

PN-ACA-363

EAPS

ENVIRONMENTAL ACTION PROGRAMME SUPPORT PROJECT

POLAND TRAINING AND CAPACITY BUILDING PLAN

**ENVIRONMENTAL ACTION PROGRAM SUPPORT PROJECT
PROJECT NO. DHR-0039-C-00-5034-00**

**Lori Freer
Contracting Officer's Technical Representative**

**Prepared by:
Chemonics International Inc.
in cooperation with
Harvard Institute for International Development**

November 1995

TABLE OF CONTENTS

	<u>Page</u>
SECTION I. NEEDS ASSESSMENT AND TRAINING STRATEGY	I-1
A. Introduction	I-1
B. Needs Assessment and Training Strategy	I-1
B1. Needs Assessment	I-1
B1a. Voivodship Funds	I-2
B1b. Municipalities	I-4
B1c. Private Enterprises and Banks	I-5
B2. Training and Capacity Building Strategy	I-5
B2a. Target Groups	I-5
B2b. Leveraging Local Resources	I-6
B2c. Language of Instruction	I-7
B2d. Materials	I-7
SECTION II. TRAINING AND CAPACITY BUILDING PLAN	II-1
A. First Plan Year Activities	II-1
A1. Krakow Voivodship Fund Seminar	II-1
A2. Follow-up Workshop with Selected Voivodship Funds	II-2
A3. Project Appraisal Manuals	II-2
A4. Financial and Economic Analysis Workshop	II-2
A5. Estimating Environmental Impacts	II-3
B. Follow-on Activities	II-3
SECTION III. MONITORING, REPORTING, AND EVALUATION	III-1
A. Report Compliance with Contract Work Plan	III-1
B. Monitoring and Evaluation	III-1
B1. Data Collection	III-1
B2. Quality Control	III-1
ANNEX: TRAINING AND CAPACITY BUILDING TIME LINE	A-1

SECTION I NEEDS ASSESSMENT AND TRAINING STRATEGY

A. Introduction

As part of its assistance to Poland, the Environmental Action Program Support (EAPS) Project is designed to facilitate the financing of economically viable pollution prevention and abatement projects while building institutional capacity in environmental, technical, and financial evaluation of projects. This document, the EAPS Poland training and capacity building plan, focuses on the capacity building component of the project, and more specifically, on presenting training recommendations for two target groups: 1) voivodship funds, and 2) municipalities.¹

This plan provides recommendations and guidelines for training and capacity building activities under the auspices of the EAPS Project in Poland. The activities outlined in this document are based on a rapid needs assessment, which included discussions with the EAPS Poland project management team, USAID, environmental fund managers, local institutions involved with environmental projects, and local training institutions. This plan is designed for immediate implementation, emphasizing the details of training planning and management necessary to ensure quick and efficient delivery.

The document outlines planned activities over the next six months, with the assumption that the first training session will begin in December 1995. Five to six of the larger voivodship funds will be targeted to receive training and capacity building assistance during this period. Assistance will focus on developing project appraisal manuals, improving financial and economic analysis skills, and strengthening capabilities to estimate environmental impacts.

The training and capacity building needs of all potential EAPS client groups (funds, municipalities, private enterprises, nongovernmental organizations, and other potential audiences) will be revisited next year. The next training and capacity building plan, as part of the second annual EAPS work plan, will focus on a wider target group and is envisioned to include more intensive technical and financial training.

B. Needs Assessment and Training Strategy

Institutional strengthening is a fundamental component of the EAPS project. Technical assistance will help Polish organizations and institutions strengthen and develop their capacities in environmental investment project identification, preparation, financing, and implementation.

B1. Needs Assessment

A rapid training needs assessment was conducted from October 30 to November 3, 1995 to determine areas for administrative, management, and financial improvement among environmental funds, municipalities, and private enterprises — all of whom deal directly with

¹ Discussions are also under way at the Polish National Fund. Proposals from the National Fund for cooperation with EAPS will be received in mid-December. Some modification of the Training and Capacity Building Plan is expected.

environmental projects. To conduct a needs assessment that encompasses the wide range and numbers of Polish institutions involved in environmental investment projects would be a massive undertaking. Therefore, this assessment focuses mainly on large voivodship funds and municipalities. By narrowing the target group of the needs assessment, the plan is concise and focused. Although the assessment is not all-inclusive, it does address what appears to be the most serious needs for capacity building within the voivodship funds and municipalities.

The two highest priority needs among those listed below are: 1) improving procedures and criteria for project appraisal and selection by voivodship funds; and, 2) improving capacities of project proponents to prepare projects for financing.

B1a. Voivodship Funds

Voivodship funds play a major role in Poland's environmental finance system. These provincial-level institutions finance about 30 percent of Poland's environmental investments and complement the resources of Poland's other environmental funds (national, local, and Ecofund). The voivodship funds are relatively new institutions, however, having been established as legal entities only in 1993, and they are still developing their expertise and gaining experience in supporting environmental investments.

In the near future most funds will face demand for their resources which far exceeds their capacity. In such circumstances the funds need assistance in determining how best to use their limited resources for the greatest environmental benefit. On a practical level, this means helping the funds to identify, evaluate, and select those projects that will meet environmental objectives cost-effectively.

- *The voivodship funds have a fundamental need to improve operating procedures for selecting and evaluating project proposals.*

The proposal selection process at many voivodship funds is currently demand driven. Funds select projects from a pool of proposals that frequently do not supply adequate information or that are based on technological solutions that may be inappropriate. The voivodship funds need to determine their environmental priorities in relation to available revenues. After clearly defining environmental priorities, the funds should develop a strategy for soliciting quality proposals that are responsive to these priorities.

Some funds have not developed standard application forms. These funds therefore have difficulty dealing with the wide range of information presented to them by project proponents. Application forms need to be practical in the sense that the client must be able to understand the form. The voivodship funds need to solicit information from project proponents in a manner that facilitates easy and practical evaluation by selection committees.

The absence of careful monitoring of pollutants and the effects of pollutants on the environment in the past has contributed to a lack of fund expertise in estimating the environmental benefits of different technologies. The funds need to develop the capability to judge the benefits of a technology based on objective criteria.

The funds could promote greater environmental benefits, utilize scarce financial resources more cost-effectively, while realizing enhanced financial management through the development and implementation of clearer, more practical, and objective procedures and criteria for

evaluating and selecting projects. Technical assistance to meet these needs might consist of development and preparation of:

- A project cycle manual
- Standardized application forms and instructions
- Example applications and supporting documents
- Pre-screening checklists
- Project pipeline letters (for example, receipt of applications, request for additional information, acceptance/rejection letters)
- Public awareness information for applicants concerning the project cycle and selection criteria

The voivodship funds may choose to support projects through a variety of disbursement mechanisms. Which mechanisms the funds use and how they use them influence the overall effectiveness of the funds from both a financial and environmental perspective. By broadening their financing options beyond grants and soft loans, the funds could optimize the use of their financial resources while supporting more investments. Funds that are interested in developing these options will need to review the advantages and disadvantages of different options, the conditions needed at the fund to utilize these options, and the skills and knowledge base needed to manage these mechanisms.

- *Funds need to optimize the use of different financing mechanisms at the institutional level.*

As the operations of the funds become more extensive and sophisticated it becomes more important for the funds to use the available disbursement mechanisms (that is, grants, soft loans, interest rate subsidies, loan guarantees, equity investments) in the most effective levels and combinations possible. Funds could benefit from assistance in preparing recommendations and guidelines concerning:

- Cost effectiveness of proposed projects
- Administrative costs and legal feasibility associated with the different financing mechanisms

Environmental investments in Poland almost always involve a number of co-financing parties. The voivodship funds could further maximize the positive impacts of their resources by coordinating their investment activities with those of other institutions involved in environmental investment. The funds need to take advantage of the resources, capabilities, and other comparative advantages different institutions have. There is a need for improvement in coordination and cooperation among these parties. Currently the voivodship funds have limited leverage to enforce financial discipline among recipients. Increased coordination with co-financing parties would help to develop leverage and help funds to insure their sustainability over time.

- *Improved procedures and conditions for co-financing arrangements among sources of financing are needed.*

Mechanisms for enhancing communications between the funds and banks need to be formulated. Through EAPS facilitation, funds will meet with co-financing parties. The

development of practical guidelines could facilitate the execution of special agreements between funds and banks regarding selected issues or investments.

B1b. Municipalities

As decentralization continues in Poland, and with the legal establishment of independent local government units in 1990, Polish municipalities and local communities (gminas) have growing responsibilities and opportunities for environmental protection. The provision of essential environmental services, such as heat/energy, clean water, and waste management, are now generally the domain of municipal and local governments. However, in the past financing of such services was the responsibility of central authorities and thus local authorities often had very limited expertise or experience in such issues.

Local governments must meet the needs of their citizens largely on their own, with the capacity of their own staffs and with their own financial resources. This is a serious challenge though, as municipalities and local governments often lack the skills required to design and prepare the necessary investments and the financial resources required to support them. The demands and needs of the citizens are not diminishing, however, and currently the local authorities are trying to meet them as best they can, often pursuing solutions in a "learn by doing" manner.

When preparing proposals for financing many municipalities need to adequately research and analyze the technological options available to them. Many environmental problems can be addressed through procedural or behavioral change. This type of research needs to be conducted before the municipality completes an application for funding. Incomplete information in proposals, questionable assumptions, and lack of creative problem solving are some of the common problems municipalities face.

- *Municipalities need to improve their capacity to prepare projects to the point of financing.*

Many municipalities need to enhance the performance and quality of their environmental services. These municipalities often lack the technical, financial, and planning skills necessary to prepare projects to a standard where they could be financed by domestic or international sources. Municipalities could benefit from training in the areas of:

- Business planning
- Expenditures forecasting
- Financial and economic analysis of institutions
- Evaluating alternative solutions to environmental problems
- Estimating the environmental impacts of proposed projects

Some municipalities currently utilize a combination of user fees, general municipal taxes, and municipal revenues from state budget to cover their ongoing operational and maintenance costs. These sources do not bring in adequate revenues and allocations from the state budget are not in the municipalities' control.

- *Municipalities need to develop additional cost recovery mechanisms for financing environmental protection at the local level.*

Local communities and municipalities are generally in difficult financial positions and lack the revenue-generating instruments and mechanisms that could help cover operating costs. Municipalities need assistance in:

- Refining the cost recovery and economic pricing system for municipal services
- Developing revenue raising instruments such as user fees, environmental service taxes, and other changes
- *Project proponents need information about potential environmental financing sources.*

New financing sources for environmental projects are constantly under development while existing sources are undergoing enhancement and are offering new opportunities. Comprehensive reference material, in an easy-to-use form, covering all available environmental finance sources would be helpful to project proponents in their preparation activities.

B1c. Private Enterprises and Banks

Private enterprises and banks are not a target group for EAPS Poland training prior to April 1996. They do, however, share some of the same operational and organizational problems of the funds and municipalities—specifically, private enterprises need to improve their ability to prepare projects to the point of financing. There is also room for improving procedures and criteria used by commercial banks for appraising and selecting projects submitted to them for financing.

B2. Training and Capacity Building Strategy

In determining an approach for addressing a training and capacity building plan, we first felt that it was necessary to narrow the target groups being addressed. The strategy that we propose in this plan is one that will leverage many of the local training resources. All training will be presented in Polish, and all manuals will be either written in or translated into Polish. Local subject matter experts paired as needed with expatriate trainers will be responsible for developing and implementing training courses and workshops, and for evaluating, subsequently, the impact of the activities on environmental project finance.

B2a. Target Groups

As noted earlier, Polish organizations and enterprises associated with environmental financing issues are widespread—among them: the National Fund for Environmental Protection and Water Management, 49 voivodship funds, municipalities, and private enterprises. Our strategy, therefore, will begin with a small sampling from among this large group. We will begin phase one of the training and capacity building plan (through the end of the first annual work plan year) focusing on a small number of voivodship funds. This will lead into phase two, which will be developed during the second annual work plan. Phase two will add more voivodship funds and focus on continuing development of the originally selected funds. Municipalities will be targeted during phase two, but only in as much as the assistance does not duplicate previous and current efforts of other USAID projects

The Krakow Fund has expressed a strong interest in being a lead recipient of EAPS technical and training assistance. The management of the Fund is also willing to be involved in the training of local municipalities on project preparation, as well as serving as a model for other voivodship funds. The EAPS project welcomes this opportunity and will work closely with the Krakow Fund in developing and delivering training programs for municipalities and other local institutions.

B2b. Leveraging Local Resources

Our strategy calls for leveraging local resources and close collaboration with other assistance projects, local training institutions, environmental organizations, and Polish trainers and technical experts.² Local trainers will be selected on the basis of their experience and track records in the relevant technical field. They will be oriented in preparatory sessions on the background, goals, and objectives of EAPS Poland. Local trainers will work closely with EAPS Poland staff and will play an active role in the development of course materials prior to the course delivery.

Several U.S. Environmental Protection Agency (EPA) and USAID-funded projects presently working in Poland have developed environmental training programs that can potentially address some of the needs of the EAPS Poland capacity building and training target groups. Options for utilizing these resources include placing voivodship fund and municipality representatives in existing courses offered by these groups. Using established training programs when appropriate is most cost-effective. When a course appropriate to EAPS Poland does not exist, the project may alternatively elect to contract with a training provider to customize a desired course. EAPS Poland may use short-term technical assistance to develop the course content and to work closely with the training provider. A few of the local training entities EAPS Poland may coordinate with are listed below.

The Environmental Management Training Center - Poland (EMTC) was established and is sponsored by EPA and USAID along with Polish government agencies and NGOs. EMTC's objective is to train specialists in environmental protection and resource management. EMTC conducts intensive training workshops using expatriate and Polish instructors. Workshops are held in EMTC's specialized staff training center. EMTC has the capacity to offer training courses that could be tailored, with EAPS assistance, to meet the needs of EAPS Poland training target groups.

USAID's Local Environmental Management (LEM) project has assisted Polish and Hungarian municipalities in producing reliable and technically acceptable environmental project proposals for presentation to funding sources. LEM has developed specialized training courses to fit the needs of Polish cities that focus on the problems of waste water management. LEM training courses such as "Preparing a Business Plan," and "Management of Infrastructure Projects," could be modified and delivered to meet EAPS Poland training needs.

Environmental Training Project (ETP) is a USAID-funded collaborative agreement providing training to environmental decision-makers and professionals in Poland and several other Central and Eastern European countries. Like EMTC, ETP uses the skills and expertise of both

² There is a strong possibility that the National Fund will develop the capacity with EAPS assistance to train the voivodship funds on a sustainable basis. Their role in training will be discussed in mid-December.

expatriate and local experts to design and deliver intensive training courses on a variety of environmental protection issues.

ETP is based in Katowice, and has focused its training efforts on the Silesia region, one of Poland's most environmentally damaged areas. ETP will hold a workshop on "Financing Environmental Investments at the Municipal/Gmina Level" at the end of November, and plans to hold another similar training sometime in the spring of 1996. An EAPS staff member from Warsaw will attend the November workshop to assess its potential to meet EAPS training objectives and possibilities for future collaboration. ETP appears to have skilled trainers and valuable contacts with local authorities and private enterprises in the Silesia region, which can be very useful given EAPS' interest in working in this area of Poland.

The municipal advisory component of **USAID's Housing Finance Technical Assistance and Municipal Advisory Program for Poland** is currently working to increase municipal access to capital, and to improve municipal planning and financial management. EAPS Poland will coordinate training activities with this project as appropriate.

B2c. Language of Instruction

Our strategy of relying on local resources not only fosters and strengthens in-country capabilities, but also minimizes the need for interpretation and translation. From experience, Chemonics has learned that simultaneous interpretation is an arduous process for everyone involved. The attention span of participants is shortened when one has to concentrate on the words of an interpreter and a lot is missed in this process. Therefore, we endorse training in Polish by local technical and training specialists whenever possible, which ties into our use of local trainers in the above section.

Where simultaneous interpretation must be used, the sessions will be designed in one-hour modules (or less) with breaks in between. If the services of an outside non-Polish speaking consultant are being used, we will recommend that he or she transfer the knowledge to a local subject matter specialist who can then deliver training in Polish. This has a twofold purpose of eliminating the monotony of simultaneous interpretation while increasing local capability. We may also use expatriates as "resource persons" during training sessions to answer questions that arise. For these occasions, simultaneous interpretation will not be required.

B2d. Materials

Manuals of instruction will be prepared for courses or workshops that are designed specifically for EAPS (for example, those courses that are not available through other projects or local training institutions). The manuals will include course content, procedures, handouts, exercises, case studies, and any other pertinent information or training tools. All manuals will be presented in their final form in Polish and will be used for subsequent courses or in-house study.

SECTION II TRAINING AND CAPACITY BUILDING PLAN

The highest priority for EAPS Poland assistance will be given to larger voivodship funds to maximize impact and to cultivate relationships with counterparts in the regions with the greatest environmental problems and financial resources.¹ A combination of approaches will be used to insure widespread dissemination and use of project cycle materials already developed for the Krakow Fund.

A. First Plan Year Activities

During the period December 1995-March 1996, EAPS Poland training and capacity building efforts will focus on the Krakow Fund and five to six other voivodship funds. EAPS Poland will develop two project appraisal *workshops* for the Krakow Fund in February and March 1996. The first workshop will focus on financial and economic appraisal methods for environmental investment projects, and the second will relate to estimating environmental impacts of proposed environmental investments. These training workshops will be further developed for replication among the five or six funds in 1996.

As part of the 1996-1997 plan, the series of hands-on workshops which focus on specific aspects of the project cycle would continue. For example, workshops on identification of selection criteria, the use of pre-applications, negotiation skills, and post-implementation monitoring may be developed and offered to voivodship fund staffs. Additional training may be given in the area of appropriate, least cost, and "clean" technological solutions.

These workshops can be augmented with side-by-side assistance for each selected voivodship fund by EAPS staff and/or consultants, depending on the level of demand. The goal will be to assist a small number of funds in refining procedures and enhancing their appraisal skills.

Below is a breakdown of the training and capacity building activities envisioned for voivodship funds for the remainder of the project year one:

A1. Krakow Voivodship Fund Seminar (sponsored by the Krakow Fund)

Objectives: In December 1995, the Krakow Project Appraisal Manual will be formally presented and distributed in a *seminar* for managers and selected individuals of the 49 voivodship funds along with a description of the EAPS project and contact information. In addition to presenting the Krakow Manual, the seminar will also be used to help determine the funds' organizational needs in other areas and share experiences through round table discussions. A questionnaire and application will be distributed by EAPS to all funds present to help select the 5 to 6 funds who will receive the next phase of assistance.

¹All training dates and topics presented in this section are subject to change, depending on the needs of the target groups.

Audience: Representatives from all 49 voivodship funds
Number: 80
Venue: Off-site program in Krakow
Methodology: Seminar sessions, round table discussions
Instructor: Presentations primarily by the staff of the Krakow Fund
Duration: 2 days
Date: December 14-15, 1995

A2. Follow-up Workshop with Selected Voivodship Funds

Objectives: The December seminar will lead into the selection of five or six voivodship funds that will be targeted to receive the initial phase of technical assistance and training through EAPS Poland. In early January 1996, a *workshop* will take place to determine the content and the scheduling of the follow-up training and assistance required to implement the operating procedures outlined in the Krakow Manual for the selected voivodship funds. These training activities will cover a 5 to 6 month period beginning in April 1996.

Audience: Representatives from 5-6 selected voivodship funds
Number: 15
Venue: Krakow
Methodology: Round table discussions
Instructor: Led by EAPS staff members and Krakow Fund staff
Duration: 1 day
Date: early January 1996

A3. Project Appraisal Manuals

Objectives: To assist the selected voivodship funds with development of their project appraisal manuals based on the Krakow model.

Audience: 5-6 selected voivodship funds
Venue: On-site at the funds
Methodology: Technical assistance
Instructor: N/A
Duration: Ongoing
Date: Completed by April 1996

A4. Financial and Economic Analysis Workshop

Objectives: To impart an enhanced understanding of the cost-effectiveness and cost realism of proposed projects. Topics include preparing business plans, developing economic criteria in project prioritization and selection, assessing capital costs and operational costs, analyzing cash flow, and analyzing the financial conditions of project proponents. This *workshop* will first be presented to staff of the Krakow Fund, and later will be expanded to the 5-6 selected voivodship funds.

Audience: Krakow Fund staff
Number: 10
Venue: Krakow
Methodology: Lecture, case study using current proposals
Instructor: Polish experts
Duration: 2 days
Date: February 1995

A5. Estimating Environmental Impacts²

Objectives: To further develop voivodship fund staff expertise in evaluating the potential environmental benefits of proposed investment projects. Possible topics include in-house validation of information provided in loan applications, use of consultants to perform validation, and methods for responding to project proponents for proposals that do not meet minimum standards. This *workshop* will first be presented to staff of the Krakow Fund, and later expanded to the 5 to 6 selected voivodships.

Audience:	Krakow Fund staff
Number:	10
Venue:	Krakow
Methodology:	Lecture, case study using current proposals
Instructor:	Polish expert
Duration:	1.5 days
Date:	March 1996

During the second annual work plan we will expand the training and capacity building activities to include the following topics:

- Continued workshop series on the “project cycle”
- Workshop on appropriate, least-cost technology solutions
- Workshop on negotiation skills for environmental investments
- Additional training based on analysis of individual funds’ needs
- Continued on-site technical assistance

B. Follow-on Activities

In early 1996, EAPS Poland will begin identifying a small group of municipalities to receive training and capacity building assistance. Targeted audiences may be from a particular municipal service sector, a proponent of a particular type of environmental investment, or local government officials from a particular region. For example, if a sector such as district heating were selected, a training session on developing project proposals and applications for district heating plants could be offered to a number of municipalities that have indicated interest in developing these projects. Regional workshops in cities where EAPS Poland has expertise and contacts, such as Katowice and Krakow, would allow municipalities from these areas to share experiences and perspectives on issues of common concern. EAPS Poland will work with specific municipalities in an effort to complement other USAID activities in those communities. A detailed assessment of the selected municipalities will be conducted after this identification process.

Initially, assistance to municipalities will be on a case-by-case basis, while the EAPS team develops or adapts training materials. Further discussions are needed with other assistance providers (such as LEM and the Housing Finance Project) to determine knowledge gaps and instruments that have or have not worked in specific municipalities, and when appropriate, EAPS Poland will coordinate training activities with other USAID projects. Options for assisting municipalities to improve their capacity in project preparation may include workshops, instruction

² Depending on the Fund’s priorities, this topic may be substituted by an additional Financial and Economic Analysis workshop.

manuals, and one-on-one consultations. Case studies and models of successful project packaging will serve as the basis for these training activities.

Possible training and capacity building activities will be developed during the second annual work plan:

- Instruction manuals on project proposals and applications
- Workshops on developing project proposals and applications
- Technical assistance, for example, financial management, business plan preparation, analysis of least cost strategies
- Information about potential environmental financing sources for project proponents

13

SECTION III MONITORING, REPORTING, AND EVALUATION

As indicated in both the EAPS regional work plan and the EAPS Poland work plan, a monitoring and evaluation (M&E) system will be developed to track indicators and targets attached to work plan tasks. Monitoring, reporting, and evaluation for training and capacity building activities will be an important element of the overall EAPS Poland M&E system.

All training activities will be implemented professionally through efficient and timely planning of logistical arrangements and technical assistance. The EAPS project will stress quality in the selection of training facilities and instructors. The goal of training activities sponsored by EAPS will be to develop the practical, analytical, and implementation skills of the participants.

A. Report Compliance with Contract Work Plan

EAPS Poland training and capacity building activities will be highlighted in the weekly EAPS status reports and quarterly progress reports.

B. Monitoring and Evaluation

B1. Data Collection

A *database* of training and capacity building activities will be developed and maintained as part of the monitoring and reporting process. The database should, at a minimum, include the names and titles of the recipients of training or capacity building activities and their organization, identification of activity (topic and venue), dates, location of activity, instructors or technical advisors, and local institution or project (if applicable). This database will provide a means for effectively monitoring and evaluating the training or capacity building activities through the life of the project.

B2. Quality Control

To ensure quality control and provide continual improvement in training courses, workshops, or seminars, a *standardized questionnaire* will be distributed to participants to elicit feedback on the activity. The questionnaire will help determine areas of improvement in the course or workshop content, pedagogy, and logistics.

A *performance review* will be conducted of selected participants within the recipient target groups a few months after the training or capacity building activity occurs to determine whether skills have improved in the area of instruction. In order to provide an accurate assessment of skills, a baseline survey should be performed prior to the training session to determine the existing gap between learning objectives and current skills or knowledge. A performance review will help determine whether the training or capacity building activities are effective, and if not, will help identify where the gaps are, or if the problem is a procedural or policy matter rather than a training issue.

ANNEX

TRAINING AND CAPACITY BUILDING TIME LINE

EAPS POLAND TRAINING AND CAPACITY BUILDING PLAN

TIME LINE

xx = activity developed during 2nd annual workplan
 ■ = training or capacity building activity

TRAINING ACTIVITY	1995		1996											
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
A. VOIVODSHIP FUNDS														
Through March 1996:														
1. Krakow Voivode Fund Seminar		■												
2. Workshop with Voivode Funds			■											
3. Project Appraisal Manuals - Selected Funds			■											
4. Financial & Economic Analysis Workshop				■										
5. Estimating Environmental Impact					■									
Developed during 2nd annual workplan:														
1. Workshop series on project cycle					x x x x									
2. Appropriate Technology Workshop					x x x x									
3. Addl trng based on individual fund needs					x x x x									
4. Continued hands-on tech. assistance					x x x x									
B. MUNICIPALITIES														
Developed during 2nd annual workplan:														
1. Project proposals and applications trng.					x x x x									
2. Financing Options manual					x x x x									

10