

Insight

FOR ENVIRONMENTAL TRAINING PROFESSIONALS IN CENTRAL AND EASTERN EUROPE • VOLUME 3 • NO. 1



MINISTERS from all over the CEE region attended the conference in Aarhus. For the first time, CSOs also addressed delegates.

Ministers put pen to paper in Aarhus

Firm commitments were made — but what does it all mean for trainers in the region?

BY SARAH ROE

This year's fourth Pan-European environmental ministerial conference in Aarhus, Denmark underlined the growing importance of civil society organisations (CSOs) in decisionmaking and laid down the groundwork for future cooperation between different interest groups.

The event, which was held on June 22-25, brought together ministers, policymakers, experts and environmental organisations from all over Europe. Ministers signed a Convention on Public Participation in environmental decisionmaking (known as the Aarhus Convention), as well as protocols on energy efficiency and phase-out of lead in petrol and 16 persistent organic pollutants (POPs), like those

found in pesticides and paints. For the first time, CSOs addressed delegates during their own session within the conference agenda. Over the next couple of years, countries must ratify the agreements made in Aarhus and then follow up with implementation plans. Training professionals must be ready to meet that need.

Public participation convention

An international convention on information, public participation in environmental decisionmaking and access to justice in environmental matters was signed on June 25 by 36 countries* and the European Community. Ministers hailed the move as a watershed in environmental policy, which would have a grassroots effect. "There should be opportunities for the public to be

partners and participate in this process," said UK Environment Minister Michael Meacher. "In other words, nongovernmental organisations will have a real role to play in using that information and holding governments to account." Netherlands Environment Minister Margaret de Boer stressed that the convention was not a weak compromise and that all countries would have to improve their laws to implement the new agreement.

CSOs will be a fundamental part of that process too. "What's really going to make a difference between this convention and others is the fact that the public and the CSOs themselves have a lot to gain from it being ratified and implemented and so I think it's going to get public interest,"

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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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EDITOR'S NOTE

Actions speak louder than signatures

It isn't difficult to sign your name on a piece of paper. At the Aarhus conference in June, 36 ministers — many of them from Central and Eastern Europe — proved that. But public participation in environmental decisionmaking won't come from eloquent rhetoric and promises. Dangerous chemicals, lead in petrol and inefficient energy won't disappear when the ink has dried on the protocols in Aarhus. Of course, this is just the beginning.

While documents stating commitment to more public rights have been signed, environmental activists that raise their concerns are regularly flung into jail or harassed by the police. Deadly chemicals continue to be sprayed onto the fields of Central and Eastern Europe. They flow into streams and rivers, destroying the balance of the ecological system, while the region's cities huddle under a haze of smog from leaded petrol. In many cities, government subsidies make it economical for families to keep several inefficient heaters on rather than try and conserve energy.

While the big decisionmakers at the top have done their stuff, environmental trainers can help get the message across to the grassroots — the public, the businesses, the civil servants and the citizens' organisations. After all, most people are in the dark about what happened at Aarhus.

To pass the word on, specific courses must be developed for each sector. Questionnaires must be sent out to assess interest in the issues raised at Aarhus and information prepared to explain the legal implications of what exactly has been decided. The public and private sector must be made aware of what has happened and be told what they have to do about it. Trainers must assess their programmes and adapt them accordingly so they can meet the challenge of the post-Aarhus era. They must shift from the traditional learning-type training programmes to performance-type training schemes. "Training of Trainer" (TOT) courses will be particularly beneficial, to spread the message far and wide. The Central and East European region has acquired a vast wealth of passive knowledge but it must now take the more difficult step of fitting it into a modern international, political framework — within governments, businesses and citizens' organisations.

Central and Eastern Europe has come a long, long way in a short time. But most of its populations are too worried about economic issues to think about saving the environment. Nevertheless, governments of the region have committed themselves to doing just that and they must be made to realise the serious nature of this commitment. To keep their promises they must educate their societies to realise that a better environment can mean a healthier economy and a safer world for our children. They must explain that these issues are no longer a government realm but a collective responsibility. They must allow citizens' organisations to have a greater say in issues connected to the environment and citizens' organisations in turn must rise up to meet that challenge in a professional way. That way, the signatures gathered at Aarhus will really have an impact.

— Sarah Roe

REGIONAL BRIEFS

Bulgarian workshop helps firms prepare for stricter regulations

In March, 20 representatives from small and medium-sized milk and meat processing companies met in Sofia to take part in the EMTC workshop: "Compliance with the current environmental and health legislation for small food production enterprises." The event was held between March 22-27 and was funded by the Small Projects Programme (MATRA KAP) of the Netherlands Embassy in Bulgaria.

Aside from the lively discussions and lectures, participants worked on constructing individual action plans for bringing their companies in compliance with environmental, health and veterinary regulation requirements. EMTC Bulgaria reports that candidates concluded small enterprises do not yet have the resources to obtain ISO 9000 and ISO 14000 certification although they warmly embrace the idea of introducing more sophisticated quality control systems.

The idea for a workshop was conceived because development of small and medium sized food production enterprises poses a number of problems connected with the choice of sites for new facilities, official requirements towards buildings, storage facilities and internal traffic. The protection of air, water and soils from contamination by food production facilities is another serious requirement for certification by the competent authorities (Ministry of Environment and Waters). Inspections conducted by EU officials in selected Bulgarian facilities confirmed the need for implementation of action programmes directed towards ISO 9000 certification, which also present an additional challenge to the developing private sector.

Industry reps flock to Polish EMTC training

In the first half of 1998, a total of 34 participants from all over Poland took part in a course on the principles of environmental impact assessment (EIA), the Polish EMTC reports. Interactive and role-playing techniques were used within the training, which included the fundamental principles of EIA, the framework of EIA programs and the EIA process. Course materials were adapted to meet participants expectations and a new case study was introduced, based on

a real-life situation in Poland.

There were two sessions (of 16 and 18 people) in February and May and four facilitators who conducted each course. Representatives came from varied backgrounds, which led to a dynamic and successful training event. Industry made up 29 percent of representatives, which showed considerable growth from previous courses. It was alarming that local government trainees were only 6 percent of the group, although local elections in September probably account for their absence. Financial difficulties made CSOs the smallest category, with only 2 percent of course attendees coming from that background.

While participants found the course helpful, they found the case studies rather complicated. Organisers felt that at a group of 20 people on each occasion would have gained maximum advantage from the course, since that would allow working in several smaller groups too.

Assessment and enforcement are most wanted

Environmental impact assessment and environmental enforcement courses are the most popular training modules for the Russia-based Center for Environmental Training and Information (CETI), according to information released by the organisation. The sessions, which are part of a project called "Public Involvement in the Regional Environmental Policy," are financed by Replication of Lessons Learned (ROLL). Workshops were carried out in Kamensk, Uralsk, Chelyabinsk, Surgut, Ozersk and Perm. Representatives from the university were the largest group of attendees, at 47 percent, industry took up second place with 28 percent, government organisations made up 19 percent of those present and CSOs were only 6 percent of those on the course. The main topics on the agenda were environmental impact assessment, environmental policy, risk assessment and economics for environmental decisionmaking.

CETI has been selected as the regional center for the ROLL project since December 1997 and cooperates closely with the Moscow Representation of ISC. ROLL's long-term goals are to prevent environmental pollution threatening public health and to facilitate efficient management of the use of nature resources.

Training needed to get into the headlines

If **environmental** organisations want their voice to be heard, they must learn how to deal with the media. *Insight* analyses the main problems with Iza Kruszewska.

It was a perfect opportunity for some media coverage in an otherwise dry event. Workers who had been involved in the clean-up after the Chernobyl nuclear disaster of 1986 sat opposite international journalists in the press conference room in Aarhus, Denmark. It should have been a possibility for the anti-nuclear lobby to speak out clearly and concretely about the real dangers of nuclear power. But the participants were not prepared for the questions that journalists posed, or to give them the answers they wanted to hear.

“When journalists asked them ‘how did you feel?’ they would answer ‘I felt bad,’ and when asked to clarify they said ‘I felt very bad,’” remembers Iza Kruszewska, who acted as press officer for ECO Forum, the civil society organisation (CSO) coalition. Journalists couldn’t even find out the basic facts about the issue because there was no press release on the subject.

While most problems were experienced with environmental groups from the Newly Independent States, she says many CSOs from Central and East Europe were uncomfortable and unprofessional in front of critical journalists.

The barriers were partly language-based, since representatives felt awkward speaking in a non-native tongue but also to a large extent cultural, says Kruszewska, who is of Polish-British origin. She notes that in communist countries people were typically reluctant to express their opinions too clearly.

“The tradition was to present both sides of the story and not say which side you are on,” she explains. For example an organisation against nuclear power might say that nuclear energy is dangerous but also add that it can be made safe. “I think there is a real need to do media training for campaigners to get their message over to the public,” Kruszewska concludes.

CSOs only need look to international organisations and politicians to understand why they must get their act together on public relations. At the Aarhus ministerial conference, reporters were bombarded with press releases, speeches and eloquent words from various interest groups — the main source of information for articles written in the international press. If CSOs do not produce good written material and give quotable, critical answers, their voice will tend to be left out of the media debate and not filter down to the public themselves. Moreover, in Central and East Europe the press does not have the best reputation for investigative journalism. The tradition of sourcing the bulk of one’s information from a single press conference, rather than seeking out the opposing side of the argument, still remains.

That means it’s even more important to put over a clear, understandable message,

In the spotlight

CSOs must learn:

- **How to create a story**
Demonstrations and direct actions are an ideal way to attract attention to your cause. Greenpeace has been doing it for years. Campaigners have chained themselves to trees, painted themselves, released banners on buildings and dressed up as animals. Handing out leaflets or gifts, such as the organic apples that Budapest-based Energy Club used in its anti genetic engineering protest, can also be effective. Be sure to back up your campaign with adequate factual information.
- **How to conduct a press conference**
Training sessions of mock press conferences should be held with journalists, to allow CSO representatives to familiarise themselves with the type of questions they might be asked and how to answer them. Press conferences ideally represent organisations from different backgrounds — for example a scientist, business and CSO sympathetic to the cause. Candidates should be prepared to answer questions in a simple, non-technical manner.
- **How to write press releases**
These should be written in the style of a newspaper article, citing the main news first and then building out the important facts. Quotes from more than one organisation are a bonus.
- **How to reach the media**
A press list should be developed, so that journalists are informed regularly of any statements or events which the CSO is involved with.
- **How to be remembered**
The organisation should develop a logo, which is used on letter heads and everything published by the organisation. It should appear every time a press event is held.
- **How to be helpful**
A person should be appointed as press officer to deal professionally with queries and help find the ideal person to answer journalists’ questions.

relying less on emotion than on facts and experience.

In some cases, Western CSOs have provided training for their counterparts in Central and Eastern Europe, with encouraging results. The British motorway protest group, Reclaim the Streets, has worked with CSOs throughout Europe, giving them tips on how to attract publicity to their cause. Groups were taught to set up camps in trees and chain themselves up in areas where roads were scheduled to be built. The journalists loved it. Polish newspapers recently carried substantial coverage of the protests, which gave campaigners a chance to voice serious arguments to the public.

Kruszewska notes that it is evidence that enormous progress has been made. “If that

action had taken place eight years ago journalists wouldn’t have understood the issue and CSOs wouldn’t have been able to express why they were fighting this road,” says Kruszewska.

Greenpeace also worked with Central European CSOs in a campaign on genetic engineering of food. Experienced international campaigners and scientists sat alongside local experts at press conferences in Hungary and Poland.

While publicity stunts can be invaluable in attracting attention to environmental issues, which might otherwise miss the headlines, campaigners should also be wary of alienating themselves from journalists — and their readers.

Working with scientists and expert environmentalists is one way of adding credibility to a story which might otherwise be treated as a light topic in a newspaper.

The increasing number of environmental lawyers can also provide valuable insight into an issue. Journalists are more likely to take a lawyer more seriously than a scruffy man who has been living in a tree for several days. The latter is important to draw attention to the problem but he must be backed up by strong environmental and economic arguments.

Regular media contact with the country’s main newspapers and magazines is an important step to inclusion in the press. Trainers can teach organisations to write clear press releases — with the same logo — on any new developments or events which it wants to highlight. Press conferences too, are important and particularly relevant if they are in response to an environmentally damaging news story, such as the start-up of a nuclear power station or an oil spill.

Organisations can also draw attention to their cause by arranging less formal press events, linked to the launch of new projects or publications. Appointing a press officer who will establish links with the media and can recommend experts or spokespeople from the organisation, if a journalist is looking for a comment, is also a positive step. Former journalists or part-time journalists tend to be the best candidates for this post, since they understand what the press is looking for.

The key idea that trainers should instill into their pupils is that journalists are writing for the general public. A workshop of Central and East European environmental journalists held in Aarhus prior to the conference concluded that, to gain media coverage, environmental campaigns must be made relevant to the issues that people face in everyday life. Cynically, that can be brought down to two main concerns: health and money. If environmental organisations can alert journalists of problems connected to these issues, the media hounds will undoubtedly prick up their ears.

Ministers put pen to paper in Aarhus

Continued from front cover

► noted Jeremy Wates of the European Environment Bureau.

While CSOs welcomed the Convention, representatives warned that there were many loopholes in its language. “The word ‘appropriate’ appears no less than 22 times in the draft convention, and references to ‘national legislation’ abound, giving excessive discretion to governments in the implementation process,” Wates argued in his speech to conference delegates. He added that the document failed to force the private sector to give information on emissions and gave no real impetus for countries to develop pollutant release and transfer registers. Germany, Turkey, Russia, the US and Canada were the most significant non-signatories to the Convention.

Many Central and East European countries and Newly Independent States (NIS) have a long way to go to implement the concept of public participation in environmental decisionmaking. That has been adequately illustrated by the issue of nuclear power stations, which continue to be built, with little or no consultation with the public. Environment ministers from the Czech Republic and Ukraine both put their names to the agreement, despite growing public pressure about nuclear power stations being built in their countries.

“I am quite sceptical that (the Convention) will work in Ukraine immediately,” said Petr Hlobil of the CEE Bankwatch Network, an environmental CSO watchdog for multilateral

banks. He added that 37 Ukrainian CSOs signed a letter to the European Bank for Reconstruction and Development, protesting its potential funding of the project. “So far they tried to avoid real public participation, so for the Ukrainian population it is really necessary that there is international CSO support,” Hlobil said.

To give the Aarhus Convention any real punch in Central and East Europe, a sea change in attitude will be required. Training professionals can step in to fill that gap. From informing the bureaucrats of new legislation how to deal directly with the public, to helping CSOs promote public interest and criticism in a professional manner, there is a niche for trainers. Courses instructing people how to use the new law in a practical way — such as conducting information campaigns or legal workshops to inform environmental professionals of their rights, will be particularly valuable.

Information technology is one area which remains underdeveloped. During the conference’s CSO session, Mary Taylor of Friends of the Earth illustrated how dry data could become relevant to the public, through the internet. The UK-based organisation created a website using information from the Chemical Release Inventory, which enabled the public to find out what emissions polluted their areas. Taylor emphasised that without such user-friendly information, the public is less likely to exercise its right of access to data since most people find the format too complicated and difficult to digest.

At the meeting, West European governments pledged their commitment to getting Central and East European countries on the reform track. Training would be one of the key areas that grants would go to, Danish Environment Minister Svend Auken said. Those countries which consistently disregarded the concepts agreed upon at Aarhus will lose out on funding.

Heavy metals and POPs

Ministers also signed protocols on heavy metals and persistent organic pollutants (POPs), touching up the 1979 Convention on Long-Range Transboundary Air Pollution. The protocols, which are legally binding, were signed by 33 governments and the European Community on June 24. Around 30 countries also endorsed a strategy to phase-out lead in petrol by 2011 at the latest. Most EU countries said they would wipe out leaded petrol by 2005. That will require a significant public information campaign, which CSOs and government ministries must be prepared for.

The protocols particularly aim to reduce airborne pollution of the heavy metals lead, cadmium and mercury, as well as 16 POPs from the categories of industrial chemicals, pesticides and their by-products and



contaminants. Heavy metals are known to cause blood disorders and affect vital organs such as the liver and kidneys. Accumulation of heavy metals threatens forest ecosystems and can reduce bird and mammal reproductivity. More than three decades ago Rachel Carlson’s “Silent Spring” first highlighted the dangers of POPs. Her image of a spring without birds, due to the effects of DDT and other pesticides, caught considerable media attention and several governments banned or severely restricted the use of DDT in the early 1970s.

Nevertheless, POPs continue to circulate, as several countries — particularly in less developed regions like Central and East Europe — do not ban their use. Moreover, since the collapse of cooperative farming systems, which employed experts for pesticide application, farmers are often unprofessional in their use of chemicals.

To implement the protocol, countries will have to work with both chemicals companies and the agricultural sector. Training farmers on alternatives to strong pesticides is essential — particularly in Central and Eastern Europe.

“Some countries should introduce environmental protection measures into agricultural practice, not only in broad terms but in very concrete ways, so there will be benefits for farmers not using chemicals,” suggested Danish MP Steen Gade. “Today the system benefits farmers who produce a lot and use a lot of pesticides; therefore you have to introduce a new way of thinking in relation to quality and combine quality with the environment,” he adds.

Workshops addressing the benefits and the problems of organic farming techniques, courses on controlled use of pesticides, explaining the different composition and functions of each product and training on soil and water management issues, will all be relevant.

But the protocol was too vague for some organisations. A spokeswoman for Greenpeace International noted that governments only committed themselves to wiping out some POPs, while other key pollutants were not included on the phase-out list. “It is appalling that dangerous POPs, such as chlorinated paraffins, pentachlorophenol, hexachloro-cyclohexanes have failed to make it yet onto the the Annex I list for elimination,” she said.

Key events

Tuesday, June 23

- Presentation of the report “The Second Assessment”

Wednesday, June 24

- Special session of the executive body for the Convention on Long-Range Transboundary Air Pollution to adopt and sign the protocols of persistent organic pollutants and heavy metals
- Pan-European strategy to phase-out leaded petrol
- *CSO session*
Strengthening participatory democracy for sustainable development — organised by ECO Forum
- Pan-European biological and landscape diversity strategy

Thursday, June 25

- Signing of the Convention on Access to Information, Public Participation in Environmental Decisionmaking and Access to Justice in Environmental Matters (the Aarhus Convention)



ALL PHOTOS: JAN KOFOD WINTHER



EARTHWORKS: Three of a series of photographs commissioned specially for the Aarhus conference to illustrate man's relationship with nature.

Government subsidies mean energy prices are not realistic. In a St Petersburg flat it was cheaper for residents to keep four gas burners going than to turn them off, said World Bank Vice President for Europe and Central Asia region Johannes Linn. He stressed that the strategy will require a huge public information campaign to train people and businesses to adopt less wasteful attitudes to energy. "People have to realise that this stuff isn't free," Linn said. The "win-win" concept will need to target three main groups: the consumer, businesses and the power stations themselves. Old, inefficient district heating systems must be improved and homes insulated, power plants modernised and industries encouraged to become more energy efficient.

That's easier said than done. According to Peter Hobson, senior banker in energy efficiency at the EBRD, the strategy is over ambitious and vague.

"It's all very well to have a policy at one level but when it's not matched up with actions that a municipality or a company take up at their own level then it's pointless," he told *Insight*. "Energy efficiency can't be pinned down too easily — it's everything there are very few laws or regulations which require people to do anything, nothing which makes you go out and buy an energy efficient

light bulb or an efficient heating system — you do whatever is easier to do," Hobson said. He recommended financial incentives to companies investing in energy efficient projects, labelling of energy efficient appliances and budgeting for energy efficient schemes within the local municipality.

During the debates, CSOs pointed out that governments, particularly in Central and East European countries, continue to support and build nuclear power stations, which are not only a long-term threat to the environment but work through a highly centralised power grid system, unlike the localised power supplies advocated by energy efficiency experts. In fact the EBRD itself has approved the first phase of funding for a nuclear power plant in Ukraine. It underlines the short-term approach of both governments and banks to solving the problem.

"A lot of money would be required to set up energy efficiency schemes and at least a decade would be needed to set them up," conceded CEE Bankwatch's Hlobil.

Industries and CSOs must have the capacity to promote energy efficiency to the public and help highlight the disadvantages and the dangers of less efficient energy sources. Managers can learn how to run an energy efficient business, incorporating such programmes as the ISO14001 management training system or the Eco-Management Auditing Scheme (EMAS) into their operations. Trainers are able to help CSOs present professional and useful arguments to the public, while helping them deal with legal issues which might arise from CSOs challenging companies and power stations.

Training for the future

It won't be easy. The policymakers at Aarhus have little to do with implementing the concepts of public participation, phase-out of heavy metals and POPs and the development of energy efficiency. It is those at the grassroots level — the businesses, the CSOs and the officials — who will bear the brunt of ministerial decisions. CSOs in particular are increasingly being called upon to be the watchdogs of international policy. For newly established Central and East European organisations, it will be particularly difficult. Effective training is one of the ways they will be prepared to face that responsibility. Whether that is interactive instruction, on-site learning or just better communication between people, training professionals can help environmentalists see light at the end of the tunnel.

* Countries that did not sign the convention are as follows: Azerbaijan, Belarus, Bosnia and Herzegovina, Canada, Germany, Hungary, Israel, Kyrgyzstan, Russian Federation, San Marino, Slovakia, Turkey, Tajikistan, Turkey, Turkmenistan, United States, Uzbekistan, Yugoslavia

Energy efficiency

Ministers endorsed a policy statement on energy efficiency, which they stressed was a "win-win" strategy, bringing financial benefits to consumers and industry, while helping conserve vital energy resources and preventing greenhouse gas emissions. The statement comes in the light of commitments made in Kyoto last year.

Experts said that energy efficiency could be increased by 20-30 percent over the next two or three decades and gains could be even higher in Central and East Europe.

Leaders are born — and made

Trainers must develop a concept of leadership which is acceptable to people from different cultures and backgrounds, but above all, they must conquer their students' fear of those up top

M. J. CHADWICK is Director of LEAD-Europe, part of the group of Leadership for Environment and Development (LEAD) programs established world-wide to encourage leadership and change towards sustainable development. As an agricultural scientist, he has worked in the Sudan, Sweden and Switzerland as well as in his native Great Britain. He is a former director of the Stockholm Environment Institute (SEI). *Insight* met him at his lecture: "Confronting Current Consumption — Patterns of Use, Service Provided and the Intensity Concept" on March 12, at the Central European University, Budapest. The following is an edited version of what was discussed at that session.

Insight: How is the concept of leadership understood in different countries and regions and how do you generalise that approach, taking into account regional differences?

MC: The emphasis in LEAD's programme is definitely on leadership and so it is very difficult to deal with the different cultures and different traditions that people come from. For example, we have people coming from more traditional cultures, as well as some from different parts of Europe and North America. People who participate come from very different professional backgrounds. They come from the army, from labour organisations like trade unions, from television and journalism, and then also from CSOs, which often have their own very particular way of thinking and dealing with leadership. We also train many people who are working as leaders already, maybe not at the highest level, like project leaders, leaders of teams and groups in industry. So it is very difficult to resolve what is regarded as an acceptable form of leadership.

But the most important thing that one has to do in teaching leadership skills is to overcome the suspicion of leadership itself. Some people perceive it as imposing the leader's will on a huge number of other people, or they might see it as being open to corruption or personal ambitions. Among many participants in the LEAD programme there is suspicion of leaders, and a belief that leadership does not act to encourage the democratic

“ It is very difficult to resolve what is regarded as an acceptable form of leadership. The major thing that you have to do in training leadership is to overcome the suspicion of leadership. People perceive it as imposing the leader's will on a huge number of other people or they might see it as open to corruption or personal ambition. Among many people in the LEAD programme there is the belief that leadership does not act to encourage the democratic process. ”

process. We ask participants to form their own vision of acceptable leadership, and of how leaders should relate to those who are led. We also explore how leaders gain legitimacy through the implicit consent of cooperation from those they lead. In essence, the whole concept of leadership in LEAD is similar to that of France, I think. You have *liberté, égalité, fraternité*. So, as a leader, you give people freedom first. Then you have to respect that each person's contribution is of equal worth and then you have solidarity, where people come together and do something. This is, to some extent, how it is perceived in the LEAD programme. Of course, the other thing is peoples' vision of how they can become become leaders, by going in a particular route or direction.

I: What are the criteria for selection of people that are accepted for your programme? Is there any particular target group of people you would like to attract?

MC: What counts most is a candidate's interest, which doesn't necessarily mean expertise. It is not a programme where the emphasis is on academic qualifications. So interest and professional experience, where environment and development are part of the job, would be the main criteria. Of course, we are looking for the people who, because of their ideas and the vision they want to share, seem to have a potential for leadership. We would like to have a balance of work experience, professional interest and geographic distribution of people from Europe, a cross-section of age and gender.

I: Could you explain the way national/international training sessions are organised?

MC: In national or regional sessions the emphasis is not so much on orientation and understanding of different positions people are coming from, nor on background from which the programme operates.

To a large extent we try to focus on a curriculum. In international sessions you have to spend more time considering the orientation and the background from which people come and then the whole training idea of leadership is to break the whole group into small multinational groups who

would study a particular problem, like for example the quality of life. I don't believe we can just go to group of people saying "tell me what you want and then I'll make my plan and policy." This is a much more sophisticated, multi-layered and fluid form of leadership — but that's how it works or that's how we are trying to make it work. Within national and regional courses we would have a lot of role playing, so we would split the group up into six to ten groups and you would have two groups who would negotiate upon something. There would be background materials on that and a chosen negotiator.

I: Can you give me an example of distance learning?

MC: Distance learning is not so formalised. This, together with the assignments and residential courses, are the main elements of LEAD programmes. What we basically do is take the issues which have been included in the residential course and ones that seem to interest people and the distance learning is centred around that.

At the residential course held in Barcelona one of the topics was a negotiation simulation exercise. We had people from an airline company, television, nature conservation and regional planning. We collected extra information and distributed it, we built up the material that people can study on a subject. The other way is that people come back to us and point out an issue they had never dealt with. Then we would respond to that and find the solution and share it with the others.

Another example was not long after Kyoto, in dealing with the negotiations for climate convention. We got a response to the attitude the EU was taking, from people in Europe that are outside the process. So it is rather an informal distance learning based on response and follow-ups, both generated by us and by other people and this can mean a whole range of topics related to environment. Then we would find the material and send it out to people. Now that's more through the internet but also through hard copies. Then they have an assignment.

We also have LEADNet, which uses the internet as a main backbone to provide LEAD associates with access to news. LEADNet also supports LEAD's international sessions by assembling computer labs on the sites where the sessions are organised. It provides additional services such as CD-ROM, with all the data from LEAD web site and the Associates database, virtual conferencing, a photo library etc.

It's all a game

Environmental organisations at Aarhus learnt that playing with numbers can improve teamwork and can help people realise their strengths and weaknesses

I: How do you think that Western experience and practice should be reflected in designing CEE national policies and educational curricula?

MC: I don't think we have any curricula that is strictly based on West European experience. Rather we use the differences between West and Eastern Europe. We have the standard curricula guidelines for 12 different programmes and then each programme is supposed to take into account the feature of their own situation and adapt the curriculum in the light of that. We had a course held on East-West Europe, about dialogue, collaboration, development and problems dealing with that. Other related problems that we face are immigration, from outside areas to Europe, or ageing populations. These are the issues which make us treat a standard curricula in the particular way. We deal with these issues, but we are not advocating one thing or another.

I: How do people from CEE respond to your programme?

MC: I don't think we have any problems in finding people. In fact, we also have a CIS-regional programme based in Moscow, including 12 countries. And we have other CEE countries in the CIS programme who would rather join the European one. That can create difficulties for us. We have enough East Europeans applying and we identify their needs, but the problem is that there are certain parts of Eastern Europe that we really can't take, like Ukraine, for example, which should be part of the CIS programme. We have representatives from Hungary, from Romania, Bulgaria, Slovakia, Czech Republic in our European sessions.

I: At the lecture we heard the three key words: "dematerialisation," "substitution," "recycling" as a potential means in slowing down consumerism. How do you think the LEAD programme could contribute in promoting this idea?

MC: I wasn't actually advocating that these actions were the only way to do something about consumption. I am saying that in practice, in the real world we experience that these three things are going on. These would only take us in the right direction to solve the problem and we must add other things too. I would like to make LEAD people recognise that themselves. So, when LEAD associates get back to their jobs I want them to be well prepared, with as much information and with a greater insight into the whole issue that we are dealing with, either at their jobs or outside them.

Six environmental campaigners are poised for Professor Dmitri Kavtaradze's stopwatch to begin. The participants of this environmental simulation game are standing around a makeshift circle concocted from a piece of string. Inside the circle are coloured card discs with a number on each one. At the word "go," no one speaks but the man on the furthest left points his toe to numbers one and two and then steps out of the circle. His neighbour quickly indicates three and steps back and next to him a woman finds four, five and six. After her, a man hesitates to find seven but an urgent look from his neighbour solves the problem. The game continues, back and forth across the human chain. Occasionally a sound issue from someone's lips to accompany a desperate gesticulation, but otherwise silence until all the numbers in the circle have been discovered.

Kavtaradze is pleased. The group has taken 52 seconds to find all the discs in numerical order, an improvement from the previous attempt. "When you started you were equal, then you came to the idea that you have different roles — some started to point and scream, others ran," he tells his students. "In 15 minutes you changed the structure of your group, trying to fit it to your activity." He asks the participants what they think the game is trying to teach them. "It makes very clear the importance of teamwork to CSOs," notes one civil society organisation (CSO) representative, Marie Kranendonk-Schwartz. Campaigner Jim Manlowe of a US-based organisation adds that it was interesting to see that the group achieved better results with a delegated leader, compared to working together on the same level. In a wider context, such a game can help CSOs to realise the strengths and weaknesses of individuals in their organisation, explains the professor. "We are not so weak, we are not so poor but we are very badly organised inside the CSO movement." To implement the concepts agreed at Aarhus this year, he continues, CSOs will need to be well prepared. A bit of interactive fun can make all the difference.

Kavtaradze of Moscow State University's laboratory of ecology and nature conservation is lucky enough to make his living from playing games. His playmates have included Russian ministers of education as well as CSOs and school children. Using interactive teaching methods developed in the USSR by Maria Birshtein in the late 1930s and fine-tuned by both Western and Russian writers, he decided to apply the principles to environmental training. Such teaching works on

the basic idea that participants must learn to communicate productively with each other — to hear and listen, speak and be understood. A group should be able to work together as a team to make effective decisions. More than 20 simulation games and toys were designed and published by Moscow State University in the 1980s and 1990s. Kavtaradze and his colleagues have designed special simulation games to help inspectors fight against poachers and have worked extensively with environmental CSOs. "I think that the CSOs of my generation were mostly fighters — against poachers, against building a factory on Lake Baikal — now they must progress from being fighters to being expert organisers of every day life," he tells *Insight*. In post-communist society environmental organisations are more fragmented and must learn to work effectively together and promote themselves better, he adds.

Moreover, CSOs could achieve better results for the environment if they worked with other experts such as scientists, engineers and transport specialists. Kavtaradze recommends the simulation game "Development without Destruction," which was prepared by Moscow State University to encourage a decisionmaking process for regional sustainable development. Participants from different expert fields and CSO backgrounds can play the game, which involves building a fictional community, complete with amenities such as power stations or an airport, on an untouched area of land. Another training, primarily directed at schools, is a card game called "The Island," which simulates dynamic development of ecosystems. Students learn that some animals, such as the weasel, are more crucial to nature than others. If man or natural disasters wipe out a large amount of the lower value cards of grass and mice, the weasel is unable to survive. Making the step from playing classroom games is the most difficult. "We are playing very nice games and living a very ugly life," points out

campaigner Marie Haisova of Agentura GAIA in the Czech Republic. Kavtaradze hopes to prepare his students adequately to make that leap into reality. He concludes: "The future of CSOs is to be more adventurous and better educated than the ministers."

5

3

Croatia embraces cleaner production methods

Since the concept of sustainable development was launched at the Rio conference in 1992 it has become the buzz phrase that would incorporate harmonisation of both economic and environmental concerns. "Cleaner production," which works on the idea that both business and nature can improve, has been one of the most effective methods in working towards this goal. In Croatia, trainers are helping to bring that theory out of the text books and into practice.

Last year, a multilateral agreement called "Capacity Building in Cleaner Production" was signed between the Czech Republic, UNIDO and Croatia. The three-year project, which is part of the UNIDO/UNEP program for the establishment of a network of national cleaner production centers, is designed to train Croatian professionals in the concepts and methods of cleaner production. It is financed by the Czech Republic and UNIDO will provide the networking services for a future center, which will be established as the result of the project. UNIDO will use the professional capacities, expertise and experiences acquired at its Cleaner Production Center in Prague and adapt training to Croatian needs.

In Croatia there is a special chance to rebuild the war-stricken economy in a cleaner way. The country suffers from the usual transition problems of Central and Eastern Europe but environmental administration and enforcement are being developed alongside communal waste management. The country has 700 unregistered dumping sites and an estimated seven million tonnes a year of waste production, 5 percent of which is hazardous.

Implementation

Without cooperation it would all be a flop. The Ministry of the Economy and the State Directorate for the Protection of the Natural Environment have been particularly important in the beginning stages of implementing cleaner production in Croatia and will continue to play a leading role in the project. Moreover, other representatives in the fields of government, industry, scientific and educational institutions, agencies and non-governmental organisations, have also helped lay down firm foundations for the future. An introductory seminar in June 1997 mobilised a group of experts involved in industry, governmental and non-governmental organisations as potential candidates for implementation of the first phase of the project, "Long Term Interactive Training."

Three long-term interactive trainings are envisaged, under the guise of seminars and demonstration projects; manual development and promotion of demonstration projects results. A cleaner production center will be established during 1998 (within the existing UNEP/UNIDO network), which will serve as an institution for promotion and systematic engagement in cleaner production. It will rely mostly on the experts trained within the long-term training.

A certification scheme, which is currently under preparation, will encourage industry to continuously apply cleaner production principles throughout their environmental management

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Piggy in the middle

When no one wants to take responsibility for solving a dispute, an outsider can often be the best solution; *Insight* went along to listen to the expert mediators at work.

Professor Charles Wiggins of the University of San Diego's California Law School loves a good argument. So much so, he makes a living out of solving disputes. He spoke at "The Mediation Process: Teaching and Training," a joint workshop with the training organisation Partners Hungary, where 20 participants were taught how to practice their mediation skills, including developing the ability to negotiate and communicate in a professional context.

Mediation is one way to settle environmental conflicts of interest, compared to traditional forms like litigation, legislative and regulatory change or alternative methods, such as arbitration, med-arb and consensus building. It can be applied to resolve both site-specific and policy level disputes, including land-use, resource management/use of public lands, water resources, energy, air quality and toxins issues. Essentially, mediation is facilitated negotiation. When direct negotiation has reached a deadlock, parties can bring in a trained professional mediator like Wiggins, to help them resolve the dispute. Participants in a mediation might include a mixture of environmental groups, private companies and government entities. The mediator is neutral; he or she must not be an advocate for either party, although the mediator can help to overcome a marked imbalance in power between the parties. The mediator is not a decision maker; but assists the parties in reaching their own, mutually agreeable decision.

Environmental mediation was first used in the U.S. in the 1970s. Fitchburg, a suburb of Madison, was serviced partly by a municipal water facility and partly by a temporary private system, built in the 1940s and 1950s. A new municipal water facility was expected to be built to permanently service the whole area, but no one wanted to pay for it. By the late 1970s that had not been done and the situation had become tense. Residents looked, in turn to developers, the Wisconsin Department of Natural Resources (DNR) and the local council to try to find a solution. Finally a professional mediator was brought in by the DNR, to break the deadlock. Four mediation sessions, including all involved parties, were held during the ensuing year, with the result that an agreement was reached and the water facility was constructed.

Workshop co-organisers Partners Hungary have some experience of environmental mediation on home ground.

A new municipal water facility was expected to be built to permanently service the whole area, but no one wanted to pay for it. By the late 1970s that had not been done and the situation had become tense. Residents looked in turn to developers, the Department of Natural Resources and the local council to try to find a solution. Finally a mediator was brought in.

In March 1997, Partners Hungary was invited to mediate in a dispute between a private company, which was operating an incinerator in Dorog, and the town's local environmental association. A number of issues were involved, including whether the facility was operating in compliance with applicable environmental regulations and whether local officials were receiving any financial gain from the incinerator. To satisfy the civil society organisation's (CSO) interests, Partners' mediators helped the different sides develop a plan for it to monitor the incinerator. Partners continued to meet with representatives of the parties on a regular basis to check that they were satisfied with implementation of the agreement. As a result of Partners' earlier work in

Hungary, conflict resolution is already a part of the curriculum at a number of institutions, including the Faculties of Economics and Sociology. The organisation also assists parties in collaborative planning processes. It is currently working with mayors in the region around Sumeg, West Hungary and the Environmental Institute, to develop a strategic plan for the industrial, agricultural, touristic and environmental development of the region.

Wherever there are relationships between parties with differing interests, the potential for conflict exists. Approached correctly, the conflict can not only be settled, but the overall situation can be improved, professionals at the Budapest workshop stressed. In Hungary, Partners wants to introduce mediation broadly, cooling the flames of environmental, business, community and ethnic disputes. That is likely to produce some heated debate.

■ PARTNERS HUNGARY

was established in 1994 by Partners for Democratic Change International, an American non-profit organisation. Partners for Democratic Change has established national centers in several countries of the Eastern and Central European region (Bulgaria, Czech Republic, Georgia, Hungary, Lithuania, Poland, Romania, Russia, Slovakia) which cooperate with the main USA-based center, as well as with each other, to support the region's transitional societies and new democracies. The mission of the Partners network is to develop collaborative planning, problem solving and dispute resolution skills essential to the success of a democratic society.

Business woman with a green heart

Business courses aren't just for companies. Environmental organisations can learn a thing or two about management — and gender relations in their own offices. *Insight* spoke to Marie Haisova.

If only running a civil society organisation (CSO) was like selling widgets it would all be so much easier. "On one side business is very simple, they have to sell or buy and employees have very clear goals," argues Marie Haisova of Agentura GAIA in the Czech Republic. Employees in CSOs however, are more likely to be idealistic and emotional about their work, which can lead to management problems in the organisation. According to Haisova the key to success is to learn from business management techniques.

Observing the disorder in her own workplace, then the Czech CSO Green Circle, she took the plunge to complete an MBA course in Prague. At first the prospect was daunting — a room full of Czech businessmen who didn't take her seriously. But she stuck it out and managed to prove that business skills are not just for companies. Back in her own organisation, she saw that the management structure was inhibiting progress, so she hired a Log Frame trainer and implemented a team-building program to try and improve its operation. The trainer, who was used to working with businesses, was bemused about the attitude of Green Circle. "Our organisation didn't want to grow, it didn't want to become successful," Haisova noticed. "The worse sickness and deepest problem of the Czech Green movement is its isolation from society. Czech green people behave like a sect — a closed community having trouble to communicate with 'normal' people — our citizens," she tells *Insight*.

Something had to be done. The CSO was asked to answer the questions, Why? What? When? Where? and How? to highlight the main goals of its work. The strategy was accepted and Green Circle made the transition from an old-style CSO to a lobby and information centre with professional accountant in tow.

But Haisova was impatient to practice her new-found entrepreneurial skills elsewhere, so she set up Agentura GAIA (taken from the Greek name for earth goddess), which offers training for CSOs as well as running its own grassroots environmental projects. GAIA's mission is to implement the plan of Rio's Agenda 21 on a local level. The organisation has been involved in training for leadership and management, as well as helping CSOs create a strategy for their work and to develop valuable organisational skills. Haisova's own brand of leadership is to manage in a way that people don't feel they are being controlled "They say, and feel, 'we did it by ourselves,'" she explains. As part of its principles, the organisation is financially independent, receiving no corporate sponsorship.

Unlike the Czech businessmen she

shared a classroom with, Haisova now plans to focus on training women in environmental organisations to participate on an equal footing with their male counterparts. Despite the liberal reputation of the environmental world, gender attitudes differ little from that of business circles in Central and Eastern Europe. Women in an organisation still tend to be the coffee brewers and the cleaners, she says, while men are more likely to be the decisionmakers and the debaters.

That can be as much a product of women's ideas as men's. "Women are often passive, shy and quiet — too shy to say something about themselves," notes Haisova. One training which she has used to combat such attitudes can be used with a mixed or single sex group of around 10 people. Three or four core questions are formulated, which relate specifically to the organisation concerned. Everyone must then listen to each person's point of view regarding the topics, allowing a strict three minutes for each participant. No one must write anything during that time and each person must listen to the opinions voiced during the discussion. If an individual

does not want to talk during the three minutes, the group should remain silent for that period. "It is a very simple, pleasant training, which is all really about time — people respect the silence," says Haisova. She points to one of her former trainees, who is now an active and vocal member of the Czech Green Party, as proof that women can change. "She was once shy but this training taught her to be more disciplined," she remembers. While Haisova's brand of environmental training is only in its early stages in Central and Eastern Europe, it is gaining ground slowly. In the Autumn there will be a training for teachers on "eco-feminism" — the theory that women are better placed to change the environment than their male counterparts — organised by Open Society Fund, and a 30 minute programme for Czech Radio yielded an enthusiastic response from women listeners. In the future she would like to introduce the ideas of the UK-based Schumacher college to the region. There, male and female students of all ages and walks of life are taught to change the role models they have taken on in life. There might be a lesson in that for businesses too.

Sexual politics in the office

Last year European Youth For(est) Action (EYFA) started a series of training sessions examining gender-related conflicts within environmental organisations. CSOs from Central and East European countries met in Budapest to play simulation games and air their views to one another about sexual tension in the office. Trainees were able to bring out topics that are rarely openly expressed — particularly in Central and Eastern Europe. Trainer Dan Swartz said that people left the sessions feeling "energised." In one exercise participants were asked to form two single-sex groups and write down their views about the opposite sex. The results of their thoughts are shown opposite.

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Women

- There is a refusal to recognise gender-related problems
- Women are equal to men
- We receive unwanted sexual attention
- Men take the floor and don't listen, women grumble in the background
- Men make criticism without suggesting alternatives
- Women are stereotyped as being closer to nature and more emotional
- The man is in the spotlight
- We are always supposed to make coffee and do the cleaning
- Tasks are divided along gender lines — women do the administration and men the technical work
- We can't communicate properly with each other

Men

- Gender relations are good
- A male sensibility is no sensibility
- It's hard to participate for people with children
- Ladies are too silent, which leads to sex discrimination
- Men drink too much
- We have a primitive view of feminism
- There is no good training for women
- There is a low acceptance of women organisers
- Women are not represented enough in decisionmaking
- Men dominate



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River school

Governments, CSOs, schools and businesses put on their waterproof boots to learn about river protection

An outdoor living classroom has been created by the Slovak ECO (Environmental Citizens' Organisation) SOSNA and its Hungarian partner, Holocen, to educate future generations. Their project, "We Take Care of Our River," which is now in its second year, addresses the environmental problems of the Hornad River. In the scheme, 33 volunteer groups are monitoring water quality, measuring chemical parameters and learning about the surrounding river environment. SOSNA hopes to spread its share of this model to other areas of Slovakia, and to expand it to a larger scale of activities called "Communities in Action."

International cooperation: rivers connect us

SOSNA and Holocen joined together in the project for three reasons: to gather evidence and educate the public about the negative impacts of industrial pollution on river environments; to encourage youth and adults to actively volunteer and to forge another link between Slovakia and Hungary — two countries connected not only by history and a border, but also by the Hornad river. One of the 10 largest rivers in Slovakia, the Hornad begins in Central Slovakia, then winds southeast and into Hungary. From there it runs south and joins the Danube.

How it works: program set-up

Since 1995 "We Take Care of Our River" has grown steadily through the philosophy of connecting education, ECOs, government and business. SOSNA and Holocen organise a joint spring seminar to train new group leaders to use water monitoring kits and field teaching techniques. After the training, each group collects data at their assigned site along the Hornad every two weeks, from April-November, and once a month during the summer. They measure for nitrites, nitrates, phosphates, dissolved oxygen, ph and ammonium levels. Participants also record water temperature, signs of invertebrate life and any the presence of any waste dumps.

The recorded results are forwarded to SOSNA and Holocen, and then sent to a local university for evaluation on GIS (Geographic Information System). SOSNA and Holocen use this compiled data in a variety of ways to educate the public: in museum exhibits about Hornad water quality and archaeology; a children's conference and forums that bring together government officials, civil society organisation representatives and the public in discussions.

Communities in action: the bigger picture

SOSNA will take "We Take Care of Our River" a step further in 1998, and expand it into the larger vision of "Communities in Action." The central goal is to motivate citizens to identify and solve local environmental problems themselves. "We Take Care of Our River" will



PHOTO: MITI

HUNGARY AND SLOVAKIA have some of the richest birdlife in Central and Eastern Europe.

expand beyond just water and waste dump monitoring to include river bank and corridor greening, clean-ups, and public campaigns in local communities against polluters.

SOSNA will also activate the new program "Know Your Rights." Local Environmental Groups (LEGs) will campaign in four Hornad watershed villages, which will act as forums for solving local environmental problems. LEG leaders will recruit and organise local people from the private and public sector to participate. "Know Your Rights" will also incorporate use of river contracts (agreements between citizens, schools, polluters, and those that use the river) to care for river health.

But, beyond monitoring and models, this program is about people connecting together to take care of their river. It proves that the best solutions come from a grassroots level; from those who depend upon the river to give health and life. The benefits of a locally-based program are like ripples on the water, spreading out, affecting us all.

■ SOSNA, CENTER FOR SUSTAINABLE ALTERNATIVES

A nongovernmental, non-profit organisation focused upon a mission of broadening ideas, standpoints and skills towards a lasting sustainable life. Through the philosophy of deep ecology, SOSNA is active in three program areas: Public information and education; Communities in Action watershed program, and Organic Agriculture "Healthy Foods for Healthy Prices." SOSNA received third prize in the 1997 Sasakawa Peace Foundation Award and picked up the 1997 Best Project-Slovakia, by Environmental Partnership for Central and Eastern Europe. In 1997 "We Take Care of Our River" was supported by the foundation for Children and Youth, Environmental Partnership for Central and Eastern Europe, Foundation for the Development of the Carpathian Euro-region, Business Firm Merck, and the United States Peace Corps. In 1998, "Communities in Action" is supported by the Regional Environmental Center for Central and Eastern Europe, Szentendre, Hungary. For more information on SOSNA please contact **Janice Johnson**, SOSNA, Prazska 2, 040 11 Kosice, Slovak Republic, Tel/Fax: (421-95) 644-5124 E-mail: johnson@changenet.sk

Invitation to the negotiation table

Environmental organisations can influence multilateral banks' policies and decisions. But they must learn how to be taken seriously. *Insight* spoke to Petr Hlobil from CEE Bankwatch Network.

The thin tail of hair sticking out the back of Petr Hlobil's smart shirt is a sign that he could be part of the civil society organisation (CSO) movement. But aside from that, the young coordinator of CEE Bankwatch Network could blend in easily with other delegates from international organisations, banks and the policymakers, who comprised the bulk of those assembling at the Aarhus conference in June. Although he stresses that campaigning against bank policy is not all about image, Hlobil believes that to achieve results CSOs must learn to work with those organisations which they protest against. That involves learning to negotiate effectively and understanding just how to influence funding or policy decisions from the inside. "I would not say that we are welcome at the table but we do have a dialogue with people at the European Bank for Reconstruction and Development and the World Bank," Hlobil told *Insight*.

Bankwatch, which is present in nine Central and Eastern European countries, is a critical environmentalist eye for projects funded by multilateral development banks, namely EBRD, the World Bank and European Investment Bank. As well as preparing studies on bank funding strategies the organisation trains CSOs to prepare themselves for meetings with bank decisionmakers and provides workshops on public participation and decisionmaking. According to Hlobil, environmental organisations often go wrong at their meetings with banks. "CSOs don't understand the structure of the bank, what exactly the target of their meeting is and what they can change by talking to the specific person they have arranged to meet with," he explains. Getting hold of the right person is a particular problem which CSOs can learn to overcome.

“CSOs don't understand the structure of the bank, what exactly the target of their meeting is and what they can change by talking to the specific person they have arranged to meet with. In fact I would say that 80 percent of the time the problem is that they talk to the wrong person.”

Just having a contact at the World Bank is not necessarily an advantage, since the organisation has thousands of employees, working on separate, unrelated issues, points out Hlobil. "I would say that 80 percent of the time the problem is that they talk to the wrong person."

As part of Bankwatch training to CSOs, the organisation took participants to an EBRD annual general meeting, where they had a chance to put the theory they had learnt in the classroom, into practice. "They could actually meet with bank staff and raise questions with them," he explains. Bankwatch will often sit into CSO-Bank meetings, to help assist an organisation achieve its expectations but after the training some groups feel ready to go it alone. CSOs in Russia and Georgia have successfully begun dialogues with banks as a result of bankwatch initiatives. Hlobil points out that following up the meeting is crucial for reaching long-term goals. In the end, the whole process, from planning the meeting through to contact with the person, correspondence through to confirming letter and further meetings, can take up to three months, he says. "We want to empower them to achieve what they want to achieve."

To do that CSOs must understand how to work the law or international policy in their favour. It is up to environmental groups to learn what conventions and protocols such as those signed in Aarhus mean to their operation and to use that information in their arguments against funding institutions. As Swedish Environment Minister Anna Lindh warned "It's important to remember that the role of CSOs is not just to oppose." Growing up is the most painful phase of all.

Croatia embraces cleaner production methods

Continued from page 8

► **system. The certificate will highlight environmentally proactive companies and give them bonus points when applying for bank loans. The first companies eligible to apply for the certificate will come from the long-term interactive training, alongside other companies that can quantify improvements in their environmental management. This certificate**

will not act as a competitive label for existing schemes but as a complimentary one, aimed at improving existing environmental management mechanisms.

The positive responses to Croatia's cleaner production initiative suggest a brighter environmental and economic future, built on stronger foundations. Something which began as the idealism of

individuals has fortunately gained recognition from both domestic and foreign institutions. The success of Cleaner Production depends on the extent of stakeholders' involvement and proper use of the capacities currently being developed. Development strategy must focus on the economic principles of demand and self-sustainability to ensure good results.

Diplomatic campaigning

Bankwatch's work with multilateral development banks (MDBs) yielded the following conclusions in its 1998 annual report:

- **The MDBs do not always follow up their mandate to support the building of democratic procedures in CEE countries.** Very often project sponsors proceed through the public participation process on a formal, rather than substantive basis, following the letter, not the spirit of public participation procedures.
- **MDB investment supports an increase in greenhouse gas emissions.** Of the USD 5.4 billion in MDB energy loans in the studied countries, more than USD 1.8 billion went towards coal fired plants, USD 1.0 billion went to oil and gas development, as well as support for fossil fuel energy production.
- **To date, the World Bank has not managed to transform its (1992) Energy Efficiency Policy into practice.** Demand side energy efficiency is a very small portion of the WB energy investment portfolio. Most demand-side energy efficiency and renewable projects which WB is involved with are financed through GEF.
- **MDBs have not used many of the opportunities available to them for energy conservation in Eastern Europe.** With the exception of EBRD's 1996 energy investments, all the banks continue their traditional lending patterns, which is supply-side and fossil fuel oriented.
- **There is not enough support for renewable resource energy projects from the MDBs.** With the exception of hydro power MDBs rarely invest in renewable energy sources.
- **The EIB is the only MDB which does not have an energy policy.**
- **There is a lack of MDB documents in the local languages of Central and Eastern Europe.** Most MDB policy papers are published in English and a few in Russian.
- **The banks' policy papers cannot be transferred into lending portfolios until banks develop structures to apply progressive elements of their energy policies, such as supporting energy efficiency or the use of renewable energy resources.** For example, although the EBRD had energy efficiency as a priority for development of the energy sector since 1992, its demand-side energy efficiency projects were only developed after 1995, when the bank set up its Energy Efficiency Unit.
- **Banks do not produce an inventory on greenhouse gas emissions data for their loans.** Banks continue to invest primarily in fossil fuel projects and do not monitor climate impacts of the projects.
- **Projects are not generally evaluated for their energy efficiency potential.**
- **Demand-side management and integrated resource planning are not considered binding principles for projects.**
- **Energy sector development is not based on a sustainable development strategy for the whole economy but only on the expected growth of demand.**

Building capacity in CEE

EMTC network's projects reach out to stakeholders throughout Central and Eastern Europe

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

By using its network of 12 leading environmental management training institutions and more than 100 environmental training professionals across Central and Eastern Europe, the EMTC Network and its members assist the region's stakeholders, including national and local governments, businesses, citizens organisations (CSOs) and the public, to identify and effectively address their environmental training needs.

In 1998, the EMTC Network is pursuing major international training projects, including the following:

- "Managing an Environmental Organisation" — the second delivery of the regional Training of Trainers took place in Szentendre on May 25-28. Trainers from the region were Cristina Motoi from Training Information and Mediation Center for Eco-Development (TIMCED) and Anila Maliqi from Albania. They had been trained last year, in the first delivery of the module. The course addressed basic management principles like budgeting, proposal writing, communication skills and so on, for managers in an environmental organisation.
- The Center for Environmental Analyses (CEA), in collaboration with the Asian Development Bank, prepared and delivered a six-day seminar on Environmental Impact Assessment (EIA) in Uzbekistan. The seminar took place in Tashkent from May 26 to June 1 and was attended by 35 participants from the Ministry of Environment. Participants were introduced to environmental analysis in general, a history of EIA law, an overview of EIA process, public participation, threshold issues and experts' methods.

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

- "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 immediately.
- *Insight* — this quarterly newsletter provides articles and interviews about environmental training, trends, techniques and new developments in Central and Eastern Europe.
- Internet services — this expanded version of a service 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, try them in your practice.
- 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 *Insight* (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 *Insight* issue (with due anonymity, if you wish).

WHAT & WHERE

CONFERENCES: SEPTEMBER – NOVEMBER 1998

AUSTRIA

38th European regional science congress ERSA '98

Vienna
28 August-1 September
Fax: (43-1) 3133-6703
E-mail: ersa-vienna@wu-wien.ac.at
URL: <http://www.wu-wien.ac.at/ersa/ersa98.html>

BULGARIA

Water resources – use and protection

Sofia
23-25 September
Tel: (359-2) 722-572, 710-095
Fax: (359-2) 722-577
E-mail: bpavlov@bgcict.acad.bg
URL: <http://sir.iwp.acad.bg>

Environmental protection technologies for coastal areas

Varna
21-23 October
Tel: (359-2) 435-129, 430-128
Fax: (359-2) 435-519

CZECH REPUBLIC

Energy efficiency business week

Prague
6-8 September
Tel: (420-2) 2424-7552, 2425-2115
Fax: (420-2) 2424-7597
E-mail: seven@ecn.cz
URL: <http://www.ecn.cz/seven>

ESTONIA

Regional science global-local interplay in the Baltic Sea region

Pzrnru
1-4 September
Contact: Dr. Erik Terk
Tel: (372) 641-1165/1760
Fax: (372) 641-1759
E-mail: eti@eti.online.ee
URL: <http://www.eti.ee/nbc>

Integrating cultural values in local and global forest protection

Tartu
7-10 October
Contact: Taima Puura or Jeffrey Vollmer
Tel: (372-7) 422-598
Fax: (372-7) 422-084
E-mail: for-est@erl.tartu.ee

GERMANY

Employment and perspectives on environmental engineering funding support to INTAS projects

Hamburg
24-26 September
Contact: Prof. Walter Leal Filho
Tel: (49-40) 7718-3327
Fax: (49-40) 7718-2155
E-mail: leal@tu-harburg.de

HUNGARY

Deposit and geoenvironmental models for resource exploitation and environmental security

Matrahaza
6-19 September
Contact: Dr. A.G. Fabbri
Fax: (31-53) 487-4336
E-mail: fabbri@itc.nl

FYR MACEDONIA

Biodiversity, ecology and conservation of Balkan fauna

Ohrid
16-20 September
Contact: Dr Svetozar Petkovski
Fax: (389-91) 116-453
E-mail: jamec@suga.vienna.at
URL: <http://members.vienna.at/shrew/biodiv-congress.html>

THE NETHERLANDS

Ecologizing societal metabolism: designing scenarios for sustainable development

Amsterdam
21 November
Contact: Rene Kleijn / Ester van der Velt
Tel: (31-71) 527-7480
Fax: (31-71) 527-7434
E-mail: kleijn@rulcmi.leidenuniv.nl
URL: <http://www.leidenuniv.nl/interfac/cml/conaccou/>

POLAND

Environmental contamination in Central and Eastern Europe

Warsaw
15-17 September
E-mail: warsaw98@mailier.fsu.edu
URL: <http://www.warsaw98.fsu.edu>

Conditions and mechanisms for sustainable development

Bialowieza
21-24 September
Contact: Bialystok Technical University
Dept. of Environmental and Tourism Management, Wiejska 45 A 15-351
Bialystok, Poland

ROMANIA

Black Sea region

Mangalia
3-7 October
Contact: Prof. A. Onalp
Fax: (90-264) 343-1450
E-mail: fabbri@itc.nl

SLOVAKIA

Ekotopfilm '98

Zlina
26-30 October
Tel: (421-7) 237-421
Fax: (421-7) 293-614
E-mail: ekotopfilm@isnet.sk
URL: <http://www.isnet.sk/ekotopfilm>

SLOVENIA

Research and monitoring for sustainable development in the limestone Alps

Bled
11-13 September
Contact: Institute of Forest Entomology, Forest Pathology and Forest Protection, University of Agricultural Sciences
A-1190 Vienna or
URL: <http://efern.boku.ac.at/IFFF/events>

Analysis of environmental data with machine learning methods

Ljubljana
7-10 December
Contact: Dr. Tanja Urbancic
Tel: (386-61) 177- 3487, 177-3814
Fax: (386-61) 123-2049, 219-385
E-mail: Tanja.Urbancic@ijs.si
URL: <http://www-ai.ijs.si/SasoDzeroski/aep/aep.html>

TURKEY

Oil spills in the Mediterranean and Black Sea regions

Istanbul
15-18 September
Contact: Dr J T Turner
E-mail: medosc@campus-ventures.co.uk
URL: <http://www.medosc.com>

UKRAINE

Nature protection and tourism – strategies for development

Foros, Sevastopol, Crimea,
20-27 November
Contact: Dr. Nickolai V. Shadrin
E-mail: shadrn@fossil.ukrcm.com
shadrn@fossil.ukrcm.com