurring in the region and are associated with institutions which offer trainers to ETP; those institutions as well as many of the Scholars themselves intend to implement long term training and/or long support to ETP trainees. Our collective goals include long term collaboration and long term collaborative learning among all twelve Scholars representing six countries.

#### **A possible joint partnership program with faculty from research institutes and the their counterparts in the U.S., supported with external funding.**

Several of the Scholars participated in development of a textbook for use in teaching Ecosystem Management in Central and Eastern European universities. That textbook, and its educational message, is being further developed into a curriculum development activity being presented to outside funding agencies. Five of the Scholars are joining three ETP faculty and students from the University of Minnesota to develop an integrated curriculum in Environmental Sciences and to obtain funding for implementing that curriculum. One model for such implementation includes establishment of a new Environmental University of the Black Triangle. Four of the ETP Fellows, in collaboration with UM faculty members, have developed a research proposal on Business Contribution for Sustainable Development in Central and Eastern Europe," which is pending external funding. Another ETP Fellow

developed a proposal for a joint environmental extension service in Romania.

### **Follow-up to ETP Training**

ETP follow-up activities in Year Three served several purposes: to provide advanced training on specific topics, to further networking ties established at the initial workshop and to offer ETP support to participant initiatives. Follow-up workshops have had many positive outcomes, such as formation of Eco-business clubs, establishment of local task forces, forging business ties and increased skills and knowledge. Follow-up activities receive consistently positive evaluations and represent one of ETP's most significant investments. For Year Three we budgeted \$37,500 each in follow-up funds for Bulgaria and Poland, \$10,000 in the Czech Republic, \$20,000 each in Hungary and Romania and \$30,000 for Slovakia. 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 former participants, AID Representatives in-country or representatives of local and regional authorities. When Consortium partners had positive balances after a training activity, these funds were also allocated for follow-up activities. One of the most successful examples of ETP followup activities was the establishment of the Yantra River Basin Council in Bulgaria. This grass-roots organization, supported by ETP followup funds, originated a watershed management system, which became a model for the new Bulgarian law. We will invest more heavily in follow up and will vest more decision-taking authority in the field in Years Four and Five. (Summaries of most follow-up activities are included in the training descriptions in Section two.)

### **ICC Institutional Capacity Building**

Institutionalization of ETP-ICC capacities is probably the achievement which will have the greatest impact in the region. "The ICCs selected in CEE have shown remarkable initiative and imagination in mobilizing local partners among NGOs, local/regional government units, training institutes and businesses, to support, implement and extend program results." - *External Evaluation Final Report, February 1995*. We feel our in-country coordinators and the institutional and professional momentum they have developed are among our strongest accomplishments. Establishment of strong ETP offices to act as mobilizers and catalysts for environmental management training in the six CEE countries is an enormous asset to the region. We have invested in a group of highly motivated and capable people in our ICCs. We will continue to work with the ICCs to strengthen their management capabilities as we continue to decentralize managements activities in Years Four and Five.

### **2) Sustainable regional grants program for environmental training for businesses, government and NGOs.**

The sustainable regional grants program for environmental training for businesses, government and NGOs by progressively reducing reliance on US-based technical and professional assistance while increasing in-country government and private sector capability and support. The grant program reflects one of ETP's institutionalization efforts by providing grants for workshop activities to local organizations and local trainers. In addition to adding local

relevance to training, the grant program is an effective means achieving more cost-effective training.

During Year Three, we made a significant breakthrough delivering about 65% of our activities through local organizations. This important shift of responsibilities for training design and delivery indicates that our previous and ongoing investment in the sustainability of in-country training capacity truly has dividends.

Twenty-one awards were made for a total of \$387,500 which amounts to 40% of our total training budget for Year Three. During Year Three, our In-Country Coordinators provided assistance to the sub-grantee award winners to oversee the workshop and evaluation process. This trend of shifting more of the training responsibility from the Consortium partners to local trainers and organizations under the supervision of our ICCs will be even more emphasized in the future. (Complete descriptions of subgrantee workshops can be found in Section II - Description of Project Activities Conducted in Year Three.)

### **3) Increasing the numbers and level of training for local trainers and facilitators.**

In Year Three, ETP instituted a clear shift in responsibilities from use of predominantly U.S.-based trainers to local trainers and facilitators. As part of the process toward local capacity-building, establishment of a pool of highly qualified trainers has been supported by several ETP activities aimed at the Training of Trainers. The Facilitators' Skills Training in February 1994 brought four facilitators from each of the six ETP countries together for a week-long workshop. Those twenty-four professionals established working groups of facilitators to collect and exchange manuals, share plans for facilitating ETP field works, as well as lists of in-country trainers. Two working groups have been initiated: one for facilitators working with NGO's and another for those facilitating business courses. Each group has a coordinator in each country. The subgrant to the Environmental Partnership (EPCE) and Progressive Strategies has been very successful, resulting in a cadre of NGO trainers in Poland. Our work with the Local Democracy Project has resulted in trained trainers active in women's environmental NGOS.

Largely as a result of the Training of Trainers program, a qualified pool of trainers and facilitators has been established with over 180 qualified trainers in the region. As a result of this pool of local trainers, the subgrantee program which builds on the momentum and local expertise to address local issues has been made possible.

### **4) Developing an environmental extension service to provide outreach programs.**

#### **Post-Diploma Studies Program**

In order to facilitate the essential transition toward economically and environmentally-sound restructuring, the Environmental Training Project, in collaboration with the Silesian Technical University (STU), designed a Post-Diploma Studies (PDS) program in Year Three to help

prepare industry leaders for the challenging changes ahead and to improve environmental quality in the region.

The PDS program is a course of post-graduate study in economic, managerial and technological restructuring of heavy industry directed toward upper and middle managers. The curriculum consists of 230 hours of courses in business management, finance, and the environment, providing academic instruction and hands-on consulting that is both theoretical and applied.

Participants currently enrolled in the program are mostly chief executive officers and professionals with strong technical ability and extensive experience in heavy industry. By training these individuals, ETP is actively participating in the environmentally sound restructuring of Poland's heavy industry. The PDS program is already producing individuals prepared to act as agents of change in their industries and in their communities at large. The first offering of PDS produced about 20 restructuring plans, several emission reduction plans, many environmental and energy audits.

#### **Publications for outreach**

Although not specified in the Year Three Program Implementation Plan, the publication and distribution of ETP materials is another effective and highly demanded outreach activity. Thirteen ETP training manuals have been published as books in-country. Several publications are in very high demand and have been printed in more than 5,000 copies. (A full list of publications can be found in Section III.) The publications significantly facilitated the implementation of our goals as stated in PIP III.

#### **5) Phase-out of operations in Czech Republic.**

In the Year Three PIP, we anticipated ending AID-funding of ETP in the Czech Republic and Hungary. The effectiveness of ETP activities in Hungary convinced the local environmental authorities to request continuation of the project for Year Four.

Phase-out was successfully completed at the end of Year Three in the Czech Republic. The ICC and ETP files, network and equipment were transferred to the Institute for Environmental Policy, where ICC continues to run the environmental management training program, maintains and expands the ETP network and continues to prepare, raise funds and coordinate environmental management training in the Czech Republic. During phase-out, ETP-Czech Republic completed the business and NGO training cycles and local and regional government curricula.

Czech program activities in Year Three primarily focused on subgrantees by building on local initiatives to create sustainable institutions through institutional strengthening. A number of qualified trainers and competent institutions are now continuing to offer ETP training modules with a diversified source of funding. There are several ETP publications available to support continued training functions and to serve as outreach in the Czech Republic. (For a more

complete report, see Country Impact Reports - Czech Republic).

### **Conclusion: Building Sustainability and Increasing ETP Impacts in CEE**

Years One and Two laid the foundation by increasing local capacity by beginning to involve local trainers, local organizations and the ICCs in ETP training. Year Three marked a clear shift of responsibility to the region by the increased use of local trainers, the funding of local grants to complete entirely in-country training, by the PDS program, and the decentralization of managerial activities to the field.

During Year Three we implemented a significant shift of managerial responsibility to our ICCs, consistent with their visible maturity in decision making. Several concrete steps have been taken to decentralize project management, including shifting to the ICCs greater financial responsibility, full decision making about sub-grantee programs and follow-up activities and planning for institutionalization. Country program plans, developed by the ICCs in collaboration with the OARs are now the primary program planning tool. The Minnesota ETP office has streamlined its activities while maintaining the role of coordinator and liaison among the Consortium partners, ICCs and AID-Washington. Through this period of change, ETP has continued to make progress in deepening the mutual confidence and collaborative relationship with the OARs, the Consortium partners and particularly with AID-Washington. The ETP Communications Director left the Management Team to concentrate on training and other opportunities, the Project Administrator is playing a much more substantive role, and communications responsibilities have been reassigned to the staff.

One major recommendation from the External Evaluation was to re-structure the ETP financial management process. Largely as a result of this recommendation, steps have been taken to have funds disbursed directly to the ICCs, greatly increasing their financial responsibilities. Additional steps, such as streamlining reporting and facilitating financial tracking have been taken to make financial management at the University of Minnesota more effective.

Increased attention to both universities and local and regional government representatives that began in Year Two continued in Year Three and is aimed at increasing sustainability. This occurred most dramatically in the quality of programming, efficiency and leadership demonstrated by our ICCs and their local offices. As an example of increased sustainability, the Polish Post-Diploma Studies (PDS) Program in Katowice raised more financial resources from local sources (about \$100,000) than ETP contributed to the program. Establishment of the Environmental Impact Analyses Center in the Czech Republic and River Basin Management Councils in Bulgaria and Romania demonstrate that institution-building has begun. New NGOs have been formed in all six countries, partially due to ETP training. More directly, we contributed to capacity building by funding subgrants to local institutions to offer ETP training. As a result of our 1994 RFP, 21 subgrants were awarded; 16 of the 21 were awarded to in-country institutions. (For a complete list of subgrantees and descriptions of their training, see Appendix B.) Thirty-one high potential

professionals from business, NGOs, local government and universities visited the U.S. for short-term internships and long-term Ph.D. fellowships. (A complete list of Ph.D. candidates can be found in Appendix C, and Interns are listed in Appendix F.)

Sustainability has also been addressed by assisting other environmental, U.S.-supported organizations. As an example, ETP funded the Environmental Management Training Center in Bulgaria to carry out a significant portion of training under ETP subgrants. This use of ETP funds for training by local organizations expands the experience and capability of these groups, increases the impact of U.S. assistance and furthers sustainability. (A full description and analysis of impacts will be given in Section III: Significance and Impact of Project Activities.)

Year Three marked a significant breakthrough in our impact on the CEE region. In quantitative terms, we doubled or tripled Year Two impacts in all four components. This was particularly visible in the business component, where the number of business plans, restructuring strategies, marketing plans and financial proposals increased more than three times. Based on still partial information (due to the confidentiality and traditional suspicions in CEE), we have observed rapid development of the environmental sector in employment growth and sales. For instance, one of our Romanian graduates increased employment by about seven times over just one year. One of the Polish ETP alumni formed a joint venture with a US firm, while a Bulgarian business, based on the ETP model, submitted a successful financial proposal and secured a loan for \$300,000. These are just a few of the examples of our impact on the business sector. Comparable impacts can be observed in the other components.

Another important breakthrough was made in fundraising and leveraging. According to still partial reports, ETP graduates and collaborative institutions were able to raise and/or leverage over \$2 million last year. If we take into account all unreported fundraising and matching, as well as in-kind contributions, the total is at least equal to the ETP contribution. Taking into account all these factors, particularly mobilized local resources and their impacts, it seems fair to state that ETP is particularly effective in economic restructuring in CEE.

## **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 (through Year Three), 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 is accomplished by providing training in a variety of formats. This training results in changes 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 empower some 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 the environmental skills of business and industry and the management and marketing skills of environmental specialists. This training embodies several principles. First, managers of existing enterprises need better training in environmental management--how to evaluate their facilities' environmental problems and how to evaluate economic impacts and relative cost effectiveness of alternative pollution control investments. Such training is based on concepts of pollution prevention, efficient use of energy and other inputs, auditing and other methods of analysis and accountability. Second, financial, marketing and other management training is conducted so that the existing pool of well-educated and technically knowledgeable individuals in Central and Eastern Europe may 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. Third, the production sector, as well as government, is learning about concepts of environmental impact assessment for analysis of prospective new activities. Fourth, selection of trainees from the private sector avoids 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. In trainings, we model the kinds of attitudes and behaviors that foster initiative, collaboration and healthy competition, problem-solving and informed debate. We also incorporate use of simulations and collaborative teams working on case studies in interactive learning environments.

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 helped build their confidence. Moreover, this new way of thinking has given them a better understanding of problem-solving and systematic approaches for communicating about problems and

opportunities and requesting funding to solve 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 and are outgrowths of this "new way of thinking." In Year Three, we found that participants have gone beyond the "new way of thinking" to "new ways of doing." For example, businesses have learned how to focus their activities and as a result, many are winning bids and establishing joint-ventures.

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 six countries. Application of this system is designed specifically in each country. In general, facilitators or trainers are selected before a training program is offered. That individual(s) participates in development and delivery of training materials and delivery of training. Participants in the workshop interact with this trainer during the workshop. In the twelve months following the training, participants are encouraged to discuss experiences, trials, successes and failures with this person(s). In some 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 ETP. Requirements for use of this service include previous participation in an ETP training and coordination with the In-Country Coordinator. In a longer term sense, this process facilitates development of an in-country consulting service which serves the needs of environmental businesses and other in-country professionals.

## **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.

Early in ETP, our thrust for training in public participation and outreach was toward increasing abilities of selected NGOs and other organizations to influence policy in non-confrontational ways. During Year Three, NGOs have become more involved in legislative initiatives on both local and national scales and they have been successful in increasing involvement of local communities in issues such as contaminants in food, recycling and Environmental Impact Assessments. For example, as a result of a workshop on Integrated Waste Management (IWM) in Romania, a local task force was established to address local waste management issues. As a result of his experience at that ETP workshop, Vice Premier

Cosma announced that he would make IWM a part of the national legislative agenda for the Romanian Parliament.

The Consortium recognizes that during this unprecedented transition period, these 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. Our training in conflict management is resulting in increased inter-sectoral networking and coalition-building. In Poland and Slovakia, conflict management workshops are now being conducted by local trainers rather than by US partners. In Years Four and Five, we will place more emphasis on public outreach and public education. We are also providing intersectoral training which will help communities develop plans for implementing the Environmental Action Programme (EAP) for Central and Eastern Europe.

### **C. University Strengthening and Institutional Capacity Building**

Training presented in this component is designed to enhance 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 teaching, research and information dissemination capabilities of universities in the region 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 Eastern Europe access to the most promising new elements in 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, our effort is linked to efforts in other Components as industry's and government's roles are clarified and strengthened. In Year Three, a Post-Diploma Studies program was established at the Polish Silesian Technical University (STU) to assist restructuring of heavy industry. This program provides faculty and curriculum development for STU while training 100-150 top and middle managers from heavy industry in Silesia over a three year period.

Through our collaboration with our CEE university partners, we understand that environmental and resource management are the weakest curricular areas in Central and Eastern European universities because of the long emphasis on production-oriented, centrally-planned economics. As a result, we are supporting programs for faculty 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 brought twelve (two from each country) high-potential scholars to the University of Minnesota for a ten-month formal educational experience. These scholars are Ph.D. candidates as well as faculty members at CEE universities. They began their ten-month fellowships at the University of Minnesota in September 1994. In addition, we invited 19 high potential interns to Minnesota for one month of informal, practical training, beginning May 1994.

Through these three different efforts (i.e., the Post-Diploma Studies program, curricula development and the Ph.D and Intern program), the University component was greatly strengthened in Year Three and these efforts will continue in Year Four. We also worked more closely during Year Three 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 Three and will continue in Years Four through Five.

The program of activities under this component is 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 in turn ensure that environmental protection will 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. 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. Our multisectoral training was increased in Year Three and has already resulted in both formal and informal partnerships among NGOs, environmental entrepreneurs and local officials in solving regional problems in Bulgaria, Hungary and Romania.

Training for this component complements public participation, outreach and conflict resolution elements of the our 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 training to upgrade 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 kinds of trainings were delivered in Year Three, as described in detail in this report.

ETP Training is conducted on a regional basis, using a case study, problem-solving approach. This training takes place over a period of several weeks through a series of workshops and on-site visits by teams comprised of Consortium staff, training staff and in-country consultants. This approach has been very successful and the model has been replicated by our trainees in all six countries. In this report, we describe how impacts ETP has on the regions affect national policy and priorities. We also provide comparative data between Years Two and Three which attest to our increased effectiveness and efficiency.

## **II. Description of Project Activities Conducted in Year Three**

### **The ETP Curricula**

The following is a summary of ETP's training activities and project management during Year Three. It is important to note that trainings are sequential and build upon skills, knowledge base and local resources of the Region. Some of our training is primarily designed and conducted by our Consortium Partners. For example, the environmentally-sound restructuring sequence for businesses designed by UM, CHMR and local partners includes: 1) a general seminar in *managing an environmental business*, 2) a more specific workshop in *writing business plans and financing proposals*, 3) a *basic marketing* training, 4) an *advanced marketing* course which results in a marketing plan, 5) an *advanced environmental management* training, 6) *strategic planning for environmental business*, 7) *business logistics for emerging environmental firms*, and finally 8) *strategies for survival for environmental firms*.

The capacity building programs for NGOs include a *general strategic planning and financial management* workshop for NGOs and then *fund-raising* seminars. The training is designed and developed by both WWF and the University of Minnesota. Each of these trainings concentrates on different aspects of fund-raising and managing those funds, and we are training local institutions to deliver future training activities.

A sequence of our training cuts across all four sectors and is composed of both policy-planning and technical programs. Policy training includes *strategic planning* workshops developed by both ISC and the University of Minnesota, followed by *environmental policy and management*

workshops and *improved environmental programs* courses developed by ISC. These are complemented by conflict resolution courses prepared by WWF, *communication trainings* prepared by ISC and the University of Minnesota and technical trainings in *environmental impact assessment (ISC)* and *introductory and advanced environmental auditing* courses developed by CHMR.

#### A. Summary of ETP Training Activities for Year Three

Country	Component	Training Activity	Location and Dates	Consortium Partner Responsible
Bulgaria	All	Effective mass media strategies for environmental management	Dryanovo - Feb. 23-27, 1994	Humanities Research Center
Year 2 Solicited Subgrant				
Year 2 Solicited Subgrant	All	Management of ecological conflict between agri-business, forestry and wild animals (2 offerings)	1. Gabrovo - Mar. 12-18, 1994 2. Gabrovo - April 6-10, 1994	Chardafon Hunting and Fishing Society
Year 2 Solicited Subgrant	NGO	Ecological culture: From aggression to protection in the Varna Devnya lagoon regions (3 offerings)	1. Varna - Mar. 15-18, 1994 2. Varna - May 15-16, 1994 3. Varna - July 14-17, 1994	Eco-Glasnost
Year 2 Solicited Subgrant	Business	Ecostrategy for the company	Sevlievo - Mar. 21-15, 1994	Ivan Petrov Consult
Year 2 Solicited Subgrant	Business	Waste disposal management	Veliko Turnovo - May 3-6, 1994	Environmental Management Training Center (EMTC)
Year 2 Solicited Subgrant	Business	Risk management for environmental business	Varna - May 25-29, 1994	IVS Environmental Ltd.

	Business	Marketing environmental goods and services (offered twice)	1. Varna - June 6-10, 1994 2. Gabrovo, June 13-17, 1994	U of M, Varna Economic University
	Business	Managing an environmental business: the business plan and financing proposal (offered twice)	1. Rouse - June 22-26, 1994 2. Varna - Nov 22-26, 1994	U of M, MMM Consulting
	NGO	Proposal writing [Followup]	Veliko-Turnovo - June 24-27, 1994	Yantra River Basin Council
	All	Increasing skills for environmental conflict resolution and mediation	Rouse - July 18-22, 1994	WWF, RESOLVE, Partners for Democratic Change
	Govt	Environmental conflict management for National Nature Protection Service	Vitosha - July 23-24, 1994	WWF, RESOLVE, Partners for Democratic Change
	Govt	Financing municipal environmental investments	Veliko Turnovo - Sept. 12-16, 1994	ISC, Environmental Management Training Center
	Business	Advanced environmental auditing (two offerings)	1. Rouse - Oct. 25-29, 1994 2. Rouse - Nov. 1-5, 1994	CHMR, Environmental Management Training Center
	Univ	Curriculum development in environmental and natural resource economics	Veliko-Turnovo, Dec. 9-11, 1994	U of M, Harvard Institute for International Development
	Govt	Communication skills training for representatives of National Nature Protection Service	Velingrad - Jan. 15-18, 1995	Humanities Research Center

	NGO	Advanced strategic planning and proposal writing for NGOs	Gabrovo - Jan. 20-24, 1995	WWF, Progressive Strategies, Chardafon Hunting and Fishing Society
	Govt	Strategic planning for National Nature Protection Service	Velingrad - Feb. 16-19, 1995	Humanities Research Center
Year 3 Solicited Subgrant. Report due in Year 4 AR	Business	Green investment opportunities (3 sessions)	1. Veliko Turnovo - Feb. 22-24, 1995 2. Varna Devnya Region - March 9-12, 1995 3. Rouse - March 15-18, 1995	DIVAS Inc.
Year 3 Solicited Subgrant.	Univ	Promotion of ecological education and culture	Toutrakan - April 3-6, 1995	PolyConsult ECO-BM
Year 3 Solicited Subgrant. Report due in Year 4 AR	Business	Sustainable resource management in the company (2 offerings)	1. Sevlievo - April 17-21, 1995 2. Sevlievo - June 12-16, 1995	Ivan Petrov Consult
Year 3 Solicited Subgrant. Report due in Year 4 AR	All	Integrated waste management training	Varna - May, 1995	Community Environmental Council, Jana Zimmer and Associates
Year 3 Solicited Subgrant. Report due in Year 4 AR	All	Yantraclean	Veliko Turnovo - May 15-19, 1995	Bulgarian Institute of Water Problems
Year 3 deferred to Year 4	Govt	Implementing an environmental monitoring and enforcement program at the regional and local levels (2 offerings)	1. Rouse - May 29-30, 1995 2. Veliko Turnovo - June 1-2, 1995	ISC & Interlex

<b>Czech Republic</b>	<b>Business</b>	<b>Principles of market dynamics, competitive analyses, and strategy development (2 offerings)</b>	<b>1. Usti nad Labem - Feb. 17-20, 1994. 2. Liberec - April 7-10, 1994</b>	<b>KZT</b>
<b>Year 2 solicited subgrant offered in Year 3</b>				
<b>Year 2 solicited subgrant offered in Year 3</b>	<b>NGO</b>	<b>Strategic planning and public participation (3 offerings in 6 sessions)</b>	<b>1. Most - Mar. 11-13, 1994 and April 22-24, 1994 2. Usti nad Labem - Mar. 11-13, 1994 and May 13-15, 1994 3. Liberec - Apr. 15-17, 1994 and May 20-22, 1994</b>	<b>KNO Worldwide</b>
	<b>Business</b>	<b>Managing an environmental business: the business plan and financing proposal</b>	<b>1. Straz - May 19-22, 1994</b>	<b>U of M, North Bohemia Economic Association</b>
	<b>All</b>	<b>Basic and Advanced environmental conflict resolution (two offerings: 1 basic, 1 advanced)</b>	<b>1. Beva - Sept. 19-23, 1994 2. Decin - Nov. 28-Dec. 2, 1994</b>	<b>WWF, RESOLVE, Foundation Project North and Institute for Env't'l Policy</b>
	<b>Business</b>	<b>Advanced financial management for small and medium-size environmental businesses</b>	<b>Straz - June 20-22, 1994</b>	<b>North Bohemia Economic Association</b>
<b>Year 2 Solicited Subgrant offered in Year 3</b>	<b>Business</b>	<b>Pollution prevention opportunities for small and medium sized businesses</b>	<b>Usti nad Labem - Sept. 20-23, 1994</b>	<b>ICF Kaiser, CEMC</b>
	<b>Business</b>	<b>Marketing environmental goods and services</b>	<b>Usti nad Labem - Sept. 26-30, 1994</b>	<b>U of M, North Bohemia Economic Association</b>

	Business	Advanced environmental auditing	Usti nad Labem - Nov. 7-11, 1994	CHMR, Center for Environmental Analysis
	Business	Strategic planning for environmental business	Mikulov - Nov. 7-11, 1994	U of M, North Bohemia Economic Association
	Business	Environmental impact assessment	Ruzak, North Bohemia - Feb. 7-8, 1995	Center for Environmental Analysis
<b>Hungary</b>	Business	Environmental impact assessment (2 offerings)	1. Matyi - Feb. 28-Mar. 4, 1994 2. Josvafo - April 11-15, 1994	OKO Inc.
Year 2 Solicited Subgrant offered in Year 3				
Year 2 Solicited Subgrant offered in Year 3	Business	Using environmental law for effective environmental management (2 offerings)	1. Miskolc - May 9-11, 1994 2. Miskolc - Sept. 30-Oct. 1, 1994	Sierra Club Legal Defense Fund
Year 2 Solicited Subgrant offered in Year 3	Govt	Regional environmental capacity building in eastern Slovakia (for Slovak and Hungarian participants)	Miskolc - May 25-27, 1994	Partners for Democratic Change
	Business	Strategic planning for environmental business	Miskolc - May 30-June 3, 1994	U of M, Center for Environmental Studies
	NGO	Innovative approaches to strengthening environmental NGO interaction (3 offerings) 1. Promoting environmentally-sound governmental policies 2. Organizational development of NGOs 3. Conflict resolution and mediation	1. Szentendre - Oct. 10-12, 1994 2. Gardony - Dec. 2-4, 1994 3. Szentendre - Jan. 12-15, 1995	WWF, Environmental Partnership Foundation (Hungary)

	Business	Marketing environmental goods and services	Miskolc - Nov. 7-11, 1994	U of M, Center for Environmental Studies
	Business	Advanced environmental auditing (2 offerings)	1. Miskolc - Jan. 30-Feb. 5, 1995 2. Miskolc - Feb. 13-17, 1995	CHMR, OkoTechnika
	Govt	Financing municipal environmental investments	Miskolc - Feb. 27-Mar. 2, 1995	ISC, Center for Environmental Studies
	All	Train the Trainers: Using the Internet for environmental information	Budapest - March 20-21, 1995	WWF, Regional Environmental Center
	Business	Increasing the capabilities of private sector firms to perform environmental liability assessments	Budapest - Mar. 20-22, 1995	CHMR, Hungarokorr
Poland	Govt	The functioning of the legal system for environmental protection to local self-governments (3 sessions)	1. Myslowice - Feb. 20-24, 1994 2. Myslowice - Mar. 20-22, 1994 3. Myslowice - April 24-28, 1994	INTERDONT
Year 2 Solicited Subgrant offered in Year 3	Business	Integrated solid waste management	1. Krakow - May 9-13, 1994 2. Krakow - June 27-July 1, 1994	University of Florida - TREEO Center
	NGO	Strategic planning and financial resource development (2 offerings)	1. Wroclaw - May 27-31, 1994 2. Wroclaw - June 2-6, 1994	Environmental Partnership for Central and Eastern Europe
	All	Developing an effective communication strategy for local government and NGO's	Jaszowiec - June 13-17, 1994	U of M

	Govt	Strategic planning and action initiatives for local governments and NGO's in the context of the Environmental Action Programme	Katowice - Oct. 10-14, 1994	U of M
Year 2 offered in Year 3	NGO	Train the trainers to complement NGO strengthening	Katowice - Oct. 24-31, 1994	WWF, Environmental Partnership for Central and Eastern Europe, Progressive Strategies
	Business	Strategic planning for environmental business	Katowice - Nov. 28-Dec. 2, 1994	U of M, Polish Ecological Club
Year 2 Solicited Subgrant offered in Year 3	All	Developing cooperative environmental resolution strategies in Silesia (2 offerings)	1. Ustron - Nov. 29-Dec. 3, 1994 2. Ustron - May 29-June 2, 1995	PDC Consensus

	Business / Univ	<b>Post Diploma Study at Silesian Technical University</b> <ul style="list-style-type: none"> <li>● Marketing plan</li> <li>● Market economy and institutions</li> <li>● Fundamentals of management</li> <li>● Strategic planning for environmental business</li> <li>● Selected subjects of Polish Law</li> <li>● Business plan and financial proposals</li> <li>● Strategic management</li> <li>● Waste management and recycling</li> <li>● Environmental auditing</li> <li>● Financing environmentally sound restructuring</li> <li>● Environmentally friendly technologies</li> <li>● Quality assessment systems</li> <li>● Marketing metallurgical products</li> <li>● Environmental Impact assessment</li> <li>● Pollution control technologies/strategies</li> <li>● Social aspects of restructuring</li> <li>● U.S. experience in restructuring</li> <li>● Management in metallurgy</li> <li>● Energy efficiency</li> <li>● Survival strategies for environmental businesses</li> </ul>	Katowice - Nov, 1994 - June, 1995	U of MN, CHMR, Silesian Technical University
	Business	Environmental auditing followup	Katowice - Jan. 27, 1995	ProCon
	Business	Business logistics for emerging environmental businesses in Upper Silesia (2 offerings)	1. Katowice - Feb. 15-19, 1995 2. Katowice - Mar. 15-19, 1995	U of M & PACEM
	Govt	Waste management in planning and environmental policy on the community level	Katowice - Feb. 20-23, 1995	Office of Region Development

	Govt	<p>Environmental health and tested food for Silesia: cooperation through the Federation of Silesian Towns (4 offerings in 7 sessions)</p> <ol style="list-style-type: none"> <li>1. Training of Trainers</li> <li>2. Training of Trainers</li> <li>3. Training in Federation of Municipalities</li> <li>4. Training in Federation of Municipalities</li> <li>5. Network Development</li> <li>6. Network Development</li> <li>7. Network Development</li> </ol>	<ol style="list-style-type: none"> <li>1. Gliwice - April 1-2, 1995</li> <li>2. Gliwice- April 22-24, 1995</li> <li>3. Tarnowskie Gory - April 28-29, 1995</li> <li>4. Tarnowskie Gory - June 8-9, 1995</li> <li>5. Katowice - Sept, 1995</li> <li>6. Katowice - Oct, 1995</li> <li>7. Katowice - Nov, 1995</li> </ol>	Foundation in Support of Local Democracy- Rutgers Univ
	Business	Survival strategy for environmental businesses	Katowice - May 29-June 2, 1995	U of M, USI, PACEM
	Business	Environmental auditing	Legnica - June 19-23, 1995	ProCon
	Business	Environmental management of restructuring for large enterprises	Katowice - November 6-10, 1995	CHMR, Silesian Technical University

<b>Romania</b>	All	Strategic planning for public participation (2 offerings)	1. Pitesti - Mar. 29-April 1, 1994 2. Pitesti - July 2-8, 1995	ISC, Ronnie Brooks Consulting, EPA Arges
Year 2 Reactive Subgrant offered in Year 3				
	Univ	Identifying funding sources and writing proposals for environmental research institutes	Valea cu Pesti - April 13-18, 1994	U of M, Romanian Ecological Society
	NGO	Identifying funding sources and writing proposals [followup]	Arges - April 18-22, 1994	U of M, Regional Environmental Center
	All	Integrated waste management (three offerings)	1. Timisoara - May 17-20, 1994 2. Sibiu - May 24-27, 1994 3. Sinaia - May 17-20, 1995	1. Community Environmental Council, EPA & TM 2. EPA 3. ICC
	Univ	Environmental information in Romanian libraries	Ploiesti - June 21-23, 1994	WWF, TIMCED
	All	Environmental mediation and conflict resolution (two offerings)	1. Ploiesti - Oct. 3-7, 1994 2. Alba Iulia - Oct. 10-14, 1994	WWF, RESOLVE, PDC Consensus (Warsaw), People and Environment (Ploiesti), Alba Mont (Alba Iulia)
	Govt	Implementing effective regional and local legal processes for environmental protection	Sibiu - Oct. 31-Nov. 3, 1994	ISC, Sibiu EPA
	NGO	NGO public outreach, communications and coordination	Sibiu- Nov. 7-11, 1994	ISC, Ecotur, Nick Allen Associates

	Business	Managing a small environmental business	Ploiesti- Nov. 28-Dec. 2, 1994	CHMR & TIMCED
	Business	Business plan and financial proposal [followup]	Ploiesti - Dec. 2-3, 1994	ICC
	All	Using Internet for environmental information	Ploiesti - Mar. 15-18, 1995	WWF, CIIMED
	Univ	Curriculum development: Environmental and natural resource economics [followup]	Sinaia - Mar. 20-23, 1995	U of M, Harvard Institute for International Development, ICC
	Business	Environmental small business management [followup]	Sinaia - Mar. 24, 1995	U of M, ICC
Year 3 Solicited Subgrant scheduled for Year 4	Govt	Environmental impact assessment: improving development decisions with environmental education	Arges - April 6-9, 1995	Center for International Environmental Law, Center for Sustainable Development
Year 3 Solicited Subgrant scheduled for Year 4	NGO	Building local financial and community support for NGOs	Sibiu - April 13-20, 1995	Nick Allen and Associates, Ecotur Sibiu
Year 3 deferred to Year 4	All	Implementing an effective regional and local environmental monitoring and enforcement program.	Arges District - July 1995	ISC & Arges EPA
Year 3 Solicited Subgrant scheduled for Year 4	All	Public participation for environmental policy and program implementation (two offerings)	1. Arges - May 8-11, 1995 2. Arges - September 1995	Center for Sustainable Development, Ronnie Brooks Consulting
	Business	Business plan [followup]	Ploiesti - May 20, 1995	U of M, ICC

Year 3 Solicited Subgrant scheduled for Year 4	Univ	Environmental education for young people	Valea cu Pesti - July 19-23, 1995	Semper Virent
Year 3 deferred to Year 4	Govt	Financing municipal environmental investments	Arges - September 1995	ISC, subgrants
Year 3 delayed to Year 4	Govt	Effective air and soil quality management	Zlatna or Arges	CHMR and Subgrants
<b>Slovakia</b>	All	Improvement of environmental awareness and waste management in Kosice and Hornad River Basin (3 offerings)	1. Zlata Idka - Mar. 21-25, 1994 2. Kosice - May 6, 1994 3. Lipovce - May 23-27, 1994	Cassovia Technopolis
Year 2 Solicited Subgrant offered in Year 3				
Year 2 Solicited Subgrant offered in Year 3	Business	Environmental protection for reduction of contamination of food chain by heavy metals	Cingov - May 11-14, 1994	Slovak Union for Nature and Landscape Protection (SZOPK)
Year 2 Solicited Subgrant offered in Year 3	All	Human and institutional environmental capacity building in Slovakia and Hungary	Spisska Nova Ves - May 20-22, 1994	Partners for Democratic Change
YR 2 solicited subgrant offered in YR 3	Business	Principles of market dynamics: Market analysis and strategic development (3 offerings)	1. Zilina - May 26-28, 1994 2. Bratislava - June 17-19, 1994 3. Presov - Sept. 16-18, 1994	KZT
	Business	Strategic planning for effective environmental business management	Kosice - June 6-10, 1994	U of M, Peter Burda Consulting

	Business	Financial Management for Environmental Business II	Presov - Sept. 8-10, 1994	ICC
	Business	Marketing environmental goods and services: Developing a marketing Plan	Kosice - Sept. 19-23, 1994	U of M, Peter Burda Consulting
	NGO	Implementing effective regional and local legal processes for environmental protection	Herlany - Nov. 7-10, 1994	ISC, ICC
	NGO	Innovative approaches to strengthening environmental NGO interaction (each offered twice) a. Possibilities of using computer networks b. Communication among environmental NGOs c. How to succeed at public hearings d. Use of EIA in NGO interaction	1a. Bratislava, Nov. 26-28, 1994 2a. Kosice - April 7-8, 1995 1b. Bratislava - Dec. 6-7, 1994 2b. Bratislava - June TBA, 1995 1c. Ponicka Huta - April 29-30, 1995 1d. Bratislava - May TBA, 1995	a. Slovak Environmental Computer Network (SEPS), b. Environmental Media Foundation, c. Center for Environmental Public Advocacy d. Center for Environmental Public Advocacy
	NGO/ Govt	Public participation, advocacy and mediation in conflict resolution (three distinct trainings)	1. Lipovce - Mar. 16-18, 1995 2. Kosice - April 27-28, 1995 3. Lajos Cottage - June TBA, 1995	Magistrat Mesta Kosice
	All	Human and institutional capacity building for pollution prevention in Eastern Slovakia (4 offerings)	1. Humenne - Mar. 28-30, 1995 2. Kosice - April 18-20, 1995 3. Spisska N.V. - May 16-18, 1995 4. Jelsava - June 6-8, 1995	Centre for Environmental Impact Assessment

	Business	Environmental auditing III: Technical applications in agriculture [followup]	Kosice - April 3-7, 1995	Imrich Varga Consulting
	Business	Intensive management training in strategic planning and new business development (two tiers, each offered twice)	1. Bratislava - April 21-23, 1995 and Lipovce - May 12-14, 1995 2. Bratislava - September, 1995 and Lipovce - Sept. 8-10, 1995	Peter Burda Consulting
	All	Improvement of environmental data management in the Kosice area as a tool	Kosice - May 6-10, 1995	SOSNA
Year 3 Solicited Subgrant scheduled for Year 4	Business	Environmental assessment for the siting of solid waste landfills	Liptovsky Mikulas - May 30-June 2, 1995	Global Environmental Foundation with Center for EIA
	NGO	Trainings and handbooks for Slovak environmental NGOs (four offerings and four manuals) 1. Building a strong organization 2. Using legal instruments in campaigns 3. How to make your campaign effective 4. How to raise funds in your community	1. Ponicka Huta - June 16-18, 1995 2. Ponicka Huta - Sept. 22-24, 1995 3. Ponicka Huta - Oct. 27-29, 1995 4. Ponicka Huta - Nov. 24-25, 1995	Center for Environmental Public Advocacy
	Govt	Implementing the Environmental Action Programme	Kosice - TBA, 1995	U of M, subgrant
Multi- national	Univ	Ph.D. candidate training	U.S. - Ongoing	U of M, subgrant
	NGO Business Govt	Internship program	U.S. - Ongoing	U of M, subgrant

	All	Facilitation Skills: Training trainers	Budapest - Feb. 16-20, 1994	U of MN, Central Environmental Studies
	All	Library and infrastructure human resource strengthening: Phase II	Ongoing	WWF, Wladyslaw Poniecki Foundation

During Year Three we conducted 132 trainings in 177 offerings in the Region at a cost of \$607,000. We trained 2,276 participants of whom at least 808 were women. (Not all trainers reported the numbers of women and minorities in their training.)

Throughout our Year Three training program, we continued to emphasize skill development in environmental management, environmentally-friendly activities in market economies and public participation in environmental policy formulation. We offered all our primary trainings designed for business and NGO sectors in all six countries. At the same time, we promoted sustainability of program activities by training trainers, and funding as in-country subgrantees to carry out training activities and by recruiting interns and Ph.D. candidates for short- and long-term training in the US.

In Year Three, we continued to offer core business training and NGO strengthening activities and increased our involvement with local and regional governments and with universities and institutes. Activities with governments were closely linked to multi-sectoral training in strategic planning and developing water management plans. University strengthening activities in Year Three expanded from training of trainers (conducted by American specialists) to identifying and training high potential trainers, interns, and Ph.D. candidates for long-term training. The scope of these activities will be expanded in Year Four, primarily through PDS programs in four countries and through increased investment in followup activities.

Year Four will see a further expansion of new and advanced offerings as participants become more sophisticated and activities are increasingly offered by in-country trainers rather than Consortium partners or U.S. subgrantees. For Year Four, the Consortium and its subgrantees will offer nine new training activities and extend the Post Diploma Studies to Bulgaria, Hungary and Slovakia. This supports the plan for in-country sustainability by Year Five.

#### ETP Subgrant Program

In Year Three, 145 proposals were reviewed and 21 awards were made, for a total of \$387,500. Those 21 solicited subgrant programs are scheduled for completion by September 1995.

This level of investment in the solicitation process is a reflection of the institutional strengthening ETP has accomplished in the Region. We invested in several strong CEE subgrantees in Years One and Two who are now capable of conducting ETP training without Consortium assistance. We provided these organizations with designated subgrants in Year Three to continue their ETP training activities. This action helped to build sustainability of these organizations and helped us achieve more cost-effective training. For example, a 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 oversaw a \$30,000 subgrant for NGO activities in Slovakia. Their grantee delivered four different training activities to a total of 117 participants.

The subgrant investment is 40% of our total training budget for Year Three. The total spent on direct Consortium-based training in Year Three was \$607,000 or 62% of the Year Three training budget. Therefore, \$994,500 or 33% of our total \$3 million budget for Year Three was spent on training activities. Management costs, which includes the cost of maintaining offices for our six In-Country Coordinators, represented about 22% of the entire Year Three budget.

During Year Three, our In-Country Coordinators provided assistance on a regular basis to 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 trainings 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 continues to be influential, in determining the types and levels of training to be offered in Year Four. Because of our ICCs' growing number of contacts and their reputations for delivering high quality training, the Consortium is delivering less training directly and increasing the number of subgrants to in-country partners, further increasing institutional capacity in CEE. This trend will further develop through the end of the project.

## **B. Description of Year Three Training Activities**

The following is a description of ETP's Year Three program, including resource allocation for each country. This is followed by summaries of the training based on pre- and post-workshop evaluations, follow-up evaluations and information reported by ICCs and training alumni. Note that not all of the Year Three solicited subgrants, like the Year Two solicited subgrants at this time last year, have been completed. Of the 21 Year Three solicited subgrants that were awarded, only 14 have been delivered to date. The remaining subgrants will be delivered by September 1995 and will be reported on in the Year Four Annual Report. Similarly, this document will contain reports on the Year Two solicited subgrants which had not taken place in time for the Year Two Annual Report.

### **1. Bulgaria: Activities during Year Three**

- 23 training activities (in 31 offerings) comprised of:
  - 6 solicited subgrant trainings from Year Two,
  - 12 Consortium trainings (one deferred to Year Four),
  - 5 solicited subgrant offerings from Year Three.

#### **1. Effective mass media strategies for environmental management. Humanities Research Center subgrant.**

This Year Two solicited subgrant training was designed to differentiate among different media strategies using interactive methodology. The audience was government representatives, NGOs and journalists. The workshop was meant to enhance cooperation among these groups and their institutions, thereby creating an environment of easy access to precise information. A significant outcome was the doubling of environmental articles in local mass media.

The training took place in Dryanovo between February 23-27, 1994. There were 21 participants out of 38 applications. Ten were female. Seventeen institutions were represented and six participants had attended earlier ETP trainings. Media coverage included eight newspaper articles, television and four radio reports. There were four local trainers.

#### **2. Management of ecological conflict between agri-business, forestry and wild animals. Chardafon Hunting and Fishing Society subgrant.**

This Year Two solicited subgrant training was intended to acquaint business representatives, NGOs and local authorities with methods of reforestation, responsible agricultural and business development, and maintaining proper numbers of wildlife. Featured topics included: legal analysis of current environmental legislation, problems of forest ecosystems and agricultural activities in semi-mountainous areas.

The two offerings of this training took place in Gabrovo between March 9-11 and April 13-15, 1994. There were 56 participants and four local trainers. Media coverage was extensive, including thirteen newspapers, radio and television.

#### **3. Ecological culture: From aggression to protection of the Varna Lake and Devnya Lagoon regions. ECO-GLASNOST subgrant.**

This Year Two solicited subgrant training built from comments and requests made by participants at an ETP training offered in January 1993. Training focused on the ecological status of the Varna Lake, ways of challenging public opinion through mass media, creating publicity and organizing information, and methods of conducting information campaigns.

The three offerings of this Year Two solicited subgrant training took place in Varna on March 15-18, May 15-16, and July 14-17, 1994. There were a total of 35 participants (of whom 24 were female and one was an ethnic minority). Twenty-two institutions were represented and five participants had attended earlier ETP trainings. The workshop was offered entirely by two local trainers.

#### **4. Ecostrategy of the company. Ivan Petrov Consult subgrant.**

This Year Two solicited subgrant training was designed to provide knowledge to managers and experts from companies in Sevlievo and the region in order that they build ecostrategies for their companies to ensure sustainable development. Three local case studies were presented. A significant outcome was the agreement by the mayor of Sevlievo to meet with participants and the AID representative to discuss future contacts with foreign companies and consultants in view of pending privatization.

The training took place in Sevlievo between March 21-25, 1994. There were 27 participants (of whom 9 were female). Nineteen institutions were represented and three participants had attended earlier ETP trainings. Media coverage was provided by local newspaper and radio. There were five local trainers.

#### **5. Waste disposal management. Environmental Management Training Center (EMTC) subgrant.**

The purpose of this Year Two solicited subgrant training was to acquaint participants with the basic tools of environmental management: principles of pollution protection for air, water and soil. Featured were environmental audit procedures. Case studies of three existing industries were presented. A site visit to a tannery was made to review environmental auditing problems. Participants felt the organization and atmosphere of the class, which involved new ways of problem solving and innovative teaching methods, to be the significant impact.

The training took place in Veliko Turnovo between May 3-6, 1994. There were 26 participants (of whom 13 were female). There were two local trainers.

#### **6. Risk management for environmental business. IVS Environmental Ltd. subgrant.**

This Year Two solicited subgrant training focused on risk management and analysis, sustainable development of environmental risk management, and bank review of environmental assessment during the lending process. Materials covered legal allocation among contractors, insurance potentials, and new types of contracts. The participants counted the interaction and dialogue

among representatives of state and private business, environmental NGOs, local governments and universities as a significant outcome.

The training took place in Varna between May 25-29, 1994. There were 32 participants (of whom nine were female). Media coverage included the national newspaper. Twenty-two institutions were represented and six participants had attended earlier ETP trainings. There were four local trainers.

#### **7. Marketing environmental goods and services. U of M and a subgrant to Varna Economic University.**

The two offerings of this training were designed to provide intense consultative services to small environmental businesses, representatives of which had attended a one-week workshop which reviewed and helped participants to develop a complete marketing plan. This is the second in a series of increasingly-advanced environmental management trainings designed to help participants produce a product--in this case, a marketing plan. The training focused on 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. Varna Economic University collaborated with the University of Minnesota to conduct this workshop. About 20 participants developed actual marketing plans for their companies. One developed a marketing plan which attracted a US company and is now a distributor of weather proofing systems with orders in the amount of 19M leva (\$300,000). Two other participants developed a very successful shoe business which had an income of 7M leva (\$110,000) during the last six months of 1994. By the end of 1994, 12 participants had requested from the Bulgarian instructors individual assistance with their marketing and advertising strategies.

These trainings took place in Varna from June 6-10, 1994 and in Gabrovo from June 13-17, 1994. Both received media coverage from radio, television and newspapers, and had to have prospective participants placed on wait lists due to the large number of applicants. Twenty-eight participants representing 27 institutions took part in the Varna training which utilized three local trainers. Thirteen participants were women and two were ethnic minorities; nine had attended previous ETP trainings. Twenty-five participants representing 23 institutions took part in the Gabrovo training. Ten of these participants were women, five had attended previous ETP trainings. Three local trainers assisted in the Gabrovo delivery.

#### **8. Managing an environmental business: the business plan and financing proposal. U of M and a subgrant to MMM Consulting.**

These two offerings mark the second in a series of trainings on managing financial resources for small environmental businesses. The training is designed to enable participants to create a draft business plan and financing proposal. The format is discussion/workshop and makes use

of interactive tutorials which can be used either on PCs in a computer lab or through workbooks. Computer aspects are sustained through increased use of PCs already in place at the partner institutions and through software delivered by the ETP trainers. Local examples were included in training materials, which were tailored to needs of the audience; the training was presented in Bulgarian by MMM Consulting, a Bulgarian subgrantee. One significant outcome was the establishment of an EcoBusiness Association for consulting and further trainings.

These trainings took place in Rouse from June 22-26, 1994 and in Varna from November 22-26, 1994. The Varna offering received media coverage from newspaper and radio. Twenty-three participants representing four institutions took part in the Rouse training which utilized four local trainers. Twelve participants were women. All were new to ETP trainings. Thirty-two participants representing four institutions took part in the Varna training. Thirteen of these participants were women. All were new to ETP trainings. Four local trainers assisted in the Varna delivery.

**9. Proposal writing followup.** Subgrant to Yantra River Basin Council, Veliko Turnovo, Bulgaria.

This training served as a followup to *Business plans and financing proposals*, offered during Year Two in Bulgaria. The focus of this training was on development of individual funding proposals through one-to-one consultation between participants and trainers. Use was made of specially-designed software introduced during the previous training. Each proposal was then reviewed by all trainers and suggestions made for possible funding sources.

The training took place in Veliko-Turnovo from June 24-27, 1994. There were 26 participants (of whom seven were women) out of 46 original applicants. Twelve institutions were represented and ten participants had attended earlier ETP trainings

**10. Increasing skills for environmental conflict resolution and mediation.** WWF, and subgrants to RESOLVE, Inc., Partners for Democratic Change-Bulgaria.

This training was based on ones previously offered in Bulgaria and Hungary in the Czech Republic and Poland. It drew on a series of modules developed by the RESOLVE program (formerly a program of World Wildlife Fund), including principles of successful negotiation, advanced negotiation skills, improving communication skills, facilitation and alternative dispute resolution mechanisms. The program was customized to address regional issues of concern which affect both Bulgarians and Romanians, and drew also on materials developed by Partners for Democratic Change.

The training took place in Rouse from July 18-22, 1994. There were 36 participants (of whom

22 were female) of 42 who originally expressed interest. Four institutions were represented and three participants had attended earlier ETP trainings. Six local trainers assisted.

**11. Environmental conflict management for National Nature Protection Service.** WWF with subgrants to RESOLVE and Partners for Democratic Change.

This initial training in conflict resolution skills was designed to enhance team- and vision-building, determined by the NNPS as desired outcomes. At the end of the training, participants analyzed three on-going NNPS conflicts on three levels: national, regional and municipal. A significant outcome was the establishment of a directed work group, which demonstrates increased growth of trust among participants.

The training took place in Vitosha Mountain near Sofia on July 23-24, 1994. There were 12 participants (of whom five were female). One institution was represented and two participants had attended earlier ETP trainings. The course was taught by three local trainers.

**12. Financing municipal environmental investments.** ISC and a subgrant to Environmental Management Training Center.

This training reflected and incorporated relevant elements of the Environmental Action Programme for Central and Eastern Europe and was coordinated with other AID Environmental and Housing and Urban Programs. The training focused on municipal and utility financing, financial management systems and the role of the private sector.

The training took place in Veliko Turnovo from September 12-16, 1994. There were 21 participants (of whom nine were women). Seven institutions were represented and five participants had attended earlier ETP trainings. Three local trainers participated in the delivery.

**13. Advanced environmental auditing.** CHMR and a subgrant to Environmental Management Training Center.

The two iterations of this training provided an actual technical consulting service in the form of pollution prevention audits to participating companies. They served ETP's primary goal of training professionals to perform pollution audits and focused on facility inspection, interpretation of lab analysis records and development of audit reports. Participants expected their new knowledge to directly impact draft audit legislation.

These trainings took place in Rouse between October 25-29 and November 1-5, 1994. Both received local newspaper coverage. Sixty prospective participants were placed on wait lists.

The two offerings were presented to 45 participants representing eight institutions by three local trainers. Nineteen participants were women and two had attended previous ETP trainings.

**14. Curriculum development in environmental and natural resource economics (followup).** U of M and Harvard Institute for International Development.

This training was meant to introduce basic concepts of environmental theory and externalities, valuation method, policy instruments and sustainable development to Bulgarian academics and to create a climate of professional exchange among them and the American faculty. Topics included the theory of externalities, valuation methods, policy instruments and sustainable development. One significant outcome was the decision that ETP Bulgaria should maintain a network among Bulgarian and foreign universities in order to facilitate joint research proposals. ETP will also conduct a survey of Bulgarian environmental curricula and organize a meeting Year Four as followup to the workshop. It was the first workshop devoted to environmental curriculum development to take place in Bulgaria.

The training took place in Veliko-Turnovo between December 9-11, 1994. There were 19 participants from seven notable Bulgarian universities. They prepared a list of recommendations, including: continuation of American and Bulgarian trainer exchanges; maintenance of a network of Bulgarian and foreign universities in order to prepare proposals for joint projects and a survey of environmental curricula in Bulgaria. They also requested a followup meeting to discuss results of this workshop.

**15. Communication skills training for representatives of National Nature Protection Service.** Subgrant to Humanities Research Center.

The goal of this training was the expansion of possible behaviors and improvement of interpersonal communication styles. Role playing using practical communication skills and clarification of values were featured with the intent of changing, enriching and improving individual styles of communication.

The training took place in Velingrad from January 15-18, 1995. There were 23 participants of whom seven were female. Twenty-four individuals originally expressed interest. One institution was represented and three participants had attended earlier ETP trainings. Three local trainers assisted in the delivery of training. National radio provided coverage of the training.

**16. Advanced strategic planning and proposal writing for NGOs.** WWF and subgrants to Chardafon Hunting and Fishing Society, Gabrovo, Bulgaria and Progressive Strategies, Los Angeles. CA.

This training further strengthened the environmental NGO movement in Bulgaria by providing focused training and technical assistance to four selected NGOs. The principal products of the workshop were the development of one- to three-year strategic plans, fund-raising strategies, and seven funding proposals. The ETP Bulgarian office staff attended this workshop and subsequently prepared a proposal for an Eco-Business Club, initiating the efforts at ETP sustainability after the end of the Cooperative Agreement.

The training took place in Gabrovo on January 20-24, 1995 with 20 participants representing 4 local NGOs. Eight participants were women. Eighteen individuals had attended previous ETP trainings. The workshop included 3 local trainers, and received media coverage from local TV, three radio stations, and newspapers.

**17. Strategic planning for National Nature Protection Service.** Subgrant to Humanities Research Center.

This training consisted of small and large group sessions consisting a both central management and regional inspectors, who reviewed the status and articulated specific functions of the NNPS. Results of these sessions will serve as background material for the preparation of a report to the Minister of Environment. Training materials consisted of the annual workplans to be implemented in three regions: Pernik, Veliko Turnovo and Stara Zagora.

The training took place in Velingrad between February 16-19, 1995. There were 34 participants (of whom 12 were female). Seventeen institutions were represented and three participants had attended earlier ETP trainings. There were three local trainers.

**18. Green investment opportunities.** Subgrant to DIVAS Inc.

This solicited subgrant training was comprised of three training sessions:

- Strategic Analysis for Environmental Businesses;
- Identifying the Alternative Environmental Opportunities for Capital Investments;
- Investment Analysis of the Environmental Projects.

Each session trained 25-30 leaders of business, NGOs, local and regional government and universities participants using three facilitators. Production of a Guide Book aimed at helping managers of environmentally-focused organizations to assess investment opportunities and prepare investment plans. Workshops were focused on developing skills necessary for effective

management of investment projects and incorporation of environmental criteria in investment decision making. Training materials were developed by university faculty and researchers and bank managers, who also served as trainers. Innovative interactive teaching methods were utilized, and the local trainers contributed local case studies.

Three sessions of this training were held. The first was held in Veliko Turnovo on February 22-25, 1995; the second in Varna from March 9-12, 1995; and the third was held March 15-18, 1995 in Rouse. Results will be reported in the Year Four Annual Report.

**19. Promotion of ecological education and culture: a prevention measure to avoid ecological conflict. PolyConsult ECO-BM subgrant.**

This solicited subgrant training is targeted to educational institutions and educators for NGOs and municipalities. Topics addressed include: initiating a methodical approach to ecological education; conditions for sustainable development; developing practical skills for environmental impact assessments and audits; establishing a matrix for ecological education methods and a means for "ecologizing" individual curricula subjects. A partner in the training was the Technical High School in Rouse, Bulgaria. The most significant outcome was the commitment to organize a transboundary training for high school teachers and students from both Bulgaria and Romania. The focus will be prevention of environmental transboundary problems such as exist in Rouse, Bulgaria and Giurgiu, Romania.

This training was a four-day workshop held April 3-6, 1995 at Toutrakan. It received national and regional newspaper coverage. Thirty-one participants attended (of 41 applicants), and 13 were female and seventeen represented ethnic minorities. All participants were new to ETP trainings. Twenty-five institutions were represented.

**20. Sustainable resource management in the company. Ivan Petrov Consult subgrant.**

This solicited subgrant training is comprised of two five-day training courses, one which was held in Sevlievo on April 17-21, 1995 and one scheduled for the same location from June 12-16, 1995. Focus was directed toward company managers from small towns in the Yantra River Basin. The principal objective was to strengthen participants' capabilities to apply modern methods of resource management based on environmentally-sound criteria. Other specific objectives were to raise environmental awareness of resource management company personnel and promote environmental protection and conservation thinking, to build skills for identifying reserves to fund environmental activities in economic crisis, to promote development of specific environmental projects by the industries situated in the Yantra River Basin, and to provide continuity with other ETP training courses.

The April training motivated participants to initiate eco-projects in their companies and to coordinate their efforts among themselves. It comprised 22 participants (of whom 13 were female and one represented an ethnic minority). Sixteen institutions were represented and eight participants had attended previous ETP trainings. A newspaper provided media coverage. The training was taught by three local trainers. Results of the June 1995 training will be reported in the Year Four Annual Report.

**21. Integrated waste management training.** Subgrants to Community Environmental Council, Jana Zimmer and Associates.

This solicited subgrant training focused on developing and implementing appropriate programs and businesses for solid waste management. Emphasis is on waste minimization, recycling, composting, the creation of markets for secondary materials and environmentally sound technologies. Target audience includes business people, NGOs, local and regional government, and universities.

The trainings was conducted in May 1995 in Varna. Results will be reported in the Year Four Annual Report.

**22. Implementing an effective environmental monitoring and enforcement program at the regional and local levels.** ISC and a subgrant to Interlex.

This training will focus on design and implementation of effective regional and local programs to ensure compliance with regulatory standards. The Bulgarian legal framework for monitoring and enforcement on the local, regional and national level will be examined. Elements to be stressed in the training include components of an effective permitting system; respective roles of monitoring inspection and enforcement agencies; importance of coordination among such agencies; quality assurance and quality control procedures for monitoring activities; and opportunities for NGOs to establish voluntary citizen water quality monitoring programs.

Two iterations of this training took place in Rouse on May 29-30, in Veliko Turnovo on June 2-3, 1995. Results will be reported in the Year 4 Annual Report.

**23. Yantraclean.** Subgrant to the Bulgarian Institute of Water Problems.

This solicited subgrant training covered the following three topics in six sessions: Water resource management and principles of their application to Yantra River Basin; Legislative and normative bases for water resources utilization and protection; Advanced methods and technologies for irrigation. Round tables were organized at the end of the training course on the main discussion

problems. Targeted audience included about 30 government officials, business people and specialists in investment and water management in the Yantra river basin. Partners in this training are the Research Laboratory of Ecologization of Water Systems and the Yantra River Basin Council.

Training took place May 15-19, 1995 in Veliko Turnovo. Twenty-eight participants, of whom 14 were women and one was an ethnic minority, attended. Nine months after delivery an evaluation of the impacts of the course will be made based on the participants' answers to a questionnaire. Results of this training will be reported in the Year Four Annual Report.

## **2. Czech Republic: Year Three Activities**

- 10 training activities (in seventeen offerings) comprised of:
  - 3 solicited subgrant trainings from Year Two,
  - 7 Consortium trainings.

Because Year Three represented the phase out of the Czech Republic, we concentrated our activities on building sustainability in Northern Bohemia by intensive training of trainers, internships and Ph.D. candidates. We also built strong ties with the EAP implementers, especially with regard to human health issues, prioritization and goal setting. Institution building activities we have undertaken with the North Bohemia Economic Association, the Institute for Environmental Policy in Prague and the University at Usti nad Labem will enable ETP's training, materials and general philosophy to be sustained through time.

### **1. Principles of market dynamics, competitive analyses, and strategy development.** Solicited subgrant to KZT, Prague, Czech Republic.

These two Year Two Solicited Subgrant offerings compared planned and free markets in Central Europe and discussed the principle of the market life cycle. Participants learned how to determine market share, to recognize market postures and to differentiate their products and services in the marketplace. Competitive advantages based on performance, cost and image were presented. The values and components of a business strategy were highlighted.

These trainings took place in Usti nad Labem from February 17-20, 1994 and in Liberec between April 7-10, 1994. The Usti nad Labem offering received newspaper coverage. Fifteen participants representing nine institutions took part in the Usti nad Labem training which utilized two local trainers. One participant was female and two had attended previous ETP trainings. Seventeen participants representing 14 institutions took part in the Liberec training. Two of these participants were women. Two local trainers took part.

### **2. Strategic planning and public participation.** Subgrant to KNO Worldwide, Prague, Czech Republic.

This Year Two solicited subgrant offered two workshops each for three groups on improving the strategic planning and public participation skills of NGOs in Northern Bohemia. Depending on location, each group attended these pairs of sessions: (1) *The value of teamwork and Organization and implementation of press conferences and media opportunities*; or (2) *Strategic planning and public participation and Public participation*; or (3) *The value of defining problems and working within groups and Public participation*. A final meeting allowed participants from each session to meet and network.

The trainings took place: for group 1 in Most, March 11-13, 1994 with 19 participants and April 22-24, 1994 for the same 19 participants; for group 2 in Usti nad Labem, April 8-10, 1994 for 19 participants and on May 13-15, 1994 for 18 of those participants; for group 3 in Liberec, April 15-17, 1994 for 15 participants and May 20-22, 1994 for those same 15 participants. The final meeting consisted of all three groups and took place in Prague on June 18, 1994. There were three local trainers involved.

**3. Managing an environmental businesses: the business plan and financing proposal.**  
U of M and a subgrant to North Bohemia Economic Association.

This is the second in a series of trainings in managing financial resources for small environmental businesses that the Consortium is developing. It was developed by the University of Minnesota to be delivered by a subgrantee in-country. Active learning exercises such as workshops, discussions, brainstorming and consultations were used. Participants learned how to prepare business plans and financing proposals for western financiers. Training materials were tailored to the needs of the Czech audience.

These trainings took place in Straz from May 19-22, 1994. The offering received media coverage from a regional newspaper. Seventeen participants representing nine institutions took part in the training which utilized four local trainers. Three participants were women, and two had attended previous ETP trainings.

**4. Advanced financial management for small and medium size environmental businesses.** Subgrant to North Bohemia Economic Association.

This two-day training consisted of 15 hours of lecture, discussion, computer lab sessions and individual consultations. Participants focused on financial analysis and planning, while learning financial management and decision-making strategies. Participants demonstrated that they had acquired the fundamentals of analysis of the 45 ratios included in the Harmon software, and remarked on the competency of the local trainers, whose skills were rates as comparable to US trainers.

The training took place in Straz on June 20-22, 1994. There were 23 participants (of whom seven were female). Fourteen institutions were represented and three participants had attended previous ETP trainings. The training was offered by two local trainers.

**5. Basic and advanced environmental conflict resolution.** WWF and subgrants to Foundation Project North, the Institute for Environmental Policy and RESOLVE.

The trainings were designed to build on the basic course's focus on negotiation skills, conflict

analysis, communication skills and negotiation theory. Environmental negotiation principles were reviewed and information on balancing the need to cooperate and compete in negotiations was presented. In addition, facilitation theory and practice, problem solving specific Czech environmental problems and a discussion of recent literature took place.

These training activities took place in Beva from September 19-23, 1994 and in Decin between November 28-December 2, 1994. Participants were selected and little advertising was done. Twenty participants representing 18 institutions took part in the Beva basic training which was offered by four local trainers. Nine participants were women, and two had attended previous ETP trainings. Eleven participants representing 11 institutions took part in the Decin advanced training. Five of these participants were women. Two local trainers took part.

**6. Pollution prevention opportunities for small and medium-sized businesses. Subgrant to ICF Kaiser and Czech Environmental Management Center (CEMC).**

This Year Two solicited subgrant training consisted of one day of lectures and two day-long visits to local plants such as the Severoesk armaturka, Spolek a.s. (a part of the Research Institute of Inorganic Chemistry). Lectures focused on pollution prevention strategies ranging from improvement of operational and maintenance procedures to technological and equipment substitutions. Discussion also took place about feasibility studies of pollution prevention alternatives.

The training took place in Usti nad Labem on September 20-23, 1994, and was covered by television, radio and three newspaper articles. There were 30 participants (of whom seven were female). Twenty institutions were represented and all participants were new ETP trainings. The training was offered solely by three local trainers.

**7. Marketing environmental goods and services. UM and a subgrant to North Bohemia Economic Association.**

The objectives of this training were to describe concepts of marketing management and strategies relating to local environmental businesses. These concepts were applied to sample present/potential local environmental products and services and each participant prepared an individual marketing plan. We collaborated with the North Bohemia Economic Association and the University at Usti nad Labem.

The training took place in Usti nad Labem between September 26-30, 1994 and received media coverage from one newspaper. There were 19 participants (of whom six were women). Eleven applicants were placed on a wait list. Twelve institutions were represented and six participants had attended earlier ETP trainings. There were three local trainers.

**8. Advanced environmental auditing.** CHMR and a subgrant to the Center for Environmental Analysis.

This training was part of the phase-out of ETP in Czechia intended to build local capacity in this field. Local and international environmental auditing was described, including: methodology of data collection, identification of conflict localities, inspection of water contamination, waste management. The methodology of data evaluation from audits was also examined (assessment of credibility and sufficiency of data), as was comparison with legislation, strategy of remedial action and economic evaluation of audit formats.

The training took place in Usti nad Labem between November 7-11, 1994. Media coverage is not known. There were 13 participants (of whom four were women). Ten institutions were represented and all participants were new to ETP trainings. Two local trainers assisted.

**9. Strategic planning for environmental business.** U of M and a subgrant to North Bohemia Economic Association.

The objectives of this training were to describe strategic planning concepts pertinent to local environmental businesses in the 1990's, and to give participants the opportunity to analyze both their own companies and share their strategies with other participants. Evaluations mentioned the participants' particular appreciation for individual consultations.

The training took place in Mikulov between November 7-11, 1994 and received media coverage from a regional newspaper. There were 24 participants (of whom four were female). Fourteen institutions were represented and two participants had attended earlier ETP trainings. One local facilitator developed local case studies and assisted with workshops/consultations.

**10. Environmental impact assessment.** Subgrant to Center for Environmental Analysis.

This two-day workshop was a summary of Czech experience with the Environmental Impact Assessment Law, which has been in effect for two years. The training covered: 1) experience with the law from the point of view of the Czech Government (presented by the director of the EIA branch of the Ministry for the Environment) and 2) experiences with the law by NGO, business and local governmental representatives. These comments were collected by the director in order to help strengthen and revise the EIA law, which is under review by the Czech government.

The training took place in Ruzak, North Bohemia on February 7-8, 1995. There were 22 participants (of whom six were female), out of an original 30 interested applicants. Fifteen institutions were represented and nine participants had attended previous ETP trainings. There were two local trainers and one local facilitator.

### **3. Hungary: Year Three Training Activities**

- 12 training activities (in fifteen offerings) comprised of:
  - 3 solicited subgrant trainings from Year Two,
  - 9 Consortium trainings.

In Hungary, we concentrated our activities in the Miskolc-Borsod area to build sustainability by intensive training of trainers, internships and training of Ph.D. candidates. The philosophy for training in Hungary in Year Three was to complete the environmental business management basics, to train Hungarian trainers to continue offering these workshops and to continue our environmental NGO strengthening activities. In all cases we worked closely with local trainers who will use our materials in the future. We have also provided training support to a new NGO, the Center for Environmental Studies in Budapest, and to the Environmental Institute in Miskolc, which will specifically continue ETP's activities.

#### **1. Environmental impact assessment. Subgrant to OKO Inc.**

Environmental impact assessment, as a planning, environmental and pollution control tool, has been a part of the Hungarian legal system since 1993. Certain public and private projects require the EIA process, wherein some permits can be issued before authorization for development. Furthermore, consultations and public participation are also important elements of the EIA process. This Year Two solicited subgrant training was meant to introduce developers, local and environmental authorities, consultants and public interest groups to the EIA process and its role within the Hungarian legal situation. The second offering of the course focused on EIA problems of nature protection areas. A significant outcome of this training is the high desirability of the training manual. OKO Inc. continues to receive requests for this handbook.

The first offering took place in Matyi on February 28-March 4, 1994. There were 32 participants (of whom four were female). Twenty-two institutions were represented and thirteen participants had attended previous ETP training. The course was taught entirely by seven local trainers.

During the second training in Josvafo, which took place between April 11-15, 1994, there were 26 participants (of whom five were female). Fifteen institutions were represented and seven participants had attended previous ETP training. The course was taught entirely by six local trainers.

#### **2. Using environmental law for effective environmental management. Subgrant to Sierra Club Legal Defense Fund, San Francisco, CA.**

This Year Two solicited subgrant training was designed to educate Hungarian lawyers, NGOs and environmental managers in how to use law to protect the environment. Training emphasized practical exercises applying methods taught to case studies selected from Hungarian experience. A history of environmental protection and current status in the EU and the US was covered, as were concepts of environmental law and public participation and information with regard to environmental protection.

These two trainings took place in Miskolc on May 9-11, 1994 and September 29-October 1, 1994. During the first training, there were 19 participants (of whom six were female). Eighteen institutions were represented and two participants had attended previous ETP training. There were four local trainers. During the second training, there were 30 participants (of whom 13 were female). Twenty-three institutions were represented and five participants had attended previous ETP training. There were eight local trainers.

### **3. Regional environmental capacity building in Hungary. Subgrant to Partners for Democratic Change.**

This Year Two solicited subgrant was designed to enhance local problem solving capacity by training indigenous trainers who, in the second and third steps, trained local officials and interest group volunteers and facilitated solving actual environmental problems. The series of six workshops culminated in negotiations on two important environmental problems and other related problems of the Borsod Region. Two workshops featured the waste disposal problem in the Rudabanya and neighboring communities as well as the results of closing mines and the ensuing unemployment and hunger for new investments regardless of whether they are environmentally friendly or not. Another workshop brought together Hungarian and Slovak participants to engage local institutions and decision-makers to make joint decisions on issues of drinking water. As a result of a joint memorandum participants sent to the Hungarian and Slovak Ministries, a new check-point was opened on the border between the two neighboring Hungarian and Slovak communities which makes further meetings much easier. The workshops were organized by the 3K Foundation, a Hungarian Conflict Resolution Organization, and the Independent Ecological Center.

The training took place in Miskolc for participants from Hungary and Slovakia between May 25-27, 1994. There were 20 participants (of whom 12 were Hungarian and eight were Slovak). Demographics of the participants are not available at the time of this report. There were three local trainers.

**4. Strategic planning for environmental business.** U of M and a subgrant to Center for Environmental Studies.

This training covered four topics:

- Strategic Environmental Management--including strategies for transforming key functional areas in a business and strategies for creating change in organizations.
- Toward Pollution Prevention--two types of proactive approaches: environmental auditing and pollution prevention. This included prevention as waste reduction, pollution prevention practices, developing new products and dealing with barriers to pollution prevention interventions.
- Implementing Pollution Prevention--this includes two case studies and discussions of what makes for successful implementation.
- Ecopreneuring--including green markets, new technologies and innovation, impacts of new technologies and accident avoidance.

The training took place in Miskolc between May 30-June 3, 1994 and attracted 31 participants (of whom 11 were women). Twenty-two institutions were represented and seven participants had attended earlier ETP trainings. There were three local facilitators.

**5. Innovative approaches to strengthening environmental NGO interaction.** WWF and a subgrant to the Environmental Partnership Foundation (Hungary office).

Three different workshops were offered under this regional subgrant organized and delivered by the Facilitators Group of OKOTARS:

1) *Promoting environmentally-sound governmental policies*, which provided participants the opportunity to share their experiences working with national and international governments. Topics included technical negotiation, analysis of power structures and coalition building. The training was developed for representatives of NGOs and an NGO network. The training was able to record the history of the green movement's lobbying efforts, and to define a vocabulary and tools for future lobbying.

This workshop took place in Szentendre between October 10-12, 1994 and drew 24 participants (of whom seven were women). Thirteen institutions were represented and eight participants had attended earlier ETP trainings. There were three local trainers.

2) *Organizational development of NGOs*, which was meant to share experience gained since Year Two trainings. Participatory methods were used to introduce organizational development topics and their implementation in each specific organization. Most participants were young, but the interaction between the younger and older participants was surprisingly cooperative. One organization was planning to host the national annual meeting of the green movement, and asked to help from facilitators in its organizational development. As a result, two trainings were conducted in February 1995 specifically for this group.

This training took place in Gardony between December 2-4, 1994 and attracted 35 participants (of whom 13 were women and two were ethnic minorities). Fourteen institutions were represented and four participants had attended earlier ETP trainings. There were four local trainers.

3) *Conflict resolution and mediation*, which focused on adapting participatory approaches and methods to participants' organizations. The green movement was used as a case study in which to utilize these skills. Conflict resolution principles were presented in such a way that they can now be incorporated as a module into other types of training. Participants noted in a group evaluation discussion that these techniques were new to their thinking and went psychologically deeper than methods under current use and also commented on the value of the two Hungarian trainers.

This training occurred in Szentendre between January 12-15, 1995 and attracted 31 participants (of whom 17 were women). Sixteen institutions were represented and 11 participants had attended earlier ETP trainings. There were two local trainers.

#### **6. Marketing environmental goods and services.** U of M and a subgrant to Center for Environmental Studies.

Originally the University of Minnesota designed this training to provide intense consultative services to small environmental businesses, whose representatives had attended a one-week workshop in which they developed a complete marketing plan. This training 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 workshop was targeted to managers of small to medium-sized emerging or newly established environmental businesses. We collaborated with the University of Budapest and Regional Environmental Center.

The training took place in Miskolc between November 7-11, 1994. There were 21 participants of whom two were women. Sixteen institutions were represented and eight participants had attended earlier ETP trainings. There were two local trainers.

#### **7. Advanced environmental auditing.** CHMR and a subgrant to OkoTechnika.

Continuing a process begun in Poland in Year 2, where an ETP advanced course on environmental auditing was offered under a designated subgrant to ProCon of Katowice, two advanced environmental auditing courses were conducted by the OkoTechnika of Miskolc. These sessions built on participation in the Polish training by two principals of Oko-Technika. Due to the more advanced stage of process of privatization in Hungary and the relatively high level of technical sophistication, ETP offered this workshop with a specific focus on auditing for

pollution prevention and waste minimization. A significant outcome of the two workshops were the final reports of the working groups, which were submitted to the executives of the Diosgyor Metallurgy and Steel Mill. In a press conference, these executives said they plan to use of the data and recommendations in future reports. Two newspapers covered the press conference, and reported on the positive experience of the workshop for executives and the general need for environmental auditing.

The first offering took place in Miskolc between January 30-February 3, 1995 and received media coverage from television, radio and newspaper. There were 23 participants (of whom nine were women). Twenty-two institutions were represented and three participants had attended earlier ETP trainings. There were seven local trainers.

The second training took place in Miskolc between February 13-17, 1995. There were 29 participants. Twenty institutions were represented and six participants had attended earlier ETP trainings. There were seven local trainers.

#### **8. Financing municipal environmental investments.** ISC and a subgrant to Center for Environmental Studies.

The training reflected and incorporated relevant elements of the Environmental Action Programme for Central and Eastern Europe and was coordinated with other AID Environment and Housing and Urban Programs. The primary audience of the workshop was municipal officials, including environmental specialists, deputy mayors, budget and finance personnel, and municipal utility officials. The workshop had four main goals:

- To enable participants to identify and analyze municipal infrastructure projects for low-cost, high benefit to cost measures.
- To strengthen workshop participants ability to finance municipal environmental projects by familiarizing them with the fundamentals of municipal financing theory and option.
- To provide participants with an understanding of the legal framework for municipal financing and methods of municipal financing under existing laws, and to familiarize them with assistance available and requirements of international and national financing organizations.
- To acquaint participants with the tools for prioritizing environmental investments.

This training produced several important outcomes. One participant reviewed the information about prospective changes in municipal investment financing with the assembly of the local government, and discussed financing alternatives. Two financing projects were reviewed by the participants and one was significantly improved as a result of the information gained during the training.

The training took place in Miskolc between February 27-March 2, 1995. There were 15

participants of whom two were women. Thirteen institutions were represented and two participants had attended earlier ETP trainings. There were two local facilitators.

**9. Increasing the capabilities of private sector firms to perform environmental liability assessments. CHMR and a subgrant to Hungarokorr.**

This training was designed as a follow-up to our Year Two liability workshop for the State Protection Agency (SPA) and for the Environmental Ministry. It dealt with: ways liability is understood in Hungarian and US law, how to assess environmental damage from past industrial activities and how to put these assessments and the corrective action into privatization contracts. Participants expressed great interest in presentations by Hungarian lawyers on decreasing liability when entering into contracts. Also appreciated was the presentation by the EBRD office, which opened a discussion of audit requirements unrealistic for some smaller businesses. As a significant outcome, the EBRD has agreed to further consultation with these experts to establish mutual cooperation.

The training took place in Budapest between March 20-22, 1995 . There were 16 participants (of whom nine were women). Fifteen institutions were represented and three participants had attended earlier ETP trainings. There were five local trainers.

#### **4. Poland: Year Three Training Activities**

- 37 training activities (in 47 offerings) comprised of:
  - 2 solicited subgrant trainings from Year Two,
  - 1 consortium training from Year Two,
  - 9 Consortium trainings,
  - 5 solicited subgrant offerings,
  - 20 PDS courses.

Year Three training in Poland concentrated on institutionalizing trainings we have introduced and building sustainability. One example of how this was accomplished is the new Post Diploma Studies program. At the request of both ETP participants and local and regional officials, ETP initiated a Post-Diploma Studies (PDS) program with Silesian Technical University. Most of the new training activities developed for Year Three further aims of the PDS program. In addition to PDS, our Year Three training focused on Upper Silesia, particularly on its most polluted area, the Katowice Voivodship.

##### **1. The functioning of the legal system for environmental protection to local self-governments. Subgrant to INTERDONT, Chorzow, Poland.**

This solicited subgrant training was designed to enhance the knowledge and competence of environmental protection officials by teaching them to apply existing legal tools to, and formulate new policy for, environmental protection. It was meant to be a practical course focused on recovering and protecting the natural environment in the Silesia region. The significance of this training is that it fills a recognized gap for local government officials: knowledge of Polish ecological law.

The training consisted of 90 participants in three four-day sessions in Mysłowice: February 20-22, March 20-22 and April 24-28, 1995. Results of these trainings will be reported in the Year Four Annual Report.

##### **2. Integrated solid waste management. Subgrant to University of Florida TREEO Center.**

This Year Two solicited subgrant training was implemented in cooperation with the Krakow-based University of Mining and Metallurgy (AGH). Topics included solid waste environmental policies, laws and regulations; waste management options including waste reduction, recycling, composting, incineration and landfilling. The significant outcome of this training was that its curriculum became part of a continuing education module at AGH.

The two offerings of this training took place in Krakow on May 9-13 and June 27-July 1, 1994. In the May offering, there were 26 participants (of whom 13 were female). Twelve

institutions were represented and three participants had attended previous ETP training. There were two local facilitators. In the second offering, there were 34 participants (of whom 18 were female). Twenty institutions were represented and seven participants had attended previous ETP training. There were four local trainers.

**3. Strategic planning and financial resource development.** Subgrant to Environmental Partnership for Central and Eastern Europe.

This Year Two solicited subgrant training was developed from the manual by Progressive Strategies on "Strategic Planning and Financial Resource Development." Specific workshop goals included: personal empowerment and your relationship to your work, strategic planning, fundraising, financial management, community outreach and program design.

These two offerings took place in Wroclaw on May 27-31, and June 2-6, 1994. In the May offering, there were 24 participants (of whom ten were female). Fifteen institutions were represented. There were five local trainers. In the June offering, there were 22 participants (of whom six were female). Fourteen institutions were represented. There were five local trainers.

**4. Developing an effective communication strategy for local governments and NGO's.**  
U of M.

This training was piloted at the Institute for Sustainable Development (ISD) in Warsaw in December 1992. The Director of ISD stated that his staff desired guidance converting research reports on environmental conditions into persuasive position papers that could be presented to legislators to affect environmental legislation and policy making. This five-day effective environmental communication training was designed to teach principles of systematic audience analysis, identifying available means of persuasion, constructing effective arguments, establishing credibility, designing both informative and persuasive discourse and selecting and designing formats for both oral and written communication. This workshop provided participants with a systematic method to design, write and edit their reports, and to analyze audiences and design both oral and written discourse.

In the case of NGOs, the training taught persuasive strategies to make proposals and public information campaigns more successful. In the case of environmental businesses, the training was meant to make them more effective in marketing their products and services, informing the public of why they are different and worth supporting and "educating" their publics or prospective customers on the benefits of sustainable development. Participants reported significant modification of their communication methods in their firms as a result of changes instituted after the trainings.

The training took place in Jaszowiec between June 13-17, 1994 and received media coverage

from local radio. There were 34 participants (of whom 18 were women and one was an ethnic minority). Twenty-one institutions were represented and eight participants had attended earlier ETP trainings. There were four local trainers.

**5. Strategic planning and action initiatives for local government and NGO's in the context of the Environmental Action Programme. U of M.**

This activity was offered at the request from the AID office in Warsaw, and consisted of a series of interactions with the ETP audience spanning a multi-week period in the fourth quarter of 1994. The core of the training was a three day workshop on *Strategic planning for environmental management*. There will be a follow up workshop in Year Four. Training was targeted to participants representing local governments and NGO's, with limited participation by business and academic institutions in Silesia.

The training took place in Katowice between October 10-14, 1994 and received media coverage from local radio. There were 26 participants (of whom nine were women). Twenty-five institutions were represented and six participants had attended earlier ETP trainings. There were four local trainers.

**6. Train the trainers to complement NGO strengthening. WWF and a subgrant to Environmental Partnership for Central and Eastern Europe (EPCE), Krakow, Poland, and Progressive Strategies, Los Angeles, CA.**

This training built on several activities from ETP's Years One and Two. In Year One, Progressive Strategies, under contract to World Wildlife Fund, designed and conducted a basic workshop, *Strategic Planning and Financial Resource Development for NGOs* and wrote an accompanying manual. In Year Two, the Wroclaw Office of the Environmental Partnership for Central Europe, in cooperation with Progressive Strategies and the Service Office for the Environmental Movement in Warsaw, won a competitive subgrant from ETP to offer the basic workshop again. In Year Three, a four-day training of trainers workshop was conducted, focusing on training philosophy, techniques, and content. Participants were selected from earlier workshops, and then conducted additional workshops themselves. The objective of these offerings is to have at least one trainer at each organization.

EPCE and Polish trainers conducted one Training of Trainers (ToT) workshop for the Silesian environmental NGO community in Katowice from February 20-23, 1995. Three more workshops were conducted by TOT trainees between November 1994 and May 1995. Results of the ToT workshops will be reported in the Year Four Annual Report.

**7. Strategic planning for environmental business.** U of M and a subgrant to the Polish Ecological Club.

The training covered four topics:

- Strategic Environmental Management--including strategies for transforming key functional areas in a business and strategies for creating change in organizations.
- Toward Pollution Prevention--two types of proactive approaches were covered: environmental auditing and pollution prevention. This included prevention as waste reduction, pollution prevention practices, developing new products and dealing with barriers to pollution prevention interventions.
- Implementing Pollution Prevention--this included two case studies and discussions of what makes successful implementation.
- Ecopreneuring--including green markets, new technologies and innovation, impacts of new technologies and accident avoidance.

Significant impacts can be shown in the extensive followup plans of the trainers: immediate followup consultations, visits to the participants' organizations and interviews and selection for subsequent Train the Trainers workshops.

The training took place in Katowice between November 28-December 2, 1994 and received newspaper coverage. There were 33 participants (of whom 16 were female). Twenty-eight institutions were represented and 11 participants had attended earlier ETP trainings. There were four local trainers.

**8. Developing cooperative environmental resolution strategies in Silesia.** Subgrant to PDC Consensus, Warsaw, Poland.

This Year Two solicited subgrant training was comprised of two trainings in environmental dispute management skills and concepts including: skills in conflict management, negotiation, building consensus and meeting facilitation. Long-term goals are to strengthen organizations involved in environmental conflict by overcoming barriers of mistrust and promoting interaction and cooperation among diverse local groups and interests. Participants were local government officials newly-elected in June 1994 and others engaged in environmental conflict in Silesia. Two parallel groups of participants attended trainings in November-December, 1994 and will meet again in May, 1995. Long-term evaluations will be completed during Year Four. A significant impact which is widespread concerns the perceived decrease of psychological distance between state administrations and NGOs. Newly-elected officials were most appreciative of this effort.

For the first offering on November 29-December 3, 1994 in Ustron, there were 31 participants of whom 12 were women. Twenty-eight institutions were represented and all participants were new to ETP trainings. There were six local trainers. Results of the May 29-June 2, 1995 offering will be given in the Year Four Annual Report.

**9. Post Diploma Study at the Silesian Technical University in Katowice:  
Environmentally Sound Restructuring of Polish Heavy Industry. U of M in  
collaboration with CHMR and a subgrant to Silesian Technical University.**

The Post Diploma Study program (PDS) will graduate about 100 students recruited from top and middle management of heavy industry in Poland within three years. They are key-players in technological and economic restructuring of their enterprises including privatization and forming joint-ventures with foreign capital. The program consists of the following courses:

- |                                                    |                                              |
|----------------------------------------------------|----------------------------------------------|
| ● Marketing plan                                   | Nov. 3-5, 1994                               |
| ● Market economy and institutions                  | Nov. 17-18, 1994                             |
| ● Selected subjects of Polish Law                  | Nov. 14, 1995 and Nov. 19, 1994              |
| ● Strategic planning for environmental business    | Dec. 9-10, 1994                              |
| ● Business plan and financial proposals            | Dec. 5-6, 1994                               |
| ● Strategic management                             | Dec. 5-6, 1994                               |
| ● Waste management and recycling                   | Jan. 26-27, 1995                             |
| ● Environmental auditing                           | Feb. 15-16, 1995                             |
| ● Financing environmentally-sound restructuring    | Feb. 23-24, 1995                             |
| ● Environmentally friendly technologies            | Feb. 17-18, 1995, Feb. 25 and March 11, 1995 |
| ● Quality assessment systems                       | April 20-21, 1995                            |
| ● Marketing metallurgical products                 | April 8, 1995, May 11, 1995                  |
| ● Environmental impact assessment                  | April 22, 1995 and May 25, 1995              |
| ● Pollution control technologies/strategies        | May 12-13, 1995                              |
| ● Social aspects of restructuring                  | March 20-25, 1995                            |
| ● U.S. experience in restructuring                 | March 20-25, 1995                            |
| ● Management in metallurgy                         | April 6-7, 1995                              |
| ● Energy efficiency                                | May 26-27, 1995                              |
| ● Survival Strategies for Environmental Businesses | May 26-27, 1995                              |

PDS will be repeated at least three times with ever-decreasing involvement from ETP. Our partners at the Silesian Technical University have mobilized local funds in the amount of \$100,000 USD from: National and Regional Funds for Environmental Protection, STU funds, and contribution from participants. They are developing an Environmental Center, based on PDS, with an extension service for heavy industry based at the STU. This is a real institutional innovation, not only for STU, but for Poland as well. Most of the courses offered by PDS will be included in the regular curricula at the STU. About 10 Polish professors are being trained within PDS for future course offerings. The PDS has also initiated a series of publications for use in trainings which deal with environmentally sound restructuring.

The first PDS group began training in November 1994 at the Silesian Technical University in Katowice. It comprised 38 participants (5 women and one Czech manager) representing 35 of the most important steelworks companies in Poland and institutions which cooperate with the steel industry. They prepared 35 field projects, including:

- 6 new strategic plans
- 3 new business plans
- 8 plans for restructuring
- 3 plans for developing energy efficiency
- 6 programs of new investments
- 8 impact analyses of investments
- 2 completed environmental audits
- 1 new marketing plan

Eleven U.S. and twenty-two Polish faculty are engaged in this effort. The Post-Diploma Studies program is well known in southern Poland through television, radio and newspaper coverage. The PDS Program led to the institutionalization of official ties between STU and the University of Minnesota, based on academic agreement.

#### **10. Environmental auditing followup. Subgrant to ProCon.**

Funding for this training came from followup funds to the Environmental auditing course. It consisted of a one-day gathering of participants from that training. Half of these participants reported that they had taken part in an audit and in writing and audit report since the course. Participants also appreciated the opportunity to reconvene and share experiences since the training.

The meeting took place in Katowice on January 27, 1995. There were 27 participants (of whom 10 were female). Five institutions were represented and all participants had attended the environmental auditing training. There were four local trainers.

#### **11. Business logistics for emerging environmental businesses in Upper Silesia. U of M and Polish American Center for Economics and Management (PACEM), Warsaw.**

These two trainings employed a case study approach to teaching business logistics and provided practical strategies that small and medium-sized environmental businesses can use to optimize their efficiency. The topics covered in the training included: forecasting and minimizing transportation costs, planning and managing inventory, storing and supply optimization and distribution networks. An English version of the training manual is under preparation for use in other countries. The participants, mostly top managers, noted that this training was the most important for them over the last five years.

The trainings took place in Katowice between February 15-19, 1995 and March 15-19, 1995. Local radio provided media coverage. There were a total of 64 participants, of whom 18 were women. Thirty-one institutions were represented and eight participants had attended earlier ETP trainings. Training was specially designed for ETP needs and delivered entirely by three local trainers from the AID-supported Polish-American Center at the Warsaw School of Economics.

**12. Waste management in planning and environmental policy on the community level.**  
Subgrant to Office of Region Development.

This solicited subgrant training was designed to promote strategic approaches and long-term solutions to waste management problems in municipalities. Target audience was newly elected community council members and officers of local governments responsible for constructing budgets, policies and programs for the upcoming four years in Silesia. The training contributed to the practical knowledge of these participants by presenting evaluation methods of waste management practice and means to improve them. Four topics were featured: waste management techniques and organization; land-use planning tools under new legislation; environmental enforcement and compliance; and information.

Training was held in the Katowice International Fair Complex from February 20-23, 1995. A manual will be developed specifically for this training providing information not otherwise accessible to trainees. There were 26 participants of whom 12 were women. Twenty municipalities were represented and there were four local trainers.

**13. Environmental health and tested food for Silesia: cooperation through the Federation of Silesian Towns.** Subgrant to Foundation in Support of Local Democracy, Rutgers University, NJ.

This solicited subgrant training was developed to help local communities learn more about, and deal effectively with, problems of food contaminated by degraded environments. The project consists of various stages of training as follows:

- *Training of Trainers*, April 1-2, 1995. A two-day training in Gliwice for 20 people in environmental management and small business development. A second ToT workshop was held in Gliwice on April 22-24, 1995.
- *Training in Federation of Municipalities*, April 28-29, 1995. Four two-day parallel trainings in Tarnowskie Gory, Zabrze, Tychy and Katowice aimed at gmina officials and produce retailers and wholesalers.
- *Network Development Workshop* in May, 1995. A two-day workshop in Katowice for 30 people to enhance regional networks.

This subgrant has already resulted in many significant outcomes, including a collection of regional environmental data which resulted in a catalogue of the ten most important environmental problems facing women.

The *Training of Trainers* workshop took place in Gliwice on April 1-2, 1995. There were 20 participants of whom 18 were women. Eighteen NGOs were represented and there were two local trainers. The *Training in Federation of Municipalities* trainings took place between April 28-29, 1995. Results of this and the *Network Development Workshop* will be reported in the Year Four Annual Report.

**14. Environmental auditing. Subgrant to ProCon.**

This training will be offered in response to a request by the Environmental Protection Department of the Legnica Voivodship, who will also in part subsidize it. The Legnica area is the second most heavily-polluted in Silesia.

The training will take place in Legnica on June 19-23, 1995. Results will be reported in the Year Four Annual Report.

**15. Environmental management of restructuring for large enterprises. CHMR and a subgrant to Silesian Technical University.**

To develop and deliver this training, CHMR secured the services of Dr. Paul King, Corporate Director for Environment, Health, and safety of PPG Industries, a Fortune 500 company headquartered in Pittsburgh. Dr. King is responsible for environmental management for all of PPG's operations in the U.S. and overseas. He teaches courses in environmental management and environmental law at the University of Pittsburgh School of Law and the Duquesne University Environmental Science and Management Program. His participation will add a high level of expertise in corporate decision-making to the material offered to Polish participants. It is envisioned that this valuable offering will be repeated in Hungary, Romania, and Slovakia in coming years. The workshop will deal with:

- assessments of current problems and liabilities,
- identification of different types of restructuring plans,
- identifying determining factors for decision-making,
- coordination with local and regional government officials, environmental NGOs and environmental businesses to develop active public participation in decision-making, and
- assessment of economic management tools.

We will also provide training for trainers and faculty who will institutionalize this training and assist local communities and governments during economic transition. This training will take place November 6-10, 1995. Results will be reported in the Year Four Annual Report.

## **5. Romania: Year Three Training Activities**

- 21 training activities (in 26 offerings) comprised of:
  - 6 solicited subgrant trainings from Year Two,
  - 15 Consortium trainings (three deferred to Year Four).

ETP offered training in the Arges River Basin and in two new districts, Alba Iulia and Sibiu, in Year Three. These areas expanded the range of ETP activities and ensured that we do not reach absorptive capacity in Romania. We also conducted more activities for environmental businesses with the hope of encouraging more development in this area. As requested by AID, Romanian activities included such workshops and followups as: *Implementing an effective regional and local environmental monitoring and enforcement program*, and *Implementing effective regional and local legal processes for environmental protection*.

### **1. Strategic planning for public participation. Subgrant to Ronnie Brooks Consulting.**

This Year Two reactive subgrant covers the design and implementation of a public participation program, including how to organize and publicize public meetings, educating and involving relevant constituencies, production of appropriate materials, and dealing effectively with the media. Collaborating institutions include the Action Group for the Arges Environment (GAMA), ECOS 2000, and Semper Virent, all of Romania. GAMA and the Topoloveni project will continue to expand the overall impact and potential for future improvements in environmental management and the capacity of the local community to act on its own. The local task force for the Arges River Basin developed two projects of practical implementation: 1) Improved waste management in Topoloveni and 2) Environmental public information and civic education program in Topoloveni.

The training took place in Arges between March 29-April 1, 1994 and received media coverage from three newspapers and television. There were 19 participants (of whom 7 were women). Sixteen institutions were represented and 17 participants had attended earlier ETP trainings. There were two local trainers.

### **2. Identifying funding sources and writing proposals for environmental research institutions. U of M and Romanian Ecological Society joint program.**

This training was designed to help representatives of research institutes establish collaborations with foreign partners. The objective of the workshop was to train specialists to become able to secure contracts and effectively raise funds together with western partners. Topics included how to: write a mission statement and objectives for organizations, identify potential funding sources, and complete a draft proposal.

The training took place in Valea cu Pesti from April 13-18, 1994. There were 30 participants (of whom 16 were women and three were ethnic minorities). Thirty institutions were represented all participants were new to ETP trainings. There were four local trainers.

**3. Followup with NGOs on identifying funding sources and writing proposals. U of M followup and a subgrant to Regional Environmental Center.**

This was a meeting where participants reported on their achievements following the February 1993 and June 1994 offerings. Representatives of thirty-six organizations reported on the leveraging of 1.6M for about 250 environmental projects. The formation of a National Coalition of Environmental NGOs was also begun during this period. New handouts were distributed and requests were made for further trainings so that a larger teaching core on proposal writing, especially to foreign funders, can be established.

The meeting took place in Arges from April 18-22, 1994. There were 68 participants (of whom 21 were women and eight were ethnic minorities). Sixty-eight NGOs were represented and 35 participants had attended earlier ETP trainings. There were three local trainers.

**4. Integrated waste management. Subgrant to Community Environmental Council, Santa Barbara, CA; EPA, Timisoara; and TM, EPA Sibiu.**

This solicited subgrant training is composed of three sessions focused on developing and implementing appropriate programs and businesses for solid waste management. Emphasis is on waste minimization, recycling, composting, the creation of markets for secondary materials and environmentally sound technologies. Target audience includes business people, NGOs, local and regional government, and universities.

The first training took place in Timisoara from May 17-20, 1994. There were 19 participants (of whom eight were women and five were ethnic minorities). Nineteen institutions were represented and no participants had attended earlier ETP trainings. There was one local trainer. The second offering took place in Sibiu from May 24-27, 1994. There were 34 participants (of whom five were women and three were ethnic minorities). Thirty-four diverse institutions were represented and two participants had attended earlier ETP trainings. There was one local trainer. A third offering will take place in Sinaia, May 17-20, 1995. Results will be reported in the Year Four Annual Report.

**5. Environmental information in Romanian libraries. WWF with a subgrant to TIMCED, Ploiesti.**

This workshop was designed to train Romanian librarians in the use of computer networks,

databases and electronic cataloguing. The workshop covered a wide scope of information about distributed networks, client/server technology, Internet technology, TCP/IP protocols, and six specific Internet navigational tools: telnet, FTP, E-mail, Electronic Discussions, gopher, and the World Wide Web. Significant outcomes relate to the desire on the part of participants for a wide variety of followup activities, including updates of cataloguing activities and future trainings.

The training took place in Ploiesti from June 21-23, 1994. There were 57 participants (of whom 39 were women and five were ethnic minorities). Fifty-seven institutions were represented (42 libraries) bringing together an entirely new group of ETP trainees. There was one local trainer.

#### **6. Environmental mediation and conflict resolution. WWF and subgrants to RESOLVE, PDC Consensus (Warsaw), People and the Environment and Alba Mont.**

The two offerings of this program were based on trainings previously offered in Bulgaria, Hungary, the Czech Republic and Poland. The workshops drew on a series of modules developed by the RESOLVE program (formerly a program of World Wildlife Fund), including principles of successful negotiation, advanced negotiation skills, development of communication skills, facilitation and alternative dispute resolution mechanisms. The training was customized to address regional issues of concern and addressed both Bulgarians and Romanians. We used trainers from Poland for the second iteration working with the Romanian trainers. Polish resource materials were translated into Romania for distribution at both workshops.

These trainings took place in Ploiesti between October 3-7, 1994 and in Alba-Iulia between October 10-14, 1994. They received media coverage from eight newspapers, five radio reports and one television spot. For the first training, there were 33 participants (of whom 18 were women). Thirty-three diverse institutions were represented and five participants had attended earlier ETP trainings. There were four local trainers. For the second offering, there were also 33 participants (of whom 16 were women and one was an ethnic minority). Thirty-three diverse institutions were represented and two participants had attended earlier ETP trainings. There were four local trainers.

#### **7. Implementing effective regional and local legal processes for environmental protection. ISC and a subgrant to Sibiu EPA.**

This training was designed to enhance capacity of two audience groups to function effectively within the emerging framework of environmental planning and management legislation in Romania. The workshop examined actions and resources needed to carry out current environmental laws and ways to surmount potential obstacles to their implementation. The

workshop paid particular attention to institutional and management issues involved in implementation and drew from U.S. experience with similar issues as case study material and on information gained from collaboration with the Water Basin Council in Pitesti.

The training took place in Sibiu between October 31-November 3, 1994 and received media coverage from two newspapers and television. There were 30 participants (of whom eight were women and one was an ethnic minority). Twenty-six institutions were represented and two participants had attended earlier ETP trainings. There were four local trainers.

**8. NGO public outreach, communications and coordination.** Subgrants to Ecotur, and Nick Allen Associates, San Francisco, CA.

This training helped NGOs develop better public outreach and education programs and to achieve greater coordination within the NGO community. Participating NGOs strengthened their constituency base and developed more effective techniques for communicating with both decision makers and the general public. It focused on how to develop public information campaigns, how to define salient issues, how to prepare press packets and audiovisual presentations, and how to develop promotional and fundraising materials. Training generally involved individuals who had participated in an earlier NGO strategic planning workshop. Romanian journalists, TV and radio reporters were involved in the training, both as resource persons to explain to NGOs the media's expectations and requirements to promote better acquaintance and working relationships between NGOs and the Romanian media.

The training took place in Sibiu between November 7-11, 1994 and received media coverage from four newspapers and radio and television. There were 33 participants (of whom 16 were women and one was an ethnic minority). Eighteen NGOs were represented and five participants had attended earlier ETP trainings. There were four local trainers.

**9. Managing a small environmental business.** CHMR and U of M and a subgrant to TIMCED, Ploiesti.

This training was meant to introduce issues to environmental business people who can then return to more specific ETP offerings at a later time to acquire or refine particular skills as needed. The workshop 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. Extended one-on-one technical consulting sessions took place daily between CHMR's trainers and the participants. This workshop was accompanied by an exhibition of Romanian environmental private firms (the first of its kind) and the publication of an exhibitor's catalogue. It also served as the occasion of the initial meeting of the Romanian Association of Environmental Private Businesses facilitated by the Romanian ICC and the ETP Director.

The training took place in Ploiesti between November 28-December 2, 1994 and received media coverage from television, radio and six newspapers. The training received substantial press coverage in an extensive article in the January 1 edition of Romania's largest economic journal, Adevarul Economic. USAID's Richard Hough, ETP ICC Rodica Stefanescu, and CHMR's Steven Ostheim were featured in interviews in the article, which was printed in both Romanian and English. There were 39 participants (of whom nine were women and six were ethnic minorities). Thirty-nine businesses were represented and none of the participants had attended earlier ETP trainings. There were four local trainers.

**10. Business plan and financial proposals followup. Followup by ICC.**

This meeting is a followup to *Financial Management for Small Environmental Businesses: Business plan and financial proposals*. Participants reported on the challenges encountered and their achievements over the past year, and initiated the organization of a local association of environmental businesses.

The meeting took place in Ploiesti from December 2-3, 1994. There were 19 participants (of whom five were women). Nineteen businesses were represented and all 19 participants had attended the earlier ETP training.

**11. Using Internet for environmental information. WWF with a subgrant to TIMCED, Ploiesti.**

Environmental librarians from Romanian documentation and informational centers with environmental focus on Romania were introduced to, and learned, computer access skills.

The training took place in Ploiesti from March 15-18, 1995. There were 39 participants (of whom 26 were women). Thirty-seven institutions were represented and 4 participants had attended earlier ETP trainings. There were seven local trainers.

**12. Environmental curriculum development: Environmental and natural resource economics. U of M and Harvard Institute for International Development.**

This training was organized by the University of Minnesota in collaboration with the Harvard Institute for International Development. The major goal of the workshop was to facilitate introduction of new curricula in environmental and natural resource economics at Romanian universities. American curricula and experience with it were presented, some of the fundamental issues of environmental curriculum were explained, the exchange of experience among Romanian professors teaching in these areas was facilitated and specific

recommendations for strengthening the environmental curricula were prepared. Participants ended with a list of recommendations to be addressed to Romanian environmental decision-makers. A list of followup activities was also created, including education programs for universities.

The training took place in Sinaia from March 20-23, 1995. There were 40 participants (of whom 11 were women and 2 were ethnic minorities). Forty institutions were represented and six participants had attended earlier ETP trainings. There were three local trainers and facilitators. Media coverage included three newspaper articles, and stories on radio and television.

**13. Environmental small business management followup.** Followup funds by U of M and ICC.

The purpose of this followup meeting was to debate the draft statute by the Association of Environmental Private Firms in Romania. Board staff were also elected, and the process of legal status was established.

The training took place in Sinaia on March 24, 1995. There were 26 participants (of whom 3 were women and two were ethnic minorities). Twenty-six businesses were represented and 23 participants had attended earlier ETP trainings. The meeting was facilitated by the Romanian ICC and the ETP Director.

**14. Environmental impact assessment: Improving development decisions with environmental information.** Subgrant to Center for International Environmental Law and Center for Sustainable Development, Pitesti.

This solicited subgrant training was designed to produce a core group of policy makers ready to use, monitor and improve the new EIA law. The workshop targeted approximately 30 participants from four groups: local and regional governments, academic and research institutions, the business community, and NGO's. The training will describe the goals, process and methods of environmental impact assessment. A long-term evaluation will be completed at least six months following the completion of the workshop. Partners in the project were The Center for Sustainable Development (CDD), and the University of Pitesti.

The training took place in Arges between April 6-9, 1995. Results will be reported in the Year Four Annual Report.

**15. Building local financial and community support for NGOs.** Subgrants to Nick Allen and Associates, San Francisco, CA and Ecotur Sibiu.

This Year Three solicited subgrant training was designed for NGO representatives from the ETP target areas of the Arges, Alba and Sibiu districts. The subgrantee partnered with Ecotur, a Sibiu-based environmental NGO. The training was in two parts:

- One three-day participatory workshop on building public support through local fundraising, membership acquisition, and media outreach for 25 participants from 15 NGO's;
- A series of two-day mini-workshops for three or four individual NGO's. Participants produced strategy plans for their priority projects. The workshops are designed for 6-15 participants.

The first training took place in Sibiu between April 13-15, and followup workshops were held April 17-20, 1995. Results will be reported in the Year 4 Annual Report.

**16. Implementing an effective regional and local environmental monitoring and enforcement program.** ISC and a subgrant to Arges EPA.

This training focuses design and implementation of effective regional and local programs to ensure compliance with regulatory standards, and looks at how monitoring and assessment programs relate to enforcement efforts. Elements stressed in the training included components of an effective permitting system; respective roles of monitoring inspection and enforcement agencies; importance of coordination among such agencies; quality assurance and quality control procedures for monitoring activities and opportunities for NGOs to establish voluntary citizen water quality monitoring programs. ISC drew on local environmental agencies for identification of key issues and for preparation of background and case study material. Presentations on key elements of the US regulatory system and structured group work sessions will allow participants to identify features of the US system that are applicable to their own.

The training will take place in the Arges District in July, 1995. Results will be reported in the Year Four Annual Report.

**17. Public participation for environmental policy and program implementation.** Center for Sustainable Development and Ronnie Brooks subgrant.

The subgrantees will conduct training in the design and implementation of a public participation program. Training will cover public meetings, education and involvement, materials, and the media. Four-day workshops will be followed by a problem-solving practicum six months later. Training manual and model materials will be prepared by Ronnie Brooks specifically for this training. Romanian cooperating institutions include the Center for Sustainable Development (CDD), Action Group for the Arges Environment (GAMA), ECOS 2000, and Semper Virent. This training will reflect and incorporate relevant elements of the Environmental Action Programme for Central and Eastern Europe.

The trainings will take place in Arges between May 8-11 and September, 1995. Results will be presented in the Year 4 Annual Report.

**18. Business plan and financing proposal [followup]. U of M and ICC.**

This followup meeting took place in Ploiesti on May 10, 1995. It included hands-on computer training with accounting and financial planning software. One-to-one consultations with the trainers regarding independently-developed business plans took place. Results will be reported in the Year Four Annual Report.

**19. Environmental education program for young people. Subgrant to Semper Virent, Pitesti, Romania.**

This solicited subgrant training is designed for teachers, environmental activists and NGO's working with young people and will address how to educate and engage young people in environmental protection. The goals are to 1) produce an environmental education curriculum for young adults and 2) to increase human resource capacity in using this curriculum. In addition to teachers bringing the curriculum to the classroom, it is intended that young people will become trainers too, and disseminate this information to others, building capacity along the way.

The workshop will take place at Valea cu Pest, in the Arges district between June 19-23, 1995. Pre-workshop evaluations will be completed and post-workshop evaluations will be made through individual discussions and questionnaires. A long-term evaluation will be conducted at least six months following the completion of the workshop. Results will be reported in the Year Four Annual Report.

**20. Financing municipal environmental investments. ISC.**

Under the new laws in CEE, municipalities are responsible for activities such as controlling the disposal of waste and dangerous substances in their territory; building and maintaining purification plants for household waste waters; collection, recycling and disposal of household wastes; and provision of adequate safe supplies of drinking water. This workshop will build upon the river basin workshop by providing more extensive coverage on the topic of Municipal Financing. It will reflect and incorporate relevant elements of the Environmental Action Programme for Central and Eastern Europe.

The training will take place in Arges in September, 1995. Results will be reported in the Year Four Annual Report.

**21. Effective air and soil quality management. CHMR and subgrant.**

**This training was deferred to Year Four at the recommendation of the Romanian OAR. Results will be reported in the Year Four Annual Report.**

## **6. Slovakia: Year Three Training Activities**

- 17 training activities (in 39 offerings) comprised of:
  - 4 solicited subgrant trainings from Year Two,
  - 12 Consortium trainings,
  - 1 solicited subgrant offering.

Year Three training in Slovakia focused on building capacity of the business sector and local and regional governments. Although we are concentrating on Eastern Slovakia and the Hornad River Basin, we have representatives in our trainings from the entire country. As a result, our impacts are national in scope.

### **1. Improvement of environmental awareness and waste management in Kosice and the Hornad River Basin. Subgrant to Cassovia Technopolis.**

The objective of this Year Two solicited subgrant was to train participants and their organizations in waste reduction. Featured topics included: methods of increasing public awareness, understanding environmental legislation, analysis of chemical and physical waste and their transportation, computer management tools and software and risk assessment in handling waste.

This training consisted of three offerings: Slata Idka on March 21-25, 1994; Kosice on May 6, 1994 and May 23-27, 1994. These offerings received media coverage from three newspapers. There were a total of 52 participants (of whom 19 were women and four were ethnic minorities). Nineteen institutions were represented. It is unknown how many participants had attended earlier ETP trainings. Fourteen local trainers and facilitators delivered these offerings.

### **2. Environmental protection for reduction of contamination of the food chain by heavy metals. Subgrant to Slovak Union for Nature and Landscape Protection (SZOPK).**

This Year Two solicited subgrant training focused on: acquiring knowledge on the environmental and its health affects in the region; mass media and communication; communication with the public, fundraising and skills and methods.

This training took place in Cingov between May 11-14, 1994 and received media coverage from three radio programs, and six national and regional newspapers. There were 27 participants (of whom 17 were women). Eight institutions were represented and one participant had attended an earlier ETP training. There were five local trainers, five facilitators and five guest speakers.

**3. Regional environmental capacity building in Slovakia.** Subgrant to Partners for Democratic Change.

This Year Two solicited subgrant training was designed to train NGOs, academics, business representatives and local and regional elected leaders in cooperative planning, problem-solving and meeting facilitation processes using case examples dealing with local problems and issues. It provided trainings in both Hungary and Slovakia in order to enhance communication between these two countries.

The Slovak training took place in Spisska Nova Ves on May 2-3, 1994. There were 20 participants.

**4. Principles of market dynamics: Market analysis and strategic development.** Subgrant to KZT, Prague.

This is a Year Two subgrant training completed in Year Three, and consists of three sessions on free markets in Central and Eastern Europe and the principle of market life cycle. Participants learned how to determine market share, identify market postures, differentiate their products and services in the marketplace, and competitive differences based on performance, cost and image.

The first training took place in Zilina between May 26-28, 1994. There were 16 participants of whom two were women and two were ethnic minorities. Nine institutions were represented and all participants were new to ETP trainings. There was one local trainer.

The second training took place in Bratislava between June 17-19, 1994 and received media coverage from local NGO newsletters. There were 15 participants of whom one was female. Twelve institutions were represented and four participants had attended previous ETP trainings. There were two local trainers.

The third training took place in Presov between September 16-18, 1994. There were 13 participants of whom three were women. Eight institutions were represented and all participants were new to ETP trainings. There were two local trainers.

**5. Strategic planning for effective environmental business management.** U of M and a subgrant to Peter Burda Consulting.

This training was designed to provide new and emerging environmental entrepreneurs and representatives of private state firms with timely information about effective environmental management. The workshop covered four topics:

- Strategic Environmental Management--including strategies for transforming key functional areas in a business and strategies for creating change in organizations.

- **Toward Pollution Prevention**--two types of proactive approaches are covered: environmental auditing and pollution prevention. This included prevention strategies such as waste reduction, pollution prevention practices, developing new products and dealing with barriers to pollution prevention interventions.

- **Implementing Pollution Prevention**--this included two case studies and discussions of what makes successful implementation.

- **Ecopreneuring**--including green markets, new technologies and innovation, the impacts of new technologies and accident avoidance.

The training took place in Kosice between June 6-10, 1994 and received media coverage from a local newspaper. There were 22 participants (of whom three were women and one was an ethnic minority). Fifteen institutions were represented and 11 participants had attended earlier ETP trainings. There were four local trainers.

#### **6. Financial management for environmental business [followup]. Slovak ICC.**

This workshop was prepared and delivered jointly by Czech and Slovak trainers as a followup to the Year Two Financial Management training. The collaborating institution was the Slovak Chamber of Commerce in Presov. The followup included hands-on computer training with accounting at financial management software at the University of Pavol J. Safarik in Presov.

The training took place in Presov between September 8-10, 1994. There were 24 participants (of whom 8 were women). Nineteen institutions were represented and 4 participants had attended earlier ETP trainings. The training was offered entirely by two local trainers.

#### **7. Marketing environmental goods and services: Developing a marketing plan. U of M and a subgrant to Peter Burda Consulting.**

The University of Minnesota performed the first offering of this workshop and trained a subgrantee in country to continue this training. We built on earlier programs developed by the University of Minnesota and CHMR/NETAC. This offering was designed to provide intense consultative services to small environmental businesses after a one-week workshop which helped participants develop a complete marketing plan.

The training took place in Kosice between September 19-23, 1994 and received media coverage from newspaper and radio. There were 24 participants (of whom two were women and one was an ethnic minority). Sixteen applicants were waitlisted for this training. Twenty institutions were represented and 11 participants had attended earlier ETP trainings. There were two local trainers.

**8. Implementing effective regional and local legal processes for environmental protection.**  
ISC and In-Country Coordinator office.

This training was designed to enhance capacity of two audience groups to function effectively within the emerging framework of environmental planning and management legislation in Slovakia. The training was comprised of two components. The first provided training to local and regional government officials in the specific implementation requirements of newly-enacted environmental laws. The second assisted NGOs in taking advantage of new legal opportunities for constructive participation in environmental decision making and policy dialogue.

ISC collaborated with WASH, CCAP and other AID contractors such as the Environmental Law Institute and ETP subgrantees such as the Center for International Environmental Law and the Center for Environmental Public Advocacy in development and presentation of workshop materials. This workshop built on the EIA training (offered by CIEL), and the Environmental Monitoring and Enforcement training (offered by ISC) offered previously by ETP.

The training took place in Herlany between November 7-10, 1994 and received media coverage from national television and local newspapers. There were 27 participants (of whom ten were women and two were ethnic minorities). Twenty institutions were represented 11 participants had attended earlier ETP trainings. There were three local trainers/facilitators.

**9. Innovative approaches to strengthening environmental NGO interaction.** Subgrants to Slovak Environmental Computer Network (SEPS), Center for Environmental Public Advocacy, and Environmental Media Foundation.

This activity is comprised of three offerings, each offered twice. The goal of these trainings is to develop skills for using computer networks for communication among environmental NGOs. Instruction occurred on sharing NGO on-line publications, and access to bulletin boards and interactive conferences were demonstrated.

1) *Possibilities of using computer networks for communication among Environmental NGOs*, offered in Bratislava on November 26-28, 1994 and in Kosice on April 7-8, 1995. These sessions focused on using information, specifically of interest to NGOs, available on Internet. They received media coverage from a local newsletter and local newspapers. For the first offering, there were 18 participants (of whom eight were women and two were ethnic minorities). Ten institutions were represented and three participants had attended earlier ETP trainings. There were three local trainers. For the second offering, there were 20 participants (of whom six were women and none was an ethnic minority). Fourteen NGOs and two universities were represented and five participants had attended earlier ETP trainings. There were three local trainers. Most significant result of this training was the individual consultation offered by the trainers at the Faculty of Natural Sciences during the weeks following the workshop. Almost all participants took advantage of this opportunity.

2) *Communication among Environmental NGOs*, offered in Bratislava on December 6-7, 1994. There were 18 participants (of whom seven were women). Thirteen institutions were represented and four participants had attended earlier ETP trainings. There were three local trainers. A second offering will be held in June 1995.

3) *How to succeed at the public hearing* took place in Ponicka Huta on April 29-30, 1995.

4) *Use of EIA in NGO interaction*, will be offered in Bratislava in May, 1995. The main component of #3 and #4 is to prepare NGOs for public hearings on building dams in Slovakia as part of the EIA process. The hearings run from May to June. Results of these trainings will be reported on in the Year Four Annual Report.

**10. Public participation, advocacy and mediation in conflict resolution.** Subgrant to Magistrat mesta Kosice (City Council).

These trainings consist of three sessions as follows:

1) Public participation, advocacy, mediation and conflict resolution: March 16-18, 1995 in Lipovce. Participants were selected from state, local and self governments, environmental inspectorates, deputies of local councils, teachers and NGOs. It was focused on management of communication problems and developing methods of cooperative planning. The first part of the workshop featured issues related to the Healthy Cities Project and the second part focused on negotiation, conflict resolution in a group setting and consensus building. There were 20 participants (of whom ten were women and one was an ethnic minority). Fifteen institutions were represented, and two participants had attended previous ETP trainings.

2) Water and energy conservation: April 27-28, 1995 in Kosice. Small group discussions, role playing and lectures by representatives of the Ministry of Soil and Water Management and State Energy Inspection were features of this training on legislation and energy/water supply policy, conservation management, public participation. There were 19 participants, of whom eight were female. Eleven institutions were represented and two participants had attended earlier ETP trainings. Media coverage was provided by radio and newspaper. Four local trainers offered the workshop. A significant outcome was the desire on the part of all participants to be involved in the development and distribution of a brochure and conservation booklet.

3) Outdoor recreation and minimum impact: on a date to be announced in June, 1995 at Lajos Cottage. Seminar will focus on the needs of the public and of habitat protection, and ways to resolve conflict between the two.

Results of the second and third offerings will be reported on in the Year Four Annual Report.

**11. Human and institutional capacity building for pollution prevention in Eastern Slovakia.** Subgrant to Centre for Environmental Impact Assessment in cooperation with the Cleaner Productions Center in Bratislava.

This solicited subgrant training is composed of four sessions which offered practical exercises and lectures and included a site visit to the local chemical plant, Chemlon Humenne. Participants were presented with concepts of waste minimization and brainstormed on waste minimization opportunities in the region and on the role of local government in promoting it. On the last day, participants visited Chemlon Humenne to see how one waste minimization plan was being implemented. The training team was pleased that selected participants were appropriate individuals to address the waste minimization issue in practice, and participants appreciated the opportunity to learn about specific examples of waste minimization in practice. The most important outcome of this workshop was the list which was created for local authorities of needed pollution prevention opportunities and the feasibility of doing them.

The first training took place in Humenne between March 28-30, 1995 and received media coverage from local television and two newspapers. There were 24 participants (of whom six were women). Sixteen institutions were represented and all participants were new to ETP trainings. There were no local trainers for this activity, which was considered the only significant problem. The second offering took place in Kosice between April 18-20, 1995 and included 21 participants, of whom 13 were female. Fifteen institutions were represented and nine participants had attended other ETP trainings. The training was taught by three local trainers.

A third offering took place in Spisska Nova Ves on May 20-22, 1994. There were 24 participants of whom 14 were women and one was an ethnic minority. Seven institutions were represented and three participants had attended previous ETP trainings. Three local trainers offered the workshop.

Another offering will be held in Jelsava on June 6-8, 1995. Results of this offering will be reported in the Year Four Annual Report.

**12. Environmental auditing [followup].** Subgrant to Imrich Varga Consulting.

This training was designed to provide participants a thorough set of tools on how to assess agricultural companies from the environmental point of view and to set out a methodology for conducting environmental audits in the agribusiness sector. Toxicologists and biologists were featured, and a study farm served as a model facility. Part of the training was devoted to presentations of European Union, EBRD and World Bank environmental audit procedures as they relate to agriculture and quality control.

The training took place in Kosice between April 3-7, 1995 and received media coverage from a local newspaper. There were 16 participants (of whom nine were women and one was an ethnic

minority). Ten institutions were represented and 14 participants had attended earlier ETP trainings. There were four local trainers.

**13. Intensive management training in strategic planning and new business development.**  
Subgrant to Peter Burda Consulting.

This training is designed for Slovak environmental managers in the principles and practices of strategic business planning (tier 1) and environmental business development opportunities (tier 2). Four three-day training courses were designed for groups of 15 to 20. Trainees will be environmental managers; partners in this training will be KZT s.r.o. (Czech Republic) and Dr. Kenneth J. Macek. Featured topics include strategic planning related to environmental sectors in Slovakia through identification of necessary strategic information, description of the process of assembling and analyzing business strategy, and evaluation of competition. Some participants mentioned the problem of implementing recently-learned theories due to the extremely high influence of specific internal factors such as political instability and slow privatization in Slovakia.

The first tier of training began with a three-day training in Bratislava, April 21-23, 1995. Media coverage included local newspaper and press releases. Twelve participants attended, including one female. Ten participants had attended earlier ETP training. The training employed two local trainers. Tier One training concluded with a three-day session in Lipovce, May 12-14, 1995. The second tier of training will take place in Bratislava from June 23-24, 1995 and Lipovce from September 8-10, 1995, respectively. Data will be included in the Year Four Annual Report.

**14. Improvement of environmental data management in the Kosice area as a policy tool.**  
Subgrant to SOSNA.

This training focuses on environmental information management, raising environmental awareness, and strengthening public participation around important decisions. Training was held for five days in the Kosice area on May 6-10, 1995. Thirty participants were expected to attend. Pre- and post- training evaluations and a facilitated followup evaluation meeting make up this training.

Results of this training will be reported on in the Year Four Annual Report.

**15. Environmental assessment for the siting of solid waste landfills.** Subgrant to Global Environment Foundation in cooperation with the Center for Environmental Impact Assessment at Comenius University in Bratislava.

This subgrant will consist of a five-day course on the development of siting criteria, collection and evaluation of environmental data, and preparation of matrix evaluation of sites for solid waste

disposal. Trainees will be 30-40 participants including members of government, environmental NGOs, private sector and educational institutions. Pre- and post-training evaluations will be performed and a long-term followup evaluation will be completed at least six months following the completion of training.

Results of this training to be held in Liptovsky-Mikulas on May 30-June 2, 1995 will be reported on in the Year Four Annual Report.

**16. Trainings and handbooks for Slovak environmental NGOs.** Subgrant to Center for Environmental Public Advocacy.

The subgrantee will conduct four training workshops and prepare four handbooks aimed at improving effectiveness and campaigning skills of environmental NGOs. Workshops will be two days each, scheduled between June and November 1995. By the end of November, training manuals with real-life cases from Slovak NGOs will be available.

*Building a strong organization* training will take place on June 16-18, 1995 in Ponicka Huta. *Using legal instruments in campaigns* will take place on September 22-24, 1995. *How to plan an effective campaign* will take place on October 27-29, 1995, and *How to raise funds in your community* will take place on November 24-25, 1995. Results of these trainings will be reported in the Year Four Annual Report.

**17. Implementing the Environmental Action Programme.** U of M and subgrant.

At the request of the Slovak Ministry for the Environment and AID, the University of Minnesota worked with an in-country subgrantee to offer a workshop on project proposal development, including financial analysis. This training will focus on how to prepare bankable projects based on the criteria outlined in the Environmental Action Programme (to be funded through the Project Preparation Committee). Twenty representatives from local and regional governments will be invited to attend.

Participants will be given intensive training on how to interpret the criteria outlined by the EAP, how to describe projects they would like to implement, and how to write a proposal and how to prepare a financial analysis. As a follow-up to this training, the participants will be offered the consulting services of the trainer in reviewing and completing their EAP projects.

The training will take place in Kosice on a date to be announced later in 1995. Results will be reported in the Year Four Annual Report.

## **7. Multi-national Training: Year Three Training Activities**

- Four training activities, including 31 visits by CEE professionals to the U.S.

Year Three continued to offer solicited subgrants to build capacity in-country. However, we expanded the scope of our multinational activities to ensure ETP sustainability through internship programs and training of scholars and Ph.D. candidates. Both of these latter initiatives are designed to assist CEE businesses and NGO, governmental and academic institutions to establish networks in the West which will enable them to increase efficiency of their operations, to enhance their efforts at moving toward a free market economy and increased public participation in decision-making and to assist them in locating resources to institutionalize change in their countries.

### **a. Ph.D. candidate training. U of M of and subgrants to participants.**

During the end of Year Two we solicited proposals from scholars and Ph.D. candidates from the Region. We selected 12 candidates who have the highest potential for contributing significantly to environmental and natural resource economics or environmental management curricula in their home institutions and who are at the stage of writing their Ph.D. dissertations. These candidates began a 10-month fellowship in the US in September 1994 (one arrived in October and another two in December).

The program is meant to address the needs in developing and strengthening environmental curricula. Since its inception, ETP has sought to build institutional capacity in CEE by building capacity of individuals and institutions. For universities, the most valuable way to do this is to increase training, education and research opportunities available to new Ph.D.s working in natural resource economics and environmental management.

ETP recognizes that long-term foreign study poses a potential for "brain drain." ETP's Ph.D. study program addresses this issue by supporting only candidates who are already in Ph.D. programs and who must return to their host institutions to complete their programs and receive their degrees.

During Year Three, we worked with these scholars to help them complete drafts of their dissertations, help them make contacts with researchers in the West and write proposals for funding to implement faculty and curriculum development programs when they return to their home institutions. We have also worked closely with their home institutions to secure their commitment to environmental management additions to their curricula.

### **b. Internship program: U of M, CHMR and subgrants to participants.**

For this program, we identified and selected 19 high potential individuals, primarily from local

and regional government sectors and environmental NGOs, to participate in a 4 week internship with specific organizations in the US (See Appendix F for a list of selected interns and programs). We worked closely with our In-Country Coordinators to identify leaders in local government, NGOs and the business community who had taken ETP training and who can make a substantial contribution to the regions in which we are working. We matched the individuals with specific internships which were most appropriate for their interests and potential.

### **c. Training of trainers**

Two Training of Trainers (ToT) workshops were held in Year Three:

#### **1. Training of trainers, U of M and a subgrant to Szakos and Associates, Budapest.**

This training was designed to teach participatory training methods, preparation of a workshop plan, writing a lesson plan, and generating group participation. Role playing, written scenarios, workshop designs and lesson plans were developed by participants and critiqued by trainers and the group. The workshop was very highly ranked by participants (22 placed it in the top 20% of trainings attended, and ten placed it in the top 1%). Participants also demonstrated high motivation to strengthen links with other facilitators and share knowledge learned at the workshop, and felt inspired to learn more about teaching methods. Most also commented that they felt ready to prepare a lesson plan independently.

The training took place in Budapest between February 16-20, 1994. There were 34 participants (of whom 14 were women and 5 were ETP In-Country Coordinators). Thirty-four institutions were represented and many participants had attended earlier ETP trainings.

#### **2. Train the trainers: Using the Internet for environmental information. WWF and a subgrant to Regional Environmental Center.**

The purpose of this workshop was to empower representatives from six countries to eventually provide Internet training for librarians and NGOs. Participants, however, were not selected on the basis of intention to be trainers but were, rather, representatives from various institutions that will be engaging in the process of training colleagues and constituents to be viable in the changing environment of libraries and information centers. Workshop texts have been translated into the six languages and a significant outcome will be their publication, which is now being planned.

The training took place in Budapest between March 20-21, 1995. There were 18 participants from the six countries in which ETP has been involved plus a Latvian representative. There were no local trainers.

### **d. Library and infrastructure human resource strengthening: Phase Three**

WWF and a subgrant to Poniecki Foundation.

Year Three marked the continuing implementation and evolution of the Libraries and Environmental Information resources project. The major publication envisioned at the beginning of the project, the *EcoDirectory*, was produced and distributed. Based on continuing changes in the CEE region, feed-back from the ICC's, technological changes and the ability to leverage AID funds with private foundation money, the project built on the *EcoDirectory* base, but also provided technical assistance to country-specific workshop activities. One of the most important steps taken in terms of promoting longer term sustainability and regional networking was the founding of the international organization of Information Specialists (IOIS). Another important step was the funding of an electronic database of abstracts of ETP training materials in Slovakia. This was a model project that will be repeated in the other ETP countries. A detailed report on this project can be found in Section III below.

### **III. Significance and Impact of Project Activities**

#### **A. Project Management**

One of our most significant management achievements in Year Three was reorganization of operations to begin decentralizing management functions to our ICCs. Our ICCs are highly skilled and experienced professionals who attract country-wide recognition. They are widely respected by local governments, Ministries, representatives of NGOs, universities and local businesses. They are clearly seen as leaders in the environmental movements in their countries. They have established national reputations which are key to ETP's sustainability in CEE.

The most significant achievement of our Consortium Partners in Year Three was successfully assisting the ICCs in identifying training activities that complement and build on past offerings with the goal of maximizing medium to long term training outcomes. Consortium partners, in collaboration with ICCs, have relied more on local resources and local trainers in an effort to streamline training offerings and increase in-country capacity-building and provide more diverse and effective training.

This project is extremely management intensive. With our large solicited subgrant activity in Years Two and Three, we made considerable progress in standardizing funding and reporting procedures to manage subgrants more effectively at the University of Minnesota. Hosting internships and Ph.D. scholars for study in the U.S. also increases demands for management and logistical support. We have assigned these activities to temporary and part-time staff at the University of Minnesota rather than increasing the management costs of ETP. The persons performing these activities have been working with the Project in other capacities and are managing these activities as their primary or sole activities during the Year Three-Four phased reduction in centralized management.

ETP continued to refine and implement its collaborative, interactive networking approach during Year Three. We have had excellent cooperation among our Consortium Partners, our In-Country Coordinators and subgrantees in Year Three. Our in-country partners increased their activities during Year Three 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. In Year Three, we have communicated more closely with AID Representatives in-country by including them in planning Year Four activities, consulting with them on selection of internship candidates and Ph.D. scholars and inviting them to retreats, trainings and follow-up sessions. This nested and collaborative network model is the core of the ETP philosophy. It best represents what the Project offers and why it continues to make dramatic changes in Central and Eastern Europe.

Our major problem was financial management of the project due to its complexity and a rigid and decentralized structure at the University of Minnesota. This caused delays in money delivery to the region and frustration on the part of ICCs and CEE subgrantees. Despite some progress achieved at the end of Year Three, this remains the weakest point in ETP management.

## **B. Training Activities**

Impacts of a program like ETP occur in a wide variety of time frame and formats. They range from comparatively immediate changes in the way one person lives their life to new national laws or policies of entire countries that may take several years to implement. The program impacts section of this report is divided into three categories: overall comments about ETP impact, impacts in each of the four Year Three priority project areas and impacts in each of the four ETP components.

ETP is a Training Project; as such, its goals are changes in the behavior of people and institutions. Training activities are the tools ETP uses to accomplish those goals. Project impacts begin with outcomes (i.e., specific activities or actions ETP conducted or caused to be conducted). The significance of those changes is indicated by indicators. ETP employs two categories of indicators. The first are quantitative project *outputs* in the ETP target regions. For example, the Environmental Training Project conducted 132 scheduled training activities (in 177 offerings) in Year Three. Through the Project to date, we have trained 3512 participants. To measure the Project's impact, we developed impact indicators for the trainings as well as general project impact indicators. The section following this discussion presents indicators and information we have collected to date about Project outputs.

The greater evaluative challenge involves indicators of project *impacts*. That is, *outputs* are measurable activities; *impacts* are changes resulting from outputs. Impacts can be either qualitative or quantitative in nature. In both cases, their assessment relies on responses provided by participants in pre-training and post-training questionnaires. For three major reasons, ETP's selection of impact indicators is deliberately modest.

- First, training provided by ETP is but one of many factors that may produce a particular impact (e.g., improved environmental quality in a region).
- Second, training provided by ETP may be necessary to produce a particular impact, but may not be sufficient. For example, ETP's training may directly result in a high-quality proposal from an NGO, but despite its merits, the proposal may not be funded by a particular funding source. Similarly, ETP's training may produce a high quality environmental audit or pollution prevention plan, but for reasons beyond control of the participants, the plan may not be implemented.
- Third, there may be a considerable time lag between occurrence of training and 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 to develop and implement a collaborative solution to a regional environmental problem.

### **Quantitative Impact Indicators for ETP Target Regions**

The following represent quantitative data expressing outputs ETP accomplished in Year Three:

#### **a. Project Outputs**

- *number of qualified local trainers and facilitators involved in ETP trainings:* 215 trainers and 270 facilitators in Year Three
- *number of training activities and participants:* 132 programs in 177 offerings involving 2276 participants (208 trainings and 3512 participants to date)
- *number of institutions involved in cross-sectoral training:* 1247 (1739 to date)
- *number of requests for follow-up training and assistance:* 82 requests (171 requests to date)
- *number of individuals wait-listed for training:* 424 (1333 to date)
- *number of subgrantees:* 46 (81 to date)
- *number of publications about training produced by trainees:* 331
- *number of follow-up dissemination meetings convened by trainees and number of other "spin-off" activities:* 350 (428 to date)
- *number of ETP publications:* 13 (16 to date)
- *number of women and minorities recruited and trained:* 1551 women and 126 ethnic minorities (2154 women and 158 ethnic minorities to date)
- *amount of media coverage:* 50 TV spots; 57 radio interviews; 205 newspapers; 16 videotapes (123 TV spots; 108 radio interviews; 370 newspaper articles; 20 videotape reported to date)
- *additional funds leveraged by ETP investments:* \$2,120,663 (\$2,133,163 reported to date)

## **b. Component Impact Indicators**

### Environmental Business Management and Administration:

- *number of pollution prevention plans developed, based on training: 50 (54 to date)*
- *number of business plans prepared, based on training: 100 business plans reported completed (160 completed to date)*
- *number of new businesses certified to conduct environmental audits and environmental impact assessments: 16*
- *number of reports about increased production: This is reported anecdotally by each ICC but without specific data, due to business confidentiality.*
  
- *number of reports about increased employment: partial reports from the region indicate significant growth in the number of employers in the environmental business sector.*

### Public Participation and Outreach:

- *number of financial plans developed, based on training: 45 financial proposals reported completed (133 to date)*
- *number of proposals submitted, based on training: 248 proposals reported (493 to date)*
- *number of fund-raising initiatives launched, based on training: 99 (132 to date)*
- *number of public meetings held, advisory committees and task forces established: 20 reported (76 to date)*
- *numbers of agreements reached and reported environmental conflicts resolved: 5*
- *number of NGOs participating actively in environmental policy dialogue: 88 reported (197 to date)*

### University Strengthening:

- *number of information centers identified and entered into peer-match directory and number of peer matches achieved: 22*
- *number of curricula developed: 24 reported (31 to date)*
- *number of internships completed: 19*
- *number of Ph.D. students selected: 12*
- *number of PDS field projects completed: 35*

### 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: 57 meetings (147 to date)*
- *number of new environmental management mechanisms (including public participation and information procedures) developed by local government agencies, based on training: 17*
- *number of specific problems or projects identified on which EPM audiences will work for improved environmental management: 13 completed and 11 in progress (26 completed to date)*
- *number of work plans and role statements completed by ETP audiences regarding their involvement in implementing regional EPM programs: 4*

- *number of case study profiles of existing environmental management systems in ETP target regions: 5*

### **Qualitative Impacts**

Qualitative measures of impact are more indicative than quantitative indicators because they measure impacts which are directly related to ETP goals (e.g., increased networking, improved conflict-resolution skills, improved decision-making capacity). 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 impacts of training on their skill levels, describe follow-on efforts to disseminate training material and indicate impediments to implementing lessons from the training. Six month evaluations are required after each ETP training activity and those data provide useful information for structuring follow-up activities and future training to meet specific participant needs. Standardized evaluation forms and suggested follow-up are provided to the ICCs who, work with the trainers to adopt evaluation and follow-up to best capture the needs of specific training workshops. Major impacts for each of the six ETP countries can be found in Section IV.C. *Evaluation by Country*.

### **General Comments**

The most distinguishing characteristic of ETP in Year Three was institutionalization of training outcomes in all four ETP Components. ETP originally invested very heavily in networking and consensus-building activities by focusing on inter-sectoral workshops, conflict-resolution workshops and ICC support for networking. As a result, coalitions are being formed between NGOs and local government, environmental businesses and industry. Increased trust is developing and communication channels are improving between local officials, the media and NGO's. Consequently, information links between local government and the public are improving. Curriculum development efforts and university strengthening have led to establishment of Post-Diploma Studies programs in several countries. In-country and international collaborative efforts have been established and continue to expand, as does the number of environmental curricula offered in ETP countries. ETP's early investment in individuals and groups is gradually shifting to an investment in institutions. We are strengthening existing institutions as well as assisting creation of new ones, leading toward long-term sustainability of project impacts.

#### **1. Intensive Institutional Development**

##### **ETP Internship Program**

Although the emphasis of ETP training has always been to provide high-quality, practical training in-country, it has been clear that some individuals in positions of leadership in their fields have

required access to a broader and more in-depth range of experiences than could be provided in a workshop setting. We initiated an internship program in Year Three which allowed interns from the six target countries to spend one month in the U.S. During this internship, participants were able to work intensively with highly-experienced individuals in their fields, to observe first-hand the way that American businesses, NGOs and regional governments operate and make decisions and they had access to the extensive literature and resources from the University of Minnesota, a major teaching and research University.

We selected 20 candidates (19 of whom were able to participate) for short term internships in the U.S. (see Appendix F). These interns were drawn from all four sectors: business, environmental NGOs, universities, and local and regional government; they were selected based on a demonstrated history of making contributions to the environmental field and having a clearly defined professional goal that could be attained through a one-month stay in the United States. Interns arrived between May and October, 1994 in small groups (with one or two exceptions).

Upon their arrival, each intern was paired with an individual from a business, NGO, or educational institution who acted as a host during that intern's stay. Hosts typically worked with the interns one-on-one and also helped them to establish professional contacts with others in related fields. All hosts committed to working with the interns for approximately 20 hours per week, however, once a working relationship was established, most hosts devoted much more of their time and expertise to ensure that interns optimized their stay in the U.S.

The actual experiences of the CEE interns differed widely depending upon their needs and interests. Some observed and participated in the technical activities of their hosts, some participated in board meetings, business roundtables, and conferences, others focused primarily on research. All established professional networks, typically listing between ten and twenty contacts made during their stay. After the initial partnerships with hosts were established, CEE participants, in collaboration with their hosts and with ETP management, directed their own activities allowing them to continually pursue new interests as they arose. Although most of the interns remained in the Twin Cities of Minneapolis-St. Paul for the length of their stay, several were paired with hosts in other cities and states. For example, Dr. Peter Sauer worked with Dr. Marie Livingston at the University of Northern Colorado and Dr. Zbigniew Bochniarz at the University of Minnesota to develop a resource textbook for CEE university professors in Environmental Economics. This textbook will be published in the Czech Republic in 1995. Gerasim Gerasimov, a member of the Bulgarian Society for the Protection of Birds, studied environmental education in practice at the Audobon Center of the North Woods in Northern Minnesota. Dorina Manolescu and Lizica Fenesan visited the Institute for Sustainable Communities (ISC) in Vermont following their work in the Twin Cities; Simona Hentia went to San Francisco to learn more about non-profit management and fund-raising.

Internships were designed to suit the individual needs of the individual. The flexible program ensured that we had a diverse group of individuals with a variety of backgrounds and professional development needs and that group pursued their individual interests while coming together once a

week to share experiences, ideas, and plans for the future. The internship program was considered highly successful by interns and hosts alike. The interns learned a great deal from the people and organizations with whom they worked, were able to share information about practices in their home countries, and formed continuing relationships extending across national borders.

Examples of some of the projects planned by interns as a result of their work in the U.S. include organizing workshops on development of an environmental education program in Bulgaria, developing a Good Neighbor Project in Romania, disseminating information about grassroots organizations. For one intern, meetings with the MN-Pollution Control Agency and 3M Company led to development of a life-cycle assessment methodology which is being published by the Ministry of the Environment in the Czech Republic.

### **ETP fellowship program for Ph.D. candidates from the region**

In Year Three, we established a pre-doctoral fellowship program for twelve academics, two from each of the six target countries. These candidates spent ten months, autumn 1994 through summer 1995, at the University of Minnesota taking graduate-level courses, completing drafts of their theses, networking with University of Minnesota faculty and others in their disciplines, and developing proposals for faculty and curriculum development for their home institutions. Through the ETP Ph.D. Fellows program, we have begun to institutionalize teaching environmental economics and management at major universities in all six countries.

The twelve ETP Fellows each spent approximately three academic quarters at the University of Minnesota. They took part in graduate-level seminars each quarter:

Dr. Zbigniew Bochniarz designed the three-quarter seminar *Environmental, Economic, and Institutional Aspects of Development in Countries in Transition* especially for this group of ETP Fellows. The series offered a broad perspective, presented by invited experts, on the problems associated with economic and political transition, including environmental policy, institutional design, privatization, and national security. Fifteen leading professors from the University of Minnesota and three international experts (representing NATO Headquarters in Brussels, the International Institute for Sustainable Development in Winnipeg, and the Economic University in Prague) delivered presentations and led discussions. The seminars emphasized student participation, and the Fellows shared their insights and findings throughout the course. Seminar topics included:

- Designing Research and Institutions: Building Capacity for Sustainable Development
- Privatizing Public Policy in CEE: How Much? How Fast?
- Principles of Institutional Research and Design: Applications in CEE
- Sustainable Development in the 21st Century
- Russia and NATO: Prospects for Partnership, Implications for CEE
- Strategic Environmental Management
- Scientific Background for Environmental Policy: Lessons for CEE

- Institutional and Policy Aspects of Water Management in the US: Should CEE Follow the US Experience?
- CEE Transition from the Point of View of Environmental Anthropology
- Political Economy of Environmental Reform in the US, Developing Countries and CEE
- GATT and the Environment: When Should Countries be Allowed to Impose Trade Sanctions Against the Environmental Policies of Other Countries?
- Theory of Externalities and Institutional Response
- Can Free Trade Help Improve Environmental Quality in CEE?
- Facilitating Management Education for the Environmental Sector in CEE
- Making the Agricultural Sector Sustainable in CEE, NIS, and Worldwide

All Ph.D. Fellows also attended a second course developed by Dr. Bochniarz, *Strategies for Sustainable Development: Theory and Practice*, offered during Spring quarter. This course focused on economic, environmental, and social aspects for sustainable development, particularly in Central and East European countries that face major transition issues. It was designed to give students knowledge of the concept of sustainable development, its strategies, methods of implementation, and the most valuable applications in different economic systems of industrialized and developing countries.

As part of the course, ETP Fellows prepared an analytical and policy-oriented paper on their own countries and presented that to other CEE, US and international students. This exercise gave them an opportunity to look from the macro-perspective (often missing in their narrow specializations) at their country's environmental problems, to make a critical analysis based on their experiences, and to present policy recommendations. All CEE presentations received positive reviews by the instructor and by American and international students.

Professor Victoria Mikelonis taught three seminars on *Identifying Funding Sources and Writing Proposals*, *Writing for Publication* and *Managing Funded Projects*. In the first and third of those courses, participants learned how to frame an idea as a fundable project, identify potential funding sources, and prepare a proposal consistent with the guidelines expressed by the funder. Professor Mikelonis also covered techniques for financial and programmatic management of funded projects. In the writing class, she shared techniques for understanding the interests and styles of various journals, ways to write professional papers for each of several specific journals, and techniques for presentation of data in published work.

Five Ph.D. Fellows also participated in Professor James Perry's three-quarter class *Ecosystem Management in Central and Eastern Europe*. As a new, integrative approach to managing natural resources, ecosystem management has gained great momentum in the United States and Western Europe in the last three years. New environmental laws in Central and Eastern Europe require students in CEE universities to implement ecosystem analysis without exposure to its ideas in their curriculum. In the class, the Fellows discussed in detail the principles of ecosystem management as they apply to CEE countries.

Not one of the six CEE countries offers a course or written materials on ecosystem management, so the participants in this class decided to change that situation by developing their own materials. They are preparing a book of edited readings that faculty throughout CEE universities can use as a textbook. A draft of that book (Perry, Tichy, Imbert, Suddmeier, Dovciak, Malovesky, Baranyi, and Zilahy, 1995) will be completed by the time the Fellows leave Minnesota in June 1995. Activities like these help ensure that students and faculty in CEE countries will benefit from the work of ETP Fellows.

Each person had unique goals, objectives and history when they entered the program. As such, it was important that each person be encouraged to select classes that best helped them fill those goals. However, all twelve of the Ph.D. Fellows have common ties to ETP. They are associated with institutions which offer trainers to ETP; those institutions as well as many of the Fellows themselves intend to implement long term training and/or support to ETP trainees. Our collective goals include long term collaboration and long term collaborative learning among all twelve Scholars representing six countries. As such, there is benefit in having a suite of common experiences and in stimulating collaborative efforts.

We strove to accomplish both of those goals (i.e., individualized programs as well as common themes) in the academic work pursued by the Fellows. During their 10 months in Minnesota, the twelve Scholars took 171 different classes. Those classes represent 430 academic credits. The classes were spread among 21 Departmental or Program units and 10 different Colleges at the University of Minnesota. This is clearly a wealth of experience that, simply due to its diversity would have a high probability of making a difference when the Scholars return to Europe. Beyond diversity alone, the content of the chosen courses reflects the rapidly evolving needs of CEE. They range from natural resources, through economics and policy to quantitative management skills.

The ways that these twelve people interact and the ways they teach will be significantly changed upon their return to their countries. For example, one Fellow has already accepted a position with the Regional Environment Center in Hungary where he will coordinate grant activities. Three Fellows are developing plans to start an open university for environmental education in the Black Triangle. This new University level institution would be directed to governmental officials and would strengthen their environmental science education.

Appendix F lists the ETP Ph.D. Fellows and their areas of research.

### **Follow-up activities leading to impact/institutional development**

Follow-up to ETP training provides the long term thread of support that leads to sustainable change. Follow-up activities are not discrete training exercises; they are forms of interaction and support that lead to implementation of changes initiated in the original training. ETP follow-up activities in Year Three served several purposes: to provide advanced training on specific

topics, to further networking ties established at the initial workshop and to offer ETP support to participant initiatives. Follow-up workshops have had many positive outcomes, such as formation of Eco-business clubs, establishment of local task forces, forging business ties and increasing skills and knowledge. Follow-up activities receive consistently positive evaluations and represent one of ETP's most significant investments.

During Year Three, we budgeted \$37,500 each in follow-up funds for Bulgaria and Poland, \$10,000 in the Czech Republic, \$20,000 each in Hungary and Romania and \$30,000 for Slovakia. These funds were to be spent at the recommendation of the ICC, with the concurrence of the Management Team, specifically for follow-up activities recommended by former participants, AID In-Country Representatives or representatives of local and regional authorities. When Consortium Partners had positive balances remaining after a training activity, these funds were also allocated for follow-up activities. We will invest more heavily in follow up and will vest more decision-taking authority in the field in Years Four and Five.

In some cases, institutionalization of ETP impacts and follow-up will serve as a model for similar ETP-based change or for efforts of other groups. For example:

#### **Yantra River Basin Council in Bulgaria**

"The YRBC is now a coordinating NGO. It is made up of 37 representatives from 15 municipal governments plus area voluntary organizations, water supply and user groups, and scientific institutes. With care, it could become Bulgaria's first sub-regional, democratic [sic] governed, natural resource authority. However, national legislation would be needed to permit its legal conversion into a body with taxing/fee-setting authorities and other resource-mobilizing modalities with real capacity and authority over the river basin domain.... Further assistance is needed to help the Council shape a law, design the constituting authority and its rules (accountability base to citizens through the 15 elected governments in the basin and with other stakeholder representation), set its mandate and limits, and provide for its resource base." - *External Evaluation Final Report (1995)*, p. 32. This citation does not require our additional comment and is, in fact, one of our most important activities.

#### **Romania - The G.A.M.A. group, a local task force to solve local waste management problems**

A local task force called G.A.M.A., comprising all stakeholders, the municipality, local NGOs and local industry, was established with the purpose of managing environmental issues in the region. As a result, two practical implementation programs were established, one for better solid waste management and improved collection and disposal of household waste, along with a point-specific (in schools, in some units and blocks-of-flats associations) recycling program in a small community (Topoloveni); another one for an environmental public information and civic education program, through specific actions such as TV and newspaper weekly presentations, public survey, contests, advertising and social awareness manifestations.

## **Czech Republic - Center for Environmental Analysis**

The Center was established in 1993 as a result of ETP Environmental Impact Assessment workshops. The main activity of the Center is to conduct workshops on a number of environmental analysis methodologies, including environmental impact analyses, life cycle assessment, risk assessment and ecological auditing. The workshops address three audiences: public or NGOs, EIA experts or governmental officials and developers. In the last year, three workshops have been conducted with a total of over 75 participants. Some of the significant outcomes have been the establishment of collaboration between a representative from the Ministry of Environment and several of the expert participants at the workshops. Participant proposals on how to improve the existing law were submitted to the Ministry of Environment as a result of one of the workshops.

Another impact was the development of a life cycle assessment methodology which is being published by the Ministry of Environment. One of the methodologies was used to select the most cost effective and efficient waste water treatment system for the Municipality of Tecin to use, saving the municipality time and money. Two additional grants were developed on behalf of the Municipality to improve the energy efficiency of the Town Hall.

Among the six ETP countries, over fifteen new NGOs have been created as a result of ETP training. In addition, there are solid indicators of progress toward institutional development in the region. For example, new eco-business associations, intersectoral working groups, local task forces, local groups of facilitators and a region-wide group of facilitators all indicate that longer term changes are being made.

### **ICC Institutional Capacity Building**

Institutionalization of ETP-ICC capacities is the achievement which will have the greatest impact in the region. "The ICCs selected in CEE have shown remarkable initiative and imagination in mobilizing local partners among NGOs, local/regional government units, training institutes and businesses, to support, implement and extend program results." - *External Evaluation Final Report, February 1995*. Establishment of strong ETP offices to act as mobilizers and catalysts for environmental management training in the six CEE countries is an enormous asset to the region. We have invested in a group of highly motivated and capable people in our ICCs. We will continue to work with the ICCs to strengthen their management capabilities as we continue to decentralize management activities in Years Four and Five. As a result of the progress in institutionalizing ETP ICCs, by the end of Year Three the Slovak ICC had established an ETP Foundation. Similar steps have been undertaken in Bulgaria.

## **2. Sustainable Regional Grants Program**

### **Background**

ETP's regional grants program for environmental training and management makes funds available to businesses, government and NGOs. It makes a sustainable impact by progressively reducing reliance on US-based technical and professional assistance while increasing in-country government and private sector capability and support. The grant program reflects one of ETP's institutionalization efforts by providing grants for workshop activities to local organizations and local trainers. In addition to adding local relevance to training, the grant program is an effective means of achieving more cost-effective training.

Subgrant opportunities were advertised in local, regional and US publications and posted in local and regional locations. One hundred forty-five grant applications were received; those that passed the threshold criteria were submitted to a review process and evaluated by an independent evaluation panel. The panel rated proposals against a series of weighted criteria (Appendix D).

We funded twenty-one awards, for a total of \$387,500, which amounts to 40% of our total training budget for Year Three. During Year Three, our In-Country Coordinators provided assistance to the sub-grantee award winners by overseeing the workshop and evaluation process. This trend of shifting more of the training responsibility from the Consortium Partners to local trainers and organizations under the supervision of our ICCs will be further emphasized in the future.

Grant topics were chosen to complement issues and needs as identified in the Year Three PIP. Workshop topics often evolved out of previous ETP consortium training, or were based on new training needs identified by local trainers and facilitators. Therefore, workshop topics have often focused on well-defined topics dealing with local issues of concern to participants such as resolving local conflicts, environmental management of heavy metal contamination, environmental management and leadership training for women in Silesia, advanced environmental auditing. The fact that more than two-thirds of the grant winners have been participants or facilitators of ETP workshops is one indicator of local capacity building.

### **Other Notable Impacts**

In addition to increasing the capacity of local trainers and facilitators to offer professional workshops, a number of significant outcomes have resulted from the sustainable regional grants program. Participant evaluations have been overwhelmingly positive to the local nature of most of the workshops, providing participants with the opportunity to interact and even resolve real problems affecting their everyday lives. Specific impacts resulting from the grants program include the following:

#### **Environmental Business Management and Administration**

- **Establishment of an Ecobusiness Association for training and consulting in Bulgaria**

The association is based on the established professional relations between the participants as well as their interest for mutual cooperation in the business-planning process.

- **An ecostrategy of the Sevlievo Region, Bulgaria has been developed as a result of a workshop held by the subgrantee, Petrov Consult.**
- **The Manager and the Vice-manager of the "Delta-63" Company which produces asbestos containing products took part in Petrov Consult's Ecostrategy workshop. At the end of the training, an advisory contract financed by the Company was signed for the elaboration of an expert opinion regarding the technical and technological necessity of asbestos raw material, asbestos containing materials or products, as well as the possibilities for non-asbestos substitutes.**
- **Mr. Georgi Kolev, a representative of the PACE Co. in Varna, Bulgaria which manufactures hydraulic isolation, prepared his own marketing plan after consultations with the trainers, and recently received an order in the amount of three million leva.**

### **Public participation and outreach**

- **The Educational National Radio Program in Bulgaria was conducted by ETP subgrantee trainers from the Humanity Research Center. The program is called *Environmental Management for local leaders* and has the goal of motivating local environmental authorities to improve their environmental culture and thus, have an impact on environmental decision-making. The program ran every Thursday for 40 minutes from October 1 to December 28. The same team subsequently received an invitation to lead the national radio program *ECOJOURNAL* for a full year.**
- **Environmental awareness campaigns in Slovakia** As a result of a sub-grantee workshop on Heavy Metals reduction in the Middle Spis area, in the Kosice region of Slovakia, SZOPK trainers have started community environmental awareness increasing programs aimed at schools and the general public. The program focusses on dangers from, and protective measures to minimize adverse impacts of heavy metal contamination in the region. The same subgrantee has raised \$10,000 from other donors to advance environmental education activities.

### **Environmental policy and management**

- **Waste management plans in Slovakia** ETP workshops on waste management delivered by the local subgrantee Cassovia Technopolis, helped the cities of Presov and Kosice finalize their municipal waste management plan as a collaborative effort between local and state government, NGOs and waste management service companies.
- **Redefining the mission and mandates of the National Nature Protection Service in Bulgaria** a subgrantee-led ETP workshop led to the analysis of the external and internal environment and conditions of the leaders of the National Nature Protection Service. Participants drafted an action plan for the Minister of Environment defining the new tasks of the Service.
- **Publication of an Environmental Impact Assessment Manual in Bulgaria.** This manual

was revised and published by a subgrantee in response to a need created by the recent adoption of a decree on EIA.

- **Publication of a manual on Toxic Release Inventory.** a subgrantee in the Czech Republic published this manual which explains the concept of TRI and suggests ways of implementing local TRI laws.

### **3. Increasing the number of local trainers and training capabilities**

In Year Three, ETP instituted a clear shift in responsibilities from use of predominantly U.S.-based trainers to predominantly local trainers and co-trainers. As part of the process toward local capacity-building, establishment of a pool of highly qualified trainers has been supported by several ETP activities aimed at Training of Trainers. The Facilitators' Skills Training in February 1994 brought four facilitators from each of the six ETP countries together for a week-long workshop. Those twenty-four professionals established working groups of facilitators to collect and exchange manuals, share plans for facilitating ETP field works, as well as lists of in-country trainers. Two working groups have been initiated: one for facilitators working with NGO's and another for those facilitating business courses. Each group has a coordinator in each country. The Train-the-Trainers subgrant to the Environmental Partnership (EPCE) and Progressive Strategies has been very successful, resulting in a cadre of NGO trainers in Poland. Our work with the Local Democracy Project has resulted in trained trainers who are active in women's environmental NGO's in Poland. Through ETP training, Juraj Zamkovsky and the Center for Environmental Public Advocacy have trained Slovak NGO trainers.

Largely as a result of the Training of Trainers program, we have established a pool of more than 250 qualified trainers and facilitators in the Region. The success of ETP's subgrant program is highly dependent on this impact, relying on the momentum, expertise and capability of these people expertise to address local issues.

#### **4. Environmental Outreach Service**

##### **The Polish Post-Diploma Studies Program Background**

Poland has undertaken a radical path of economic transition, particularly with regard to privatization and restructuring. Upper Silesia, Poland's most heavily industrialized and polluted region, has experienced severe economic difficulties as a result of the decline of heavy industry. To rebuild efficient industry in the region, it has been necessary for business leaders to refocus their efforts toward economically and environmentally-sound production. In order to facilitate this essential transition, the Environmental Training Project in collaboration with the Silesian Technical University (STU), designed a Post-Diploma Studies (PDS) program in Year Three. This program will help prepare industry leaders for the challenging changes ahead and will improve environmental quality in the region.

The PDS program is a course of post-graduate study in economic and technological restructuring directed toward upper and middle managers of the region's heavy industries. The curriculum consists of 230 hours of instruction in business management, finance and the environment, providing academic instruction that is both theoretical and applied.

Participants currently enrolled in the program are mostly chief executive officers and professionals with strong technical ability and extensive experience in heavy industry. By training these individuals to prepare for competitive business planning and economic change, the PDS program is already producing individuals prepared to act as agents of change in their industries and in their communities at large.

##### **Program Structure**

The PDS program uses both European and US instructors. The European instructors prepared for their new positions by first participating in an internship program in the United States. The internship phase of PDS program development was designed to tap the experience of economic and technological restructuring in the U.S. through the use of regional "case studies" in two areas of the country that have undergone, and continue to undergo, economic and social changes associated with restructuring: Pittsburgh, Pennsylvania and the Iron Range of Minnesota. Polish instructors in charge of developing the program visited the University of Minnesota from May 22 to June 5, 1994 where they met with university faculty members, corporate managers, and economic development organizations. From June 6 to June 17, 1994 they were hosted by the Center for Hazardous Materials Research (CHMR) in Pittsburgh where the Polish instructors made professional contact with organizations and institutions in the technical, economic, policy-making, and educational fields. They returned to Poland armed with literature, course materials, new training methods, and a practical vision of the restructuring process which they were then able to adapt to their own needs and resources.

The first offering of PDS courses began on November 3, 1994 and concluded on June 22, 1995.

American instructors taught over 88 hours of the program in Year Three and taught 30 hours in the first offering of Year Four. The PDS program will continue, with decreasing involvement of ETP and American trainers in each of three years, until the program is fully-integrated into the curricula of the Silesian Technical University. In ETP's Year 3, the first year of PDS in Poland, 38 participants (37 Poles and one Czech) enrolled in the program. We anticipate that approximately 100 students will be granted certificates in its first three years of operation. Local funds have been leveraged by ETP for over 100% of USAID allocations through the Silesian Technical University and the National, Regional and Municipal Funds for Environmental Protection, as well as through tuition payments from participants. The PDS program has provided the impetus for new institutional development at Silesian Technical University. For example, US EPA experts working for the Silesia Project were involved in hands-on consultations and assisted in the process of preparing final projects. Within the next six months we will further develop implementation of the PDS field projects and assess their environmental impacts.

### **The future**

The Polish PDS program has already met with a great deal of enthusiasm and support in the region. Based on its success, and in response to requests from other CEE countries, plans are currently underway to initiate similar programs in Bulgaria, Hungary, and Slovakia during Year Four. Those courses are slated to begin in the fall of 1995.

As we anticipate the first group of 38 participants graduating from the PDS program in Poland, we look forward to the impacts that this program will have on the region. To date they have prepared 35 field projects, which included restructuring, business and marketing plans. They have developed 11 projects oriented toward reducing negative environmental impacts of their plans, three energy efficiency plans, and four management improvement plans. Graduates of PDS are already in decision-making positions in their organizations, poised to put their new knowledge and new perspectives into action. Thus there is evidence that the PDS program has begun the institutionalization of a business administration program in Poland, and as a result, similar programs are being developed throughout the region.

The U.S. Government assistance to the CEE environmental problems focuses on three critical areas:

- promoting policy, institutional and price reforms, which integrate environmental aspects into economic restructuring and democratization processes;
- strengthening existing institutions that transfer U.S. skills at the national, regional, and local levels in priority setting for actions, overcoming financial and managerial barriers to reduce industrial and municipal pollution, and developing nature conservation investments;
- expanding cost-effective investments that will reduce the immediate threats to human health by providing experience and technology from the U.S. private sector and designing environmental investments that will leverage funding by international financial institutions

such as the World Bank, EBRD, and others.

ETP's Post-Diploma Studies (PDS) responds to all aspects of the US assistance, particularly:

- in creating a new institution (i.e., PDS) which will facilitate integration of environmental aspects to restructuring;
- in strengthening the local university (i.e., STU) by improved information and skill transfer;
- in developing the human capacity (especially managerial skills that are in a short supply in CEE); and in articulating and designing environmentally sound restructuring and, in this way, attracting foreign investment.

The PDS Program was implemented in response to requests from participants from our training for some type of certificate program, built on ETP training that would better prepare them for business conditions in Poland. To ensure quality control on this certificate, we are cooperating with the Silesian Technical University to train their faculty and adjunct faculty who have served as ETP trainers in the past to use ETP materials and to develop new materials.

In the second half of 1994, ETP In-Country Coordinators Krustina Mandova (Bulgaria) and Boris Strecansky (Slovakia) and Polish PDS representatives from STU Drs. Remigiusz Sosnowski and Jerzy Barglic visited Pittsburgh. As a result of meetings at the Pittsburgh based Air & Waste Management Association (AWMA), plans are underway to translate and publish in the respective countries a series of educational and training manuals prepared by AWMA. AWMA is the largest environmental professional organization in the U.S. and serves over 55,000 members worldwide. Joining with AWMA to develop professional groups in CEE is part of the ETP regional strategy of institutionalization and sustainability.

### **Outreach through ETP Publications**

A number of ETP training manuals have been published as books in-country. Several publications are in very high demand and have been printed in more than 5,000 copies. For example, the Conflict Resolution book, written by Jiri Plaminek and based on an ETP workshop has received region-wide attention. It will be translated and used in other ETP training elsewhere in the region.

Related to phase-out in Czechia is the translation and publication of S. J. Kabala's *Environmental Management in International Business: The New Terrain of Corporate Responsibility*, which had been used as a reference text in ETP environmental auditing courses in Bulgaria, Czechia, Hungary, and Poland in 1994 and Post-Diploma Studies in Poland in 1995. In response to the very high rating given this document by participants in all instances, plans are underway to publish the study as an ETP publication in each of the ETP countries. Full publication of 1,000 copies will take place first in Czechia. The document will be

distributed to participants of ETP technical trainings in Czechia and Slovakia and to top management personnel in industry, government, and academia.

**ETP publications released in Year Three include:**

1. *Biznes plan I predlozenie za financirane na malk I creden biznes* (in Bulgarian) [Business Plan and Financial Proposal for Small and Medium Environmental Firms];
2. *Marketing w praktyce: Case Studies* (two different editions by different publishers in Polish) [Marketing in Practice: Case Studies];
3. *Kornyezetvedelmi kisvallalkozasok penzugyi ranyitasa: uzleti terv es finanszirozasi javaslat keszitese* (in Hungarian) [Management of Financial Resources for Small and Medium Environmental Businesses: Business Plan and Financial Proposal];
4. *Libraries and Environmental Information Centers in Central Eastern Europe: a Locator/Directory*,
5. *EIA: Principy procesu posuzovani vlivu na zivotni prostredi* (in Czech) [EIA: Principles of Environmental Impact Assessment];
6. *Problemy ekologiczne Slaskiej metalurgii* (in Polish) [Ecological Problems of Silesian Metallurgy];
7. *Directory of the Romanian Environmental Private Firms* (in English and Romanian);
8. *Zarzadzanie Finansami w Malych Firmach* (in Polish) [Financial Management for Small Environmental Firms];
9. *Zarzadzanie I Marketing Strategiczny* (in Polish) [Management and Strategic Marketing];
10. *Reseni konfliktu a umeni rozhodovat* (in Czech) [The Art of Conflict Resolution and Decision-Making];
11. *Efektywne wykorzystanie energii w hutnictwie zelaza* (in Polish) [Efficient Use of Energy in Iron Metallurgy];
12. *Prawne aspekty ochrony sredowiska w procesie restrukturyzacji przemyslu metalurgiczne go icieckiego* (in Polish) [Legal Aspects of Environmental Protection in Restructuring of Metallurgy and Heavy Industry].
13. *Ozenka za vuzdeistvie vurku okolnala sredal* (in Bulgarian) [Environmental Impact Assessment]

**Other outreach activities: Encouraging Multinational Cooperation**

Three principal activities took place during Year Three which strengthened efforts toward multinational cooperation.

**Slovak-Hungarian Conflict Resolution Workshop**

A joint conflict resolution workshop was held with Slovak and Hungarian participants from the neighboring cities of Satoraljauhely, Hungary and Slovenske Nove Mesto, Slovakia. The participants discussed issues of shared interest (e.g., communication, transport, cultural and environmental issues.) They drafted a statement expressing their mutual goals and requests which has been sent to their respective ministries and Parliaments.

### **Library and Environmental Information Project**

The Library and Environmental Information project presented two workshops in Prague and in Ploiesti, Romania for librarians and leaders of major libraries and environmental documentation centers in the two countries. The workshops were designed to teach computer and e-mail skills, but especially to merge the region-wide networks which have begun to emerge. For example, the Green Spider in Hungary and Strawberry Net in Romania are electronic networks of NGOs. ETP will work with these groups to assist them in providing service to their communities. The library workshop provided an important forum for outlining for the first time the important role environmental information should play in the sustainable development process, the necessity for improving environmental information management and for facilitating public access to information.

The Library Project also met with ETP senior management to develop a strategic plan for information. We agreed to form two e-mail List-Servs, one for the world community interested in environmental training and one for communication among ETP Partners and ICCs. The wider list ETP-L is active and has more than 300 participants. We further agreed to store copies of ETP documents in central locations and make those materials accessible to the public. During the latter part of Year Three we began implementing these agreements.

## **5. Phase-out of ETP activities in Czech Republic**

### **Decentralization of ETP Managerial Responsibilities**

#### **A. In the Czech Republic**

Jiri Hladis, ETP In-Country Coordinator for the Czech Republic reports "In ETP Year III, my strategic efforts were to institutionalize and sustain the ETP process in North Bohemia and relate it closely to events in other target countries as it has become evident that the phase-out of AID missions from the Czech Republic was irreversible. I was searching for institutions which would be able to continue in ETP-style training, who could repeat workshops delivered by ETP consortium partners, use our local trainers, training materials, etc. This search was difficult because training is still not profitable activity and requires outside funding.

The key institutions which will to continue design, organize and deliver ETP-style environmental management training courses after the closing of the ETP Prague office is the Institute for Environmental Policy (IEP). I have been closely working with IEP since the very beginning of ETP program. They helped me with finding vital contacts in environmental community, namely with central institutions and provided professional advice as needed during the ETP process. I was offered the part time post of the Environmental Training Program Manager at the IEP. The ETP courses will be repeated with the ETP developed teaching materials and ETP trained local trainers and facilitators. Among the courses which can be immediately run by IEP without US assistance is Environmental Impact Assessment, Toxic Release Inventory, Conflict Resolution and Environmental Auditing. Other courses and workshops will be developed in short time by IEP and in cooperation with US and/or

European institutions.

The funds for the IEP training program will be raised primarily from domestic institutions, namely the Ministry of Environment - contacts: Eva Tylova (ETP local trainer), Milos Kuzvart (Public Relations Director, responsible for allocation of PHARE funds for training [educational] purposes.)

In the ETP target region in Czechia, North Bohemia, two institutions suitable for organizing training courses were identified. Both of them closely cooperate with the Usti Regional University. First, Center for Environmental Analyses (CEA), a foundation founded by Ms. Marie Ticha in Decin. CEA closely cooperates with the Environmental School of Usti University (Jindrich Tichy). I am on the board of CEA and will manage close contacts between IEP and CEA in the training program as the focus of both organizations in field of training is identical with IEP on national and CEA on regional levels. Ticha has also close links to the Environmental Ministry and can attract funds necessary for running the training program.

In the Business sector of training, the organization which is going to continue in ETP activities is the North Bohemian Economic Association (NBEA) from Usti nad Labem. NBEA is a non-government, non-profit, voluntary membership organization composed of primarily heavy industries with Zdenek Krivsky (quite well known to Jim Bednar at USAID Prague) as the Executive Director. NBEA can provide without US assistance Business Planning and Financial Management for Environmental Businesses. NBEA closely works with the Social-Economic School of Usti University - Helena Vomackova. Krivsky has developed contact with Ken Macek who might serve as trainer in future business courses run by NBEA as his involvement with CEE is continuing. The budget for business courses can be entirely covered by the participants, the costs being decreased by using already developed training materials and trained trainers. Also, the business community has gradually been willing to spend more money on good quality training.

The Regional J.E. Purkyne Usti University's sustainability is implemented in our program primarily through the investments into the key individuals who will lead it in the future - Jindrich and Marie Tichy, Helena Vomackova, as mentioned above. Tichy and Vomackova are prospective deans of the Environmental and Socio-Economic Schools of the university. This approach was chosen because the present management of the university is rather poor and changes in the staffing and possibly structure are inevitable.

In Ostrava, North Moravia, the Project Silesia Information Center, (contact Helena Cizkova from Ministry of Environment Regional Department) will be running ETP courses with ETP trainers. These activities will also be financed from the Ministry of Environment funds with the help of Cizkova.

Activities of the above mentioned organizations will sustain the ETP process in the Czech

Republic. The crucial question in the success of this sustainability is the ability of these organizations to attract funds necessary for running the training program. This issue will be my top priority in the post-ETP period."

- Jiri Hladis, Czech Republic former ETP In-Country Coordinator

## **B. ETP Management**

During Year Three, we implemented a significant shift of managerial responsibility to our ICCs, consistent with their visible maturity in decision making. Several concrete steps have been taken to decentralize project management, including shifting to the ICCs greater financial responsibility, full decision making about sub-grantee programs and follow-up activities, and planning for institutionalization. Country program plans, developed by the ICCs in collaboration with the OARs are now the primary program planning tool. The Minnesota ETP office has streamlined its activities while maintaining the role of coordinator and liaison among the Consortium Partners, ICCs and AID-Washington. Through this period of change, ETP has continued to make progress in deepening the mutual confidence and collaborative relationship with the OARs, the Consortium Partners and particularly with AID-Washington. The ETP Communications Director left the Management Team to concentrate on training and other opportunities, the Project Administrator is playing a much more substantive role, and communications responsibilities have been reassigned among the staff.

One major recommendation from the External Evaluation was to re-structure the ETP financial management process. Largely as a result of this recommendation, steps have been taken to have funds disbursed directly to the ICCs, greatly increasing their financial responsibilities. Additional steps, such as streamlining reporting and facilitating financial tracking have been taken to make financial management at the U of Mn more effective.

## **6. Implementing Year Four**

ETP's Year Four will be strongly influenced by decentralization efforts begun in Year Three. The two ICC retreats that were held in Year Three, together with recommendations from the External Evaluation led to a number of actions which are being implemented in Year Four and are summarized here as themes:

### **Institutionalizing ICC management**

The first step in providing ICCs with the support they need as they move toward becoming autonomous entities is to inventory current management operations to identify needs. This process is underway and will be followed by intensive management training and support in those areas identified by the ICCs.

One major area of support will be in assisting ICCs in establishing computerized systems for

financial management, participant tracking and other databases necessary for a more effective management operation. These Management Information Systems will be established based on in-country needs of each ICC, using well-established criteria for information required by ETP management in Minnesota for its reporting needs. In light of the strong emphasis on decentralization, and institutionalization of ETP country offices, we have decided not to implement a centralized MIS.

Another important step in the institutionalization of ICC operations will be acquisition of separate legal status which will give each ICC more leverage in acting as a national center for environmental education and management. This process has been initiated by a number of ICCs and support is being provided to complete the process.

### **Diversification of ICC funding**

Having established a track record and momentum, several model courses, training materials and a pool of local qualified trainers familiar with ETP courses, several ICCs have repeated previous offerings of ETP workshops with funds from diverse sources. This track record and excellent reputation have facilitated the diversification of funding from other sources, among within country, regional and other foreign donors. As AID funds decline consistent with the designed end-of-project, ETP ICCs are developing broader portfolios and are identifying more diverse funding sources. These changes will ensure the sustainability of the ETP philosophy as an agent of productive environmental change in Central and Eastern Europe.

### **ICC-Consortium Building**

Strong bonds among the ICCs have already been created through the many ICC retreats, nine since the beginning of ETP. Several joint workshops, and regional conferences also have brought the ICCs together on many occasions. Steps have been taken to officially expand the original ETP Consortium Council to include the In-Country Coordinators. Through time, U.S. participation will decrease and European participation will increase. The next Consortium Council meeting in July, 1995 in Hungary will focus on institutionalization, diversification of funding, and planning of programs for Year Five.

### **Building strong OAR - ETP links/Developing End-of-Project Strategies**

As USAID/W moves toward greater decentralization, each OAR has been encouraged to develop an environmental strategy for their country in order to better coordinate U.S.-funded environmental projects. As ETP approaches its final stages, end-of-project strategies are being developed to best consolidate training activities into sustainable project outcomes. In order to optimize outcomes, ICCs will cooperate with the OARs in order to make ETP activities consistent with the sector strategy as a whole.

## **7. Planning for Years Five and Beyond**

ETP was designed as a six-country, five-year project. We closed out our program in the Czech Republic after three years and will phase out of Bulgaria after Year Four. Extending

ETP beyond five years in any country will require a collaborative decision by the Consortium, the ICC, the OAR and AID/W. Because of our achievements in all areas, we will maintain the high momentum of our training activities in Year Four, focusing on institution building, networking, communication and increased capacity development through longer-term support. Year Five will focus on empowering and strengthening those networks at local, regional and national levels as a key element in creating sustainable efforts at the closure of ETP's AID funding.

#### **IV. CONCLUSIONS**

##### **A. Evaluation by Component**

##### **1. Component 1: Environmental Business Management and Administration**

Despite the fact that during the Year Three the Business Component was no longer among ETP's top two priorities, it was the most visible component in most of the six countries. Seventy business activities took place during this year, including twenty training courses specially designed and delivered for top executives from the steel industry in Poland. It was a major breakthrough to reach the top decision-makers from the most traditionally polluting industries. A consistent, very ambitious and joint American-Polish PDS program was developed, and the response from the business community was good. Thirty-eight top managers were enrolled at the beginning of the PDS (as described in Section Three). Thirty-five of them prepared practically oriented field projects which are now or will be soon implemented (the thirty-sixth field project was ETP's own project assessing the impact of PDS). This program has made the largest impact of any single ETP activity.

The other breakthrough this year was the dramatic shift in ETP training from consortium delivery (about 30 percent of the trainings) to local subcontractors (about 65 percent). These figures mean that ETP is making significant progress in local educational capacity building, one of the main goals of ETP.

This year marked also another historical change. CEE trainers designed several new courses such as *Business Logistics for Emerging Environmental Firms* (Poland), *Sustainable Resource Management* and *Green Investment Opportunities, Risk Management, and Ecostrategy for the Company* (Bulgaria). The Consortium Partners also offered new courses such as *Strategic Planning for Environmental Businesses* (UM), *Environmental Management of Restructuring of Large Enterprises* (CHMR), and *Strategy for Survival of Environmental Firms* (UM/USI). All of these courses received very high evaluations. They expanded the menu of business courses, which now contains over twenty different activities. During the Fall retreat, all Consortium members agreed to establish a standard menu or a minimum courses requirement for each of the components.

As in the past, two different types of training courses were delivered in Year Three -

managerial courses and technical courses. University of Minnesota focused only on the managerial part of business training and PDS; CHMR focused mostly on technical training and offered some managerial courses, including participation in PDS at STU in Katowice. Year Three saw further specialization in course offerings between Consortium Partners within the Business Component. During this year, several more advanced courses were introduced which were built on previously delivered training.

Year Three marked further institutionalization of business activities. On the model of business clubs in Bulgaria, Poland, Czech Republic and Hungary, Romanian business leaders last March established an NGO called the Association of the Environmental Private Firms in Romania. So far this NGO, the youngest of the CEE business community, seems to be better organized and legally established than any other business NGO initiated by ETP alumni.

During Year Three, there were five business publications. Some of them (e.g., the Bulgarian Business Plan book) became a "hit" on the market because they were the first of such publications in the local language. These publications, along with local subgrantees and trainers, are our major assets in building the sustainability of educational capacity.

The concentration of business trainings by country reveals Bulgaria to be a leader in hosting six Consortium Partner courses and six delivered by subgrantees. This concentration was due to the fact that it was the penultimate year of ETP activities in Bulgaria. On the other end was Romania, which hosted three Business Component activities: one CHMR course and two Minnesota follow-ups. The other countries offered between 8-9 courses each, excluding PDS in Poland. Compared with the previous years, this reflected an increase of business activities in all of these countries, especially in Bulgaria, Czech Republic and Hungary.

Besides the above examples of the impact of ETP business trainings, there is still no fully and systematically collected information dealing with impacts on the business community. Due to Consortium Council decisions to include the impact assessment of ETP training in subgrant contracts, one should expect a better information base for Year four. The pilot sample of the first 5% of a Polish survey revealed that in more than 50% of firms serious pro-ecological investment took place. The ETP graduates described their role in such investments either as initiators ("motor"), coordinators, managers or financial officers in most of the cases. The survey indicated that ETP courses helped to develop business contacts with other firms including foreign ones.

CHMR's objective in Year Three was to establish local capacity, but this had already taken place in the project much earlier than was anticipated. When the project was designed in 1991 and 1992, it was generally thought that local partners (i.e., trained trainers) would take on the bulk of work in Year Four. This actually began in Year Two in some instances, and increased in Year Three. This was a true success. It means that ETP identified, trained, and assessed the abilities of qualified people quickly and moved quickly to put them to work. The designated and solicited subgrant process moved money to the region and put trainers to work. It also taught subgrantees

proposal writing and management and training in the substantive area addressed. ETP mobilized these efforts in its second year and would still be doing it in its fourth year if funds were available.

Environmental auditing training is a good illustration. CHMR offered introductory environmental auditing training in Slovakia in late 1992 and in Poland in early 1993. In early 1994, Polish and Slovakian subgrantees offered the introductory version in Bulgaria and in fall 1994 a Bulgarian subgrantee offered the advanced version. By mid-1994 we had already identified a qualified Czech organization which offered the course on its own in fall 1994. Hungarians took part in the early 1994 advanced course in Poland and then offered their own version in early 1995.

Another phenomenon that CHMR continues to observe is "demand-pull" for more advanced and sophisticated training. Participant comments have made clear their desire for cutting edge information on new topics with which they have become familiar. Participants in the Year Three PDS curriculum in Poland expressed keen interest in the issue of environmental management systems, which included the topic of corporate environmental management and international frameworks like ISO 14000. They encounter these things in their daily work and find the need to understand them. By lucky coincidence, ETP will be in a position to offer a course on this topic in Poland in late 1995. This illustrates the implicit function of training as a vehicle for needs assessment. If we listen to participants' comments, we will gain solid information on our audience's needs for professional information.

CHMR, like all Consortium partners, has experienced difficulty in Year Three due to AID's "now you have it, now you don't" style of management. This damages many of ETP efforts.

## **Business Impacts**

### **Bulgaria**

- 15 business plans prepared have been funded. 20 companies developed marketing plans. Establishment of a distribution company for US weather-proofing systems and a successful shoe business. Green insurance seminar for business in tourism to promote NGO-business relations and ecotourism activities. Business plan manual published in 5,000 copies is used at Chamber of commerce and at two year business school. The establishment of an environmental lobby to exchange information among economic and social sectors (business, government, NGOs and academicians from different CEE countries).

### **Czech republic**

- 24 new business plans were created, 31 businesses reported increased numbers of activities and market, 22 new contracts and joint ventures, 13 lines of credits and loans, 12 businesses reported increased number of employees, 11 businesses received new capital.

### **Hungary**

- 2 new businesses formed, one received external funding; the establishment of ETP club for

environmental business; networking between Chambers of Commerce strengthened; publication of business manual.

### **Poland**

- 22 trainers and facilitators trained from business and local government.
- 16 restructuring, strategic or marketing plans were developed.
- 4 environmental audits were conducted.
- A significant increase in environmental business was noted.
- One joint venture created with a U.S. partner.

### **Romania**

- The first exhibition of Romanian Environmental Private Firms took place in November 1994 gathering fourteen private firms with their products including small testing devices to big technological units. An Exhibitor's catalogue includes 80 of the 112 environmentally oriented firms in Romania and is a useful and "historical" document marking the beginning of the environmental business activity in Romania.
- Some results from "Business Plan" course:
  - Two companies from Brasov increased their business volumes from 25 to 120 employees in one case, and from 70 to 450 employees since 1993. New grants were acquired for several companies. One company won 1.5 million lei for new equipment, another won all national bids in their sector - industrial filters.

### **Slovakia**

- Private firm REVI-EKO SERVIS Ltd. of Kosice obtained air pollution measurement technology worth several million crowns as a result of a well-prepared business plan.
- Graduates from ETP courses designed waste minimization plans for Kosice and Presov.

## **2. Component 2: Public Participation and Outreach**

ETP's work with NGOs during Year Three was conducted as new Consortium Partner/ designated local partner activities, as follow up to activities previous launched under ETP, and as activities conducted by or for NGOs under competitive subgrants awarded during Year Two and implemented in Year Three.

The NGO training program has been overseen principally by WWF, but also has included major elements overseen or conducted by the University of Minnesota and the Institute for Sustainable Communities. Much emphasis by all three consortium partners has been placed on strategic planning, fundraising, and proposal-writing. Considerable emphasis has also been placed on training of trainers and facilitators, most notably in Hungary and Poland.

Basic training was also conducted in the Czech Republic, through a subgrant awarded to KNO in Prague in cooperation with Green House Litvinov. Short-term responses to the training were positive; a longer term evaluation awaits completion of a broader analysis of ETP in the

Czech Republic now being conducted by the Czech Sociological Institute.

In Bulgaria, ETP conducted specially designed workshops for four NGOs with which it has worked closely in the past or which have been spawned by ETP's earlier trainings. These four--the Yantra River Basin Council, Ecoglasnost Varna, Chardafon Initiative for Sustainable Development and the Bulgarian Society for the Protection of Birds--participated in a four-day proposal writing workshop conducted by Progressive Strategies. WWF has arranged for the resulting proposals to be critically evaluated by representatives of four U.S. Foundations, three of which are the leading U.S. foundation funders of environmental programs in Central and Eastern Europe.

In Hungary, designated subgrants were awarded in Year Two to resident American trainer Joe Szakos and the Environmental Partnership for Central Europe, Hungary Office, for a series of NGO trainings. Among the many impacts of these trainings has been development of a cadre of NGO meeting facilitators who have lent their newly-developed skills to the Hungarian NGO community in myriad ways. The Environmental Partnership was subsequently awarded a second subgrant in Year Three for additional NGO trainings. Complementary to this activity, Mr. Szakos conducted a Year Three facilitator training workshop for four facilitators from each of ETP's six countries. These facilitators serve all of ETP's audiences.

In Poland, through a series of designated and competitive subgrants overseen by WWF and conducted principally by the Progressive Strategies (U.S.), NGO members have been trained in a range of planning and operational skills. More importantly, a small cadre of NGO leaders have participated in a week-long Training of Trainers workshop and will be conducting their own trainings. As the External Evaluation Team reported, the Regional Environmental Center for Poland has reported that NGOs trained by ETP receive their highest marks in grant requests; "they consistently show strengths in strategic planning, organization and sound programs. The Team's interviews "demonstrated that ETP training has strengthened and expanded the Polish environmental NGO network and their programs."

In Slovakia, ETP has continued to provide to the Center for Environmental Public Advocacy. The Center conducts training workshops for NGOs. In Year Three it published a series of seven short guides for NGOs on various facets of management and campaigning. SZOPK Kosice, led by Pavol Petras, raised \$10,000 from various donors for its activity as a result of ETP/WWF Strategic Planning and Fundraising training.

Basic training in planning, management and fundraising continued in Romania during Year Three. ETP's substantial contribution to NGO competence in Romania is evident in the Evaluation Team's comments (e.g., promotion of a new national association of NGOs).

NGO training has moved beyond teaching core competencies to enhancing specific skills. For example, building on efforts toward conflict resolution conducted by PDC in Hungary, the Environmental Partnerships for Central Europe are collaborating in a conflict resolution

workshop. In Slovakia, building on NGO interest in electronic communication, and drawing on technical expertise available from WWF (Barbara Rodes, director of library and information resources activities), a local NGO conducts workshops on electronic networking.

Throughout all these NGO training activities, several themes are apparent.

- communication among NGOs and between NGOs and other sectors is a rapidly emerging and rapidly changing theme. We are experimenting (as are other programs) with diverse ways of supporting communication activities. We provide support for use of electronic media, for electronic media train-the-trainers programs, for outreach, media involvement, radio broadcasts and intersectoral communication. We will continue to focus on this as a major effort.
- ETP exists principally as a shared philosophy among a network of people,. That network is best seen among the NGO community. We have worked to strengthen interaction among NGOs in a region, among NGOs and NGO trainers in a country, as well as among NGO professionals in several countries. This is the core of ETP sustainability as we approach end-of-project.
- As governments, societies and people in Central and Eastern Europe change, there is more trust; more sharing of people, ideas and information; less competition. ETP NGO programs are all designed to maximize growth of the attributes and optimize ways those attributes lead toward sustained change in the Region. As we approach Year Five, we will focus more attention on sustaining these changes.

ETP continued its conflict resolution training throughout the region in Year Three, through designated and competitive subgrants. ETP benefitted from the substantial investment previously made by Partners for Democratic Change, which with U.S. foundation funding had previously developed a network of conflict resolution centers in the region. Some of these have greater environmental expertise than others; ETP partnered with centers (or their spin-offs and cooperators) in the Czech Republic, Poland, Hungary, Slovakia, and Bulgaria. In some of these trainings, the U.S. co-partner was RESOLVE, Inc., the conflict resolution program of WWF which was spun-off by WWF as a separate nonprofit entity in the middle of ETP Year Three.

"Basic" conflict resolution workshops were delivered in all the above countries. With surplus funds from Year Two training, PDC-Consensus delivered conflict resolution training for newly-elected municipal officials in Poland in Year Three. PDC-Consensus subsequently was awarded a Year Three competitive subgrant for additional training of governmental officials. PDC-Consensus also delivered a basic skills workshop in Romania--the initial effort by ETP to support "East-East" training within ETP; a conflict resolution guide published in Polish by PDC-Consensus was translated into Romanian to supplement the workshop materials.

In Bulgaria, surplus funds from earlier conflict resolution trainings, together with management funds reprogrammed by WWF, were used to provide basic conflict resolution skills training to the new national protected areas agency. This training had been requested by the agency. Two supplemental workshops were provided to the agency on strategic planning and communication,

both organized by Humanities Research Center, a previous winner of a competitive subgrant from ETP. Basic skills training was also delivered to all audiences in Rouse by PDC-Bulgaria and RESOLVE, Inc.

In the Czech Republic, Czech trainers Jiri Plaminek and Ivan Indracek delivered a basic skills course in the Ostrava region, requested by AID-Czech Republic, in cooperation with Project Silesia (a U.S. EPA partner in the region). Plaminek and RESOLVE, Inc. also co-planned and delivered an advanced conflict resolution skills course in Decin, in cooperation with local institutions already supported by ETP. Plaminek produced the first-ever popular Czech guide to environmental conflict resolution, 5,000 copies of which have been printed by a commercial publisher in Prague. ETP purchased a portion of the printing for free distribution in the Czech Republic and Slovakia.

Under a Year Two competitive subgrant, PDC-Slovakia and PDC-Hungary delivered a series of basic workshops integrating both Slovak and Hungarian audiences. These were very well-received. With Year Three follow-up funds, ETP is continuing to support conflict resolution training by PDC in Slovakia. And as noted in the discussion of NGO training, ETP is also supporting via designated subgrant a conflict resolution training workshop for NGOs, a cooperative venture of PDC-Hungary and the Environmental Partnership for Central Europe (Hungary Office).

### **3. Component 3: University Strengthening and Institution Building**

#### **Strengthening Academic Institutions**

Year Three marks a breakthrough in developing the third component of the ETP activities -- Strengthening Academic Institutions. The ETP proceeded in three major directions:

- curriculum development in environmental and natural resource economics at CEE universities;
- investing in human capacity building in academia;
- institutionalizing environmental extension services through post-diploma studies.

After previous work in Poland, the Czech Republic and Hungary, ETP completed the introduction of basic ideas of environmental and natural resources curriculum in two countries (Bulgaria and Romania) during Year Three. Those two countries represented the weakest environmental curricula in general, and almost completely lacked basic concepts of environmental economics in academic programs and in domestic professional literature. For this reason, ETP played a pioneering role in introducing this new discipline to the academic communities.

Both Curricula Development Workshops (CDW) were organized in collaboration with the Harvard Institute for International Development. The major goal of the workshops was to introduce new curricula in environmental and natural resource economics at Bulgarian

**and Romanian universities.** There were four major objectives of these workshops:

- (1) To present American curricula in environmental and natural resource economics and share the US experience in teaching in these areas;
- (2) To explain some of the fundamental issues of environmental curriculum;
- (3) To facilitate exchange of experience among Bulgarian and Romanian professors teaching in areas of environment and natural resource economics, environmental management, and other areas of environmental studies;
- (4) To prepare specific recommendations and strengthen the coalition for improvement of environmental curricula in Bulgarian and Romanian universities.

Prior to the workshops, UM professors and ETP Management prepared over 300 pages which contained an analysis of American curricula in environmental and natural resource economics, a background paper on the historical development of the curriculum, examples of environmental syllabi from leading American universities, and selected articles to stimulate discussion of the topics to be discussed at the workshop.

A pre-evaluation form was distributed among participants to help to identify expectations, English competency, and current curricula and future areas for planned change. Summaries of the analysis of the pre-workshop evaluation indicated a significant lack of knowledge of environmental and resource economics, a low level of internationalization of Bulgarian and Romanian universities, a lack of familiarity with basic concepts such as externalities, optimal level of pollution and exploitation of natural resources. The survey clearly confirmed the urgency of curriculum development needs in both countries. The descriptive part of the survey revealed the major challenges facing Bulgarian and Romanian academic community and high expectations from the workshop.

Roundtable discussions were designed to evaluate the usefulness of the US environmental curricula for Bulgarian and Romanian universities. Despite the principal differences between scientific disciplines represented by the participants and a symbolic presence of environmental economists in the audience (five in Bulgaria, two in Romania), they agreed almost unanimously on the usefulness of an ETP curricula development workshop. The vast majority planned to initiate curricula reforms at their universities. For the great majority, it was the first opportunity to hear about the US curricula in environmental economics or about environmental economics at all. They appreciated the opportunity to discuss not only the substantial environmental issues but also American teaching methods, organization of educational process, and methods of student evaluation.

They also valued highly the roundtable presentations by representatives of Bulgarian and Romanian universities participating in the workshop. The participants noticed that these were the first meetings in both countries on the subject of environmental curricula. The roundtable discussion, sometimes very emotional, revealed significant differences between different universities and departments in introducing environmental curricula. With one or two

exceptions, environmental economics in the western sense do not exist at Bulgarian and Romanian universities. For these reasons, they requested a series of follow-up activities, including more specifically focused curricula workshops.

At the end of the workshop, participants developed a preliminary statement of recommendations and a plan of action for follow-up.

The second direction followed by ETP was an investment in human capacity at the CEE academia. Within this area we hosted five faculty members from Czech Republic and Poland as ETP interns interested in developing environmental curricula at CEE universities. As a result of the Polish internships, the PDS program was finally designed and implemented at Silesian Technical University in Katowice. PDS is based to large extent on US academic and business experience. Three of the Polish interns also developed their own courses which they have delivered at the PDS. All of them gained experience in environmentally friendly restructuring processes from direct contacts and own observations in Minnesota and in Pittsburgh. The Czech interns invested heavily in development of environmental economics and finance courses for environmental business. As a result of their stay, ETP will produce new publications dealing with these issues. Both developed new proposals for further research with American partners at the Universities of Minnesota and Northern Colorado.

Year Three brought 12 Ph.D. fellows from six CEE countries to the University of Minnesota. This is a major ETP investment in academic community strengthening. So far, the Ph.D. fellows are working hard on their academic assignments -- research and course work. More comprehensive evaluation will be possible after Year Four.

The third direction of the university strengthening is related to institutionalization in the form of an academic program of the ETP courses, some of them developed earlier for specialized workshops. The broad description of this program is presented in another section of the Annual Report.

#### **4. Component 4: Environmental Policy and Management**

##### **Overview**

In Romania, the Czech Republic, and Slovakia, activities in Policy and Management training brought tangible results through citizen action projects and environmental monitoring programs developed in response to ETP workshops. River Basin Management workshops offered in Year Three generated followup activities involving the formation of citizens' action groups focused on solid waste in Romania, and of a river basin council devoted to water issues in Bulgaria.

The Yantra River Basin Council, created in Bulgaria during March 1994, is a pilot project designed to become a model for the rest of the country. The Council has met with major water users, chosen priority water-quality issues, developed a work plan and identified sources of

funding.

In Romania, a new training activity and two on-site consultations by a training consultant helped citizens in the Arges River region organize efforts to pursue a follow-up goal they had identified at an earlier workshop (i.e., to develop and act on a strategic plan for managing solid waste in the river basin, where an aging, overloaded landfill near Pitesti is threatening water quality and human health). The work was developed with top administrators from government agencies, NGOs, research institutes, and industry, along with local elected officials. They formed the Action Group for the Arges Environment. The Action Group set a goal of creating an improved system for collection and controlled disposal of household waste in the municipality of Topoloveni. Its specific objectives were to build a new sanitary landfill, create a collection system to serve 30 percent of local households, reduce hazardous waste by 40 percent through sorting and recycling, and ensure that 30 percent of the population was participating within one year. Also in Romania during Year Three, an ISC-managed subgrant to a U.S. and in-country partners strengthened Romanian NGOs by offering training in public outreach, communications, and coordination.

In the Czech Republic, a 1993 workshop on environmental monitoring and enforcement led to a follow-up training in May 1994 which focussed on establishing a system to inventory the release of toxic substances throughout the country. The second training was funded through the budget for the original workshop, thanks in part to the willingness of two American trainers to donate their services.

In the Slovak Republic, a June 1994 workshop on monitoring underground water quality at waste disposal sites in the country's eastern region, was a direct outgrowth of a 1993 training in environmental monitoring. Attending the follow-up session were 30 representatives of regional environmental authorities, the Slovak Hydrometeorological Institute, the affected municipalities, and NGOs, along with individuals who had technical expertise. All were interested in improving their methodologies for groundwater monitoring. The participants drafted and revised a position paper that dealt with testing and enforcement issues. It recommended that the monitoring efforts make greater use of performance standards, rather than rigid procedures and requirements.

In Romania and Slovakia, an ISC team offered training for local environmental agencies on permitting and inspection. These workshops gave participants a chance to compare key features of the U.S. regulatory system with their own, and to discuss with their American colleagues practical ways to approach the permitting and inspection problems they may be facing.

In Year Three, ISC also offered training on Financing Municipal Investments in Bulgaria and Hungary. In both countries, the target audiences consisted of municipal and local officials who, during the workshops, prepared financing plans for specific environmental projects in their communities. ISC trainers provided by the U.S.-based Council for Infrastructure Financing Authorities and the Financial Services Volunteer Corps provided consultation to participants in developing these plans. During 1995 in Bulgaria and Romania, ISC will offer a training that was deferred from Year Three on the topic of environmental monitoring and enforcement.

In Poland, the Strategic Management workshop helped local governments in the Silesia Region to clarify and re-design their strategic plans. These activities will be supported during Year Four by financial management training for local governments.

### **Theme**

Several lessons can be drawn from Year Three experience with the local and regional government component as the difficulties which government officials face in implementing regulatory programs have become more apparent. For example, lack of up-to-date monitoring equipment hampers regulators' efforts to verify compliance with emission and discharge standards. They also must contend with the fact that neither newly-privatizing nor still state-subsidized industries have the financial resources to invest in expensive pollution control equipment. Thus regulators face a choice of imposing economically untenable sanctions for non-compliance, or ignoring the environmental laws they are charged to enforce.

This suggests that priority topics for ETP training should include ways in which government and industry can work together to gather reliable monitoring data, to undertake low-cost and cost-saving pollution prevention measures, to negotiate realistic compliance schedules, and to develop bankable financing plans for public and private sector environmental improvement projects. Practical training on public participation in governmental decision making is also needed to enhance government-NGO communication and to build public support for pollution control programs and investments. ETP training on these topics needs to be presented in integrated fashion and coordinated with the work of other AID contractors.

A second observation concerns the nature of training. Because of the complexity of the issues involved, the training relationship needs to extend beyond the typical three-to-five day workshop. Where resources allow, followup contacts and technical assistance from U.S. trainers is valuable. A more cost-effective approach is increased reliance on in-country colleagues who better understand the local context. This in turn necessitates greater emphasis on training host-country associates who can re-offer and build upon ETP trainings without the need for further U.S. involvement or financial aid.

Finally, as ETP resources shift to the region, a greater role in training design and delivery must go to in-country personnel. ISC's most successful Component 4 trainings have been those where local government partners have selected and organized the training activities. The training format should maximize interaction between U.S. trainers and participants in practical interaction between U.S. trainers and participants in practical problem-solving, and should rely less heavily on production of lengthy and expensive training materials. More on-site in-service, and activity-oriented training should be offered, as opposed to theoretical presentations. With the help of ICCs, the ETP Consortium should look for alternatives to fully U.S. funded workshops at expensive resort sites, a model which is unlikely to be sustainable after USAID assistance ends.

## **B. Evaluation by Country**

## **Bulgaria**

### **I. Institutionalization of project outcomes :**

- **Yantra River Basin Council:** The YRBC brings together local government representatives, NGOs, Water Utility companies and various groups of water users to make collaborative decisions about cleaning the river and distributing water. This group is innovative and is a model of ways resource management could be more collaborative and effective.
- A new institution "Initiative for Sustainable Development" was created to improve property relations among private landowners, municipal and forest property managers. The institution is developing extension services and information dissemination through various channels and encouraging public participation.

### **II. Multiplier effects:**

- As a result of the ETP training on *Strategic Planning and Financial Management of NGOs* one municipal environmental specialist from Veliko Turnovo was able to prepare a successful proposal and receive money for a municipal Water Treatment Plan in the amount of 2,5 million leva (\$40,000) from the National Eco Fund.
- More than 15 business plans prepared by participants have been funded by local banks and foreign investors as a result of training conducted on *Business Plan and Financial Management*. Another company developed a successful plan to be a distributor for hydro-insulating materials of the PACE company from the USA, and received retail orders in the amount of 20 million leva (\$300,000).
- An ETP Business Plan manual has been widely distributed. Five thousand copies were published for private businessmen, university students and participants in ETP seminars. A two-year business school for small and medium-sized businesses incorporated it in its curriculum and is using it as a textbook. It is used as a manual at seminars delivered by ETP-trained business and organized by regional Chambers of Commerce.

### **III. Impacts on a national level**

- Educational National Radio Program called *Environmental Management for Local Leaders* was developed by an ETP subgrantee to motivate local environmental authorities to improve their environmental culture and have an impact on environmental decision making. The program ran every Thursday for 40 minutes from October 1 to December 28, 1994. This team of trainers has received an invitation to lead the national radio program *ECOJOURNAL* for one year and ETP has secured additional funding to support this effort. This year, the radio

programs are being broadcast every Tuesday from 6:00 pm to 6:20 pm from January through December.

## **Czech Republic**

ETP completed its program in the Czech Republic at the end of Year Three. We completed the business training cycle and local and regional government curriculum. In Year Three we trained primarily through in-country subgrantees to increase institutional strengthening. We have achieved critical mass of our training institutions in the Czech Republic. The following key elements of sustainability were established:

### **I. Trainers:**

- We have trained 12 trainers affiliated with ETP training institutions; those individuals are able to conduct ETP workshops as well as to design new trainings.

### **II. Training Institutions:**

- We have identified four institutions which are capable of delivering ETP training activities: the Institute for Environmental Policy (IEP), Center for Environmental Analyses (CEA), North Bohemia Economic Association, (NBEA) and Project Silesia Information Center (ICES). IEP is located in Prague and serves as a home institution for the ETP In-Country Coordinator (ICC) as well as for design and pilot runs of activities, which target Prague audiences including central governmental institutions, parliament, Prague magistrate and central NGOs.

### **III. Training Courses:**

- The following ETP courses now can be fully implemented by local trainers without U.S. assistance: *Business Planning, Financial Management, Environmental Marketing, Strategic Planning for Environmental Businesses, Environmental Auditing, Toxic Release Inventory, Environmental Impact Assessment, NGO Strategic Planning and Public Participation, Mediation and Conflict Management.*

### **IV. Training Materials/Publications in Czech with local case studies published with wide circulation:**

- *Business Planning* including accompanying software (1,000 copies), *EIA: Principles of Environmental Impact Assessment* (2,000 copies), *The Art of Conflict Resolution and Decision-Making* (5,000 copies), *Financial Management* (1,000 copies), *Toxic Release Inventory* (1,000 copies), *Environmental Economics: A Resource Book* (more than 1,000 copies).

## **V. The institutionalization of the In-Country Coordinator:**

- The ICC with ETP office and equipment were successfully transferred to the Institute for Environmental Policy, where Mr. Hladis runs the environmental management training program, maintains and expands the ETP network and continues to prepare, raise funds and coordinate environmental management training in the Czech Republic.

## **Hungary**

### **I. Institutionalizing training activities:**

- Participants of ETP trainings established a Facilitator's Group to serve ongoing NGO needs for training by:

- organizing further dissemination of ETP's *NGO Outreach and Development* training course, training and facilitating on these courses;
- developing new training courses and elaborating manuals, lesson plans and other training materials for them;
- conducting follow-up consultations for individual organizations.

- The Group consists of 15 people. Their courses are partly funded by ETP but they also raise external funds. Their long-term objective is to become an organization of full-time trainers.

- ETP assisted the University of Miskolc and a PDS program institutionalizing several previously-offered ETP courses such as environmental marketing, strategic planning and impact assessment. The program draws top and middle level managers from Hungarian industry.

- The Business School of the Miskolc Association of Humanities has launched a two semester environmental management course consisting mostly of ETP business courses. The ETP ICC office is providing ongoing assistance to the school.

### **II. Training of Trainers:**

- ETP facilitators of six CEE countries participating in the "Facilitating Skills" workshop established working groups of facilitators to collect and exchange manuals, plans for facilitating ETP field work, as well as lists of facilitators. Two working groups have been initiated: one for facilitators working with NGO's, another for those facilitating business courses. Each group has a coordinator in each country. The organization is underway and the coordinators have begun networking.

### **III. Improved cooperation within the NGO sector:**

- The Facilitator's Group, mentioned above, was set up and is intended to operate as an inter-NGO body. Two NGOs represented in the January, 1994 *Proposal Writing* course made joint proposals and launched joint projects.

#### **Poland**

### **I. Institutionalization ETP and University Strengthening:**

- ETP institutionalized for the first time in Poland environmental extension services in the form of Post-diploma studies (PDS) at the Silesian Technical University (STU). The first offering of *Post Diploma Studies in Environmentally Friendly Restructuring* was attended by 37 Polish and one Czech top- and middle-level managers mostly from the steel industry.
- In-country training institutions: As a result of ETP training, five in-country training institutions have been created to follow up with training at both the local and country-wide levels.
- The PDS program mobilized local resources of over \$100,000, in order to match the ETP contribution: from STU, national and voivodship environmental funds.
- PDS produced six textbooks for current and future PDS courses.

### **II. Training of Trainers:**

- 22 trainers and facilitators have been trained from business and local government restructuring. Over 100 instructors have completed training to further educate local NGOs.

### **III. Impacts in the Business Sector**

- One joint venture was created with a U.S. partner. The creation of two more is currently under discussion.
- The first offering of the PDS produced the following impacts:
  - 8 restructuring plans,
  - 8 environmental impact assessments,
  - 6 strategic plans,
  - 3 business plans,
  - 3 energy efficiency plans,
  - 2 environmental audits,
  - 1 marketing plans.

- One of the most innovative PDS diploma projects focused on casting wastes as the Steelmill Mala Panew resulting in the establishment of a new firm to deal with these wastes. The firm was registered at the end of June and will be put in full operation soon.
- Over 50% of participants of the auditing course started their own auditing activities.
- About 75% of the surveyed participants from business reported a significant improvement in their managerial skills after ETP courses and noted significant impacts on:
  - developing strategic plans (67%),
  - changes in management methods (65%),
  - elaborating new business plans (50%),
  - developing marketing plans (63%),
  - granting new liens (30%),
  - developing environmental protection strategies (60%).
- Over 95% of participants reported that ETP courses inspired them for further investment in upgrading their managerial skills.
- According to surveyed participants from the business community, ETP courses significantly facilitated them in their managerial work (85%) by introducing new approaches in problem solving (95%) and by better understanding of market functioning (96%).
- Over 60% of surveyed participants reported that pro-ecological investments had been initiated in their firms and more than 50% of them described their role in these investments as leading or significant.

#### **IV. Increased cooperation with other U.S. projects:**

- ETP has developed interaction and exchange cooperation with U.S. and other donor assistance projects, such as: Silesia Project, LEM, WEC and PEM/PACEM.

### **Romania**

#### **I. All components (regional planning stakeholders: local government and administration, institutions, universities)**

##### **Arges Region:**

- A local task force called GAMA, comprising all stakeholders, was established with the purpose of managing the environmental issues in the region; two practical implementation programs were established, one for better solid waste management and improved selective collection and disposal of household waste, along with a point-specific (in schools, some units and block of flats associations) recycling program in a small community (Topoloveni); another

one for an environmental public information and civic education program, through specific actions, such as TV and newspaper weekly presentations, public survey, contests, advertising and social awareness manifestations.

- Three new NGOs emerged, being now structured on specific roles and activities; one won a ETP solicited grant, another one is partner for two other winning ETP applicants; both leveraged funds from REC and local community.

- The local EPA developed a new proper environmental strategy that was submitted to the MOE, where it was approved and funded with 10% increased budget; MOE also published it in their own newspaper and praised it as a model for other EPAs; the Agency also become more supportive for NGOs and local business; more open and collaborative with other institutions and programs, the general attitude and communications being improved; as a recognition of their expertise, MOE trusted them to carry out 6 trainings offered by PHARE; as an outcome to Integrated Waste Management course, all landfill disposals were reanalyzed, investment-feasibility studies were developed and some budget plans for improvements are in progress.

#### **Sibiu Region (& Timisoara)**

- Two (plus one in Timisoara) new local regulations (ordinances) were promulgated in order to regulate the waste collection and disposal; in some cases, investments were done for more protection of the disposal areas.

#### **Alba Region**

- The local NGO grew into a campaigning promotor in claiming and also taking care through concrete actions of their crucial problems in the region; they are taking practical action to solve these problems and a lot of other assistance has come; the community is supporting their actions and entrusts them for initiatives.

## **II. NGOs (country wide)**

- In 13 months, our audience reported the leveraging of \$ 1.6 million, for about 250 environmental projects, based on their proposals;

- A National Coalition of Environmental NGOs was formed, with 52 signatories, that coalition began experimenting with two concrete projects:

- Lobbying the Parliament to get a voice in amending drafts of environmental laws; a channel of communications was established and dialogue was accepted to begin, campaigning for cleaning up the country; some results have already been achieved (new waste-bins were put in place, collecting programs initiated, educational actions in process, local municipal budgets

allocated, conferences on the topic,..)

- At the level of individual NGOs, self confidence increased and the managerial skills showed up results in increased credibility, recognition and community support. MOE no longer ignore their existence (meetings are better organized, they participate when invited, MOE has made official promises for openness and collaboration).

### **III. General**

- In any circumstances, ETP participants can be easily recognized as "trained" people with a concrete language, self aware attitude, targeted speeches, concession, clarity, leadership skills, initiatives;

- Changes in mentality and working style is highly recognized by everybody;

- Our framework opened doors for easiest availability in collaboration and solving problems;

- A topic-referenced catalogue of the environmental books in the Romanian Libraries was initiated;

- A directory of environmental business firms in Romania was created;

- An NGO repertoire is in place;

### **IV. Business**

- The business sector has individualized results, by participant or its firm as: becoming a representative for a foreign company, expanding production through an association, gaining foreign credit, getting funding to train in business plan development.

## **Slovakia**

### **I. ETP actively finds niche in environmental training in Slovakia and delivers:**

- 28 training activities conducted: 12 Consortium activities; 16 Local subgrants
- More than 550 people trained
- 15 institutional partners
- Narrow collaboration with 8 professional local trainers
- 25 facilitators trained and collaborated with
- 13% of participants use training manuals on a daily basis

### **II. Impact on regulatory and legislative bodies:**

- Based on ETP EIA workshop comments to EIA law are drafted by ETP participants and reviewed in legislative process. Approximately 20% of the recommendations have been included in the law.
- Methodological recommendation for monitoring of ground water near landfills which is the basis of the new norm soon to be issued by the Ministry of Environment.

### **III. Waste management progress**

- ETP workshop on municipal waste management provides the basis for implementation of cooperative activity of borough of KVP, and the Center for Reclamation of Waste to launch the recycling and separated waste collection.
- The Slovak technical norm on establishing ground water monitoring near municipal waste dumps is based on Methodological recommendations drafted by ETP participants as a result of an ETP/ISC activity.

### **IV. Environmental firm impacts**

- Private Firm Revi-Eko Servis Ltd. of Kosice obtained air pollution measurement technology worth several million crowns on leasing as a result of a well-prepared business plan.
- Vilhorlat Snina a.s. introduced recycling and industrial waste water management technology which saved over \$45,000/year as a result of Strategic Environmental Management workshop. ISO 9000 has been introduced and strategic environmental management plan is being developed.
- VSZ Inziniering Ltd. developed and introduced pollution prevention plan on surface processing of metal plating line, a new technology process which is cost effective and energy saving with a payback expected in four years. The environmental improvement means a decreased release of chromium phenols through the recycling, regeneration and neutralization of these chemicals.
- DATATERM s.ro Zilnia, increased its turnover by 30% one year after implementing a strategy and marketing plans as a result in their participation in ETP business workshops. DATATERM produces regulating devices and dispatch control devices for utility (water/energy) companies.

### **VI. Environmental education in Slovakia**

- After the workshop on environmental and natural resource economics in Usti n. Labem in

1993 one of its participants Erika Gurinova from Natural Sciences Faculty at Comenius University in Bratislava, Slovakia prepared a training course for professional activists of centers for environmental education. The training course focused on issues like environment, economic tools and policies for pollution prevention.

## **VII. NGO Impacts**

- The activity of Eastern Slovak environmental NGOs has grown. Partly as a result of ETP organizational and institutional strengthening was founded the PCOLA- network of environmental NGOs in the Eastern Carpathians. PCOLA - environmental group in Stara Lubovna has activated a transboundary network of environmental NGOs in Eastern Carpathians with Polish and Ukrainian NGOs and raised \$5,000 for this purpose.
- As a result of a sub-grantee workshop on Heavy Metals reduction in the Middle Spis area, Slovakia, trainers have started community environmental awareness increasing programs aimed at schools and the general public on dangers and protective measures to minimize adverse impacts of heavy metal contamination in the region. The same subgrantee SZOPK in Kosice has raised \$10,000 from various donors for environmental education activity.

### **Some General Conclusions: Major ETP Impacts and Trends during Year Three**

#### **● Institutionalization**

Institutionalization of ETP activities was the overriding theme and major impact of Year Three. We are achieving organizational change in several ways throughout the Region, constituting a major step toward sustainable Project outcomes. Significant impact has been achieved through strengthening ETP country offices, which act as leaders and catalysts for continued growth in environmental management beyond ETP's Year Five. Further, we have assisted in development of new organizations, including the Yantra River Basin Council in Bulgaria, the G.A.M.A. initiative in Romania, the Center for Environmental Analysis, addressing public concerns about environmental impact assessments and local and regional pollution problems in the Czech Republic. Eco-business groups are emerging in most ETP countries; business networks are solidifying through initiatives such as the First Exhibition of Romanian Private Firms, held in Ploiesti in November 1994. Business-University linkages are being institutionalized, especially through the Post-Diploma Studies program at the Silesian Technical University in Katowice, Poland. Through the PDS at Silesian Technical University, ETP introduced environmental extension services to the Region. Institutionalization will continue to be a major ETP focus in Years Four and Five, primarily through supporting development of new initiatives and strengthening the management capabilities of our ETP ICCs and their staffs.

- **Decentralization**

Decentralization of Project decision taking is a major component of sustainable development in CEE. During Year III, ETP made significant progress toward this objective by transferring considerable financial and programmatic responsibility to our In-Country Coordinators. To ensure that overall Project goals continue to be met and that sustainable growth occurs, ETP-MN is implementing an assessment and strategic planning program to understand current ICC capabilities and needs in managerial skills, computerized management information systems, financial management and electronic communications. That first phase will be followed by specialized training to enhance management skills, develop legal institutions for ICC programs and diversify funding beyond AID support.

- **Coalition-building and inter-sectoral collaboration**

One of the major findings of the initial region-wide needs assessment in 1991 was the overarching lack of collaboration within sectors but especially across sectors. Mistrust, vertical specialization, lack of communication channels and the lack of incentives to collaborate with other groups is a heritage from the past and represents one of the major obstacles to social, economic and environmental reform in CEE. One of the most significant impacts of ETP training to date is the documented establishment of new coalitions, inter-sectoral groups formed to address local conflicts, establishment of small business associations and regional meetings of municipalities, local task forces and establishment of the inter-sectoral River Basin Council in Bulgaria. The need for, and progress toward further collaboration, improved communication and conflict resolution is one of the most common recommendations mentioned by ETP participants, trainers and ICCs. Collaboration and conflict management will continue to be a major focus of ETP activities.

**From "new ways of thinking" to new "ways of doing"**

ETP has participated in and influenced a revolution in thought in CEE. Early in ETP's history (e.g., 1992-1994), participants very frequently discussed the *new ways of thinking, new approaches to work, new understanding of how important it is to make contacts with other groups*. Today it is evident that there has been an evolution from *ways of thinking* to more active *ways of doing* (c.f., increased frequency of grant proposals submitted, increased number of joint ventures established, examples of local task forces dealing with local waste management, a strong trend toward forming coalitions among sectors). That (r)evolution continues; during ETP's Years Four and Five, more participants are completing multiple workshops and implementing follow-up activities. We have learned that there is a significant increase in retention and impact when people have attended three or more workshops. This increase in skill and in networking is proving to be a necessary and efficient support mechanism as participants try new methods, new ideas, establish new NGOs and local task forces.

## Appendix A: In-Country Trainers

Country	Training Activity	Location and Dates	Local Facilitators
Bulgaria	Implementing an environmental monitoring and enforcement program at the regional and local levels (3 offerings)	1. Veliko Turnovo - May 1995 2. Rouse - June 1995 3. TBA	
Year 3 deferred to Year 4			
	Advanced strategic planning and proposal writing for NGOs	Gabrovo - Jan. 20-24, 1995	Nella Rachevitz V. Karagyozan V. Tzaneva S. Dereliev
	Marketing environmental goods and services (offered twice)	1. Sofia - June 6-10, 1994 2. Gabrovo, June 13-17, 1994	Stoyan Hadjivelichkov, Ekaterina Dimova, Milcho Bliznakov
	Managing an environmental business: the business plan and financing proposal (offered twice)	1. Rouse - June 22-26, 1994 2. Varna - Nov 22-26, 1994	Ivan Petkov Anton Michailov Panayot Panayotov
	Financing municipal environmental investments	Veliko Turnovo - Sept. 12-16, 1994	Irena Slavova, Orlin Dikov, Valentin Velikov
	Proposal Writing [Followup]	Veliko-Turnovo- June 24-27, 1994	Krustina Mandova, Vanya Tsanev
	Advanced environmental auditing (two offerings)	1. Rouse - Oct. 25-29, 1994 2. Rouse - Nov. 1-5, 1994	Ada Bainova Marietta Dyankova Nikolai Kenanov
	Increasing skills for environmental conflict resolution and mediation	Rouse - July 18-22, 1994	Visginie Valova, Anna Marinova, Mariana Kabova,
	Communication skills training for representatives of National Nature Protection Service	Velingrad - Jan. 15-18, 1995	Kamelia Georgieva Nikola Yordanov Gayla Dimitrova

	Environmental conflict management for National Nature Protection Service	Vitosha - July 23-24, 1994	Rumen Valchev
	Strategic planning for National Nature Protection Service	Velingrad - Feb. 16-19, 1995	Kamelia Georgieva Nikola Yordanov Gayla Dimitrova
	Curricula development in environmental economics: Natural resource and agricultural economics	Veliko-Turnovo, Dec. 9-11, 1994	Irena Slavova, Evgenii Popov
Year 3 Solicited Subgrant. Report due in Year 4 AR	Yantraclean	Veliko Turnovo - May 15-19, 1995	
Year 3 Solicited Subgrant. Report due in Year 4 AR	Sustainable resource management in the company (2 offerings)	1. Sevlievo - March 20-24, 1995 2. Sevlievo - April 17-21, 1995	Metodi Indshov Stefan Stefanov Vanya Tsaneva
Year 3 Solicited Subgrant. Report due in Year 4 AR	The green investment opportunities (3 offerings)	1. Veliko Turnovo - Feb. 22-25, 1995 2. Varna - March 9-12, 1995 3. Veliko Turnovo - March 15-18, 1995	Stoyan Hadjivelichkov Ekaterina Dimova Miltcho Bliznakov
Year 3 Solicited Subgrant. Report due in Year 4 AR	Integrated waste management		

<b>Year 3 Solicited Subgrant. Report due in Year 4 AR</b>	<b>Promotion of ecological education and culture</b>	<b>Toutrakan - April 1995</b>	
<b>Year 2 Solicited Subgrant</b>	<b>Ecological culture: From aggression to protection in the Varna Devnya lagoon regions (3 sessions)</b>	<b>1. Varna- Mar. 15-18, 1994 2. Varna- May 15- 16, 1994 3. Varna- July 14- 17, 1994</b>	<b>Alobena Boiadgieva Pancho Dimitrov</b>
<b>Year 2 Solicited Subgrant</b>	<b>Management of ecological conflict between agri-business, forestry and wild animals</b>	<b>1. Gabrovo - Mar. 12-18, 1994 2. Gabrovo - April 6-10, 1994</b>	<b>Roumen Vulchev Mitko Marinov Venzislav Panchev Trendafil Mereter Krassimir Loykov</b>
<b>Year 2 Solicited Subgrant</b>	<b>Risk management for environmental business</b>	<b>Varna - May 25-29, 1994</b>	<b>Stoyan Hadjivelichkov Miltcho Bliznakov Svoboda Tosheva Assen Consulov</b>
<b>Year 2 Solicited Subgrant</b>	<b>Ecostrategy for the company</b>	<b>Sevlievo - Mar. 21-15, 1994</b>	<b>Assen Kovachev Tsonyu Mikhailov Ivan Petrov Maria Petrova Ivan Zlatinov</b>
<b>Year 2 Solicited Subgrant</b>	<b>Waste disposal management</b>	<b>Veliko Turnovo - May 1-June 2, 1994</b>	<b>Maneva, Spasov, Staynov, Vergier, Tsekova</b>
<b>Year 2 Solicited Subgrant</b>	<b>Effective mass media strategies for environmental management</b>	<b>Drianovo - Feb. 23-27, 1994</b>	

<b>Czech Republic</b>	Basic and Advanced environmental conflict resolution (two offerings: 1 basic, 1 advanced)	1. Beva - Sept. 19-23, 1994 2. Decin - Nov. 28-Dec. 2, 1994	Ivan Indracek, Zdenek Jukubka, Josef Smazik
	Marketing environmental goods and services	Usti nad Labem - Sept. 26-30, 1994	John Devonshire Zdenek Krirsky Petr Semerad
	Managing an environmental business: the business plan and financing proposal	1. Straz - May 19-22, 1994	John Devonshire, Jindrich Vavruska, Kenneth Macek
Year 2 solicited subgrant offered in Year 3	Principles of market dynamics, competitive analyses, and strategy development (2 offerings)	1. Usti nad Labem - Feb. 17-20, 1994. 2. Liberec - April 7-10, 1994	Jaroslav Vrba
Year 2 solicited subgrant offered in Year 3	Strategic planning and public participation (6 different sessions)	1. Most - Mar. 11-13, 1994 2. Usti nad Labem - Mar. 11-13, 1994 3. Liberec - Apr. 15-17, 1994 4. Most - April 22-24, 1994 5. Usti nad Labem - May 13-15, 1994 6. Liberec - May 20-22, 1994	Mari Novak
	Advanced environmental auditing	Usti nad Labem - Nov. 7-11, 1994	Jan Beba Josef Dubigar
	Strategic planning for environmental business	Mikulov - Nov. 7-11, 1994	Zdenek Krirsky
	Environmental Impact Assessment	Ruzak, North Bohemia - Feb. 7-8, 1995	Maria Ticha
	Advanced financial management for small and medium-size environmental businesses	Straz - June 20-22, 1994	Helena Vomackova, Jirina Jornychova

Year 2 Solicited Subgrant offered in Year 3	Pollution prevention opportunities for small and medium sized businesses	Usti nad Labem Sept. 20-23, 1994	Georgeann Morekas, Radomir Matyas, Jaroslav Nemeč, Vojtech Vanecek
Hungary	Marketing environmental goods and services	Miskolc - Nov. 7-11, 1994	John Devonshire, Zdenek Krivsky, Petr Semerad
	Facilitating Skills: Training Trainers	Miskolc - Feb. 16-20, 1994	
	Innovative approaches to strengthening environmental NGO interaction (3 offerings) 1. Promoting environmentally- sound governmental policies 2. organizational development of NGOs 3. Conflict resolution and mediation	1. Szentendre - Oct. 10-12, 1994 2. Gardony - Dec. 2-4, 1994 3. Szentendre - Jan. 12-15, 1995	1. E. Kosztolanti, Z. Foltanyi, A. Szaloc 2. K. Barabas, E. Kosztolanti, I. Kosztolanti, Z. Mondak 3. Almasi Domschitz
	Increasing the capabilities of private sector firms to perform environmental liability assessments*	Budapest - Mar. 20-22, 1995	Dr. Gyula Bandi, Dr. Sandor Folop, Dr. Istran Gellertheyyi, DR. Sandor Kerekes, Nora Nagy
	Advanced environmental auditing (2 offerings)	2. Miskolc - Jan. 30-Feb. 5, 1995 3. Miskolc - Feb. 13-17, 1995	
	Strategic planning for environmental business	Miskolc - May 31-June 3, 1994	Zdenek Krivsky
	Financing municipal environmental investments	Miskolc - Feb. 27-Mar. 2, 1995	Dr. Ivan Gyulai Zsuzsa Flachner

Year 2 Solicited Subgrant offered in Year 3	Using environmental law for effective environmental management	1. Miskolc - May 9-11, 1994 2. Miskolc - Sept. 29-Oct. 1, 1994	Gyula Bandi J. Peter
Year 2 Solicited Subgrant offered in Year 3	Environmental Impact Assessment (2 offerings)	1. Matyi - Feb. 28-Mar. 4, 1994 2. Josvafo - April 11-15, 1994	Maria Ticha
Year 2 Solicited Subgrant offered in Year 3	Regional enviromental capacity building	Miskolc- May 25-27, 1994	
	Train the Trainers: Using the Internet for environmental information	Budapest- Mar. 20-21, 1995	
<b>Poland</b>	Strategic Planning for Environmental Business	Katowice - Nov. 28-Dec. 2, 1994	Tadeusz Klimek Andrzej Krupa Mariusz Dziacko Marek Sowinski
	Developing an effective communication strategy for local government and NGO's	Jaszowiec - June 13-17, 1994	
	Strategic planning and action initiatives for local governments and NGO's in the context of the Environmental Action Programme	Katowice - Oct. 10-14, 1994	Ewa Borkowska Piotr Poborski Tadeusz Klimek Mariusz Dziacko
	Developing cooperative environmental resolution strategies in Silesia (2 offerings)	1. Ustron - Nov. 29-Dec. 3, 1994 2. Ustron - May, 1995	Jacek Wozniak Malgorzata Borzyminska Bozena Urawska Magdalena Bravo Dorota Nizinska Krysztof Baranowski

	Environmental health and tested food for Silesia: cooperation through the Federation of Silesian Towns (7 sessions)	<ol style="list-style-type: none"> <li>1. Gliwice - April 1-2, 1995</li> <li>2. Gmina - April 22-24, 1995</li> <li>3. Gmina - April 28-29, 1995</li> <li>4. Tarnowskie Gory - June 8-9, 1995</li> <li>5. Katowice - Sept, 1995</li> <li>6. Katowice - Oct, 1995</li> <li>7. Katowice - Nov, 1995</li> </ol>	
	The functioning of the legal system for environmental protection to local self-governing (2 sessions)	<ol style="list-style-type: none"> <li>1. Myslowice - Feb. 20-24, 1994</li> <li>2. Myslowice - Mar. 20-22, 1994</li> </ol>	
Yr 2 offered in Yr 3	Train the trainers to complement NGO strengthening	Katowice - Oct. 24-31, 1994	
	Waste management in planning and environmental policy on the community level	Katowice - Feb. 20-23, 1995	Eva Mieczkowska Renata Przywarska Ivona Batkowska Lechoslaw Jarzebski
	Environmental management of restructuring for large enterprises	Katowice - Nov. 6-10, 1995	

	<p><i>Post Diploma Study</i> at Silesian University, in support of restructuring of the Polish metallurgical industry:</p> <ul style="list-style-type: none"> <li>● Marketing plan</li> <li>● Market economy and institutions</li> <li>● Fundamentals of management</li> <li>● Strategic planning for environmental business</li> <li>● Selected subjects of Polish Law</li> <li>● Business plan and financial proposals</li> <li>● Strategic management</li> <li>● Waste management and recycling</li> <li>● Environmental auditing</li> <li>● Financing environmentally sound restructuring</li> <li>● Environmentally friendly technologies</li> <li>● Quality assessment systems</li> <li>● Marketing metallurgical products</li> <li>● Environmental Impact assessment</li> <li>● Pollution control technologies/strategies</li> <li>● Social aspects of restructuring</li> <li>● U.S. experience in restructuring</li> <li>● Management in metallurgy</li> <li>● Energy efficiency</li> <li>● Survival strategies for environmental businesses</li> </ul>	Katowice - Nov-June, 1995	
	Environmental auditing	Katowice - Feb. 15-16, 1995	Zdzislaw Schmidt
	Business logistics for emerging environmental businesses in Upper Silesia (2 offerings)	1. Katowice - Feb. 15-19, 1995 2. Katowice - Mar. 15-19, 1995	Krzysztof Rutkowski and team
	Survival strategy	Katowice - May 29-June 2, 1995	Grazyna Lesniak-Lebkowska Michal Meller
	Environmental auditing followup	Katowice - Jan. 27, 1995	Zdzislaw Schmidt Piotr Stangret

	Strategic planning and financial resource development (2 offerings)	1. Wroclaw - May 27-31, 1994 2. Wroclaw - June 2-6, 1994	Krystyna Wolniakowski Marian Kulig Miroslaw Gave Radek Tendara Alison Veaudry
Year 2 Solicited Subgrant offered in Year 3	Integrated solid waste management	1. Krakow- May 9-13, 1994 2. Krakow- June 27-July 1, 1994	
Romania	Managing a small environmental business	1. Ploiesti - Nov. 28-Dec. 2, 1994	
Year 3 deferred to Year 4	Implementing an effective regional and local environmental monitoring and enforcement program.	Arges District - TBA	
Year 3 Solicited Subgrant scheduled for Year 4	Building local financial and community support for NGOs	Sibiu - April 13-20, 1995	
Year 3 Solicited Subgrant scheduled for Year 4	Environmental education for young people	Arges - July 1995	Jenepher Lingelbach
Year 3 Solicited Subgrant scheduled for Year 4	Environmental impact assessment: improving development decisions with environmental education	Arges - April 6-9, 1995	
	NGO Public outreach, communication and coordination	Sibiu-Alba-Iulia - Nov. 7-11, 1994	Simona Stan Carmen Barb Olivia Cosmo Simona Adelina-Hentia

Year 2 Reactive Subgrant offered in Year 3	Strategic planning for public participation (two offerings)	1. Pitesti - Mar. 29-April 1, 1994 2. Pitesti - July 2- 8, 1995	Lizica Fenesan Dovina Manolescu
	Environmental mediation and conflict resolution (two offerings)	1. Ploiesti - Oct. 3-7, 1994 2. Sibiu-Alba Iulia - Oct. 10-14, 1994	
Year 3 deferred to Year 4	Financing municipal environmental investments	Arges - September 1995	
	Public participation for environmental policy and program implementation (two offerings)	1. Arges - May 8-11, 1995 2. Arges - September 1995 Year 3 Solicited Subgrant scheduled for Year 4	
	Identifying funding sources and writing proposals for environmental research institutes	Valea cu Pesti - April 13-18, 1994	Lizica Fenesan Adriana Godeanu Galina Prica Dragos Ciuparu
	Identifying funding sources and writing proposals [follow-up]	Arges - April 18-22, 1994	
	Integrated waste management (two offerings)	1. Timisoara - May 17-20, 1994 2. Sibiu - May 24-27, 1994	
	Environmental information in Romanian libraries	Ploiesti - June 21-23, 1994	
	Business plan and financial proposal [follow-up]	Ploiesti - Dec. 2-3, 1994	
	Using Internet for environmental information	Ploiesti - Mar. 15-18, 1995	

	Curricula development in environmental economics: Natural resource and agricultural economics	Sinaia - Mar. 20-23, 1995	
	Followup to environmental small business management	Sinaia - Mar. 24, 1995	
	Implementing effective regional and local legal processes for environmental protection	Sibiu - Oct. 31-Nov. 3, 1994	Ruxandra Hasegon Christian Stoica Victor Cocis Marius Balasoiu
	Business Plan [follow-up]	Ploiesti- May 20, 1995	
Year 3 Delayed to Year 4	Effective air and soil quality management	Zlatna or Arges	
Slovakia	Financial Management for Environmental Business II	Presov - Sept. 8-10, 1994	Helena Vomackova Eva Romancikova Jirina Hornycho
	Implementing effective regional and local legal processes for environmental protection	Herlany - Nov. 7-10, 1994	
Year 3 Solicited Subgrant scheduled for Year 4	Environmental assessment for the siting of solid waste landfills	Bratislava - summer 1995.	
	Human and institutional capacity building for pollution prevention in Eastern Slovakia (4 offerings)	1. Humenne - Mar. 28-30, 1995 2. Kosice - April 18-20, 1995 3. Spisska N.V. - May 16-18, 1995 4. Jelsava - June 6-8, 1995	Dr. Anton Blazej Miroslav Chodak
	Improvement of environmental data management in the Ko ice area as a tool	Kosice - May 6-10, 1995	

	Intensive management training in strategic planning and new business development (two tiers, each offered twice)	1. Bratislava - April 21-23, 1995 and Lipovce - May 12-14, 1995 2. Bratislava - June 23-24, 1995 and Lipovce - Sept. 8-10, 1995	
	Public participation, advocacy and mediation in conflict resolution (three distinct trainings)	1. Lipovce - Mar. 16-18, 1995 2. Kosice - April 27-28, 1995 3. Lajos Cottage - June TBA, 1995	
	Trainings and handbooks for Slovak environmental NGOs	Ponicka Huta - Jan-July, 1995	
	Marketing environmental goods and services: Developing a marketing Plan	Kosice - Sept. 19-23, 1994	Robert Stefko Ivan Priesol Peter Burda
	Strategic planning for effective environmental business management	Kosice - June 6-10, 1994	Peter Burda Peter Lieskovsky Dusan Kovac Robert Brnak Robert Stefko Ivan Priesol
	Innovative approaches to strengthening environmental NGO interaction (each offered twice) a. Possibilities of using computer networks b. Communication among environmental NGOs; c. Use of EIA in NGO interaction	1a. Bratislava, Nov. 26-28, 1994 2a. Kosice - April 7-8, 1995 1b. Bratislava - Dec. 6-7, 1994 2b. Bratislava - Mar. 13-17, 1995 1c. Bratislava - May TBA, 1995	a) Ildiko Takacsova b) Zora Paulinyova Dana Halasova Stefan Forro c)

YR 2 solicited subgrant offered in YR 3	Principles of market dynamics: Market analysis and strategic development (3 offerings)	1. Zilina - May 26-28, 1994 2. Bratislava - June 17-19, 1994 3. Presov - Sept. 16-18, 1994	Milan Tomik Peter Burda Jaroslav Vrba
	Implementing the Environmental Action Programme	Kosice - TBA, 1995	
	Curriculum development and natural resource economics	Bratislava - June 26-30, 1994	Maria Kozoca Miroslav Cbodsk
	Environmental auditing	Kosice- April 3-7, 1995	
Year 2 Solicited Subgrant offered in Year 3	Improvement of environmental awareness and waste management in Kosice and Hornad River Basin	1. Stada Idka- Mar. 21-25, 1994 2. Kosice- May 6, 1994 3. Presov- May 23-27, 1994	
Year 2 Solicited Subgrant offered in Year 3	Regional environmental capacity building in Slovakia	Spisska Nova Ves- Jan.-Mar. 1994	
Year 2 Solicited Subgrant offered in Year 3	Environmental protection for reduction of contamination of food chain by heavy metals	Cingov - May 11- 14, 1994	Laura Dittelova Juliana Hajdukova Eulalia Polack

**Appendix B: Solicited Subgrantees for Year Three  
BULGARIA**

<i>ORGANIZATION</i>	<i>TITLE</i>	<i>GRANT AMOUNT</i>	<i>PROJECT DESCRIPTION</i>
Ivan Petrov Consult M plc	Sustaninable Resource Management in the Company	\$22,000	The project consists of delivering a 5-day course on environmentally sustainable and effective resources management in the company, preliminary activities for developing case studies with real problem situations from relevant companies, and for participant selection, and follow-up activities to evaluate the practical impacts of training.
Institute of Water Problems	Jantraclean	\$14,000	The JANTRACLEAN is a 5-day short-term environmental training course that treats problems from the areas of water resources management and conservation of Jantra River Basin.
DIVAS Stoyan	The Green Investments Opportunities	\$17,000	The "Green Investments Opportunities" Project will provide high quality training seminars for the top managers of the industrial enterprises situated in the regions of Yantra River, Devnya - Varna and Ruse. The training will be focused on developing skills necessary for effective management of investment projects.
Community Environmental Council and Jana Zimmer & Associates	Integrated Waste Management Training	\$37,000* *total Bulgaria and Romania	The training will focus on developing and implementing appropriate programs and businesses for solid waste management that emphasize waste minimization, recycling, composting, the creation of markets for secondary materials and environmentally sound technologies.

PolyConsult ECO-BM	The Promotion of Ecological Education and Culture: A Prevention Measure to Avoid Ecological Conflicts	\$16,000	The proposed project includes a 4-day training course in "The Promotion of Ecological and Education and Culture - A Prevention Measure to Avoid Ecological Conflicts" to be held during April, 1995 within the Ruse region. The main objective is to "teach the teachers" in order to develop and spread over the country a movement for "ecologically matured" young people.
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**POLAND**

<i>ORGANIZATION</i>	<i>TITLE</i>	<i>GRANT AMOUNT</i>	<i>PROJECT DESCRIPTION</i>
INTERDONT - Commercial - Technical Support Company Center for Training & Education	The Functioning of the Legal System for Environmental Protection to Local Self-governing	\$21,000	The aim of the training is to enhance the environmental protection management system at the local government level. Altogether it is planned to train 90 people in three 4-day sessions held between November, 1994 and January, 1995.
Foundation in Support of Local Democracy	Environmental Health and Tested Food for Silesia: Cooperation Through the Federation of Polluted Silesian Towns	\$28,012	The project is designed to help local communities address one aspect of environmental health locally grown food contained by degraded environments in the Katowice voivod through a marketing system for produce per-tested locally for heavy metal and other toxics.
PDC Consensus	Developing Cooperative Environmental Resolution Strategies in Silesia	\$26,000	100 participants from local government will be trained in conflict management, negotiation, consensus building, meeting facilitation with the use of interactive, practically-oriented techniques.
Office of Region Development Ltd.	Waste Management in Planning and Environmental Policy on Community Level	\$10,500	Training is directed to members of community councils and to officers of local governments in Silesia. The special target is to promote the strategic approach and long-term solutions to the waste management problems in municipalities.

<b>Environmental Partnership for CEE</b>	<b>Training of Trainers Workshops - Part 2</b>	<b>\$48,000</b>	<b>Proposes a Training of Trainers (ToT) workshop for Silesian environmental NGO community in Strategic Planning and Financial Resources Development. The objective is to train 16 to 24 potential trainers on the rationale, techniques and training activities used in facilitating SPFRD workshops.</b>
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**ROMANIA**

<i>ORGANIZATION</i>	<i>TITLE</i>	<i>GRANT AMOUNT</i>	<i>PROJECT DESCRIPTION</i>
Ronnie Brooks Consulting and Center for Sustainable Development	Public Participation for Environmental Policy and Program Implementation	\$24,000	The training will consist of a 4-day workshop for approximately 25 people followed by a problem-solving parcticum six months later. Participants will be people involved in environmental projects in the Topoloveni-Pitesti area involved in educating the public about safe, effective and responsible collection and disposal of household garbage.
Nick Allen and Associates	Building Local Financial and Community Support for NGO's	\$22,942	The project consists of a 3-day participatory workshop on building public support through local fundraising, membershi acquisition, and media and direct outreach for activists from NGO's, and a series of mini-workshops customized for individual NGO's where activists will produce written strateg plans.
Semper Virent	Environmental Education Program for Young People	\$14,000	The workshop will take place in Arges district, at Valea cu Pesti in June 1995. It will be for people who work with youn people and will provide techniques for educating young peopl in environmental protection.

Center for International Environmental Law	Environmental Impact Assessment: Improving Development Decisions with Environmental Information	\$25,000	A proposal to conduct a 4-day environmental impact assessment training workshop in the Arges River Basin in Ap 1995. The workshop will training 30 participants in the goals process and methods of environmental impact assessment.
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**SLOVAKIA**

<i>ORGANIZATION</i>	<i>TITLE</i>	<i>GRANT AMOUNT</i>	<i>PROJECT DESCRIPTION</i>
Center for Environmental Public Advocacy	Trainings and Handbooks for Slovak Environmental NGO's	\$21,000	Proposes to conduct 4 training workshops and prepare four handbooks, all aimed at improving effectiveness and skills campaigning environmental NGO's.
Centre for Environmental Impact Assessment Department of Landscape Ecology/ Faculty of Natural Sciences Comenius University in Bratislava	Human and Institutional Capacity Building for Pollution Prevention in Eastern Slovakia	\$22,000	The proposed training will address the key environmental problems of Eastern Slovakia through building the human and institutional capacity of local governments for incorporating pollution prevention into every aspect of their operation, and will facilitate a shift in environmental management from traditional "command and control" to preventive approach which is in compliance with principles of sustainable development.
SOSNA Foundation	Improvement of Environmental Data Management in Ko ice Area as a Tool for Strengthening of Environmental Awareness	\$11,000	Proposed training is focused on increasing of knowledge on quality of environment in Ko ice Area as well as on improving of skills in environmental information management of people working with public and dealing with teaching, information propagation and public relations.
Magistrat mesta Ko ice	Public Participation, Advocacy and Mediation in Conflict Resolution	\$12,000	The training concerns public participation, mediation and advocacy skills and conflict resolution techniques related to environmental issues.

PB Consulting	Intensive Management Training in Strategic Planning and New Business Development to Environmental Managers	\$20,000	The proposed two-tiered training, for Slovak environmental managers, will provide extensive exposure to and intensive training in the principles and practices of strategic business planning and identification and evaluation of potential new environmental business development opportunities.
Global Environmental Foundation	Environmental Assessment for the Siting of Solid Waste Landfills	\$16,000	The proposed training will offer a 3.5-day course on the development of siting criteria, collection and evaluation of environmental data, and preparation of matrix evaluation of sites to be considered for solid waste disposal.

## **Appendix C: ETP Ph.D. Fellows**

### **BULGARIA**

**Slavinka Petrova**

**Country - Bulgaria**

**Home Institution - Higher Institute of Architecture and Civil Engineering**

**Research Topic - Water resource management**

**Pavlina Filipova**

**Country - Bulgaria**

**Home Institution - University of Architecture, Civil Engineering and Geodesy**

**Research Topic - The environmental impacts of hydrotechnical projects**

### **CZECH REPUBLIC**

**Jindrich Tichy**

**Country - Czech Republic**

**Home Institution - J.E. Purkyne University, Faculty of the Environment**

**Research Topic - Air Pollution damage to forest ecosystems in Sweden and the Czech Republic**

**Tomas Hak**

**Country - Czech Republic**

**Home Institution - Charles University, Faculty of Natural Sciences**

**Research Topic - Optimal strategies for decision-making in environmental project management**

### **HUNGARY**

**Arpad Baranyi**

**Country - Hungary**

**Home Institution - Budapest University of Economic Sciences**

**Research Topic - Examination and comparison of various techniques for environmental protection; the role of ethics in business decision-making**

**Gyula Zilahy**

**Country - Hungary**

**Home Institution - Budapest University of Economic Sciences**

**Research Topic - Implementation of sustainable development through total quality environmental management**

**POLAND**

**Krzysztof Przybyłowski**

**Country - Poland**

**Home Institution - Warsaw School of Economics**

**Research Topic - American marketing research methods for environmental business**

**Marek Zaborowski**

**Country - Poland**

**Home Institution - Krakow University of Technology**

**Research Topic - Pollution dispersion models and atmospheric chemistry; emission levels and environmental quality standards**

**ROMANIA**

**Cristina Ionescu**

**Country - Romania**

**Home Institution - University Politehnica in Bucharest, Faculty of Energetics**

**Research Topic - Water quality protection in the area of waste disposal sites**

**Niculai-Valerian Marocico**

**Country - Romania**

**Home Institution - University "Stevfan cel Mare"**

**Research Topic - The economic efficiency of different organizational structures for forest resource management**

**SLOVAK REPUBLIC**

**Martin Dovciak**

**Country - Slovak Republic**

**Home Institution - Technical University in Zvolen**

**Research Topic - Geographic information systems in natural resource analysis, emphasis on mountain ecosystems**

**Martin Malovesky**

**Country - Slovak Republic**

**Home Institution - Comenius University, Faculty of Natural Sciences**

**Research Topic - The use of geographic information systems in water quality and aquatic habitat protection**

## Appendix D: Subgrant Selection Criteria

### Threshold criteria

- During the 1994 solicitation, funds were awarded only for work in Bulgaria, Poland, Romania and/or Slovakia.
- Training must be related to environmental management (i.e., more effective management of the environment or more effective management of environmentally-related institutions.
- ETP requires that all training be conducted by, or in collaboration with institutions from one or more of the six countries in which ETP works.
- ETP requires that project management costs not exceed 35% of the total budget of any training activity.
- Only costs to be incurred in Central and Eastern Europe or in the US are eligible.

### I. Attributes of training proposal (65 points possible)

#### A. Anticipated nature of project impacts (10 points)

**Major criteria:** What is the probability of building the capacity of human resources and institutions in Central and Eastern Europe? Does the proposal include measures and indicators of those improvements?

**Minor criteria:** Does the proposal include some plan for disseminating results of the training to other groups in the country? What is the probability that the project will make actual improvements in the quality of the environment? Is there a possibility of a multi-country impact within the Region?

#### B. Expected multipliers of project impacts (17 points)

**Major criteria:** Does the proposal include relatively specific longer term (e.g., 3-9 month) follow-up and evaluation plans? Is there evidence that this proposed training complements, is sequential to or synergistic with other ETP activities? What is the probability that *impacts* from this training activity will be sustainable through time? What is the probability that the specific *training* itself will be sustained through time?

**Minor criteria:** Does the proposed training have replicability or demonstration value (i.e., is there a probability of a multiplier effect)? Will the proposer make a financial contribution to Project budget?

**C. Technical attributes of proposed training design (20 points)**

*Major criteria:* Does the proposal include specific plans for a training design consistent with ETP philosophy (i.e., small groups, interactive methods, daily evaluation)? Does the project have detailed evaluation methods and is there reason to believe that those methods will be transferred to in-country colleagues?

*Minor criteria:* What is the quality of the physical facilities where the training will be held? Is the schedule reasonable and flexible? What is the perceived quality of the training materials?

**D. Evidence of need for this training in the Region/Country (8 points)**

*Major criterion:* Is there documentation or evidence of need for this training (e.g., from previous ETP training, specific needs assessments, in-country collaborators, local institutions, collaborating western institutions or Projects)?

*Minor criteria:* Is the proposed training located within one of ETP's targeted geographic area(s) of focus? Is there evidence of collaboration with other AID/ENR programs (e.g., WASH, WEC)?

**E. Budget considerations (8 points)**

*Major criteria:* Is the budget well presented and reasonable (i.e., costs are well justified and explained)? Does the project appear to be cost effective?

*Minor criterion:* Does the project leverage funds from other sources such as peer AID projects or other non-AID projects?

**F. Diversity (2 points)**

Does the project appear to involve women and/or cultural minorities? To what degree have the proposers been explicit about such involvement?

**II. Attributes of proposers (35 points possible)**

**A. Compatibility of proposers with ETP philosophy (7 points)**

Is there evidence that the proposing institution is committed to the same kinds of goals as those expressed in the ETP philosophy (e.g., institution building, building local capacity, local and regional scale focus, interactive training, long term support, ongoing evaluation)?

**B. Regional experience and connections of proposing organization (15 points)**

*Major criteria:* Based on available evidence, what has been the quality of similar training presented elsewhere? Is there evidence to support the belief that this organization is familiar with and sensitive to the cultural concerns of Central and Eastern Europe?

*Minor criteria:* Does the organization have experience in the country? in the specific training region? Do the individuals involved have similar experience? Do the individuals or the organization have experience elsewhere in Central and Eastern Europe?

**C. Technical capability of organization and individuals (8 points)**

*Major criterion:* Is there evidence that the individuals and the organization are technically qualified to design and conduct the training proposed?

*Minor criteria:* Is there a specific plan for translation of materials into the local language (if needed)? Is there a plan for simultaneous (or the somewhat less effective consecutive) translation during the actual training?

**D. Fiscal reliability of proposing organization (5 points)**

Does the proposing organization have a track record of fiscal reliability? Is there a high probability that funds will be managed well and accounting will meet AID and University of Minnesota standards?

**Appendix E: Trainings During Years One-Three**

**BULGARIA**

<b>Training Activity</b>	<b>Years Offered</b>
<b>Business</b>	
Managing an environmental business: The business plan and financing proposal	Years I, II, III
Introduction to environmental auditing II	Years II, III
Advanced environmental auditing (2 offerings)	Year III
Marketing environmental goods and services (2 offerings)	Year III
<b>NGO</b>	
Strategic planning and financial management for NGOs (2 offerings)	Years II
Identifying funding sources and proposal writing	Year III
Advanced strategic planning and proposal writing for NGOs	Year III
<b>Governmental</b>	
Financing municipal environmental investments	Year III
Implementing an environmental monitoring and enforcement program at local and regional levels	Year III

Implementing and enforcing an effective regional and local environmental monitoring and enforcement program II	Year III
<b>Institutional</b>	
Curriculum development workshop in environmental & natural resource economics	Year III
<b>All</b>	
Increasing skills for environmental conflict resolution	Year III
Improved environmental programs through better information management	Year I
Environmental conflict management	Year II
Environmental impact assessment	Year II
River basin management	Year II

### CZECH REPUBLIC

<b>Business</b>	
Financial management of an environment business	Years I, III
Managing an environmental business: The business plan and financing proposal (4 offerings)	Years I, II
Principles of market dynamics (4 offerings)	Year III

Pollution prevention for small and medium sized companies (2 offerings)	Year II
Marketing environmental goods and services	Year III
Strategic planning for environmental businesses	Year III
Advanced environmental auditing	Year I
<b>NGO</b>	
Strategic planning for NGOs (six offerings)	Year III
Conflict resolution management	Year II
Environmental conflict resolution (2 offerings)	Year III
Developing and implementing a community environmental monitoring and enforcement program	Year I
<b>Government</b>	
Implementing environmental monitoring and enforcement programs at the local and regional level	Year II
<b>Institutional</b>	
Development of academic curricula in environmental economics	Year II
<b>All</b>	
Environmental impact assessment: improving development decisions with environmental information	Year II

Followup with EIA Regional Commission	Year II
Toxic Release inventory workshop	Year II
Environmental conflict resolution	Years II, III

### HUNGARY

Business	
Managing an environmental business: The business plan and financing proposal	Years I, II
Increasing the capabilities of private sector firms to perform environmental liability assessments	Year III
Advanced environmental auditing	Year III
Strategic planning for environmental business	Year III
Marketing environmental goods and services	Year III
NGO	
NGO outreach and development	Year II
Managing financial resources for NGOs: Identifying funding sources	Year II
Innovative approaches to strengthening NGO environmental interaction (3 offerings)	Year III
Environmental NGO interaction (3 offerings)	Year III

<b>Governmental</b>	
Environmental liability workshop	Year II
Financing municipal environmental investments	Year III
<b>Institutional</b>	
Curriculum development workshop	Year II
<b>All</b>	
Strategic planning in the Borsod-Miskolc region	Year I
Environmental conflict management	Year I
Training the Trainers	Year III

**POLAND**

<b>Business</b>	
Management of financial resources for small environmental business	Year I
Marketing environmental goods and services (2 offerings)	Year I
Advanced marketing of environmental goods and services	Year II
Environmental auditing II: technical applications	Year II
Managing environmental business	Year II
Environmental auditing for business	Year I
Financing environmentally sound restructuring	Year III
Strategic planning for environmental business	Year III
Environmental auditing	Year III
Financial management for small environmental businesses	Year III
Environmental impact assessment	Year III
Conflict resolution for environmental management (2 offerings)	Year III

<b>Post Diploma Studies Program at Silesian Technical University</b> <ul style="list-style-type: none"> <li>- Fundamentals of Management</li> <li>- Market Economy and Institutions</li> <li>- Marketing</li> <li>- Business plan and financial proposals</li> <li>- Strategic planning for environmental business</li> <li>- Environmental management of restructuring for large enterprises</li> <li>- Selected subjects of Polish law</li> <li>- Pollution prevention-Strategies</li> <li>- Pollution prevention-Technologies</li> <li>- US experience in restructuring</li> <li>- Social aspects of restructuring</li> <li>- Energy efficiency in industry</li> <li>- Environmental protection in metallurgy-Technologies</li> <li>- Environmental auditing for metallurgical plants</li> <li>- Quality control systems</li> <li>- Survival strategy</li> <li>- Marketing metallurgical products</li> <li>- Environmentally friendly technology</li> <li>- Waste management and recycling</li> <li>- Energy efficiency</li> </ul>	Year III
Business logistics for emerging environmental businesses in Upper Silesia	Year III
Survival strategy	Year III
Business/NGO	
Conflict resolution for environmental management	Year II
<b>NGO</b>	
Strategic planning and financial management for NGO's	Year I

Identifying funding sources and writing proposals	Year II
Train the Trainers to complement NGO strengthening	Year III
<b>Government</b>	
Functioning of legal system for environmental protection	Year II
Strategic planning and action initiatives for local governments and NGOs in the context of the Environmental Action Programme	Year III
<b>Business/Government</b>	
Waste management and the small business community	Year II
<b>All</b>	
Posnan International environmental fair	Year I
Developing an effective communication strategy for local government and NGOs	Year III

**ROMANIA**

<b>Business</b>	
Managing an Environmental Business: The business plan and financing proposal	Year II
Management of small environmental businesses	Year III
<b>NGO</b>	
Strengthening NGOs through organizational development	Year II
NGO public outreach, communication and coordination	Year III
Identifying funding sources and writing proposals	Years I, II
Community financing for NGOs	Year III
<b>Governmental</b>	
Implementing an effective regional and local environmental monitoring and enforcement program	Year III
Financing municipal environmental investments	Year III
Implementing legal processes for environmental protection at the local and regional level: Environmental permitting for EPA	Year III
Environmental impact assessment	Year III
<b>Institutional</b>	

Environmental information in Romanian libraries - Library Project Catalogue	Year II
Using Internet for environmental information and library networking	Year III
Curricula Development	Year III
Environmental education for Youth	Year III
Proposal writing for research institutes	Year II
<b>All</b>	
Strategic planning for public participation	Years II, III
Effective management of air and soil at a local and regional scale	Year III
Strategic planning for environmental management	Year I
Improved environmental programs through better information management	Year I
Integrated waste management	Years II, III
Environmental mediation and conflict resolution	Year III
Developing a regional water quality management plan: River basin management	Year II

## SLOVAKIA

<b>Business</b>	
Environmental auditing for industry and government professional	Year II
Financial management for small environmental businesses	Year II
Advanced financial management	Years I, III
Principles of market dynamics (3 offerings)	Year III
Marketing management (3 offerings)	Year III
Marketing environmental goods and services	Year III
Implementing effective regional and local legal processes for environmental protection	Year III
Managing and environmental business: The business plan and financing proposal	Year II
Environmental auditing II: technical applications	Year II
Developing a marketing plan for environmental businesses	Year III
<b>NGO</b>	
EIA: Public participation training for NGOs	Year III
Innovative approaches to strengthening environmental NGO interaction	Year III
Heavy metals: training of activists	Year III

Strategic planning and management of financial resources for NGOs	Year II
Strategic planning and financial management for NGOs (four offerings)	Year II
<b>Governmental</b>	
Implementing the Environmental Action Programme	Year III
Environmental liability workshop	Year II
Business, Government, NGO	
Developing and implementing effective community level environmental monitoring and enforcement programs	Year II
Waste management (2 offerings)	Year III
Environmental impact assessment: Improving development decisions with environmental information	Year II
<b>Institutional</b>	
Developing academic curricula: Environmental and natural resource economics	Year III
Developing academic curricula in environmental business (jointly with Czech Republic)	Year II
<b>All</b>	
Building regional capacity for solving environmental conflicts	Year III

<b>Environmental monitoring and enforcement on the local and regional level</b>	<b>Year II</b>
<b>Using information for effective environmental management</b>	<b>Year II</b>
<b>Environmental monitoring and enforcement on the local and regional level</b>	<b>Year II</b>
<b>Strategic planning for effective environmental business management</b>	<b>Year III</b>

**Appendix F: Interns**

Name	Interests	Host
<b>Country: Bulgaria</b>		
Gerasim Gerasimov	<ul style="list-style-type: none"> <li>▶ Sanctuary Management</li> <li>▶ Environmental Legislation</li> <li>▶ Activities of the National Park Service</li> </ul>	Audobon Center of the Northwoods
Vanya Grigorova	<ul style="list-style-type: none"> <li>▶ EIA Legislation</li> <li>▶ EIA Methodological Guidelines</li> <li>▶ EIA Decision Making Process</li> </ul>	USDA: Anoka Sand Plain Water Quality Project
Angel Tselov	<ul style="list-style-type: none"> <li>▶ Water Purification</li> <li>▶ Food Processing Plant Pollution Control</li> <li>▶ Water Preservation</li> </ul>	McCombs Frank Roos Associates, Inc.
<b>Country: Czech Republic</b>		
Maria Ticha	<ul style="list-style-type: none"> <li>▶ Environment Impact Assessment</li> <li>▶ Environment Risk Assessment</li> <li>▶ Life Cycle Analysis</li> </ul>	Clean Water Action
Zdeněk Křivský	<ul style="list-style-type: none"> <li>▶ Managing non-profit Organization</li> <li>▶ Leadership Skills</li> </ul>	3M Company
Peter Šauer	<ul style="list-style-type: none"> <li>▶ Environmental Policy and Applied Economics</li> <li>▶ Integrated Ecological Investment</li> </ul>	University of Northern Colorado Dept. of Economics

<b>Helena Vomackova</b>	<ul style="list-style-type: none"> <li>▶ Academics</li> <li>▶ Organizational Methods</li> </ul>	<b>Academic at University of Minnesota</b>
<b>Country: Hungary</b>		
<b>Istvan Pinter</b>	<ul style="list-style-type: none"> <li>▶ NGO</li> <li>▶ Local Governments</li> </ul>	<b>Glen Keiker; Mpls Pollution Control Center</b>
<b>Alexa Kovacs</b>	<ul style="list-style-type: none"> <li>▶ Local Governments</li> </ul>	<b>Minnesota International Trade and Development</b>

<b>Country: Poland</b>		
<b>Jerzy Barglik</b>	<ul style="list-style-type: none"> <li>▶ Post-Diploma Program faculty member, responsible for maintaining U.S. faculty contacts</li> <li>▶ Specialization: electroheat, electrometallurgy</li> </ul>	University of Minnesota; ETP Program  CHMR
<b>Franciszek Grosman</b>	<ul style="list-style-type: none"> <li>▶ Post-Diploma Program faculty member, Polish expert on latest metallurgy technology</li> <li>▶ Specialization: materials engineering, computer simulation and the design of material forming process</li> </ul>	University of Minnesota; ETP Program  CHMR
<b>Remigiusz Sosnowski</b>	<ul style="list-style-type: none"> <li>▶ Dean of Metallurgy Department of Silesian Technical University</li> <li>▶ Post-Diploma Program faculty member</li> <li>▶ Specialization: environment-friendly technology, management in metallurgy</li> </ul>	University of Minnesota; ETP Program  CHMR
<b>Zbigniew Jedrzejewski</b>	<ul style="list-style-type: none"> <li>▶ Facilitator for ETP courses</li> </ul>	University of Minnesota; ETP Program  CHMR
<b>Country: Romania</b>		

<b>Elena Lizica Fenesan</b>	<ul style="list-style-type: none"> <li>▶ <b>Facilitating Workshops and Training Programs</b></li> <li>▶ <b>Soil Testing</b></li> <li>▶ <b>Groundwater Pollution</b></li> </ul>	<b>Minnesota Pollution Control Agency - Groundwater Division</b>
<b>Simona Hentia</b>	<ul style="list-style-type: none"> <li>▶ <b>Community Activism</b></li> <li>▶ <b>NGO Organization and Management and Leadership Skills</b></li> </ul>	<b>Citizens for a Better Environment</b>
<b>Dorina Manolescu</b>	<ul style="list-style-type: none"> <li>▶ <b>Biomonitoring</b></li> <li>▶ <b>Monitoring Waste, Soil, Sediments, Data Analysis</b></li> </ul>	<b>Metropolitan Council</b>

<b>Country: Slovak Republic</b>		
<b>Dušan Kováč</b>	<ul style="list-style-type: none"> <li>▶ Minnesota Trade Office, Minnesota Chamber of Commerce, Minnesota Environmental Initiative and other organizations assisting small and medium companies</li> <li>▶ networking among organizations</li> </ul>	<b>Suburban Area Chamber of Commerce</b>
<b>Peter Burda</b>	<ul style="list-style-type: none"> <li>▶ Environmental compliance, pollution prevention, etc. for small companies</li> <li>▶ Has taken part in workshops organizing cooperation with the World bank and European Bank for Reconstructions and Development on Environmental Issues</li> <li>▶ Produced a tutorial for the Slovak Chamber of Commerce, "Environmental Minimum for Entrepreneurs"</li> </ul>	<b>Office of Environmental Assistance</b>  <b>Suburban Area Chamber of Commerce</b>  <b>WRITAR</b>
<b>Laura Dittelova</b>	<ul style="list-style-type: none"> <li>▶ Community Activism</li> <li>▶ Grassroots Organizations</li> </ul>	<b>Center for Global Environmental Education</b>

## **Appendix G: External Evaluation Findings: Summary of ETP Achievements and Recommendations**

### **ETP Achievements**

#### **1. Targeting the Project and the Sub-Regional Focus in Each Country**

*The decision to focus and concentrate ETP's limited training resources in a priority region within each country is paying large dividends. The result of our regional focus has been establishment of several new organizations such as the Yantra River Basin Council in Bulgaria, a non-governmental coordinating body for integrated environmental action and the G.A.M.A group in Romania, promoting experimental municipal solid waste management and voluntary industrial pollution control.*

#### **2. In-Country Coordination and Project Implementation**

*The ICCs selected in CEE have shown remarkable initiative and imagination in mobilizing local partners among NGOs, local/regional government units, training institutes and businesses, to support, implement and extend program results. We feel our in-country coordinators and the institutional and professional momentum they have developed are among our strongest accomplishments.*

#### **3. The ETP Methodology**

*ETP has engaged [the participants] in interactive, real-case, cross-sectoral problem-solving with a refreshing "can do" esprit. Repeatedly, ETP participants told the evaluators that the proof of the merit of the method is that they learned not just facts and techniques, but how to act "democratically" - how to communicate and arrive at decisions so that they could make it all work after the training was over. This methodology is core to the ETP philosophy, and introduces a new way of approaching learning that evolves from interaction among ETP participants, the Consortium, and AID.*

#### **4. Building and Reinforcing a Network of Informed, Motivated Activists**

*Through exceptional ICC efforts to support the Consortium partners and sub-grantees, a formidable output of ETP alumni has been produced in each country. In Poland, 22 courses have been delivered with 560 participants. In Bulgaria, 33 courses produced 758 graduates. In Romania, starting nearly a year later, 15 courses have yielded 478 ETP alumni. These alumni, and the network they represent are ETP's "sustainable outcome."*

#### **5. Using Targeted Follow-up**

*Some ICCs have been especially effective in using discretionary ETP follow-up resources to selectively build on key courses to bring*

*about specific, high impact results for breakthroughs in environmental management.* The Consortium has learned a great deal about wise investment of followup funds and we plan to invest heavily in this area in Years Four and Five.

#### **6. Linking with and Reinforcing Other USAID Environmental Initiatives**

*ETP-trained Bulgarian NGOs such as Ecoglasnost/Varna, are expanding action programs with grants from several donor sources including the USAID/Embassy small projects account. . . . In Poland, with the effective leadership of USAID/W ENI/EEUD/ENT ETP project manager, the Local Environmental Management (LEM) Project has drawn on ETP's Polish trainers to design its LEM-specific training approach and highly operational workshop materials. . . . Most effectively, the Romanian OAR has aggressively built complementarity and synergy among the program pieces in the sector and is using ETP as a way of focusing on sector-wide training needs.* The Evaluation Team Report has been helpful in guiding ETP and AID toward more coordinated in-country environmental assistance.

#### **7. Impact and Sustainability**

*Although indicators of impact and sustainability are not yet being systematically tracked by the Consortium, even at this early stage in the project, there is abundant case evidence of significant concrete results, with high sustainability potential.*

### **Recommendations for the Future**

#### **1. Decentralizing Project Management - The New Roles for ICCs and OARs**

*Over these two-and-a-half years of project implementation, the Consortium has been incrementally increasing the authority and responsibilities of the ICCs and has been seeking to decentralize project management.* More adequate pre-positioned resources, improved Management Information Systems and clear amendments to the Cooperative Agreement have been recently developed to assist ICCs in carrying out their functions.

#### **2. Sharpening Each CEE Country ETP's Role in USAID's Environmental Sector Strategy as well as ETP's End-of-Project Institutional and Program Goals**

*ETP needs to be seen as a tool to service the environmental sector in each country with appropriate USAID/ETP strategic planning to draw on its capacity.* The Consortium is working closely with each country OAR to think through timing and objectives for project closure and to agree upon sustainable institutionalization strategies for each country.

#### **3. Integrating ETP as an element of USAID's Environmental Strategy in Each Country**

*OARs need to be more proactive in coordinating ETP with the sector, such as organizing regular sector coordinating meetings,*

*encouraging joint programming actions, engaging other actors in ETP workshop presentations, and direct ICC involvement in the OAR strategic planning and budget development. . . . The OARs are encouraged to think of ETP as a strategic asset, on the one hand, now tested and ready to efficiently serve sector-wide training needs, and on the other hand, as a project ready for strategic phase-out planning for its core activities into a sustainable, institutionalized result.* ETP ICCs are working closely with the OARs and with AID Washington to insure the appropriate availability of any element of ETP's large network as a resource for improved environmental management.

#### **4. Improving ETP Methodology**

*The ETP methodology has been very powerful. It could be improved by enhancing local relevancy in case materials, providing more "take home" references and workbooks, and capturing participant feedback for follow-on actions. More cost-effective modalities could be explored, as could increased "Training of Trainers" programs.* Further improvements to ETP's methodology consistent with these recommendations have been developed and are being implemented in Year Four.

#### **5. Building a Reinforcing Network of Informed, Motivated Activists**

The ICCs have been given authority and resources to start regular newsletters for and by ETP participants and are being provided Consortium assistance to put into operation participant tracking systems. Local organizations are being identified which are capable of maintaining and nurturing the ETP alumni network to further the process of "indigenous" ETP network maintenance.

#### **6. Providing Systematic, Carefully Targeted Follow-up**

ETP is continuing development and implementation of a consistent, systematized followup plan, through which workshop specific programs are designed and put in place to further learning after each training exercise. A more detailed discussion about specific recommendations and subsequent ETP action is presented in the Conclusion section of this Annual Report.