

Insight

FOR ENVIRONMENTAL TRAINING PROFESSIONALS IN CENTRAL AND EASTERN EUROPE • WINTER-SPRING 1997 • VOL. 1 • NO. 3-4

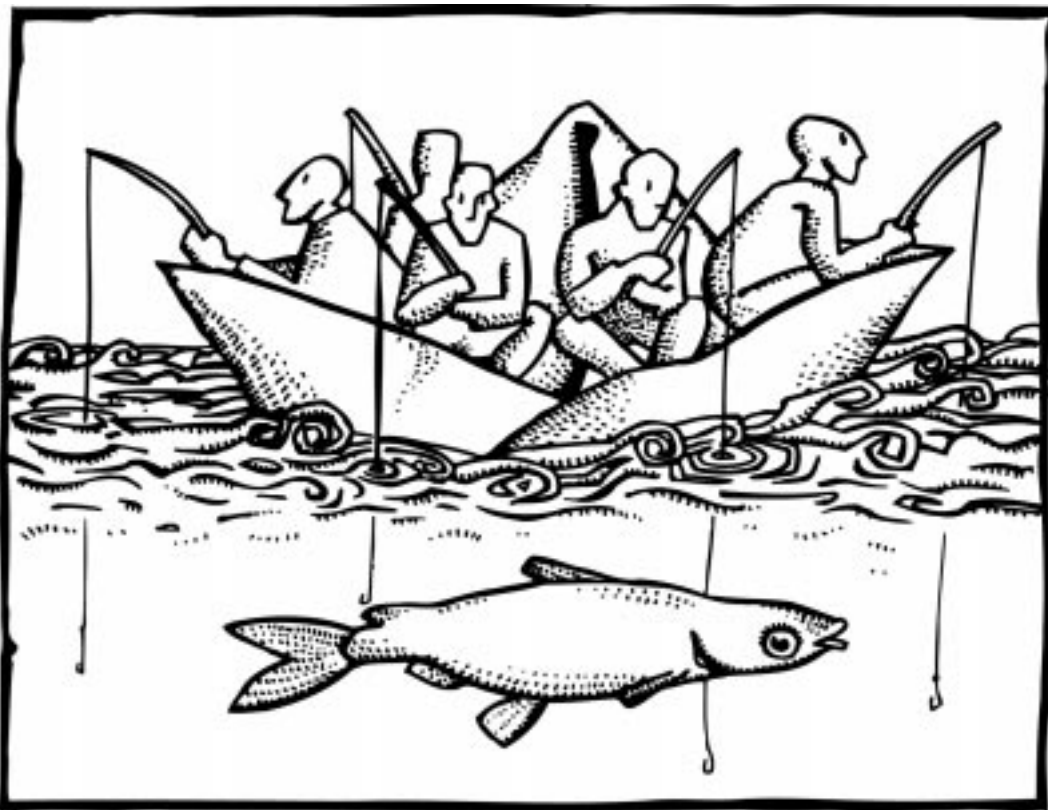


ILLUSTRATION: LASZLO FALVAY

Fishing for understanding: Let simulation and gaming help

Valdis Bisters explains board games that make training more effective

Growing interest in a sustainable environment has motivated various professional people to seek more rational and imaginative management tools to help them understand the complex, dynamic and social nature of environmental issues. These tools also provide them with the means to better use natural resources.

The simulation and gaming methodology offers a unique contribution to the field of environmental training. It provides a learning opportunity in which results of decisionmaking are immediately felt in a low-risk environment. It allows participants to explore the natural and social processes on a dynamic scale and to establish verbalization and social skills, which are so important in collective decisionmaking.

Interactive learning

The training courses that we run comprise different kinds of simulations and games. There

are simple role plays, manual games and computer-assisted operational games. Environmental training must emphasize development options not only of topics but also for the students themselves. An environmental specialist must acquire new knowledge and skills through the problem solving process. The choice of decision options should rest on rational analysis, synthesis, evaluation and action. In the experiential learning cycle, the involvement and consequent higher motivation of trainees intensify the acquisition of knowledge and skills.

The most effective game models maintain high credibility while keeping a simple and user-friendly manner. All the parts of the instructional materials and game kits must be easily replaceable, and no significant preliminary work and background knowledge should be required from the administrators and participants. Also, it must be

possible to involve a whole class of up to 30 people, and the materials should be available for running on a broad range of computer platforms. In the category of such simulation games, Fish Banks Ltd. STRATAGEM-1 (Meadows, 1985 and 1987) deserves especial consideration.

Sustaining shared resources

Fish Banks is a computer-assisted simulation board game that deals with renewable resource management. The game focuses on the interaction between a nation's fish banks and a number of competing fishing companies. Up to six teams can play. Each team assumes the role of the top management of one of the country's principal fishing companies. All the teams begin with equal fleets of ships and equal bank accounts. The teams make annual decisions on whether to buy or sell ships and on where to fish. The game

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Two 'Insights' neatly packaged

Insight has made it through the winter and is welcoming spring and building momentum with an adventurous double issue: Winter-Spring 1997 — a timely proof of the steady growth of this publication. We are pleased to introduce you to our newly-formed editorial board: Laszlo Karas, Solomon Ioannou, Miroslav Chodak, Pawel Kazmierczyk, Don Holub and Csilla Ilkei are now giving their professional advice and helping to plan future issues.

We haven't forgotten our mission: to link and support leading environmental training institutions and specialists in Central and Eastern Europe. This mission has two sides: We aim at extending our reach as far as possible while keeping attuned to our regional readers and their local perspectives.

Here is how we are keeping up with this challenge. First, you will find our regular features, such as news from the region. Then, we take you to the Czech Republic, Latvia and the Ukraine to find out about the latest developments in environmental training. Have you heard of Simulation and Gaming techniques? In theory you probably have. But do you know how to apply them in the practical context of a training course? In "Fishing for Understanding: Let Simulation and Gaming Help," Valdis Bisters, an expert in this methodology, uses concrete examples to explain step by step the whole gaming process. What is the state of environmental education in the Ukraine? Tatyana Lysak reports straight from the Crimea on informal educational activities organized by Ukrainian NGOs. Outdoor games, ecological trips, summer camps ... you will wish you were there! The key figure of this issue is Bohumil Navratil from the Czech Cleaner Production Center. In our interview he relates the history of his organization, from its debut to its present success, and he imparts to us his "Cleaner Production philosophy." I have kept the best for the end: the 5th EMTC Network Conference, the major event in April that many of you made time to attend. Solomon Ioannou reviews the successful four-day meeting in Velke Losiny, Czech Republic; places the event in the larger context of the EMTC Network's history; and stresses the importance of regional partnerships in environmental training.

For environmental training professionals in CEE, the past decade has been turbulent and unpredictable. Who knew 10 years ago where to find accurate, condensed information? Now environmental trainers can turn to Insight's pages for reliable information to meet the immediate and future demands of their profession.

Florence Gallez
Editor

regional BRIEFS

Strategic Planning Training of Trainers

■ Training networks from five Central and Eastern European countries attended a Strategic Planning Training of Trainers hosted by the REC April 8-10 at its new headquarters in Szentendre, Hungary. The session, conducted by Don Holub, a Peace Corps volunteer working at the REC, showed participants how to conduct strategic planning workshops in their own countries. The workshops focus on organizational planning and development for NGOs, governments and businesses. The three-day training covered strategic planning, issue development and project management. In addition, participants learned how to deliver a workshop and put together a strategic plan for trainers in the EMTC Network that will be used by the different EMTC trainers in the region.

Three-part Albanian project lays foundation for training

■ The project ToT-Albania, which the EMTC Network started in March 1996 under the auspices of the U.S. Environmental Protection Agency, has been quite successful so far. The goal of this one-year project is to build training capacities in Albania that will form the basis on which environmental training can be institutionalized.

The project focuses on three training modules: "Environmental Policy," "Solid Waste Management" and "Public Participation in Environmental Decisionmaking." The first two training modules were developed and delivered by EPA trainers, while the section on public participation is based on a REC module developed for Bulgaria but tailored to Albanian legal and social contexts with a local expert's input.

So far, 18 Albanian specialists have been trained as well as 50 Albanian specialists in Albania in two modules — "Environmental Policy" and "Solid Waste Management."

The third module on "Public Participation in Environmental Decisionmaking" took place at the end of February.

The training modules were attended and supervised in Hungary and Albania by EMTC trainers recommended by EMTCs in the Czech Republic, Bulgaria and Slovenia, which assisted the Albanian trainers in successfully delivering the training modules.

The participants represented various target groups from the central and local governments, region-

al environmental agencies, public institutions, NGOs and the media.

EMTC Network Conference focuses on network's future

■ The 5th Environmental Training Management Center Network (EMTC Network) Conference was held in Velke Losiny, Czech Republic on April 3-5. All member organizations of the EMTC Network were invited to participate in the workshop, which focused on the continuing education of the organizations and on the form of future cooperation among the organizations within the framework of the EMTC.

The conference included presentations from the Regional Environmental Center and the U.S. Environmental Protection Agency. Also included was continuing education on the topics of "Developing comprehensive program evaluations for projects," presented by Teodorina Lessidrenska from the Institute of Sustainable Communities in Vermont; and "Marketing: What Does it Mean for Environmental Nongovernmental Organizations," presented by Sarah Connor and Steve Kautz from the U.S. Peace Corps-Czech Republic Business Volunteer Program.

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Management training for municipal authorities

■ A three-day management training course for municipal authorities took place April 7-9. The course was organized by DREVO, and it is a PHARE-Danube River Program which is coordinated by the REC-EMTC Network.

Danube River Basin municipal water authorities

■ On May 7-10, the EMTC Romania (TIMCED) organized the phase 3 of the Management Training for Municipal Authorities in the Danube Basin Program. This project which is financed by the Global Environmental Facility (GEF) through UNECA, focuses on managing municipal water authorities in the most effective manner. The EMTC countries involved in the program are Bulgaria, the Czech Republic, Hungary, Romania, Slovenia and Slovakia.

Insight

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Insight is the quarterly newsletter of the Environmental Management Training Center (EMTC) Network. **Insight** assists the EMTC Network in fulfilling its mission, through linking, supporting and strengthening the leading environmental training institutions and individuals in Central and Eastern Europe in order to achieve sustainable environmental training.

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Insight welcomes letters and contributions about environmental training in CEE from writers and photographers. We are also pleased to receive information on environmental training organizations and events. All submissions must be accompanied by the writer's full name, address and telephone number and may be edited for length and clarity. Please direct all correspondence to:

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Training project success for the NGOs in Romania

Christina Motoi is deputy director of the Training, Information and Mediation Center for Eco-Development in Romania.

Can you please define the Training, Information and Mediation Center for Eco-Development?

TIMCED is a nonprofit, nongovernmental organization founded in 1993.

And how did you start its foundation?

TIMCED's beginnings are based on two Romanian NGO projects. Originally, these two founding NGO projects were People and the Environment and the Ecological Cooperation Group. All the activities were — and still are — project-based. Usually, it is other organizations that come to us with new methods, approaches and projects. At first, the two NGO projects worked in partnership, but later the Ecological Cooperation Group decided to drop out. So People and the Environment is now running the institution on its own. Later on, TIMCED established close relations with the university. We are actually located on its campus. This merger has brought many advantages to both sides: Students cooperate in our activities, and we provide them with information that matches their interests. Alongside the university, a close and successful cooperation has also been established with the local government. The proof is that NGOs from all over the country attended our workshops.

So this was one of your early achievements. But what do you consider your most successful project?

One of our main successes was the "Milieu-Contact" project, a two-year project based on strengthening environmental NGOs and increasing public participation in environmental decisionmaking in Romania. This project consists of 10 modules spread over the two years. Upon the project's completion in February 1997, there was an evaluation of the program. Partici-

pants were very satisfied. When asked if such projects should be repeated and followed up, they all answered positively. They also came up with useful suggestions to further improve such initiatives. It was also felt that participants need support in their activities, such as this project provided. All in all, this project proved very successful and also suggests that there is a real need for professional help and support and for training activities in the region. So this means that the Milieu-Contact project was an excellent way of assessing the training needs in the NGO community.

What has been your major obstacle in implementing your projects?

Funding has been a main problem in organizing our training activities.

And what is your "policy" on funding?

Initially, we did not charge for workshops, and we still do not. So at the moment, we are still very dependent on grants. But we intend to charge fees in the future. This method of not charging cannot be pursued for long in the present conditions. Of course, the fees will depend on the target audience. Usually it consists of businessmen and individuals. I believe it is a good thing to have different sources of funding. If one source gets cut, it will not cause too much harm, we can still rely on the other ones.

What do you see as possible future developments for TIMCED? Do you have any particular plans?

We would like to concentrate more on local governments, that is to implement projects locally. There is indeed a lack of professional educators in the region, of people with knowledge of the latest trends and developments in the environmental field. This does not mean that they are unqualified — they may have a specialization in environmental engineering, for example, but they do not know how to transmit their knowledge throughout successful trainings. We have already made significant steps toward this plan through several projects. One of them is the International Council of Local and Environmental Initiatives, based in Freiburg, Ger-

'I'll be coming back to your pages'

I applaud you for an excellent website. I'm a US environmental lawyer (currently working in state government) interested in CEE's progress in environmental law and awareness. I liked the second issue of *Insight*: it's well-written and nicely presented. I'll be coming back to your pages on a regular basis. Keep up the good work.

I am exploring ways of coming out to CEE on a long-term basis to live and work on environmental issues, so I hope to meet you all personally in the next year or so.

Benjamin M. Allen
Ben.Allen@worldnet.att.net

Letters to the editor should be sent to: Solomon Ioannou - *Insight*, The Regional Environmental Center for Central and Eastern Europe, Ady Endre ut 9-11, 2000 Szentendre, Hungary. Fax: (36-26) 311-294. E-mail: sioannou@rec.org.

Letters must include the writer's full name, address and telephone, and may be edited for space.

LITERATURE

Education packet now available at REC

In her article "An Endangered Species: TOT" (*Insight*, Autumn 1996, Volume 1, Number 2, Page 6) Andrea Deri mentions Environmental Education-Technical Information Packages (EE-TIPS). This selection of publications on environmental education, which consists of over fifty high-quality materials to support the environmental education efforts, is now available for consultation in the REC's library. In the EE-TIPS package are materials that can be used with students in formal settings, with youth in clubs and volunteer organizations.

For more information, please contact Csilla Ilkei, Regional Environmental Center for Central and Eastern Europe, Ady Endre ut 9-11, 2000 Szentendre, Hungary, E-mail: Cilkei@rec.org



CORRECTIONS

■ The Profile article about the ETP Slovakia Foundation (Volume 1, Number 2; Page 11) incorrectly stated the e-mail address. The correct address is Boris@etp.sanet.sk

■ The address of the Bulgarian EMTC is: 4.P. Parchevich Street
1000 Sofia, Bulgaria
E-mail:
DORA.IORDANOVA@bulmail.sprint.com

Insight regrets these errors

CALL FOR WRITERS

Insight has been created to act as a bridge between the major environmental training institutions and professional trainers in Central and Eastern Europe. Part of this challenging purpose is to keep the communication flowing.

This is why we would like to hear from you. Let us know what you like or don't like about this newsletter. What are the topics that matter to you most as an environmental trainer? Are there issues that go underreported?

Help us dig out the facts and make your voice heard.

Read it, write it — it is your newsletter!

Florence Gallez
Editor

Simulation and gaming

continued from cover

▶ leader enters the teams' decisions into the computer, which then calculates the conditions a year later. The goal for each competing team is to attain the greatest wealth by the end of the game. The game, which lasts three to four hours including debriefing, can be run by the game administrator and computer operator so participants do not have to work on a computer.

Fish Banks Ltd. is an effective educational tool for teaching sustainable management of fishery resources because it is both highly instructive and entertaining. This model can be used to increase political understanding of the important public policies controlling a common renewable resource, a concept first described by Garret Hardin as the "tragedy of the commons."

Policy decisions and the environment

STRATAGEM is an abbreviation of Strategy-Game-Management. The topic is covered by the integrated national economy model STRATAGEM-1, a computer-assisted board game that teaches the dynamics of energy and environment interaction. The players assume the roles of ministers in an imaginary country. They make decisions on policy and on the allocation of food, goods and energy, and the computer simulates the results. There are five types of ministry: population; energy; industry and social services; food production and environmental protection; and foreign trade and finances. The ministers are in charge of one sector, such as population and household consumption; energy production and energy efficiency; food production and environmental protection; goods production and human services; or international finance, exports, imports and debt. The goal of the cabinet minister is to make decisions about resource allocation that promote balanced growth. The game is not designed to model any particular country but instead concentrates on situations common to all developing nations. The game lasts six to eight hours and progresses throughout a period of 50 years. It is possible to include five to 40 participants managing up to four countries.

When to use the games

Fish Banks is a very good way of starting a variety of environmental training courses. The game forces participants to get to know each other, to communicate and to challenge collective decisionmaking, as well as to understand system-thinking perceptions based on system-dynamic principles. The participants begin to recognize a number of hidden mechanisms lying at the base of economic and ecological systems. Discussion about the game procedure and relations in the system reveals that ignorance of elementary dependence on the environment brings about inevitably dire consequences. Moreover, individual environmental consciousness may be unsuccessful if others do not take similar responsibility. The others must also try to adopt an environmentally-friendly way of operating. Participants find that even a small collective effort may reduce considerably the exploitation of natural resources, and obviously in sustainable management policies.

STRATAGEM is a great way of completing



VALDIS BISTERS

A CESAMS team 'hard at play' to learn new skills.

WHERE TO GET THE GAMES

■ Kits with all materials required to play Fish Banks Ltd. and STRATAGEM can be ordered at the price of \$100 per kit. Mac and PC versions are available. Each kit includes one disk; for each additional disk in any format add \$5. Shipping costs depend on the mode and the destination. For information, contact:

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the courses. The participants are encouraged to apply the policymaking and collective problem solving skills they have learned to develop a long-term strategy for the national economy. The game gives a comprehensive picture of interrelatedness in a similarly complex system because it shows how the environment is not just an isolated part of society but instead represents a natural, social and economic area. We usually try to expand the debriefing of the game into a discussion about environmental policy, energy, agriculture and industry in relation to sustainability in Latvia in recent years.

Part of a balanced program

It is now clear that training in complex interdisciplinary problems can be tackled effectively by the simulation and game technique. The annual conference of International Simulation and Gaming Association, which took place in Latvia in 1996, presented some good examples of solutions to sustainable development issues. The topic of the conference was simulation and gaming for sustainable development.

The conference underlined once more that the power of interactive learning can be combined in a balanced way with other methods.

Simulations and games alone will not provide all the necessary knowledge. You have to consider many factors, including the time available, the facilitator's confidence, the audience's experience, etc. A lecture combined with game debriefing will open new possibilities for getting your point across. What remains for us, the facilitators, to do is this: try out and play sustainability so that it won't be reality which plays with us. ■

References:

Meadows, D. and Toth, F. 1985. "Stratagem-1: A microcomputer-based management training game on the dynamics of energy/environment interaction." *Simulation and Games No. 2*.

Meadows, D., Fiddaman, T., Shannon, D. 1987. "Fish Banks, Ltd. A microcomputer-assisted simulation teaching the principles for sustainable management of renewable resources." *The International Network for Resource Information Centers*.

Valdis Bisters is deputy director of the Center for Environmental Science and Management Studies at the University of Latvia. In 1996-97 he is president of the International Simulation and Gaming Association.

Planning for changing circumstances

Any organization, whether a business, a governmental agency or an NGO, that wants to survive must plan for its future. Some organizations run into trouble because they make long-term plans that may be unrealistic considering the constantly changing environment around them. Strategic planning is a way to plan in both the short-term and the long-term by taking into account the changing environment and setting forth ways the organization can adapt to its changing circumstances.

A Strategic Planning Training of Trainers took place at the Regional Environmental Center for Central and Eastern Europe from April 8-10. The workshop was for trainers from the Czech Republic, Hungary, Romania, Slovakia and Slovenia to learn how to deliver a strategic planning workshop to organizations in their respective countries. The workshop, which I facilitated, was hosted by the Environmental Management Training Center (EMTC) Network and was funded by the U.S. Environmental Protection Agency.

The workshop was divided into two sections. The first section directed the participants through an actual strategic planning process. The second section consisted of information about developing and delivering the workshop. The information that was provided is a step-by-step process for trainers to use in conducting a strategic planning workshop back home. It can be delivered to governmental organizations, NGOs, and businesses.

The workshop's "interactive" approach of working in teams simulates how participants will do strategic planning when they return to their organizations and gives them a feeling of ownership, which is crucial for the strategic plan to succeed. During the workshop, everyone participates and shares individual viewpoints in a "team" setting. The participants use planning worksheets to guide them through each step in the process.

The workshop was very successful and the participants left with a good "base" knowledge of strategic planning. Groups from each of the participating countries came up with a plan of action to carry out upon returning to their respective organizations. They all agreed upon three main steps:

1. Study the two manuals given (facilitator's and participant's) and other materials on strategic planning.
2. Adapt the materials to the trainer's needs.
3. Do the first workshop for their respective organizations.

Doing a strategic plan for your own organization will take time. You may want to do the process in sections so that it will not take up people's time during the day. It may also be a good idea to plan a one- or two-day retreat from the office to teach others in your organization about strategic planning before actually starting it in the organization.

The outline of the workshop can also be used to train other organizations in strategic planning. Many organizations have very little time to spend in a workshop, though, so it is recommended to keep the workshop simple and concise. You will find that organizations will be more favorable if staff are not away from the office for a long period of time. ■

— Don Holub

OUTLINE OF THE WORKSHOP

■ INTRODUCTION

- Introducing the participants
- Explaining what the workshop will consist of (two sections)
 1. Going through an actual strategic plan
 2. How to deliver a strategic planning workshop.
- Schedule of the training of trainers workshop
- Expectations participants have of the workshop (*see appendix*)

■ EXPLANATION OF STRATEGIC PLANNING

- Defining what is strategic planning
- Explaining the terms used in strategic planning
- What the positives and negatives are in this process.

■ STRATEGIC PLANNING TEAMS

- The importance of teams in the strategic planning process
- How to form a strategic planning team
- A facilitation method to be used in the teams (the Brainstorming/Prioritizing method)
- Facilitation exercise

■ MAKE-UP OF A STRATEGIC PLAN

This section divided the participants into three groups to do a strategic plan for trainers in the Central and Eastern European region who will be future trainers of strategic planning workshops. The participants went through each of the phases of strategic planning to understand and be able to do each section.

- Mission
- Goals & Objectives
- Situational Analysis (SWOT)
- Stakeholder Analysis
- Resource Analysis
- Strategic Issues
- Strategic Actions
- Strategic Action Planning

■ TRAINER SECTION

This section consisted of notes and suggestions for future delivery of the Strategic Planning Workshops.

- Target Audience (who can benefit from this type of workshop)
- Schedule of the workshop
- Pre-Workshop Preparation
- Delivery suggestions
- Post-Workshop Follow-up

TIPS AND POINTERS

The participants came up with the following suggestions to make the workshop more effective:

■ Introduction

- It is important that people know each other before starting the workshop.
- Each person's name tag should include his or her name *and* organization
- Try to collect information about the participants beforehand.

■ Team Work

- It is important to have team-building exercises so the participants can feel comfortable working together.
- Form permanent teams that will work throughout the workshop on the mission, goals and so on.
- Have the teams eat together during lunch.
- Participants should brainstorm on how to work in teams.
- When doing facilitation, emphasize consensus (voting is not the last word).

■ Explanation of the Process

- Have 2-3 definitions of strategic planning.
- Hang these definitions up so everyone can see them.
- Use pictures and visuals when presenting.
- Use many examples.
- Explain the difference between strategic planning and action planning (future vs. actions).
- Have participants brainstorm the positives and negatives of strategic planning.
- Have a video of an actual team in process doing a mission, goals, objectives, etc.

■ Training of Trainers

- If there are diverse participants, use case studies.
- Pass the case studies out on the first day and have the participants read it overnight.
- Keep the case studies short and concise (two to four pages).
- The case studies can be focused on a mayor's office a nongovernmental organization or a business.

■ Follow-Up

- Have names of who will be on the team upon returning to the organization.
- Teams should have follow-up meetings on mission, goals, objectives and so on.
- Send out a questionnaire on the progress of the organization after 4 months.

■ Promotion of the Workshop

- Find supporting organizations.
- Provide an outline of the workshop to interested organizations.
- Have success stories.
- Create a brochure on "What is Strategic Planning?" with an overview of your strategic planning workshop.
- Target the brochure to specific sectors.
- Have comments from organizations you have already delivered the workshop for.

Supporting a regional partnership

Solomon Ioannou reports on the progress made at the 5th EMTC Network Meeting

As the environmental picture changes more and more throughout Central and Eastern Europe (CEE), so do the training needs in each of the countries. While a number of Central European countries are approaching European Union membership, others in the region continue to address training needs through their national context. A regional approach to environmental training is one way to fulfill both national and international training needs. Such an approach has been undertaken by 13 leading environmental training institutions in CEE.

In 1994, the Environmental Management and Training Center Network (EMTC Network) was established in an attempt to successfully meet the training needs in CEE through a coordinated regional approach. The United States Environmental Protection Agency (USEPA) originated the idea, and the Regional Environmental Center (REC) took responsibility for coordinating the network. In its three years of existence, the network has borne a number of interesting and fruitful experiences.

One of the most important aspects of the EMTC Network is the joint implementation of training seminars. Training material is provided to each of the member institutions and is later adapted to each country's situation and translated into each institution's working language. This procedure enables EMTCs to tackle training needs in the region while finding out in their own countries where such training is needed, by whom, and how it will be used later. After a "hands-on" experience with national training issues, each institution becomes able to understand and address regional training needs.

Bilateral cooperation is another way member institutions provide training. The desire of many Central European countries to join the European Union has opened up a whole new area of joint cooperation to provide training on EU environmental issues. Training on EU environmental policy, regulations and standards for municipal authorities in the Danube river basin is one such example, while a great deal of other related issues continue to exist.

An electronic bulletin board set up at the REC has made it easier for member institutions to share their experiences. This has helped them identify and pinpoint problem areas, such as those related to training implementation, as well as contribute to debates on training issues in the region. In addition, a monthly information sheet on Training, Management and Funding (TMF) is sent to each of the member institutions to provide new information that can be used by the trainers.

Five network meetings have been organized since 1994, most recently in April 1997 at the mountain town of Velke Losiny in the Czech Republic. The main focus of this 5th Network Meeting was the existence of the EMTC Network and how it has affected each of the member organizations. The evaluation



ELIDA METAJ

The future of the EMTC Network as described by the new EMTC project coordinator, Solomon Ioannou.

of the network also examined ideas for further strengthening and potential expansion.

Consideration of the dual membership structure of the EMTC Network — that is, those members exclusively established and those already existing — brought to light a number of interesting observations. For example, the organizations established within the EMTC Network are less likely to be ready to assist in self-sustaining the network. The issue of sustainability of the network was addressed to identify whether such a network will continue to meet the changing training needs in the region.

Sustainability is needed if the EMTC Network is to continue its mission independently from any future potential clients. The introduction of a participation module fee is one way the EMTCs may become financially sustainable. But there are a number of difficulties with charging fees, especially in view of the nonprofit status these organizations bear in their home countries.

Nearly all the member organizations said the network has helped them achieve their individual mandates. Therefore, the member organizations widely support a central coordinated unit that would serve in the following manner:

- to continue the exchange of experience and expertise among member institutions;
- to market the network;
- to identify — through the member institutions — the training trends in the region;
- to help initiate bilateral or multilateral training projects in an attempt to better address the training needs of the region;

- to continue to facilitate regional training projects.

After confirming the need for a coordination unit, participants debated the need for new members, and the discussion shifted toward criteria for new training institutions. Future network members will most likely be institutions that provide environmental training as part of their mandate, have gained a thorough experience in environmental training, and will comply with the network's mission.

The EMTC Network will increasingly face challenges in the future. While the member institutions continue to strengthen the network, they must also work to sustain the network's coordination unit. The commitment of the EMTCs to support such a unit demonstrates their willingness to strengthen their partnership, which in turn will better enable them to provide training at all levels — local, national and international. At the next EMTC Network Meeting, to be held in September in Romania, member institutions will join forces and formulate an international training project based on the needs assessed and experience gained before then.

The CEE region clearly needs environmental training programs. However, whether individual training institutions can meet those needs without regional cooperation is not as clear. The EMTC Network has taken the field of environmental training one step further by providing training at a grass-roots level while actively participating in international training forums. Future challenges remain to be seen, but expanding the network further may be one direction the EMTC Network wishes to explore. ■

Will cleaner production methods succeed in minimizing pollution?

Navratil Bohumil is currently the president of the Association of Managers for Cleaner Production in the Czech Republic. He is also a manager of the Association of Trainers in Cleaner Production. He joined the Czech Cleaner Production Center in 1994 and is currently a lecturer and consultant.

Could you provide background information about the Czech Cleaner Production Center?

The Czech Cleaner Production Center (CPC) is a nongovernmental, nonprofit organization. The mission of CPC is to play a catalytic and coordinating role in promoting cleaner production in the Czech Republic. The CPC achieves its mission by promoting the philosophy and practices of cleaner production to industry in the Czech Republic.

The CPC was established within the framework of the Czech-Norwegian Cleaner Production Project in 1994. The project aimed at building cleaner production capacity and was financed by the Norwegian government. The project had two main goals: to train specialists and to establish the CPC so that national experts could take over and continue the work after the completion of the Czech-Norwegian project.

When this project started in 1992 at the Education Center in Zlin, all trainers were Norwegian specialists. By the second year, the trainers were a combination of Norwegian and Czech specialists. One year later, when the CPC was established, the training was run entirely by the Czech specialists under the supervision of the Norwegian Society of Chartered Engineers.

What is the CP philosophy?

The Cleaner Production philosophy focuses on economically effective ways to prevent production of wastes and pollutants. The philosophy can be defined as "the continuous application of an integrated preventive environmental strategy to processes, products and services so as to increase efficiency and reduce risks to humans and the environment." The application of cleaner production in industries all over the world shows that it is possible to reduce the industrial pollution significantly by use of preventive techniques and to enhance corporate competitiveness at the same time.

What are the CPC's objectives?

The main objective is to improve the environmental performance and the competitive advantage of industry by means of cleaner production. This is carried out by demonstrating projects that show to factory managers that it is possible to solve major environmental problems without relying on investments. One can achieve higher efficiency in production and better economic performance — the so called "win-win" strategy.

Do you think there is a need for pollution prevention in the Czech Republic? And if so, why?

Yes, certainly there is a need. Pollution prevention is particularly needed by the Czech industry. Over the past years, the environment has been destroyed in many regions, and more waste has been produced than in most Western countries.

Can you name some of the main accomplishments of the CPC?

Our main success is that we have proved that it is possible to reduce the amount of wastes going into the environment by 5 to 25 percent without depending on investments, given the present conditions in the Czech Republic.

How do you prove that?

About 60 projects have been implemented in different factories of different sizes from different industrial sectors. The smallest factory has five employees, while the biggest factory has about 1,700 employees. The immediate financial savings are about 42 million crowns per year in total. This means lower production costs and higher profits for the companies. In addition, the projects brought about positive effects on the environment without investments.

What do you mean by "without investments"?

It means that no monetary investments are required to implement the Cleaner Production measures. The CP options can be divided into three groups. The first group is realized without investments and still enables immediate financial savings. The second group needs some investments whose pay back period is less than half a year. The third group needs investments which have more than half a year pay back period. These measures are aimed at making changes in the production process that make the production less polluting.

Does this apply to any type of factory?

No. It depends on the factory. The step-by-step methodological approach should be applied. I give you a good example which involves waste water. The first step is to find some potential for cleaner produc-

tion. This means finding the biggest flow of discharge of wastes as well as the associated financial losses. This enables us to identify which flow needs focus. Then we analyze all the steps around this flow in order to locate the key places where wastes are discharged, where they are produced, and why they are produced.

This information serves as a basis for the next activity. At first we define the environmental policy. This policy is the basis of the implementation plan of cleaner production. The next step is organization. Steering groups are named and working groups are set up to analyze and develop measures for reducing wastes and to propose more effective technology.

When we find the most waste-producing areas and their root causes, we generate ideas for solutions through creative thinking, such as brainstorming. It is at this stage that measures without investments are prioritized in consideration of limited financial resources at companies in general. Then we evaluate these ideas and select those best suited for individual factories. They must be technically, economically and environmentally acceptable.

Only when these three criteria are met, we start with preparing an implementation plan, along with projected cash flow, which we then recommend to the management. The management in turn assesses our case study and reports to us if it is feasible. Immediate measures are implemented in the meantime. When the management approves our case study, our demonstration project is over.

It is then simply a matter of repeating these practices throughout training courses. One of them is "Train the Trainer" which is intended for postgraduate students and lasts for one year. These specialists must prove that they are able to develop, manage and implement a project, and they must carry it out with success before being awarded their certificate.

Another type of project is a regional project. It aims to make the management in factories more environmentally friendly on a regional basis. The focus is on educating participants as well as repeating project circles to yield better results. As a whole, our experience with this approach has been very successful. The evidence is that when the project was repeated in the second and third years, our trainees generated their own ideas for changes in production and put them into practice without our supervision. As a result, production efficiency was improved and the required investment and operating costs of end-of-pipe technologies were decreased.

When you say end-of-pipe technology, do you mean environmentally friendly technology?

I do not know what you mean by environ-

continued on page 8 ►

Interview

continued from page 7

► mentally friendly technology. It is a very broad concept. The end-of-pipe technology is a common concept under which we understand all measures that catch pollutants and keep them from entering one component of the environment. But on the other hand, if you catch pollutants you must do something with them. For example, if you catch a sludge from waste water, you protect the river. But if you burn this sludge, you pollute the air. We can say that the end-of-pipe technology simply transfers the problems from one component of the environment to another without protecting the environment as a whole.

The firm KOH-I-NOOR in Prague is one example of our success in this field. This factory is situated in the neighborhood of the Ministry of Environment, and they were required to build a water treatment facility. They had initially planned a 21 million-crown investment, but during the first cycle of the course they changed their plan to invest only 11 million. They went ahead with the project, and in the following year they built the cleaning station with just a 6 million crown investment. What is interesting is that these changes also brought a reduction in the operating costs of this end-of-pipe technology by half a million crowns. This is a major achievement of cleaner production.

What are your future plans?

We will continue to promote cleaner production. To this end, we are helping our government in devising and implementing preventive policy and cleaner production programs. Last year, we developed the second project dealing with programs of cleaner production. We assessed the potential of cleaner production in this country and recommended some changes and new measures in the legislation to support a cleaner production approach in our industry.

So, you plan to do a lot of lobbying? Who will you lobby?

We are in contact with the Ministry of Environment. Also, we have put together an interesting manual about cleaner production for the Ministry of Industry and Trade. We are now waiting for their decisions and approval. Meanwhile, we are still conducting courses for cleaner production and also courses related to EMS (Environmental Management System) based on ISO 14001. (ISO stands for International Standard Organization.)

How will you link this new management of industry with cleaner production?

If we want to sustain an established Cleaner Production philosophy, we must make changes in our management so as to make it fit the proposal and criteria of the standard 14001. ISO 14001, which deals with the system of environmentally orientated management, can be applied to every industrial and service sector. ISO 14001 is helpful in ensuring long-term sustainability of cleaner production programs at companies because it significantly changes the organization and the management of production. ■

TRAINING

Diversity of approaches, methods in the Ukraine

BY TATYANA LYSAK — SIMFEROPOL

Environmental education and access to information are considered powerful factors to improve people's attitudes toward nature and the process of transition to sustainability in the Ukraine.

The aim of environmental education can be formulated in the following way: all people should recognize the priority of nature and its values, as well as the value of any living creature, and they should feel some responsibility. It is therefore necessary to create an adequate understanding of nature for people of all ages, social status and professional groups. It is equally important to develop both moral and sociological responsibility for nature and the technological process. But how can one change human attitudes toward nature and natural nonrenewable resources?

Under totalitarianism, the state considered itself "the master of nature." The Ukrainian economy was formed with little regard for people's objective demands and without proper evaluation of the ecological capabilities of certain regions.

It is now necessary to restore the high value of nature in the Ukrainian mentality. This could be achieved by developing a continuous system of environmental education in order to increase public awareness and understanding of the value of nature and its resources.

In the Ukraine there are many environmental NGOs working to educate people about the environment. Their main aims are to develop and coordinate environmental education programs at different levels.

One of the most effective methods of environmental education is the "Education in Nature" program under the slogan "Nature is the best teacher." This method includes ecological trips, camping, games and many other outdoor activities. The ecological family trips organized by NGOs are the most popular type of activities. They make it possible for people of all ages to get involved, enhancing educational communication among them.

While taking part in environmental education summer camps, schoolchildren are gaining knowledge of the harmful impact of human industry and industrial activities. As we are now in the most unsustainable period of the Ukrainian environmental history, it is of the utmost importance that we establish effective information-exchange links among environmental NGOs in order to formulate an alternative and informal approach to the problems of environmental education. Finally, it is essential to teach the local population how to live in harmony with nature and the people around them.

Several NGOs in the Crimea and the Ukraine have taken on successful projects to promote awareness of the environment.

The National Ecological Center of the Ukraine

In 1993, the National Ecological Center carried out the project entitled "Environmental Education in Nature," supported by the Ukrainian Ministry of Environmental Protection. This project, which was successfully completed, included three ecological expeditions to the Carpathian region and two ecological water trips for children down the Psel River in the Poltava region, as well as an international Slovak-Ukrainian eco-expedition down the Tisa River in the Trans-Carpathian region. The purpose of these expeditions was to conduct geographical and ecological investigations of the regions. Schoolchildren discovered how nontraditional human activities have resulted in the degradation of small rivers and natural forests which are very important sources of water. (From the magazine *Eco-express* 1995, published in Kiev)

The Crimean Environmental NGO Society from Sebastopol

This group is organizing the environmental education program "Introduction into aspects of environmental problems." This program consists of lectures and environmental expeditions. Environmental trips in the Crimea have already been organized on several topics such as "Peculiarities of the Black Sea as an ecosystem" and "The role of birds in the biosphere." This kind of event educates children about nature and show them how everyone can protect it.

"We have carried out surveys among schoolchildren from the Sebastopol region who took part in our educational trips. Ninety-eight percent of them said that it was a great and very useful experience," trainer and scientist N.V. Shadrin said. "They now feel that they have a better understanding of environmental problems. 70 percent would like to participate more often in such events."

This NGO also organizes various summer environmental expeditions. Among these, one expedition to the Cape Lykul in 1995 and another to the Cape Tarhankut in the Crimea in 1996 focused on the human impact on landscapes and on diversity of the vegetation world. Up to 150 schoolchildren are participating in these projects, and the growth of children's interest in environmental problems is remarkable. Most importantly, schoolchildren are expressing a strong commitment to the pursuit of environmental education, and this best reflects the practical effects of the environmental education events.

The Youth Environmental Organization "Gaia" from Sebastopol

YEO Gaia is also active in directing environmental education. The group organizes the annual international mobile environmental camp "Baydarskiy." The main pur-



TATYANA LYSAK

The YEO Gaia organization on an ecological-learning expedition.

pose of this activity is to educate schoolchildren and students in the field of environmental issues. Various practical activities take place in the framework of this event. For example, "Clean activity of the Black Sea coast," "Storage of firewood for the orphanages," etc. About a dozen environmental NGOs are involved in this action. Also, they organized environmental lectures in which a group of lecturers visited local schools and universities. Such lectures took place during Earth Day and Black Sea Day.

In October 1996, YEO Gaia conducted a practical environmental education workshop on the topic of field ecology, the first event of its kind in the whole NIS. The main aim of this workshop was to summarize the experiences of various NGOs in this topic. Earlier that month, YEO Gaia was the organizer of the workshop devoted to the problems of environmental education within the framework of the network of the Ukrainian environmental NGOs "Ecomission." During the workshop, participants discussed the problems of environmental education for schoolchildren, together with issues of out-of-school environmental activities. The environmental educational video collection put together by YEO Gaia is also popular among students.

Youth Environmental League

The Youth Environmental League's work consists mainly of creative forms of environmental education for students, especially in chemical ecology, which involves schoolchildren, students and young scientists. They are carrying out different pieces of research, as well as expeditions and the elaboration of various simple express methods which can be used both in school- and field-conditions. In July 1996, on the southern coast of the Black Sea, the YEL "Crimea" organized a summer environmental camp for schoolchildren, "Sum-

mer school on chemical ecology." During this camp, pupils carried out independent ecological research, using their own methods to examine some elements of the environment. Following this observation phase, they drew their own conclusions about these elements and about their functions and effects within their immediate environment. The objects of their observation included elements such as water, soil, dust, plants, etc. This environmental research mainly determined the nature and role of pesticides, phosphates and nitrates.

"The main advantage of these methods (which makes them difficult to create) is the fact that they are both simple to apply and accessible to nonformal ecologists," said Stas Kostyk, a trainer at the camp. "It should be stressed that 'nonformal ecologists' refers to people who are not necessarily specialists in chemistry. However, they are interested in having access to not only qualitative but also numerical information on the content of any polluting natural elements."

Through the lectures and practical studies, schoolchildren learned not only about speciality but also about Agenda 21 and the local Agenda 21. This camp also offered the opportunity to do landscape research, including activities such as collecting field samples. Pupils also helped remove wastes from nature-protected mountainous regions. The YEL hopes to continue organize the camp again this year. ■

Tatyana Lysak is a fourth-year student at the Crimean Institute of Environment Protection and Resort Building. Her major is Landscape architecture. Her major fields of interests are: environmental education, environment protection of landscapes, public participation and organizational management, and environmental journalism. She has written articles on environmental problems in the Crimea, prospects of sustainable development of the Crimean region, and environmental education. She is a member of the Board of the environmental NGO Crimean Republican Association "Ecology and Peace," Simferopol, Crimea, The Ukraine

SUCCESS STORY

Regional EIA Center believes in conferences

Vladimir Rimmel talks about the growth of his organization

Vladimir Rimmel, managing director of the Regional Environmental Impact Assessment (EIA) Center, is the founder of this successful and versatile environmental training institution in the Czech Republic.

"One of our main activities is training, he says, "but we deal with many aspects of environmental training."

Rimmel, who has an economic background and was first engaged in a state enterprise, decided in 1992 to establish his own private company. It has now two co-owners.

In setting up the enterprise, Rimmel found few legal difficulties.

"It was a relatively easy move because it was immediately approved by the by the state," he said.

The EIA services cover three areas: Environmental Impact Assessment; projects, studies, expert opinions; and waste management. The steady development of the EIA Center has been punctuated by a series of significant conferences.

"Our first EIA conference was based on training programs and EIA workshops that we had created ourselves," Rimmel said. "In 1995, we organized the EIA Conference. Through these events, I have been involved in various training modules."

The EIA director is a great believer in the benefits of such conferences.

"They give you a chance to meet potential clients, make contact with people from various backgrounds and exchange information," Rimmel said.

Over time, Rimmel has seen substantial growth in interest in the environment in the Czech Republic.

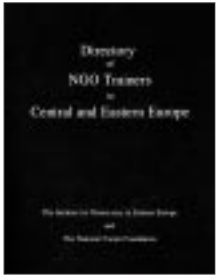
"When we started off, there was a conspicuous lack of interest in the environment, but later people started to take it into account and to become actively involved in environmental events," he said. "It even created some competition among different activists. Environmental issues are far from being solved - the industrial region of Ostrava has still many problems - but there has been an evident improvement."

Unlike many environmental training institutions, the Regional EIA Center does not see cost-recovery as a major issue. At first, the courses were funded by U.S. institutions, but now charging participants is the main source of funds.

"There has been a decrease in the number of participants due to high fees, Rimmel said, "but if the courses are good, participants are willing to pay. So for the time being funding is not a problem, although it may become one later."

In the future, Rimmel hopes to develop an international cooperation with the EEC countries. ■

The ultimate NGO guide



Dazed by the overload of scattered information about NGOs? Daunted by the time it will take to go through it? Then look no further. The *Directory of NGO Trainers in Central and Eastern Europe* is for you. Compiled and edited by the Institute for Democracy in Eastern Europe (IDEE) and published by the National Forum Foundation (NFF) with the support of the Democracy Network Program, this book is the first-ever listing of NGO trainers in Central and Eastern Europe. Its primary aim is to reinforce the institutional capacity of the NGO community in the region.

Few will dispute the claim that information about NGOs is essential for trainers to perform their roles efficiently. There was a time when communication and the flow of data between organizations was hampered. But the recent political changes in the region have brought new opportunities to improve cooperation and the networking of nongovernmental organizations. However, professional trainers from NGOs still face two major problems. First, the limited access of national and international organizations to the relevant data. Second and worse, the chronic lack of information. This is where the *Directory of NGO Trainers in Central and Eastern Europe* comes in. Its goal is to make training more accessible and affordable to the regional NGOs. The benefits of such an effort are evident: by fostering the use of local expertise, training becomes more active and purposeful. And on a grander scale, this reference book helps to establish effective communication between NGOs within and beyond the borders of CEE countries.

The *Directory* is the fruit of the combined efforts of national and international organizations advocating democratic change in CEE - IDEE and NFF amongst others. It is also part of a larger program funded by the U.S. Agency for International Development.

Clear, reliable, user-friendly... there are no better words to describe the "instructions for use" of this book. Exhaustive and very readable are its other qualities. Last but not least, it is objective: trainers are simply described, not assessed or judged. NGO trainers are alphabetically indexed by sphere of activity, languages and country. In all, no less than 214 trainers from nine CEE countries are presented. As for content, the *Directory* contains an Introduction and an Index whose divisions are "Alphabetical Listing," "Areas of Specialization," "Sectors of Work" and "Non-Regional Languages." Under "Areas of Specialization" one finds such fields as: Advocacy, Financial Administration, media and Human Resources. "Sectors of

Work" focus on: Democracy Building, Economic Development, Environmental Protection and Social Safety Nets. And the "Non-Regional languages" section lists the English-French- and German-speaking trainers. Then comes the list of countries: Bulgaria, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania and Slovakia. The book ends with "Appendix I - Descriptions of Sponsoring Organizations" and "Appendix II - Participating Organizations," which both give details of the goals and activities of the organizations involved.

Let us now take a closer look at the trainers themselves. Each of the NGO trainers is featured with his correspondence address, sectors of work, areas of specialization, orientation of training, the languages in which his training activities are available, his education history and professional experience. The names and details of two referees are also provided. As we all know, research and precise surveys in the states of the former USSR are still made difficult by communication problems. In the case of NGOs in CEE, many of them remain unidentified and some cannot provide all the data needed. This is probably why some trainers in the *Directory* are less extensively covered than others. It is particularly true for their area of work and specialization.

There is no better way to give a true taste of this *Directory* than by examining a particular case. For example: you are interested in training services in the environmental field. Say you are looking for an environmental trainer who specializes in Training of Trainers in Environmental Protection in Romania and who offers training in English and French. Too specific a demand? Well, you can easily "track down" that person by looking in the "Area of Specialization" division under the title Training of Trainers. There you look for the initial of the chosen country - Romania. You will find the entries of 11 trainers who more or less meet your requirements. If you look them up individually, you will discover that Mr. D. Manoleli, President of the Ecological Group for Cooperation, amongst others, offers exactly what you are looking for. And so it goes for any country or area you are interested in.

Finally, the *Directory* goes beyond its basic function of providing information. It is a true embodiment of the NGOs' commitment to their goals and environment. ■

The NGO Trainers Directory is available on NFF's Home Page: <http://www.nff.hu/nff>

The directory listings are regularly updated. Corrections, updates and new entries can be sent to:

IDEE-NGO Trainers Directory, 2000 P Street, NW Suite 400/ Washington, D.C. 20036

or to The Institute for Democracy in Eastern Europe by:

E-mail: idee@dgs.dgsys.org, Fax: (202) 466-7140, Tel: (202) 466-7105

Your home on the Internet

Advertising is something that is needed by trainers and training institutions to help reach the wanted target audience. A problem is how to identify this target audience. It can take a lot of time and money to spread the word about your training services. However, this can now be done more simply through the Internet. You don't have to find your audience, let it find you. The Internet is not only to obtain information, but also to give it. For trainers who want to get their products and services known to others, the Internet can help. Today more and more people are hooking up to the Internet and creating a "Home Page."

A home page is basically what the Internet users see when they access your website. It can give any type of information about an organization, group, etc. A home page consists of words, pictures, symbols, almost anything you can think of which can be placed into a computer. A home page can be easily accessed through the Internet by users who are interested in the topic. Businesses, governments, organizations, individuals and even environmental trainers are now advertising over "The Net." Many prospective "Home Pagers" usually ask two main questions: 1. How much will it cost? 2. How difficult will it be to do?

Have no worries! It is as easy as typing in a site address to begin your own home page. There are many organizations that are in the business of helping people to create one. The prices average around \$30 to set up one. This home page represents you, so make it look good. Here are a few helpful tips:

1. Look at different home pages to get an idea of how others look.
2. Write down a list of things you would like to share with others.
3. Choose the most important information which conveys what you want to say, keeping in mind that you are selling your training activities through words and pictures.
4. Think of illustrations that support your advertisement.
5. Keep it simple. Your home page can be expanded later.
6. Ask others how they set up their home page.
7. Search around for a good bargain when choosing the business which will help you to create your home page. You can apply for a free page at several places. <http://www.geocities.com> is one of them. Check it out. They give you 2 MB of absolutely free space to unleash your creativity.

8. Advertise your home page. See <http://www.linkexchange.com> to advertise it and <http://www.yahoo.com> to have your name entered on a list.

To help you start the process of creating your very own home page, here are a few websites to check out:

- <http://www.oz.net/~dylan/> This is a good place for beginners.
- <http://www.geocities.com/~drtosh> Written in both Hungarian and English.
- <http://www.bent.com/html.html>
- <http://jeffline.tju.edu/CWIS/OAC/hs1c/sym96/bones/bones.html> This is a good place for people who already know a little about the Internet and home pages. ■

— Don Holub, Tamas Magyar

Adapting imported analysis methods for local residents

The Center for Environmental Analysis is working to improve the environment in Bohemia

Deep in the heart of the well-known "Black Triangle", close to where the Elbe River flows out of the Czech Republic in North Bohemia, you will find the staff of the nonprofit, nongovernmental Center for Environmental Analysis (CEA) hard at work helping to improve the environmental conditions of the region.

CEA accomplishes this goal by adapting environmental methods of analysis from the U.S. and European countries and then transferring these methods via management trainings, so that they can be used effectively by members of local, regional and national governments, industries, universities, interested citizens and other nongovernmental organizations.

CEA was established in 1994 and since then 10 trainings and workshops have been organized with more than 150 participants in attendance. All of the environmental management training courses given by CEA focus on interactive participatory workshops containing a diverse group of participants, which allows for cross-sectoral communication; relevant and interesting case studies; lectures followed by small group work; use of small group discussions; and brainstorming sessions. CEA also focuses on strengthening the capacity of local organizations and the training of trainers to broaden the base of regional knowledge.

In addition to developing trainings, CEA focuses on developing and/or adapting methodologies from elsewhere for use in the Czech Republic.

Currently, CEA is an active member of the Environmental Management Training Centers Network (EMTC-N). The Network receives technical and organizational support from the Regional Environmental Center for Central and Eastern Europe in Hungary. In April 1997, the three Czech EMTCs (CEA, Decin; Center for Cleaner Production, Prague; and Information Center of the Project Silesia, Ostrava) organized the 5th meeting of the EMTC Network, which took place in the Czech Republic April 3-5, 1997. At this meeting, the network decided on the form of their future cooperation within the framework of the EMTC.

CEA is also currently a partner of the Environmental Training Project - International (ETP-I), an informal, non-profit international organization, whose member organizations in Central and Eastern European countries work together on regional educational issues and environmentally-focused research projects.

With support of the ETP-I, CEA organized and led an international conference on Life Cycle Assessment in November 1996, which brought together experts from the Czech Republic, Hungary, Romania, Slovakia and the United Kingdom and has paved the way for future cooperation between the countries regarding Life Cycle Assessment. One of the concrete results coming from this conference was the formation of an international coordinating group, which will develop cooperative projects, databases, and future national trainings.

CEA was founded as a follow-up of the ETP project, which had the goal of strengthening the environmental management capacity in six countries of Central and Eastern Europe through interactive, short-term management training.

PROFILE

Name: Center for Environmental Analysis (CEA)

Established: 1994

Type of organization: Non-profit, nongovernmental

Director: Marie Ticha

Contact address: Krizova 25, 405 01, Decin I, Czech Republic

Tel/Fax: (420-412) 22084

E-mail: cea@space.gts.cz

Abbreviated list of trainings delivered since 1994:

- Environmental Impact Assessment (EIA)
- EIA: Improving Development Decisions with Environmental Information
- EIA: Public Information
- Toxic Release Inventory
- Environmental Auditing I and II (Management of Risks)
- Conflict Resolution I and II (Advanced)
- Life Cycle Assessment

Other activities: Projects on development/adaptation of environmental methodologies

- Developing a methodology for the Life Cycle process. The methodology will be used by the Czech Ministry of the Environment.
- Compiling and editing the *Guide to Environmen-*

tal Management for Local Authorities in Central and Eastern Europe - Czech Edition. CEA is cooperating with the International Council for Environmental Initiatives (ICLEI) in Freiburg, Germany to produce the guide for local environmental decisionmakers.

- *Strategic Environmental Management: New terrain for Corporate Responsibility in the 21st Century*, Dr. Stanley Kabala, Pittsburgh University, US. CEA was involved in the adaptation, translation, publishing (1000 copies) and distribution of the book for mid-level decisionmakers in the Czech Republic.
- Participating in a University of North Carolina research study focusing on the factors which have an influence on different towns and villages, during their involvement in local environmental projects.

Partners:

- Environmental Training Project - International (ETP-I)
- Technical University of Transport, Decin
- Environmental Department of the Regional University in Usti nad Labem
- Czech Ministry of the Environment
- Institute for Environmental Policy in Prague

address BOOK

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News, products and services

The goal of the EMTC Network is to contribute to sustainable environmental training in Central and Eastern Europe through (1) initiating and coordinating international training projects; and (2) facilitating the exchange of experience and expertise among environmental training professionals.

By using its network of 13 leading environmental management training institutions and more than 50 environmental training professionals across the whole region of Central and Eastern Europe, the EMTC Network and its members assist the region's stakeholders, including national and local governments, businesses, nongovernmental organizations and the public, to identify and effectively address their environmental training needs.

In 1997, the REC and the EMTC Network will be pursuing major international training projects.

- The REC hosted a Strategic Planning Training of Trainers in April. Training networks from five Central and Eastern European countries attended. The training was conducted by Don Holub, a Peace Corps Volunteer working at the REC.
- The project "Training of Trainers" (TOT) in Albania started in March 1996 and is funded by USEPA and implemented by EMTC Network, REC. The project partner is the Committee of Environmental Protection in Albania and covers a one-year period. This project aims at building training capacities in Albania which will constitute the "nucleus" to institutionalize the environmental training in Albania. This project consists of three training modules: "Environmental Policy," "Solid Waste Management" and "Public Participation in Environmental Decisionmaking." So far 50 Albanian specialists have been trained.

Since the beginning of 1997, the EMTC Network has a new project officer. Solomon Ioannou, who now replaces Miroslav Chodak, is from Cyprus and of Greek ethnic background. He received his B.A. degree in Environmental Studies from the State University of New York at Binghamton and spent a year in the southeastern Amazon basin working on a Brazilian environmental NGO project. Back in Cyprus, he was appointed general coordinator for Friends of the Earth-Cyprus and later, coordinator of Friends of the Earth-Europe in Brussels. In 1995 he received his M.Sc. in Resource Management from the University of Edinburgh. He joined the Regional Environmental Center in 1996 and worked as project coordinator for the *Open and Effective Parliament* project which was a joint venture with GLOBE-EU.

To enhance its operations, the EMTC Network is offering the following products and services to its members in 1997:

- "Training, Management, Funding" - these monthly information sheets dealing with relevant aspects of training, management and funding contain a wide range of practical ideas and suggestions with the aim of providing environmental training professionals with practical advice which is brief, to-the-point and can be used right away.
- *Insight* - this quarterly newsletter provides features, interviews and columns on environmental training, trends, institutions, techniques and new developments in Central and Eastern Europe. After its eight-page debut issue, this publication has expanded to become a professional publication for environmental trainers in the region.
- Internet services - this expanded version of a service already available in 1995 provides the most pertinent information on the EMTC Network. For more information see <http://www.rec.org/rec/emtcnetwork.html/>.

How can you make the best use of your membership?

- Take part in projects. Participate in our international training projects. Make the most of your training expertise and gain international experience. To find out about the opportunities, write to us about your expertise and inquire about new and upcoming projects.
- Try out the ideas. The information you will find each month in your mailbox is meant to be used rather than read. Scan it for ideas you can use in your practice and try them out.
- Turn the ideas into your own. Do not feel that you have to follow the suggestions to the letter - try them out in your own way. Find out how they best work for you.
- Let us know how you are getting on. Are you interested in learning how your colleagues throughout Central and Eastern Europe have been using the ideas? So are they! Write to us about your successes and we will be delighted to add your ideas and comments to the next issue of the Forum (with due acknowledgement, of course). Similarly, if you would like to share things that went hopelessly wrong for you, we shall be pleased to include them in the next Forum issue (with due anonymity, if you wish).

If you would like to enjoy the benefits of being a member of the EMTC Network, please write to:
The Regional Environmental Center for Central and Eastern Europe, EMTC Network, Ady Endre ut 9-11, 2000 Szentendre, Hungary, Tel: (36-26) 311-199, Fax: (36-26) 311-294

what & WHERE

COURSE LIST

January-June 1997

■ BULGARIA

Occupational Health - 3
4-28 March
EC PHARE

Emergency Response Removal Action - 2
7-11 April
US EPA

Waste Disposal Management - 3
22-24 April
EMTC

Drinking Water Quality Management and Rational Use
14-16 May
UNDP

Project Planning and Implementation - 3
19-21 May
REC

Chemical Emergency Response and Removal Actions
2-6 June
US EPA

■ POLAND

* Polish courses

** EPA Modules to be adapted

Environmental Policy*
17-21 February
EMTC

Public Outreach - phase 1**
3-7 March
EMTC

Environmental Impact Assessment*
12-14 March
EMTC

Chemical Emergency Preparedness and Prevention*
19-21 March
EMTC

Environmental Policy*
9-11 April
EMTC

Solid Waste Management*
15-18 April
EMTC

Pollution Prevention - phase 1**
April
EMTC

Financing Environmental Improvements*
7-9 May
EMTC

Environmental Auditing - phase 1**
19-23 May
EMTC

Environmental Economics*
10-13 June
EMTC

Public Outreach - phase 2**
23-27 June
EMTC

■ RUSSIA

Soil Quality Management Course
10-12 February
CET

■ SLOVAKIA

Post-Diploma Study - The Strategic Management of Restructuring and Innovating Project
January-April
ETP-SK

Effective Communication and Active Involvement of Citizens to Development and the Community
17-19 January
ETP-SK

Discussion Forum for Exchange of Information and Experiences for Community Initiatives
12 February
ETP-SK

Effective Decisionmaking at a local Level
5-7 February
ETP-SK

Methods of Effective Negotiation and Conflict Resolution in Environmental State Agencies.
4-6 March
ETP-SK

Project Design and Management
20-22 February & 20-22 March
ETP-SK

Introduction of the Publication: Environmental Economics and Policy
6 February
ETP-SK

Effective Decisionmaking and Conflict Resolution at Local Level
14-16 April
ETP-SK

Project Design Management
17-19 April
ETP-SK

Introduction of the Publication: Environmental Economics and Policy
16 May
ETP-SK

4th Conference of International Organization of Information Specialists
2-5 June
ETP-SK

■ SLOVENIA

Environmental Protection Programs and Local Agendas 21 for Local Communities
27-28 March
Umanotera, Ministry of Environment

Management Training Course for Municipal Water Authorities - PHARE/ Danube River Program
7-8-9 April
UNECIA, DREVO