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## **ENVIRONMENTAL TRAINING PROJECT**

### **ANNUAL REPORT FOR YEAR FOUR**

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**To:**

**U.S. Agency for International Development**

**From:**

**A Consortium of the University of Minnesota:**

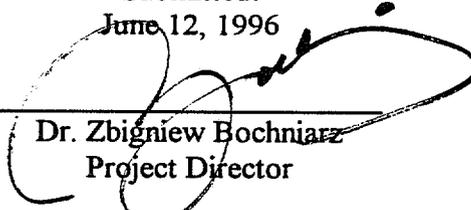
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## ***I. EXECUTIVE SUMMARY***

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Based on a collaborative agreement with United States Agency for International Development (US AID), in Year Four the Environmental Training Project (ETP) delivered 71 trainings in 116 offerings. In addition to the 71 trainings, ETP delivered 68 PDS modules in four countries. Thirty-eight trainings (more than half) were delivered completely by local trainers. These trainings reached 2,378 participants in six CEE countries bringing the total number of participants in ETP trainings to 5,890 to date. In excess of \$1,663,274 in funds was leveraged in Year Four (not all leveraged funds were reported). Based on partial reports (the business community in CEE is very reluctant to share financial success stories) the graduates of ETP courses through their proposals, negotiations, and loans, raised over \$90 million for investment.

Year Four, which ended February 11, 1996, represented a significant step toward building a sustainable base for environmental training in Central and Eastern Europe (CEE), particularly in strengthening management decentralization and international sustainability of ETP activities. ETP Foundations have been established in Bulgaria and Slovakia, which will enable ETP in-country offices to continue to initiate training programs and support environmental business and NGO networks of all kinds. In Czech Republic and Hungary, ETP mission and follow-up activities have been successfully transmitted to the Institute for Environmental Policy in Prague, the Center for Environmental Analysis in Decin (Northern Bohemia) and the Center for Environmental Studies in Budapest. Efforts are underway for similar institutionalization of activities in Poland and Romania. Institutional development training for In-Country Coordinators and their staff significantly contributed to the ability of ICCs to obtain legal status, establish governing and policy making boards, and organize fund-raising efforts.

To maintain a high level of regional coordination among ETP entities, the ICC's have established an association called *ETP International* which will replace the ETP Council when the AID cooperative agreement ends. In this way, ETP will continue to contribute to the environmentally-sound restructuring of economies in Central and Eastern Europe. (This report presents detailed discussions of sustainability plans for each country in Section V found on page 82. Each ICC wrote his/her own country section.)

The Year Four PIP was designed through the collaboration of AID OARs and ICCs, and was meant to directly respond to the need of local governments, businesses, NGOs, and academic leaders. One of the major features of Year Four was the institutionalization of ETP programs through such programs as:

1. The Ph.D. fellowship program for twelve Ph.D. candidates from CEE at the University of Minnesota;
2. The Post-Diploma Study (PDS) in Environmentally Friendly Restructuring of Heavy Industry in Poland (two offerings);

3. The Post-Diploma Study Program at Varna University of Economics in Bulgaria;
4. The Post-Diploma Study Program at Miskolc University in Hungary;
5. The Post-Diploma Study Program at Kosice Technical University in Slovakia.
6. The internship program for twenty environmental leaders from CEE in the U.S.A.;

The institutionalization of the ETP activities was not a goal in itself, but a means to developing a sustainable capacity for environmental training in each of the six CEE countries. There are many ways to achieve this objective. One of the most important ways is investing in local human capital, as represented by ETP collaborators, trainers and facilitators.

It is important to note that only about one third of Year Four trainings were delivered by ETP Consortium Partners -- mostly in close collaboration with local partners. These figures indicate the progress toward the strategic objective of the project -- establishing sustainable capacity for practically-oriented environmental education in CEE.

During Year Four a step was taken toward decentralizing management of the Project by empowering ICCs, thus contributing to the sustainability of educational capacities in the Region. Our goal was to instruct participants to identify, assess, prioritize and address environmental problems, making efficient use of natural resources and pollution prevention and reduction techniques, all within the context of a competitive market economy with democratic public institutions. In this way, ETP contributed to strengthening local democratic institutions and at the same time to the environmentally sound restructuring of CEE economies. This strategic objective of ETP management development was implemented through the following means and processes:

1. Shifting responsibilities to the ICCs for identifying training needs for their respective countries, developing their country needs and soliciting the concurrence of the local AID/OAR;
2. Placing authority for approval of individual training activity work plans with the ICCs;
3. Granting authority to ICCs for contracting with local organizations and trainers to conduct follow-up activities;
4. Assessing the ICC's current organizational capacity and developing a specific plan for increasing their ability to manage these additional responsibilities. The University of Minnesota led this effort to develop the management and organizational capacities of the ICC's. During Year Four, Minnesota also simplified funding procedures and increased the availability of financial resources to the ICC's to reduce or eliminate cash flow problems that have afflicted the project.

As programmatic and financial responsibilities were moved to the field, the role of project management by the Consortium partners, specifically the University of Minnesota, has been reduced. However, Year Four was viewed as a transition period and, as such, the structure for overall project management was still maintained -- albeit at a reduced level -- in Minnesota. The director focused on strategic issues facing ETP in each of the countries and worked with ICCs to position their programs to respond to AID priorities and related international assistance programs. The deputy director concentrated on analysis of ETP impacts and experiences and facilitated dissemination of this information within the ETP community and to relevant audiences beyond. The project administrator led the effort to develop the operational capacities of ICCs to fully manage the ETP program within their countries and worked in cooperation with the University in maintaining overall compliance with U.S. Government and AID regulations. The office coordinator served as the central point of contact for ETP in Minnesota and coordinated tasks among the Consortium and ICCs. Minnesota also retained a program assistant for Ph.D. fellows and interns and a project secretary.

An important investment in human capital is the ETP Ph.D. Fellowship Program, which involved twelve CEE doctoral candidates. The goals of the program were to spend 10 months of study at the University of Minnesota in order to make an investment in the future environmental leaders in CEE; introduce technicians to management and environmental economics studies; and to develop a draft of their dissertation. (The Ph.D. program is discussed in detail in Section II.C.2 on page 13.)

During Year Four, we hosted five mid-career interns from CEE in the United States. They worked with organizations similar to their own, and enjoyed the opportunity to network and build relationships with colleagues which are meant to extend over time. They represented the best of CEE countries, and displayed an eagerness to learn as much as possible, a readiness to take part in any opportunity to enhance their knowledge, strong skills, and a constant curiosity in American culture. Based on our direct contact with them, as well as on formal evaluation reports, they learned a lot and regarded this form of training as very effective. One of the major things they developed in the United States is confidence in undertaking very ambitious tasks with the understanding that this requires hard work and intelligent use of appropriate resources. Now, they are sharing their American experience with their colleagues in their native institutions in CEE.

In addition, fifteen Post-Diploma Studies interns visited the University of Minnesota and the Center for Hazardous Materials Research for a period of three-weeks. These mostly young academics met with American faculty specializing in environmentally-sound restructuring, developed curricula for the Post-Diploma Studies courses prepared in a close collaboration with their American faculty CEE case studies for PDS and took advantage of a wide variety of American resources (e.g., technical experts, environmental businesses, research libraries, and state and municipal agencies).

It would be a mistake to think that internships are a one-way transfer of experience and know-how. The CEE interns, all highly professional, contributed much to enhance American knowledge about their countries, their environmental problems and their cultural heritage. They were great ambassadors of their countries, and have built professional relationships with representatives of American firms and agencies. These representatives all agree the experience was of value to their organizations and employees, and plan for ongoing communication and projects in which benefits will accrue on both sides.

One of the best examples of ETP institutionalization is the Post Diploma Studies program at the Silesian Technical University (STU) in Katowice, Poland. PDS was inaugurated in November 1994, comprised of 38 top managers from Polish mostly steel industry and one from the neighboring Czech Republic. The second offering of the PDS at STU that started in June, 1995 recruited 28 CEOs from non-ferrous metallurgy. The fact that we have attracted participants from top levels of management is a success in itself, since these are direct decision makers with a significant impact on entire companies. (Impacts of the first offering of PDS at STU are discussed in detail in Appendix F, found on page 135.) The human and managerial capacity developed by ETP at the STU and other CEE collaborative universities through internships and collaboration with American professors will serve not only for the next offerings of the PDS but also will contribute to working with PDS graduates within an environmental extension service.

The results of human capital investment through ETP trainings can be seen in changes in mentality and working styles. In Romania, for instance, ETP participants are recognized as "trained" experts who demonstrate a higher level of managerial and leadership skills. They enjoy increased credibility from the public and have been included in meetings with the Ministry of Environment. In Arges River Basin, where ETP concentrated its activities and developed a close relationship with environmental authorities, the local EPA proposed a new strategy that was approved and funded by the Ministry, and published it as a model for other regional EPAs.

Leveraging ETP funding is another indicator of sustainability. An example of such leveraging was demonstrated in Hungary via the subgrant program. In addition to local facilitators undergoing ETP training as future instructors, four additional organizations were able to develop individualized training activities. These organizations not only benefited from ETP training materials and contacts with participants, guest speakers, and American and Hungarian ETP trainers, but they benefited from the opportunity to provide training on their own. These groups extended and adapted ETP training materials, disseminated ETP training methodology, and trained their own facilitators. In the end, all were capable of developing and delivering training courses independently. Two have begun to deliver training courses as part of their regular activities. They are all conducting market research and fundraising activities for future courses. This will further leverage ETP activities since two of the organizations will offer business courses, an area in which it has been difficult for ETP to locate Hungarian trainers.

ETP publications are also important contributions to building local training capacity . The publicizing of resources contributes to increased awareness among all citizens. In Year Four, twenty publications were produced in the CEE region. These publications are popular resources and even provide direct sales income for the In-Country offices. (The list of publications from Year Four is found in Appendix D on page 121.)

As in past years, during Year Four we worked with ICCs to develop environmental extension services to provide outreach programs. In addition to continuing the previous consulting work of our trainers, we initiated university extension services in Bulgaria, Hungary and Slovakia modeled on our successful Post-Diploma Studies program in Poland. Varna Economic University, Miskolc University and Kosice Technical University all signed agreements with the University of Minnesota and began holding Post Diploma Studies classes at their universities. These programs promise to carry ETP's mission forward into the next century in these countries. (PDS is discussed in more detail in section III.B found on page 19.)

In order to effectively phase out our operations in Bulgaria and Hungary, we completed our major training cycles for all components. We also began the institutionalization process so that ETP's mission in these countries will continue. Institutions working toward this mission include: ETP Foundation in Sofia, Yantra River Basin Council in Veliko-Turnovo, Bulgaria and the Center for Environmental Studies in Budapest, Hungary.

The Environmental Training Project continued to support AID Peer Projects in CEE, particularly the Environmental Action Programme in Bulgaria, Poland, and Slovakia. We also jointly organized with HIID the first curricula development workshop for Romanian university professors in Sinaia, which took place in March 1995 and in Slovakia in June 1995. ETP continued its collaboration with LEM, WEC and HIID in Poland, and with WEC and HIID in Romania and with EMTC in Bulgaria and Poland.

Summing up the ETP activities in Year Four, we feel that the following should be regarded as the major achievements of Year Four programs:

1. Graduation of the first group of 36 senior-level managers from the Post-Diploma Studies (PDS) program in environmentally friendly restructuring of heavy industry in Poland;
2. Successfully replicating the Polish PDS experience in Bulgaria, Hungary and Slovakia with 60 enrolled participants, as well as recruiting a group of 27 CEOs for the second offering of the PDS in Poland;
3. Successfully completing the Ph.D. program for 12 ETP fellows from at the University of Minnesota;

**4. Developing of human capacity for local government in environmental investment and environmental action plans;**

**5. Institutionalizing many ETP activities and organizations, and in this way, contributing to the sustainability of educational capacities.**

**In Section IV on page 59 each ICC has outlined the major impacts of ETP's Year Four activities in their own country. The depth and breadth of ETP's influence can be seen in the wide range of impacts in each country. The quantitative impact indicators for ETP target regions are listed in Appendix B found on page 105.**

## ***II. DESCRIPTION OF THE PROJECT***

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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 composed of the Center for Hazardous Materials Research (CHMR), the World Wildlife Fund-US (WWF-US) and the Institute for Sustainable Communities (ISC).

Original target countries were Bulgaria, the Czech Republic, Hungary, Poland, Romania and Slovakia, in accordance with AID's priorities. ETP's basic goal is to contribute to environmentally sound restructuring of Central and Eastern European economies. The planned activities aim at achieving improvement in environmental and natural resource economics and management of natural resources and the environment. This 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 descriptive overview of the four components and their activities during Year Four.

### **A. Environmental Business Management and Administration**

#### **1. Component Overview**

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."

## **2. Business Component -- Year Four**

Activity in Year Four confirmed the trend exhibited by the ETP Business Component since year Two: development of and reliance on local trainers in all countries of the project. This is most pronounced in the topic of environmental auditing, where by the end of Year Four, courses on this subject had been offered by local consultants in five of the original ETP countries, excluding only Romania. In-country competence was solidified in other areas of environmental management as well. Examples include the primary role played by the Hungarian partner in the course, "Increasing the Capability of Private Sector Firms to Perform Environmental Liability Assessments," the Czech partner in the course, "Environmental Auditing 2: Management of Risk," and the Polish course, "Environmentally-Sound Management of Industry."

Most significant evidence of institutionalization in this component was progress in the PDS programs in four countries. This is demonstrated by the reliance in the Polish case on Polish instructors in the second year of PDS in Katowice. It was also in evidence in the first year programs in Bulgaria and Hungary, where the host universities were specifically able to provide instructors for the PDS module, "Financial Management in Restructuring," rather than rely on US instructors.

In Year Four two courses were also added in the business part of this component curricula: "Strategies for Survival" and "Advertising and Public Relations for Environmental Firms." Both were jointly developed with Polish partners and successfully delivered in the Silesia Region. In addition, two offerings of the "Business Logistics for Emerging Environmental Firms" were delivered. This course (financed from the Year Three budget) was completely designed by Polish instructors and received some of the highest evaluations in ETP history.

Other innovative courses were successfully developed and delivered by Bulgarian instructors -- three offerings of "Green Investments Opportunities" and "Sustainable Resource Management" (two offerings).

## **B. Public Participation and Outreach**

### **1. Component Overview**

Public participation in environmental issues drives the regulatory process that 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.

### **2. Public Participation and Outreach Component -- Year Four**

*Second generation of NGO training:* the first generation was represented by delivery of basic skills training workshops by American trainers using US developed materials. The second generation is reflected in training of trainers workshops for NGOs, most notably in Poland through the Environmental Partnership, and continuing NGO training by such local training institutions as the Center for Environmental Public Advocacy in Slovakia and Okotars in Hungary. This training is customized to local situations. Much of the NGO assistance by local trainers also consists of on-site consultations in relation to specific issues. ETP has also invested in developing NGO networks in various countries, such as the NGO network in Romania. ETP-trained facilitators helped facilitate the annual meeting of Hungarian NGOs.

*Conflict resolution training also entered a new phase:* In contrast to NGO training, where there did not exist a pool of trained trainers before the advent of ETP, there was a series of conflict resolution training centers in CEE that preceded ETP by a year or two. Some had greater environmental expertise and interest than others. The first generation of ETP training included basic skills training delivered by American trainers or jointly by American trainers and local counterparts. The second generation of training was marked by deliveries of training exclusively by local organizations, frequently addressing particular local circumstances at the request of local entities (e.g., training by PDC in Slovakia for many different audiences). The second generation of training was also represented by development and delivery of workshops on advanced conflict resolution skills in concert with local partners, and publication of the first-ever Czech book on environmental conflict resolution. The book, published commercially, sold out of its first edition.

*Electronic communication* was also a major investment during Year Four. This included a regional Internet training workshop in Budapest (for which training materials were translated into all six local national languages), support for the first annual meeting of the International Organization of Information Specialists in Budapest, Internet training in Romania, placement of the Slovak training manuals on the Internet, and support for training of NGOs to participate in Slovak E-mail network. With the assistance and support of consultant Chet Grycz, ETP also experimented with the creation of an electronic "listserv" for environmental training, to facilitate electronic communication on environmental topics.

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

### **1. Component Overview**

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.

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.

## **2. University Strengthening and Institutional Capacity Building -- Year Four**

One of the major priorities during Year Four was 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 preliminary work in Poland, Bulgaria, the Czech Republic, Hungary, Romania and Slovakia, ETP carried out curriculum workshops and follow-up workshops on environmental and natural resource economics in Bulgaria and Slovakia during Year Four. In this way, ETP played a pioneering role in developing this new discipline to the academic communities.

There were four major objectives of these workshops:

- 1) To present and discuss CEE implementation of curricula in environmental and natural resource economics and share the CEE experiences in teaching in these areas;
- 2) To explain some of the more advanced issues of environmental curriculum;
- 3) To facilitate exchange of experience among CEE 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 CEE universities.

During the initial workshops, US professors presented over 300 pages that 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.

Roundtable discussions were designed to evaluate the usefulness of the US environmental curricula for CEE universities. Despite the principal differences between scientific disciplines represented by the participants and a symbolic presence of environmental economists in the audience, they agreed almost unanimously on the usefulness of an ETP curricula development workshop. The vast majority had to initiate two curricula reforms at their universities. They appreciated the opportunity to discuss not only the substantial environmental issues, but also problems encountered using American teaching methods, organization of educational process, and methods of student evaluation.

In Year Four, the Post-Diploma Studies program at the Polish Silesian Technical University (STU) devoted to assisting restructuring of heavy industry was used as a model for PDS programs in Bulgaria, Hungary and Slovakia. Top-level managers are enrolled in PDS programs at Varna Economic University, Miskolc University and Kosice Technical University. Each PDS program is designed to meet the specific restructuring needs of the

area. Four faculty from each of these institutions spend one month at the University of Minnesota developing cases on skills to use in their classrooms. (PDS is discussed in detail in section III.B on page 19.)

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 ongoing strong faculty leadership by establishing strong East-West academic networks, we brought twelve (two from each country) young, high-potential scholars to the University of Minnesota for a ten-month formal educational experience. This program spanned the second half of Year Three and the first half of Year Four. These scholars were Ph.D. candidates as well as faculty members at CEE universities. They completed their ten-month fellowships at the University of Minnesota in June 1995. The Fellows' actual U.S. experience shaped dissertation approach and progress. These individuals traveled, attended conferences, worked with U.S. faculty, and attended classes. Valued impacts of the program, as reported by the Ph.D. fellows themselves, include:

- dramatic and very positive knowledge change;
- dissertation topics narrowed or changed (viewed as very important);
- literature review (appreciation the library, computer access, and other resources in Minnesota);
- connections developed throughout CEE, and the new experiences, opportunities and ways of seeing things that those connections allowed.

(Information on the Ph.D. fellows and their areas of research are available in Appendix C.)

Through these three different efforts (i.e., the Post-Diploma Studies program, curricula development and the Ph.D. program), the University component was greatly strengthened in Year Four. We also worked more closely with in-country institutions to establish and implement certificate programs in environmental studies that will incorporate and enhance ETP training while safeguarding its sustainability.

*ICC Institutional Capacity Building:* Institutionalization of ETP-ICC capacities is probably the achievement that will have the greatest impact in the region. We feel our In-Country Coordinators and the institutional and professional momentum they have developed are among our strongest accomplishments. (Each country's sustainability plan is detailed in Section Five of this report.)

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's activities in Year Five.

*ETP Internship Program:* An internship program was initiated in Year Three which allowed 20 interns from the six target countries to spend one month in the U.S. During the 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.

Nineteen of the twenty interns were able to participate during Year Three; however, one intern from Hungary carried out his internship during Year Four. The Hungarian intern was able to learn a great deal from his internship hosts and made many professional contacts with whom he shared information. On his return to Hungary he led a training session based on the information obtained during his internship.

## **D. Environmental Policy and Management**

### **1. Component Overview**

The Consortium has continued to offer training to upgrade the skills of governmental decision makers and other ETP audiences in a combination of subject areas critical to effective environmental policy analysis, planning and management. These topics include environmental information management, comparative risk analysis and priority setting, permitting and enforcement, interagency coordination, municipal financing, and environmental planning and action.

Target audiences are regional and local government officials who are being given increasing responsibility for managing local environmental problems due to democratization and decentralization of power. The Consortium's goal is to train these officials to ensure that economic restructuring is supported by increased local management capacities in environmental protection.

Training for this component complements public participation and outreach and the conflict resolution elements of the ETP NGO component and is being closely coordinated with other environmental management courses and training sponsored by USAID and bilateral and multilateral agencies such as the EU-PHARE program. Training has continued to be delivered on a regional basis, using a case study, problem solving approach. Efforts in institution building in the public sector support development of indigenous capabilities in environmental policy, analysis, and management.

### **2. Environmental Policy and Management -- Year Four**

Training in this area focused on three courses:

*Implementing a Community Environmental Action Project:* This training activity was delivered in Slovakia, Hungary, and two sites in Romania. It prepared participants to identify environmental priorities within their communities and develop environmental action plans for concrete, practical actions to achieve these priorities. The trainings brought together teams of municipal officials, NGOs and business leaders from several communities to learn the fundamentals of environmental priority setting, action planning, launching a community project, and team-building and conflict resolution. Participants completed each workshop with a plan of action for establishing an action project in their

communities. In-country workshop organizers conducted follow-up activities, such as on-site visits and sharing-of-experiences meetings several months after the workshop, to help ensure successful implementation.

*Financing Municipal Environmental Investments:* This training activity was designed to familiarize municipal and municipal utility professionals with the fundamental concepts of project financing and to improve their skills in preparing project financing plans. The workshop used a hypothetical example to illustrate basic finance principles. Participants were asked to bring to the workshop project-specific information on an environmental infrastructure project they wanted to see financed in their communities. During the workshop, they were asked to develop an outline of a project finance plan and give a brief presentation of the plan at the conclusion of the workshop. Presentations from regional and national finance officials provided participants with up-to-date information on local government finance authority and the capital markets in each country. In Year Four, this workshop was delivered in Hungary and Poland.

*Implementing and Enforcing an Effective Regional and Local Environmental Monitoring Program:* This workshop was designed to help regional and local environmental agencies examine the role of permitting and inspection as components of an effective regulatory system. The workshop was designed to help improve participants' practical skills in permitting and inspection process and explore related management issues. Participants were provided with extensive time during the workshop to discuss specific monitoring and enforcement problems they had encountered in the course of their work. The workshop was offered in Bulgaria.

### ***III. YEAR FOUR TRAININGS***

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#### **A. The ETP Curricula**

The Year Four trainings are listed in a calendar table for easy reference in Appendix A. In section "C" following, is a summary of ETP's training activities and project management during Year Four. 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 that results in a marketing plan, 5) an advanced environmental management training, 6) strategic planning for environmental business, 7) business logistics for emerging environmental firms, 8) strategies for survival for environmental firms, 9) advertising and public relations strategies for environmental firms, 10) green investment opportunities, and finally 11) environmentally sound management in companies.

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 program 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.

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

ETP follow-up activities in Year Four 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. The Year Four follow-up 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 follow-up activities was the establishment of the Hungarian Eco-Business Club. Its objective is to provide a forum for communication and networking for ETP alumni. It offers a forum for discussing environmental legislation and regulation issues, and also for networking of environmental businesspersons with environmental experts of industrial plants, local and regional governments, environmental inspectorates as well as university faculty members and NGOs. Besides alumni of ETP courses, it continues to attract experts from outside ETP. Meetings are visited mostly by people of Borsod county but participants come from other Eastern Hungarian counties (Heves, Szabolcs, Hajdú-Bihar) as well as from, for instance, Komárom, Baranya, and Győr counties (i.e., 4-6 hours driving distance). This grass-roots organization supported by ETP follow-up funds has appointed a committee to prepare a draft charter, nominate Board members and raise seed money required for registration.

## **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 progressively reduces reliance on U.S.-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.

During Year Four, we made a breakthrough delivering a significant portion 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.

## **3. Increasing the Numbers and Level of Training for Local Trainers and Facilitators**

In Year Four, ETP continued a clear shift begun during Year Three 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. An example of these activities is the curriculum development workshop that resulted in four new environmental courses at three different universities that were developed by Bulgarian trainers who had participated in the workshop in 1994 in Bulgaria.

The Environmental Training Project curricula workshop in Environmental and Natural Resources Economics in Slovakia is another example of increasing local capabilities (details found in Slovakian activity "k"). The workshop was attended by approximately

thirty-five professors, representing universities with environmental academic concerns around the country.

Largely as a result of the Training of Trainers program, a qualified pool of trainers and facilitators has been established with over 120 qualified trainers in the region this year. As a result of their pool of local trainers, the subgrantee program that builds on the momentum and local expertise to address local issues has been made possible.

### **B. The Post-Diploma Studies Program**

During Year Three, PDS courses on economic restructuring of heavy industry were established at Silesian Technical University in Poland. Thirty-eight senior-level managers graduated after eight months of study that included writing a thesis related to their unique business circumstances. During Year Four, similar programs were established at Varna Economic University (Bulgaria), Miskolc University (Hungary) and Kosice Technical University (Slovakia). Top level managers have enrolled in programs carefully designed to meet local restructuring conditions.

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 230-250 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 (CEOs) and professionals with strong technical ability and extensive experience in mostly 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.

#### **1. Program Structure**

The PDS program uses both Central and Eastern 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. These U.S. institutions have hosted three faculty interns from Bulgaria from June 11-27, 1995, Hungarian interns from June 18-30, 1995, 4 interns from Slovakia, June 17-30, 1995 and 4 from Poland in August and September, 1995.

PDS courses began during the fall semester and concluded the following June. American instructors teach the majority of the initial offerings, decreasing their involvement over the year. 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

Institution. In ETP's Year Four, the first year of PDS in Bulgaria, Hungary and Slovakia, 125 participants (22 Bulgarians, 16 Hungarians, 22 Slovaks, and 65 Poles) enrolled in the program. We anticipate that approximately 100 students will be granted certificates in each country during the first three years of operation. Local funds have been leveraged by ETP for over 100% of USAID allocations through tuition payments from participants and funding from the institutions. The PDS program has provided the impetus for new institutional development at these universities. For example, Poland has established the Polish-American Center for PDS as an institutional back-up for extension services.

## **2. The Future**

The currently established PDS programs have already met with a great deal of enthusiasm and support in the region. Based on their success, and in response to requests, plans are currently underway to initiate a similar program in Romania during Year Five. Those courses are slated to begin in the fall of 1996 at Cluj-Napoca University.

ETP anticipates significant impacts from this program: each participant must complete a field project which includes restructuring, business, and marketing plans. Projects oriented toward reducing negative environmental impacts of their plant, energy efficiency plans, and management improvement are the result. Graduates of PDS are already in decision-making positions in their organizations, poised to put their new knowledge and new perspectives into action. 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 programs and centers) 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. To ensure quality control on this certificate, we are cooperating with the Varna Economic University, Miskolc University, Silesian Technical University and Kosice 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 manuals and case studies.

### **C. Year Four Trainings – Country by Country**

During Year Four we conducted 71 trainings in 116 offerings in the Region at a total cost of \$831,100. We trained 2,378 participants of whom at least 1,099 were women. (Not all trainers reported the numbers of women and minorities in their trainings.) In addition to the 71 trainings, ETP offered 68 PDS modules.

Throughout our Year Four 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 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 Four, 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.

The scope of University strengthening activities in Year Four expanded through institutionalized PDS courses at four universities. Follow-up offerings to earlier curriculum development training were offered in Bulgaria and Slovakia.

Year Five 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 Five, the Consortium and its subgrantees will offer new training activities and extend the Post Diploma Studies to Romania. This supports the plan for in-country sustainability by Year Five.

Following are descriptions of ETP's Year Four programs. They were written primarily by the ICCs and are based on reports by the training organization, pre- and post-workshop evaluations, follow-up evaluations and information reported by training alumni.

Not all of the Year Three solicited subgrants, like the Year Two solicited subgrants at this time last year, have been completed. Of the twenty-one Year Three solicited subgrants that were awarded, the remaining seven were completed during Year Four. Thus, this document contains reports on all remaining solicited subgrants that had not taken place in time for the Year Three Annual Report. Please also note that the very important quantitative data concerning the trainings and participants is found in Appendix B, located on page 105.

## **1. BULGARIA**

11 training activities (in 14 offerings) comprised of:

- 5 designated activities
- 5 subgrants
- 1 follow-up activity

**a) Proposal Development for the Yantra River Basin Council.** Institute for Sustainable Communities.

These consultations and hands-on trainings assisted the institutional development of the Yantra River Basin Council (YRBC) -- a regional watershed organization that originated from a previous ISC training.

As a result of the ETP follow-up activities related to the River Basin Management workshop conducted by ISC, a subgrant was executed between the ISC and YRBC for the period from October 1, 1995 to June 30, 1996. These consultations, hands-on trainings and practical experiences of the forty members of the YRBC, assisted the institutional development of the Council whose existence is expected to be made into a legal entity by the new draft Water Law. The subgrant involves five components with an assigned working group for each component. ISC conducted a training over a two-day period for Council members on "Working Together More Effectively." The workshop covered topics such as improved decision-making, facilitating meetings more effectively, group process skills, and fundamentals of conflict resolution. The course was attended by 30 participants and received good evaluations.

**b) Post-Diploma Studies in Environmental Management.** University of Minnesota subgrant to Varna Economics University.

The Post-Diploma Studies (PDS) Program is a response to local requests to train managers, mostly engineers, in environmentally sound restructuring of the Bulgarian economy. PDS also responds to ETP training participants' needs for an environmental certificate program. The first offering of PDS was meant to produce 30-35 graduates. Initially, ETP trained Bulgarian faculty who served as ETP trainers in the past to use and adapt already existing ETP materials and to develop new manuals. The PDS curriculum has covered mostly managerial and technological aspects of environmentally sound restructuring. Besides contributing to human capacity building, PDS has institutionalized

the environmental curricula at the Varna Economics University and in this way, has contributed to curriculum development. Through the PDS program, ETP has facilitated academic collaboration between the Economic University in Varna and the University of Minnesota.

The first offering of PDS started in September 1995 with 22 participants and was comprised of eight environmental management courses and two technical courses that were conducted by American and Bulgarian trainers from September 1995 to June 1996. Following is the list of courses that were offered.

Environmental Management Courses

1. Strategic Management
2. Marketing
3. U.S. Experience in Economic Restructuring
4. Corporate Finance
5. Information Technologies
6. Bulgarian Environmental Legislation
7. Intellectual Property and Copyright
8. Business Development

Technical Courses

9. Pollution Prevention Strategies
10. Survival Strategies

**c) Sustainable Resource Management in the Company.** (Year Three program offered in Year Four) Petrov Consult.

This was a five-day workshop designed to provide knowledge and exchange ideas on economical and environmental resource management in the company. Participants were managers and specialists from private and state-owned companies in the Yantra river region and from local municipalities. The participants had the chance to do case study work as well as nine exercises in small groups on management of production, material, human, financial and information resources in the company.

There were two offerings of this training with total number of 69 participants. The most significant impact of this training is that companies represented in the trainings realized the need to prepare their own environmental strategies, and one of them, the SEVKO fur factory was granted a low-interest loan of \$250,000 from the National Eco Fund based on their well-prepared strategic proposal. Other companies in the region will follow this factory's example.

**d) Water Resources Management and Conservation in the Yantra River Basin/ YANTRACLEAN.** (Year Three program offered in Year Four) Institute of Water Problems.

The training course took place May 15-19, 1995 in Voneshta Voda, near Veliko Turnovo. Over five days the invited lecturers from USA and Bulgaria presented ten seminars in three fields. The aim of this training was, by a few basic lectures in the field of water resources management and conservation, to start the creative power of the specialists in their practice for improvement of the water utilization and the conservation of the waters in the Yantra River Basin. It was designed for specialists from the central authorities and Yantra river basin municipalities, as well as from the business sector, responsible for investment distribution and water management and conservation in the Yantra River Basin. Active members from the public societies with activities in the field of environmental conservation were invited, too.

A round-table discussion was held on the draft Water Law on the last day of the training. Participants' comments were summarized and presented to the national institutions involved in water management and to the Temporary Parliamentary Commission on Environment and Water Resources.

**e) The Green Investments Opportunities.** (Year Three program offered in Year Four.) DIVAS Co. Stoyan Hadjivelichkov.

"Green Investment" is a new emerging term in Central and Eastern European countries and symbolizes adequate behavior of the business organization towards the environment. The "Green Investments Opportunities" provided high quality training seminars for the top managers of the industrial enterprises situated in the regions of the Yantra River Basin (Veliko Turnovo - Gabrovo), and the regions Devnya - Varna and Ruse. The training focuses on developing the skills necessary for managing investment projects and incorporation of environmental criteria in investment decision making.

The "Green Investments Opportunities" took place in Varna, Veliko Turnovo and Ruse. These locations are among the largest Bulgarian cities with many big industrial enterprises. Most of them are equipped with old machinery and technologies and, therefore, are potential sources of environmental risk. The newly developing private enterprises are looking for investment opportunities. Lack of experience and knowledge about contemporary investment-analysis techniques often causes ineffective environmental and economic decisions.

There were three offerings of this course with a total of 81 participants. Impacts include a distributor of the PACE Co., USA products in Bulgaria who participated in the training expanded his business as a result of the new knowledge he acquired in the course. He did this by signing several contracts with Bulgarian companies for the use of the PACE isolation materials with certified environmentally-friendly qualities.

**f) Integrated Solid Waste Management Training.** (Year Three program offered in Year Four). Community Environmental Council (CEC), Jana Zimmer & Associates.

This four-day interactive workshop was delivered in Varna in May 1995 for local decision makers, business people, NGOs, and university professors on developing and implementing solid waste management programs that emphasize waste minimization, recycling, composting, the creation of markets and environmentally sound technology. At the end of the workshop the participants prepared an outline of a Solid Waste Management Master Plan for the city of Varna. CEC and ETP Foundation (which was established to institutionalize the ETP activities in Bulgaria) are ready to assist in finalizing the Plan and make it a model for other cities. The Varna municipality is very supportive in this endeavor.

**g) The Promotion of Ecological Education and Culture: A Prevention Measure to Avoid Ecological Conflicts.** (Year Three program offered in Year Four.) POLY CONSULT-ECO

This training was conducted during the period of April 3-6, 1995 for the Toutrakan sub-region of the Rousse region by the Bulgarian subgrantees POLY CONSULT-Eco. This training has had many impacts. As a result of the successful training conducted and follow-up plan prepared the mayors of Toutrakan and Kubrat gave their full support for future environmental activities in the region, among which is the preparation of a municipal sustainable development program and the organization of a transboundary training course with the citizens along the Arges River (Romania) and the town of Oltenita in particular. POLYCONSULT, after consultations with the ETP ICCs of Bulgaria and Romania, submitted a project proposal to the ETP Management Team in Minnesota that was approved by USAID offices in Sofia and Bucharest and will be funded from the Bulgarian 94 Solicited Subgrants program. The purpose of the training is not only to avoid international environmental conflicts between Bulgaria and Romania, but also to develop a close collaboration through joint training. There is great potential for repetition of this course both in Bulgaria and Romania.

**h) Avoid International Conflicts between Bulgaria and Romania through Joint Training.**

This training was a follow-up to the Promotion of Ecological Education and Culture training and was conducted April 22-26, 1996. Romanian participants came from the Romanian town of Oltenita and Bulgarian participants from the Toutrakan sub-region. In addition to the Bulgarian trainers, there were two trainers from Romania, recommended by the ETP ICC-Romania. The training materials were prepared in both Romanian and Bulgarian languages. This was the first transboundary ETP training for Bulgarian and Romanian neighbors. In a friendly atmosphere and open discussions, the participants tried to find ways of preventing future transboundary environmental problems and exchanged more information about their neighbors. A decision was made to offer this training in other regions along the Danube River if funds are available.

**i) Implementing and Enforcing an Effective Regional and Local Environmental Monitoring Program II (Year Three Program offered in Year Four). Institute for Sustainable Communities/ Interlex.**

This workshop was designed to help regional and local environmental agencies examine the role of permitting and inspection as components of an effective regulatory system. The workshop was designed to help improve participants' practical skills in permitting and inspection and explore management issues related to the permitting and inspection process. Participants were provided with extensive time during the workshop to discuss specific monitoring and enforcement problems they had encountered in the course of their work.

The participants reached the conclusion that there should be a change in the existing laws and regulations. The preparation of a summarized application form under the existing legal framework would be of great help for the officials of the REIs (see letter "I").

**j) Strategic Planning for Representatives of NNPS (Year Three Training Offered in Year Four.) World Wildlife Fund and Humanity Research Center.**

This training was delivered February 16-19, 1995 in Velingrad with lectures and small group exercises as well as plenary discussions. The participants discussed and agreed upon the mission and mandates of the National Nature Protection Service (NNPS). As a result of the analysis of the external and internal environment and conditions the leaders of the NNPS prepared and presented a draft of a report to the Minister of Environment defining the new tasks of the NNPS at the workshop. The participants also developed three concrete action plans of regional inspectors for 1995.

**k) Curriculum Development Follow-up Workshop. University of Minnesota.**

This one-day workshop was designed as a follow-up activity of the Curricula Development workshop conducted in December 1994 in Veliko Turnovo. The training started with a presentation on Sustainable Development curriculum. The participants, all of whom were university professors, stated that this completely new educational topic for the Bulgarian universities should be introduced into the Bulgarian curricula as soon as possible and that the trainers would rely considerably on foreign experience and collaboration. There was a round-table discussion of the achievements and problems faced by Bulgarian trainers in implementing new environmental curricula at their universities.

**Significant outcomes:** Four new environmental courses were developed by Bulgarian trainers who had participated in the Curricula Development workshop in 1994 in three different universities in Bulgaria. 1) Sustainable Development in Forestry (in the Forestry University in Sofia); 2) Environmental Economic Assessment of Industrial Damages to Agriculture and Natural Resources (University of Agriculture in Plovdiv); 3) Integrating

Pest Management Systems in Sustainable Agriculture (University of Agriculture in Plovdiv); and 4) A new Ecology course was introduced in the Chemical and Technological University in Sofia.

**l) Designing an Application Form for Issuing a Permit for Discharge of Waste Waters.** Interlex.

The workshop was designed to respond to the follow-up proposal of the initial training on Implementing an Effective Environmental Permitting and Inspection Program at the Local and Regional Level (see letter "i") held on May 29-30, 1995 in Rouse and on May 1-2, 1995 in Veliko Turnovo. It aimed at designing an application form for issuing a permit that would be useful for the work of the REI officials and would be in compliance with the existing legal framework.

All of the objectives of the workshop were achieved. Due to the continuing work of the experts, the application forms designed at the workshop were further improved and instructions for properly filling them out were prepared.

**m) Institutional Development of ICC Operations.** University of Minnesota.

This activity has consisted in supporting institutionalization of ETP in-country activities through the newly established ETP Bulgaria Foundation whose mission is to improve the decision-making process in the area of the environment on all levels and to promote the ideas of sustainable development and civil society. The activity provided consultations in the process of institutionalization in the areas of organizational development, management systems, etc. Through the activity, the Foundation is becoming a strong local institution, able to provide high quality services for the ETP in its operations.

## **2. CZECH REPUBLIC**

There was no new US AID funding in the Czech Republic. The two new activities on which we are reporting here were financed by US EPA/ REC funding and coordinated by the former ETP ICC and the Center for Environmental Policy in Decin, that is one of the ETP successors.

**a. Environmental Impact Assessment.** Center for Environmental Analysis

This two-day workshop, held February 7-8, 1995 in Ruzak, was a summary of the experiences in the Czech Republic with the Environmental Impact Assessment Law, which has been in effect for two years. There were two main parts to the seminar. The first was the experiences with the new law from the point of view of the Czech government. The director of the Environmental Impact Assessment Branch of the Ministry spoke about the strengths and weaknesses of the law from the perspective of the government. The second part of the conference included the experiences of the participants, who were from local

governments, private firms, and non-governmental organizations. Their comments will be used by the director to help strengthen and improve the revised Environmental Impact Assessment Law, which is in the process of being prepared and approved by the Czech government. Three years ago, the ETP workshop on EIA produced several recommendations for amendments to the Czech EIA law which was largely accepted by the Parliament.

**b. Environmental Auditing (Advanced): Management of Risks.** Center for Environmental Analysis

The three-day seminar, Ecological Auditing II, followed a previously offered course with the same name which was run within the same framework of ETP and organized by CEA in November 1994. The theme of the seminar was very topical and relevant because it was concentrated on problems in executing risk analysis in ecological audits and on the directing of ecological risks at the factory, regional and state level. The trainers were chosen from the same areas affected by ecological risks. Participants of the seminar had the possibility of obtaining topical information from state and private institutions. Trainers from private firms, which do ecological audits and risk analysis, caused a great discussion about the ways of executing ecological audits and risk analysis.

**3. HUNGARY**

11 training activities (in 22 offerings) comprised of:

**Business:**

- Advanced Environmental Auditing (second offering)
- Increasing the Capabilities of Private Sector Firms to Perform Environmental Liability Assessments (2 offerings)
- Financial Management for Environmental Businesses
- Facts and Opportunities in Applying the New Environmental Law

**NGO:**

- Outreach and Development: Project Management
- Outreach and Development: Building Civil Coalition in Szentendre
- Outreach and Development: Organizational Development
- Conflict Management Training for Trainers with Partners for Democratic Change

**Governmental:**

- Municipal and Utility Financing of Environmental Projects
- Implementing a Community Environmental Action Project

**Institutional:**

- Multinational Internet Training within the Library Project

In Hungary our major focus in Year Four was institutional capacity building, particularly strengthening major NGO and business training partners. We concentrated on building sustainability by intensive training of trainers, internships and training of Ph.D. candidates. In all cases we worked closely with local trainers who will use our materials in the future.

We also provided training support to the Center for Environmental Studies in Budapest, the NGO that will specifically continue coordinating ETP's activities.

**a) Financial Management for Environmental Business.** Center for Hazardous Materials Research subgrant to International Management Center.

This was an introductory training to prospective business people in Borsod county. The four days workshop included segments on corporate environmental management, analysis of the environmental market, finding a market niche, matching technical skills to demand, and managing finances and cash flow.

The training was conducted in Miskolc in May 1995 by Dr. Kuldeep Shastri of the University of Pittsburgh School of Business. Local facilitation and trainers were provided by the Budapest-based International Management Center, which has offered business management training in Hungary since 1987.

Participants gave Dr. Shastri high marks in their evaluations.

**b) Advanced Environmental Auditing.** Year Three program offered in Year Four. Center for Hazardous Materials Research subgrant to Ökotechnika.

"Advanced Environmental Auditing" was conducted in Miskolc by the local firm Ökotechnika. Principal partners in Ökotechnika had participated in an earlier course in environmental auditing in January 1994, offered by ProCon Katowice.

This workshop was the second offering of an environmental auditing course. It was designed both for potential or actual polluters and environmental consulting firms with a focus on auditing for pollution prevention, waste minimization and energy conservation.

Participants got acquainted with the different uses of environmental auditing; the developing Eco-Audit System of the European Union as well as the necessary steps of auditing and the parts and requisites of the report. They also learned about the use of environmental audits in the process of privatization from the aspect of the State Property Agency as well as the Regional Environmental Inspectorate, and the use of environmental audits by banks. Another guest speaker presented the legal status of environmental auditing in Hungary. Participants also received information about the National Environmental Fund.

The course was a combination of lectures and working group sessions with a focus on the working group sessions where the participants worked on their own auditing report. Four teams of participants audited the Diósgyőr Metallurgy and Steel Mill Co. Ltd., one of the three major Hungarian metallurgy companies, the host of the workshop. Practical auditing began in the evening of the first day by studying a list of preliminary information collected for the participants from the host company before the workshop. On the second day, participants interviewed executives of the company and paid a site visit. On the next two

days they continued interviews parallel to working on the reports which were presented to the executives of the Diósgyőr Metallurgy and Steel Mill Co.

**c) Implementing a Community Environmental Action Project.** Institute for Sustainable Communities subgrant to the Independent Ecological Center, Budapest.

This training activity prepared participants to identify environmental priorities within their communities and to develop implementation plans for concrete, practical actions to achieve these priorities. This training presented the basic steps in strategic planning, priority setting and comparison of environmental problems in terms of the risks posed to human health and environment. The training brought together various ETP audiences -- local and regional government, NGOs, business and industry, and academic and research institutions -- from several communities in the ETP target region. Outcomes of the training included the preparation of community environmental action plans, accompanied by specific action strategies and public participation measures needed to elicit popular support. This ETP training built on ISC's experience with community projects in Bulgaria, Hungary and Poland, and will be closely coordinated with the development of local environmental action plans under the Environmental Action Programme for CEE. ISC emphasized identification of local partner agencies and a "train the trainers" approach, while utilizing strategic planning materials designed by UM's previous offerings of this training activity.

**d) Post-diploma Studies at Miskolc University.** U of M and Center for Hazardous Materials Research and subgrant to Miskolc University.

The goal of the project is to support the environmentally friendly restructuring of heavy industry by means of training those people who make significant business decisions. The program is planned for several years with an ever decreasing ETP involvement. Each year 25 participants can graduate from the program. PDS was developed in cooperation with the University of Minnesota, CHMR and Miskolc University.

The two semester program was originally targeted at senior managers from heavy industries as well as local and regional government administration. In the first year 16 participants enrolled. They came from the steel, chemical, tobacco and textile industries, and seven students came from the energy sector and electric utilities. For the sustainability of the program, Miskolc University enrolled three young assistant professors to prepare them to take over the courses in the up-coming years.

The program consists of the following courses:

Management Courses

1. Strategic management
2. Marketing
3. Operations and logistics
4. Corporate Finance
5. The U.S. Restructuring Experience

Technical Courses

6. Environmentally Friendly Technologies
7. Survival Strategies
8. Energy Efficiency -- Least-Cost Planning
9. Environmental Auditing and Environmental Impact Assessment
10. Pollution Prevention Technologies & Waste Management and Recycling

Courses 1-3, and 5 have been delivered in the first semester, the rest are scheduled for the second semester. Course materials primarily for management courses but also for some technical courses have been prepared by American trainers, and in the first year, these courses are taught with the involvement of American trainers. Some other technical courses (EIA and Environmental Auditing) will be delivered by Hungarian subgrantee organizations of previous ETP courses. Energy Efficiency and Least Cost Planning will be taught by the Hungarian-European Union Energy Center. The Hungarian-EU Energy Center will prepare course materials and deliver the course free of charge.

Courses are taught in 4 day modules. American trainers deliver 2-3 days of each module, while the other day(s) are taught by Hungarian instructors who had attended an instructors' workshop before the program.

The program has also been incorporated into a 400 hour engineer-manager post-graduate specialization of the University of Miskolc. PDS gives the second and the third semester of this four semester program. This way, PDS can be attended both separately and as a part of this longer program.

As with other PDS courses, the program is financed by ETP, Miskolc University and by students' fees jointly. The Hungarian EU Energy Center provides in-kind contribution for the Energy Efficiency module. As ETP involvement will be significantly reduced in the next year, Miskolc University has started fundraising in order to finance the program in the forthcoming years.

So far, there have been three articles published in the Borsod county newspaper related to the program.

**e) Conflict Management Training with Partnership for Democratic Change (PDC). World Wildlife Fund subgrant to OKOTARS.**

This program consists of 10 half day self training meetings called "Grouptuesdays." They are held one per month in addition to 3 one-day-meetings ("Groupsaturday") and two offerings.

The "Grouptuesdays" are a forum for collecting, analyzing and sharing experiences of the members of the Facilitators Group. They provide opportunities to discuss the techniques applied by the PDC facilitators.

"Groupsaturday" is another opportunity for self-training of the Facilitators Group using situational scenes for illustrating the actual state and functioning of the group. It also provided some practical and technical knowledge on conflict resolution and mediation needed for training and for actual conflict resolution.

One of the two offerings was the Conflict Resolution Training. This workshop was a three day conflict resolution skills training offered in Szentendre for the members of the Facilitator Group.

**f) Environmental Liability: Increasing the Capabilities of Private Sector Firms to Perform Environmental Liability Assessments. Year Three program offered in Year Four. Center for Hazardous Materials Research.**

There were two offerings of this training. The first was held in Budapest, March 1995 and was targeted to small firms. The second offering was held in Borsod county, in May 1995 and addressed small businesses as well as participants from medium sized businesses and environmental Inspectorates. Both offerings provided information about American and Hungarian law as well as practical knowledge and skills aimed at helping participants in contracting, risk assessment and environmental management. The workshops were based upon the former lecture and lecture notes of Ms. Ivy Schram (Pittsburgh) as well as upon the knowledge of Hungarian experts in Hungarian Environmental Law.

**g) Multinational Internet Training within the Library Project. World Wildlife Fund with the Regional Environmental Center.**

This workshop was offered in Budapest to potential trainers from all the ETP countries. The activity leveraged support from the Regional Environmental Center, which will serve as its co-sponsor. The workshop coordinated and coincided with the Fifth Annual European Business Information Conference (EBIC), which was organized by the president of the European Chapter of the Special Libraries Association. (This is the only event where leading international business information specialists--librarians, publishers, managers--are gathered in one place.) The workshop had three major components. First, the training component was taught and based on a handbook by Roy Tennant, which was translated into the national languages of ETP countries. Second, a presentation by the

REC information team on connectivity issues in CEE. Third, a workshop on membership promotion for the International Organization of Information Specialists, the new regional organization created by ETP to sustain future information work. The entire workshop had both demonstration and structure exercises for all participants. This training benefited all the ETP target constituencies.

The workshop provided an opportunity for participating community teams to work on their own financial plans, or to review them using their new experience. Two participants reported that they had modified their plan as an impact of the course.

**h) Financing Municipal Environmental Investments.** ISC subgrant to the Center for Environmental Studies, Budapest.

The training program was designed to strengthen workshop participants' ability to finance municipal environmental projects by familiarizing them with the fundamentals of municipal financial theory and option, and to provide participants with an understanding of the legal framework for and methods of municipal financing. Trainees became acquainted with fundamental elements of a financial management system, method of determining least-cost alternatives, cost of borrowing, cash-flow analysis and rate impact analysis. In addition, Hungarian guest speakers gave a summary of the projected reform of municipal financing, and the process of and recent experience with floating municipality bonds. Additional funding for the workshop was provided by the Council for Infrastructure Financing Authorities and the Financial Services Volunteer Corps.

**i) ETP Business Club.** Follow-up funded activity subgrant to OKOTECHNIKA.

The ETP Eco-Business Club was launched in November 1994 as a response to the request and suggestion of participants of several ETP courses. Its objective is to provide a forum for communication and networking for ETP alumni. Beginning in Year 4, the Club has enjoyed the moral support of the two patrons, Ms Ildikó Gyárfás, member of the Hungarian Parliament and President of the Borsod County Regional Assembly and Ms Anna Székely, alumni of several ETP courses, general secretary of the Hungarian Association of Environmental Service Companies, a member organization of the Hungarian Chamber of Commerce. The programs and the meetings are organized by OKOTECHNIKA Co. a previous ETP sub-grantee that is an environmental consulting company at Miskolc. The organizers continue to provide in-kind contributions to the meetings and have obtained in-kind contributions from other individuals and organizations.

In Year Four there were four Club meetings, all held in Mályi, Borsod County. All hosted a large number of participants. In June, 1995 participants learned about the EU eco-audit system and BS 7750 British Standard. Speakers were Mr. Árpád Tóth and Mr. Károly Nagy, who delivered the audit trainings in Years 3 and 4. The September meeting dealt with the impacts of the new Environmental Law on the forthcoming regulations of hazardous and toxic waste management. The guest speaker was Dr. Árpád Nagy from the Chief Environmental Inspectorate. At the December, 1995 meeting Mr. Róbert Rakics, director of the Air Pollution Department of the Hungarian Ministry of Environmental

Protection and Regional Development spoke about expected amendments to the regulation of air pollution. At the February 1996 meeting, Club members discussed tasks and opportunities arising from the environmental product charges. The guest speaker at the event was Dr. Katalin Kucserák, an alumna of several ETP courses, former faculty member of Miskolc University, advisor to the Ministry of Environmental Protection and Regional Development and, most recently, an expert at a private environmental consulting company.

**j) Facts and Opportunities in Applying the New Environmental Law. Hungarokorr.**

This course was initiated by the participants of the ETP seminars on “Increasing Environmental Business Potential to Assess Environmental Liability,” organized by Hungarokorr as a sub-grantee. Organizers were assisted by the Association of Environmental Lawyers, and the Chamber of Environmental Services.

The curriculum included theoretical issues of environmental liability, as well as opportunities and restrictions resulting from the new Hungarian law on environmental protection and product charges, and also from the pending amendment to the waste management law. Presentations dealt with the economic tools for business management, issues not sufficiently regulated by the laws, sanctions, publicity and confidential character of data, environmental funds and financing opportunities.

Participants were mostly middle and upper level managers of different organizations (small and large businesses), non-governmental organizations of environmental professionals (Association of Environmental Lawyers, Chamber of Environmental Services, Association of Corrosion and Environmental Professionals, Hungarian Rubber Association) as well as of six regional environmental inspectorates. Participants represented different professional views which largely contributed to the interesting discussions and helped trainees to get acquainted with different approaches.

**k) Outreach and Development of NGOs. OKOTARS.**

*Project Management*

This training was a three day workshop organized in Szentendre and targeting NGO representatives. It focused on the process of planning and implementing a project. One of the facilitators of the workshop was Mr. Zoltán Hajdú from Eco-Center Tirgu-Mures, Romania.

*Building Civil Service Coalition in Szentendre:* Modeled after the Vermont Sustainable Communities Program, an environmental project of the town of Szentendre was created in 1994-95. Several representatives of non-governmental organizations and many other individuals took part in the work. This community was founded for this activity only, however, their goal is to survive and grow. The purpose of these trainings was to carry out this mission.

*Organizational Development:* The three days of training were organized around the following topics: how to assist the more effective functioning of the organizations and how to reveal the facts that help or delay the functioning. The program of the training gave methods, ideas and knowledge to accomplish the more effective functioning of the organization based on the members' knowledge through the organizational work.

#### **4. POLAND**

36 training activities (in 44 offerings) comprised of:

- 5 consortium trainings
- 4 solicited subgrant trainings from Year Three
- 1 consortium training from Year Three
- 1 designated subgrant training
- 1 follow-up training
- 24 PDS courses (7 for PDS1 and 17 for PDS2)

Year Four training in Poland concentrated on the completion of the cycle of business education courses, strengthening local government and NGOs, and expanding the PDS program.

**a) Advertising and Public Relations in Environmental Activities.** U of M and subgrant to Eco-But.

This activity was developed on the basis of Year Three's training on strategies and tactics for external communications. Participants, drawn primarily from the NGO community, but also from business and local governments, worked interactively with American and Polish trainers on developing fair principles and techniques of advertising for environmental goods and services. They also learned how to develop an effective public relations campaign within and outside of their constituencies.

The training took place in Katowice from November 20-23, 1995. There were 29 participants of whom 12 were women. Twenty-four institutions were represented and five participants had attended previous ETP courses. The very high number of applications from municipalities, businesses and NGOs has led us to schedule the "Advanced Advertising and PR" training for Year Five.

**b) Financing Municipal Environmental Investments.** Institute for Sustainable Communities and subgrant to Eko-But.

This workshop was designed to familiarize municipal and utility officials with the fundamental concepts related to environmental project financing and to improve their skills in preparing a project financing plan. The training took participants through a review of US municipal utility financing theory and practices, reviewed the legal authority of municipalities and utilities related to financing and then addressed the basic elements of a project finance plan. These elements included: preparing a strategic financial plan and

capital improvements plan; developing an effective financial management system; determining the least-cost alternatives; assessing the costs of borrowing funds; analyzing cash flow projections and determining rate impacts; obtaining community support; and involving the private sector. Participants were asked to bring project-specific information from their utility or municipality. During the workshop, they were asked to develop an outline of a project financing plan and to give a brief presentation of the plan at the conclusion of the workshop.

The training was designed by ISC with the cooperation of Dr. Wojciech Beblo, a Polish expert in municipal environmental policy issues and Dr. Jadwiga Gluminska, President of the Voivodship Fund of the Environment Protection and Mr. Janusz Pietruczuk, Director of Bank of Environment Protection. The training was held in Katowice from November 27-29, 1995. There were 31 participants of whom 12 were women representing 21 municipalities from Katowice, Czestochowa and Opole Voivodships. Seven participants had attended previous ETP trainings.

**c) Survival Strategies for Environmental Business.** U of M and subgrant to Eco-But.

This activity, designed to help young environmental firms to survive during the first years of operations, addressed business people and representatives of local government. It was a kind of summary of all business trainings offered during the last four years adjusted to current Polish conditions. Specific Polish cases were presented as well as meetings with the most successful Polish business people that have graduated from ETP trainings. The abbreviated version of the training was offered once to PDS1, once to PDS2 and the full-fledged training was offered for regular participants.

The five day training took place in Katowice from May 30 to June 3, 1995. Twenty-five institutions from southern Poland were represented by 29 participants of whom 11 were women. Five of the participants were from large industrial plants in a state of on-going restructuring. They found the training extremely important and useful for the environmentally-friendly restructuring of industry. Based on this very successful training, we have scheduled a Year Five training in Strategy of Restructuring.

**d) Conflict Resolution.** WWF subgrant to CONSENSUS.

This Year Three 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. The parallel groups of participants attended trainings in November-December, 1994 and met again in spring of 1995. A significant impact which is widespread concerns about the perceived decrease of

psychological distance between state administrations and NGOs. Newly-elected officials were most appreciative of this effort.

The training course was offered twice in Ustron from April 20-24 and May 29 - June 2, 1995. Fifty-seven participants from 41 municipalities took part in the workshop

**e) Advanced Environmental Auditing. CHMR & Procon.**

This follow-up training was an ETP response to a request from the Environmental Protection Department of Legnica Voivodship (the Director of the Department). The Voivodship has very specific environmental problems with the copper mining and copper metallurgy industries located there. The workshop was designed and specifically focused on this sector of industry.

The workshop's objectives were threefold:

1. To familiarize participants with performing environmental audits as a tool for improvement of environmental management in Polish industries;
2. To present how the EA should be conducted to meet the needs of international banks and financial intermediaries investing in Poland; and
3. To present other relevant applications of environmental audits.

The course was held in Legnica (Lower Silesia Region) in cooperation with Legnica Voivodship which provided free training rooms, equipment and transportation. The value of this in-kind contribution was about \$1,000.

Twenty-nine representatives (12 women) representing 19 institutions of industry, local governments and small businesses were trained in conducting environmental audits and writing reports according to requirements of international banks (EBRD) and Polish Ministry of Privatization.

**f) Environmentally Sound Management of Industry. CHMR subgrant to Procon.**

This training built on ETP business component courses offered in Poland in prior years, specifically "Introduction to Environmental Auditing" and "Environmental Auditing: Technical Applications," as well as certain modules of the of the Year III Post-Diploma Studies program at Silesian Technical University. It complemented the Year Four training, "Pollution Prevention Strategies," as well. While the trainings offered up to now have focused on plan operations, the Year Four programs took a broader view, providing participants from industry with strategic, managerial, financial, and engineering tools to cope with the combined impact on their firms' regional economic change, heightened environmental regulations, and the need to perform at world technical levels. Case studies of the experience of U.S. industrial firms in relevant branches such as ferrous and non-

ferrous metals, machinery production, and industrial engineering, and power generation will be examined as appropriate. Forces driving environmental management will be assessed, including pollution control technology requirements and costs, liabilities and costs of hazardous waste generation, public environmental concern, international investment constraints, and the impact of international standards. Attention will be paid to the effect of changing product lines, production processes, operating procedures, and management practices on the environmental impact of a firm's activities.

The training was held in Katowice from November 6-10, 1996. The twenty-four participants of whom 9 were women were comprised of high level managers representing twelve industrial plants as well as seven people from local governments and institutes.

**g) Business Logistics for Emerging Environmental Businesses in Upper Silesia.** UM subgrant to PACEM.

The main goals of this training were:

- to increase participants' capacity in solving logistic problems
- to strengthen the organizational capacity of industrial plants and institutions to face new challenges in market economy.

The main tools for reaching these goals during the training were: developing participants' basic skills in logistics, developing a deeper understanding of the market economy conditions and challenges, examples of mistakes and successful solutions to logistic problems.

Pre-training needs assessment and trainers' observations during the training itself indicated that participants had very different experience in logistics and varied approaches to these problems. After the training, both groups of participants expressed that they had gained an understanding of the importance of logistics for their firms. They are going to apply the knowledge in practice and the general trend seems to be an awareness of the actual and prospective role of a professional approach to logistic problems. Some participants stated the intention to organize or re-organize logistic departments in their firms.

The training was offered twice for regular participants and once for PDS2. It was held in Katowice from February 21-25 and March 21-25. The total number of participants was 57 (16 women) in two offerings. The participants represented 40 primarily industrial institutions with some local government representation as well.

**h) Post-Diploma Studies at Silesian Technical University.** U of M subgrant to Silesian Technical University.

On June 21, 1995 the first run of PDS (PDS1) was completed. The official celebration and the Final Seminar was held on November 8, 1995. The celebrations were attended by AID Representative Ms. Suzanne Olds, US Vice-Consul in Cracow Mr. John Matel and the Voivod of Katowice Mr. Tadeusz Ciszak, and many other distinguished guests.

Information about PDS has been widely circulated on Polish TV, radio and newspapers. Detailed impacts of PDS1 are described in Appendix F.

June 2, 1995 launched the second offering of PDS (PDS2). The curricula of PDS2 was developed based on the experiences of PDS1 and on the specific needs of non-ferrous industry. The high level of quality of courses and overall usefulness of PDS1 resulted in a large number of applicants for the second offering. Finally, twenty-eight participants were selected. They were general directors and deputy director of the most significant industrial plants in Polish non-ferrous metallurgy. In Year Four, 17 courses of the PDS2 program were completed.

**i) The Functioning of the Legal System for Environmental Protection to Local Self-Governing. INTERDONT.**

The aim of this project was to enhance the participants' knowledge on the tasks and competence of municipal authorities at solving environmental protection problems within the framework of the legal system presently in force, gaining some practical skills in that subject, as well as determining the program of further activities that would serve as an assistance to the participants.

The training took place in three offerings that were held in Myslowice from February 20-23, March 20-22 and April 24-27, 1995. There were 88 participants (57 women) representing 56 municipalities and other institutions. The training manual prepared by INTERDONT was very highly evaluated by the participants. In 1996 the handbook will be published.

**j) Environmental Health and Tested Food for Silesia: Cooperation Through the Federation of Polluted Silesian Towns. Rutgers University and their subgrant to the Polish Ecological Club. Year Three solicited subgrant delivered in Year Four.**

This training was delivered in three parts. The first part was delivered in Gliwice on March 31 - April 1, 1995. The program content included a discussion of the differences in youth and adult education in terms of preparation, delivery, and audience/classroom integration in the teaching process. Practical aspects consisted of achieving effective hands-on (instead of theoretical) training and learning, participant interaction and self-teaching. Problem management as an aspect of adult education was introduced with strategies such as brainstorming to trigger innovative ideas and democratic group interaction to maximize the available talents in group projects.

The second training was delivered at the Agriculture and Chemical Research Station in Gliwice where the "Tested Food in Silesia" program was begun. the purpose was to introduce the Tested Food" program by demonstrating the actual testable problems in locally grown food to the participants and to talk about the impacts of contaminated foods on human health and alternatives to locally and conventionally grown foods.

The third training again focused on the skills and theory of adult education. The training was designed specifically to address the issues raised in the participant evaluations from the first session. To review the participants' own goals, the Polish instructor opened the course by asking them to discuss their expectations in light of the past evaluations. Their responses can be summarized as follows:

- to gain capability and independence in delivering persuasive presentation on behalf of the "Tested Food for Silesia" program;
- to increase their ability and professionalism in presentations;
- to accurately gauge their "future" audience's expectations
- to gain experience in creating a positive and energetic atmosphere during their presentations.

Stress was placed on group experience. They were given reality-based assignments that elicited their understanding of the needs of the "Tested Food" project, their training skills developed thus far, and their own particular interests.

**k) Waste Management in Planning and Environmental Policy on Community Level.  
Office of Region Development Ltd.**

Trainees divided into four groups and elaborated the system of waste management in one or two communities, including wastes generated by industry. The system then consisted of three parts.

1. program of municipal waste management
2. methods of handling wastes generated by SME
3. location of waste disposal facilities.

Elaboration of the waste management program included: analysis of the existing situation of waste generation, definition of program goals and criteria of meeting goals, proposals of strategic solutions of the waste management system, choosing priorities for the first 5-year period, proposition of the alternative ways of organizing waste management system -- depending on the amount of available funds, and selection of waste management facilities locations.

The training was held in Katowice from February 20-23, 1996. Thirty-three participants (13 women) took part in the training. They represented 19 municipalities and 7 institutions connected with waste management. There was an in-kind contribution from the Office of Regional Development that provided free computers and software for training needs.

**1) Training of Trainers Workshops.** World Wildlife Fund subgrant to Environmental Partnership for Central Europe, Wroclaw.

This training project included the following activities:

- Two train the trainers (TOT) workshops for the Silesian environmental NGO community, and three workshops conducted by TOT trainees that were “graduates” of the previous Part 1 -- “Strategic Planning and Financial Resource Development” (SPFRD) workshops.
- Training for twenty individual NGO leaders on the rationale, techniques, and activities of training, and specifically how to conduct an SPFRD workshop. Through this training experience, the new trainers became more active leaders within their own NGO.
- One six-day TOT-1 workshop was held in Fall 1994, and a second TOT-2 six-day workshop was held in spring 1995, with three workshops led by TOT trainees.
- Administering pre- and post- workshop questionnaires.

All of these activities were completed. However, several additional activities, meetings, and workshops were completed that were not in the original proposal because of the need for a broader, more comprehensive training program than was originally proposed.

Additional meetings and workshops include the following:

- Three to four weekend meetings of each “team” together with their team captain to prepare each of the SPFRD workshops, and debrief after the workshops (total of 16 team meetings).
- Each team conducted “mini-SPFRD”, 2-3 day workshops where they trained a part of the workshop materials to practice for the full 4-day SPFRD, usually training the members of their own organizations.
- The training team worked together with other organizations to deliver trainings for local governments, youth organizations and other trainings for non-profit organizations.

**5. ROMANIA**

16 training activities (in 16 offerings) comprised of:

- 8 Designated trainings
- 8 Follow-up activities

Year Four training in Romania concentrated on building local capacity to implement Environmental Action Plans around Zlatna and Arges River Basin, introducing more

business-oriented courses, and beginning the strengthening of Romanian universities through curriculum reform.

**a) Implementing a Community Environmental Action Project.** Institute for Sustainable Communities and subgrant to Albamont.

This activity was part of a package of Year Four ETP trainings that increased local Romanian environmental management capacity and encouraged community actions to solve local problems with local resources. In designing this training, ISC collaborated with the Environmental Health Project that was carried out in Zlatna in order to complement and provide training support for the EHP. Course design was also closely related to the CHMR training on rehabilitation management in Zlatna.

The training prepared participants to identify environmental priorities in their communities and to develop implementation plans for concrete, practical actions to achieve these priorities. It introduced participants to the comparative risk assessment process, which involves consideration of both scientific information and public opinion to determine the relative importance of various risk factors to public health and natural ecosystems. The training brought the various ETP audiences -- local and regional government, NGOs, business and industry, and academic and research institutions -- from Zlatna and other communities in the Alba Iulia District (and later in a second District).

Participants gained skills in problem identification, strategic planning, and democratic decision making as they select the most significant environmental risks to which attention and resources need to be directed. Outcomes included preparation of community environmental action plans, accompanied by specific implementation strategies and public participation measures needed to elicit popular support. A successful demonstration of local environmental action planning in the ETP target regions has provided an example and model for other Romanian communities to undertake similar initiatives.

The first offering took place in Alba Iulia District on December 16-17, 1995 using a team of American and Romanian trainers, during which the Romanian colleagues observed and assisted in presentations and group discussions led by the American trainers. A follow-up to this training was organized in Zlatna on March 1-3, 1996. It was run by local trainers to deliver the Community Action plan (CAP) message to people from that community and to help privatize and plan on reactions to environmental threats. An already legally registered NGO was established to carry out their environmental plans. Following this workshop, the training team reviewed the first training and prepared a second training that will be delivered in May, 1996. This training will be organized and led by selected Romanian trainers. The decision as to where the training will take place will be based on where the local impact would be the greatest.

**b) Strategic Planning for Environmental Small Business.** U of M and organizationally coordinated by the ETP Office in Bucharest.

This five-day, 40-hour training was held from September 5-9, 1995 and was designed to provide new and emerging environmental entrepreneurs and representatives of state firms that are being privatized with timely information about new forms of environmental management. The activity covered four topics: 1) Strategic Environmental Management, including strategies for transforming key functional areas in a business and strategies for creating change in organizations; 2) Toward Pollution Prevention, which included two types of proactive approaches: environmental auditing and pollution prevention. This included prevention as waste reduction, pollution prevention practices, development of new products and how to deal with barriers to pollution prevention interventions; 3) Implementing Pollution Prevention, to include two case studies and discussions of what makes for successful implementation; and 4) Ecopreneuring, to include green markets, new technologies and innovation, the impacts of new technologies and accident avoidance.

Some firms revised their strategies, including their work with their personnel. A few began approaching undergraduate students in the teaching of classes to open up business options to them.

**c) Developing a Marketing Plan for Environmental Private Business.** U of M and subgrant to ETP office in Bucharest.

This activity took place from June 21-24, 1996 and was designed to provide intense consultative services to small environmental businesses after a one-week workshop that will help participants to develop a complete marketing plan. The 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. The training was intended for managers of small to medium-sized emerging or newly established environmental businesses.

This four-day workshop was offered and conducted as an activity for the environmental business sector of private firms, with the intention to provide them with some of the principles and outlines guiding a marketing plan development, approach and implementation. The format consisted of lectures combined with narrated examples, some group exercises and individual work. Particular consultations with the trainers were also included. Debates were facilitated based on real-life cases and presented by people from the audience. All the sessions were presented using overheads and LCD projections and videos.

As a result of the workshop, marketing plans were improved and more attention has been given to publicity, work with clients, and supporting participation in a variety of activities.

**d) Follow-up Workshop with Business Representatives on Business Plan.** U of M and subgrant to ETP office in Bucharest with participation from People and the Environment.

This one day training session took place on May 10, 1995 and was held to complete the training course on business plans with hands-on computer work at the Business Plan Tutorial. It was open to participants of the previous training delivery (November, 1993).

As a result of this training all represented offices that were not yet computerized have purchased a computer. All those without a trained staff member designated to work on a business plan have trained and assigned someone. All of these companies have now produced computerized business plans in at least draft form.

**e) Public Participation for Environmental Policy and Program Implementation.** Ronnie Brooks Consulting and subgrant to Center for Sustainable Development

This workshop was held from May 8-11, 1996 and was designed to provide practical training in securing public participation in environmental policy making and program implementation. The workshop built upon previous strategic planning and project development training presented by Ronnie Brooks Consulting within the Arges district. The workshop gave participants practical experience in designing public participation plans, techniques for gathering the information they need to understand the "public" they are trying to reach, tools for creating effective written communications, and methods for working with the mass media.

The mayor of Pitesti city has asked for a repetition of the course for their staff and collaborators. They will provide the means for offering the course. It is planned for September, 1996.

As a result of this course the people from Topoloveni City have put into place a community plan for waste management that includes all stakeholders in a functional cycle from separate collection to recyclable products and educational programs.

**f) Building Local Financial and Community Support for NGOs.** Nick Allen and Associates and subgrant to Ecotur.

This four day workshop was held April 13-15 and 17-20, 1995 and included sessions on: participants' experience in fundraising; role-plays of asking for support; developing a basic "pitch"; how to make a budget (with budgeting exercises and presentations for each NGO team); figuring out who could give money or other support to your NGO; traditional and non-traditional ways of raising money; membership; making a fundraising plan (with exercises for each NGO team); and brief presentations on foreign-funded sources of funding (REC, AIDRom, Milieukontakt, etc.) and how to write a proposal. It was preceded by a three day workshop on "How to Become a Better NGO Leader." Fifteen local trainers were prepared to take over teaching in these areas.

The majority of the NGOs involved in this training now have more focused projects that are based on local fundraising, community involvement, and public outreach.

**g) Follow-up on NGOs.**

This session was held April 22, 1995 for the purpose of editing a brochure produced for the Earth Day, 1995 celebration. The brochure presents sixty Romanian NGOs with their planned activities surrounding Earth Day issues. A goal of this activity was to enhance the role of environmental NGOs in public awareness in the community, to increase their involvement in environmental issues and concerns, and to make them more visible to the media.

**h) Environmental Education Program for Young People.** Semper Virent and subgrant to VINS.

This program took part in many stages. The first stage, a workshop developed with the American Partner Vermont Institute of Natural Science (VINS) was completed June 19-23, 1995, at Valea cu Pesti. The overall goal of the programming which followed was to help participants to develop and to put into practice the Environmental Education programs designed at the workshop and to make them known to others. These outcomes and impacts included:

- two Environmental Education camps (August/September 1995);
- a presentation of the project at the environmental NGOs conference (October 1995);
- cleaning activities in Pitesti (October 1995);
- development and implementation of several Environmental Education projects and activities designed at the workshop (November/December 1995);
- presentation of the workshop and Environmental Education programs to the Biology teachers in Pitesti;
- a common program with the local radio-tv station;
- a memorandum recommending environmental curricula in the educational system was submitted to the Parliament. The Parliament replied positively by forwarding indications in this report to the University of Education.

The second and third stages of this training included the following:

- follow-up meeting of thirteen of the teachers who participated in the workshop (September 1995); and
- a final meeting (January 1996) designed to evaluate the success of the project.

**i) Environmental Impact Assessment: Improving Development Decisions with Environmental Information.** Center for International Environmental Law and subgrant to Center for Sustainable Development.

The four-day workshop was held in Arges District April 6-9, 1995 and mixed brief lectures, plenary discussions and small group activities to elucidate the goals, principles,

and methods of environmental impact assessment (EIA) and to provide a forum for discussing and understanding Romania's existing EIA procedure and the proposed Romanian EIA law. A principle focus of the workshop was public participation. Since the workshop the Ministry of Environment has changed its attitude toward local EPAs by consistently consulting them on implementing strategies.

**j) Integrated Waste Management Training.** Community Environmental Council, Jana Zimmer and Associates and subgrant to ETP office in Bucharest.

This four day interactive training was addressed to officials and decision-makers from stakeholder institutions in Bucharest who are involved in and responsible for solid waste collection, transportation, and disposal within the city. The aim was to present this audience with American thought on management activities in this area as well as educational aspects, legislative regulations and technical approaches. Also covered were waste minimization, separate disposal, composting, recuperation, recycling, and issues of an integrated waste management strategy and process. It was designed to help participants identify and plan for local needs and resources as well as understand present realities and future possibilities. The participants discussed ways of coping and identified actions that could be coordinated among them. The workshop was so successful that since its conclusion the ETP office in Romania has been frequently contacted by different people working in the area requesting information and materials on the subject.

**k) Follow-up to Environmental Small Business Management.** University of Minnesota.

A one-day meeting was offered on March 24, 1995 and conducted with the following purposes:

- as a business management follow-up activity;
- in an effort to help the committee initiate the creation of the Association of Environmental Private Firms in Romania;
- to debate and finalize the Statute Draft of the Association's Charter and elect the Board to be officially legalized.

The discussions were assisted by the ETP Director who offered guidance whenever and wherever needed. The ETP ICC mediated the dialogue.

**l) Curriculum Development: Environmental and Natural Resource Economics.** University of Minnesota.

The workshop had 41 participants and was held in Sinaia, March 20-23, 1995. The major goal of the workshop was to facilitate introduction of new curricula in environmental and natural resource economics at Romanian universities. There were four major objectives of the workshop:

- to present American curricula in environmental and natural resource economics and share the US experience in teaching in these areas;

- to explain some of the fundamental issues of environmental curriculum;
- to facilitate exchange of experience among Romanian professors teaching in areas of environment and natural resource economics, environmental management, and other areas of environmental studies;
- to prepare specific recommendations and strengthen the coalition for improvement of environmental curricula in Romanian universities.

**m) Using Internet for Environmental Information Access.** WWF and subgrant to People and the Environment's "Training, Information and Mediation Center for Eco-development (TIMCED).

The workshop was conducted in Ploiesti, Romania March 14-17, 1995, in cooperation with TIMCED. The intent of the workshop was to directly provide internet training for librarians and information specialists from a variety of institutions.

Thirty-nine conference participants, carefully screened and recommended by their supervisors, attended the workshop. Each pledged to pass on the information gained to ten colleagues in their workplaces. Thus, approximately 390 people are likely to be impacted by the workshop. Media coverage was excellent, including three evenings on television and a long article to be submitted to the prominent Romanian Library Quarterly, "Biblioteca."

The participants were able to work directly on a computer network connected to the internet. They used CD-Rom and accessed the Vienna Gopher.

The catalytic effect of arranging for this workshop at the University of Ploiesti cannot be overestimated. Since a dedicated line had been procured, the workshop influenced the President of the University in his decisions to allocate funding for computer programs. Also, the staff at the local partner, TIMCED, is now planning to design unique databases for mounting on the Internet.

**n) Environmental Rehabilitation Management in Zlatna.** Center for Hazardous Materials Research and US EPA and subgrant to Albamont.

"Environmental Rehabilitation Management in Zlatna" was conducted in April 1996 by experts from US EPA/Denver, who used a methodology developed in Colorado for Community-oriented training in remediation of lead contamination. The Romanian partner for trainings was Albamont of Alba Iulia.

As a result of this training there is now a newly created task force in Zlatna assigned with several tasks including mapping the area from the point-of-view of Pb exposure and contamination sources. To accomplish this task, they have been given use of a portable S-ray spectrophotometer. This laid the ground work for the next steps in the EHP assistance for the area. As an impact of this training, this group is now given increased

attention. They have received donations of a fax machine, a computer monitor, and software. They have enjoyed a significant amount of media attention.

**o) Follow-up Meetings with NGOs. University of Minnesota and subgrant to People and Environment.**

This training was held in Ploesti in two offerings. The first was held May 11-13 and was a training session. The second was held from May 13-14 and served as a forum to report on impacts from the previous sessions.

The primary quantitative impact has been that in three years, the NGOs that ETP has trained have leveraged 2.6 million dollars for their projects. The participants explained that knowing how to approach a funder and write a proposal made them feel very self-confident; that the projects that have been funded have made them grow; and that the relationships they have built due to ETP have opened them up to the world.

The University of Minnesota trainers delivered two lectures on: "Projects Reporting to Funders" and "The Importance of Collaborative Relationships among NGOs, Research and University."

**p) Follow-up on Environmental Education for Youth. Sempervirent.**

This follow-up training was offered January 20-21, 1996. It was the conclusion of all the events that came out of the original training offered in June of 1995. As a result of this training an action plan was developed for the upcoming academic year. The plan includes the introduction of environmental education programs in schools, as well as highlighted environmental manifestations in other subject areas. The Ministry of Education has been approached for a decision in this respect.

**q) Follow-up to Community Action Plan. Albamont.**

This training was held March 1-3, 1996 as a follow-up to the course held in December, 1995. This follow-up was delivered by local trainers from Albamont in Zlatna. It was given exclusively to local people to further disseminate the CAP course topics and message.

As a result of this training, a local task force was created that later became the NGO, Eco-Zlatna, which is now legally registered with the purpose of undertaking environmental plans for their community. They have drafted a Community Action Plan with specific tasks and responsibilities for the short and medium terms. The group has grown rapidly and their impact has been highly successful.

## **6. SLOVAKIA**

25 training activities (in 42 offerings) comprised of:

- 10 Consortium training activities through local subgrants from Year Four
- 6 Follow-up trainings from Year Four
- 6 Solicited subgrants from Year Three
- 2 Follow-up trainings from Year Three
- 1 Designated subgrant from Year Three

Year Four training in Slovakia concentrated on capacity strengthening for both local governments and NGOs. There was also institutional strengthening at the Technical University of Kosice. Among the achievements were the creation of 2 new NGOs, several environmental campaigns indirectly strengthened due to capacity training, and an ongoing dialogue among NGOs in the Kosice area on a joint Kosice environmental plan that resulted in institutionalizing the Kosice NGO Association as a vehicle to initiate, manage and implement quality of life and environmental improvement programs.

**a) Multinational Internet Training within the Library Project.** WWF and subgrants to the Center for Environmental Studies in Budapest, and the Regional Environmental Center.

Joint effort of ETP in the region (co-financing from Romania, Hungary, and Poland) resulting in preparing a trained cadre of trainers with translated materials in local languages and disseminating the Internet skills. The activity has also assisted in institutionalizing the International Organization of Information Specialists (IOIS). (For a longer description of Internet Training, please refer to the description in Hungary's section on page 32.)

**b) Professional Development Internships in Minnesota.** U of M and subgrant to Technical University in Kosice.

Two-week internships from June 17 - 30, 1995 were focused on the university component to strengthen curriculum development skills and management training capabilities of four lecturers/interns from the Technical University in Kosice. Internships were directly related to and enabled better preparation for PDS modules in Environmentally Friendly Restructuring of Heavy Industry through pairing US professors and trainers with in-country peers. The internship was co-financed by the Technical University of Kosice.

**c) Implementing a Community Environmental Action Project.** ISC and ISC subgrant - ECEAT Slovakia.

This training activity prepared participants to identify environmental priorities within their communities and to develop implementation plans for concrete, practical actions to achieve these priorities. The training consisted of two sequential workshops providing the audience with training skills for developing a community action plan. The first workshop - conducted jointly by ISC and ECEAT trainers December 8-10, 1995 -- was devoted to

problem identification, strategic planning, coalition building, feasibility assessment, organizational skills, negotiation and management of community programs, and fundraising. The second workshop -- held four months afterwards by local trainers as a follow-up event -- was focused on sharing the achieved results and learning through the experience of others and it served as a medium term evaluation. The training brought together various ETP audiences -- local and regional government and NGOs including a local businessman and a Peace Corps volunteer -- from several communities in Western (Biele Karpaty), Central (Bacuch, Podhorie, Cierny Balog) and Eastern (Humenne) Slovakia. The training built on ISC's previous experience with community projects in Bulgaria, Hungary and Poland. The US experience was paired and strengthened by the expertise of Slovak trainers who proved themselves to be an excellent group with organizational and facilitation skills along with insight into the subject-matter. ISC emphasized identification of local partner agencies and a "train the trainers" approach in designing this training activity. The funds from follow-up will be used for on-site community assistance programs.

**d) Environmental Curricula Development.** U of M and subgrant to Technical University Kosice.

This workshop was held in June 1995 and built on the previous workshop on the same topic held in Usti nad Labem in September 1993. Its primary goal was to support curricula reform in Slovakia with participation of experts from the US, Czech Republic and Poland. The training addressed academic representatives from all over Slovakia who are interested in designing new curricula in the area of environment. The workshop was prepared by the Technical University of Kosice and addressed teaching of environmental policy and management. Participants received the Environmental Economics Resource Book that resulted from the previous activity, and a number of other useful printed materials. An additional benefit of this workshop was that it gathered a specific group of environmental professionals and academics together -- a fact that was greatly appreciated by the participants.

**e) Communication Strategies, Negotiation and Conflict Resolution.** WWF and subgrant to Partners for Democratic Change - Slovakia.

This activity builds on the "Building Institutional Capacity for Environmental Management" subgrant awarded to the Partners for Democratic Change - Slovakia and on demand from various district environmental offices and municipalities in Slovakia. The primary audience of the training has been the local government. There were six offerings of the training from November 1995 through March 1996 instead of the five planned. This was due to increased matching funds from approached municipalities and institutions. The main audience has been employees of municipal offices and deputies of local government with interest in quality of life issues. Usually representatives of other local, municipally owned institutions (such as a community foundation or the local police department) took part in the training as well. All workshops have been delivered by highly skilled and professional local trainers from Partners for Democratic Change-Slovakia.

The training focused on alternative methods of conflict resolution and assertive approaches in communication (structured negotiation, cooperative planning) in the areas of enforcement and public contact.

**f) Networking and Public Relations.** WWF and local subgrant Greenpen Foundation, Kosice.

This activity was prepared exclusively through local trainers and focused on developing knowledge and skills for environmental NGOs to achieve better results in communicating with the media. The training (December 8-10, 1995) consisted of presentations by public relations experts, experienced NGO activists and media professionals. It addressed the following topics: communication strategy in an organization, media and environmental campaigns, how to write a press release, how to organize and manage a press conference, how to communicate with journalists, etc. At the end of the training, participants had a chance to present their organizations to local and national media at a press conference convened for that specific purpose by training organizers. Participants also received a locally developed manual on the topic with a number of practical hints and case studies. The activity stimulated interest in public relations. A follow-up training on a specific sub-topic will be held in May 1996.

**g) Post-diploma Studies at the Technical University in Kosice (TUK).** U of M subgrant to TUK and co-financing by VSZ.

The Post-Diploma Studies program in Kosice is a cooperative activity of the University of Minnesota, the Technical University of Kosice and VSZ Kosice, focusing on training environmental managers from polluting companies in the region in environmental management skills: environmental auditing, pollution prevention, EIA, strategic environmental management, pollution control technologies, waste management and recycling, environmental legislation, environmental liability, least-cost planning, environmentally-friendly technologies, and others. The funding of the project was 100% leveraged by VSZ a.s. - a local industrial plant. The training is organized in twelve two-three day modules each from September 1995 to June 1996. As of April 1996 nine modules have been delivered. The graduates are expected to finish the study with practical projects for their companies. Five modules have been delivered by US trainers. The rest have been developed and delivered by local trainers or through academic collaboration schemes of EU/PHARE such as the TEMPUS program with European partner universities.

The Post-Diploma Studies (PDS) is a response to local needs to train top managers, mostly engineers, in environmentally-sound restructuring of industry in Slovakia. The PDS also responds to requests from participants from ETP training for some type of certificate program built on ETP training. Initially, ETP trained Slovak faculty members who served as ETP trainers in the past to use and adapt already existing ETP materials and develop new materials. The PDS curricula covers primarily managerial and

technological aspects of environmentally sound restructuring. Besides contribution to human capacity building, the PDS institutionalizes environmental curricula already in use at Slovak universities and this way contributes to their curricula development. Through the PDS program, ETP also facilitates academic collaboration between the Technical University in Kosice and the University of Minnesota. It is expected that the Technical University in Kosice will continue offering the PDS according to local demand. So far, the idea has been met with enthusiastic support from one of the largest Slovakian companies, the VSZ a.s. Industry, that co-sponsored the PDS program with a contribution of \$30,000.

**h) Municipal Waste Minimization Strategies. U of M and local subgrant - EKOEFECT Kosice.**

The workshop has built on the Year Three solicited subgrant training "Increasing Environmental Awareness through Improved Waste Management in Kosice" and strengthened the efforts of Kosice municipal waste management company to improve the waste management in Kosice. The workshop, held on March 27-29, 1996 in Kosice, has helped to disseminate the idea that waste minimization strategy is an integral part of municipal government life and its economical and technical proficiency. The training increased the skills of participants in informing and ensuring public participation in the waste minimization processes. Cross-sector audiences were engaged in an interactive, group process. Invited experts from the Ministry of Environment contributed to the process. Participants prepared a business plan for the collection of recyclables in a suburb in Kosice.

**i) Training and Handbooks for Slovak Environmental NGOs. Year Three solicited subgrant to the Center for Environmental Public Advocacy, Ponicka Huta.**

This training had 25 participants and included three offerings as well as handbooks aimed at improving the effectiveness of environmental NGOs in carrying out environmental campaigns and improving the skills of their activists.

- *Building a Strong Organization (June 30-July 2, 1995)*

The training was designed for leading activists of those NGOs that carry out environmental campaigns focused on serious problems and with whom CEPA intensively cooperates.

- *Current Legal Framework for NGO Sector in Slovakia (Sept. 22-24, 1995)*

During the needs assessment process the participating NGOs identified the following issues as the most important: income tax for legal entities, labor legal relations and civil relations between individuals and accounting and tax procedures for NGOs. These issues became the framework for the workshop. The workshop was a response to strong pressure by the government on the non-governmental sector in Slovakia. It also provided the first step in the process of extending CEPA's team of legal experts who are willing to provide assistance to the NGO community.

- ***Accounting and Financial Issues for Environmental NGOs (February, 1996)***  
This course addressed specific accounting and financial management issues of registered environmental NGOs that were not addressed at the previous workshop.

**j) Human and Institutional Capacity Building for Pollution Prevention in Eastern Slovakia.** Year Three solicited subgrant to Centre for Environmental Impact Assessment (CEA) in Bratislava.

This training activity consisted of four offerings (March, April, May and June 1995) in Humenne, Spisska Nova Ves, Kosice and Roznava in Eastern Slovakia. The training addressed the key environmental problems of the Kosice region through building the human and institutional capacity of local authorities and local industries for pollution prevention. In each case a local industrial plant was chosen as a case study and visited by participants of the course to practice the pollution prevention methods. The trainings have had added value due to high interaction among representatives of local environmental agencies and local polluters. The workshop aimed at facilitating the shift in environmental management from the traditional "command and control" approach to preventive approaches using interactive learning techniques such as role plays, brainstorming, group works, etc.

**k) Improvement of Environmental Data Management in Kosice Area as a Tool for Strengthening of Environmental Awareness.** Year Three solicited subgrant to SOSNA Foundation, Kosice.

The workshop was conducted in Herlany Teaching Center on May 10, 1995 for NGOs, representatives of local universities and local authorities. The purpose of this seminar was to conduct training in environmental information management, to raise environmental awareness and to strengthen public participation around important decisions. Lectures were supported by brainstorming and active role-playing methods. Each participant was provided with *Environmental Information Management Guide* and *Report on Status of Environment in Kosice Area*, containing information as well as guidelines for data management. The workshop addressed issues of public participation in environmental health issues and emphasized the information management tools for achieving its better quality.

**l) Intensive Management Training in Strategic Planning and New Business Development to Environmental Managers in Slovakia.** Year Three solicited subgrant by PB Consulting.

This activity was based on a successful course delivered in Year Two by Ken Macek. In this case a two tier approach was used with significant involvement of local trainers. In total three offerings were delivered (April, May and September, 1995). The first tier of intensive training included advanced concepts and practices in strategic planning related to environmental business sectors in Slovakia. The training helped participants from small and medium sized environmental service companies to identify critical elements of business strategy by introducing the additional key components of strategy, identifying the

types of key strategic information required, describing the process of assembling and analyzing their business strategy and evaluating patterns of competition.

The second tier of intensive management training focused on principles and practices intended to (a) familiarize entrepreneurs, who have primarily technical backgrounds, with some simple financial information (accounting) parameters that can be useful in the day-to-day management of their business, and (b) to expose the managers to simple market research techniques useful in developing information critical to the development of their business strategy.

Participants quickly grasped the importance of identifying the critical elements of a business strategy. They also learned the importance of carefully defining the limits of their markets and the requirement to continuously refine the strategy for each of their business elements in compliance with an overall company business strategy. The number of participants allowed the trainer, Dr. Kenneth Macek, to discuss in great detail each participant's strategic development problems. Participants realized the importance and value of utilizing every available opportunity to collect information about their customers. They quickly grasped the concepts of lost customer analyses, customer satisfaction surveys, etc. and the need to be proactive in their market research activities rather than passive or reactive. They also realized the need for managers, who have delegated the job of accounting to their accountants, to develop a basic understanding of the cost reporting system and the need to utilize the valuable management information available to them from their accounting system. Even those managers who have implemented financial information management systems learned about new financial parameters easily provided by their current systems that can provide meaningful insights into their business operations. The section on market research techniques also provided the two in-country trainers with the opportunity to independently develop and present a training module to participants.

**m) Public Participation, Advocacy, and Mediation in Conflict Resolution.** Year Three solicited subgrant to Magistrat mesta (City Council) Kosice.

This activity consisted of three offerings -- each on a different topic, but each having the same emphasis as specified in the title:

*a) Conflict Resolution*

*b) Water and Energy Conservation*

*c) Minimizing environmental impact of outdoor recreation*

Each of the offerings has been delivered to a cross-sector audience from local governments, schools, NGOs and environmental authorities. The training activity has been prepared in conjunction with the Healthy Cities Project of which Kosice is an active member.

**n) Environmental Assessment for the Siting of Solid Waste Landfills.** Year Three Solicited Subgrant to Global Environmental Foundation, CA. and Center for EIA in Bratislava.

This training activity has been a joint project of U.S. based Global Environmental Foundation and Center for EIA at the Comenius University in Bratislava. The course included development of siting criteria, collection and evaluation of baseline environmental information, preparation of assessments of impacts, development of mitigation measures (design criteria), and monitoring and management recommendations for solid waste disposal. The audience included officials from the Slovak Environmental Agency, private sector environmental technology and service companies, experts in planning and design and Ministry of Environment. The course has used real-life examples such as the planned landfill near the course location.

**q) Environmental Auditing III (Advanced): Agricultural Applications.** Subgrant to the Department of Environmental Sciences at the University of Veterinary Medicine in Kosice and MASEVA s.r.o.

This four and a half day course was designed and delivered by the Department of Environmental Sciences at the University of Veterinary Medicine in Kosice in conjunction with MASEVA s.r.o. -- former local partner to Center for Hazardous Materials Research in Pittsburgh. The course used materials and methodology provided by CHMR in previous trainings. The course included two on-site visits to a university study farm in Zemplinska Teplica and took in total 39 hours of lectures, group work and interactive problem solving procedures that allowed participants from private environmental companies to acquire basic techniques in environmental compliance assessment and evaluation in agricultural enterprise. A model Pre-Audit Questionnaire together with an Auditing Assessment Report were prepared and evaluated. A special five-hour session was devoted to environmental procedures and legislation used by European Bank for Reconstruction and Development in CEE countries.

**p) Innovative Approaches to Strengthening Environmental NGO Interaction.** Year Three WWF designated subgrant and local subgrants consisting of five offerings. Subgrants to: Environmental Media Foundation, Slovak Environmental Computer Network and Center for Environmental Public Advocacy.

*"Possibilities of Using Computer Networks for Communication Among Environmental NGOs" (two offerings, November 25-27., 1994, April 8-9, 1995)*

The training provided environmental NGOs from Bratislava and Kosice a set of tools and skills for communicating through GreenNet, using Internet, WWW and other Internet based applications.

*“Communication in and outside an NGO”, “Communication with Media” (two offerings, December 9-11, 1994, June 2-4, 1995).*

The training has focused on communication aspects of an environmental NGO. In a two tier program, participants learned basic principles of verbal and nonverbal communication, feedback, active listening, team building, but also specific communication skills for media communication and PR.

*“How to Succeed at the Public Hearing” (one offering April 28-30, 1995)*

The training responded to a need of a number of environmental NGOs to develop and practice tools and methods necessary for succeeding at a public hearing -- a new phenomenon in the Slovak legal system as a part of the EIA legislation. Environmental activists have been trained in process and participation at the public hearing. The training served as a final practice before “sharp” participation a few weeks afterwards.

**q) Strategic Planning for NGOs.** Year Four follow-up training with Civic Leadership Foundation, MN and subgrant to ETP Slovakia Foundation.

The training was organized in May 1995 in Bratislava as a part of the selection process of fellows for a six month fellowship to Minneapolis aiming at strengthening the ties between Minnesota and Slovakia and gaining practical experience of a civil society. The training was delivered by Ronnie Brooks and was based on the courses previously developed for ETP.

**r) Institutional Tools for Air Quality Management.** Year Four follow-up training ETP Slovakia Foundation.

This workshop has been a part of the AID funded and World Resources Institute managed project “Constraints and Opportunities for Environmental Management on a Local Level.” The workshop has been co-financed by the ETP. Representatives of various local institutions, industries, NGOs of Upper Nitra region have discussed, analyzed and developed strategies for improving institutional cooperation in air quality management in that region. The workshop has been instrumental for the original project in defining the direction of the project towards improving environmental information management.

**s) Waste Management and Environmental Protection.** Year Four follow-up training. Slovak Environment Inspection.

This workshop was prepared together with the Headquarters of the Slovak Environmental Inspection - Waste Department for all waste inspectorates in Slovakia. The workshop was built on ties developed through the ISC workshop on “Effective legal processes in environmental protection” of November 1994.

**t) Alternative Forms of Environmental Education. Year Four follow-up training. The Center of Environmental Education (BAMBI)**

This training activity was prepared as a direct follow-up to a 1994 internship program in which Laura Dittel from Kosice established working contact with Minneapolis based environmental education activists. As a result of that contact, ETP provided follow-up funding for the activity which consisted of four offerings in early July 1995 delivered by Sandy Bowell and Bonne Roemhildst from Lilly Lake elementary school and Wilder Forest Center jointly with Laura Dittel, the ETP intern and local trainer. The target audience has been teachers from elementary schools in the District of Kosice. Each workshop contained techniques and forms of environmental education which are new for Slovak conditions and easily adaptable. The participants have appreciated the low-cost methods and technique. Participants received a training manual .

**u) Improving Environmental Information Flow in Kosice. Year Four follow-up training by SOSNA Foundation.**

The training, delivered in November 1995 in Kosice, followed-up the Year Three solicited subgrant, "Improvement of Environmental Data Management in Kosice as a Tool for Strengthening of Environmental Awareness," held in May 1995. The course was prepared in cooperation with the Technical University in Kosice for primarily the same audience. Lectures were supported by practical work on computers and active role-playing methods. Emphasis was given to electronic mail and its utilization in information flow and exchange. Part of the course was devoted to presentation and communication techniques and the final output of the activity was the establishment of an informal "Green Club" linking together teachers, experts, NGOs, media representatives and others, focused on independent environmental exchange and dissemination.

**v) Communication Strategies, Negotiation and Conflict Resolution. Year Three follow-up by Partners for Democratic Change.**

This successful course of Partners for Democratic Change has been delivered in four offerings to District Environmental Offices from March through June 1995. The primary audience has been employees of District Environmental Offices and mayors of smaller villages in Eastern Slovakia with an interest in quality of life and environmental issues. The training focused on alternative methods of conflict resolution and assertive approaches in communication (structured negotiation, cooperative planning) in the area of enforcement and public contact. Participants selected 2-3 problems that served as case studies of alternative conflict resolution. The cases were relevant to topics as follows:

- problems of determining the priorities from state subsidies for development projects that have impact on the environment
- public participation as a result of the new EIA act requirements
- contradictions in current waste legislation
- direct communication with the complaints of the public

Unfortunately, later in the year the Ministry of Environment asked its employees not to participate in events, workshops or trainings that are not prepared with the Ministry of Environment. This decision prevented other environmental professionals from local state environmental administration from benefiting from the course.

**w) Independent Monitoring of Water Quality.** Year Four follow-up training. Subgrant to SOSNA Foundation.

The workshop was organized as a part of the more involved bilateral Slovak-Hungarian project aimed at clean-up of the Hornad river through public participation activities. SOSNA Foundation from Kosice and Holocen NGO from Miskolc are the initiators of the project. Other components of the project have been supported by the Fund for the Development of Carpathian Euroregion and Environmental Partnership for CEE. Twelve participants came from Hungarian NGOs and schools near the Miskolc area. The course aimed at training the trainers to start monitoring water quality in the Hornad River by children and NGO activists on both Slovak and Hungarian sides. The participants learned new environmental information on Hornad river from renowned experts. They also learned techniques on how to acquire such information through easy-to-use methods. With monitoring kits they measured chemical parameters in Hornad dams and in the river and learned how to use these kits for future use with school children. Participants visited the waste water treatment plant. The project will continue throughout 1996.

**x) Institutional Development of ICC operations.** UofM.

This activity has consisted in supporting institutionalization of ETP in-country activities through the newly established ETP Slovakia Foundation (April 1995) whose mission is to improve the decision-making process in the area of the environment on all levels and to promote the ideas of sustainable development and civil society. The activity provided consultations in the process of institutionalization in the areas of organizational development, management systems, etc. Through the activity, the Foundation is becoming a strong local institution, able to provide high quality services for the ETP in its operations.

## ***IV. IMPACTS***

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As a *training project* ETP has as a fundamental goal the changing of peoples behaviors and, by extension, changing the organizations, institutions and communities in which they live and work. Most of this annual report focuses on the inputs and outputs of ETP training activities; in this section we would like to highlight what we refer to as the *impacts* of these activities. While these impacts may not wholly describe changes in human or institutional activity, they serve as indicators of the impact ETP training has had and the promise of change or engagement in new behavior as a result. There is no way of fully knowing the extent of the impacts ETP trainings have had in Central and Eastern Europe for years to come. But we are confident that the indicators presented in this section reflect the promise of much greater and diverse impacts yet to be documented.

Following are summaries of notable impacts in each country in Year Four of the ETP prepared by each country's in-country coordinator. The list of impacts varies from country to country due to different funding levels as well as differing conditions for implementation.

### **A. BULGARIA**

#### **[1] Strengthening the Business Sector**

- ◆ As a result of the ETP training, "Sustainable Resource Management of the Company," conducted by Petrov Consult, and the Yantra River Basin Council letter of support given to the SEVKO Fur Factory in the town of Sevlievo, the company received a low-interest loan from the National Eco-Fund in the amount of \$250,000 for the reconstruction and expansion of the company's existing water treatment plant. Another 120,000 ECU is expected from PHARE.
- ◆ A loan in excess of \$250,000 was approved by EcoFund for the water treatment plant of the Sugar Factory in Gerna Oryahovitsa from the National Eco-Fund. Again, the Yantra River Basin Council gave their letter of support for the loan.
- ◆ It is expected that investments in both fur and sugar factories will have a significant impact on water quality in the Yantra River. These two factories will almost double their production capacities after the new water treatment plants are completed.
- ◆ As a result of a business plan prepared by an ETP participant who is a private business executive, a demonstration project was launched in the village of Boboshevo. The project is provided 1,000 square meters of land to use in the experiment of using bio-agents to combat the Colorado beetle which harms the potato production. A video clip with the results of the experiment will be filmed and shown in the fall of 1996.

## **[2] Institutionalizing ETP Trainings -- PDS, Varna Economic University**

- ◆ Since the start of the Post-Diploma Studies (PDS) program on Environmental Business Management at Varna Economic University in September of 1995, the most significant impact has been the teaching experience gained by the Bulgarian trainers. They utilize the best teaching practices from American trainers, and have been implementing their new skills both in trainings and in undergraduate classes. The teaching modules developed by these Bulgarian trainers will develop case studies that can be used for future curricula in environmental management at the Varna Economic University and other universities in Bulgaria. More than 20 case studies have been prepared for PDS.
- ◆ The trainers in environmental marketing and management have conducted two additional 3-day trainings on marketing environmental goods and services for the employees of the Central Cooperative Union. The training costs were covered by the Union.
- ◆ The participants of the PDS have prepared 22 marketing and business plans based on their company businesses. Three of them have used these plans to obtain bank loans for their business.
- ◆ A campaign has been started for a second offering of the PDS program at the Varna Economic University. Due to the phasing out of ETP, the Varna University will raise the funding.

## **[3] Local Capacity Building**

- ◆ The Yantra River Basin Council has conducted two public hearings in support of the new draft water law. There were more than 50 participants in each hearing. The Council supported 5 business initiatives in the region by giving them letters of support for obtaining loans from the National Eco-Fund.
- ◆ The Veliko Turnovo municipality that has been a long-time collaborator of ETP and an active participant in all ETP courses received a \$15,000 grant from US AID for a waste management demonstration project. In support of the municipal waste management project, the ETP Foundation is organizing and funding a seminar on waste disposal management for the Iatrus-Ret Youth Club in Veliko Turnovo.

#### **[4] Strengthening NGO Capacity**

- ◆ By creatively utilizing ETP skills from proposal writing courses, the Initiative for Sustainable Development, an environmental NGO in Gabrovo trained by ETP instructors, has received equipment (computers and a jeep) in the amount of \$10,000 from PHARE. They have also received a grant of \$3,000 from the Danube Program to conduct a training.
- ◆ The Yantra River Basin Council has published the first issues of a regional journal, *Yantra*, that popularizes the idea of NGO-based watershed management and the ETP activities.
- ◆ The ETP Foundation has received financial support from the US-AID Sofia office for the publication of the latest (January 1996) ETP brochure. One thousand copies of the brochure have been printed in the Bulgarian language and disseminated information on the future activities of the ETP Foundation. Also included was a list of the US-AID environmental programs in Bulgaria and addresses of the minister of Environment and Charge D'Affaires as well as the US Embassy in Bulgaria. The brochures were distributed in the Ministry of Environment, US-AID, the Earth Museum as well as ETP participants on and around Earth Day, April 22.

#### **[5] Sustainable Position in the Local and National Mass Media**

- ◆ A very successful public information campaign was conducted by, ECOGLASNOST, a Varna NGO, on the topic of "Pros and Cons of the Use of Chemicals in Agriculture and its Impacts on the Varna Lake." During a four-month period, the campaign reached thousands of readers and listeners in the Varna region. Three newspaper articles were published in local newspapers and three specialized radio discussions conducted by a private local radio -- Channel KOM.
- ◆ An ECOJOURNAL program launched in January, 1995 on the National Radio for the duration of one year. The program was funded by ETP. It was conducted by the President of the Humanity Research Center in collaboration with radio journalists. Participants in the program included ETP trainers, consultants and Ministry representatives. The program aired for 25 minutes each week making a total of 1,300 minutes on air during all of 1995.

#### **B. CZECH REPUBLIC**

##### **Continuation of the ETP Process without new USAID/ETP funding.**

*Phasing out and post ETP activities in the Czech Republic:* In ETP Year Three the ICC's strategic efforts were to institutionalize and sustain the ETP process in North Bohemia and more closely relate it to events in other target countries, as it had become evident that the phase-out of AID mission from the Czech Republic was irreversible. During Year

Four, the ICC was successful in establishing an ETP base at the following institutions, called "Post-ETP Training Institutions."

- The Institute for Environmental Policy in Prague plays a key role. It facilitates identification of training needs, course design, identification of trainers, pilot runs of the training activities and courses for cross-sectoral audience. The ICC is stationed in IEP.
- The Center for Environmental Analyses in Decin, North Bohemia delivers training activities for the ETP in the region of North Bohemia.
- The Project Silesia Information Center in Ostrava is active in North Moravian region.
- The North Bohemia Economic Association runs environmental business management training portfolio.

### **Post-ETP Training Activities**

1. The following courses can be repeated by Czech ETP-trained trainers without any modifications:
  - Environmental Impact Assessment
  - Financial Management for Environmental Businesses
  - Conflict Resolution
  - Toxic Release Inventory
  - Business Planning
  - Environmental Auditing
  - Environmental Marketing
2. Due to the close collaboration with other ICCs, particularly in Slovakia, the new ETP courses from Year IV and V can be utilized by Czech trainers and delivered in Czechia by their institutions.
3. Two new training courses have been developed according to the immediate local needs and delivered by the Center for Environmental Analysis in Decin.

## **C. HUNGARY**

### **Building Human Capacity**

In Year Four, ETP delivered ten training courses (in 22 offerings) and the Eco-Business Club organized four meetings. Besides separate workshops, Post Diploma Studies (PDS) for top and medium level managers were also introduced at Miskolc University. The program is offered separately and as a part of the regular post-graduate program in *Management and Organization*. This way, participants of the *Management and Organization* program study environmental management as an indispensable part of Management studies.

Workshops and meetings were very well received by the participants. Besides acquiring information and applicable skills and knowledge, participants appreciated the importance

and timely nature of the topics covered, the interactive training methodology, the special focus on problem-solving as well as the opportunity to meet follow-participants with similar interests.

ETP workshops also continued training the trainers. In the framework of PDS, two young assistant professors participated in the curriculum development workshop in the US. The Facilitators Group organized 13 meetings and a one day course on conflict resolution for its members.

Using the knowledge and methodology learned in the courses, six ETP alumni have been engaged in environmental training. Their courses include: Environmental Liability and Bankruptcy, Environmental Liability and Financial Institutions, Environmental Auditing, etc.

Over 77% of ETP alumni reported using the knowledge gained in ETP training in their everyday work and practices.

### **Facilitating Development of the Environmental Business Sector**

In reports of previous years, we emphasized that the success of the ETP business courses is contingent upon the economic conditions in Hungary. Additionally, Borsod County, the target area of ETP workshops has been a particularly depressed region. Consequently, the higher level of professionalism and aptitude reported by participants as a result of our courses, did not and does not automatically entail business successes. Nevertheless, in Year Four ETP alumni reported:

- **17 new business plans, 10 of them successful** (in the previous three years of ETP altogether there were 23 business plans, 5 of them successful)
- **29 new financing proposals, 18 of them successful** (in the previous three years there were 9 financing proposals, and only 4 successful ones)
- **3 successful strategic plans** (1 in the first three years)
- **30 environmental impact assessments (EIAs)** (23 in previous years), and
- **24 environmental audits from which 22 were followed by some positive action taken by polluters** (there were no environmental audits reported in previous years)

All the reported business plans, strategic plans and financial proposals were prepared by environmental businesses either as a base for the development of their own business organizations or for pollution prevention or pollution abatement actions of polluting industries. Most of these latter plans were dealing with hazardous waste disposal and clean-up of polluted land, but one of the participants prepared an environmental strategic plan for the sustainable development of the eco-region of the Tisza lake (created by a dam on the Tisza river). This plan dealt with various environmental and nature protection issues.

Environmental businesses significantly improved their effectiveness in terms of financing. Not only the number of successful financing proposals grew dramatically, but also the amount of loans received. In Year Four, the most successful financing proposal received a long-term loan in the amount of HUF 30 million (about \$214,000) while in the previous years the record was a three credit in the amount of HUF 500,000 (or about \$3,600). This fact reflects an increased trust of financial institutions in the related business organizations during the past couple of years.

Expanding business activity generally resulted in higher revenues. It is very difficult to acquire information on revenues and incomes. We received information about revenues from 10 environmental businesses. Seven of the ten companies managed to increase their revenues resulting from environmental activities. In two companies, revenues decreased, and in one company they stagnated. Among those that managed to increase their revenues from environmental activities, some had significant success. One of them tripled its revenues, another doubled its revenue between 1993 and 1995.

There are four environmental businesses that were strongly affected by ETP. Three of them are environmental consulting companies, the fourth is a new division of a research and design (R & D) company producing special furnaces customized to specific, individual combustion needs. This division produces furnaces for safe incineration of solid wastes and waste gases. Three of these firms were established as a direct result of ETP training courses. One started up early in Year Four. The start up of the fourth coincided with the beginning of ETP courses and they have attended a record 10 training courses. They have directly adopted the knowledge and skills gained from the workshops. We are proud to report that the managers of these four most successful environmental businesses attended four or more workshops each.

During the past 2-3 years, these businesses have strengthened significantly. They began either as part-time activities for managers, or as occasional activities in a mixed portfolio of activities. As a result of business successes of the past two years, managers are employed full-time and/or these businesses gained independence as divisions or as independent legal entities. Their revenues have increased rapidly. The new business organization that was established in January, 1996 grew out of a company that doubled its revenue in 1995 as compared to 1994. (Managers of this parent company are also ETP alumni.) Before gaining independence, environmental activities were a part of a mixed portfolio within the company. During the first three months of 1996, this newly independent company surpassed the parent company's 1994 earnings. All these companies report a solid growth of assets as well. Their good reputation can be characterized by the fact that they often work as partners of Western-European firms. Besides preparing environmental plans and proposals, several environmental consulting companies also provide business consultations to clients on preparing business plans, financing proposals, strategic plans, etc. Besides these consultations, some businesses also deal with professional training and environmental education.

### **Promoting cleaner production**

Statistics about business plans and financial proposals not only show a significant increase of business activities in the environmental sector, but also an enlarging market for their services. This process has been strengthened by stricter regulations, the decree on environmental impact assessment, regulation of environmental liability as related to privatization and bankruptcy, and particularly by the new environmental law effective since late 1995. Also contributing to the increased environmental interests of industry has been the developing environmental service companies and their marketing activity, their arguments on business advantages emerging from solid environmental management borrowed from ETP strategic management, environmental marketing and other workshops also contributed to the increased environmental interests of industries. The ETP environmental liability courses, the approach of the auditing workshop as well as the Eco-Business Club discussions on the EU eco-audit scheme and ISO 14000 also helped to improve environmental awareness of polluting industries.

In addition to the already mentioned environmental strategic plans, business plans that were prepared for these companies, EIAs and environmental audits, in Year Four polluting industries prepared or commissioned:

- **13 pollution prevention or waste minimization plans;**
- **7 changes in internal technological regulations** made with a view to improved environmental performance; and
- they started or completed 2 environmental investments.

One of the above internal technological regulations is actually a complete environmental management system for a company. No similar projects were reported in previous years.

### **ETP and the NGO Community**

NGO training in Year Four provided by the Facilitators group proceeded in three directions. They conducted a train the trainers workshop for the education of their own members. They developed and delivered new courses in which they provided information and knowledge on new dimensions of NGO work, e.g. project management and coalition building. In addition, they continued to deliver former courses tailored to the needs of individual NGOs. These courses were designed to assist related NGOs in solving specific problems and also in facilitating their organizational development. The *Coalition Building* workshop directly helped Szentendre, a small city close to Budapest, to form a sustainable civil coalition from individuals and organizations that have recently been working on drafting and implementing the environmental action plan of the city.

An ETP alumnus fostered the set up of the Clear Spring Nature and Environmental Protection Association, a grass-roots organization in Borsod county comprised of elementary school teachers. The organization was registered as a legal entity on January 1, 1996. Its numbers have now reached 160 members. The main scope of the association is raising environmental awareness and the dissemination of environmental knowledge in the towns and villages of the region both with school children and with their parents.

## **ETP and Local Governments**

There were two ETP courses specifically designed and delivered for local governments. Both of them took place in Year Four. Local government officials and experts, however, participated in business and NGO courses as well. Results of these courses include the following:

- Two participants of the Financing Municipal Environmental Investments reported that they used the knowledge gained in the workshop in the financial plan of recent local investments,
- five communities/regional associations of local governments of the six participating communities are actively working on their environmental action plan,
- four Hernad river communities established and officially registered a regional association in order to coordinate their effort in developing their environmental action plans and plan of sustainable development.

## **Institutionalizing and Building Sustainability**

In Year Four ETP has contracted the Center for Environmental Studies to coordinate ETP activities for the duration of the project in Hungary. After AID funding has been terminated, the Center will take over the mission of ETP and take care of fundraising and coordinating activities.

In previous years, ETP training materials have been incorporated into the curricula of several educational institutions. In Year Four these institutions, PDS in Miskolc University, the Baja Technical College of Water Resources Management and the Miskolc Society of Humanities, continued to use these materials.

The *Management and Organization Department* at Miskolc University wants to continue to offer PDS in the forthcoming years. For the second offering, scheduled to begin in September, 1996, the Department has already enrolled 26 participants.

Two years ago, ETP courses played a catalytic role in the creation of the Facilitators' Group, set up by Joe Szakos from the Community Organizing Project, the Göncöl Foundation and the Environmental Partnership for Central and Eastern Europe. Since then, ETP has continued to cooperate with the Group. By Year Four, the Facilitators Group had gathered much experience and had become a center for NGO training activities providing a variety of workshops on a wide range of topics tailored to the specific needs of the recipients (see above). The Group has also managed to raise funds to finance their activities.

ETP sub-grantee organizations, ÖKOTECHNIKA, Hungarokorr, the Center for Environmental Studies, and the Independent Ecological Center that gained experience and confidence in organizing and delivering workshops and training their facilitators are ready to deliver further courses.

In Year Four there was further organization of the ETP Eco-Business Club, launched in November, 1994 as a response to the request and suggestion of participants of several ETP courses. It provides a forum for communication and networking for ETP training participants and has been taken over from the ETP-office by ÖKOTECHNIKA Co., a previous ETP sub-grantee. The firm received moral support from Ms. Ildikó Gyárfás, member of the Hungarian Parliament and President of the Borsod County Regional Assembly as well as Ms. Anna Székely, general secretary of the Hungarian Association of Environmental Service Companies who offered to be patrons of the club. The organizers also provide an in-kind contribution to the club and have obtained in-kind contributions (including voluntary organizing job, presentations, use of the company telephone, free use of the session room) from other individuals and organizations. At its February meeting, the participants set up an organizing committee that would prepare a draft charter, nominate Board members and raise the seed money required for registration.

#### **D. POLAND**

So far, the Polish ETP training programs have reached over 1500 business people and NGO and local government representatives, and over 65 local trainers and facilitators were prepared to deliver ETP courses. New educational institutions such as the Polish-American Post-Diploma Studies Center were established.

##### **[1] Impacts contributing to strengthening the community sector**

The ETP staff in Poland is performing research aimed at obtaining information concerning activities covering environmental management in communities, representatives of which participated in ETP training courses. The information gathered through these means enabled us to correctly evaluate the environmental policy of communities and the effectiveness of the training itself. ETP Poland used conversation and interviews as the primary method of research. The use of these allowed a comparatively quick gathering of data on the basis of direct interviews with the pertinent people.

The information gained from these interviews was rich in illustrations of activities of the communities regarding space management plans, environmental protection activities and community investments. It has also been a valuable source of information regarding different methods of managing environmental resources and understanding environmental policies within each of the forty-six communities reached by ETP.

- ◆ Land use plans have been prepared in 44 communities
- ◆ Operational plans of environmental protection activities have been prepared in most of the participating communities. In those communities where activities were already taking place, they are now creating coherent plans of these activities.

- ◆ All of the communities were able to put environmental investments and activities into effect. This was achieved based on funding or co-funding from various sources. The following list represents the number of communities that were successful in obtaining funds from each source.

- \* (26) Voivod Environment Protection and Water Management Fund
- \* (25) Communities' own means
- \* (13) National Fund of Environment Protection and Water Management
- \* (4) Eko-Fund
- \* (3) Bank of Environment Protection
- \* (2) Farmland Protection Fund
- \* (2) Small Donation Fund
- \* (11) Other organizations and sponsors

- ◆ All 46 communities have different kinds of investments taking place. Some are planned over a span of several years, others will happen fairly quickly. They are brought to fruition depending on the needs and funds available to the communities. The following numbers illustrate the kinds of investments taking place in the municipalities we interviewed.

- \* (19) Waste water treatment plants
- \* (9) Waste dumps
- \* (9) Changing heating systems from coal to natural gas
- \* (10) Water piping systems
- \* (12) Sewage systems
- \* (3) Collector building
- \* (4) Reforestation
- \* (2) Others

Two good examples of municipal activities are taking place in Bytom where the municipality has invested in 2 water treatment plants, conducted 4 environmental audits and provided help for neighboring municipalities. The other example is Raciborz City that closed down 30 small coal-burning central heating plants and replaced them with 2 large natural gas heating plants. They are also building a new sewage treatment plant.

- ◆ Four communities have undertaken joint investments with neighboring communities. The investments are as follows:

- \* Waste water treatment plant in Tworóg - Krupski Młyn
- \* Sewage system in Krupski Młyn - Potempa
- \* Solid waste dump in Toszek - Pyskowice - Zbrosławice
- \* Waste dumpsite facility in Wilkowice - Zywiec

The active Community Association of Cieszyn Parishes is a very good example of cooperation among communities. They have a joint meeting monthly and discuss current cooperation, exchange information and ideas, and to discuss joint undertakings and vote on approvals.

- ◆ Cooperation between the communities and NGOs or the Voivodship Authority has been evaluated by 32.6% as very good, 4.3% as good, 43% as sporadic, and 6.5% as bad.
- ◆ Twenty-four communities have experienced conflicts due to threats to the environment. Seven of these conflicts have been successfully resolved.

**[2] Impacts contributing to strengthening the local democracy;**

- ◆ Developing human capacity for local government in municipal financing, environmental action plans and environmentally friendly restructuring and logistics;
- ◆ Preparing two PDS dissertations devoted to strategic analysis in municipalities;
- ◆ Developing advertising and public relations strategies for about 35 local governments and NGOs (some of these strategies were implemented just after the workshop);
- ◆ Strengthening NGO capacity within the ETP network by providing hands-on technical assistance for over 50 organizations;
- ◆ Getting local government representatives involved in delivering the PDS programs for polluting industries and influencing the business leaders.

**[3] Impacts supporting environmentally sound restructuring:**

- ◆ The graduation of the first group of 36 senior-level managers from the Post-Diploma Studies (PDS) program in environmentally friendly restructuring of heavy industry in Poland and the Czech Republic (one graduate);
- ◆ Producing thirty-five practically oriented dissertations focusing on restructuring programs, reforms of management systems, business and strategic plans, environmental audits and impact assessments that are now in the process of implementation in the Polish metallurgical industry;
- ◆ Facilitating the restructuring of heavy steel companies based on the knowledge and skills from the PDS or ETP workshops.
- ◆ Reducing environmental pollution emissions (particularly toxic pollutants) and the use of natural resources e.g., Huta Sedzimira;
- ◆ Improving firms' productivity, competitiveness, quality and economic efficiencies as well as increasing investments and exports e.g., Metalodlew;
- ◆ Establishing new firms and expanding already existing ones e.g., Huta Malapanew;
- ◆ Creating new jobs in environmental business sector e.g., Huta Malapanew;

- ◆ Reviewing current logistic arrangements and preparing new logistic strategies for about 30 firms in environmental and polluting sectors of industry (some of these plans have already been implemented);
- ◆ Analyzing and designing about 30 strategies for survival of restructuring enterprises (many of the participating firms are taking part in the mass privatization process);
- ◆ Recruiting a group of 27 participants for the second offering of the PDS in Poland (top-level CEOs);

**[4] Impacts on the regional and local universities:**

- ◆ Institutionalizing the ETP PDS at the Silesian Technical University in the form of the Polish-American Post-Diploma Studies Center (PAPDS) and in this way contributing to the sustainability of environmental educational capacities in Poland;
- ◆ Establishing the first environmental extension service for industry in Poland in the form of PAPDS that acts as model for other universities;
- ◆ Two Polish Ph.D. fellows completed a 10 month residential program in Minnesota and produced drafts of their dissertations focusing on challenging environmental and business problems;
- ◆ Four Polish professors taking part in the ETP internships developed new curricula for PDS and their courses at STU and Warsaw School of Economics;
- ◆ Publishing new manuals for business communities, local government and NGOs (the complete list of new publications is attached in Appendix D);

**[5] Institutionalizing the ETP mission:**

- ◆ Regional recognition: The ETP office and Polish-American Center for Post-Diploma Studies became a widely recognized institution not only in the whole region of Silesia, but country-wide.
- ◆ Multiplier effects: The ETP publications and training manuals are widely utilized by ETP trainers, university professors and participants in their own country adapted from ETP.
- ◆ Sustainable position in media: The Silesian radio has established a permanent broadcasting of ETP news. Regional television and newspapers regularly present ETP reports.
- ◆ Dissemination of ETP materials: The high quality of ETP training and manuals resulted in several university professors from STU and Economic University in Katowice using our manuals for regular classes at Silesian universities.

In addition to these impacts, about 70% of the training funds were invested as subgrants to local organizations that are more cost efficient than their U.S. partners. This also significantly increases the sustainability of the ETP mission.

**[6] Evaluation of the training courses and responders suggestions**

All those training participants who responded to evaluations valued the trainings very highly both in terms of content and organization. The participants specifically valued the practical orientation of the programs for example working in small groups on a case study. This practical work was valued as both interesting and effective in implementing future activities.

Among the most useful suggestions gathered from the participants about 20% asked to be divided into groups specific to the characteristics of their region (e.g., industrial vs. agricultural). 9% suggested a greater number of offerings of increasing specificity to individual conditions in the Silesian region.

All respondents expressed the expectation of further pursuing educational opportunities in this area and are eager to participate in future ETP offerings.

**E. ROMANIA**

The main ETP impacts in Romania resulting from Year Four activities are:

- ◆ In the Zlatna community, an environmental NGO was formed and legally established (in March 1996) to influence action plans and civic participation for their pollution problem solving. Several activities have already been initiated including a public environmental campaign, environmental education programs in schools and kindergartens, environmental rehabilitation and remediation programs and others are planned for the medium and long terms. They have already enjoyed strong support from both the local and national media for their initiatives. They recently received donations of a fax machine, a computer monitor, software, and some trees for planting. Their involvement has also been extended to school children who have formed the "mini Eco-Zlatna group."
- ◆ The initiatives organized by participants trained by ETP in the Alba district have been community oriented practical actions of involvement and awareness. The activities were professionally conducted, largely successful and have been influential in other communities as well. About four such community action plans are now in progress in several cities. They have gotten their fingers on the pulse of the local people and have successfully increased participation, interest, and concern in the solving of environmental problems. It has been their practice to respond to calls, to have environmental summer camps for their children, and to take care of the parks and general cleanliness of the town.
- ◆ In all the regions where the Integrated Waste Management workshop was delivered, measures have been taken both in the area of regulations on landfill disposals and in

educational programs. The most noteworthy success was in the Arges district where all six of the targeted main towns achieved governmental approval and financial support for their improvement plans for their communities' waste disposal.

- ◆ In Arges, the environmental education program initiated for schools had a great impact and was very enthusiastically embraced. The next step has been to discuss implementation plans and practical projects and actions that have already begun including environmental summer camps and integrating environmental learning into regular classroom activities. They will try to gain the Parliament's support for restructuring the curricula country-wide to include environmental education topics as a regular part of teaching.
- ◆ The environmental business community that we trained has established a legally registered national association. They have already organized an exhibition of their products and are now approaching research institutions for mutually beneficial collaboration. Many of the firms have been impressively successful in their businesses both nationally and internationally. New jobs have been created and new working policies developed. They have also drawn media attention. A monthly economic newspaper has been publishing profiles of each firm. All have increased their business figures by from 100 - 200%.
- ◆ The NGO community in Romania is well on its way to being a strong national player. Having established a strong individuality, they are now taken seriously by the government. They are given opportunities to participate in the planning of the Romanian environmental strategy. In the four years of ETP the NGOs we trained raised about 2.6 million dollars for their projects. Their actions have become increasingly supported and sustained by their communities. In many communities they have made significant impacts. The majority of the NGOs now have their own publications. About 8 new NGOs were created.
- ◆ The impact ETP Romania had on the level of environmental curricula at the university level is secured now with the establishment of a PDS program in Romania. The PDS program is still in its beginning stages, but it will probably be implemented through the collaborative efforts of more than one institution and professorial staff.
- ◆ We have developed a cadre of local trainers prepared to deliver trainings on several topics both nationally and internationally. About 20 of these trainers and some participants have been promoted or gotten new jobs running key environmental foreign programs.
- ◆ Both of our Ph.D. fellows have been successful in Romania. One has signed a consulting contract with HIID, and the other is involved in a World Bank program. Both work in the area of environmental economics.

- ◆ Our training manuals have been solicited by interested people and foreign programs. Recently REC requested all of our manuals for their library services.
- ◆ Our comprehensive database is appreciated as important and reliable. Several new AID programs have requested access to it and have obtained important information.
- ◆ We currently collaborate with all the other environmental AID projects including HIID, Chemonics, PCV, EHP, WEC, PPC, EAP and EPA. We mainly assist them meet their needs or offer them the opportunity to participate in our programs.
- ◆ The overall feedback and signals that we have received from the ETP audience are that ETP was the best and most significant thing that happened in their professional life. In most cases it determined crucial, highly positive personal or institutional changes.

## F. SLOVAKIA

The ETP impacts in Slovakia are related to specific courses delivered during Year Four and earlier.

- ◆ ***Course Title: Improvement of Environmental Data Management in the Kosice Area as a Tool for Strengthening Environmental Awareness***  
*Given by: SOSNA Foundation, Kosice in Herlany on May 6 - 10, 1995*  
*Target audience: NGOs, local government*

### Quantitative Impacts

A long-term evaluation yielded the following results: 100% of respondents have used and applied acquired information in their workplace and 30% have used the information towards public outreach. They found information about the impact of environment on public health most useful. Thirty percent of participants have prepared a joint project.

### Qualitative Impacts

Two participants became management team members of a local club and assist in the club's programs in town. Another participant is leading discussion groups (Green Apple and Union of Scouts). Another participant has prepared a meeting of teachers and students to discuss local environmental issues and organized a structured outdoor program -- environmental education outdoors -- for the whole school. One participant has joined together with a local hygiene specialist and started to work on a joint study on environmental impacts on public health.

### Impact Indicators

- ◆ leadership skills developed
- ◆ public outreach campaigns launched
- ◆ NGO - Local government/schools partnerships achieved

◆ **Course Title: Improvement of Environmental Awareness and Waste Management in Kosice and Hornád River Basin**

*Given by:* CZO s.r.o Kosice (a local municipal waste management company) in March, May 1994

*Target audience:* NGOs, Local Government, Local Business, University

Quantitative Impacts

Sixty-six percent of evaluated participants have transferred their knowledge to others.

Qualitative Impacts

Kosice has launched a program of separated waste paper collection. The local waste management company has begun to collect drugs, battery cells and lead batteries for cars. The company has launched a public education campaign on municipal waste management. In addition, the workshop has contributed to discussion among city officials on how to improve and modernize the city's incinerator plant. An international tender has been opened for this purpose. As a result of the workshop, CZO td. has strengthened its expertise in municipal waste management. In Presov, the second largest city in the region, two participants have established a private company to provide consulting services in waste management.

◆ **Course Title: Financial Management for Small Environmental Businesses**

*Given by:* ETP Slovakia office with Helena Vomácková, Eva Romancikova in Presov on September 8-10, 1994

*Target audience:* Business

Quantitative Impacts

Participants stated that 50% of the knowledge gained at the training is used on a daily basis. Two thirds of participants have witnessed some improvement in the financial situation of their firms as a result of the training.

Qualitative Impacts

Two organizations have established a computerized system for financial management and cash flow. In both cases the financial situation of the companies has improved and there has been greater clarity in financial operations. Financial planning has also improved. By using financial management skills and implementing financial management software tools, both companies have received low interest loans totaling \$125,000.

All participating companies, but one, have introduced analyses of past financial periods. And all companies maintain this analysis on annual basis. ZIMLET ltd. in Stara Lubovna analyzes its financials on a quarterly basis.

Impact Indicators

- ◇ financial management systems implemented
- ◇ financial analyses introduced
- ◇ new loans acquired

◆ **Course Title: Implementing Effective Regional and Local Legal Processes for Environmental Protection**

*Given by:* ISC and ETP ICC office in Herlany on November 7-10, 1994

*Target audience:* Local Government, NGOs

Qualitative Impacts

The participants from the Slovak Inspection of Environment have used the training skills and information to comment on the amendment of the law on waste, as well as to comment on the law on state administration of waste management. The negotiation skills have been used to improve inter-agency communication and meeting management.

The Sub-District Environmental Office in Levoca has adopted a policy of negotiation and cooperation with companies who failed to comply with environmental standards. This is a departure from the very common approach of command, sanction and control. Compliance schedules are negotiated with polluters in which to make improvements. The deadlines are not official administrative ones. Official administrative enforcement procedure is only launched after the timelines fail to be met or appropriately fulfilled. The Sub-District's reputation for low sanctions is growing among companies. A year ago, the Sub-District established a policy for joint-commenting on projects. Previously the review and commenting was the job of a specific department. Now a meeting is called and a Sub-District position as a whole is developed and drafted. The Sub-District has exchanged workplans with the Slovak Environmental Inspection office to improve the coordination of enforcement plans.

Impact Indicators

- ◇ workplans of various agencies exchanged
- ◇ new enforcement policies adopted
- ◇ new intra-agency policies adopted
- ◇ compliance schedules agreed

◆ **Course Title: Application of Environmental Impact Assessment to the Siting, Design Management of Solid Waste Landfills**

*Given by:* Center for EIA in Ostredok from May 31 - June 3, 1995

*Target audience:* Business, Local Government

Two participants of the training have been involved in the EIA process of waste landfill. One has been involved as the author of the assessment study, and one as the project designer and proposer. Because of their thorough knowledge of the process, the cooperation was rated as very successful.

The preparation of the EIA process for a hazardous waste landfill was organized by one of the training participants. It is the first project of this kind and Mr. Surka from IPRES s.r.o. has been involved. His participation at the training helped to specify more clearly the mission and activities of his new business.

#### Impact Indicators

- ◇ EIA processes launched
- ◇ involvement in EIA process

#### ◆ **Course Title: Innovative Approaches for Strengthening Interaction Among Environmental NGOs**

*Given by:* Environmental Media Foundation and Center for Environmental Public Advocacy in Bratislava on December 9-11, 1994 and June 2-4, 1995 and January - May 1995

*Target audience:* NGOs

#### Qualitative Impacts

All participants can now use concepts such as "feedback, non-verbal communication, team-building, press release and target group". For many, these were new words or concepts.

Five participants of the training were inspired to conduct their own trainings and workshops and two were implemented. This successful implementation enabled them to approach other people to join the group. In spring of 1995, three of the workshop participants formed an NGO called Foundation PEGASUS. The NGO is located at Comenius University, Natural Sciences Faculty and its mission is to organize various events and trainings for environmental students of the University.

#### Impact Indicators

- ◇ new institutions established
- ◇ new contacts made
- ◇ networking events organize

#### Quotations:

*"We established the Foundation Pegasus with the goal to organize such training as we experienced from the students of the Comenius University. It was the springboard for my activities in the school and outside it. I need workshops!"*

*"I would like to evaluate the sense of the training very high, because all of us can be in touch with media. I used all the skills and knowledge from the press release to meetings with journalists. I am able to give press calls, I gave several presentations in TV. We've established a new group in our country and already prepared some seminars (fundraising, strategic planing)."*

*"Each time when I am in bigger group, I facilitate - I can't imagine not using some techniques which we have learned."*

*"I use feedback frequently and I know how the space influences people."*

*"I use the skills repeatedly, I prepare seminars for students, based on your trainings and through them I am building the bigger circle of activists."*

*"I am able to deal with media (radio presentation, giving interview) without stress and successfully. I just came from the radio broadcasting and I would like to thank you for everything that I have learned."*

The Slovak government has asked the EBRD to defer the decision on issuing a loan to Mochovce power plant due to the necessity of considering the cost aspect of the whole deal. Shortly before that, during the campaign of Slovak anti-nuclear NGOs, information was disclosed showing the offer of the Electricite de France was not advantageous in terms of cost and responsibility for burn-out waste disposal. The smart decision was made thanks to the activity of Slovak NGOs.

The campaign was co-led by Juraj Zamkovsky (CEPA) who visited EBRD in London and had many articles in the Slovak press. The successful campaign of Slovak NGOs (who have formed an anti-nuclear coalition) has been strengthened by the networking activities of CEPA. ETP's share in this development is indirect, but unquestionable. The environmental NGO management and organizational training delivered by ETP (not exclusively) has shown results in the well-managed campaigns and proposals of Slovak environmental NGOs. One example is the recent subgrant to CEPA on innovative approaches to NGO interaction that focused on issues in Slovakia requiring EIA and Mochovce.

◆ **Course Title: Effective Negotiation and Conflict Resolution in Environmental Issues**

*Given by:* Partners for Democratic Change - Slovakia in: Herlany on March 13-15, 1995; in Lipovce on April 10-12, 1995; in Strbske Pleso on May 8-10, 1995; and in Prievidza, June 13-15, 1995

*Target audience:* Local Government

**Qualitative Impacts**

The long-term evaluation report contained the results of a one-day follow-up evaluation meeting with participants from the first three courses. Besides other results, participants have discussed problems that they face in their work (District Environmental Offices, Sub-District Environmental Offices) such as: low number of officers and high workload, low salaries and lacking management skills, missing legal norms, unintegrated laws, lack of material resources, lack of literature etc. Participants have also formulated recommendations on how to improve the most acute problems. Their recommendations are to set a clear responsibility for environmental media, to revise and harmonize

environmental norms and laws, and when adopting new laws, to address financial and material needs and impacts in their implementation and to intensify cooperation with local governments.

After the long-term evaluation report had been sent to the Ministry of Environment, the Minister responded in a letter suggesting that ETP work in the future with the Slovak Environmental Agency that is in charge of education of the employees at environmental offices. At the same time, however, the Minister issued a letter to all District Environmental Offices in Slovakia that asked them to avoid or completely stop participation in workshops, training courses and other events which are organized by various foundations or other institutions without written consent of the Ministry of Environment. Participation at these events may take place after working hours or during vacation, but not during working hours. The reasons are that these activities are often subjective and of low quality.

After the ETP ICC visited Ministry of Environment, he learned that the letter was issued as a direct reaction of the Ministry to the letter which ETP and PDCS sent on behalf of the long-term evaluation participants to the Ministry. The situation makes it virtually impossible to organize courses for District and Sub-District Environmental Offices if they are not given written confirmation by the Ministry.

A large polluting mining company in the district filed a permit request to Sub-District Environmental Authority to develop a technological facility for waste reclamation using mercury in the process of waste reclamation. The proposal would bring some jobs to the community. The company also faces serious economic problems due to limited market and general decline of its industry in Slovakia. Furthermore, it still provides a number of jobs in a region with high unemployment and is one of only a few large companies. The Sub-District Environmental Authority was faced with a difficult dilemma at first glance: either to turn down the proposal and deepen the crisis of the company with a severe social impact on the region, or to issue the permit knowing what environmentally harmful effects it could have. But the head of the office who attended the "effective communication and negotiation" training was able to make a decision that was mutually acceptable. The decision that was made was a good one because of thorough preparation for the meeting with the company. As a solution, the proposed technological facility was modified so that mercury was removed from the process and the facility changed its function to incinerate the municipal waste. Now it can be safely built. (Sub-District Environmental Authority, Spisskà Novà Ves)

◆ **Course Title: Effective Negotiation and Conflict Resolution in Environmental Issues**

*Given by:* Partners for Democratic Change - Slovakia in: Opatovà from November 16-18, 1995; Harmonia from January 11-13, 1996; and Bojnice from February 12-14, 1996

*Target audience:* Local Government

Participants of the training from Municipal Office from Turcianske Teplice have informed other employees about the basic principles they learned. Together they have prepared themselves to manage the crowd of people expected to come to the tax return. They have stated that they have been better equipped to manage issues and have prevented many conflicts because they can better understand the citizens.

The mayor in a village from Biele Karpaty has changed his attitude toward smoking in public space in the Cultural House. He does not give fines to smokers, but has placed cardboard signs reading, "Please, do not smoke." If someone lights a cigarette s/he is politely directed to a smoking room established for this purpose. Smoking in public areas in the Cultural House has ceased.

◆ **Course Title: Business Plan and Financing Proposal**

*Given by:* University of Minnesota, PB Consulting and ETP ICC in Lipovce in September 1993

*Target audience:* Business

In a daily newspaper on March 28, 1995, the following article appeared: "*An as yet officially unknown company has been developing a new military vehicle, 'Aligator.' It is under preparation by the Ministry of Economy together with Slovak Army and the company is Transmisia s.r.o., Martin. The General Manager, Mr. P. Hegedus stated: "To clarify our position, we have initiated the project through our technical and business activities on the basis of our own know-how oriented to potential customers, producers and involved institutions."*

Mr. Hegedus and his colleague participated on the course "How to Write a Business Plan" in September 1993. Since that time, ETP has not been in touch with him. The above article does not mention the involvement of ETP, but the success of a small private company is unquestionable.

- ◆ **Course Title: Developing Community Environmental Action Plan**  
*Given by: ISC and ECEAT in Osrbie on December 8-10, 1995*  
*Target audience: All*

Qualitative Impacts

Within four months of the training, the following changes have occurred in the represented communities as a result of the training.

Podhorie

- A video was recorded from the perspective of an outside observer and pictured the strengths and weaknesses of eight villages in the community or microregion. This was done for the purpose of showing the video to citizens of the community and thereby stimulate the perception of the place in which they live.
- Community activists have organized a competition of school children to design a logo of the micro-region.
- The community activists began publishing a local monthly journal "Nase Podhorie" meaning, "Our Podhorie."
- The community activists have created an umbrella institution to carry out community activities. They established the "Association of Villages of the Micro-region" and a civic association of natural and legal persons of the region.
- A training for bed & breakfast services for local citizens has been organized with one of the local trainers from the Agency for Rural Development.

Horehronie

- Activists have organized environmental workshops for school children in which the children themselves defined their vision of the village (Polomka), its strengths and weaknesses, and the problems which they found most acute.
- Meeting with interested citizens on the issue of rural tourism and bed & breakfast services in cooperation with the ECEAT Foundation.
- Publishing a calendar of sport, cultural and historical/traditional events and activities in the region for 1996.
- Publication of promotional documents on the village of Bacuch (post-cards and calendars)

Sahy

- Publication of flyers informing citizens about advantages of and needs for separated waste collection.
- Informing the general public about the project in a regional monthly.

Hrinova

- A study tour to a rural area, Waldviertel, in Austria has been organized by the participants of the workshop for representatives of local self-government, state administration and local citizens. The Agency for Rural Development assisted with the trip. The tour has been the first significant event which enabled the connection of several important public figures in the region to ideas of development of the Hrinov rural area.

- ◆ **Course Title: Improving Environmental Information Flow in Kosice**  
*Given by:* SOSNA Foundation in Kosice in November, 1995  
*Target audience:* NGOs, schools, experts, universities

Qualitative Impacts

The final output of the activity is establishment of an informal "Green Club" that ties together teachers, experts, NGOs, media representatives and others, focused on independent environmental exchange and dissemination.

- ◆ **Course Title: Trainings and Handbooks for Environmental NGOs**  
*Given by:* Center for Environmental Public Advocacy in June and September 1995  
*Target audience:* NGOs

Qualitative Impacts

NGOs who have attended the workshop have established regular coordinating meetings, one or two times per week in which the active members participate. Several NGOs have started more intensive work in communication with new activists or less active members.

The workshop discussed the idea of establishing a coalition of several NGOs. Due to the still low level of information dissemination, there was little need to coordinate activities among them. The process of creating the coalition is open and can start by creating an informal network that can grow into a coalition. As yet, only a few participants can appreciate the need of integrating mutual potential.

Six packages were sent to participants of the training about topics of social and environmental issues in Slovakia.

A document on "Evaluation of National Toxic Campaign" has been prepared and distributed.

The Center for Environmental Public Advocacy has identified a need for economic and accounting training of NGOs and developed two courses to satisfy these needs.

- ◆ **Course Title: Waste Minimization Strategies and Re-use**  
*Given by:* Ekoefekt s.r.o in Kosice on March 27-29, 1996  
*Target audience:* NGOs, local governments and local businesses

Qualitative Impacts

The activists and organizers (head of local incinerator and landfill operating company and representative of the technical services company) of the workshop have established a foundation "Club of Third Millennium" that aims to provide continuous education and information to citizens on the issues of waste management and waste separation and recycling. The possible revenues from its activities will be donated to humanitarian causes.

◆ **Course Title: How to Succeed on Public Hearing**

*Given by:* Center for Environmental Public Advocacy in Ponicka Huta on April 28-30, 1995.

*Target audience:* NGOs

*Qualitative Impacts*

All participants of the trainings on EIA are knowledgeable about the process and understand the role and purpose of the EIA hearing. Many of the participants take part in a number of EIA related public hearings. Fifteen out of 17 participants of the training have participated in EIA hearings in Slovakia. NGO participants spend more time now on pre-hearing preparation. In the Zvolenska Slatina and Dubnica and Vahom, NGO activists have made a record of the hearing and sent it to the Ministry of Environment along with their comments.

The NGO activists have previously presented their views on public hearings in either a very emotional way, or in very expert-based language that very few understood. After they attended the training they changed their presentation style and feel they are doing better.

A specific example was a public hearing held in Zvolenska Slatina, where the issue of water dam Slatinka was discussed. If the dam were developed, it would flood the village of Slatinka. At least half of the NGOs have taken part in the preparatory meeting for the hearing and agreed on a strategy and divided responsibilities. During the hearing, NGO activists provided for an audiovisual recording. Its transcript was attached to the report that was sent to the Ministry of Environment.

## **V. SUSTAINABILITY PLANS**

### **A. Institutionalizing ICC Management**

During Year Four, we enjoyed the rewards of Year Three's decentralization of 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 that are key to ETP's sustainability in CEE.

The first step in providing ICCs with the support they need as they move toward becoming autonomous entities was to inventory current management operations to identify needs. This process was completed during Year Four under the direction of the Associate Director. He then conducted intensive management training and support in those areas identified.

One major area of support was assisting the ICCs in establishing computerized systems for financial management, participant tracking and other databases necessary for a more effective management operation. These Management Information Systems are being 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 is the acquisition of separate legal status that will give each ICC more leverage in acting as a national center for environmental education and management. This process has been completed in Bulgaria, Hungary, the Czech Republic and Slovakia while support is being provided to complete the process in Poland and Romania.

### **B. 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.

### **C. 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. In-Country Coordinators are officially core members of the Consortium Council. Through time, U.S. participation has decreased and European participation has increased. The next Consortium Council meeting in June/July 1996 in Hungary will focus on diversification of funding, and planning of programs for Year Five and beyond.

### **D. 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.

### **E. Planning for Beyond Year Five**

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 and Hungary after Year Four programs are completed. There is also no new funding for Year Five in Romania. 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 Five, focusing on empowering and strengthening networks at local, regional and national levels as a key element in creating sustainable efforts at the closure of ETP's AID funding.

Slovakia +  
Poland  
= yr. 6

### **F. Sustainability Plans -- Country by Country**

In the Year Four PIP, we anticipated ending AID-funding of ETP in Bulgaria, Hungary and Romania. In each of these countries, however, the PDS program promises to be ETP's most visible legacy. PDS is now part of the curriculum at Varna Economic University (Bulgaria), Miskolc University (Hungary) and will be initiated during September 1996 at Cluj University (Romania). ETP funds are leveraged with funding from the institution, thereby extending ETP's contribution and also guaranteeing an intellectual "buy-in" on the part of the University.

#### **1. BULGARIA**

Bulgaria did not receive any new AID funding for Year Five. However, surplus funds from Year Four have been re-programmed to support follow-up, evaluation and close-out procedures during Year Five. The newly established ETP Foundation (Sustainable

Development Projects) will institutionalize ETP activities in Bulgaria. Furthermore, it will elaborate its own strategy for survival after the conclusion of USAID funding.

**Main areas of focus of ETP Foundation Bulgaria:**

- ◆ ETP Foundation will continue to support local government initiatives in the ETP regions and beyond. It will focus on local Agenda 21, which involves municipal training on economic mechanisms for achieving sustainable development.
- ◆ ETP Foundation will offer its expertise in conducting NGO trainings in order to strengthen the capacities of the NGO community in Bulgaria. This means close collaboration with REC and EMTC offices in Bulgaria.
- ◆ ETP Foundation will explore opportunities for supporting the environmental business sector in Bulgaria -- both public and private, in order to assist them with solving company environmental problems. The environmental private business sector is still not well developed in Bulgaria.
- ◆ ETP Foundation will work on projects related to further development of environmental laws and regulations that will harmonize Bulgarian and European Union standards.
- ◆ Funding sources outside of USAID will be explored -- mainly European Union, REC, and USA Foundations.
- ◆ ETP Foundation will take advantage of the training materials developed and the core of trainers to deliver trainings and research in the future.
- ◆ ETP Foundation will collaborate closely with all members of ETP International.

## **2. HUNGARY**

In Hungary, the ETP mission has been taken over by the Center for Environmental Studies (CES) at Budapest. The Center was registered in November, 1993 and is directed by the ETP ICC. CES is an independent non-profit organization dealing with public policy research and education related to environmental policy and sustainable development. It also provides advocacy on these issues. As an independent think tank, it serves national as well as regional and local governments, the business sector, and non-governmental organizations. The Center received core grants from the **Rockefeller Brothers Fund** and the **German Marshall Fund of the US**. The rest of the annual ETP budget comes from contracts with the Hungarian Ministry of Environmental Protection and Regional Development and research grants from the Hungarian Academy of Sciences. It has also received financial support from the Regional Environmental Center, the Hungarian Ministry of Foreign Affairs and local environmental businesses.

The CES continues to coordinate ETP activities under a subcontract established during Year Four including follow-up activities, tracking impacts, producing publications, and facilitating training activities yet to be implemented from Year Four. In addition, the Center will deliver training courses for local governments, and is working on raising funds for further training programs.

Apart from the Center, training activities were institutionalized at Miskolc University that plans to continue offering PDS courses in the future. Also the Environmental Partnership's Facilitators Group, established as a result of ETP training of Hungarian trainers, will continue the ETP mission using ETP materials and methods for NGOs. Training materials from ETP business courses have recently been used by the Baja College of Water Management and the Business School of the Miskolc Humanities. Two environmental consulting companies, OKOTECHNIKA and HUNGAROKORR, previous sub-grantees of the ETP Environmental Liability and Environmental Auditing courses are also able to deliver further courses on these issues.

### 3. POLAND

Currently, ETP in Poland is not an independent institution, but exists as an assisting program executed in Poland by the University of Minnesota and operated at the request of US AID. Direct institutionalization of ETP is not possible because of the absence of a relevant agreement between US AID and the government of the Polish Republic. The University of Minnesota is also not registered in Poland. The complicated legal situation makes it impossible for the program to continue in its current form after AID funding ceases.

The only possibility of institutionalization and continuation of activity after the formal completion of ETP is the establishment of "ETP Foundation Poland," which, as an independent non-governmental organization, may benefit both from Polish and foreign financing resources. The objective of forming this Foundation is performing further educational activity and gathering funds for this purpose. Similar institutional activities are being undertaken in Bulgaria and Slovakia. Institutionalization of ETP in these CEE countries accompanied by strong cooperation among the coordinators in those countries will enable a strong organization of cooperation between these sister institutions. This involves supporting one another through exchange of ideas, information, handbooks and training manuals, and even the trainers themselves.

The goal is to accomplish the legal and formal procedures for the establishment of the Foundation by September 1996. The year 1996 will act as a start-up period for ETP Foundation Poland. Further activity of the Foundation will depend on adequate funding. For this reason it is important to hold a training for local self-government in 1996 that could be repeated the following year by Polish trainers. Several municipalities have expressed interest in ETP training courses and could, therefore, provide a valuable source of income. The interest is attributable to ETP's reputation for high quality training courses.

Additional funding for the Foundation will be sought from the following sources:

- Ministry of Environment Protection;
- Voivodship Fund of Environment Protection;
- National Fund of Environment Protection;
- Environment Protection Bank;
- American institutions; and
- Western European institutions.

Obtaining these funds is dependent upon the institutionalization of ETP Poland as an NGO.

#### **4. ROMANIA**

There is no Year Five money allocated to ETP Romania, however there are still some Year Three and Four funds remaining from postponed and canceled activities. ETP Year Five in Romania will conduct scheduled training courses and follow-up activities. The training activities will be mainly focused on delivering the most important topics to conclude the categorial portfolios and follow-up activities will build on the results, outcomes and sustainable achievements. In this respect the aims and expected results are:

- community oriented environmental action plans including, but not limited to, target areas;
- strengthened, institutionalized, and active environmental NGOs and environmental business sectors;
- environmental education programs in schools and civic environmental awareness; and
- functional networks among components within the ETP alumni and in connection with other programs with capability of affecting changes and decisions within society.

More recently, we have been approved to initiate a PDS program at the Technical University of Cluj-Napoca. ETP Romania will focus on these goals towards sustainability with an aim to become a catalytic center for these goals and environmental action for change. We hope to coordinate and organize national forums of pressure groups on specific topics to undertake campaigns for governmental decisions and civic involvement. Romania also looks towards being an active part of ETP's international network.

Additionally, Year Four institutional development funds remain for continued efforts toward institutionalizing the ETP office there. This effort is more complex in Romania where NGO legislation and nurturing lags behind.

#### **5. SLOVAKIA**

At present, there are four full time employees of ETP Slovakia Foundation (ETP-S) including the ICC and two part-time employees. The Foundation has established its operating principles and procedures. The Board of Directors meets every two months and efforts are made to increase its involvement in strategic planning and fundraising. Internal organizational rules and economic rules are being reviewed and are almost finalized.

In 1995 the Foundation became partner to World Resources Institute in managing an AID funded project in upper Nitra aimed at developing EAP on a local level. Among others, the Foundation has prepared a national conference on "Sustainable Slovakia" together with the Society for Sustainable Living in Slovakia. Also, a subcontract was established between ETP-S and the University of Minnesota to support and fund all current and future ETP activities.

The future sustainability of operations of ETP Slovakia consist of three pillars that are strongly interrelated:

- 1) Institutionalization and organizational development of the ETP Slovakia Foundation
- 2) Diversification and improvement of the quality of programs
- 3) Diversification of funding sources

1) *Institutionalization and organizational development of the ETP Slovakia Foundation* has been the first indispensable step toward achieving sustainability of the program. Development of the capacity of the foundation to carry out demanding administrative tasks as well as high quality programs is the priority of the ETP and the Foundation for the next period. Careful strategic planning, human resource and staff development activities will be at the center of Foundation activities for the immediate future. In particular, facilitation and training skills will be strengthened among the staff. Efforts will be made to decentralize the decision-making and eliminate the dependency of the institution on the Executive Director. The most substantial obstacle to the successful continuation of the Foundation is the new "Foundation Bill" which, if adopted by parliament, could in the best case obstruct, and in the worst case completely disable the functioning of the Foundation. In this worst-case scenario, other institutional solutions will be sought such as civil association or something similar.

2) *Diversification and improvement of quality of programs* is the second pillar. The present funding situation is unlikely to continue in the long term. The Foundation's program structure focuses in the following two major areas.

a) *Environmental management training programs* that include domestic and international activities such as Environmental Training Project, involvement in the EMTC-Network or joint activities of the ETP International. Participation on policy research projects is foreseen as well. There are two basic themes to which these activities are oriented. They are environmental management training and organizational and leadership development training. The former will be implemented via a network of trained trainers capable of delivering trainings or workshops of high quality on topics such as environmental auditing, EIA, risk assessment, environmental policy, least cost planning, etc. The latter will be implemented through the development of training skills of the staff of ETP Slovakia Foundation and through the existing network.

b) *Community development projects* represent efforts of the Foundation to actively manage or facilitate community based projects that are based on cross-sector cooperation, partnership building and participatory approaches. Together with US Peace Corps, Partners for Democratic Change - Slovakia and other institutions, the Foundation will launch a "Community Advisors Development Program" aimed at improving the quality of existing community-based projects in Slovakia.

3) *Diversification of funding* accompanies the diversification of programs. ETP Slovakia Foundation will seek self-sufficient environmental management training. EU PHARE grants opportunities will be explored for strengthening civil society and local democracy projects. Some funding is also available through services such as conference organizing and training packaging.

## **6. CONCLUSION: BUILDING SUSTAINABILITY AND INCREASING ETP IMPACTS IN CEE**

While the number of training events has remained more or less constant from each year to the next, the capacity to use local resources for organizing, implementing and evaluating ETP activities has steadily increased. In no small way, this can be attributed to the outstanding individuals hired and trained as ETP's in-country program coordinators. But ETP has also consistently maintained a philosophy of training trainers and supporting indigenous organizations that had the potential to replicate and multiply ETP training activities. Starting with Year Two, ETP nurtured many of these organizations and individuals through a competitive training subgrants program and practical training internships in the U.S. ETP also supported 12 Ph.D.-level students at the University of Minnesota for one academic year of study and dissertation development on environmental management topics. These students have returned to their universities to complete their studies and develop environmental curricula and publications that will further ETP's mission.

During Year Four, a significant shift in authority for management and financial decisions was transferred to In-country Coordinators and their organizations. This included development of training plans, contracting for follow-up and evaluation activities, contracting for in-country support for ETP sponsored trainings, and liaison with USAID country representatives and staff. Reporting procedures were streamlined and re-oriented to country specific activities and developments. Minnesota and the consortium partners stepped back from being initiators to being resources for and supporters of the training objectives articulated by the ICC's and the local AID representatives.

Finally, a substantial amount of time was devoted to developing a strategy and structure to maintaining ETP's mission and element of regional cooperation after AID funding ceased. The consensus emerged in many discussions of all ICC's and consortium members to establish a voluntary association of ETP organizations in Europe as *ETP International*.

This association would be based in one of the CEE countries and would be lead by a European based member. Its mission, as developed by the members, is:

*To contribute to sustainable development in CEE by enhancing policies and institutions, strengthening civic society, improving decision-making capabilities, and raising environmental awareness.*

ETP-International will serve as a forum for the development of regional environmental training proposals, fundraising from U.S. and European sources, collecting information on impacts of ETP activities, and providing a centralized location for ETP publications and training resources. All expenses related to the support and development of ETP-International will be paid from non-AID funding sources.

## APPENDICES

### Appendix A Year Four Calendar

Country/ Component	Training Activity	Location and Tentative Dates	Consortium Partner Responsible
Bulgaria	Follow-up Funds		\$25,000
Local Govt	Proposal Development for the Yantra River Basin Council		ISC, \$0/ISC-let subgrant, \$20,000
Academic Inst.	Post-diploma studies at Varna University of Economics: * Strategic Management & Marketing * Teams & Communications Management * Waste Management & Recycling in the Chemical, Food & Transportation Industries * Bulgarian Environmental Legislation Information Technologies * Business Development * Operations Management * Corporate Finance * Economy Restructuring in USA & Bulgaria * Environmental Business * Environmentally Friendly Technologies & Survival Strategies * Assessment of the Technical Impact on the Environment of the Chemical, Food & Transportation Industries * Environmental Monitoring, Pollution Control & Quality Assessment * Pollution Prevention Technologies & Waste Minimization * Diploma Dissertation	Varna  Sept 18-23, '95 March 1996 May 1996  February 1996  May 1996 March 1996 Jan. 20-22, 1995 Dec 7-9, 1995 Sept 18-23, '95 June 1996  May 1996  June 1996  Sept. 1996	U of M -\$29,000/ Subgrant to Varna Economics Univ, \$10,000
Business	Sustainable Resource Management in the Company (2 offerings) YR 3	1. Sevlievo, April 17-21, 1995 2. Sevlievo, June 12-16, 1995	Ivan Petrov Consult

All	Water Resources Management and Conservation in the Yantra River Basin/Yantraclean Yr 3	Veliko Turnovo May 15-19, 1995	Institute of water Problems
Business	The Green Investments Opportunities (3 offerings) Yr 3	1. Veliko Turnovo, Feb. 22-25, 1995 2. Varna, March 9-12, 1995 3. Veliko Turnovo, March 15-18, 1995	DIVAS Stoyan Hadjvelichko
All	Avoid International Conflicts between Bulgaria and Romania through Joint Training	Toutrakan, April 22-26, 1996	Poly-Consult, ECO-BM \$15,300
All	Integrated Solid Waste Management Training Yr 3	1. Varna, May 10-13, 1995	Community Env Council, Jana Zimmer & Assoc
All	The Promotion of Ecological Education and Culture: A Prevention Measure to Avoid Ecological Conflicts YR 3	Toutrakan, April 3-6, 1995	Poly-Consult ECO-BM
Government	1. Implementing and enforcing an effective regional and local environmental monitoring program II 2. Designing an Application Form for Issuing a Permit for Discharge of Waste Waters (2 offerings) YR 3	1. Ruse, May 29-30, 1995 1. (1st offering part 2) Veliko Turnovo, June 1-2, 1995 2. Rouse, December 14-17, 1995	ISC, \$20,000/ and subgrant Interlex \$8,000
NGO	Strategic Planning for Representatives of NNPS Yr 3	Velingrad, February 16-19, 1995	WWF/Humanity Research Center
Academic Inst.	Curriculum Development-Follow-up Workshop YR 3	Varna, Sept. 17, 1995	U of M
Academic Inst.	Institutional Development of ICC Operations	Sofia	U of M

<b>Czech Republic</b>			No US AID funds
All	Environmental Impact Assessment	Ruzak, February 7-8, 1995	Center for Environmental Analysis
All	Environmental Auditing 2: Management of Risks (Follow-up)	Ruzova, April 4-6, 1995	Center for Environmental Analysis

<b>Hungary</b>			
	<b>Follow-up activities</b>		<b>\$36,800</b>
Business	ETP Business Club (3 offerings )	Miskolc, June 9, 1995 Miskolc, Sept 18, 1995 Miskolc, Dec. 5, 1995.	OKOTECHNIKA, \$2,500
Business	Facts and Possibilities in Applying the New Environmental Law -	Miskolc, Sept 27-28, 1995	Hungarokorr \$ 2,273
NGO	1. Outreach and Development: Building Civil Coalition in Szentendre  2. Outreach and Development: Organizational Development  3. Outreach and Development: Project Management	Szentendre Nov 5-6, 1995 Szentendre Nov 24-26, 1995 Szentendre Dec. 15-17, 1995	OKOTARS, \$4,230 balance from YR3
	<b>Designated training</b>		<b>\$105,500</b>
Business	Advanced Environmental Auditing - (1 offering + follow-up) Yr. 3..	1. Miskolc, Feb. 13-17, 1995 2. Mályi, Sept. 18, 1995	CHMR, \$0 OKOTECHNIKA, \$20,000
Business	Environmental Liability/Increasing the Capabilities of Private Sector Firms to Perform Environmental Liability Assessments (2 offerings) -Yr. 3.	1. Budapest, March 20-23, 1995 2, Miskolc, May 29-31, 1995.	CHMR \$0, \$15,000
Business	Financial Management for Environmental Business	Miskolc, May 2-5, 1995	CHMR, \$,9000/ Subgrant to International Manager Center, \$12,000
Govt	Municipal and Utility Financing of Environmental Projects YR3	Miskolc, Feb. 27- March 2, 1995	ISC, \$15,000/ Subgrant to Center for Environmental Studies, \$10,000
Local Govt	Implementing a Community Environmental Action Project	Mályi, Nov. 29 - Dec. 2, 1995.	ISC, \$ 16,000/ ISC-let subgrant, \$12,000
International	Multinational Internet Training Within the Library Project	Budapest, March 20-21, 1995	WWF, \$7,500/ Subgrant, \$0

<p>Academic Inst.</p>	<p>Post-diploma studies at Miskolc University</p> <ul style="list-style-type: none"> <li>• Strategic Management and Physical Environment</li> <li>• Interrelationship of Marketing, Logistics, Operations and Information Systems</li> <li>• U. S. Experience in Regional Economic Restructuring</li> <li>• Environmental Auditing</li>   <li>• Corporate Finance</li>   <li>• TQM</li> <li>• Environmental Friendly Technologies</li> <li>• EIA</li> <li>• Energy Efficiency - LCP</li> </ul>	<p>Miskolc</p> <ul style="list-style-type: none"> <li>• Sept 14-16, 1995</li> <li>• Oct. 26-28, 1995</li> <li>• Nov 29-30</li>   <li>• Feb. 19, May 6, 1996</li> <li>• Feb. 20-21, March 27, 1996</li> <li>• Feb. 21, March 27</li> <li>• March 25-26</li> <li>• May 7, 1996</li> <li>• May 8-9, 1996</li> </ul>	<p>U of M, \$20,000/CHMR,  Subgrant, \$ 14,000</p>
<p>NGO</p>	<p>Conflict management training for trainers with PDC: 10 half day self training meetings (Groupuesday) - one per month and 3 one day meetings (Groupaturday) and <i>two offerings</i></p> <ol style="list-style-type: none"> <li>1. meeting: The Workplan for Autumn</li> <li>2. meeting: Working out Proposal Writing Training System of the Facilitator Group</li> <li>3. meeting: Contact building with Partners Hungary Foundation (Group Saturday meeting)</li> <li>4. meeting: Working out the Training Program of the Facilitator Group</li> <li>5. meeting: The Learning Cycle - as a Method</li> <li>6. meeting: The Working Basis of the Facilitators' Group, Goals, Tasks</li> </ol> <p>Conflict Resolution, 1. Offering*</p>	<p>Budapest, Aug. 29, Sept 19,  Oct. 14,  Nov 21,  Dec. 19, 1995 Jan 13, 1996  Szentendre, Nov 9-11, 1995</p>	<p>WWF, \$0/ Subgrant to OKOTARS, \$5,000</p>

\* Conflict Resolution, 2. Offering scheduled for Y5, Dravafok, April 26-28, 1996.

<b>Poland</b>	<b>Follow-up</b>		<b>\$32,200</b>
	Assessing impacts of Post Diploma Studies (first offering)		\$3,200
	Special edition of "HUTNIK" magazine containing descriptions of PDS and summaries of students' diploma work		\$3,000
	Complete edition of 3 handbooks for PDS		\$2,000
	Publication of materials from PDS seminar held 11/8/95		\$2,000
	One day follow-up meeting of ETP alumni representing heavy industry with delegation of heavy industry from US		\$1,300
	Four day Internet training course		\$7,000
	Annual meeting of International Organization of Information Specialists		\$5,000
	Additional lecture for PDS and preparing a set of case studies for ETP training courses		\$2,200
	Current expert appraisal towards ETP institutionalization		\$2,500
One day training and meeting for ETP alumnus		\$1,500	
Preparation of ETP handbook "Strategy Planning for Environmental Business"		\$1,000	
<b>NGO and Business</b>	Advertising and public relations in environmental activities	November 20-23 1995	U of M, \$15,000/ Subgrant to BB firm \$12,000
<b>Local Govt</b>	Financing municipal environmental investments	November 27-29, 1995 Katowice	ISC, \$15,000/ ISC-let subgrant, \$12,000
<b>Business</b>	Survival strategies for environmental business	Katowice, May 29 - June 2 1995	U of M, \$18,000/ Subgrant to Eko-But firm \$15,000
<b>Local Govt NGO Business</b>	Conflict resolution	Ustron, May 29- June 2, 1995	WWF subgrant to CONSENSUS, \$26,000
<b>Business</b>	Advanced environmental auditing	Legnica, June 6-9, 1995	CHMR, ProCon \$7,640
<b>Business</b>	Environmentally sound management of industry	November 6-10, 1995 Katowice	CHMR, \$20,000/ Subgrant to Procon \$15,000
<b>Business</b>	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, \$0/ Subgrant, PACEM \$25,000

<b>Institutional/ Business</b>	<p><i>Post Diploma Study at Silesian University, in support of restructuring of the Polish metallurgical industry (first and second offerings):</i></p> <ul style="list-style-type: none"> <li>* Energy Efficiency in Non-Ferrous Industry</li> <li>* Environmental Audits Part I/Env. Restructuring of Non-Ferrous Industry</li> <li>* Environmental Audits Part II</li> <li>* Environmentally Friendly Technologies Part I</li> <li>* Environmentally Friendly Technologies Part II</li> <li>* Environmentally Friendly Technologies Part III/IV</li> <li>* Logistics Part II</li> <li>* Logistics Part I/Env. Restructuring on Non-Ferrous Industry</li> <li>* Management in Non-Ferrous Industry</li> <li>* Market Economy &amp; Institutions</li> <li>* Mgmt. &amp; Mktg./Env. Restructuring of Non-Ferrous Industry</li> <li>* Pollution Control Technologies</li> <li>* Selected Subject of Polish Law (Env. Restructuring of Non-Ferrous Industry)</li> <li>* Social Aspects of Restructuring Part I: European &amp; Polish Experiences</li> <li>* Social Aspects of Restructuring Part II: American Experiences</li> <li>* Strategic Planning</li> <li>* Survival Strategies/Env. Restructuring of Non-Ferrous Industry</li> <li>* Waste Mgmt. &amp; Recycling Part I</li> <li>* Waste Mgmt. &amp; Recycling Part II</li> <li>* Environmental Impact Assessment - First Offering</li> <li>* Environmental Impact Assessment - Second Offering</li> <li>* Environmentally Friendly Technology - First Offering</li> <li>* Environmentally Friendly Technology - Second Offering</li> <li>* Environmentally Friendly Technology - Third Offering</li> <li>* Environment-Friendly Restructuring of the Steel Industry</li> <li>* Management in Metallurgy</li> <li>* Marketing Metallurgical Products - First Offering</li> <li>* Marketing Metallurgical Products -Second Offering</li> <li>* Pollution Control Strategies</li> <li>* Pollution Prevention Strategies</li> <li>* Quality Assessment Services</li> <li>* Social Aspects of Restructuring</li> <li>* Environmental Mgmt. of Restructuring for Large Enterprises</li> </ul>	<p><b>Katowice</b></p> <p>Oct 3-4, 1995 Oct 25, 1995</p> <p>Jan 10, 1996 Nov 15, 1995 Dec 13, 1995 Mar 27-28, 1996 Dec 12, 1995 Oct 24, 1995 Mar 5-6, 1996 Feb 13-14, 1996 Jun 27-29, 1995 Jan 16-17, 1996 Sept 19-20, 1995</p> <p>Nov 7, 1995</p> <p>Nov 8, 1995</p> <p>Dec 5-6, 1995 Jun 2-3, 1995</p> <p>Nov 14, 1995 Jan 9, 1996 April 22, 1995 May 25, 1995 Feb 17-18, 1995 Feb 25, 1995 March 11, 1995 June 22-23, 1995 April 6-7, 1995 April 8, 1995 May 11, 1995 May 12-13, 1995 March 7-10, 1995 April 20-21, 1995 Mar 20-25, 1995 Nov 6-10, 1995</p>	<p><b>U of M, \$20,000/ Subgrant to Silesian Technical Univ. \$15,000</b></p>
<p><b>All</b></p>	<p><b>The Functioning of the Legal System for Environmental Protection to Local Self-governing (3 Sessions)</b></p>	<p>1. Myslowice, Feb. 20-23, 1995</p> <p>2. Myslowice, March 20-22, 1995</p> <p>3. Myslowice, April 24-27, 1995</p>	<p><b>INTERDONT</b></p>

Local Govt	Environmental Health and Tested Food for Silesia: Cooperation Through the Federation of Polluted Silesian Towns (7 offerings)	1. Gliwice, Mar. 31-April 1995 2. Gliwice, April 22, 1995 3. Gliwice, April 28-29, 1995	Rutger's University and Polish Ecological Club
Local Govt	Waste Management in Planning and Environmental Policy on Community Level	Katowice, February 20-23, 1995	Office of Region Development Ltd.
NGO	Training of Trainers Workshops	Wisla, March 26 - April 1, 1995	WWF, \$0/ and Subgrant, \$35,000

<b>Romania</b>	<b>Follow-up Funds</b>		<b>\$38,134</b> Deferred to Year Five
Local Gov't Deferred to year 5	Designing and Implementing a Community Environmental Action Plan (2 offerings)	1. Alba Iulia, Dec. 14-17, 1995 2. May, 1996	ISC, \$19,000/ ISC-let subgrant \$15,000
Local Gov't	Environmental Rehabilitation Management in Zlatna (2 offerings)	1. Alba Iulia, April 26-28, 1996 2. TBD	CHMR, \$20,000/ Subgrant, \$10,000
Business	Strategic planning for environmental small business	Sinaia, Sept. 5-9, 1995	U of M, \$16,000/ Subgrant, \$10,000
Business	Developing a Marketing Plan for an Environmental Business / Marketing environmental goods and services	Sinaia, June 21-24, 1995	U of M, \$16,000/ Subgrant, \$10,000
Business	Follow-up workshop with business representatives	Ploiesti, May 10, 1995	U of M & Subgrant
Local Govt.	Public Participation for Environmental Policy and Program Implementation (2 offerings) YR 3	1. Valea cu Pesti, May 8-11, 1995 2. Arges, Sept. 1996	Ronnie Brooks Consulting
NGO	Building Local Financial and Community Support for NGO's YR 3	Sibiu, April 13-20, 1995	Nick Allen and Associates
NGO	Follow-up meeting with NGOs	Ploiesti, May 13-14, 1995	U of M & Subgrant to People and Environment
NGO	Follow-up Project for NGOs (Earth Day Brochure)	Bucharest, March 22, 1995	ETP Romania
Institutional	Environmental Education Program for Young People YR 3	Arges, June 19-21, 1995	Semper Virent
Local Govt.	Environmental Impact assessment: Improving Development Decisions with Environmental Information YR 3	Pitesti, April 6-9, 1995	Center for International Environmental Law

Local Govt.	Integrated Waste Management Training Yr 3	Sinaia, May 17-20, 1995	Community Environmental Council, Jana Zimmer & Assoc
Business	Follow-up to Environmental Small Business Management Yr 3	Sinaia, March 24, 1995	U of M
Institutional	Curriculum Development: Environmental and Natural Resource Economics Yr 3	Sinaia, March 20-23, 1995	U of M
Institutional	Using Internet for Environmental Information Access Yr 3	Ploiesti, March 14-17, 1995	WWF & Subgrant
Institutional	Follow-up on Environmental Education for Youth	Arges, Jan. 20-21, 1996	Semper Virent
Local Gov't	Follow-up on Community Action Plan	Zlatna, March 1-3, 1996	ISC and Subgrant

Slovakia	Follow-up Funds		\$31,260
Local Govt	Workshop on effective negotiation assertiveness and conflict resolution (4 sessions) Year III	1. Herlany, March 13-15, 1995 2. Lipovce, April 10-12, 1995 3. Strbske Pleso, May 8-10, 1995 4. Remata, June 13-15, 1995	Partners for Democratic Change \$7,050
All	Environmental Auditing III: Agricultural Applications Year III	Kosice, April 3-7, 1995	Maseva \$4,600
NGO	Strategic Planning for NGO Year III	Bratislava, May 17-18, 1995	Civic Leadership Foundation \$350
Business	Institutional Tools for Air Quality Management Year IV	Klak/Fackov, July 17-19, 1995	\$800 ETP Slovakia Foundation
Local Govt.	Waste Management and Environmental Protection Year IV	Podbanske, Sept. 20-22, 1995	Slovak Environment Inspection \$2,800
NGO, Local Govt.	Improving Efficiency of the Environmental Information Flow Year IV	Kosice, Nov. 17-18, 1995	SOSNA \$1,700
NGO, Local Govt, Instit. Local Govt	Independent Monitoring of Water Year IV	Opatka, April 12-14, 1996	SOSNA Foundation, \$3,300
	Alternative Forms of Environmental Education: Environmental Education for Primary Schools (4 offerings) Year IV	1. Kosice, July 3, 1995 2. Kosice, July 4, 1995 3. Modava nad, July 6, 1995 4. Modava nad, July 7, 1995	The Center of Environmental Education (BAMBI) \$6,050
Local Govt.	Methods of Effective Decision-Making on a Local Level Year IV	Donovaly, April 1-3, 1996	PDC - Slovakia, \$2,500
	EIA and Siting of Solid Waste Landfills Evaluation, Year IV		Centrum EIA PriF UK Bratislava, \$450
NGO, Institutional	Improving Efficiency of the Environmental Information Flow - Evaluation, Year IV		SOSNA Foundation \$240
	Independent Monitoring of Hornad River Basin Year IV		SOSNA Foundation \$3,300
	Environmental Economies Resource Book	Opatka, March 15-17, 1996	Peter aner

Institutional	Professional development internships in Minnesota	June 17-30, 1995	U of M, \$10,000/ Subgrant, \$0
Local Govt	Developing a community environmental action plan	Osrblie, Dec 8-10, 1995	ISC, \$14,000/ ISC-let subgrant, \$7,000
Institutional	Environmental curricula development	Herlany, June 26-29, 1995	Subgrant \$7,400 to Technical University Kosice
NGO Local Govt	Communication strategies, negotiation, and conflict resolution (6 offerings)	1. Trencin, Nov. 16-19, 1995 2. Devinska Nova Ves, Jan. 11-13, 1996 3. Turcianske Teplice, Feb. 12-14, 1996 4. Kocovce, Mar. 11-13, 1996 5. Kocovce, Mar. 11-13, 1996 6. Opatova, March 14-15, 1996	PDC Slovakia
Business	ETP Strategic Environmental Mgmt. Manual	February, 1996	\$6,000 Ing. Vladimir Jencurak
NGO	Networking and public relations	Kosice, Dec 8-10, 1995	Greenpen Foundation, \$5,000/WWF Subgrant, \$8,0500
Local Govt	Municipal waste minimizing strategies and re-use	Kosice, March 27-29, 1996	CHMR, \$6,000/ Subgrant to Ekoefekt Ltd. Kosice, \$6,000
Institutional Business	Post-diploma studies at the Technical University of Kosice  1. Strategic Environmental Management 2. Marketing and Logistics 3. Slovak and International Environmental Law 4. Regional Economic and Industrial Restructuring 5. Human Development Strategies 6. Financial Management and Survival Strategies 7. Pollution Prevention, Waste Management and ISO 14,000 8. Least-Cost Planning and Energy Efficiency 9. Pollution Prevention Technologies 10. Environmental Audit and Impact Assessment 11. Occupational Safety 12. Diploma Dissertation	Kosice  1. 11-13 September 2. 23-25 October 3. 13-14 November 4. 4-5 December 5. 23-26 Jan. 1996 6. 21-25 Feb. 1996 7. 20-22 March, '96 8. 18-19 April, 1996 9. 16-17 May, 1996 10. 7 June, 1996 11. 20-21 June, 1996	U of M, \$18,000/ Subgrant, \$9,100 Kosice Technical University

NGO	<b>Training and Handbooks for Slovak Environmental NGO's</b> * Building a Strong Organization * Economic & Legal Management for NGOs	Ponicka Huta Jun 30 - July 2, 1995 Sept 22-24, 1995	Center for Environmental Public Advocacy \$21,000
All	<b>Human and Institutional Capacity Building for Pollution Prevention in Eastern Slovakia (4 offerings) Year Three Follow-up</b>	1. Humenne March 28-30, 1995 2. Kosice, April 18-20, 1995 3. Spisska Nova Ves, May 16-18, 1995 4. Roznava, June 20-22, 1995	Centre for Environmental Impact Assessment (CEA) \$22,000
NGO	<b>Improvement of Environmental Data Management in Kosice Area as a tool for Strengthening of Environmental Awareness</b>	Herl/ Kosice, May 6-10, 1995	SOSNA Foundation \$11,000
All	<b>Public participation, Advocacy, and Mediation in Conflict Resolution (3 offerings)</b> * Advocacy, Mediation, & Conflict Resolution * Water and Energy Conservation * Outdoor Recreation - Minimum Impact '93 Solicited Subgrant	* Lipovce, March 16-18, 1995 * Kosice, April 27-28, 1995 * Lajos Cottage, June 22-24, 1995	Magistrat mesta Kosice \$12,000
Business	<b>Intensive Management Training in Strategic Planning and New Business Development to Environmental Managers in Slovakia (3 sessions)</b> YR 3 Solicited Subgrant	1. Bratislava, April 21-23, 1995 2. Bratislava, May 12-14, 1995 3. Lipovce, September 8-10, 1995	PB Consulting \$20,000
Business/ Local Govt.	<b>Environmental Assessment for the Siting of Solid Waste Landfills</b> YR 3 Solicited Subgrant	Demanovs. D, May 31-June 3, 1995	Global Environmental Foundation \$16,000

Local Govt.	Workshop on effective negotiation assertiveness and conflict resolution (4 sessions) Yr 3 Follow-up	1. Herlany, March 13-15, 1995 2. Lipovce, April 10-12, 1995 3. Strbske Pleso, May 8-10, 1995 4. Remata, June 13-15, 1995	Partners for Democratic Change \$7,050
Institutional	Institutional Development of ICC operations	Bratislava/ Kosice	U of M \$10,000
NGO	Innovative Approaches for NGO Interaction (5 offerings)	1. a) Dec. 9-11, 1994, Bratislava b) June 2-4, 1995, Bratislava 2. a) Nov. 25-27, 1994, Bratislava b) Apr. 8-9, 1995, Kosice 3. a) May 28-30, 1995 Ponicka Huta	1. Subgrant to Environmental Media Foundation 2. Subgrant to Slovak Environmental Computer Network 3. Subgrant to Center for Environmental Public Advocacy  \$15,000

**Appendix B**  
**Quantitative Impacts -- Year Four Trainings**

<b>BULGARIA</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	No. of Institutions outside sector	Amount of non-USAID funding
Proposal Development for the Yantra River Basin Council	N/A*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Post-diploma studies at Varna University of Economics:	22	0	22	9	0	1	3	N/R*	2	15	N/R	\$29,000
Sustainable Resource Management in the Company (2 offerings) YR 3	102	9	51	17	1	none	2	2	12	39	9	\$0
Water Resources Management and Conservation in the Yantra River Basin/Yantraclean Yr 3	48	14	27	9	1	1	1	1	6	27	0	\$145
The Green Investments Opportunities (3 offerings) Yr 3	83	2	81	39	8	0	1	3	32	68	N/R	\$1,200
Integrated Solid Waste Management Training Yr 3	35	10	25	10	1	0	1	0	4	26	N/R	\$0

\* Not applicable

\* Not reported

<b>BULGARIA (continued)</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	No. of Institutions outside sector	Amount of non-USAID funding
The Promotion of Ecological Education and Culture: A Prevention Measure to Avoid Ecological Conflicts YR 3	41	10	31	17	6	0	1	5	0	25	5	\$0
Implementing and enforcing an effective regional and local environmental monitoring program II (2 offerings) YR 3	37	0	37	11	0	1	4	2	18	15	0	\$11073
Strategic Planning for Representatives of NNPS Yr 3	34	0	34	12	0	0	0	1	3	3	3	\$250
Curriculum Development-Follow-up Workshop YR 3	18	0	12	5	0	0	0	0	7	8	0	\$1514
Designing an Application Form for Issuing a Permit for Discharge of Waste Waters YR 3	15	0	10	2	0	1	0	0	8	6	0	\$0
Institutional Development of ICC Operations	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

<b>CZECH REPUBLIC</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	Amount of non-USAID funding
Environmental Impact Assessment	30	0	22	6	0	0	0	0	9	15	0
Environmental Auditing 2: Management of Risks	22	0	18	7	0	0	0	0	9	18	0

<b>HUNGARY</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	Amount of non-USAID funding
Financial Management for Environmental Business	9	0	9	2	0	0	0	0	3	7	\$0
Advanced environmental auditing (1 session & Follow-up)	63	0	60	16	0	1	2	1	43	45	\$1,290
Implementing a Community Environmental Action Project	24	4	24	6	0	0	0	0	0	24	\$0
Post-diploma studies at Miskolc University	32	0	16	0	0	0	3	7	0	9	\$21,000

<b>HUNGARY (continued)</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	Amount of non-USAID funding
Conflict management training for trainers with PDC (10 half day self training meetings - one per month +3 one day meetings [Group Saturday] +2 offerings)											
1. meeting: The Workplan for Autumn	11	0	11	6	0	0	0	0	9	6	\$0
2. meeting: Working out Proposal Writing Training System of the Facilitator Group											
3. meeting: Contact Building with Partners Hungary Foundation (Group Saturday meeting)	9	0	9	5	0	0	0	0	7	5	\$0
4. meeting: Working out the Training Program of the Facilitator Group	10	0	10	5	0	0	0	0	10	6	\$0
5. meeting: The Learning Cycle - as a Method	10	0	10	3	0	0	0	0	9	6	\$0
6. meeting: The Working Basis of the Facilitators' Group, Goals, Tasks	16	0	14	7	0	0	0	0	12	8	\$0
1. Offering: Conflict Resolution	15	0	15	8	0	0	0	0	12	9	\$0
Environmental Liability/Increasing the Capabilities of Private Sector Firms to Perform Environmental Liability Assessments YR 3 (2 sessions)	60	0	49	22	0	0	1	0	10	51	\$0

<b>HUNGARY (continued)</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	Amount of non-USAID funding
Multinational Internet Training Within the Library Project	18	0	18	12	0	0	0	0	9	6	\$0
Municipal and Utility Financing of Environmental Projects Yr 3	12	0	10	2	0	0	0	0	3	9	\$0
ETP Business Club (3 offerings - follow-up activities)	N/A	N/A	151	57	0	0	1	0	90	119	\$120
Facts and Opportunities in Applying the New Environmental Law (Follow-up to Environmental Liability trainings)	31	0	31	10	0	0	0	0	13	29	\$6,408
Outreach and Development (3 offerings) 1. Building Civil Coalition in Szentendre  2. Organizational Development  3. Project Management	41	0	41	26	0	0	0	0	10	24	\$0

<b>POLAND</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	Amount of non-USAID funding
Advertising and public relations in environmental activities	80	50	29	12	0	0	1	0	5	24	\$0
Financing municipal environmental investments	43	12	31	12	0	0	1	0	7	21	\$0
Survival strategies for environmental business	29	62	29	11	0	0	1	0	3	25	\$1000
Conflict resolution	34	5	29	14	0	0	0	0	4	23	0
Advanced environmental auditing YR 3	45	19	26	12	0	1	1	1	2	19	\$926
Environmentally sound management of industry	32	3	24	8	1	0	1	0	6	20	\$0
Business logistics for emerging environmental businesses in Upper Silesia (2 offerings) YR 3	76	16	57	16	0	0	1	0	8	40	\$3000
<i>Post Diploma Study</i> at Silesian University, in support of restructuring of the Polish heavy industry (first and second offerings):	100	40	60	5	0	2	3	2	15	37	\$70,000

<b>POLAND (continued)</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	Amount of non-USAID funding
The Functioning of the Legal System for Environmental Protection to Local Self-governing (3 Sessions) Yr 3	126	36	88	57	0	0	3	3	26	56	\$0
Environmental Health and Tested Food for Silesia: Cooperation Through the Federation of Polluted Silesian Towns (7 offerings) YR 3	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Waste Management in Planning and Environmental Policy on Community Level YR 3	52	19	33	13	0	0	1	0	1	26	\$1000
Training of Trainers Workshops	N/R	N/R	21	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R

<b>ROMANIA</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	Amount of non-USAID funding
Designing and Implementing a Community Environmental Action Plan (2 offerings -- 1 already held, one to be held in May or June)	35	0	35	13	2	3	3	7	8	25	\$0
Strategic planning for environmental small business	63	2	35	10	6	3	4	0	12	35	\$0
Developing a Marketing Plan for an Environmental Business / Marketing environmental goods and services	37	2	28	8	0	0	8	0	16	28	\$0
Follow-up workshop with business representatives	31	4	28	13	2	0	0	0	13	26	\$0
Public Participation for Environmental Policy and Program Implementation (2 offerings 1 still to be completed) YR 3	29	0	27	10	0	2	1	1	7	26	\$0
Building Local Financial and Community Support for NGO's YR 3 (Two offerings) Data for April 13-15 workshop on leadership in first position. Data on April 17-20 workshop on community support in second position.	15/28	0	15/28	7/12	2	0	3	2	5	15	\$0
Follow-up meeting with NGOs	90	0	78	37	10	1	0	1	35	75	\$0
Follow-up Project for NGOs (Earth Day Brochure)	60	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

<b>ROMANIA (continued)</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	Amount of non-USAID funding
Follow-up workshop for NGOs (on I.F.S. & W.P.)	35	5	30	20	1	3	2	1	0	30	N/R
Environmental Education Program for Young People Yr 3	36	5	31	25	1	0	3	0	3	30	\$0
Environmental Impact assessment: Improving Development Decisions with Environmental Information YR 3	32	5	26	11	1	0	2	0	2	5	\$0
Integrated Waste Management Training Yr 3	58	12	47	14	5	2	1	0	2	37	\$0
Follow-up to Environmental Small Business Management Yr 3	33	0	27	5	2	0	0	0	27	23	\$0
Curriculum Development: Environmental and Natural Resource Economics Yr 3	42	0	40	11	2	1	3	1	6	40	\$0
Using Internet for Environmental Information Access Yr 3	45	6	39	26	4	3	3	2	4	39	\$0
Follow-up on Environmental Education for Youth	28	0	23	17	1	3	3	0	23	20	\$0
Follow-up on Community Action Plan	34	0	34	17	0	1	3	0	4	21	\$0

<b>SLOVAKIA</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	Amount of non-USAID funding
Professional development internships in Minnesota	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Developing a community environmental action plan	29	4	19	9	0	0	0	0	0	16	\$0
Environmental curricula development	30	0	36	15	0	1	1	1	6	16	\$0
Communication strategies, negotiation, and conflict resolution (6 offerings) These numbers represent only 2 of the 6 offerings. The other numbers are not yet available	49	0	32	10	0	0	2	0	0	2	\$0
Current Legal Framework for NGO Sector in Slovakia	17	0	12	3	3	0	0	0	6	8	\$0
ETP Strategic Environmental Mgmt. Manual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Institutional Tools for Air Quality Management	35	0	24	13	0	0	0	0	1	12	\$1500
Networking and public relations	20	0	44	24	2	1	3	4	14	10	\$0
Municipal waste minimizing strategies and re-use	60	21	39	15	0	2	5	4	10	24	\$0

<b>SLOVAKIA (continued)</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	Amount of non-USAID funding
Post-diploma studies at the Technical University of Kosice	24	0	22	0	0	3	15	5	6	2	\$30,000
Training and Handbooks for Slovak Environmental NGO's * Building a Strong Organization * Current Legal Framework for NGO Sector	36	0	25	5	3	0	0	0	16	15	\$0
Human and Institutional Capacity Building for Pollution Prevention in Eastern Slovakia (4 offerings) YR 3	89	8	80	30	0	1	5	0	16	57	\$0
Improvement of Environmental Data Management in Kosice Area as a tool for Strengthening of Environmental Awareness	55	9	24	16	0	0	1	0	5	24	\$450
Public participation, Advocacy, and Mediation in Conflict Resolution (3 offerings) • Advocacy, Mediation, & Conflict Resolution  • Water and Energy Conservation  • Outdoor Recreation -- Minimum Impact '93 Solicited Subgrant	70	0	56	27	0	0	4	3	12	29	\$0

<b>SLOVAKIA</b> (continued) Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	Amount of non-USAID funding
*Intensive Management Training in Strategic Planning and New Business Development to Environmental Managers in Slovakia (3 sessions) YR 3 Solicited Subgrant These numbers represent only two of the three trainings. The remaining numbers are not available.	44	0	25	N/R	N/R	1	2	2	21	11	\$0
Environmental Assessment for the Siting of Solid Waste Landfills YR 3 Solicited Subgrant	30	2	30	8	1	0	1	0	4	30	\$0
Environmental auditing III: Agricultural applications Year 3 Follow-up	25	5	16	9	1	0	2	0	14	10	\$330
Strategic Planning for NGO [follow up]	38	0	32	17	2	0	0	0	3	0	\$500
Workshop on effective negotiation assertiveness and conflict resolution (4 sessions) Yr 3 Follow-up	95	0	85	32	0	1	2	4	3	20	\$0
Institutional Development of ICC operations	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Innovative Approaches for NGO Interaction (5 offerings)	83	14	74	24	2	0	0	3	22	39	\$988
Improving Efficiency of the Environmental Information Flow Year 4 Follow-up	31	8	23	16	2	0	3	2	9	4	\$560

<b>SLOVAKIA (continued)</b> Course Title	No. of Applicants	No. Wait-listed	No. Registered	No. of Women	No. of minorities	Media: TV coverage	Media: Newspaper Articles	Media: Radio coverage	No. of Previous ETP students	No. of Institutions Represented	Amount of non-USAID funding
Waste Management and Environmental Protection Year 4 Follow-up	25	0	25	7	0	0	0	0	3	0	\$600
Alternative Forms of Environmental Education: Environmental Education for Primary Schools (4 offerings) Year 3 Follow-up	76	2	78	72	17	0	3	0	0	2	0

\* Numbers do not represent all of the offerings

## **Appendix C**

### **Ph.D. FELLOWS**

#### **BULGARIA**

**Pavlina Filipova**

**Country - Bulgaria**

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

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

**Slavinka Petrova**

**Country - Bulgaria**

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

**Research Topic - Water resource management**

#### **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**

**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**

#### **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 Przybylowski**

**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 "Stefan cel Mare," Faculty of Silviculture**

**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**

### **Publications for Outreach**

The publication and distribution of ETP materials is another effective and highly demanded outreach activity. ETP training manuals have been published as books in-country. Several publications are in very high demand. The publications significantly facilitated the implementation of our goals as stated in PIP IV. Following is a bibliography of ETP Publications in Year Four.

1. I Seminar "Environmental Problems of Silesian Metallurgy." STU Press, Katowice, 1994.
2. David Gobeli, Krzysztof Przybylowski, William Rudelius "Management and Strategic Marketing." STU Press, Katowice, 1994.
3. Victoria M. Mikelonis, "Finance Management in Small Businesses." STU Press, Katowice, 1994.
4. Teresa Kurowska, "Legal Aspects of Environmental Protection in Restructuring of Metallurgical and Heavy Industry." STU Press, Katowice, 1994.
5. Slawomir Pasierb, "Effective Energy Use in Metallurgical Industry." STU Press, Katowice, 1994.
6. Roger Price, "Pollution Preventing Technologies." STU Press, Katowice, 1995.
7. Stanley Kabala, "Social Effects of Metallurgical Industry Restructuring," STU Press, Katowice, 1995.
8. Remigiusz Sosnowski, Tadeusz Torz, "Metallurgical Product Market." STU Press, Katowice, 1995.
9. Wladyslaw W. Jermakowicz, "Strategies of Surviving under Conditions of Market Economy." STU Press, Katowice, 1995.
10. II Seminar "Environmental Problems in Metallurgical Industry." (Summaries of the participants' theses). STU Press, Katowice, 1995.
11. Zeszyt nr 12 Kurowska T., Lizer S. - Wybrane elementy z prawa ekologicznego i gospodarczego. s. 149. STU Press, Katowice, 1995.
12. Zeszyt nr 13 Pasierb S. - Efektywne wykorzystanie energii w hutnictwie. Wydanie II poprawione i uzupe nione s. 99. STU Press, Katowice, 1995.
13. Zeszyt nr 14 Kabala S. Zarz dzanie ochron rodowiska w przedsi blorstwach mi dzynarodowych. s. 94. STU Press, Katowice, 1995.
14. Zeszyt nr 15 Grosman F. - Technologie proekologiczne w hutnictwie. Zakres: Przeróbka plastyczna metali. s. 35. STU Press, Katowice, 1995.
15. Zeszyt nr 16 Krupkova D. Wybrane zagadnienia proekologicznych technologii w metalurgii metali nie elaznych. s. 70. STU Press, Katowice, 1995.
16. "Environmental Private Business Firms in Romania," bilingual catalogue/directory edited by ETP Romania, Bucharest, December, 1994.
17. "Romanian Universities with Environmental Curricula," bilingual catalogue/directory edited by ETP Romania, Bucharest, March, 1995.
18. "Earth Day 1925 - 1995," pamphlet on NGOs, edited by ETP Romania, Bucharest, April, 1995.

19. Eco-Business Catalogue, ETP Bulgaria, Sofia, 1996.
20. Solid Waste Management Resource Guide, ETP Bulgaria, Sofia, 1996.
21. Alfred Marcus, "Strategic Environmental Management," ETP Slovakia Foundation, Bratislava, 1995.
22. Stanley Kabala, "Environmental Management in International Business: The New Terrain of Corporate Responsibility," translated into the Czech language. Twenty page introduction by Czech trainer and translator. Center for Environmental Analyses Press, 1995.

The following books are in-press:

1. Widmaier B. - Społeczne skutki restrukturyzacji Zagłębia Ruhry. STU Press, Katowice.
2. Węglarczyk F. - Przegląd ekologiczny. STU Press, Katowice.
3. Bochniarz Z., Lebkowska G. - Planowanie strategiczne. STU Press, Katowice.
4. Seminarium z okazji inauguracji cyklu studiów. STU Press, Katowice.
5. Tomczek J., Wesely R. - Technologie zapobiegania zanieczyszczeniom. STU Press, Katowice.
6. Petr Sauer and Marie Livingston, "Readings in Environmental Economics," translated into Czech. Due to be published in June 1996. 1,000 copies in Czech and 100 in English.

**Appendix E**  
**Trainings by Component -- Years One through Four**

**A. 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
Sustainable resource management in the company (2 offerings)	Year IV
The green investments opportunities (3 offerings)	Year IV
<b>NGO</b>	
Strategic planning and financial management for NGOs (2 offerings)	Year 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 and enforcing an effective regional and local environmental monitoring and enforcement program II	Years III, IV
Proposal development for the Yantra River Basin Council	Year IV
<b>Academic/Institutional Strengthening</b>	
Curriculum development workshop in environmental & natural resource economics	Year III
Post-diploma studies	Year IV
The promotion of ecological education and culture: a prevention measure to avoid ecological conflicts	Year IV

<b>All</b>	
Increasing skills for environmental conflict resolution	Year III
Improved environmental programs through better information management	Year I
Environmental conflict management	Year I
Environmental impact assessment	Year II
River basin management	Year II
Yantraclean	Year IV
Integrated solid waste management training	Year IV

## B. 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>Academic/Institutional Strengthening</b>	
Development of academic curricula in environmental economics	Year II
<b>All</b>	
Environmental impact assessment: improving development decisions with environmental information	Year II
Follow-up with EIA Regional Commission	Year II
Toxic Release inventory workshop	Year II
Environmental conflict resolution	Years II, III

### C. Hungary

<b>Business</b>	
Environmental management for environmental services companies	Year II
Managing an environmental business: The business plan and financing proposal (2 offerings + follow-up)	Years II, III
Strategic planning for environmental business	Year III
Marketing environmental goods and services	Year III
Advanced environmental auditing (2 offerings + follow-up)	Years III, IV
Increasing the capabilities of private sector firms to perform environmental liability assessments (2 offerings)	Year IV
Financial management for environmental businesses	Year IV
Facts and opportunities in applying the new environmental law	Year IV
<b>NGO</b>	
NGO outreach and development (2 offerings + 11 follow-ups)	Years II, III
Managing financial resources for NGOs: Identifying funding sources (1 offering + follow up)	Years II, III
Innovative approaches: Promoting environmentally sound governmental policies	Year III
Innovative approaches: Conflict resolution and mediation	Year III
Innovative approaches: Organizational development	Year III
Conflict management training for trainers with PDC (10 half day self training meetings - one per month + 3 one day meetings + 2 offerings)	Years IV, V
Outreach and Development: Building Civil Coalition in Szentendre	Year IV
Outreach and Development: Organizational Development	Year IV
Outreach and Development: Project Management	Year IV
<b>Governmental</b>	
Environmental liability workshop	Year II
Municipal and utility financing of environmental projects	Year IV
Implementing a community environmental action project	Year IV
<b>Academic / Institutional</b>	
Curriculum development workshop	Year II
Multinational internet training within the library project	Year IV
Post-diploma studies at Miskolc University	Year IV, V

<b>All</b>	
Strategic planning in the Borsod-Miskolc region (1 offering + follow-up)	Years I, II
Environmental conflict management	Year I
Facilitating skills	Year III
Conflict resolution (6 offerings)	Year III
EIA (two offerings)	Year III
Using environmental law for effective environmental management (2 offerings)	Year III

#### D. 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
Post Diploma Studies Program at Silesian Technical University - Fundamentals of Management - Market Economy and Institutions - Marketing - Business plan and financial proposals - Strategic planning for environmental business - Environmental management of restructuring for large enterprises - Selected subjects of Polish law - Pollution prevention-Strategies - Pollution prevention-Technologies - US experience in restructuring - Social aspects of restructuring - Energy efficiency in industry - Environmental protection in metallurgy-Technologies - Environmental auditing for metallurgical plants - Quality control systems - Survival strategy - Marketing metallurgical products - Environmentally friendly technology - Waste management and recycling - Energy efficiency	Year III, IV
Business logistics for emerging environmental businesses in Upper Silesia	Years III, IV

Survival strategies for environmental business	Years III, IV
Advanced environmental auditing	Year IV
Environmentally sound management of industry	Year IV
<b>Business/NGO</b>	
Conflict resolution for environmental management	Year II
Advertising and public relations in environmental activities	Year IV
<b>Academic-Institutional Strengthening/Business</b>	
Post-diploma studies	Year IV
<b>NGO</b>	
Strategic planning and financial management for NGOs	Year I
Identifying funding sources and writing proposals	Year II
Train the Trainers to complement NGO strengthening	Years III, IV
<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
Financing municipal environmental investments	Year IV
Environmental health and tested food for Silesia: Cooperation through the federation of polluted Silesian towns (7 offerings)	Year IV
Waste management in planning and environmental policy on a community level	Year IV
<b>Business/Government</b>	
Waste management and the small business community	Year II
<b>Government/Business/NGO</b>	
Conflict resolution	Year IV
<b>All</b>	
Posnan International environmental fair	Year I
Developing an effective communication strategy for local government and NGOs	Year III
The functioning of the legal system for environmental protection to local self-governing (3 offerings)	Year IV

## E. Romania

<b>Business</b>	
Managing an Environmental Business: The business plan and financing proposal	Year II
Management of small environmental businesses	Year III
Strategic planning for environmental small business	Year IV
Follow-up workshops with business representatives (three offerings)	Years III, IV
Developing a marketing plan	Year IV
<b>NGO</b>	
Strengthening NGOs through organizational development	Year II
NGO public outreach, communication and coordination	Year III
Identifying funding sources and writing proposals (five offerings)	Years I, II, III
Follow-up workshop for NGOs on I.F.S. and W.P. (three offerings)	Years II, III, IV
Building local financial and community support for NGOs (two sequences)	Year IV
Follow-up meeting with NGOs - Earth Day brochure	Year IV
<b>Governmental</b>	
Implementing legal processes for environmental protection at the local and regional level: Environmental permitting for EPA	Year III
Environmental impact assessment	Year IV
Designing and implementing a community environmental action plan (2 offerings)	Year IV
Public participation for environmental policy and program implementation (two stages)	Years III, IV
Integrated waste management training (three offerings)	Years III, IV
Air quality monitoring and enforcement	Year IV
Soil pollution management	Year IV
<b>Academic/Institutional Strengthening</b>	
Environmental information in Romanian libraries - Library Project Catalogue	Year III
Using Internet for environmental information and library networking	Year IV

Curricula Development: Environmental and natural resource economics	Year IV
Environmental education for Youth (two stages)	Year IV
Proposal writing for research institutes	Year II
<b>All</b>	
Strategic planning for public participation (two stages)	Years II, III
Strategic planning for environmental management	Year I
Improved environmental programs through better information management	Year I
Environmental mediation and conflict resolution (two offerings)	Year III
Developing a regional water quality management plan: River basin management	Year II

## F. Slovakia

<b>Business</b>	
Environmental auditing for industry and government professional	Year II
Financial management for small environmental businesses	Year II
Advanced financial management	Year III
Principles of market dynamics (3 offerings)	Year III
Managing an environmental business: The business plan and financing proposal (2 offerings)	Year II
Environmental auditing II: technical applications	Year II
Developing a marketing plan for environmental businesses	Year III
Environmental auditing III: agricultural applications	Year IV
Developing strategy for environmental business	Year IV
<b>NGO</b>	
EIA: Public participation training for NGOs	Year III
Innovative approaches to strengthening environmental NGO interaction	Years III, IV
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
Professional development internships in Minnesota	Year IV
Possibilities of using the Internet for beginners from Slovakian environmental NGOs	Year IV
Current legal framework for NGO sector in Slovakia	Year IV
Improvement of environmental data management in Kosice area as a tool for strengthening of environmental awareness	Year IV
Building strong NGOs	Year IV
Networking and public relations	Year IV

<b>Governmental</b>	
Implementing the Environmental Action Programme	Year III
Environmental liability workshop	Year II
Developing a community environmental action plan (2 offerings)	Year IV
Communication strategies, negotiation, and conflict resolution (5 offerings)	Year IV
Waste management (1 offering)	Year IV
Financing municipal environmental investments	Year IV
<b>Business, Government, NGO</b>	
Increasing Environmental Awareness through better Waste Management in Košice	Year III
Environmental impact assessment: Improving development decisions with environmental information	Year II
<b>Academic/Institutional Strengthening</b>	
Developing academic curricula: Environmental and natural resource economics	Year III
Developing academic curricula in environmental business (jointly with Czech Republic)	Year II
Multinational Internet training within the library project	Year IV
Environmental curricula development	Year IV
Institutional development of ETP operations	Year IV
Professional development internships in Minnesota	Year IV
Post-diploma studies at the Technical University of Kosice: Communication I, II, III, and IV	Year IV
<b>All</b>	
Building regional capacity for solving environmental conflicts	Year III
Environmental monitoring and enforcement on the local and regional level	Year II
Using information for effective environmental management	Year II
Intensive Management Training in Strategic Planning and New Business Development	
Strategic planning for effective environmental business management	Year III
Institutional tools for air quality management	Year IV
Human and institutional capacity building for pollution prevention in eastern Slovakia	Year IV

<b>Implementing effective regional and local legal processes for environmental protection</b>	<b>Year III</b>
<b>Waste Minimization Strategies and Reuse</b>	<b>Year IV</b>
<b>Developing Community Environmental Action Plan</b>	<b>Year IV</b>

## **Appendix F**

### ***Impacts of Polish PDS***

In Polish literature it is difficult to find appropriate indicators for measuring the influence that education programs such as Post-Diploma Studies in Environmentally Friendly Restructuring of Metallurgical Industry (PDS) exert on the economic processes. So far, in the history of centrally planned economy development, such methods of evaluation have not been applied. Under the conditions of a market economy and under a democratic social system, attempts are being made to assess the effectiveness of outlays on public activity including education. Both taxpayers and decision-makers want to know how effective these outlays are in particular areas. This is a basis for a new branch of science, policy analysis, which develops appropriate testing methods and systems of indicators to measure the effectiveness of outlays on public activity such as education. This paper makes use of the indicators that were developed for the purposes of the Environmental Training Project after they had been appropriately adjusted to the needs of PDS in Poland.

The suggested indicators have been divided into two groups:

1. Quantitative indicators:

- a) The number of theses prepared, analyses, and assessments of environmental restructuring programs.
- b) Technological/environmental indicators.
- c) Economic indicators.
- d) The number of institutional changes.

2. Qualitative indicators:

- a) Changes of attitudes.
- b) Dissemination of knowledge and experience.
- c) Development of cooperation network.
- d) Dissemination of new teaching methods.
- e) Popularization of ETP courses and stabilizing the recruitment base.
- f) Engagement of the representatives of the Government, regional and local authorities and of other Polish and international organizations and institutions into the implementation of PDS.
- g) Other benefits of PDS.
- h) Accomplishment the PDS mission.

***The Influence of PDS on the Restructuring Process from the Quantitative Point of View***

**(1) Theses- analyses, and assessments of environmental restructuring programs:**

a) The useful theses include 35 dissertations concerning the following aspects of the companies' environmental performance

◆ 18 analyses, evaluations and company restructuring programs, including:

- 11 restructuring programs,
- 4 restructuring program analyses and evaluations,
- 3 restructuring management systems,
- 4 environmental audits,
- 3 environmental impact assessments,
- 3 strategic plans,
- 2 business plans,
- 2 energy audits,
- 2 analyses and programs for regional development,
- 1 assessment of PDS's effectiveness.

b) A list of 10 useful textbooks for PDS and other forms of environmental education was prepared (*see Appendix D*).

**(2) Technical and environmental indicators:**

During PDS, several projects were undertaken in the represented companies in order to reduce their environmental impact by reducing natural resources consumption and the volume of pollution emission.

a) PDS student suggested solutions which have already led to a reduction of water consumption by approx. 300,000 m<sup>3</sup>/year. After all suggested technological projects have been implemented, further water conservation by 4,500,000 m<sup>3</sup>/year will take place.

b) Coal consumption will decrease, which will be achieved by shifting to gas and by closing down blast furnaces in some of the companies.

c) The use of new and more effective dust collecting equipment was proposed. It will allow the dust collection effectiveness to be increased by 10-20% with the final effect of suspended particles emission reduction by 3.74 thousand tons/year.

d) Changes introduced into production processes will reduce the total gas emissions by 250 thousand tons/year, including SO<sub>2</sub> reduction by 3.6 thousand tons/year, CO reduction by 33 thousand tons/year and CO<sub>2</sub> by 210 thousand tons/year. It is worth mentioning that the emission of hydrocarbons will be reduced by 300 tons/year, including benzo-alpha-pyrene reduction by approx. 0.2 tons a year.

e) The volume of waste water discharged was reduced. This was achieved by water consumption reduction and the use of new equipment for water treatment as well as the use of new technologies (e.g., dry quenching of coke).

f) In the companies where noise standards were exceeded (2 companies), the noise level has been reduced by approx. 10 dBA.

g) The participants suggested the methods for waste reduction and utilization, after implementation of which the volume of waste will decrease by approx. 350 thousand tons/year.

h) Plans for waste reduction have been developed which will result in waste reduction by approximately 350 thousand tons/year. Also further utilization of current waste and those disposed of in landfills was addressed. A specialized plant to process the waste from Huta Malapanew was established. It is planned to process of 3.8 mln tons of waste from the landfill covering an area of 12.98 ha.

**(3) Economic indicators:**

a) An increase of profit has been recorded in all companies, including those that had brought losses (1 company).

b) The sale figures increased in all companies, which is not only related to the fact that the demand for metallurgical goods increased, but also to the fact that product quality improved, their offering became wider and their competitive advantage generally increased.

c) Exports increased in ten of the companies.

d) Retraining of the management personnel is taking place. The old positions are replaced with new ones. Several PDS students went on to establish positions in new departments such as the logistics department or the marketing department dealing with the sale of products from the new production department.

e) The participating firms managed to gather 100 mln zł to be allotted for environmental projects.

f) Quality improvement was recorded in all departments. Five companies have already gotten an ISO 9000 certificate, the rest of the companies are preparing to receive this certificate.

g) A fund of 300,000 new zł was raised from domestic sources for PDS development.

**(4) The number of institutional changes introduced:**

- a) Environmental extension service offered by university teachers has been instituted by PDS as the first one in Poland.
- b) A foundry waste utilization plant has been established in accordance with the proposal from the participant's thesis.
- c) A capital group for the company's restructuring financing has been organized according to the recommendations of one of the theses.
- d) A library for environmental restructuring of industry was established.
- e) An agreement on cooperation between the American and the Polish university has been concluded.
- f) Personal relations that were made during PDS have been instituted in the form of a PDS Graduate Club.

***The Qualitative Impact of PDS on the Restructuring Process.***

**(1) The changes of attitudes and behavior:**

One of the most striking and desirable results of PDS was a visible change in the graduates' way of thinking as presented during the final exam as well as the seminar at which PDS was summarized. The participants with a technological education, who were in the majority, presented in the final stages of PDS that they are able to move away from the narrow attitude typical for a specialist/engineer and to apply a system-based managerial method of solving problems that involves technological, economic and environmental aspects. In this way PDS became a catalyst in the process of management attitude and behavior transformation. This transformation had already begun in 1989 when, after the introduction of democracy and a market economy, all economic subjects had been made equal in the eyes of environmental law. The largest polluters, who were charged the highest fees and fines, were forced to take quick actions. In many cases, the managers' lack of knowledge and experience prevented them from acting in a complex way and from knowing how to consider all aspects of the environment without hindering the industry's development. Such knowledge was to be provided by Post-Diploma Studies. According to the research done, PDS has fully completed this task. The research was carried out directly after PDS finished. This was a fairly short time for the evaluation of educational program effectiveness to be made. However, the conversations with individual participants and the questionnaires clearly imply that knowledge and information acquired during PDS has already brought about concrete projects for the improvement of environment.

## **(2) Dissemination of knowledge and experience:**

The participants were obliged to write theses the subjects of which were approved by the companies' executive directors. The directors also had to review the theses and to assess their usefulness for the company. The form of evaluating the theses and their usefulness had the following advantages:

- a) A participant had to specify the problem he/she was going to solve later in the thesis. He/she had to collect necessary data, find out about the company's situation, determine threats, suggest the method for solving the problem and justify the operations to be started. There were some cases when the management was aware of a particular environmental problem, but they put off the actions for the future.
- b) The thesis preparation caused the action to be taken after the thesis had been written and they brought about direct environmental, economic and other types of benefits.
- c) Approving the thesis subject, the executive director also had to make himself acquainted with a given environmental problem, and by preparing the thesis review, not only could he/she expand his/her knowledge, but also assess the economic importance of environmental projects.
- d) The problems companies have with complying with environmental standards and regulations described in the theses, called for the integration of economic, technological and environmental actions on the company level.
- e) The participants engaged their colleagues in the thesis writing, increasing in this way the range of impact of environmental issues.
- f) Theses presentation during a final seminar offered an opportunity to compare with one another the achievements and solutions suggested. It not only made it possible to compare the level of the environmental actions undertaken in one's own company with the level in other companies, but also to make use of the others' experience and implement the same action in one's own company.

## **(3) Building a network for cooperation:**

Already during PDS, the process of experience exchange among the participants started and it slowly assumed the form of building a cooperative network among the represented companies. All participants joined the PDS Graduate Club, which will provide conditions for further development of relations.

**(4) Disseminating new teaching methods:**

Interactive teaching methods that were introduced by the American lecturers and welcomed with enthusiasm by the participants as well as a very practical program based, to a large extent, on the case study method, have been creatively adopted by Polish lecturers.

**(5) Popularization of ETP courses and stabilizing the recruitment base:**

PDS aroused the participants' interest in increasing their own qualifications as well as qualifications of their working personnel. They approached the ETP management to reserve places for their representatives at the next courses. Thus, the project gained a stable educational base. For many participants, PDS was not the first post-diploma studies they took part in. They had an opportunity to improve their qualifications at the managerial, economic, technological and environmental courses (e.g., many participants took part in courses for the Board of Directors members, the World Bank courses, courses in clean production, environmental audits etc.). However, all participants were of the opinion that not only had the studies helped them to gain new knowledge and expand the one they already possessed, but also to build a community. They also said that they were better prepared then to do their duties. ETP courses were attended by the managers of those companies, the management of which was not represented during PDS because of the limited number of places available. It is a group of 48 people from eight steel mills from the Silesian region.

**(6) Involving the representatives of the Polish Government, regional and local authorities as well as other Polish and international organizations and institutions in the implementation of PDS:**

The students emphasized the high level of the classes conducted and the fact that many environmental aspects had been presented by inviting outstanding representatives of Polish Government, the Parliament (Sejm Deputy), the Regional Authorities in Katowice and the representatives of the institutions that provide financial resources for environmental projects (representatives of National and Regional Environmental Funds). The guests included also the lecturers from the World Environment Center, New York, Environmental Protection Agency, Philadelphia, Institute Arbeit und Technik Gelseng-Kirchen and US AID, Warsaw. The inaugural lecture at PDS was given by the Dean of Hubert Humphrey Institute of Public Affairs at the University of Minnesota.

**(7) Other benefits of PDS:**

Since the majority of participating companies are located in Southern Poland, the reduction of pollution emission should positively influence the quality of the air and surface waters in other parts of Poland, to which Silesian pollution has migrated so far.

**(8) Accomplishment of PDS's mission:**

Taking into consideration the PDS program, as planned and carried out, the participation of 35 representatives of the polluting companies and two representatives of the authorities, impressive theses the participants prepared, high level of the classes conducted and of the materials prepared by the American and Polish lecturers as well as the above mentioned quantitative and qualitative effects of PDS, we can draw a final conclusion, that the PDS mission which was to foster environmental restructuring of the heavy industry, has been accomplished.

Knowledge acquired by the management during American- Polish Post-Diploma Studies, benefited the Polish steel mills and will still benefit them in the form of improved environmental management. These improvements have already led to a reduction of dust, gas, noise and water pollution, waste reduction, improvement of the product quality and occupational safety.