

PN-ACT-339

FINAL REPORT ON THE ECOLINKS PROGRAM CONFERENCE

**Held in Dubrovnik, Croatia
March 20- March 22, 2000**

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July 5, 2000

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ATTACHMENTS

EXECUTIVE SUMMARY

The EcoLinks Program of the Bureau for Europe and Eurasia began in 1998 to seek practical, market-based solutions to industrial and urban environmental problems in Central and Eastern Europe and the New Independent States. It promotes partnerships linking regional businesses, local governments, and associations with US counterparts. It is implemented by three different projects all funded by United States Agency for International Development (USAID). They are:

- A trade and investment promotion group managed by the U.S. Commercial Service (USCS) of the Department of Commerce.
- A grant component managed by the Institute for International Education (IIE) and its partner the Regional Environmental Center (REC) for Central and Eastern Europe.
- A general support group, the Environmental Information Systems and Networking Project a contract (managed by DevTech Systems, Inc.) that supports the Environment and Natural Resources Division of the Bureau.

This report constitutes the proceedings from the first EcoLinks Conference where all staff members were able to participate. The conference took place between March 20 and 23, 2000 in Dubrovnik, Croatia, with a total of 38 EcoLinks staff and external speakers in attendance. The primary focus of the Conference was on improved communications and partnerships.

On the first day Washington and field staff made presentations on the status and activities of the various parts of the program in Washington and the field. On the second and third days participants went into breakout sessions where they addressed a variety of issues and concerns. Selected highlights are presented below.

Participants identified an array of strategic and operational issues And discussed a number of next steps to focus their activities and bring about a greater number of outputs. Selected strategic next steps include:

- Mission Statement. While not necessarily a strategic issue on the surface, it became clear that EcoLinks needs a clearly stated, easy-to-understand Mission statement that can be disseminated broadly. This has strategic implications in terms of the ability to promote the program more effectively across the region and to leverage funds because the mission makes sense to donors, investors, and countries.
- Work with Other Entities. There are costs to working with other entities that must be carefully considered. Strategic resource allocation decisions need to be made to ensure that whatever successes the EcoLinks model produces are disseminated to those who might most appropriately continue to build on the model initiated and refined in this phase of EcoLinks.
- Increased Use of Existing Resources. This is a particularly important strategic communications challenge. To be effective and efficient in the use of resources overseas and within the U.S. requires strategic decisions about where, when, and what messages are most appropriate and effective to ensure the end result of EcoLinks.

Selected operational issues that were identified included:

- Role Identification and Interactions. From the outset participants indicated that there are unclear lines of responsibility in the organization and functioning of EcoLinks in

the field. Participants encouraged clarification so that both they and their clients would be able to know whom to come to for what and so that they could interact with their counterparts in country with each have a clearly defined role.

- Modifications of Existing Informational Materials—Several points were made about additions to existing materials. For example, the program's mission statement (when it is reworded) needs to be included on the Booth (with the slogan) and in the folder that will be revised. The website exists, but the program would like to have feedback and updated information to make it informative, user-friendly, relevant, and up-to-date.
- Message(s) to Various Audiences—As with every communications effort, it is important to identify specific audiences and determine their potential information needs. Participants made suggestions that there should be materials geared specifically to U.S. businesses, USAID missions, businesses in the E&E region (in local languages), and a folder of information that could be used to disseminate appropriate information.
- Information Availability—Some participants urged greater availability of information about the grants program. Among other things, there was interest in knowing the numbers of QRAs issued and the timeframe of issuance.

Finally, a number of next steps were identified as being important to continued successful implementation. They were:

- Ideas presented at the Conference would be organized and included in a report (that would be included on the internal bulletin board before broader dissemination)
- Work on rewriting the mission statement would be done.
- Folders would be prepared
- The website would continue to update progress on all existing efforts and follow-up activities
- Training opportunities would be identified including looking for good examples to share with everyone through other USG office programs
- Clarification of aspects of the Grants component and the USCS review process would occur
- Determine the feasibility of having the next annual meeting be concurrent with meeting US companies or a variation on this theme.

In general, the participants felt that EcoLinks was moving in a positive direction and that continued focus on the ideas and issues identified during the conference would enhance its effectiveness. They believed that closer coordination on the part of the various parts of the program also would enhance their effectiveness.

1.0 INTRODUCTION

This conference report provides information about the First EcoLinks Conference, held in Dubrovnik, Croatia from March 20th until March 22nd, 2000. The title of the conference was— *EcoLinks 2000- Enhanced Communication and Partnerships for Results*. The purpose of the conference was to focus the participants' on enhancing internal and external communication to better achieve EcoLinks' overall objective of "Promoting Market-Based Solutions to Solve Environmental Problems." Additional objectives of the conference were strengthening the current partnerships in EcoLinks and identifying new ones to enhance the effectiveness of the program.

EcoLinks is a program of the United States Agency for International Development (USAID). It seeks practical, market-based solutions to industrial and urban environmental problems in Central and Eastern Europe (CEE) and the New Independent States (NIS). The program promotes partnerships linking regional businesses, local governments, and associations with US counterparts. These partnerships will help organizations identify and remedy environmental problems, adopt best practices, and increase trade and investment in environmental goods and services.

The program is implemented by three different projects all funded by USAID. They are:

- A trade and investment promotion group managed by the U.S. Commercial Service of the Department of Commerce (DOC).
- A grant component supported by the Institute for International Education and its partner the Regional Environmental Center.
- A general support group, the Environmental Information Systems and Networking (EISN) Project a contract (managed by DevTech Systems, Inc.) that supports the Environment and Natural Resources Division of the Bureau for Europe and Eurasia.

A total of 38 staff and speakers attended the conference. All staff from the various stakeholders were in attendance. Attachment 1-1 is a list of all attendees and includes email contact information.

The Conference Agenda was developed over a several-month period and reflected the best understanding of US staff regarding what the issues were important in terms of continuing successful implementation of EcoLinks. Attachment 1-2 is a copy of the Agenda. As the conference progressed there were several changes that were made in the agenda to reflect issues that were identified. All of these changes were helpful in getting additional input and feedback from the EcoLinks country staff people and resulted in the identification of a number of issues and potential synergies that will help to strengthen the program.

This report is organized into five chapters and an executive summary. The Executive Summary proceeds Chapter 1, which is this introduction. Chapter 2 provides a brief discussion of each program presentation. Chapter 3 provides a similar discussion of for the country presentations. Chapter 4 discusses highlights of each of the breakout sessions, the discussion of concerns by the group and the Wrap-up presentation. Chapter 5 discusses next steps for the EcoLinks program based on the conference findings. Attachments in Chapters 2 and 3 consist of the presentation material used. The Attachments in Chapter 4 consist of the outputs from the small group discussions, the group discussion of concerns and the Wrap-up presentation.

2.0 PROGRAM PRESENTATIONS

Brief, 10 to 15 minute presentations about the various programs were made on the first and second day to provide a common frame of reference about the various program components for

all participants. These presentations were intended to help the participants understand how the EcoLinks Project functions as a whole. A total of six presentations were made ranging in content from an overview of EcoLinks to a discussion of Grants Program. Longer presentations also were made to provide information on such issues as the role of the U.S. Commercial Service in EcoLinks, the European Bank for Reconstruction and Development and the DOC's Environmental Technology Export Program. Each section below provides the highlights of the presentation. The information below is presented in the same order as the agenda. Those interested in more detail should review the attachments.

2.1 Overview

EcoLinks, an initiative of the US Agency for International Development (USAID), providing solutions to industrial and urban environmental problems in Central and Eastern Europe and the New Independent States (CEE/NIS). Its main objectives of promoting market-based solutions, creating sustainable environmental-focused partnerships, facilitating trade and investment of goods and providing information for professionals are performed by three components: the Partnership Grants Program, the Trade and Investment Program and the Information Technology Program. Intermediate results of the three components in 1999 include increased grant applications with each round; the active and continual development of trade leads; and the dissemination of program and environmental technology information throughout the region and the US through the EcoLinks website. The EcoLinks 2000 Conference in Dubrovnik was an opportunity to move forward from the impressive array of activities to improved outputs to eventual increased results.

2.2 EcoLinks Partnership Grants

The Partnership Grants Component is managed by the US-based Institute for International Education (IIE) and the Regional Environmental Center (REC) for Central and Eastern Europe in Hungary. Through the facilitation of cross-border partnerships and the support of market-based projects, the Grants program enables the development of a network between local governments and businesses thereby promoting market-based solutions to industrial and urban environmental problems. Country Program Officers (CPO) manage the program in each country where it operates. Clear and consistent policies, independent selections and a local presence are all strengths that contribute to the Grant Program's achievements. In 1999 alone, 63 Challenge Grants and 70 Quick Response Awards (QRA) were made. The main challenges faced by the program are a focus on the "end-of-pipe" approach to waste management, poorly written proposals and poor project implementation. The Grants Program is addressing these problems grant topics that emphasize cleaner production techniques, proposal writing workshops, and increased project monitoring. Future issues of the Grants Program include funding and sustainability.

2.3 The EcoLinks Trade and Investment Program

The Trade and Investment component is a joint effort between the US Department of Commerce (DOC) / US Commercial Service (USCS), USAID's Bureau for Europe and Eurasia and the Global Technology Network (GTN). The program works in the Czech Republic, Hungary, Kazakhstan, Poland and Romania to promote market-based solutions to environmental problems through the linkage of US environmental businesses with partners and clients in the region. A new Technical Representative (Tech Rep) is soon to start in Bulgaria. Through a network of individual country Tech Reps who provide knowledge of environmental technology and work with GTN to match trade leads, the program supports sustainable

development and environmental investment needs in the region. Although solid country strategies and a strong relationship between USAID and DOC provide a basic platform for reaching these goals, the program still faces several challenges in the communications realm.

2.4 *EcoLinks Information Technology*

The Information Technology Component is part of USAID's Environmental Information Systems and Networking (EISN) contract, managed by DevTech Systems, Inc. The project supports the goal of building market-based solutions by providing information materials and maintaining the EcoLinks web-site. In addition to providing access to other useful sites, the EcoLinks web-site has successfully communicated the EcoLinks brand with over 22,000 hits since March 1999. Various challenges of the Information Technology component include the growing need to collaborate with US and regional organizations and finding new innovative ways of using the internet to spread the 'EcoLinks' message. The EcoLinks 2000 Conference opened the opportunity for suggestions for other communications possibilities and improving the web-site's 'Best Practices' page. The EISN contract is also available to support the CPOs and Tech Reps in other areas.

2.5 *United States Commercial Service*

Since EcoLinks inception, USCS' Tech Reps have submitted more than 37 trade leads to GTN and have performed seven Gold Key activities, a USCS service that assists US companies in establishing business contacts in the region and becoming more familiar with the market. Tech Reps also work closely with regional conference organizers and successfully market the program through brochures, articles and individual counseling services. A travel budget, close collaboration with GTN, the US Export Import Bank, the US Trade Development Agency (TDA) as well as CPOs are factors that have contributed to Tech Reps' successes in supporting a TDA conference, enabling partnership negotiations between regional and US companies and in building a strong network with local government and business representatives. Challenges for Tech Reps include being informed immediately when Quick Response Awards are awarded, limiting the amount of Challenge Grants in Hungary and including success stories from the CEE/NIS region on the GTN and EcoLinks web-sites.

2.6 *Global Technology Network*

With an extensive database of US technology firms, USAID's Global Technology Network (GTN) serves as a liaison between the USCS's Tech Reps in the CEE/NIS region and US firms by matching and disseminating trade leads, searching for funding and planning follow-ups with companies. This act is carried out through a three step process (creation, support and follow through) called the "Pipeline Approach". In the future, GTN plans to expand into additional countries in the region, increase marketing in the trade and investment component and enlarge its database. Challenges include keeping a constant pipeline flow, maintaining a strong communication network and following-up on trade leads.

2.7 *EcoLinks Website*

The EcoLinks external website, www.ecolinks.org, is the flagship information source for the program and is also the central point of its "Brand Identity". It contains summaries of the program's three components, contact info, news and events and the "EcoLinks Guide to the Internet".

The internal site, www.ecolinks.org/internal, is open only to EcoLinks partners and links to a discussion forum, personal calendars, a listserver and ad-hoc documents and materials. The Discussion Forum or Bulletin Board System opens the opportunity for ongoing discussions, notices and chats upon permission. Every member can also have their own calendar, view others' and schedule meetings and conference calls. Finally, the email discussion list is an easy and effective way of sending mail to all list members and distributing news and announcements to all EcoLinks partners.

2.8 EcoLinks "Brand"

Raising awareness of EcoLinks among targeted audiences in a cost-efficient manner and positioning the program for long-term sustainability are both parts of the Communications Objective in the frame of the Information Technology Component. An effective communication strategy relies therefore on integrated approaches to defining the EcoLinks image and a unique and cohesive identity which are both established through the EcoLinks logo and name, brochures, annual report and website.

The name and logo help program members identify each other and therefore reduce any confusion for the organizations with which the program works. Brochures and other printed materials make general information about EcoLinks more easily available. The annual report is an opportunity to reflect on the program's overall theme and objective and its achievements as well. Finally, the website provides a cohesive picture of the program and also supports online PR.

PowerPoint presentations and Word letterhead templates and business cards are available for EcoLinks' partners use and are downloadable from the internal website at www.ecolinks.org/internal. Feedback for both external and internal websites as well as the Annual Report draft is welcomed and encouraged.

2.9 The US Environmental Industry: Environmental Technologies Exports

Since 1996, the market for the environmental industry in the US has been steadily growing from \$150 billion to an expected expenditure of approximately \$198 billion in 2005. Similar trends for the global market are also projected. In the Central Eastern Europe and CIS region alone, the environmental industry is expected to grow 8% between 1998 and 2002. Exports comprise 10% of US total environmental revenues and a rapidly growing market in developing countries offers additional opportunities. Exports of the US environmental industry include equipment such as for water and chemicals; services such as consulting and engineering; and resources such as water utilities.

Disadvantaged by competition from EU suppliers, many US environmental firms also lack the resources and revenues to expand overseas. The Environmental Technologies Exports (ETE), the key contact point within the U.S. Department of Commerce for American environmental companies, facilitates and increases exports of US environmental technology by offering counseling, trade missions, working groups and other services.

Resources available for acquiring more information and contacts with the US environmental industry include trade shows, industry associations, trade publications and websites. The ETE website, <http://www.environment.ita.doc.gov/> can be used as starting point to link to other venues.

2.10 The European Bank for Reconstruction and Development (EBRD)

The European Bank for Reconstruction and Development (EBRD), a multilateral, private-sector development bank with a project sector focus (for example, environment or infrastructure) has 58 member countries as well as the European Union and European Investment Bank (EIB). The US is the largest single shareholder in the EBRD with a 10% stake. Its financing mechanisms include equity and debt financing. With a cumulative GDP of approximately \$1 trillion, the CEE/NIS region was approved for \$16.21 billion of EBRD financing between 1991 and 1999.

While the EBRD funds up to 35% of total project cost and other co-financers are required, other investors generally make significant equity contributions. Key criteria for EBRD financing includes a focus on the private sector, sound banking principles, a transition impact and the use of environmentally sound procedures.

Screening for environmental impact in all its projects, the EBRD environmental mandate is a clear indication of the EBRD's commitment to the environment. Environmental investments account for 15-20% of total commitments.

Working with US companies in three ways, the EBRD contracts borrowers and investors in private sector projects; supplies equipment, works and services on Bank financed public sector projects and offers consultation through the Bank's Technical Cooperation program and Bank financed projects.

For additional information and contacts, please visit the EBRD website at www.ebrd.com.

2.11 Conclusion

This chapter summarizes the six presentations of EcoLinks and its three components and their activities. Three longer presentations also provide information on programs of interest and relevance to EcoLinks including the Foreign Commercial Service (FCS), Department of Commerce's Environmental Technologies Exports Program (ETE) and the European Bank for Reconstruction and Development (EBRD).

All three components are contributing to the program's main objectives of supporting market-based solutions and sustainable environmental partnerships. Building on basic strengths such as clear policies, a local presence, and a solid relationship among one another, the three program components will continue to achieve results. However, the program still faces several challenges such as maintaining internal communication, closing the information gap with US businesses and organizations, increasing marketing, and finding innovative ways of using the internet to spread the EcoLinks "message".

3.0 COUNTRY PRESENTATIONS

This was the first time that all the participants of EcoLinks had a chance to meet. As a result, a conscious effort was made to provide as much information as possible about EcoLinks. This chapter details some of the activities and outputs of the various country staff-- the Country Program Officers (CPO) of the Grants Component and Tech Reps of the Technology Transfer components. It also identifies some of the major strengths and challenges that each country faces. Those interested in gaining more information should review the presentation material in the appendices.

3.1 Grants Program Activity in Bulgaria

Currently, Bulgaria has only a grants program. However, DOC and USAID recently signed a Memorandum of Understanding that a Tech Rep would be placed in Sofia. Major problems in Bulgaria include Waste Management (industrial and municipal), Water Quality Management, Energy Efficiency, and Air Pollution from Industry and Transport.

During the first grants cycle, nine Bulgarian organizations were awarded Challenge Grants and seven were awarded Quick Response Awards (QRA). During the second cycle, 10 organizations were awarded Challenge Grants and 10 were awarded QRAs. In the third cycle a total 43 applications were approved. In the first and second cycles, five of the grantees were municipalities, nine were businesses, and five were associations. Data for the third cycle is not yet available.

Two of the grants were for cleaner production, nine of the grants were for EMS, and eight of the grants were for Global Climate Change. Sixteen out of the nineteen grantees had U.S. partners. The current challenges for the grants program in Bulgaria are the fact that there are too many applicants for grants, the Municipalities lack proposal writing skills, and business ownership is changing quickly. Attachment 3-1 is a copy of the Bulgaria presentation.

3.2 Grants Program Activity in Croatia

The presentation for Croatia pointed out that the country is beset by several significant problems. These include:

- There was no Ministry of Environment until February 2000.
- That neither a national environmental strategy nor Environmental Action Plan has been developed for the country.
- The current environmental regulations are extremely strict but weakly implemented.

In addition, only small areas of the country are eligible to participate in EcoLinks. These areas include 17 towns & 25 municipalities, which are former UNPA zones (mostly small, underdeveloped and war-damaged.)

In the second cycle of grants, three Challenge Grants were awarded. One was awarded to a meat processing company. It focused on water conservation, demineralization and re-circulation; wastewater reduction; and power management. Other challenge grants were awarded to an association-- the County Chamber of Economy in Osijek, (for interactive cleaner production training). Also, the Town of Obrovac was awarded a QRA.

The grants program in Croatia is facing several challenges. These include identifying the requirements and market in terms of environmental projects, program restrictions from USAID, and a continuing bad economic situation in the country as a result of the war. Also, the environment is considered as a low priority by the national government. Finally, local governments have little capacity to recognize and manage environmental issues. Attachment 3-2 is a copy of the Croatia presentation.

3.3 Technology Transfer Program Activity in Hungary

Hungary has a Technical Representative (Tech. Rep.) working at the U.S. Commercial Service offices in Budapest. He has provided a number of services to environmental companies in the past year. Examples of some of his activities include:

- Gold Key service to UTRS and several other American firms.
- Providing assistance in the organization of the Eastern Europe Power Business Development Mission.
- Submitting five trade leads.
- Establishing contact with a wide variety of Hungarian government officials ranging from local municipalities, to the Ministry of Environment to the Prime Minister's Office.
- Working with a variety of professional and business associations such as the Regional Environment Center and the American Chamber of Commerce' Environmental Committee.

The trade leads that have been submitted include three leads from municipalities (two for wastewater treatment and one for solid waste management) and two from businesses (an incinerator project and a construction waste recycling project).

The strengths of the program are in the services it provides. For example, the program has many connections with US funding institutions like TDA and EXIM Bank. The DOC provides many services like Gold Key service. The Grants Component, particularly the QRAs, is a good tool to help bring partners together.

The program is also well supported by the local government and the U.S. government. The challenges and issues within the program are the burden of the administrative tasks, the lack of Challenge Grants for Hungary, and the strong influence the EU has in the region. In addition, the Tech Rep often finds himself that is he is reacting to opportunities as opposed to cultivating them. Attachment 3-3 is a copy of the Hungary presentation.

3.4 Grants & Technology Transfer Program Activity in Kazakhstan

Kazakhstan is one of two countries where the Grants and Technology Transfer Components are co-located. (Currently, the other is Romania and Bulgaria will soon be the third.) Because the two staff work together closely they decided to give their presentation jointly.

Kazakhstan faces a number of major environmental issues. They include the lack of drinking water, dessication of the Aral Sea, desertification, lack of local energy production, large amounts of industrial solid waste (particularly ash from coal-fired plants), urban air pollution, and pollution in oil & gas production areas. Because there are so many environmental issues there are numerous environmental organizations (businesses and associations) in Kazakhstan that are very interested in EcoLinks.

Kazakhstan did not participate in the first grant cycle because a staff person had not yet been put in place. In the second cycle of grants, Kazak organizations received two Challenge Grants and two QRAs. One Challenge Grant was awarded to a business and another to a local government. The majority of the grants awarded in the second cycle went towards projects involved with cleaner production. In the third cycle (which is still in the review process), two QRAs have been awarded and 18 concept papers approved.

The Technology transfer component has been very active since it began operating. The Tech Rep has submitted 18 trade leads and received 20 letters of interest from US companies. In addition she has been able to connect four Kazak companies with companies in the US interested in doing business there. She provided Gold Key service to the Hach Company (a US firm that provides water testing kits) that resulted in Hach identifying a Kazak firm as a regional distributor.

The EcoLinks Program has a number of strengths in Kazakhstan. They include a high demand for the program by local companies, close cooperation of CPO and Tech Rep, and USAID Regional Mission support. The Tech Rep and CPO will continue to capitalize on these strengths.

The program faces several key challenges. Examples include the scarce knowledge of the English language that makes grant preparation especially arduous for interested groups, a lack of proposal writing experience, and a low governmental priority for environmental issues. As a result of this last challenge there is little support for environmental trade from the government. Attachment 3-4 is a copy of the Kazakhstan presentation.

3.5 Grants Program Activity in Macedonia

The national government in Macedonia has only recently become concerned about environmental issues. In 1996, National Environmental Action Plan (NEAP) was prepared. It outlined several priorities for action. These include improvements in air and water quality, and initiating solid waste management and biodiversity conservation. The Ministry of Environment was not established until 1998.

In the first grant cycle four Global Climate Change (GCC) grants were awarded to three businesses and one local government. In the second grant cycle, two GCC and one cleaner production grant were awarded to one business, one local government, and one utility. One of the challenge grants was focused on bringing hydropower to the Bogovinjska River area. The grant fell under the Global Climate Change topic because of the potential of hydropower to reduce air pollution caused by utilization of wood as fuel. Information on the current cycle was not available.

In the future, Macedonia faces several challenges. These challenges include the lack of a national strategy, the low capacity of applicant organizations, weak environmental legislation, limited financing, lack of appropriate technology and lack of international support. Attachment 3-5 is a copy of the Macedonia presentation.

3.6 Technology Transfer Program Activity in Poland

The Tech Rep has used a variety of approaches to provide potential partners with investment opportunities. These include developing trade leads, providing Gold Key Support, hosting meetings and other activities.

She has submitted 14 leads to GTN and conducted three Gold Key programs. In addition, the Tech Rep has held two separate networking receptions at Senior Commercial Officer Fulton's residence. This resulted in additional exposure to potential partners: one for the private sector, one for municipalities and other government officials. The Tech Rep has exhibited at premiere environmental trade show in Poland, Poleko, which was held in November 1999 in Poznan and met with more than 100 Polish companies and local government authorities and counseled on EcoLinks program at the show. She also has accompanied a US environmental consulting company on a three-day visit to southern Poland to meet with local government authorities regarding soil remediation projects.

In the future, the Tech Rep intends to recruit a Polish delegation to visit Water Environment Federation show (WEFTEC) that will be held in October. In May, she also will take several Polish EcoFund staff to EnviroExpo, which will be held in Boston and to WasteExpo in Atlanta. Attachment 3-6 is a copy of the Poland presentation.

3.7 Grants Program Activity in Russia Far East (RFE)

The program focuses on the cities of Khabarovsk, Vladivostok, and Sakhalin Island. The major industries in this area are timber, mining, oil and gas (Sakhalin), fishing, and defense-related industries.

There are a number of major environmental issues in the RFE. They include (drinking) water quality in municipalities, offshore oil spills, solid waste management and cleanup, methane emissions from abandoned coal mines, deforestation, and cleanup of toxic military wastes.

To date, the EcoLinks program has awarded three Challenge Grants and 8 QRAs. Two of the challenge grants went to businesses while one went to a local government. The topics were cleaner production and development of an environmental management system. One of the Challenge Grants went to the Incineration Plant in Vladivostok. The award is helping introduce environmentally acceptable air pollution control and ash utilization technology. In the third cycle 25 concept papers have been approved.

Future issues and challenges for the program will include tax exemption for projects, equipment financing, developing a database of Russian partners, and communication. Attachment 3-7 is a copy of the RFE presentation.

3.8 Grants & Technology Transfer Program Activity in Romania

Romania has both a Tech Rep and CPO who work together closely. One of the ways they can capitalize on this is in quick turnaround on QRAs. When the Tech Rep identifies a likely prospect for these awards she notifies the CPO and they are able to cut through the paperwork very quickly.

The environmental issues in Romania include the lack of environmental financing or an Environmental Fund and the prevalence of hot spot regions (areas of the country where chemical plants, steel plants, or mines were prevalent). These hot spot regions in particular are of concern because of the disproportionate impact on the people living in them.

In the first round, three Challenge Grants and 16 Quick Response Awards were made. One grant went to the Astra Ploiesti refinery, where underground pollution from petroleum products was an environmental issue. In partnership with a US environmental engineering services firm, the refinery began a pilot oil recovery and salvage operation with the hopes of expanding the technology to whole refinery.

Challenges faced by the grants program include decreasing interest in the program, a lack of follow-up activities, a lack of quality proposals, and potential negative changes due to upcoming local elections.

The Tech Rep in Romania was involved with a variety of activities. These activities included Expo Apa, Expo Petro Gas, ECO'99, Form'99, the Romanian American Trade Mission, and QRA support. The Tech Rep also participated in forming the partnership between Benthamine (US) and Conel (RO), assisted in setting up a seminar conducted by American Process Inc in Romania, and assisted with a QRA that resulted in a CG between Cavanaugh, Cadmus, SEMSI, and Geo Science. Attachment 3-8 is a copy of the Romania presentation.

3.9 Grants Program Activity in Ukraine

The major environmental concerns in Ukraine include water pollution by industrial and communal sources; air pollution from mobile-sources and energy industries; solid waste generation; radioactive contamination in Chernobyl and adjacent zones; and soil degradation.

To date, Challenge Grants have been given out to three businesses and two local governments. Two of the grants fell under the Global Climate Change topic, two grants fell under the Cleaner Production topic and one grant fell under the EMS topic. Three of the grantees had US partners and two of the grantees had CEE partners.

The Development of Communal Waste Management Program for the City of Chervonograd Grant is being used as a model for other municipalities. The Chervonograd City administration partnered with an environmental firm from Poland to tackle the problem of municipal waste management and recycling. The city faced many problems including the volume of communal waste generation, which is more than 100,000 cubic meters annually. Waste currently is disposed in illegal landfill sites leading to water and land pollution and losses of recyclable materials (primarily paper, metal, and glass). In addition, many of these illegal landfills emit methane. The communal waste management program will include a waste minimization plan, waste separation and utilization options, a business plan for potential investors, and public awareness materials.

There are several major challenges for the grants program in the country. They include an unfavorable investment climate and lack of free financial resources, poor English proficiency of applicants, and poor business planning and proposal writing skills. In addition, the bad financial situation at many enterprises, an unfavorable tax system; and unfinished privatization of big and medium enterprises leads many businesses to focus on "staying alive" as opposed to proactively dealing with challenges. Attachment 3-10 is a copy of the Ukraine presentation.

3.10 Conclusion

This chapter described some of the accomplishments, strengths and challenges of the individual country programs. Overall, it is clear that the Tech Reps and CPOs are making progress in informing their potential clients about the EcoLinks program and that the clients are (in many cases) responding enthusiastically. It also is clear that the program faces many challenges including maintaining interest in the program among American companies, and a relatively low number of trade leads and consummated deals. Nevertheless, many people apply for grants and the total numbers of acceptable concept papers is trending upwards program-wide. While the number of trade leads is somewhat low, they have been increasing rapidly in the last few months prior to the conference. In spite of the constraints identified, the country staffs have been actively involved in implementing EcoLinks. They look forward to further successes in the coming year.

4.0 BREAKOUT SESSIONS

Pre-conference planners identified three breakout sessions to focus primarily on communication issues. However, as the conference progressed they modified the agenda to address one theme of obvious importance that arose during a number of discussions and presentations. This was the issue of sustaining the Program, therefore, became the focus of the last breakout. The following subsections summarize the highlights of each of the breakout session reports.

4.1 How Can We Improve Communication Among Ourselves?

The four groups identified a number of tactics that they believe will improve internal communication. Attachment 4.1 is a copy of the flip charts developed by each group. The suggestions included clarifying the roles of the various staff, increasing collaboration between the Tech Reps and CPOs, and identifying the kinds of information that the various staff need.

Clarifying the roles, procedures and conflicting priorities. Tech Reps and CPOs believe that better clarification would help clients understand individual roles better and prevent Tech Reps and CPOs from doing same action twice. This also makes the procedures of each component transparent to the others, including component priorities. It finally will help to identify conflicting priorities and set the stage for minimizing such conflicts.

Increasing collaboration. This focuses particularly on the relationship between Tech Reps and CPOs. It will strengthen the program since the two can work to each other's strengths. Both parties can work together in recruiting and performing partner searches. This will strengthen trade lead development. One way suggested for increasing this collaboration, was to share monthly reports. Other suggestions were meet or phone each other regularly and generally establish clearer communication channels.

Increased availability and access to Information. Everyone agreed that they need to know what types of information are available and how to access them. This can be accomplished through a number of ways. Suggestions included continuing to provide internal newsletters (such as the monthly email newsletter sent out by EISN), increasing email communication amongst the staff, expanded monthly reports (that include questions and suggestions), and making greater use of the internal web.

Examples of information needed included:

- Notifying the Tech Rep and others at the time of grant-funded travel could help them track it better.
- Information about partners, not just project leaders would help Tech Reps research opportunities. For example, if a Tech Rep suggests a company apply to be a partner on a given project, then the Tech Rep should follow to see what became of the project.
- There is a need for intra-DOC communications and DOC communication with finance agencies in the US such as the Export-import bank and outside of the US like the Caspian Finance Center

One obstacle to providing information is getting information from the field. Suggestions for doing this include monthly reports submitted to EISN, regional managers acting as information collectors, and/or meetings every six months with other components/cross-borders.

4.2 How Can We Improve External Communications?

The general consensus of the groups was that there are problems with what is being communicated about EcoLinks.

Consistent message. Several problems noted by the group include the language barrier, the fact a mixed message is presented depending on person presenting (outside of EcoLinks personnel), brochures do not contain local contact information, confusion on website about who to contact, and cutting and pasting by outsiders can be dangerous.

Overpromotion of the program. While trade leads may help, each one generates lots of follow-up work for Tech Reps, so even a few more lead to overwork. Similarly, grants applications can overflow and cause so many rejections that good applicants stop applying (due to the costs of

proposal, especially for businesses who don't have budgets for translators and must worry about their bottom line). Attachment 4.2 is a copy of the flip charts developed by each group.

Key Messages to communicate. These include portraying EcoLinks as a unique mechanism to address traditional aid needs through sustainable partnerships with private sector involvement, and that EcoLinks is a market based approach (Economic and Environmental benefits). In addition to these key messages, several important pieces of information also need to be conveyed. This includes grant eligibility, the characteristic of the grants, and the incentives for US businesses to participate (key role in an emerging market).

General external communication challenges. In order to improve external communication, the website, how EcoLinks deals with the language barrier and how it distributed best practices needs to be improved. Suggestions for the Website include important reminders (dates/deadlines for grants) should be posted on the front page, outdated information (specifically for grants) should be removed from the front page to avoid any misunderstandings, and eligibility must be highlighted on the website. To help reduce the language barrier, EcoLinks Fact Sheets in more languages and official documents should be translated. In order to help distribute success stories, there needs to be a second version of the brochure with more info, perhaps a folder so that specific information can be customized for the recipient allowing the Tech Rep or CPO to build a brochure.

4.3 How Can We Encourage Sustainability?

The third breakout session focussed on sustainability of the program and how communication plays a role in ensuring it. This was a modification of the original agenda but it was thought that the issue of making the program sustainable was too important to wait for another meeting.

The various groups again took different approaches to dealing with the issue. Attachment 4.3 is a copy of the flip charts developed by each group. One group focused more on sustaining the program internally within the US Government while the others focused more on sustainability after US involvement ceased.

Role of Communications in Sustainability. In general, the groups felt that internal and external communication play an important role in sustainability. Good internal communication allows the rapid transmission of successful strategies throughout the program. Good external communication allows program successes to be broadcast widely thereby encouraging continued participation and new participants.

Strategies to enhance sustainability: within the government included seeking out Mission funding and funding from the USCS. Several other strategies were identified. One suggestion for developing how-to manuals, for grant program development and management, that can be used by other organizations that might want to develop grants programs. These manuals would be a way of transferring the experience gained in the grants program. Another suggestion was for developing a way to make investors more aware of potential additional funding sources. The idea was that if they were more aware of these sources they would be more willing to risk capital. Another suggested strategy was establishing good client relationships and maintaining those relationships through good follow-up activities. Clearly follow-up will help to keep the clients reminded of the program. Finally, a suggestion was made to use the grants program as a stepping stone for escalating involvement in trade lead development.

4.4 Discussion of Group Concerns and Wrap-up Presentation

As the conference evolved, it became clear that the group had a number of concerns that needed to be expressed and acknowledged. As a result, a session where each of the participants could express his or her major concern was added to the program. Attachment 4.4 and 4.5 are copies of the concerns and presentation. The results of this session were interesting in that several themes were discerned that would help the EcoLinks Program to mature and become more effective. They are discussed in more detail below.

The group identified both tactical and strategic concerns. The tactical concerns ranged from questions about when all of Croatia would be opened up for EcoLinks Program participation, to a need to obtain tax exemption for grant funds in some countries, to identifying the point of contact at each post. These tactical concerns indicate that there are a number of problems that the country staff faces on a routine basis. Some, such as the first two, are very difficult to deal with. The last concern on the other hand is very simple and was answered during the meeting.

The strategic questions are by their nature more diffuse and generally more difficult to answer. Some examples of strategic concerns and questions included:

- There is a contradiction between market-based solutions and situation in the countries because the economies lack economic incentives to protect the environment.
- Changing and restrictive legislation makes it difficult to work in these countries. How can the program be flexible? Limited resources are a concern. How do you replenish the "well?" Need to lobby and promote the program in the US.
- Is there a strategy for the follow up to the program (after EcoLinks is over)?

It is of course impossible to answer these questions and concerns in the confines of a conference. However they provide good guidance for the areas that need more attention and are being used as such.

The Wrap-up Presentation began to address these issues and concerns as well as highlight the activities of the conference in general. It began by noting that the participants all came with varying expectations of what would happen at the conference. One basic expectation was simply to meet and gain an understanding of the program as a whole. It was observed that this expectation had been met and that the participants had a much better understanding of the EcoLinks Program as a whole.

The presentation then went on to identify the major concerns and initiatives that had surfaced during the conference. They included those identified above and several more found in Table 4.1 below. A complete list is found in Attachments 4.4 and 4.5.

Table 4.1
Some of the Major Concerns and Initiatives Identified During the Conference
Strategic Concerns
Easy-to-understand Mission Statement is written and disseminated
EcoLinks promoted in a variety of programs
Increased use of existing resources to efficiently and effectively promote communication
Work with other entities to develop strategies that continue the successful "EcoLinks Model"
Operational Concerns
Need roles to be identified
Need organizational chart
Need to identify sources of downstream funding

Table 4.1 Some of the Major Concerns and Initiatives Identified During the Conference
Need to leverage grants in the trade lead program Need to focus on improving grant quality Incorporate mission statement on Booth (w/ slogan) & folder Need feedback and info for website and other things Identify our various audiences and what the message needs to be Issues with availability of program information

The wrap-up presentation continued to describe some of the successes that had been identified during the conference. They are presented in Table 4.2.

Table 4.2 Some of the Successes Identified During the Conference
Grants Program has clear and consistent policies with a transparent review process Topics for grants are focused and well-chosen Venture capital opportunities starting to be identified EcoLinks is becoming well-known in the region Companies have come to the region - wish to expand their influence

After the wrap-up, a number of people made comments and observations. In terms of the successes, it was noted that some of the companies that have obtained grants have been able to capitalize on them and get more work. Several people in the audience suggested that a folder be developed into which they could put their own information. It was suggested that the folder should include some sort of visual of the logo, a slogan, and possibly the mission statement. In general, the participants felt the conference had assisted them by enhancing and focusing their understanding of the program. A number of "next steps" were identified. They are discussed in the Chapter 5.

5.0 NEXT STEPS

The closing session provided an opportunity for a synthesis and closure to the Conference. Loren Schulze presented some of the major strategic and operational issues that participants had been raised during the course of the Conference. Then, a brief discussion period followed so that the participants could ask questions, add issues for consideration. Following the presentation of the synthesis, Loren Schulze and Fred Guymont offered closing remarks of appreciation to the participants for their input, feedback and attention as well as to the good work they are doing at the individual sites.

5.1 *Synthesis of Strategic Issues*

Selected Strategic Initiatives

Mission Statement. While not necessarily a strategic issue on the surface, it became clear that EcoLinks needs a clearly stated, easy-to-understand Mission statement that can be disseminated broadly. The implications of this have strategic implications in terms of the ability to promote the program more effectively across the region and to leverage funds because the mission makes sense to donors, investors, and countries.

Work with Other Entities. There are costs to working with other entities that must be carefully considered. Strategic resource allocation decisions need to be made to ensure that whatever

successes the EcoLinks model produces are disseminated to those who might most appropriately continue to build on the model initiated and refined in this phase of EcoLinks.

EcoLinks Promoted in a Variety of Programs. The strategic implications of this is to identify targets of opportunity in other programs that might exist or be emerging and making strategic use of resources to ensure that sustainability can be maintained after EcoLinks funding per se are ended. Mainstreaming the approach as it learns and adapts from that learning over time as compared to continuation of the program itself may be one of the greatest contributions of EcoLinks.

Increased Use of Existing Resources. This is a particularly important strategic communications challenge. To be effective and efficient in the use of resources overseas and within the U.S. requires strategic decisions about where, when, and what messages are most appropriate and effective to ensure the end result of EcoLinks.

Follow-up Strategies

Conference participants pointed to the need to have more clearly defined and/or bounded follow-up strategies.

Grants. There was desire for the grants component to continue after EcoLinks funding had ended. However, a clear sense of what kinds and availability of funds to provide for this continuation needs to be provided to participants.

Getting US Business Involved. Clearly, there is concern about the reluctance of many US businesses to invest in the region, for any number of reasons expressed by participants, including lack of knowledge of the region and concerns about competition by companies in the EU. A strategy for more specifically identifying and promoting the region's potential to U.S. business interests is needed for greater success of the EcoLinks concept.

5.2 Operational Issues

Organizational Issues

One of the major themes throughout the Conference related to organizational issues. Participants pointed to a number of key areas where program leadership could be helpful in resolving these issues.

Role Identification and Interactions. From the outset participants indicated that there were unclear lines of responsibility in the organization and functioning of EcoLinks in the field. Participants encouraged clarification so that both they and their clients would be able to know whom to come to for what and so that they could interact with their counterparts in country with each have a clearly defined role.

Organization chart. One early request was that an organizational chart be developed. This in part would help clarify the multiple and diverse components of the overarching program so that field personnel would be able to understand the roles and responsibilities of those at that level and so that they could convey the complexity of the program more easily to those with whom they were communicating.

Complex Program with Multiple Stakeholders. Participants acknowledged the complexity of the program. Understanding the full array of E&E regional stakeholders as well as those in the U.S.

would be helpful in targeting opportunities. It would also likely be helpful for articulating program component strategies relative to different stakeholders.

Funding

Sources of Funding—Participants noted the need to identify sources of downstream funding for their current activities to contribute to the results articulated by the EcoLinks program.

Communication

Modifications of Existing Informational Materials—Several points were made about additions to existing materials. For example, the program's mission statement (when it is reworded) needs to be included on the Booth (with the slogan) and in the folder that will be revised. The website exists, but the program would like to have feedback and updated information to make it informative, user-friendly, relevant, and up-to-date.

Message(s) to Various Audiences—As with every communications effort, it is important to identify specific audiences and determine their potential information needs. Participants made suggestions that there should be materials geared specifically to U.S. businesses, USAID missions, businesses in the E&E region (in local languages), and a folder of information that could be used to disseminate appropriate information.

Success Stories—Participants were keen on collecting and sharing success stories. The challenge will be to ensure that these are disseminated and that the factors contributing to success are conveyed so that lessons can be learned and shared for more effective program performance.

Internal Communication Within and Between Components—This was the general theme of the conference, so it is no surprise that this was an operational issue. Once a strategy has been designed some of the more operational elements can be put into place to enhance all levels and kinds of communication.

Partner Identification and Matching

Quality—A great challenge here is to increase the quality of the processes of identification and matching so that longer-term relationships can evolve.

Communications—Again, the theme of communications appeared under this category. Specifically, here the communications issue to improve was between the GTN and the Tech Reps. The communications strategy should focus some attention on this issue.

U.S. Business Interests—Participants raised their concerns about the lack of interest of U.S. businesses. Many suggested that a more aggressive effort to increase that interest would enhance program effectiveness in the field.

Grants

Information Availability—Some participants urged greater availability of information about the grants program. Among other things, there was interest in knowing the numbers of QRAs issued and the timeframe of issuance.

Comparative Advantage of Grants—Grants can serve a catalytic force in bringing people and ideas together. One of the issues that needs to be explored is how to implement market-based solutions in countries with “no markets” and what role a grants program might play in this situation.

Twinning Grants—Participants requested more information on the possibilities for twinning grants.

5.3 Where We Are Succeeding

The above identified some areas where there is a need for more work. The following points sum up areas of success at this point that can be built upon as the program matures:

The Grants Program has clear and consistent policies.

1. The program has addressed skill development needs.
2. A transparent review process exists.
3. Topics for grants are generally focused and well-chosen.
4. Small grants are a good tool; they are quick and timely.
5. Venture capital opportunities are starting to be identified.
6. EcoLinks is becoming better known in the E&E region.
7. U.S. companies have been coming to the region and are beginning to show greater interest in expanding their influence.

5.4 Next Steps

The following was a list of immediate next steps that would be a follow-up to this Conference.

1. Ideas presented at the Conference would be organized and included in a report (that would be included on the internal bulletin board)
2. Work on rewriting the mission statement would be done.
3. Folders would be prepared
4. The website would continue to update progress on all existing efforts and follow-up activities
5. Training opportunities would be identified including looking for good examples to share with everyone through other US Government programs
6. Clarification of aspects of the Grants component and the USCS review process would occur
7. Determine the feasibility of having the next annual meeting be concurrent with meeting US companies or a variation on this theme.

5.5 Closing

Loren Schulze and Fred Guymont of USAID closed the meeting by thanking participants for their input, endurance, and enthusiasm. They also encouraged them to continue their good work.

ATTACHMENT 1-1

**Email Addresses EcoLinks Conference Participants
Dubrovnik**

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ATTACHMENT 1-2

AGENDA
ECOLINKS 2000- ENHANCED COMMUNICATION AND PARTNERSHIPS FOR RESULTS

Date, Time, Venue	Activity	Participant(s)	Objective(s)	Product
March 19, 1200-1700, Hotel	Registration	All (Includes staff)	Determine if any crucial staff have not arrived. Provide participants with notebook and background info. Discuss presentations for Monday sessions with all presenters and obtain copies of any written presentations so they can be copied as soon as possible. Copies of each presentation will be provided to all participants the following day.	All participants registered and aware of conference agenda. Ensure more focused presentations for Monday session to keep them within the 10-minute timeframe for each.
March 19, 1900, Hotel Restaurant	Icebreaker	All.	Meet and greet co-workers from various countries. Meeting Welcome by Fred Guymont. Welcome to Croatia by USAID Mission staff.	Begin building trust. Establish common ground.
March 20, 0900-0915, IUC	Introduction to the Meeting.	L. Schulze (10 min) K. Parker (5 Min) (Meeting facilitator)	Welcome the participants and discuss why we are here. Also discuss "house rules" and flow of conference to achieve objectives.	Understanding of Conference process.
March 20, 0915-0930, IUC	Introduction to Ecolinks from a Historical Perspective	L. Schulze	Provide a historical context for Ecolinks.	Understanding of how program came to be and its context in today's development program.
March 20, 0930-1030, IUC	Roles of Each Ecolinks Component (Max 10 minutes per presentation.)	1. C. Maxwell 2. W. Bowman 3. J. Butler 4. J. Snyder 5. W. Zuccareno 6. J. Atchue	Provide an understanding of the role of each component in Ecolinks.	Understanding of each role's importance to the overall success of the program.
March 20, 1030-1100, IUC	Break	All		
March 20, 1100-1200, IUC	Country Specific Presentations (Max 10 minutes per presentation.)	1. Kazakhstan 2. Ukraine 3. RFE 4. Macedonia 5. Croatia	Provide an understanding of each country's progress to date. Focus on results, strengths, and weaknesses. Current and future challenges.	Understanding of where each country is and what issues it faces in moving to the next level. Identifying common and singular issues for work.
March 20, 1200-1330, IUC	Lunch	All	A catered lunch will be provided.	
March 20, 1330-1430, IUC	Country Specific Presentations (Max 10 minutes per presentation.)	6. Czech Republic 7. Hungary 8. Poland 9. Romania 10. Bulgaria	Provide an understanding of each country's progress to date. Focus on results, strengths, and weaknesses. Current and future challenges.	Understanding of where each country is and what issues it faces in moving to the next level. Identifying common and singular issues for work.
March 20, 1430-1500, IUC	Break	All		

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AGENDA
ECOLINKS 2000- ENHANCED COMMUNICATION AND PARTNERSHIPS FOR RESULTS

Date, Time, Venue	Activity	Participant(s)	Objective(s)	Product
March 20, 1500-1600, IUC ¹	Recap presentations	K. Parker	Identify common issues and successes articulated by the country programs. Close day with announcements about evening's dinner and tomorrow starting time.	Understanding of the successes achieved and the challenges faced by all of the countries. Begin thinking about how to meet the challenges and capitalize on the successes.
March 20, 1600-1730	Tour of Old Dubrovnik	All interested	Visit some of the interesting sites in this beautiful city!	
March 20, 1900, Local Area	Dinner	All	Continued team building.	Increased team strength and cohesion.
March 21, 0900-0910, IUC	Introduction to the Day	K. Parker	Coalesce participants and focus them on the tasks for today. Announcements as appropriate.	Participants are ready to work. Understand the purpose of the breakout sessions.
March 21, 0910-1045, IUC	First Breakout-Internal Collaboration.	All	Session focuses on- How can we work together more efficiently? (This includes in-country collaboration with Ministries etc and collaboration with the other components.) What kind of information will promote this? What kind of coordination? Other issues identified on previous day.	Identify a number of strategies the countries and components (IIE, GTN etc.) can use to improve collaboration at all levels.
March 21, 1045-1115, IUC	Break	All		
March 21, 1115-1215, IUC	Report by each group.	All	Learn what each of the groups found to be important individual and crosscutting collaboration issues and successes.	Identify specific strategies to strengthen collaboration at all levels.
March 21, 1215-1300, IUC	Overview of the Website	S. Smith	Provide the group with a basic understanding of how the web site is accessed, how to use it, and what it can do for the participants.	Understanding of how to access and use the Website as part of everyday Ecolinks activities.
March 21, 1300-1430, IUC	Lunch	All	A catered lunch will be provided.	
March 21, 1430-1500, IUC	Presenting a Consistent Image of Ecolinks	C. Delhotal & S. Merkens	Provide the group with information on the Ecolinks "brand" and how to capitalize on it. Share the proposed outline of the "Annual Report."	An understanding of why it is important to present Ecolinks in a consistent manner and how to use various tools to do so.
March 21, 1500-1515, IUC	Break	All		
March 21, 1515-1615, IUC	Second Breakout-External Communication.	All	Session focuses on- How can we effectively communicate Ecolinks capabilities and successes? What specific messages should we send this year?	Identify a number of strategies the countries and components (IIE, GTN etc.) can use to more effectively communicate Ecolinks to potential clients
March 21, 1615-1700, IUC	Report by each group.	All	Learn what each of the groups found to be important individual and crosscutting external communication issues and successes. Announcements as needed about dinner and beginning of next day session.	Identify specific strategies to strengthen external communication of Ecolinks' capabilities and successes.

AGENDA
ECOLINKS 2000- ENHANCED COMMUNICATION AND PARTNERSHIPS FOR RESULTS

Date, Time, Venue	Activity	Participant(s)	Objective(s)	Product
March 22, 0900-0910, IUC	Introduction to the Day	K. Parker	Coalesce participants and focus them on the tasks for today. Announcements as needed	Participants are ready to work. Understand the purpose of the breakout sessions.
March 22, 0910-1045, IUC	Third Breakout-Internal Communication.	All	Session focuses on- How can we better share our information? What technical methods are available? What collaboration strategies should help?	Identify a number of strategies the countries and components (IIE, GTN etc.) can use to more effectively communicate with each other.
March 22, 1045-1115, IUC	Break	All		
March 22, 1115-1215, IUC	Report by each group.	All	Learn what each of the groups found to be important communication methods.	Identify specific strategies to strengthen communication of Ecolinks' capabilities and successes.
March 22, 1215-1345, IUC	Lunch	All	A catered lunch will be provided.	
March 22, 1345-1430, IUC	US Environmental Technology Training Session	A. Novak	Get an overview of environmental technologies and why US companies have competitive advantages in providing them in NIS and CEE.	Identify specific products for their country that would be useful in the coming year.
March 22, 1430-1530, IUC	Finance Training Session	G. Harris	Learn what financial institutions look for in evaluating project s. How do these institutions look for co-financing? Provide an overview of EBRD and IBRD?	Identify specific financing mechanisms for their country that would be useful in the coming year.
March 22, 1530-1600, IUC	Break	All		
March 22, 1600-1700, IUC	Wrap-up	K. Parker & Others in Panel with initial reactions.	Identify the major strategic initiatives that have been identified at the country and component level to enhance Ecolinks for 2000 and beyond. Panel, lead by Fred Guymont or Loren Schulze, will make comments in response. (Panel will include selected participants from the countries.) K. Parker will facilitate open discussion and 'capture' comments on flip chart sheets. Identify areas of consensus, areas of disagreement, opportunities and remaining problems to achieving strategic vision	Identify next steps to enhance positives and fix the negatives.

ATTACHMENT 3-1



BULGARIA

ECOLINKS PROGRAM IMPLEMENTATION

Period Covered:

July 1998 - February 2000

AGENDA

- **General Information**
- **Privatization**
- **Environment**
- **Status of EcoLinks Program**
- **Case Study**
- **Challenges for Bulgaria**

General Information

- GEOGRAPHIC INFORMATION
- POLITICAL AND ECONOMIC BACKGROUND
- TRANSITION TO FREE MARKET ECONOMY

PRIVATIZATION

- Total 1993 - 1999 shares by sectors:
 - Industry* 30.2%
 - Trade 24.5%
 - Agriculture 13.8%
 - Tourism 11.1%
 - Construction 8.4%
 - Transport 8.1%

* 90% of industry has been privatized

Environment

– Major Problems

- Waste Management /industrial and municipal/
- Water Quality Management
- Energy Efficiency
- Air Pollution from Industry and Transport

Status of EcoLinks Program in Bulgaria

– CP received	approved:	full appl rcvd.	CGs awarded	QRAs
1st cycle: 198	59	18	9	7
2nd cycle: 89	31	31	10	10
3rd cycle: 136	43	-	-	-

Applicant Categories 1st and 2nd Cycle

No. of Challenge grants

Municipalities:	5
Businesses:	9
Associations:	5

Challenge Grants by Topic (Cycle 1 and 2)

- Cleaner Production - 2
- Environmental Management Systems - 9
- Global Climate Change - 8

Cross Border Partners to Bulgarian Leaders

• USA	16
• CEE	3
• NIS	0

Case Study

- Title: *Energy Efficiency Action Plan for Sofia Building Stock*

Leader: Sofia Municipality

Partner: Good Consulting, U.S.A

Associate: Energy Efficiency Foundation

Challenges for Bulgaria

1. Too many applicants for grants
2. Municipalities lack proposal writing skills
3. Changing ownership of businesses



**EcoLinks Partners Meeting,
Dubrovnik, March 20 – 22, 2000**

Country Specific Presentation of
CPO – Croatia

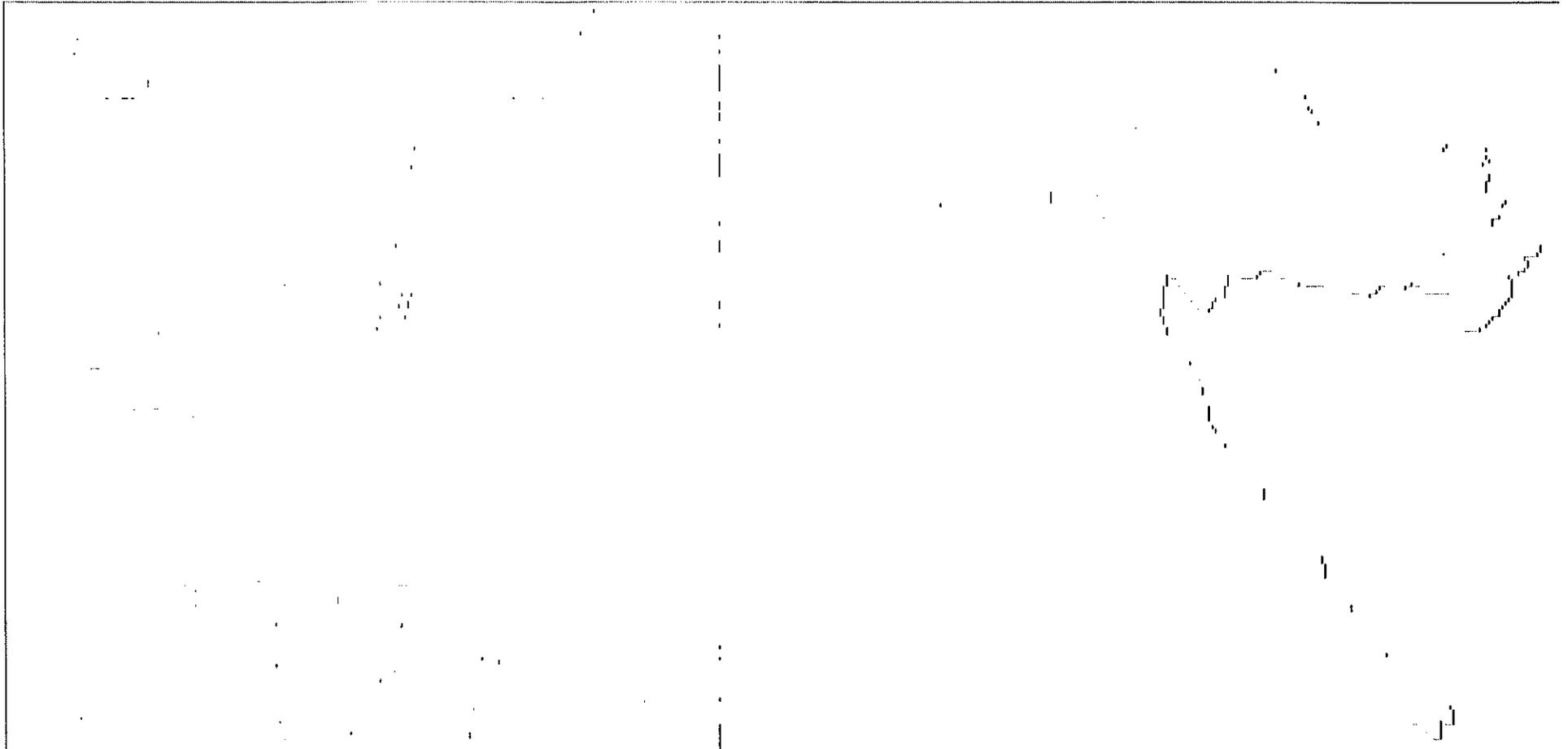
Sandra Balent



- Introduction to Croatia
- Status of EcoLinks program
- Analysis of Grants
- Case Study
- Issues and Challenges



- Eligible to participate in EcoLinks
(program restrictions – USAID’s SO.1 –
reintegration):
 - 1999: 6 towns & 12 municipalities
 - 2000: 17 towns & 25 municipalities(Former UNPA zones, mostly small,
underdeveloped and war-damaged.)



Republic of Croatia – since 1990

SURFACE AREA: 56.542 km²

POPULATION: 4.5 mill. ('91)

Capital: Zagreb (860 000)

20 Counties, 123 towns and 420 municipalities



Political Overview

- 1990 – 2000: Monopoly power (HDZ)
- 1991-1995: War with Yugoslavia – war crimes; refugees
- January 2000: New elections - A real multi-party parliament and government installed
- Big expectations for real changes!
- Reintegration & Media freedom



Economic Overview

- unfavorable investment policy
- no incentives for investors
- high taxes
- corruption
- 20% rate of unemployment

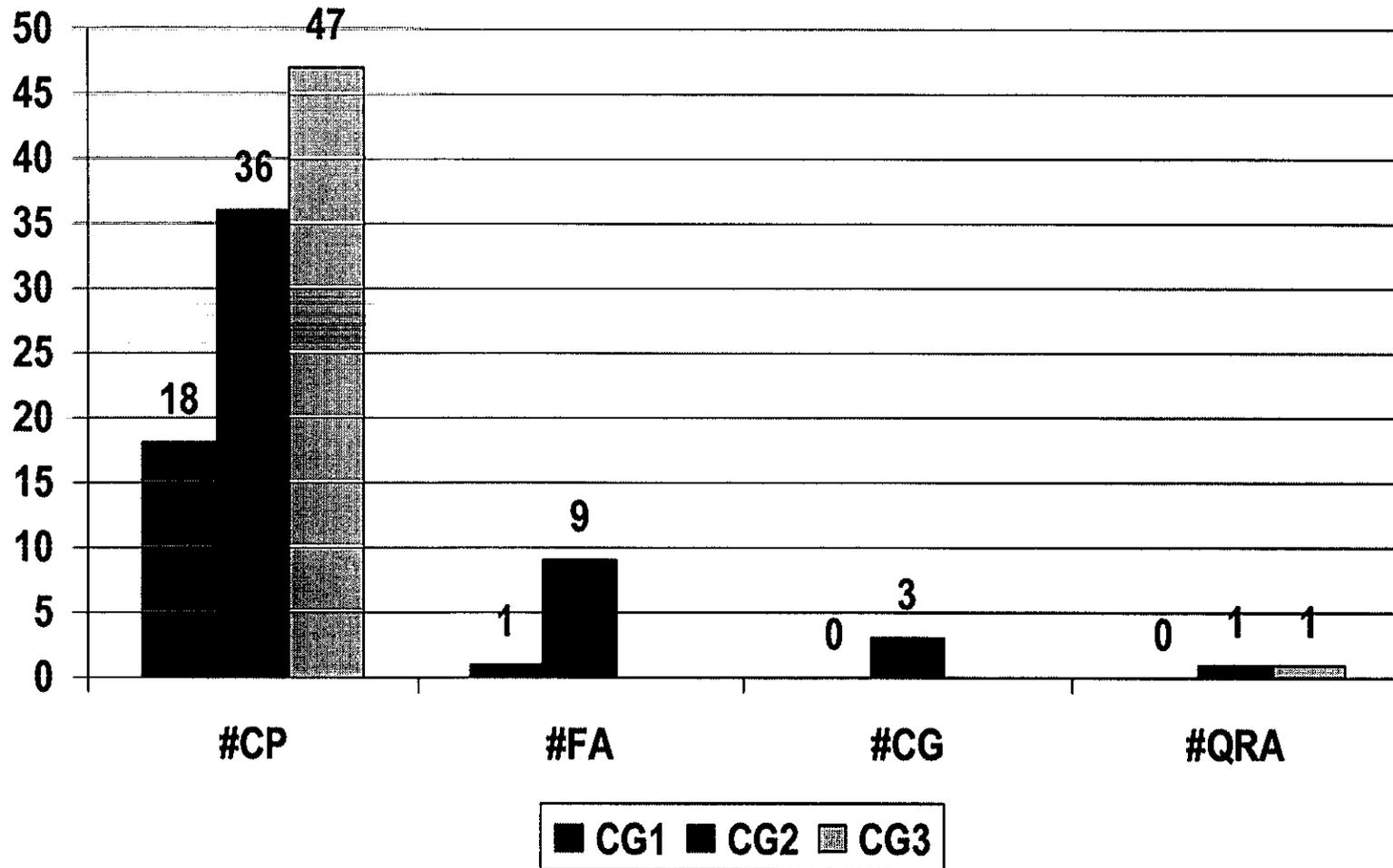


Major environmental problems:

- Until February 2000 – NO Ministry of environment
- NO Environmental strategy nor EAP
- Strict unfeasible environmental regulations and weak implementation



Demand for the program





Analyzes of 3 Challenge Grants awarded in cycle 2:

- 1. Business - Gavrilovi , Petrinja:** CP in meet processing industry
 - partner: UAT (CA, USA)
- 2. Local Government - Town of Obrovac:** GCC
 - partners: CINK (CZ); ECOPLANT (CRO)
 - QRA grant
- 3. Association - County Chamber of Economy, Osijek:** Interactive CP training
 - partner: DEKONT (CZ)



Case Study - Croatia, CG2 GAVRILOVIĆ Petrinja:

Project Title and Topic: Cleaner Production:
Reduction of Water Consumption and Waste
Waters

Keywords:

- water conservation
- water re-circulation
- wastewater reduction
- heat requirement reduction
- water demineralization - scale elimination
- co-generation



EcoLinks – Croatia Issues and Challenges...

- Positive political changes – EU assessing – compliance with international legislation, requirements and market, new international investors – new opportunity!
- Program restrictions (USAID – SO.1).
- Bad economic situation in the country – environment considered as low priority.
- Low capacity of Local Governments.

ATTACHMENT 3-3

EcoLinks Annual Meeting
March 20, 2000

The role of Gabor Kaczmarczyk, Tech Rep in Budapest, Hungary, in the EcoLinks program.

What has been done so far:

- Gold Key service
 - UTRS, Celotex, Alexander Mill Services, Tire Recyclers
- TDA's Environmental Conference
 - Helped the consultants of MFM Group
 - Recruited project presenters
 - Established contact with both US and Hungarian firms
- Provided assistance in the organization of the Eastern Europe Power Business Development Mission
 - Organized over 15 meetings for 2 US firms in the mission that are involved in the environmental business as well (Harza, Duke Engineering)
- Submitted 5 trade leads
 - 2 municipal wastewater projects, 1 municipal solid waste management
 - 1 plasma incinerator project, 1 construction waste recycling
- 6 Hungarian companies
- 2 successful Challenge Grant applications
- Assisted in partner search (Challenge Grant)
- Recruiting visitors to IBP shows
 - WasteExpo, EnviroExpo
- Established contact with government officials
 - Ministry of environment, Ministry of Economic Affairs, Prime Minister's Office, Environmental Inspectorates, municipalities
- Worked with professional and business associations
 - REC, Association of Environmental Service Providers, AmCham's Environmental Committee
- Contacted/assisted Hungarian and US firms

Strengths

- TDA, US EXIM Bank (versus EU funding)
- QRA can be a good tool
- Access to USCS services
 - Gold Key, ADS to identify local partner for US firms
 - IBP to find partners for Hungarian and US firms
- Excellent relationship with a number of municipalities
- US-Eastern Hungary Partnership program
- Support from other sections of the embassy
- Sufficient funding available

Weaknesses

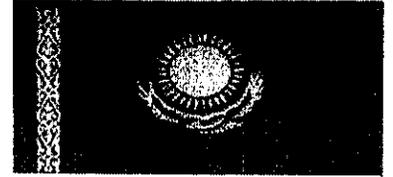
- Administration (monthly and quarterly reports, etc)
- Almost impossible to follow strategy
 - "fire-killing" working method

- Only one Challenge Grant per cycle for Hungary
- Strong EU influence in municipal projects

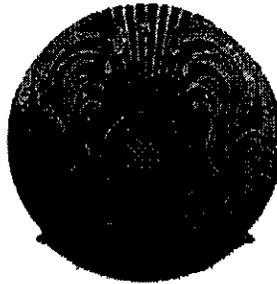
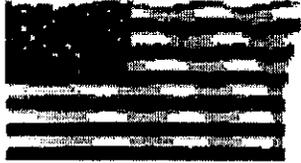
ATTACHMENT 3-4

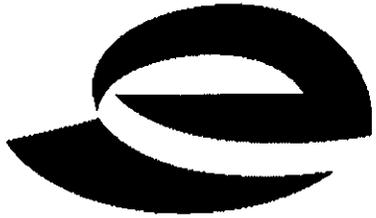


EURASIAN - AMERICAN PARTNERSHIP FOR
ECOLINKS
ENVIRONMENTALLY SUSTAINABLE ECONOMIES



in Kazakhstan





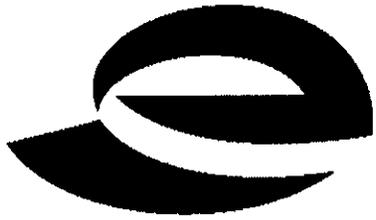
Agenda

- Country information
- Demand for EcoLinks
- Grants program status
- Technology transfer status
- Case study
- Strengths
- Key challenges



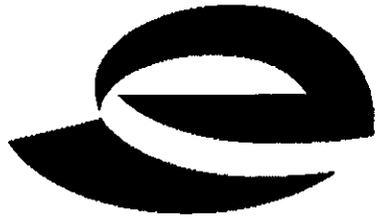
EcoLinks Kazakhstan

- Capital Astana, 14 regions
- Territory - about 3 million square km
- Population - over 15 million people
- Population - 56% urban
- Landlocked country
- Signatory of UNFCCC, Kyoto Protocol
- Almaty to Washington - 11 time zones



Major industries

- Oil and gas
- Non-ferrous metallurgy
- Coal mining
- Ferrous metallurgy
- Agriculture - wheat, rice, cotton, wool, meat
- Light industry - food, textile, construction



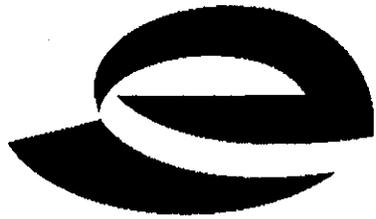
Major environmental issues

- Lack of drinking water, rivers pollution
- Aral Sea dessication (drying out)
- Desertification, lack of forests
- Lack of own energy production
- Post-industrial land degradation
- Solid industrial waste (ash, coal, metal)
- Urban air pollution
- Oil & gas production areas pollution



Demand for the program

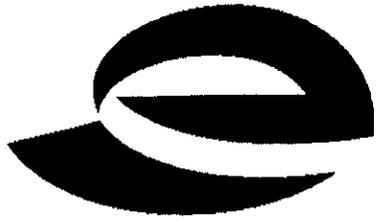
	<u>c.2</u>	<u>c.3</u>
• total concepts received	43	56
• concepts approved	17	18
• full applications received	4	.
• Challenge Grants awarded	2	.
• QRA applications received	10	5
• QRA grants awarded:	2	2



Demand for the program

- Concepts by Project Leader:

•	<u>c.2</u>		
<u>c.3</u>			
• businesses	49%	64%	
• local governments	35%	25%	
• associations	0%	4%	
• other	16%	7%	



Demand for the program

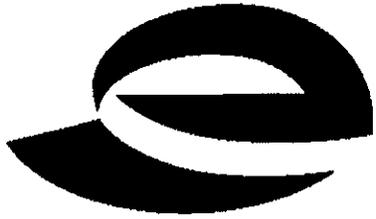
Concepts by topic:

	<u>c.2</u>	<u>c.3</u>
• Global Climate Change	14%	28%
• Cleaner Production	58%	34%
• EMS	14%	-
• Water Quality Management	-	34%
• other	14%	3%



Status of Partner searches

	<u>c.2</u>	<u>c.3</u>
• US partner search initiated	15	8
• US partners matched	6	.
• CEE partner search initiated	1	1
• CEE partners matched	0	.
• NIS partner search initiated	0	0
• Matches resulted in Full Appl.	2	.



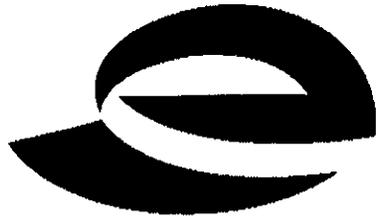
Status of Grants

- Total Challenge Grants - 2 for \$100,000
(1 business, 1 local government)
- Total QRAs - 4 for \$20,000
(1 business, 2 local governments, 1 association)



Technology transfer status

- 18 trade leads submitted to GTN network
- 20 LOIs received from US companies
- 4 KZ Co. are in contact with GTN Co. in US
- 1 Gold Key service provided: Hach Co. offered a distributor agreement to KazEcology Co.
- EcoLinks promotion at KIOGE 99, InterFood 99, Solid Waste Management 99 exhibitions
- Database created of KZ companies with potential for environmental trade with US

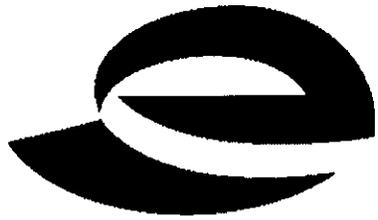


Making chips production more environmental friendly

1. Developing and implementing EMS system at the potato chips producing plant in Talgar, Kazakhstan.
2. Grant topic: Environmental Management System
3. Keywords: EMS, ISO-14000
4. Location of project: Talgar, Almaty oblast, Kazakhstan



5. Project Leader: United Technologies Company, Talgar, Kazakhstan
6. Project Partner: Environmental Control Opportunities, Richmond, VA, USA; Savory Snacks, LLC, Madison, WI, USA
7. Associate: FoodMaster, Almaty, Kazakhstan
8. Project duration: 11 months



Overview/Environmental Problem

- The United Technologies Company was founded in June 1998 and specializes on potato chips production.
- Factory location and object are environmentally sensitive and require normal relations with the population and ecological control bodies, but company has not yet been certified by environmental control bodies and has to pay fines.



Solution to the problem/objectives

- The company proposed a market-based solution to the described environmental problem.
- The start of environmental performance improvement lies in creating an environmental management system at the factory.
- Development and implementation of EMS at the factory and certification of factory on ISO-14000 standards will allow the company to improve its environmental performance.



Strengths

- High demand for the program in the country
- All program topics are priority for the country
- Flexibility of program topics in every cycle
- Close cooperation of CPO and Tech Rep
- Tech Rep's access to GTN and ability to attend exhibitions expands possibility of identifying potential US partners
- USAID Regional Mission support



Key challenges

- Scarce knowledge of the English language, expensive translation services
- Lack of proposal writing experience
- GOK - low priority of environmental issues
- GOK - little support for environmental trade
- Early stage of private business development
- Many companies stopped production
- Many companies are financially weak
- Low interest of US companies to Kazakhstan

ATTACHMENT 3-5



EURASIAN - AMERICAN PARTNERSHIP FOR
E C O L I N K S
ENVIRONMENTALLY SUSTAINABLE ECONOMIES

Ecolinks in Macedonia

Prepared by:
Goran Arsov, C.P.O.

Dubrovnik, March. 2000



EURASIAN - AMERICAN PARTNERSHIP FOR
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ENVIRONMENTALLY SUSTAINABLE ECONOMIES

Agenda

- ① **Macedonia in General**
- ② **Status of Ecolinks Program in Macedonia**
- ③ **Case Study**
- ④ **Issues and Challenges**



EURASIAN - AMERICAN PARTNERSHIP FOR
E C O L I N K S
ENVIRONMENTALLY SUSTAINABLE ECONOMIES



Dubrovnik, March. 2000

Ecolinks - Macedonia



EURASIAN - AMERICAN PARTNERSHIP FOR

E C O L I N K S

ENVIRONMENTALLY SUSTAINABLE ECONOMIES

General Information about Macedonia

- A nation-wide referendum was held on September 8, 1991
- Parliament of the Republic of Macedonia passed the Constitution of the Republic on November 17, 1991
- Present Government is coalition between three Parties
- Transition from central to free-market economy
 - Privatization: app.90% of organizations and app.60% of total capital is privatized according the Law for Transformation of Enterprises with Social Capital (1993)
 - Unemployment - 35 %
 - Inflation - 3%
 - GDP - 1650 USD



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Environmental Problems

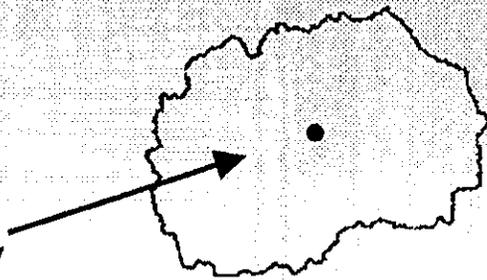
- The first Ministry of Environment was established in 1998
- National Environmental Action Plan (NEAP) was prepared in 1996
- Priorities in NEAP:
 - Air Quality improvements
 - Water quality improvements
 - Solid waste management
 - Biodiversity conservation
 - Renewal and preservation of forests



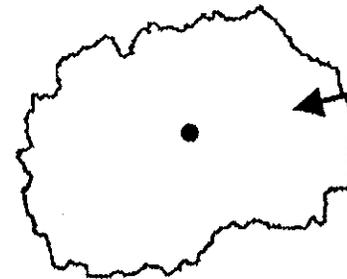
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Environmental Hot Spots

Veles
Municipality



MHK Zletovo
Veles



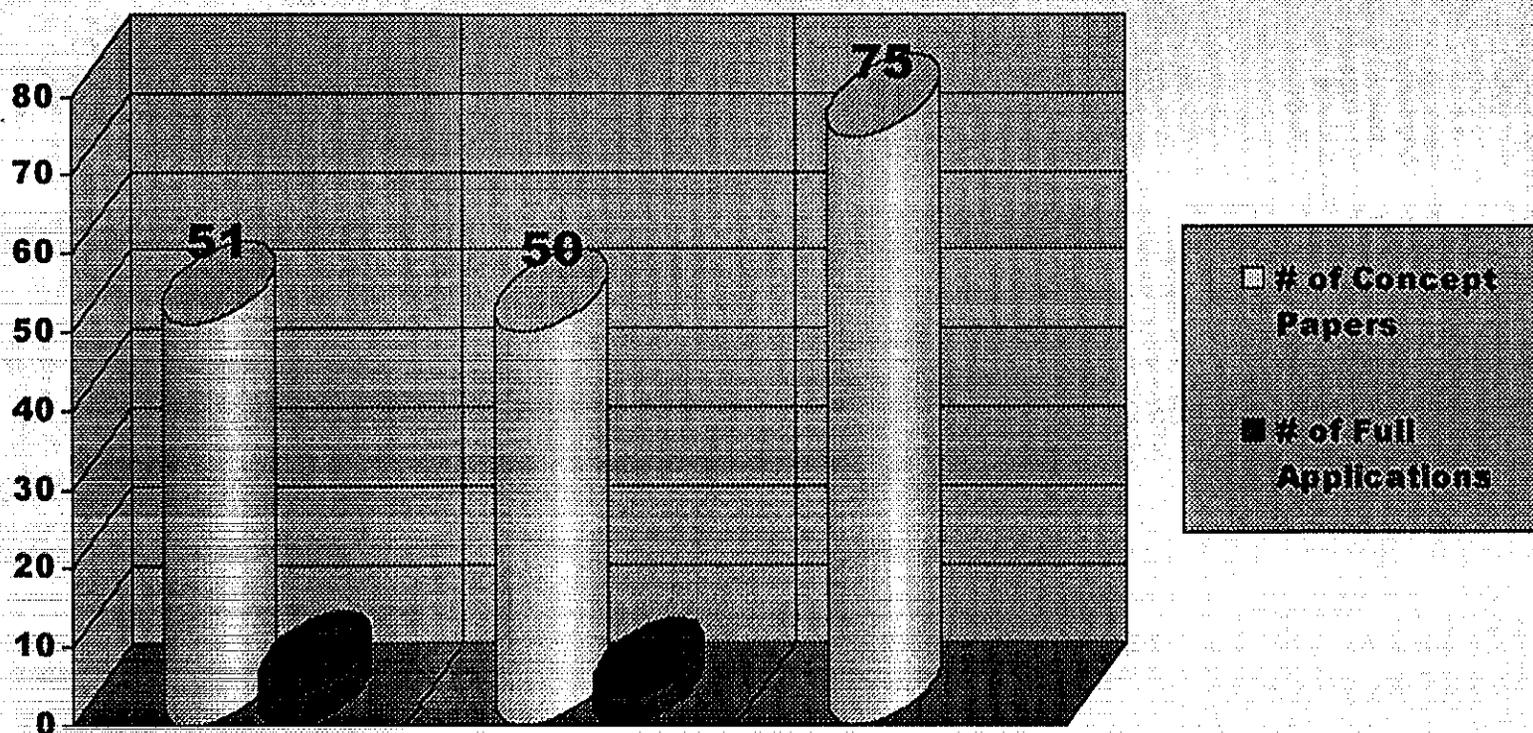
Dubrovnik, March. 2000

Ecolinks - Macedonia



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ENVIRONMENTALLY SUSTAINABLE ECONOMIES

Number of received Concept Papers and Approved Full Applications



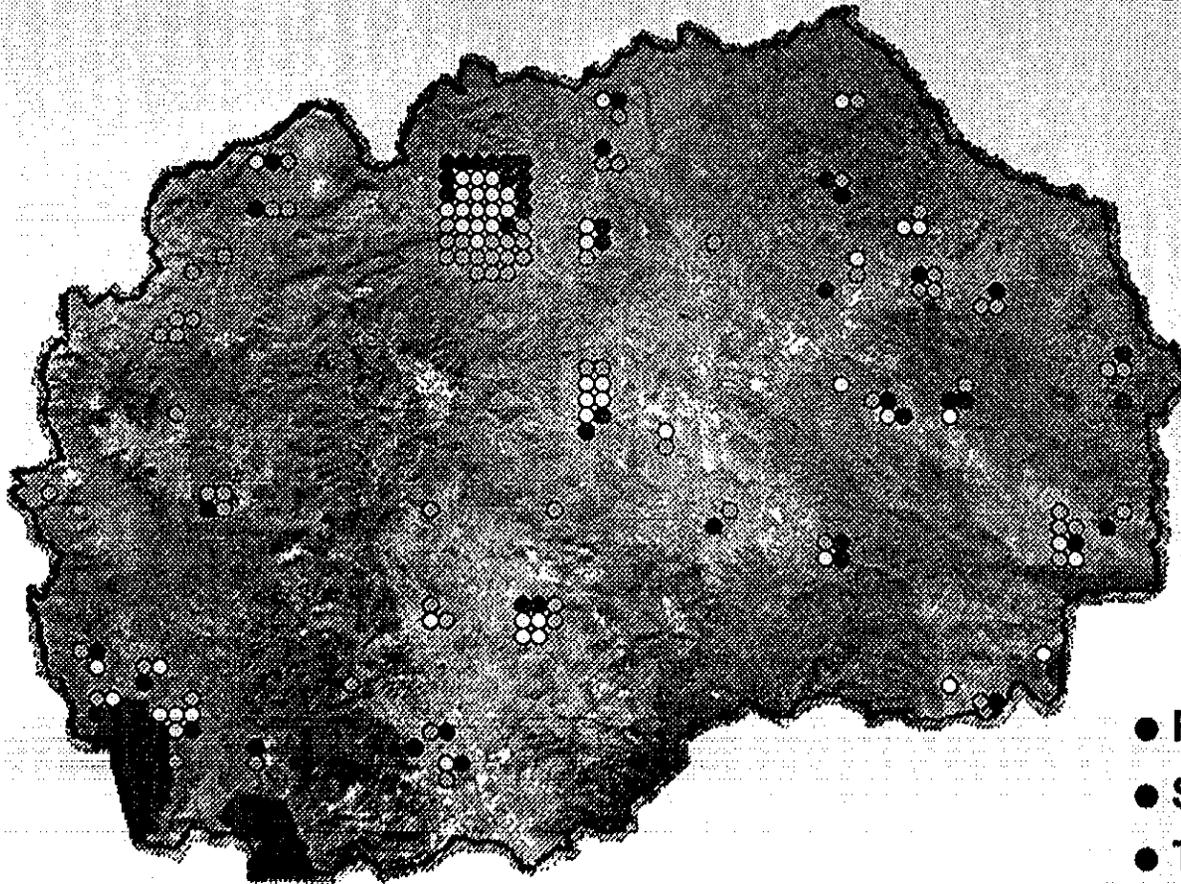
Dubrovnik, March. 2000

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Distribution of Concept Papers



- First Grand Cycle
- Second Grand Cycle
- Third Grand Cycle

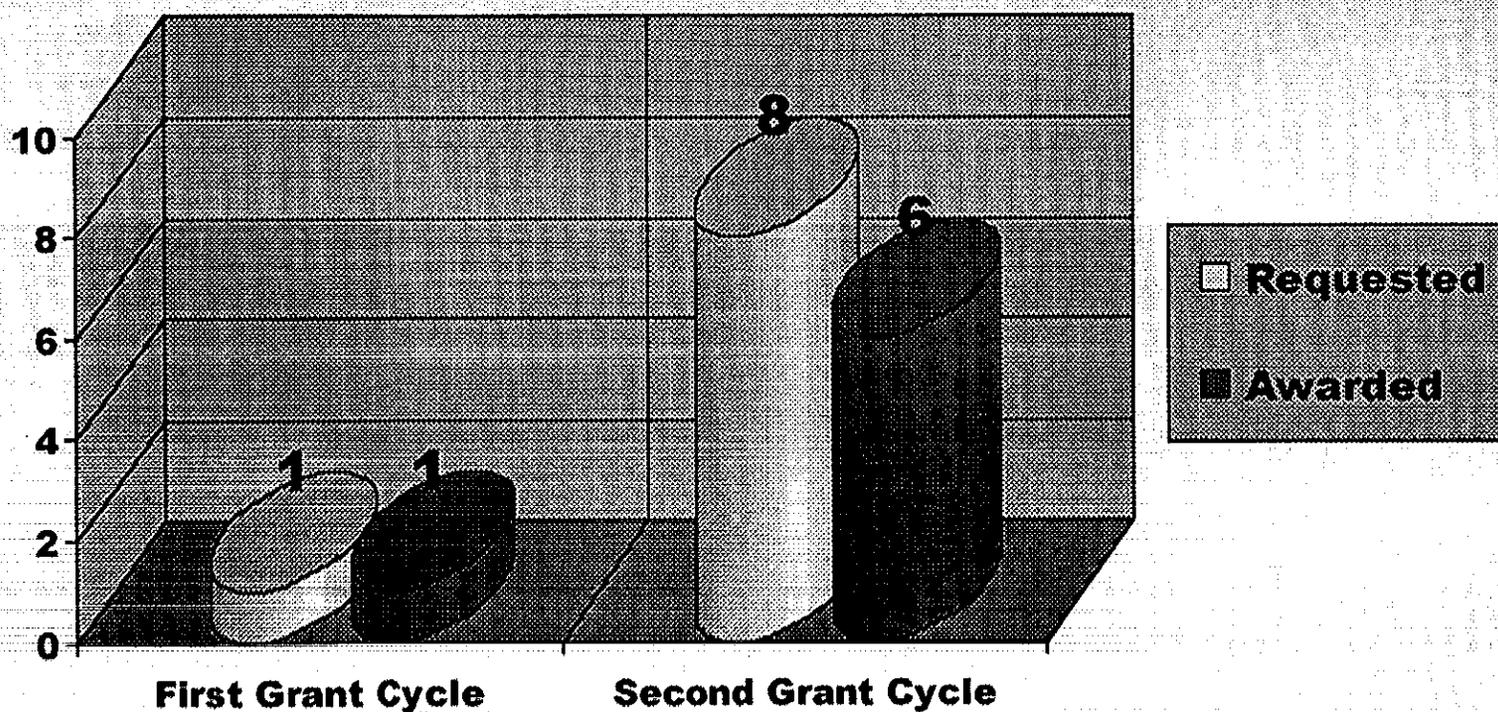
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ENVIRONMENTALLY SUSTAINABLE ECONOMIES

Number of Quick Response Awards Requested and Awarded per Cycle



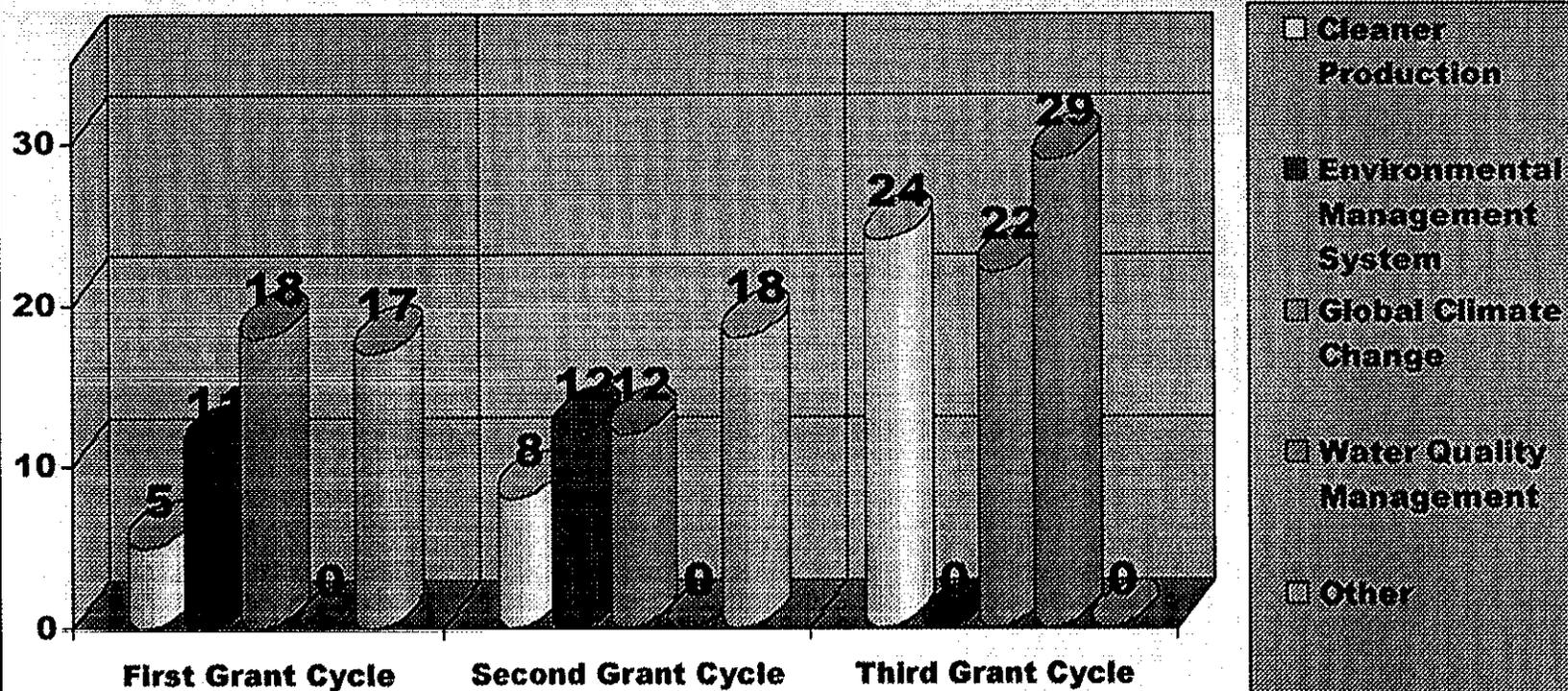
Dubrovnik, March. 2000

Ecolinks - Macedonia



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Number of proposed Topics per Cycle in Concept Idea Phase



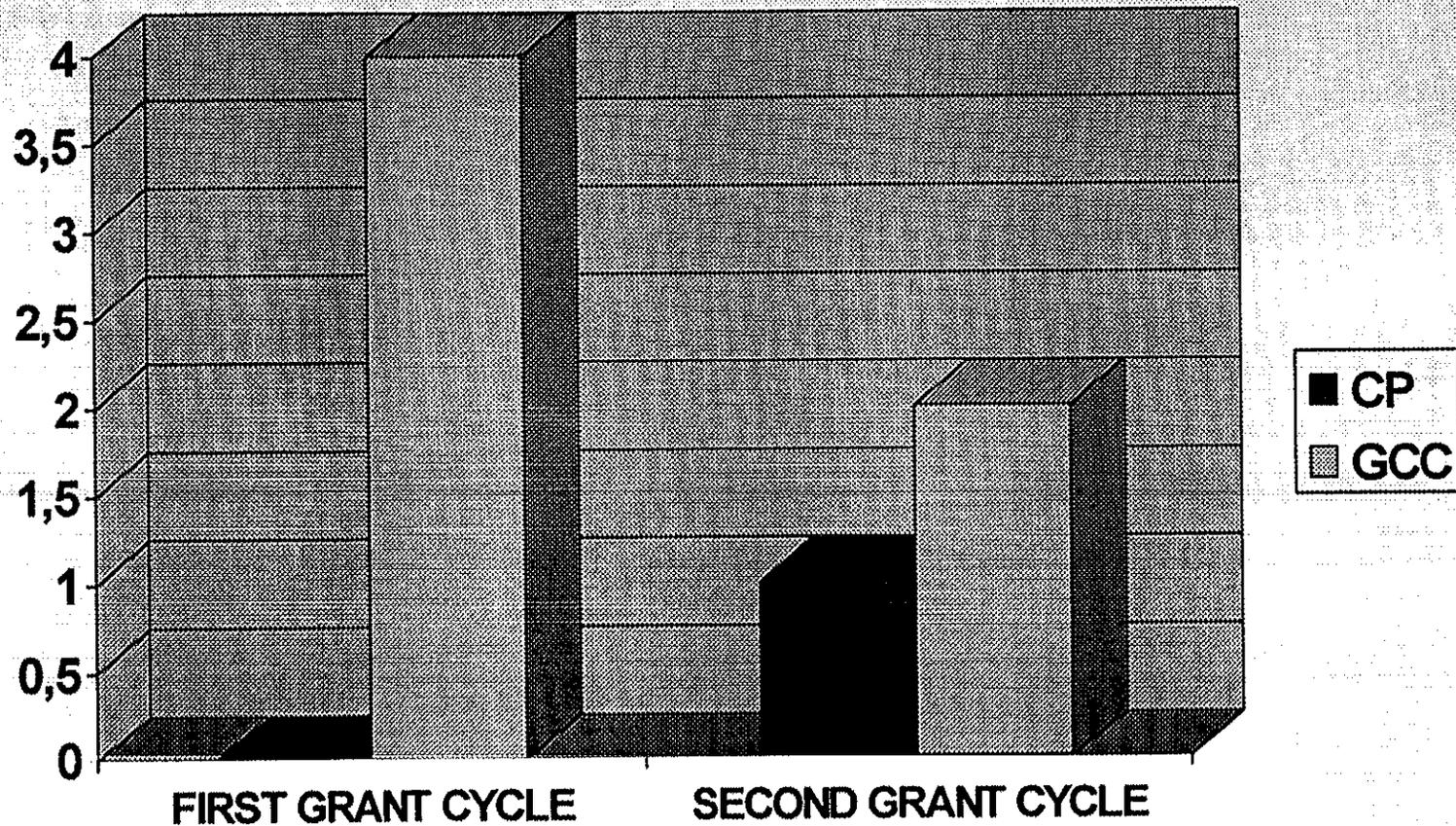
Dubrovnik, March. 2000

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Number of Awarded Grants by Topics



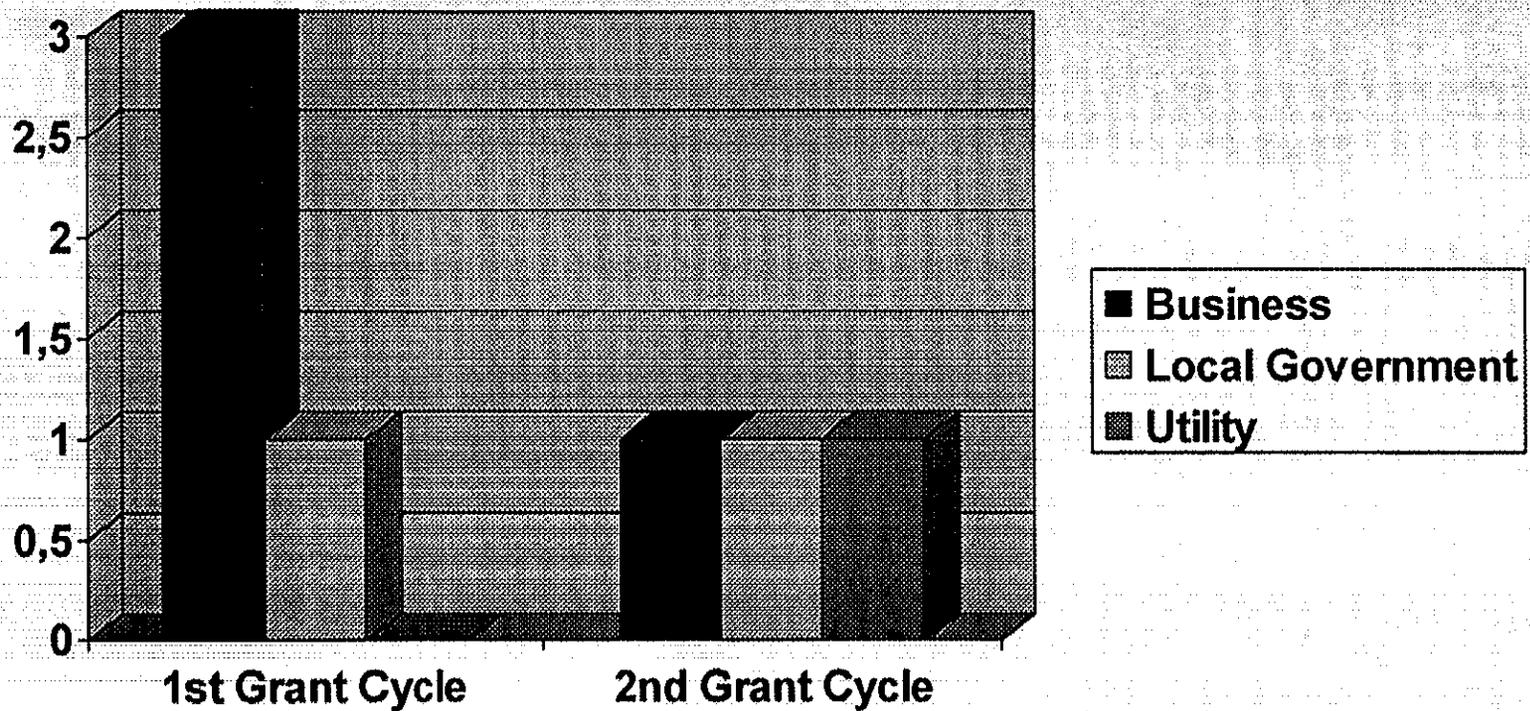
Dubrovnik, March. 2000

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ENVIRONMENTALLY SUSTAINABLE ECONOMIES

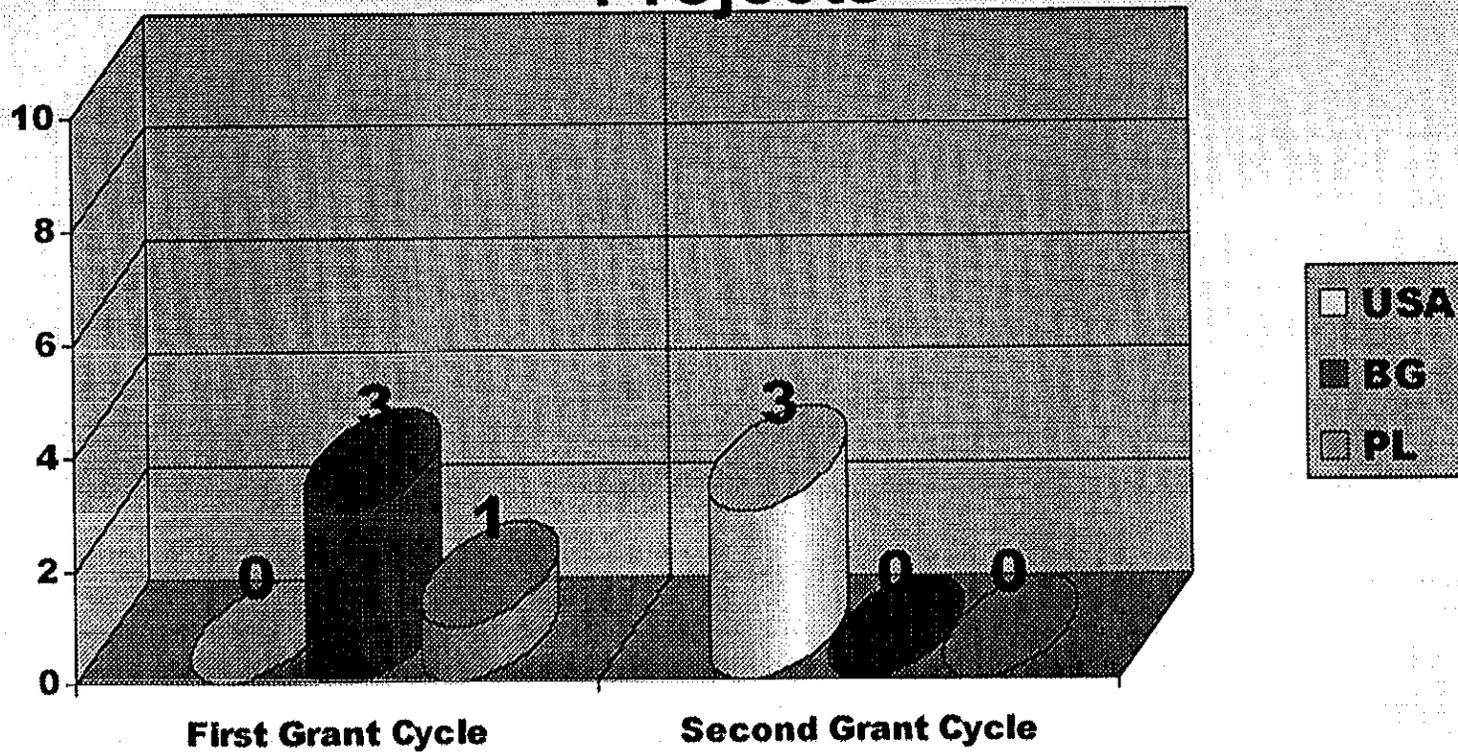
Organization Structure - Awarded Projects





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ENVIRONMENTALLY SUSTAINABLE ECONOMIES

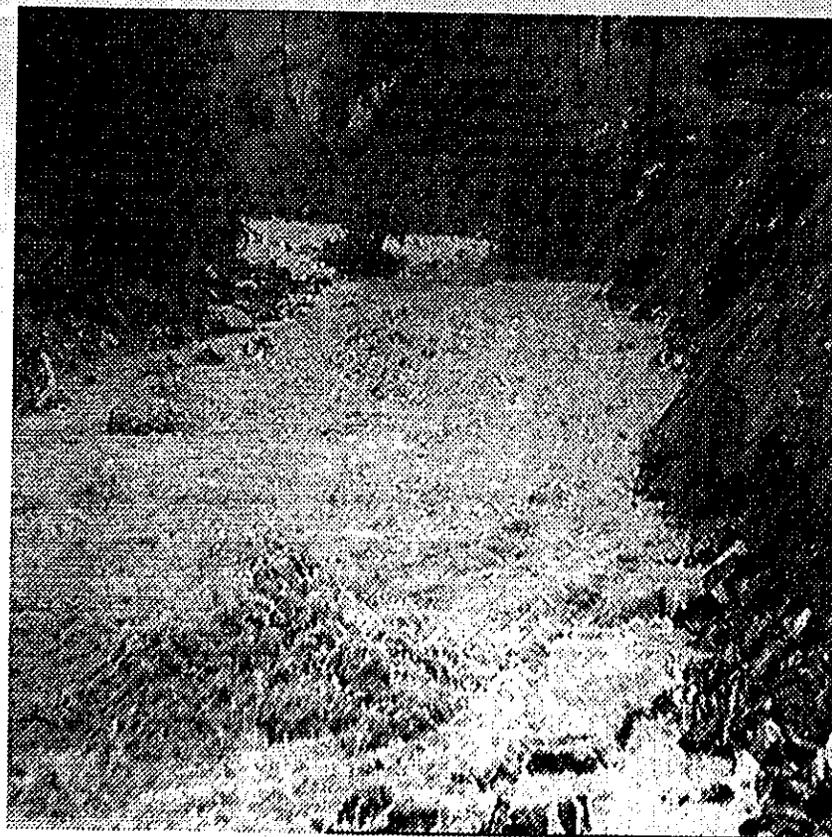
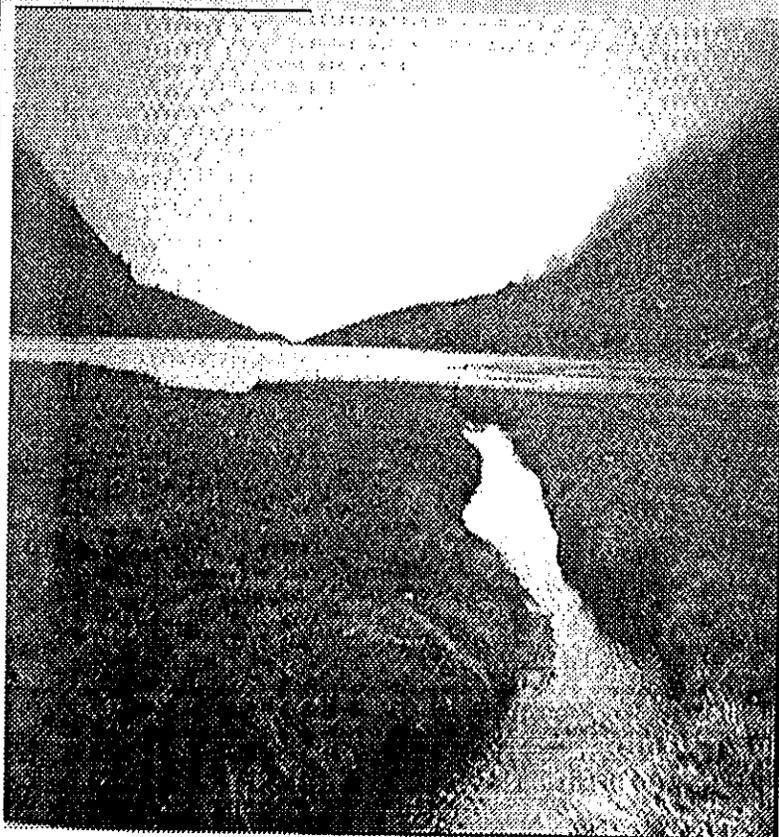
Number of Partners per Country – Awarded Projects





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ENVIRONMENTALLY SUSTAINABLE ECONOMIES

Case Study : Municipality of Bogovinje



Dubrovnik, March. 2000

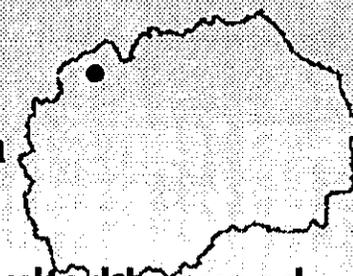
Ecolinks - Macedonia



EURASIAN - AMERICAN PARTNERSHIP FOR
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ENVIRONMENTALLY SUSTAINABLE ECONOMIES

Case Study: Municipality of Bogovinje

- **Project Title:** Hydro Power of Bogovinjska River
- **Grant Topic:** Global Climate Change
- **Project Leader:** Municipality of Bogovinje, Macedonia
- **Project Partner:** Paul C. Rizzo Associates - USA
- **Overview / Environmental Problem:** Air pollution resulted by wood utilization
- **Specific Project Tasks:** Investigation of hydro potential
- **Expected Outcomes and Results:** Pre-feasibility study for potential investors
- **Transferability:** All over the territory of Macedonia
- **Expected Follow-up:** Detailed geologic, hydrologic, environmental assessment and Preliminary Design for hydro power plant





EURASIAN - AMERICAN PARTNERSHIP FOR

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ENVIRONMENTALLY SUSTAINABLE ECONOMIES

Issues and Challenges

- **Strategy for National Development**
- **Low capacity of organizations (applicants)**
- **Status of technology in use**
- **Weak environmental legislation**
- **Limited financing**
- **International support**

ATTACHMENT 3-6

EcoLinks Annual Meeting

March 20,2000

Ten-Minute Presentation: Poland Country Specific

- Submitted 14 leads to GTN
- GTN leads also sent to CEEBIC and to NTDB in the form of IMIs
- Conducted three Gold Key programs
- Held two separate networking receptions at SCO Fulton's residence for additional exposure to potential partners: one for the private sector, one for municipalities and other government officials
- Exhibited at premiere environmental trade show in Poland, Poleko, which was held in November 1999 in Poznan. Met with more than 100 Polish companies and local government authorities and counseled on EcoLinks program at the show.
- Exhibited at Inter-Eko environmental trade show in Katowice, March 2000. Met with Polish companies and local government authorities and counseled on EcoLinks program at the show.
- Accompanied U.S. environmental consulting company on three day visit to southern Poland to meet with local government authorities regarding soil remediation (mercury polluted soil) projects.
- Recruiting Polish delegation to visit Waste Expo in May. Working closely with the Association of Waste Management Companies in Poland, which represents 300 state-owned companies. Descriptions of U.S. companies that participated in Waste Expo 1999 sent to all 300 Polish companies. We want Polish companies to contact U.S. companies to meet at Waste Expo 2000, and then apply for Quick Response Grants to allow them to travel to the event and meet in person.
- Will recruit Polish delegation to visit WEFTEC (Water Environment Federation) show that will be held in October. Working closely with Polish Chamber of Wastewater Companies (membership about 300) to recruit Polish participants using Quick Response Grants
- Arranging to take Polish Ecofund project coordinators as a delegation to Enviro Expo, which will be held in Boston in early May. Visit to Boston will be followed by a visit to Waste Expo in Atlanta. Coordinating visit to companies to Virginia with Ann Novak of TD and the State of Virginia export promotion office.
- SCO Fulton will give presentations on EcoLinks/FCS programs in Atlanta (Waste Expo) and Boston (Enviro Expo).

ATTACHMENT 3-7



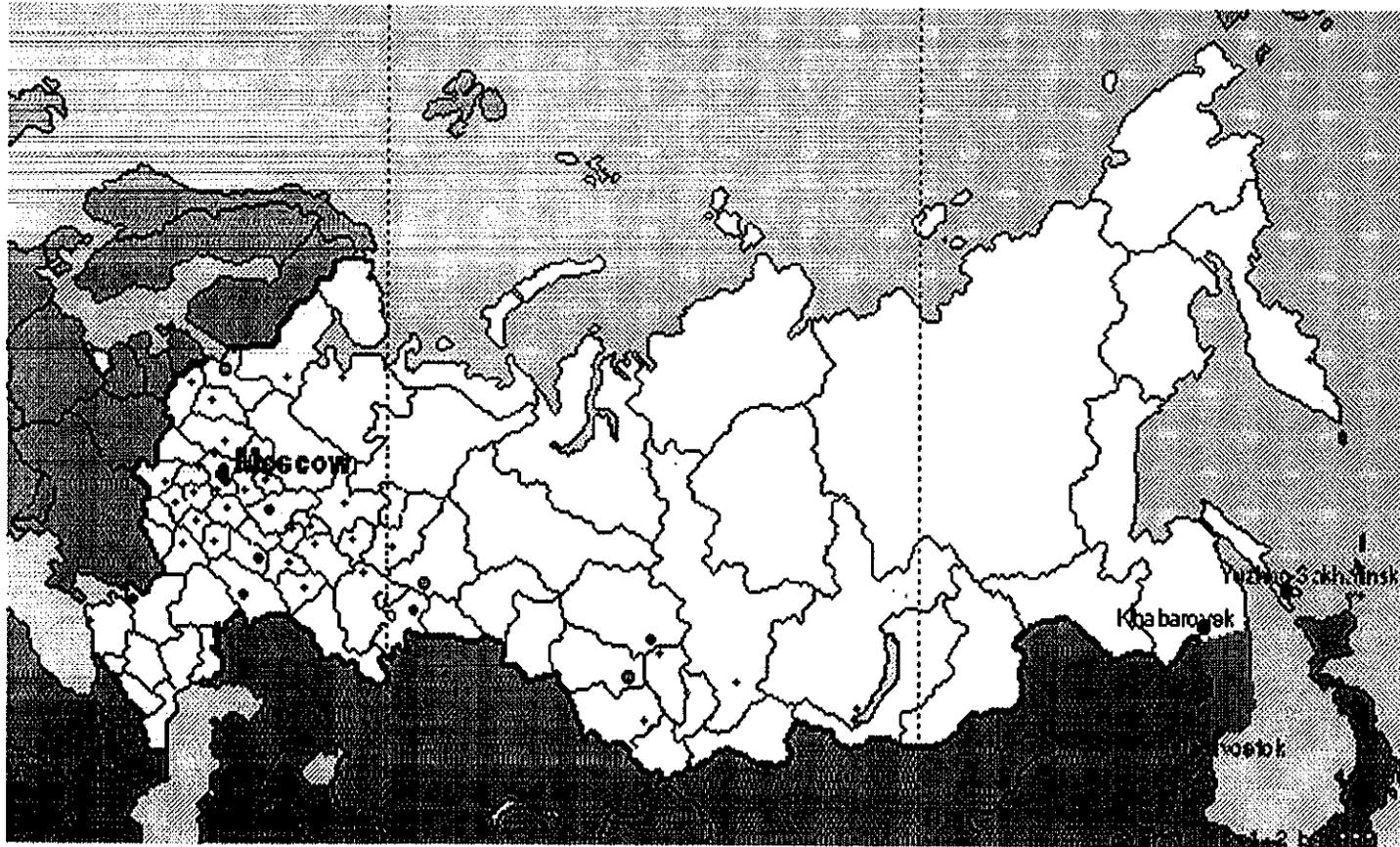
EcoLinks Russia Presentation

Agenda

- Country Overview
- Status of Grants Program
- Case Study -- Incineration Plant, Vladivostok
- Issues/Challenges



EcoLinks Russia





EcoLinks Russia Far East

- Khabarovsk, Vladivostok, Sakhalin
- Area – more than 1 million square km
- Population – 4 million people
- To Moscow – 7 time zones
- To Washington – 15 time zones



Major Industries

- Timber
- Mining
- Oil and Gas (Sakhalin)
- Fishing
- Defense



Major Environmental Issues

- Water Quality in Municipalities and Off-Shore Oil Spills
- Solid Waste Management and Clean Up
- Greenhouse Gas Emission from Used Coal Mines
- Obsolete Heat & Water Supply Systems
- Deforestation
- Utilization of Toxic Military Wastes



Demand of the Program

- Concept Papers -- 26/50
- Full Applications -- 4
- Partner Searches -- 3
- Active Challenge Grants -- 3
- Quick Response Awards -- 8



Analysis of Challenge Grants

- Business -- 2
- Local Government -- 1
- Location -- Khabarovsk, Vladivostok, Sakhalin
- Topics: Cleaner Production -- 2
EMS -- 1
- Partners -- USA



Concept Papers GC 3

- Total -- 50
 - Approved -- 25
- By Type:*
- Business -- 37
 - Local governments -- 11
 - Associations -- 2
- By Topic:*
- Cleaner Production -- 28
 - Water Quality Management -- 14
 - Global Climate Change -- 8



Incineration Plant, Vladivostok

Project Title: Clean Sky for Vladivostok. Introducing Environmentally Acceptable Air Pollution Control and Ash Utilization Technology at the Vladivostok Municipal Waste-to-Energy Facility Spetszavod # 1.

Project Leader: Spetszavod #1, Vladivostok, Russia

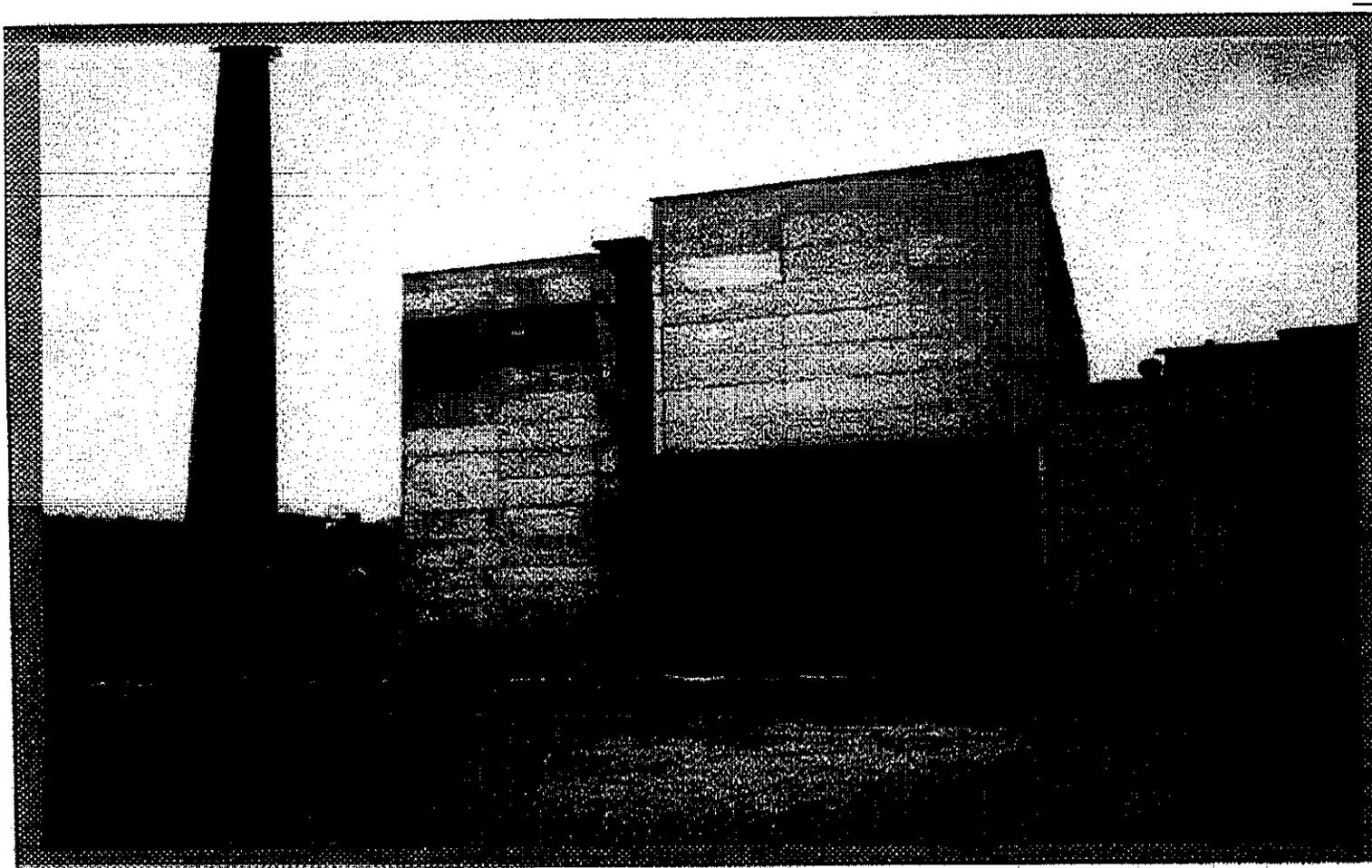
Project Partner: Energy & Environmental Consulting Engineers (EECE), Mission Viejo, CA, USA

Start Date: January 24, 2000

End Date: December 15, 2000



Incineration Plant, Vladivostok





Issues and Challenges

- Tax Exemption for Projects
- Equipment Financing
- Quality vs. Quantity
- Database of Russian Partners
- Communication

ATTACHMENT 3-8



Ecolinks Grants Program ROMANIA

Dubrovnik, March 2000

REC Romania

1

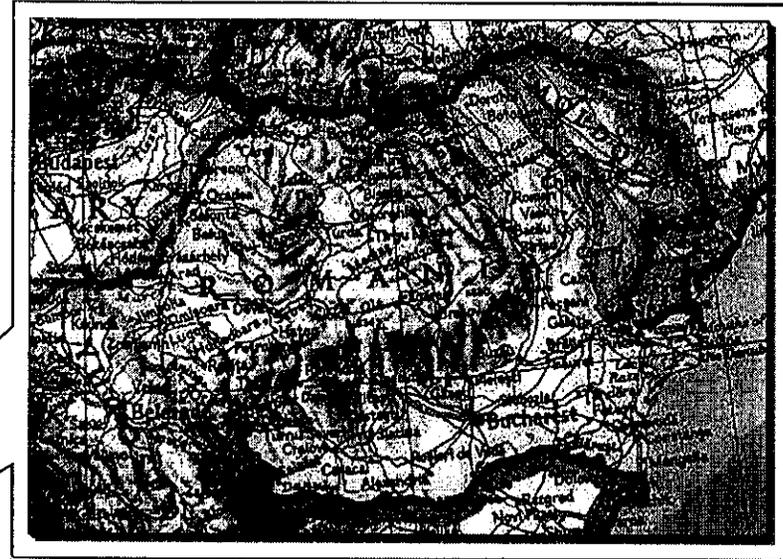
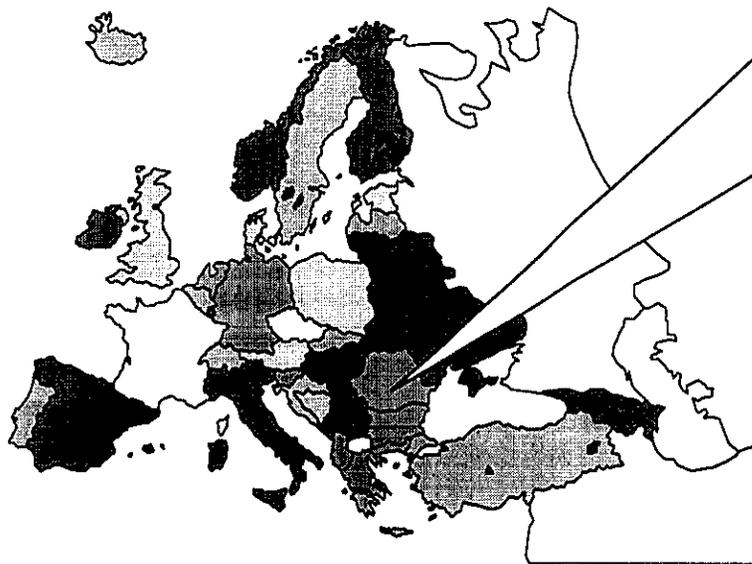


Agenda

1. Country overview
2. Status of Grants Program
3. Case Study
4. Issues and Challenge



Geographical location



238,391 sqkm

23 millions inhabitants

41 counties, 260 cities, 2688 communes



Economic issues

- Over 6 billions \$ (F- over 700 Mio \$, US over 500 Mio \$)
- 1999 inflation rate 45.8 %
- unemployment rate 11.5 % (Dec 99)
- privatization around 45 %
 - ◆ cement, food packaging - 100 %; buil. Mat - 93 %; plastic process & constr.83 %; oil producing a.o. 70 %



Major environmental issues

- No Environmental Fund
- hot spots
 - ◆ chemical and steel plants
 - ◆ mining area



Grant program Status

Partnership Grants

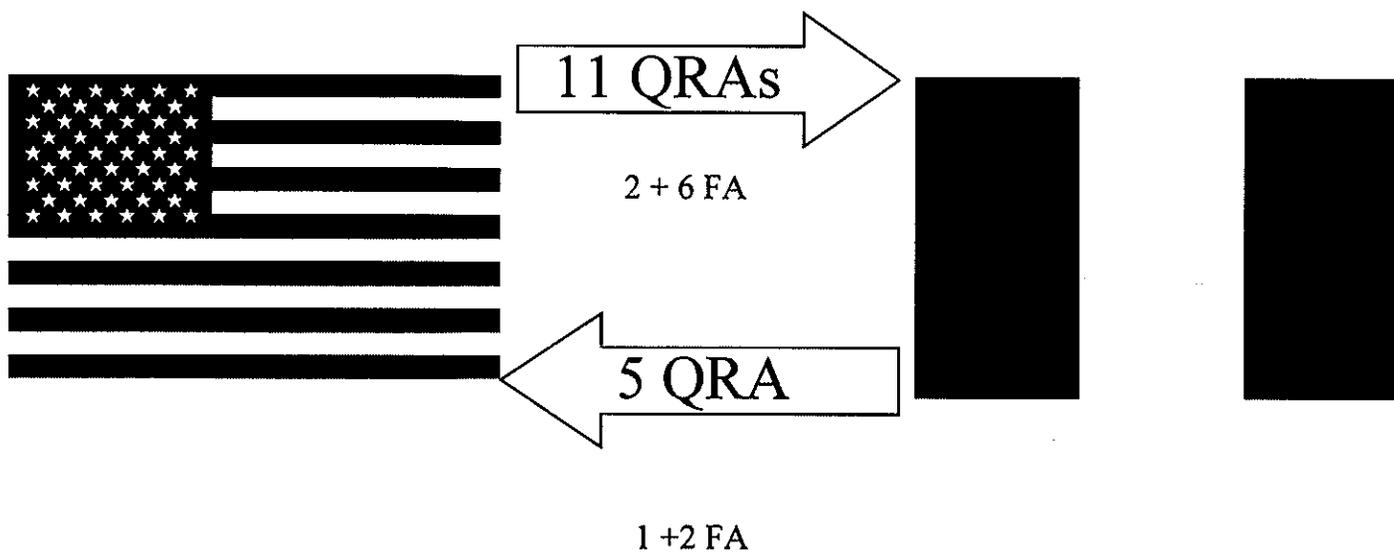


Cycles history - CGs

	I	II	III
CPs	114	87	100
App CPs	24	37	34
FApps	8	24	
Grants	3	12	



16 QRAs awarded



REC Romania



Grants structure (I & II)

Topic	Type	Part.
EMS - 12 %	Uts - 29 %	US 13 -11s
CP - 41 %	LA - 25 %	Reg. 10
GCC - 47 %	Bus. 36 %	



Case study

Astra Refinery





Astra Ploiesti refinery

- Underground pollution with petroleum products
- Astra - 1880 established
- process local and imported low sulfur oil
- Leggette, Brashears & Graham, Inc
- environmental engineering service (P)



Astra Ploiesti refinery

- QRA US to Romania
- very good partnership
- oil recovery and saving
- follow up
 - ◆ expand technology to whole refinery
 - ◆ promotion of results
 - ◆ address other env. Problems
 - ◆ US partner extend business in Romania



Issues / challenge

- decreasing interest
- follow up activities
- quality of proposals
- upcoming local elections (June 2000)

ATTACHMENT 3-9



EURASIAN - AMERICAN PARTNERSHIP FOR

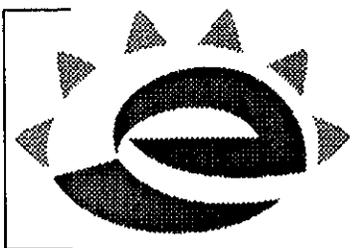
E C O L I N K S

ENVIRONMENTALLY SUSTAINABLE ECONOMIES

EcoLinks Ukraine Presentation

Dubrovnik

March 20, 2000



Agenda of EcoLinks Ukraine Presentation

- *Country Overview*
- *Status of Grants Program*
- *Issues/Challenges*
- *Case Study*



Country Overview





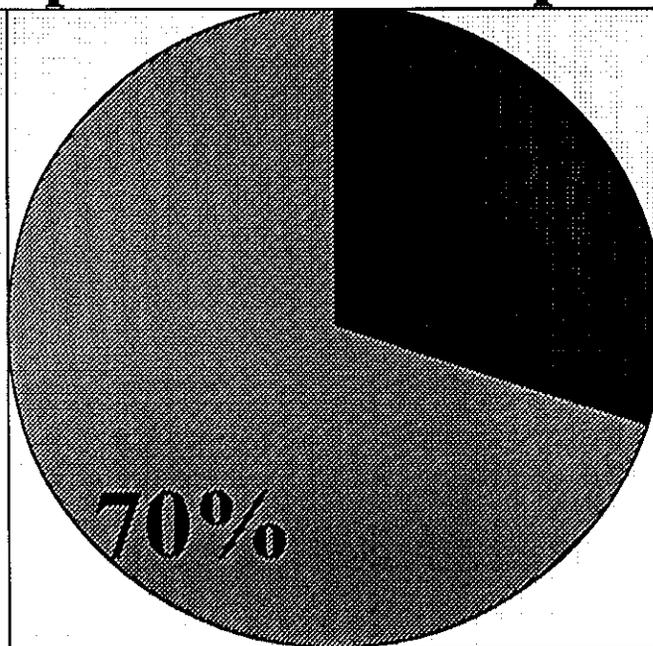
General Information

- Territory: 603,700 sq.km
- Population: 49.9 mln. people
- GDP rate in 1999: -1%
- Level of unemployment: 6%



Industrial output in 1999 (by type of ownership)

■ state enterprises
■ privatized enterprises

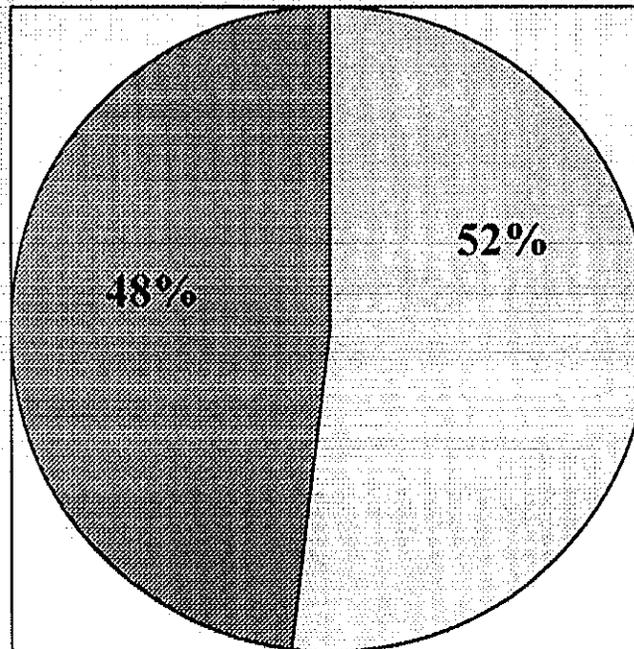




Agricultural output in 1999 (by type of ownership)

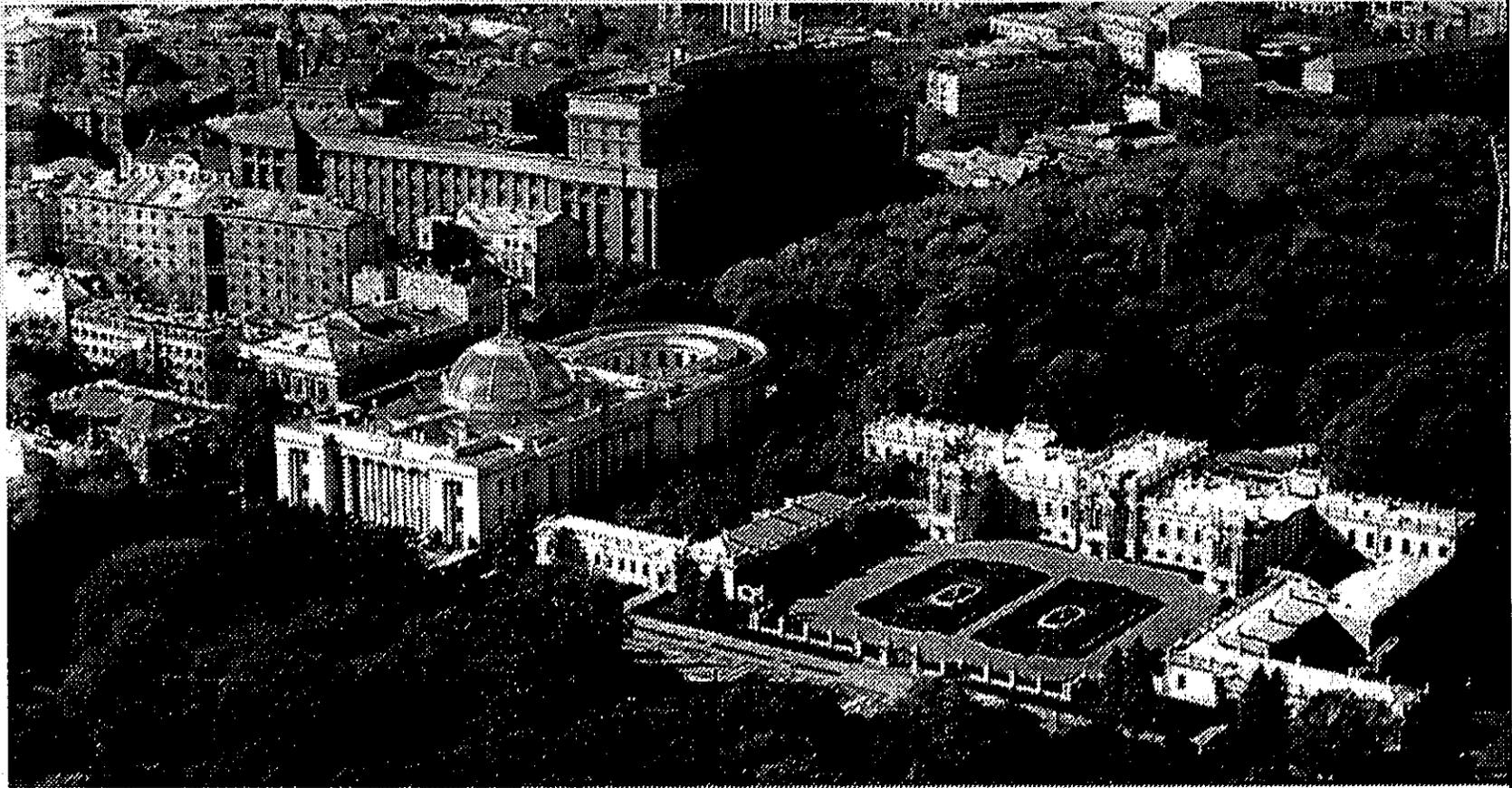
□ private farms

■ state and collective farms





View of Kiev





Current Environmental Situation/Issues

- Water pollution by industrial and communal sources
- Air pollution by transport and energy industries
- Solid waste generation
- Radioactive contamination in Chernobyl and adjacent zones
- Soil degradation

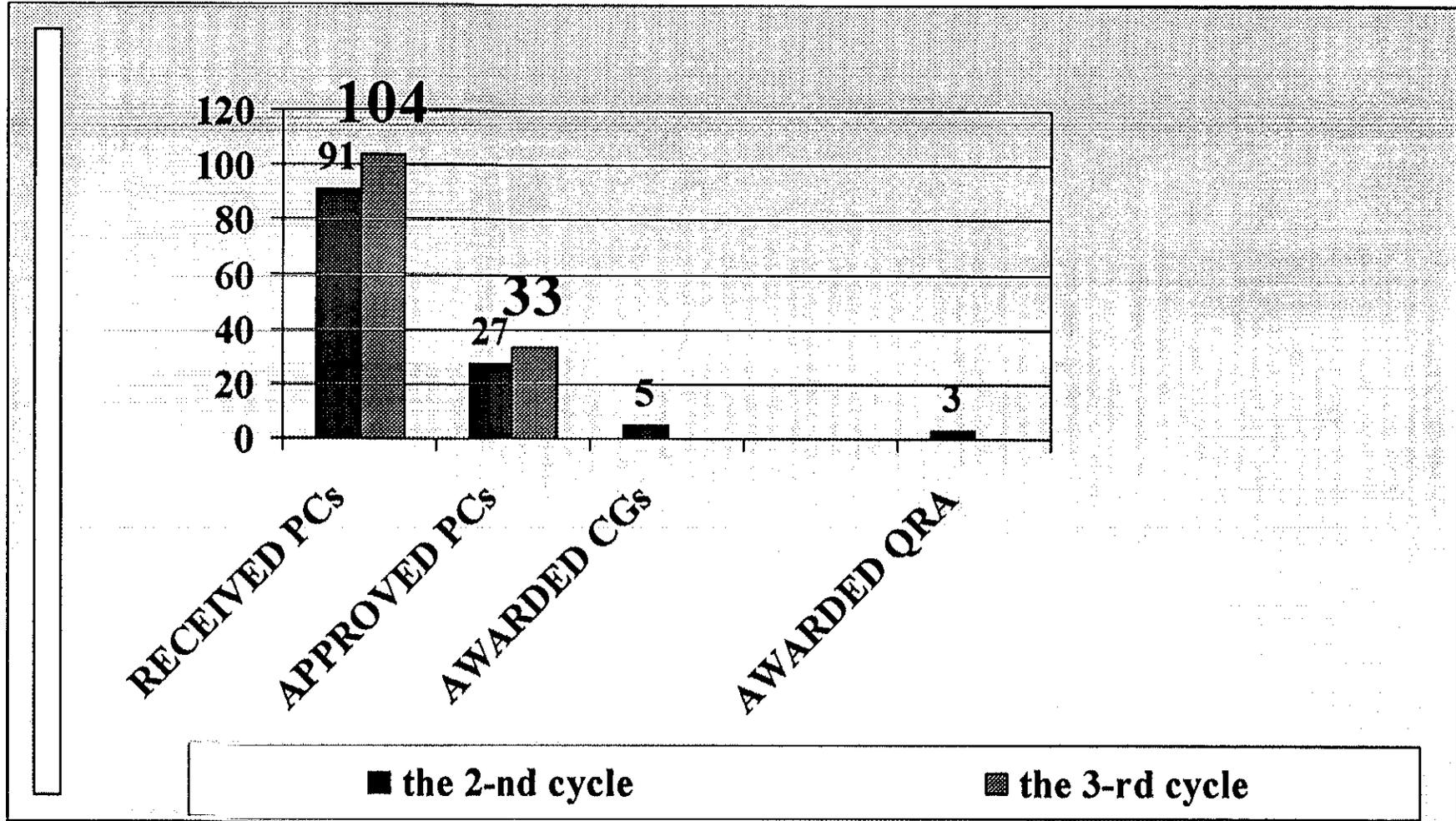


Status Of Grants Program Ukraine





General Statistics





Analysis of awarded Challenge Grants

- Type of organization:

- Businesses - 3 Local Governments - 2

- Grant topic:

- Global Climate Change - 2 EMS - 1

- Cleaner Production - 2

- Partner:

- USA - 3 CEE - 2



Issues/Challenges

- Unfavorable investment climate and lack of free financial resources
- English proficiency of applicants
- poor business planning and proposal writing skills
- bad financial situation at many enterprises
- unfavorable tax system
- unfinished privatization of big and medium enterprises



Case Study:

1. Project title:

Development of Communal Waste Management Program For The City of Chervonograd, a Model For Other Municipalities



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1. Project title:

Development of Communal Waste Management Program For The City of Chervonograd, a Model For Other Municipalities



- 2. Grant topic: Cleaner production
- 3. Keywords: Municipal waste management, recycling/reusing
- 4. Location of project: Chervonograd, Ukraine
- 5. Project leader: Chervonograd City Administration, Ukraine
- 6. Project partner: Ekofol-II S.A., Poland
- 7. Associates:
 - a) Lviv Region Development Fund, Ukraine
 - b) Center for Environmental Control and Survey, Poland



■ 8. Project duration:

■ Feb. 1, 2000 through Jan. 31, 2001

■ 9. Overview/Environmental problem:

■ Volume of communal waste generation is 100,000 cubic meters annually

■ Waste is disposed in illegal landfill sites

■ Water and land pollution

■ Losses of raw materials (paper, metals, etc.)

■ Emissions of methane



10. Solution to the problem

- The elaboration of a comprehensive municipal program of communal waste management, which will include:
 - - minimization of waste generation
 - - separation, recycling and reusing of waste
 - - change of community attitude to waste management
 - - business plan for construction of a modern waste disposal site



11. Partnership

■ **Ecofol-II :**

- - analysis of data on communal waste
- - elaboration of waste management plan

■ **LRDF:**

- - preparation of information and education materials
- - conduction of promotional workshop for potential investors

■ **CECS:**

- - development of environmental monitoring system for waste management



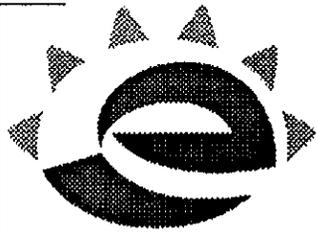
Mr. Zima explains the waste problem of Chervonograd municipality





12. Specific project tasks

- Collection and analysis of data on composition and volume of communal waste
- Elaboration of recommendations for separation and utilization of waste
- Working out waste management program
- Development of educational strategies
- Development of business plan
- Conduction of promotional workshop for potential investors



13. Expected outcomes and results

- Elaborated communal waste management program which will include:
 - - waste minimization plan
 - - waste separation and utilization options
 - - business plan for potential investments
 - - public awareness materials



■ 14. Transferability

- Many cities in Ukraine can use that project as a model for elaboration of municipal waste management program

■ 15. Expected follow-up:

- - implementation of elaborated waste management program
- - construction of a modern waste disposal site
- - establishment of recycling/reusing companies

The end



Yesirkenov and Larissa Martseva

Kiev, March 2000

The end

