

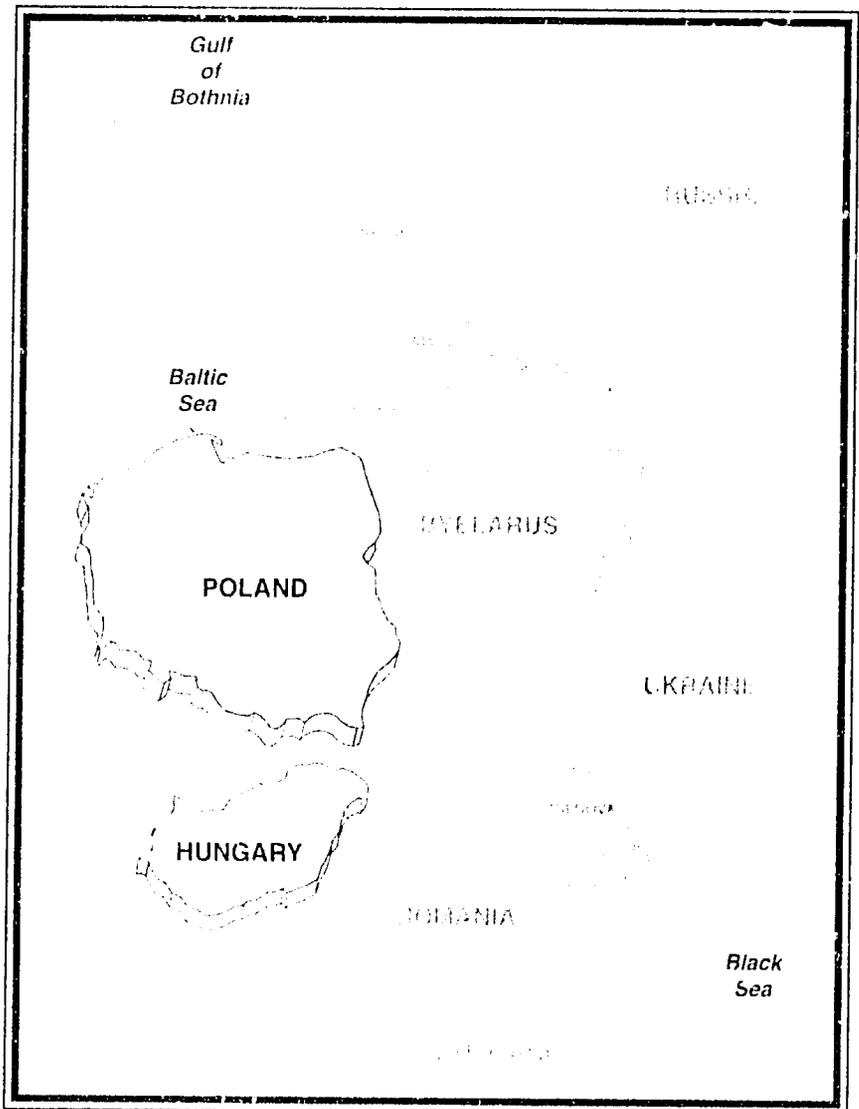
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Center for International Development
Local Environmental Management Project

REPORT OF THE WORKSHOP ON LOCAL WASTE MANAGEMENT

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**REPORT OF THE WORKSHOP ON LOCAL
WASTE MANAGEMENT**

**Malyi Lake Conference Center
Malyi, Hungary
September 20-22, 1993**

**Organized under:
Local Environmental Management (LEM) Project**

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EXECUTIVE SUMMARY

On September 20-22, 1993, the Local Environmental Management Project (LEM) sponsored a "Workshop on Local Waste Management" at the Lake Malyi Conference Center, outside Miskolc, Hungary. The 3-day workshop was organized in conjunction with the Ecological Institute for Sustainable Development in Miskolc, Hungary. The workshop was the first workshop in Hungary to be held under LEM—a 3-year project funded by the U.S. Agency for International Development (A.I.D.) to demonstrate the extent to which support in the form of technical assistance and training can help local governments in Poland and Hungary effectively manage their environmental problems. Over 80 people attended the workshop, including representatives of: many cities and settlements located in the Sajó River Valley of Borsod County; the city of Győr in Sopron County; local, regional, and national governments; private companies; and nongovernment organizations.

The main purpose of the workshop was to create an opportunity for the four Hungarian localities participating in the LEM project to provide feedback on past project activities and input on priorities for future activities under the project. In addition, the workshop offered an opportunity for participants to learn about ideas, approaches, and resources for solid and hazardous waste management; to network and exchange information with other participants; and to enhance communication and build relationships among the different sectors in Hungary involved in waste management. Also, the workshop provided a means for LEM to outreach to institutions, groups, and individuals not previously involved with the project. The workshop had three components:

- On Day One, the four localities participating in the LEM project provided feedback to LEM staff on the accuracy and completeness of the draft LEM technical reports and responded to the specific technical recommendations made in the reports. (The reports described technical, management, and financial aspects of the current solid or hazardous waste situation in each locality and made recommendations for improving this situation.)
- Day Two consisted of an opening session of presentations by A.I.D. representatives and Hungarian government officials, followed by panel presentations and open discussion on technical, economic, and regulatory concerns related to local waste management. Day Two attendees included the four LEM participating localities and other invited guests.
- On Day Three, the four LEM localities developed and prioritized options for future technical assistance and training they might receive under the LEM project.

This report describes how the workshop was organized; reviews the goals, format, agenda, attendees, and evaluations; documents and summarizes some of the technical results of the workshop; and provides recommendations for future workshops that may be held in Hungary.

1 INTRODUCTION

The Workshop on Local Waste Management was the first workshop to be held in Hungary under the U.S. Agency for International Development (A.I.D.) Local Environmental Management Project for Poland and Hungary (LEM)¹. LEM is a 3-year technical assistance and training project being conducted by the Research Triangle Institute (RTI) of Research Triangle Park, North Carolina, USA, with assistance from subcontractors including Eastern Research Group, Inc. (ERG) and the International City Management Association (ICMA). The project assists selected local governments in Poland and Hungary in strengthening their ability to manage local environmental problems. It has three primary goals:

- To demonstrate the extent to which local governments in Poland and Hungary can effectively manage their environmental problems if given adequate and consistent support.
- To assist project municipalities in producing reliable and technically acceptable proposals for environmental projects for presentation to national and international funding agencies.
- To make available for use by other municipalities the replicable details of the first two activities.

A subpurpose of the project is to act as a broker-liaison by matching municipal requests for technical assistance not supplied by LEM with various A.I.D.-supported projects that may be able to provide the needed information, data, or assistance.

The project runs for 3 years, from July 1992 to July 1995. Through a series of field visits and consultations with national and local officials, the project team selected five target municipalities in Poland and four target localities (i.e., three municipalities and one region) in Hungary. During the first year of the project the three Hungarian municipalities—Győr in Sopron County, and Ózd and Edelény in Borsod County—received assistance in solid waste management. The one region in Hungary—centered around Sajószentpéter—received assistance in hazardous waste management. This technical assistance began in the spring of 1993 when expert consultants visited these four localities to assess their current situation and recommend actions each locality could take towards constructive management of its solid or hazardous waste problems.

¹A similar workshop was held in Wrocław, Poland, in July 1993.

The LEM project sponsored a workshop at the Malyi Lake Conference Center on September 20-22, 1993, to obtain feedback on the project activities that had already taken place and input on potential future project activities in Hungary. This report:

- Describes the process used to organize the workshop.
- Reviews the workshop goals, agenda, format, attendees, and evaluations.
- Documents and summarizes some of the technical results of the workshop.
- Provides recommendations for future workshops that may be held in Hungary.

2 WORKSHOP OBJECTIVES

The workshop had many objectives designed to meet both the short-term and long-term goals of the LEM project. These objectives included:

- Obtaining feedback and comment from the four participating Hungarian localities on the draft technical assistance reports. These reports—compiled based on the field work done during May and June 1993—described the technical, management, and financial aspects of each locality's current solid or hazardous waste management situation. The report also recommended actions each locality could take to improve its solid or hazardous waste management situation. The reports were distributed to each locality for review prior to the workshop.
- Obtaining feedback from the four participating Hungarian localities on their response to the technical recommendations contained in the reports.
- Obtaining suggestions for future technical assistance and training from the participating Hungarian localities.
- Providing an opportunity for networking and exchange of information among the LEM localities and sectors involved in waste management.
- Introducing participants to the concepts of facilitation and recording for managing group process.
- Beginning outreach of the LEM project.
- Strengthening links with solid and hazardous waste-related organizations and resources in Borsod and Sopron Counties.
- Providing an opportunity for participants to learn about ideas, approaches, and resources for constructively managing solid and hazardous waste problems at the local level.

3 WORKSHOP ORGANIZATION

Preliminary Arrangements

On June 15, 1993, Mr. Kennedy Shaw, the LEM Project Hungarian Coordinator, met with Mr. Kurta Mihaly, the director of the Malyi Lake Conference Center, to ascertain the suitability of this center as a location for the workshop. Mr. Shaw tentatively reserved space at the facility for the projected workshop dates of September 20-22, 1993.

Initial Team Visit

Workshop organization began with a 5-day visit to Hungary from July 19-23, 1993, by a LEM team to lay the groundwork for the organizational process. The team was directed by Mr. Kennedy Shaw and consisted of Ms. Jan Connery of Eastern Research Group, Inc., a subcontractor to RTI under this project, and Mr. Alan Edmond, a local government consultant to RTI under this project. The team was joined by Mr. William Sommers, Chief of Party for the LEM Project. The primary purposes of this visit were to:

- Inform key participants about and obtain feedback on the proposed scope and purpose of the workshop.
- Discuss and obtain ideas for potential agenda items.
- Finalize the workshop dates and location, and inform key participants about the dates.
- Identify Hungarian resource(s) that could provide support in organizing the workshop.

The team met with representatives of several institutions including:

- All four participating Hungarian localities.
- The Ministry for Environment and Regional Policy.
- The Department of the Interior.
- The Hungarian Municipal Association.

The team also met with the Director of the Malyi Lake Conference Center to tour the facility and discuss specific arrangements for holding the workshop at that location.

Finally, the team met with Ivan Gyulai and Istvan Pinter of the Ecological Institute for Sustainable Development (EISD), a local nongovernment organization operating in Miskolc, to discuss EISD's participation as the Hungarian resource group for organizing the workshop. The EISD agreed to assume this responsibility.

Ongoing Organization

Based on the results of their meetings, the workshop team members finalized the workshop agenda. Under the direction of Mr. Kennedy Shaw, the EISD then began to organize the workshop. EISD staff involved in the organization included Dr. Ivan Gyulai, Director; Dr. Istvan Pinter; Ms. Edit Kerekes; Mr. Csaba Losonci, and Mr. Robert Szasz. The EISD sent letters of invitation to participants identified jointly with Mr. Shaw; identified and invited presenters for the panel sessions on the second day; coordinated logistics with the Malyi Lake facility; and assisted with review and distribution of the draft technical reports. Invitees included representatives of the four participating localities, local and national government officials, private firms, and nongovernment organizations.

Final Organization

In September LEM staff returned to Hungary 2 weeks prior to the workshop to assist with final organizational and logistical activities. The team consisted of Mr. Kennedy Shaw and Ms. Kate Schalk (a meeting specialist with Eastern Research Group, Inc.) who both arrived on September 5, and (arriving 1 week before the workshop) Jan Connery of Eastern Research Group, Inc. Additional assistance was provided by Demeter Dzekov for interpretation and translation and Katalin Szanto for logistical coordination.

Onsite Support

Onsite staff included Ms. Schalk; Ms. Connery; Dr. Ivan Gyulai, Dr. Istvan Pinter, and Ms. Edit Kerekes of the EISD; Ms. Katalin Szanto; translators; and facilitators. LEM technical consultants and staff on site to work with the four LEM localities were Mr. George Murray and Ms. Brenda Linton (Győr), Mr. Bob Wright and Mr. Joe Alexander (Sajószentpéter), Mr. Alan Edmond and Mr. Bill Sommers (Edelény), and Mr. Kennedy Shaw (Ózd).

4 WORKSHOP LOCATION

Miskolc—a city of 200,000 inhabitants located in Borsod County in Northern Hungary—was chosen as the workshop location because:

- The city is centrally located to three of the four localities involved in the LEM project, as well as to many of the invited participants from other sectors.
- The Malyi Lake facility in the Miskolc area was a highly suitable and convenient venue, offering a relaxing and focused environment with all the necessary facilities, including meeting rooms of various sizes, single and double rooms for participants, meals, coffee and tea service, registration staff, reproduction and fax capabilities, flip charts, and audiovisual equipment (including audio- and video-recording).

5 AGENDA

The complete workshop agenda is provided in Appendix A. The workshop ran for 3 days, from Monday, September 20, to Wednesday, September 22. The workshop included small group discussions to obtain feedback on the draft technical reports and to develop recommendations for future technical assistance and training under the LEM project. The workshop also included presentations and panel discussions on technical, economic, and regulatory aspects of waste management in Hungary.

Day One

On Monday, September 20, all participants convened jointly for a 30-minute session to open the workshop. Opening speakers included Mr. William Sommers, LEM Project Chief of Party, Mr. Kennedy Shaw, LEM Project Hungarian Coordinator, and Ms. Jan Connery, LEM Workshop and Training Consultant. The opening presentations reviewed the purpose and goals of the workshop and presented the concepts of facilitated discussion, recording, and evaluation which would be used in small work group settings.

After the opening plenary session, participants from each locality convened separately in four small groups. The small group sessions had two purposes: (1) to review and discuss the draft technical reports for Ózd, Edelény, Győr, and Sajószentpéter prepared by LEM consultants, and (2) to obtain agreement from representatives of each of the four participating Hungarian localities on what they planned to do to implement the technical recommendations contained in the reports. A detailed agenda for the Day One small group sessions is provided in Appendix A. Each small group session began with a short presentation by the LEM technical consultant(s) responsible for preparing the draft technical report. Discussion was managed by a facilitator, who also recorded the main points of discussion on flip charts. The authors took notes and participated in the discussions aided by an interpreter. At the end of the day, the small groups reconvened in a joint session and a representative from each group presented a 5-minute summary of the main results of the day's discussion.

Day Two

On Tuesday, September 21, all participants met together in a joint plenary session. Attendees included representatives of: Győr, Ózd, Edelény, and Sajószentpéter; local and national governments; nongovernment organizations; private firms with an interest in solid and hazardous waste issues; and other interested groups. The morning presentations began with a brief introduction by the day's chairperson, Dr. Ivan Gyulai, who reviewed the day's agenda. He then introduced the opening speakers: Mr. Gabor Orosz, Chief of the Office of the Regional Representative of the President; Mr. Peter Szanto, Chief of the Department for Waste Management of the Ministry for Environment and Regional Policy; Mr. David Cowles, United

States A.I.D. Representative to Hungary; and Ferenc Melykuti, Project Development Specialist, Office of the A.I.D..

Following the opening presentations, Mr. Kennedy Shaw introduced Mr. Andras Kovacs, Director of the Győr landfill operation, who presented a videotape of the improvements made at the city's landfill based on recommendations made by the LEM consultant who provided technical assistance to the municipality.

The remainder of the day was devoted to four panel presentations on "Hazardous Waste," "Tender Documents," "Proposals for a New Environmental Law," and the "Realities of Recycling in Hungary." Each panel included one to three presenters focusing on different viewpoints related to the topic. Presenters included representatives from local and national governments, private firms, nongovernment organizations, and public associations. After each set of panel presentations, Dr. Gyulai moderated a discussion period. The day closed with a brief summary of the key issues brought up during the panel discussions. After adjournment, participants gathered in the hotel bar for an informal social hour.

Day Three

On Wednesday, September 22, participants reconvened in four small working groups to discuss future technical and training assistance. Participants included the representatives from the four LEM localities and other interested parties who had joined the workshop on the second day. The discussions were managed by the facilitators, who again recorded the discussion highlights and key points on flip charts. Participants were asked to review and comment on the strawman recommendations for training and technical assistance contained in the draft reports, to add any additional recommendations they might have, and to list all recommendations in order of priority and interest. After lunch, all participants convened in a joint session to present the conclusions from their discussions on future technical and training needs. Participants from the three LEM municipalities were then asked to vote on the list of recommended training topics, so that a sense of overall priority could be developed. (Representatives of Sajószentpéter did not vote because the training and technical assistance needs in this locality are quite different from those in the three municipalities.) The session was facilitated by Dr. Gyulai and closed by Mr. Kennedy Shaw.

6 INVITEES AND PARTICIPANTS

Invitees were divided into two groups:

Days One and Three:

- Representatives from the four localities involved in the LEM project technical assistance—Győr, Ózd, Edelény, and Sajószentpéter.
- Additional local or regional municipalities suggested by the four participating LEM localities.

Day Two:

- All Day One participants.
- International funding agencies.
- International and national environmental training organizations.
- Nongovernment organizations.
- Private companies or associations involved or concerned with solid or hazardous waste management.
- The Ministries of Environment and Regional Policy, Industry and Trade, and Interior.
- Representatives from universities in Miskolc and Budapest.
- Public Health Institute.
- U.S. Peace Corps.

Interested participants from Day Two were encouraged to participate in Day Three's small working group discussions related to future technical assistance and training needs.

Over 60 participants attended the workshop representing almost all the groups invited. A complete list of workshop participants and lists of participants in the small group discussions on Days One and Three are provided in Appendix B. Approximately 20 additional presenters, chairpersons, LEM consultants, facilitators, translators, and organizing staff also attended.

7 TRANSLATION

All participants, organizers, panelists, and staff spoke Hungarian except LEM staff, consultants, and one opening speaker. Because of the very small number of people requiring translation and the desire not to impede the dynamics of discussion or presentation in Hungarian by constant interruption for translation purposes, a decision was made to handle translation by having four translators present, each of whom quietly translated the proceedings for one or two English-speaking persons sitting next to them. A special effort was made to find translators who were capable of providing high-quality simultaneous translation. On the first and third days, one translator was assigned to each breakout group. On the second day, the four translators attended the plenary session and translated for one to three English-speaking LEM staff.

Some weeks before the workshop, a glossary of key specialized solid and hazardous waste terms was prepared. This was distributed to all four translators so that they could be familiar with the specialized vocabulary prior to the workshop. Also, translators were given copies of the draft reports to study prior to the workshop. They checked for translation errors and were asked to point out any translation errors to participants during the workshop, so that participants would not confuse these with any true errors of fact in the draft document.

Before the workshop, two of the four translators also provided assistance in translating various items connected with the workshop organization (e.g., letters, the agenda, etc.) into Hungarian. At the workshop, all four translators were responsible for recording in the Hungarian version of the draft document any changes to be made to the Hungarian (but not the English) version of the document (e.g., translation errors and typos), and for translating Hungarian flip charts into English. Following the workshop, three of the four translators were responsible for incorporating any changes made to the English drafts by the LEM consultants into the final Hungarian versions of the reports.

8 INTRODUCTION OF NEW WORKSHOP TECHNIQUES: FACILITATION, RECORDING, AND EVALUATION

Facilitation and Recording

One goal of the workshop was to introduce to participants new workshop techniques that provide alternatives to the more traditional lecture-style approach that is common in Hungary. Since small group discussions were scheduled for the first and third days of the workshop, four facilitators were hired to manage the discussion in these groups. Qualifications sought in facilitators were:

- Experienced in facilitation.
- Fluent in Hungarian and sufficiently proficient in English to be able to communicate with the project team without a translator.
- At least some knowledge of environmental issues.
- Perceived as neutral by participants.
- Available for the first and third days of the workshop.

Four facilitators meeting these qualifications were identified. Prior to the workshop, the facilitators were provided with detailed information on the workshop format and goals, and on their role at the workshop. Each facilitator was also given a copy of the draft report for his or her group to study before the workshop. The four facilitators also attended an orientation session the evening prior to the workshop where their role was reviewed in detail.

At the workshop, facilitators were responsible for:

- Facilitating the small group discussions on the first and third days.
- Recording on flip charts in Hungarian the key points made during the discussions they facilitated.

During the final plenary discussion of training on the third day, the lead facilitator facilitated the discussion.

Explanation to Day One Participants

On the first day of the workshop, during the opening session for the LEM track, Ms. Connery presented to participants the new workshop techniques that would be used at the workshop. She explained what facilitation is, why it is used, and what role the facilitator serves in a group. She also discussed the value of providing an ongoing record of the discussion on flip charts. Finally, she explained that participants would be asked to evaluate these techniques and the value of the workshop generally so that their feedback could be used to improve future workshops. A copy of Ms. Connery's remarks is included as Appendix C. A copy of the evaluation form distributed to the participants is included in Appendix D; the responses received from participants are analyzed in Section 10 of this report.

Evaluation of Plenary Session on Day Two

Evaluation forms were also distributed to the participants of the plenary session on the second day. Since evaluation is a new concept in Hungary, the questions were deliberately kept simple and open-ended. Participants were not asked to evaluate individual panelists (since this might be considered offensive), but instead were asked to evaluate more generic features of the workshop, such as its overall value, and to evaluate which subjects were of greatest interest to them. Participants were not asked to indicate their names on the evaluation form. A copy of the evaluation form for Day Two is included in Appendix D.

9 SUMMARY OF DAY TWO PRESENTATIONS AND DISCUSSIONS

The second day of the workshop opened with remarks by Gabor Orosz, Chief of the Office of the Regional Representative of the President; a welcome by Peter Szanto, Chief of the Department for Waste Management in the Ministry for Environment and Regional Policy; an overview of the U.S. A.I.D. program in Hungary by David Cowles, United States A.I.D. Representative to Hungary; and an overview of U.S. A.I.D. Environmental Programs in Hungary by Ferenc Melykuti, Project Development Specialist in the Office of the U.S. A.I.D. Representative in Hungary. These remarks were followed by panels on "Hazardous Waste," "Effective Use of Tender Documents," "Proposals for the New Environmental Law in Hungary," and the "Realities of Recycling in Hungary." Each panel consisted of brief (up to 15-minute) presentations, followed by an open discussion session. Key points made by panelists and workshop participants are summarized here based on notes taken from a simultaneous translation into English. Each statement represents the view of an individual panelist or attendee. Its inclusion in this summary does not imply agreement or consensus by other participants.

Hazardous Waste

Three panelists spoke on this subject: Attila Marton from the Ministry for Environment and Regional Policy; Gabor Nemeth of the Hungarian National Association of Local Authorities (which includes approximately 1,000 municipalities as members); and Joseph Matisz, a representative of the City of Rudabanya. Highlights of these presentations and the subsequent discussion include:

- An important problem with household solid waste is that it is not homogeneous. Batteries and pesticides need to be segregated, for example.
- A new regulation will make selective collection of waste mandatory. Municipalities can help establish an effective system for hazardous waste collection by including appropriate handling of hazardous waste as a permit condition.
- Selective waste collection is not a final solution, but a first step.
- One of the most important duties of municipalities is transporting and neutralizing hazardous wastes; however, most municipalities currently cannot cope with this responsibility.
- The "Not in My Back Yard (NIMBY)" syndrome exists in Hungary. It is very difficult to make the public understand that a well-managed hazardous waste landfill can be safe. The level of trust is low, probably because of the past system in Hungary. People want compensation if a landfill is built in their area.

Establishing communication between towns that currently have a landfill and those that are slated to have one constructed may be helpful in reducing fear. To establish trust, it is important to have a dialogue with the public about a proposed project before the project is implemented, and not vice versa.

- Labor safety regulations must be followed, and this is not easy.
- An industrial hazardous waste incinerator will be built in the city of Rudabanya. The job was tendered, and the city received eight bids from firms in different countries. A Danish company won, but resigned. Now the incinerator will be constructed by an Italian company that will own 97 percent of the facility, with the city owning the other 3 percent. The facility will incinerate 25,000 cubic meters of hazardous waste per year, including plastics, paint, mud, and gas. The incinerator will generate electricity and will be linked to the national energy system. Many environmental impact statements have been prepared, including emissions testing and seismic studies. The incinerator will be clean-burning; flue gas will be controlled. There will be a 1.5-km-wide forested security zone around the incinerator. Investors are currently working to obtain the necessary permits. Construction will begin in the fall of 1993.
- Several factors were helpful in winning public approval of the Rudabanya incinerator project. First, the public was informed about the project early on. Local representatives gave presentations, and 400 residents visited two existing incinerators. Second, Rudabanya has a high rate of unemployment. Construction of the facility will provide employment for approximately 400 to 450 people, and operation will employ about 110. Third, the company promised to improve gas installations in local households.
- Energy is a useful by-product of waste management. Electricity from hazardous waste incineration can replace the older steam energy system.
- Many municipalities have inherited illegal landfills that pose actual or potential environmental and public health hazards. The PHARE program includes a new project to survey these landfills. Legally, the current owners of these landfills (i.e., the municipalities) are responsible for taking care of the problems the landfills pose, but the Ministry for Environment and Regional Policy will provide a lot of support to these municipalities.

Tender Documents

Three panelists spoke on this subject: Tamas Laszlo of Bruun and Sorensen; Tamas Horvath from the Hungarian Institute for Public Administration; and Miklos Szenczi of ASA. Highlights of these presentations and the subsequent discussion include:

- Tender documents should clearly state and provide detail on the work to be done and the goals of that work.
- Environmental studies should be completed before the tender is signed, and referred to in the tender.
- The tender document should clearly state the evaluation criteria.
- It is becoming increasingly routine in Hungary to have applicants sign every page of the potential contract before applying for the tender.
- Another new routine in Hungary is making applicants pay 30,000 to 100,000 FT for the right to apply for the tender. Charging a fee should be made a standard practice.
- Tenders for collection and treatment of waste should be issued separately.
- Issuing tenders on waste collection is a recent development in Hungary. Collection used to be a monopoly and now is a competitive business area.
- In the waste management area, defining criteria for evaluating the quality of service provided by the winning company can be challenging. For example, it is hard to define "How clean is clean?"
- Both the offerer and the applicant suffer when the tender document is poorly prepared. Ill-defined terms are open to misinterpretation by the applicant.
- Over-defined tenders can also make it difficult or impossible to prepare a good application. For example, applicants cannot give an accurate response about how they will handle something that may or may not happen in 15 to 20 years (e.g., landfill leakage).
- One of the main issues in establishing a joint venture between a municipality and a private firm is how the ownership is apportioned. The percentage ownership should be based on the amount of investment in the project. Different ownership percentages have different consequences. For example, in some situations 25 percent ownership includes a veto right.

- In making contracts with private firms, municipalities should take care to avoid a monopolistic situation. In some cases, fees have risen 10-fold after Western firms take over municipal waste management.
- In the city of Győr, tenders were issued for servicing potentially profitable areas of the city; the city continues to service those areas that would not provide a satisfactory return for a commercial operation.

Proposals for the New Environmental Law

György Nagy, representing the Public Cleansing Association, spoke on the new environmental law. The session moderator, Ivan Gyulai of the Ecological Institute for Sustainable Development, also commented on the new environmental law proposals. Highlights of these presentations and the subsequent discussion include:

- The proposed law contains only one sentence on hazardous waste. This sentence says the generator is responsible for the waste up to the point of neutralization.
- The proposed law does not mention waste reuse.
- Two chapters in the proposed law pertain to municipalities. Some basic points in these chapters include:
 - Environmental duties of the municipality shall be taken care of by members of the local municipality within their financial capabilities. (This provides a loophole.)
 - If a municipality makes a decision that affects a neighboring municipality, the municipality must notify the neighbor (but the proposed act does not say how to resolve any conflict).
 - A municipality must develop an environmental plan that must be approved by the community.
 - The proposed act refers to environmental funds for serving the environmental needs of local governments, but does not say where these funds should come from. A charge is levied for adversely impacting the environment, but the proposed act does not say what percentage of this penalty will go to local authorities.

- One problem is that the Ministry for Environment and Regional Policy does not have the power or authority to carry out everything mentioned in the proposed act.
- The new environmental act will not solve the waste problem. It provides a framework. Hungary must have a basic environmental act before it can have a solid waste act.
- No one knows exactly how many landfills there are in Hungary. Estimates range from 2,600 to 3,400.
- Nationally generalized solutions will not be effective. Local regulations will be important.
- Penalties for violations must be appropriate and must be publicized.
- There is a tremendous lack of education on the part of municipal officials about waste issues. This is a big obstacle.

Realities of Recycling in Hungary

Three panelists spoke on this subject: Joseph Farkas representing MEH RT; Istvan Markus representing the Szombathelyi Communal Company; and Agnes Geczi Pappne from the City of Satoraljaujhelyi. Highlights of these presentations and the subsequent discussion include:

- Selective waste collection can be accomplished either by collecting waste that citizens have sorted into special containers or by having citizens transport the waste to a collection site.
- The MEH RT enterprise divides recycling into six phases: collection, selection, measurement, compaction, preparation, and transport to users.
- MEH RT tried to set up a recycling system in the Miskolc area but failed.
- One obstacle is the attitude and financial resources of the public. Often the public cannot afford to participate.
- Another obstacle is that the prices of materials in the secondary markets are not favorable. Also, some former customers for recycled materials (e.g., steel mills) are now out of business. Approximately 60 to 70 percent of the secondary raw materials marketed by MEH RT are exported because there are insufficient markets in Hungary. New regulations are needed that build the cost of recycling into the cost of the initial product.

- Some materials have negative prices. In other words, the owner has to pay a fee before the recycling company will take them.
- Demand for recycled paper is decreasing due to the low price of recycled German paper. It is hard to compete with Germans because their government subsidizes recycled paper and drives the price down. MEH RT is considering transporting recycled paper to the Commonwealth of Independent States.
- Potentially recyclable materials include iron, steel, paper, textiles, plastics, glass, and rubber. However, recycling of just about all materials in Hungary is currently either impossible or marginally possible.
- Lack of technologies and financial resources are major obstacles to recycling.
- The town of Satoraljaujhelyi has set up a recycling program. Citizens separate their wastes into three categories. Special trucks with three different containers collect the waste. This system has three advantages: it keeps the waste from getting mixed; every truck can collect all three kinds of waste; and the city can keep track of which families are not participating in the program and try to promote their participation. The program also includes assistance to families in setting up compost pits in their back yards. Also, Satoraljaujhelyi has initiated several campaigns to collect batteries in schools and offices, but there is an expensive landfill charge for taking batteries.
- Obstacles to recycling in small communities include high transportation costs and the unwillingness of some families to collect waste separately. But sale of materials can generate some income for the community. For example, Satoraljaujhelyi has found a collection company willing to take glass and another willing to take plastics.
- A coding system on plastic goods indicating the quality of the plastic would be helpful to stimulate recycling of these materials.
- The Ministry issued a tender for processing bottles that have a deposit fee. Many companies have asked for the tender. The Ministry also has received several applications for recycling tires.
- Recycling must be viewed as part of an overall waste management system. For example, there are two types of containers—60 liters and 1,100 liters—but transportation companies usually can accommodate only one of these containers.

- In Budapest, there is a company willing to process batteries. It might be interesting to see if an arrangement could be made for this company to process the batteries collected in Satoraljaujhelyi.
- There are sporadic recycling initiatives in different parts of Hungary, but there is a lack of information exchange about them.
- There do not appear to be any currently active central government strategies for supporting recycling efforts.

10 EVALUATION OF WORKSHOP SUCCESS

Days One and Three (Small Group Discussions)

Overall Evaluation

Eighteen of 33 small group participants returned the evaluation forms. Of these, all thought that the sessions on the first and third days were useful. One commenter said "I see both days as very useful for our work. We gained many valuable experiences."

Value of Facilitation

All 18 respondents also found facilitation valuable for ensuring a productive discussion. One respondent said "This method was new for us, but we see that it is extremely useful." Participants were asked to rate the value of facilitation on a scale of 1 (low) to 5 (high) for achieving eight goals. All 18 respondents provided a rating. Average scores were:

<u>Goal</u>	<u>Score</u>
1. Explaining the purpose and goals of the session	4.6
2. Keeping the session focused and moving along smoothly	4.7
3. Bringing out ideas and suggestions freely and enthusiastically	4.7
4. Preventing anyone from dominating the session	4.8
5. Resolving conflicts or combining differing views	4.4
6. Staying on schedule	4.7
7. Summarizing accurately the consensus of participants	4.7
8. Helping participants develop a feeling that the session was productive and useful in achieving the session goals	4.7

Meeting Room Arrangements

Three of the small group discussions took place in relatively small rooms (appropriate for the group size), and the fourth took place at one end of a larger room that was also used for plenary sessions. In all rooms, participants sat in a round table format. All rooms were well lit by natural light, well ventilated, and equipped with flip charts and pads, which are readily available in Hungary. Twelve (two-thirds) of the respondents found that the meeting room arrangement had a positive effect on stimulating the discussion, and six (one-third) of the respondents said it had a neutral (neither positive nor negative) effect.

Use of Flip Charts

Seventeen respondents commented on the value of flip charts as a discussion aid. All 17 found flip charts to be a useful tool. Specific comments included:

- "The flip chart supported proper comments on the issues and reduced generalization."
- "The flip chart was useful for documenting the discussion, making issues clear, and supporting the development of conclusions."
- "The flip chart made the workshop more dynamic and made the wrap up of issues more interesting."
- "Extremely useful."
- "Use of flip charts seems to be a good method; I am going to adopt it."
- "The flip chart promoted understanding and helped avoid mistakes. It was extremely useful for demonstrating the logistical structure of the discussion."

Use of Workshop Results by LEM Project

Fourteen (78% of) respondents felt sufficiently informed about how the workshop results would be used by the LEM project. Two (11%) wanted more information from the LEM consultants on their opinions and reactions to the information and recommendations discussed during the workshop. One (6%) wanted more information, and one (6%) "hoped" the amount of information provided would be sufficient.

Additional Comments

Several participants provided additional comments on the workshop organization and effectiveness. These comments included:

- "Congratulations! The organizers did a great job!"
- "The reports should be sent earlier to allow thorough preparation."
- "More video aids should be used in the future."
- "The job done so far is excellent. Hopefully, the final result will promote our work. The experiences necessary for operation are still missing. Therefore, I suggest:

Organizing a study tour to a small city in the United States.
Making connection with future enterprises to ensure financial and technical conditions."

Day Two (Panel Presentations and Discussion)

Sixteen of 60 attendees filled out an evaluation form for the second day of the workshop. All 16 found this session worthwhile to attend.

Subjects of Greatest Interest

Fifteen participants responded to a question asking which subject presented or discussed was of greatest interest. The most popular session was the panel on "Effective Use of Tender Documents," with 6 (40% of) respondents indicating a high level of interest. Four (27% of) respondents indicated a high level of interest in the "Hazardous Waste" panel, and 4 (27% of) participants indicated a high level of interest in the panel on the "New Environmental Law." Three (20% of) respondents said that the subject of how to dispose of communal waste was of great interest—probably these respondents were referring to the video shown at the beginning of the day about management of the Győr landfill. Least popular was the panel on the "Realities of Recycling in Hungary," with only 1 person (7% of respondents) indicating a high level of interest. However, it should be noted that this panel occurred at the end of the day when many participants had left (as is common practice at workshops in Hungary). It is quite possible that this topic would have elicited greater interest if it had been held earlier in the day.

Additional Information

Fifteen people responded to a question asking which subjects they would like to receive further information on. Six (40% of) respondents wanted further information on hazardous wastes; 5 (one-third of) respondents wanted more information on recycling; 2 (13% of) respondents wanted more information on tender documents; 2 (13% of) respondents wanted more information on the new environmental law; 2 (13% of) respondents wanted more information on managing communal liquid waste. Individual respondents requested more information on several topics:

- Local waste management programs.
- Disposing of communal waste.
- Project management, e.g., scheduling and resources needed.
- Financial aspects of waste management.

- Technological updates.
- Managing plastic waste.
- Proper vehicles for waste management.

General Comments

A few people made general comments and suggestions on the workshop content, format, and organization. These were:

- Reduce presentation and invite more people with practical experience.
- Use more visual aids.
- Make sure the panelists stay on schedule.

Success of the Workshop in Meeting Goals

The workshop was highly successful in meeting its many goals listed in Section 2:

- Obtain feedback and comment from the four participating Hungarian localities on the draft reports. The four localities provided substantial feedback and comment during the first day, through both oral and written comments. The use of facilitators helped ensure that all comments were clearly communicated and recorded on flip charts. The allotted time for these discussions was sufficient to capture all comments. Following the workshop, the LEM consultants were clear on how the reports needed to be revised for greater accuracy and completeness.
- Obtain feedback and comment from the four participating Hungarian localities on their response to the technical recommendations contained within the reports. This feedback was obtained during discussion on the afternoon of the first day.
- Obtain suggestions for technical assistance and training from the participating Hungarian localities. The third day of the workshop focused on receiving ideas from the LEM localities on the type of technical assistance and training they would like to receive under the LEM project in the future. This session was highly successful. Each small group developed a specific list of training and technical assistance needs and prioritized these needs. Then, during the closing plenary session, the lists were combined to make a master list, and a voting process was used to get a sense of the overall training and technical assistance priorities for the three towns involved in solid waste management (Győr, Ózd, and

Edelény). Based on the discussion and these lists, Mr. Kennedy Shaw drafted a final list of specific training and technical assistance recommendations for the next phase of the LEM project.

- Provide an opportunity for networking and exchange of information. Networking is a new concept in Hungarian local government. The workshop provided an opportunity for the LEM municipalities to network amongst themselves and also with representatives of the different government and private sectors represented at the workshop. Networking was possible both formally and informally, through discussion during the workshop and interaction during coffee breaks and the social activity.
- Introduce participants to the concepts of facilitation and recording for managing group process. As explained in Section 8, facilitation was an important group process tool for the first and third days of the workshop. The concepts and purpose of facilitation and recording were introduced at the beginning of the LEM session (see Appendix C), and LEM participants had an opportunity to experience them throughout the first and third days of the workshop. The evaluations for those days indicate that participants felt facilitation and recording were very valuable tools for group process.
- Begin outreach of the LEM project. The workshop afforded an opportunity to provide information about the LEM project to representatives of various public and private sectors that previously had limited or no involvement with the project. For example, the opening remarks by David Cowles and Ferenc Melykuti provided background to the 60 participants on U.S. A.I.D. activities in Hungary and on the LEM project in particular. Also, all participants received a one-page fact sheet on the project, in Hungarian, in their registration packages. Information about the project was disseminated via a press release to the media (see Appendix E), and representatives of three print media (a Miskolc newspaper, a Borsod County regional newspaper, and a technical and environmental journal) covered the second day of the workshop. Discussions during the small group and plenary sessions, as well as informal interaction during coffee breaks and the social hour, provided an opportunity for further outreach. This outreach lays the groundwork for future involvement of various groups in the training activities that will take place under the LEM project in the next 2 years.
- Strengthen links with solid and hazardous waste-related organizations and resources in Borsod and Sopron Counties. The workshop offered an opportunity to strengthen links with these organizations in two ways. First, the workshop team met with some of these organizations during developmental stages of the workshop to obtain their input concerning the workshop agenda and panelists. Second, representatives of these organizations were invited to attend the workshop and were able to learn more about and provide input to the LEM project within this forum. These relationships may be further developed as the LEM project

continues to maintain contact with these organizations during the next stages of the project.

- Provide an opportunity for participants to learn about ideas, approaches, and resources for constructively managing waste. This goal was met through the panel presentations and discussions that took place on the second day of the workshop.

11 RECOMMENDATIONS

- It is recommended that a work plan, schedule, and budget be developed early in the planning stages for any future LEM workshops. If an NGO or other Hungarian organization has been given primary responsibility for organizing the workshop, their performance in relation to the plan, schedule, and budget should be monitored during all phases of organization. This will be helpful in ensuring that the plan is implemented in a way that will meet the project goals and result in a high-quality workshop. It also will alert LEM staff early to any potential problems or need for additional organizational support. Also, it will help ensure that adequate lead time is allowed for such activities as preregistration and selection of panelists and speakers.
- The use of detailed strawman recommendations was extremely helpful as a stimulus to discussion on the third day of the workshop. It is highly recommended that strawman recommendations or other materials (e.g., issue papers) be developed and distributed to participants at least 2 to 3 weeks prior to a workshop for any sessions where specific ideas and feedback from participants are being solicited.
- Since August is a prime vacation month in Hungary, extra time and assistance may be needed to organize workshops in September as opposed to other months.
- In Hungary, it is quite common for participants to leave workshops around 3 p.m., regardless of whether additional activities are scheduled. This should be considered when designing agendas for future workshops that involve individuals who do not have a personal stake in the LEM project (i.e., people who are not representatives of the LEM localities).
- The Malyi Lake Conference Center is recommended for future LEM Project workshops. Generally, all arrangements went smoothly, with only minor inconveniences due to noise in the hallways (made by participants in a simultaneous conference being held there) and plumbing in a few rooms. A letter containing feedback and recommendations for future meetings was sent to the director of the facility for consideration.
- One purpose of this workshop was outreach to cities and groups as yet unfamiliar or not very familiar with the LEM project. From this point on, however, this goal can be accomplished through the training and training-related workshops that will take place under the LEM project. It is therefore recommended that future project workshops designed to receive feedback on specific LEM reports and recommendations be 1 to 2 days in length and involve only representatives from the four LEM localities and their colleagues.

APPENDIX A

WORKSHOP AGENDA

11

LOCAL ENVIRONMENTAL MANAGEMENT (LEM) PROGRAM

WORKSHOP ON LOCAL WASTE MANAGEMENT

September 20-22, 1993

Lake Malyi, Borsod County, Hungary

AGENDA

Monday, September 20, 1993: REVIEW OF LEM REPORTS AND RECOMMENDATIONS

7:30 Breakfast

8:00-9:00 Registration

Beginning of Workshop

9:00-9:05 Welcome, William Sommers, LEM Project Director

9:05-9:15 LEM Workshop Goals, Kennedy Shaw, LEM Hungarian Coordinator

9:15-9:30 Workshop Format and Process, Jan Connery, LEM Workshop and Training Consultant

9:30 Separation into Small Group Discussions

Ozd, K. Shaw, LEM Program

Edeleny, W. Sommers, LEM Program, and C. Nemeth of Keviterv

Gyor, George Murray, LEM Consultant

Sajoszentpeter, J. Alexander and R. Wright of Research Triangle Institute (RTI) and I. Pinter, Ecological Institute for Sustainable Development (EISD)

Small Group Discussions

9:35-9:40 Introduction by Small Group Facilitator

9:40-9:45 Brief Opening Remarks by LEM Staff Member

9:45-11:00 Comments by Participants Regarding Material Contained in the Report

11:00-11:15 Coffee Break

11:15-12:30 Participants Comments (continued)

12:30-13:30 LUNCH

13:30-15:00 Comments by Participants on LEM Report Technical Recommendations

15:00-15:15 Coffee Break

15:15-16:40 Participant Comments (continued)

16:40 End of Small Group Discussions

Summary Reports

Reconvene in Large Conference Room

16:45-17:30 Brief Presentations by Each Small Group on the Results of the Afternoon Discussions

Tuesday, September 21, 1993:

**PANEL DISCUSSIONS ON SOLID WASTE
MANAGEMENT TOPICS**

8:30-9:30 Participant Registration and Breakfast for Lake Malyi Guests

Introduction Large Conference Room

9:30-9:35 Opening of Session by Ivan Gyulai, Session Chairman

9:35-9:40 Remarks by Gabor Orosz, Chief, Office of the Regional Representative of the President

9:45-9:55 Welcome by Peter Szanto, Chief of Department for Waste Management, Ministry for Environment and Regional Policy

9:55-10:05 Overview of AID Program in Hungary by David Cowles, United States AID Representative to Hungary

10:05-10:15 Overview of AID Environmental Programs in Hungary, Ferenc Melykuti, Project Development Specialist, Office of AID Representative, Hungary

Panel Discussions

10:15 Panel Presentations and Discussion on Hazardous Waste

10:15-10:30 Attila Marton, Ministry for Environment and Regional Policy

10:30-10:45 Gabor Nemeth, Hungarian National Association of Local Authorities

10:45-11:00 Joseph Matisz, City of Rudabanya

11:00-11:15 Coffee Break

11:15-11:45 Questions to Panel Members and General Discussion

11:45 Panel Presentations and Discussion on Effective Use of Tender Documents

11:45-12:00 Tamas Laszlo, Bruun & Sorensen

12:00-12:15 Tamas Horvath, Hungarian Institute for Public Administration

12:15-12:30 Miklos Szenczi, ASA

12:30-13:00 Questions to Panel Members and General Discussion

13:00-14:00 LUNCH

14:00 Panel Presentations and Discussion on Proposals for New Environmental Law

14:00-14:15 Gyorgy Nagy, Public Cleansing Association

14:15-14:30 Ivan Gyulai, Ecological Institute for Sustainable Development

14:30-15:00 Questions to Panel Members and General Discussion

15:00-15:30 Coffee Break

15:30 Panel Presentations and Discussion on the Realities of Recycling

15:30-15:45 Joseph Farkas, MEH RT

15:45-16:00 Istvan Markus, Szombathelyi Communal Company

16:00-16:15 Agnes Geczi Pappne, City of Satoraljaujhelyi

16:15-16:45 Questions to Panel Member and General Discussion

Summary and Closing

- 16:45-17:00 Summary Remarks and Closing of Session
17:30-19:00 Informal Gathering in the Hotel Bar
19:00-21:00 Dinner for Lake Malyi Guests

Wednesday, September 22, 1993 DISCUSSION OF LEM TECHNICAL ASSISTANCE AND TRAINING NEEDS

- 8:30-9:30 Registration and Breakfast

Introduction

- 9:30-9:40 Session Purpose and Goals, K. Shaw, LEM Hungarian Coordinator
9:40 Separation of Participants into Four Groups Same Groups, Room Assignments, and LEM Staff Members as on Monday

Small Group Discussions

- 9:45-11:00 Small Group Discussions of Ideas for Future Technical Assistance and Training Under the LEM Project
11:00-11:15 Coffee Break
11:15-12:30 Continuation of Discussions
12:30-13:30 LUNCH

Large Group Discussion

- 13:30-14:30 Reports From Each of the Four Small Groups
14:30-14:45 Coffee Break
14:45-15:15 Prioritization of Technical Assistance and Training Needs

Summary and Closing

- 15:15-15:30 Summary of Day's Results and Closing Remarks, K. Shaw, LEM Program
15:30 Adjourn

DETAILED AGENDA FOR DAY ONE SMALL GROUP DISCUSSIONS

PART ONE: REVIEW OF LEM REPORT

- **Brief Informal Presentation by LEM: Overview of Project and Key Results and Recommendations**
- **Comments by Municipality and Others on Draft Report (Focus on Errors and Omissions)**

PART TWO: ACTIVITIES

- **Update on Recent Developments and Technical Activities Concerning the Waste Problem**
- **Discussion of Report Recommendations for Future Technical Activities**
- **Discussion of Potential Future Technical Activities**

APPENDIX B

LISTS OF WORKSHOP AND SMALL GROUP PARTICIPANTS

EDELÉNY

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Szentmiklóssy László	Borsodchem RT. Kazincbarcika 3702 Kazincbarcika Pf. 208.	Műszaki-vezérigazgató h.	/48/ 311-211	/48/ 311-769
Szolnoki Zsolt	TÖOSZ titkárság Budapest VI. Eötvös ut 10.	Titkár	122-3843	1227407
Dr. Takács János	Miskolci Egyetem Eljárástechnikai Tsz. 3515 Miskolc	Egyetemi adjunktus	/46/ 366-111 17-12.mell.	
Tomkó István	Tescont Kommunális kft. Miskolc Besenyői ut 16.	Ügyvezető igazgató	/46/ 322-136	/46/ 322-138
Tóth Tibor B-7	Tescont MÜLL kft. Kazincbarcika		/48/ 312-322	/48/ 312-322
Dr. Vincze János	Tescont MÜLL kft. Kazincbarcika		/48/ 312-322	/48/ 312-322

PARTICIPANTS IN SMALL GROUPS ON DAYS ONE AND THREE

Sajószentpéter:

Facilitator: Ivan Gyulai
Translator: Erika Roman
LEM Consultants: Joe Alexander and Bob Wright
Technical Consultant: Istvan Pinter

Istvan Aved
Zsuzsa Greskovics
Bela Hernadi
Zoltanne Kiss
***Sandor Koleszar**
Sandor Meszaros
Erno Pal
Petr Takacs
Ferenc Sallai
Istvan Samu
Judit Fekete Torok
Laszlo Vilimi

***Day One only.**

Other Attendees: Susanna McIlwaine

Ózd:

Facilitator: Laszlo Karas
Translator: Peter Magyar
LEM Consultant: Kennedy Shaw
Technical Consultant: Steve McCoy Thompson

Ferenc Csepanyi
Vilmos Elek
Sandor Feczko
Sandor Forgacs
Janos Kisbenedek
Gyorgy Kovacs
Kontra Laszlone
Sandorne Nagy
Pal Toth

Edelény:

Facilitator: Zsuzsa Foltanyi
Translator: Demeter Zsekov
LEM Consultants: Bill Sommers and Alan Edmond
Technical Consultant: Csaba Nemeth

Janos Hyuricsko
Sandor Kortvely, Mayor's Office of Edelény
Attila Nagy
Erika Eliasne Soltesz
Barnabas Soltesz
Janos Szeman
Istvan Vozar

Győr:

Facilitator: Zsuzsanna Dorko
Translator: Andras Balthazar
LEM Consultant: George Murray
RTI Representative: Brenda Linton

Andras Kovacs
Barnabas Kovacs
Zoltan Kovacs
Zoltan Tomas
Gyorgy Fligh

APPENDIX C

FACILITATION, RECORDING, AND EVALUATION

FACILITATION, RECORDING, AND EVALUATION

**Jan Connery
Eastern Research Group
LEM Project**

Introduction

To help us achieve the goals of the workshop, we will be using three workshop techniques that are somewhat innovative in Hungary. Therefore, I would like to say a few words about them before we begin, and then you will have a chance to experience them for yourselves when we break into four groups.

Facilitation

The first technique I will talk about is facilitation. In English, the word "facilitator" literally means someone who helps something happen, who makes something easier. A facilitator is someone who manages the process of discussion, but does not evaluate or contribute to the content of the discussion. It is the facilitator's job to create a positive environment where everybody's ideas are welcome and encouraged.

Since the facilitator does not have a personal stake in the content and outcome of the meeting, he or she is free to manage the process of discussion in a fair way. And when the process is managed fairly by someone who is neutral, it allows participants to focus on the content and have an efficient and productive meeting.

One analogy appropriate for facilitation is traffic. Imagine a busy intersection without any traffic light or policeman to direct traffic. Everybody wants to go at once and you have chaos, frustration, and inefficiency. If this same intersection has a good policeman directing traffic and providing some order, you have a much more efficient, productive, and enjoyable situation.

Let's take a look at some of the specific responsibilities of the facilitator:

- Keeping the discussion focused on the goals.
- Suggesting methods and procedures for discussion, and getting the group's agreement about them.
- Encouraging everyone to participate.

- Preventing anyone from dominating the discussion, or from interrupting others.
- Making sure all ideas are respected.
- Creating a stimulating atmosphere for discussion.
- Making sure the group stays on time.
- Making sure that key points are clear to everyone.

Recording

In this workshop, each facilitator will also be serving as a recorder. I would like to explain this function. The facilitator will be using a flip chart to record the key points of discussion, conclusion, or recommendation so that everyone can read them. This is a very simple but very powerful technique for stimulating discussion, and I hope that you will find it particularly effective on the third day of the workshop when you will be doing a lot of brainstorming.

Here are some of the ways in which this recording of what I would like to call "group memory" can be helpful:

- It provides a physical focus for the group.
- If you see that your idea has been accurately recorded, it's much easier for you to move on and come up with other ideas.
- Since ideas are written down without the name of the author, an individual's ideas become the group's ideas. This helps the group work together better as a team.
- It helps you check and make sure your ideas are being accurately recorded. If you don't feel your idea has been accurately recorded, it is your responsibility to let your facilitator know what should be changed to make it accurate.
- It provides a record of key points.
- It provides a sense of accomplishment.
- It encourages participation because it respects each individual. That is to say, anyone's idea may be written down.

- **Finally, it helps anyone who is late catch up.**

Even though the flip charts are large, space is still limited. So your facilitator will be trying to capture the basic key ideas and the essence of what is being said. As I mentioned, if the facilitator has recorded anything inaccurately or has failed to capture a key idea, please let him or her know.

Evaluation

There is one other workshop technique we will be using that is somewhat unusual in Hungary. In the United States, it is quite common—in fact, almost mandatory—to ask participants to evaluate a workshop at the end of the workshop. We like to know what participants liked or didn't like about the organization, format, and content of the workshop so that we can know whether we should make any changes to improve future workshops. You will see on your agenda that we have set aside a little time at the end of the workshop for this kind of evaluation, and we will be particularly interested in your opinions about the value of facilitation.

Now, if there are no further questions, we can break into four groups and move quickly on to the experience of facilitation. Thank you very much.

APPENDIX D

EVALUATION FORMS

EVALUATION FORM FOR LEM SESSIONS ON DAYS ONE AND THREE

Your Municipality _____

1. Overall, do you feel that the LEM sessions on the first and third days were worthwhile for you? If not, please explain.

2. In general, was facilitation valuable as a way to ensure a productive discussion? If not, please explain.

3. Please rate the value of facilitation for achieving the following goals. A score of 5 is highest and 1 is lowest:

SCORE (Circle a number for each item)
low high

- | | | | | | | |
|----|---|---|---|---|---|---|
| a. | explaining the purpose and goals of the session | 1 | 2 | 3 | 4 | 5 |
| b. | keeping the session focused and moving along smoothly | 1 | 2 | 3 | 4 | 5 |
| c. | bringing out ideas and suggestions freely and enthusiastically | 1 | 2 | 3 | 4 | 5 |
| d. | preventing anyone from dominating the session | 1 | 2 | 3 | 4 | 5 |
| e. | resolving conflicts or combining differing views | 1 | 2 | 3 | 4 | 5 |
| f. | staying on schedule | 1 | 2 | 3 | 4 | 5 |
| g. | summarizing accurately the consensus of the participants | 1 | 2 | 3 | 4 | 5 |
| h. | helping the participants develop a feeling that the session was productive and useful in achieving the goals of the session | 1 | 2 | 3 | 4 | 5 |

4. Please comment on the arrangement of the meeting room. Did you find that the arrangement stimulated discussion, inhibited it, or had no effect.

Evaluation Form
Page Two

5. Please comment on the use of flip charts as an aid to the dynamics of discussion. Did you find that the use of flip charts was helpful, or not? Please elaborate.

6. Do you feel sufficiently informed about how the results will be used by the LEM Project? If not, what further information would you like?

7. Please provide any additional comments that will help us to plan similar trainings or workshops in the future.

EVALUATION FORM FOR DAY TWO

Please fill out this form and leave it at the registration desk at the end of the day.

Date: _____

1. Considering the whole session today, did you find it worthwhile to attend? If not, why not? What could have made this a more useful session for you?
2. Which subjects presented or discussed today were of greatest interest and most useful to you?
3. Which subjects presented or discussed today would you like to receive further information on?
4. Are there any additional subjects connected with solid or hazardous waste management that you would like to receive further information on?
5. Would you prefer this information in the form of:

workshop/conference; written documents; both

Would you be interested in participating in training delivered according to educational principles now widely used in the United States? This type of training takes place in small groups and encourages activity, participation, and discussion by participants to stimulate learning.

Yes No

6. Please describe any further suggestions you have to improve the technical content, format, or organization of this workshop.

APPENDIX E

PRESS RELEASE

**** PRESS RELEASE ****

WORKSHOP ON LOCAL WASTE MANAGEMENT
sponsored by
LOCAL ENVIRONMENTAL MANAGEMENT (LEM) PROJECT

DATES: September 20-22, 1993. Media representatives are invited to attend the opening session of the second day of the workshop (9:30 - 17:00 on September 21). This session will include presentations by Gabor Orosz, Chief of the Office of the Regional Representative of the President; Peter Szanto, Chief of the Department for Waste Management, Ministry for Environment and Regional Policy; David Cowles, United States Agency for International Development Representative to Hungary; and Ferenc Melykuti, Office of the AID. There will be opportunities for interviews with dignitaries and LEM staff following the opening presentations.

LOCATION: Képzési és Rekreációs Központ, MÁLYI, Gárdonyi Géza u. 2

BACKGROUND:

The Local Environmental Management (LEM) Project is sponsoring a three-day workshop on local waste management at Lake Mályi in Hungary. The workshop is being organized in cooperation with the Ecological Institute for Sustainable Development. Invited participants include representatives of local, regional and national governments, nonprofit associations, and educational institutions. The workshop provides an opportunity for:

- Participants to learn about ideas, approaches, and resources for constructively managing solid and hazardous waste problems at the local level.
- Networking and exchange of information among various sectors involved in waste management.
- Enhancing communication and building relationships between local governments, regional, and national levels of government.
- Review by participating localities of progress to date under the LEM project and development of recommendations for future LEM activities in Hungary.

The LEM project is a three-year project funded by the U.S. Agency for International Development and managed by Research Triangle Institute (RTI) of Research Triangle

**** PRESS RELEASE ****

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- Enhancing communication and building relationships between local governments, regional, and national levels of government.
- Review by participating localities of progress to date under the LEM project and development of recommendations for future LEM activities in Hungary.

The LEM project is a three-year project funded by the U.S. Agency for International Development and managed by Research Triangle Institute (RTI) of Research Triangle Park, North Carolina, USA. The project runs from July 7, 1992 to July 6, 1995 and is being conducted in Hungary and Poland. The project's goals are to:

- Demonstrate the extent to which local governments in Hungary and Poland can effectively manage their environmental problems if given adequate and consistent support.
- Assist project municipalities in producing reliable and technically acceptable proposals for environmental projects for presentation to national and international funding agencies.
- Make available for use to other municipalities the replicable results of the first two activities.

The technical focus of the project in Hungary is solid and hazardous waste management. Four Hungarian localities have received technical assistance during the first year of the project: Győr, Ózd, Edelény (solid waste management) and Sayoszentpeter (hazardous waste management).