

Insight

FOR ENVIRONMENTAL TRAINING PROFESSIONALS IN CENTRAL AND EASTERN EUROPE • VOLUME 3 • NO. 2



ILLUSTRATION: LASZLO FALVAY

INTENSIVE Farming helped wipe out species in the EU. Now the Common Agricultural Policy could do the same to the East.

Green riches of region threatened by CAP

Trainers can help farmers adapt to difficult market conditions in the European Union and provide valuable information on environmentally-friendly techniques.

BY SARAH ROE

The rolling plains, wild grasslands and leafy forests of Central Europe could be in for a shock. When the accession countries join the European Union, the environmental implications of a common agricultural policy (CAP) might well be significant. Central European farmers, getting more money for their goods and improving their productivity, will be able to afford fertilisers and pesticides to spray on their crops and invest into more intensive production. Without adequate information, they are unlikely to learn from Western Europe's mistakes. In the meantime foreign companies, currently unable to buy land directly in the region, are expected to take advantage of the free market situation and

buy up large areas of farmland for intensive production.

Environmentalists get a sinking feeling when they think about unification. "I'm afraid that joining the EU will negatively affect Polish agriculture," says organic agricultural specialist Ursula Soltysiak of Warsaw University. "The EU and CAP will force our farms to die. Only a third will survive as big farms, according to West European models — it's bad for the environment, the landscape and the general mentality but it's unavoidable," she predicts.

The European Union says it doesn't have to be like that. Agricultural spokesman Gerard Kiely stresses that environmental issues are an important part of his department's new reform proposals. "There is a greater greening of the CAP every time and more influence on rural

development," he told *Insight*. Unlike the traditional EU system, farmers will not be eligible for financial support based on their produce but will instead be able to apply for money from the authorities on the basis of the type of farming they practice. They will be able to claim support if they are working in marginal areas or if they work with environmentally friendly or ecotourism-type activities.

That will mean more importance placed on extensive farming like livestock grazing and increased emphasis on quality. Peter Veen of the Netherlands-based non-profit organisation Avalon, says less intensive production is the only way forward for accession countries. "If all these countries come to the EU there will be too much production — the price of

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Make sure everyone realises before it's too late

The nations of Central and Eastern Europe might be less economically developed than their Western neighbours but the region is rich in natural beauty. While accession countries have a lot to gain from joining the European Union, they should also learn from its mistakes. The EU's Common Agricultural Policy (CAP) has encouraged intensive farming, which uses more agro-chemicals and consequently unbalances the ecosystem. In addition, there is just too much food production, which has led to the notorious "mountains" and "lakes" which have characterised CAP since its early days.

Conversely, the extensive methods used in much of Central and Eastern Europe allow wildlife to flourish alongside agriculture. Fertilisers and pesticides are generally used in smaller quantities than in Western Europe. Western naturalists flock to see birds like the Great Bustard and the Imperial Eagle, which are all but extinct in EU countries.

But how can such a situation be maintained when Central and East European countries join the European Union? Despite the fact that farmers are now given less subsidies, most Western farmers still prefer to produce intensively and reap in the profits. Even now some of them have their eyes set on Eastern Europe as a cheap production base — and a few have managed to get around the laws forbidding foreigners to buy farmland there.

The only way Central and East European farmers can learn to compete in such a market in an environmentally responsible way is by being aware of the market options open to them. That will require the build-up of adequate information channels so they can plan their production cycles on sound market principles. It calls for comprehensive training in the business of farming — improving the links between producers and processors as well as the export-import network. To rise to the challenge of CAP, Central and East European farmers must learn to produce what the market wants, with efficient and cost-effective methods.

Governments too, must realise that it is not enough to draft strict laws protecting the environment. Implementation is the most important factor. Without economic incentives to produce extensively, farmers are more likely to opt for the quick profits of intensive methods. That means agriculture, environment and transport ministries should work together with civil society organisations and farmers, to achieve that common goal. Teams made up of different experts can help open up the lines of communication and abandon traditional systems, where officials found it more effective to keep facts to themselves rather than share information. From the most senior government officials through to those on the grassroots level, the potential environmental damage caused by joining the Common Agricultural Policy, must be taken seriously. If not, the region's most precious riches could vanish forever.

— Sarah Roe

Romanian environmental management guide launched at local Agenda 21 seminar

The first two volumes of a Romanian version of the International Council for Local Environmental Initiatives' (ICLEI) environmental management guide were launched at a July seminar in the Ploiesti-based Training Information and Media Centre for Eco-Development (TIMCED). The 2000 copies will be distributed free of charge throughout Romania, to all city and town halls, district councils and prefectures, local environmental protection agencies, public libraries and environmental organisations.

The publication, which comes in eighteen volumes, is targeted particularly at helping local authorities who need a reference tool to perform their duties in relation to local sustainable development and environmental protection issues. "The serious problems the environment is coping with nowadays call for increased efforts and active involvement, focussed and coordinated at a local level, in order that they are dealt with and solved," TIMED's Cristina Motoi told *Insight*.

A further 16 volumes of the guide have already been translated but could not be launched at this stage. "Of course, we are just at the beginning — we still need to find funds to edit, print and distribute the remaining 16 volumes of the ICLEIs manual," said Motoi.

The project for an environmental manual for local authorities was initiated by the Regional Environmental Center for Central and Eastern Europe (REC) and carried out by the European Secretariat of the International Council for Local Initiatives (ICLEI) in Freiburg, Germany. Financial support also came from a number of other sources in Western Europe and the European Commission. In Romania, the two NGOs, Ploiesti's People and Environment and Targu Mures' Focus EcoCenter, implemented the project.

Volume one of ICLEI's guide is called the *Key to ICLEIs Environmental Guide* and volume two is the *Environmental Action Planning Guide — the European Local Agenda 21 Planning Guide*.

Around 70 participants attended the seminar, including high-ranking officials in local environmental protection agencies, city halls, local/district

councils, representatives of government departments dealing with local authorities and civil society organisations, media and business. The seminar aimed to initiate a dialogue between the main players of Agenda 21 — local decision-makers and various components of civil society. Relevant case studies were discussed and presented.

Czech trainers use local techniques to instruct Uzbekistan environmental officials

The Czech-based Center for Environmental Analyses (CEA) has demonstrated that Central and East European trainers can effectively spread the word within the region. The organisation gave a six-day course in Tashkent, the capital of Uzbekistan, to increase the capacity of Uzbekistan's civil servants. About 34 people attended the event, mainly from the Ministry of Environment and some from regional administrations.

CEA's work was based on a contract from the Asian Development Bank in collaboration with the Associated Rural Development consultants in Vermont, USA. Trainers delivered the Environmental Impact Assessment (EIA) module, which had been developed and adapted to CEE characteristics by CEA. Material was translated into Russian and lectures were conducted in Russian. Marie Ticha of CEA's office shared some thoughts with *Insight* about how trainers prepared:

"Immediately after CEA got the assurance from the REC, we started the work on seminar preparation. Three lecturers for the seminar were identified. Two of them were from the CEA staff. The main interest of our potential lecturers focused on the structure of seminar development because the seminar was quite long and it was necessary to elaborate an interesting and precisely structured proposal. Also the manual for participants was considered to be important for the potential success of the seminar.

"To be sure that the seminar would be delivered in an appropriate way an attested method had been chosen: a combination of lectures and participants in working groups. In the first five days of the seminar the participants met the concept of environmental analysis in general, the history of EIA law, an overview of the EIA process, public participation, threshold issues and expert

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methods. The sixth day looked at ISO 14000 standards. Many of the participants were grateful for facts about these standards because there is a lack of information concerning this issue. Also training of general knowledge, like brainstorming and facilitation, were explained during the seminar and then used by participants as methods for their work in groups.

"The theoretical steps of EIA procedure were trained on a case study of housing development. The participants got coincidental basic conditions for designing the houses and paper modules for housing construction. They created several variants of housing. The variants were then assessed and compared with each other by using the EIA methods. The game simulated reality very

well and enabled participants to better understand not only the EIA process but also the EIA point.

"In my opinion the most important and interesting part for participants was the democratic principles on which EIA is based, which is badly missing in Uzbekistan.

"Cooperation with the participants was very good. They were eager to learn new skills, had a lot of questions concerning our experience in this field and they were very creative and also very cooperative during their work in groups. They were one of the best groups CEA has ever had in its seminars."

Environmental trainers vote for financial independence

Trainers in Central and Eastern Europe demonstrated their commitment to working together last month, when they opted to increase their financial input to the Regional Environmental Center for Central and Eastern Europe (REC). The ten environmental trainers, who are part of the Environmental Management Training Centres network, have supported their organisation through grants supplied from the REC. Now those funds have been slashed and the network has agreed to raise the money themselves.

"This indicates that non-profit organisations like those in the EMTC Network are shifting from donor dependence to becoming more self-reliant," REC's Solomon Ioannou told *Insight*. "It tells us that environmental training in CEE is entering a different stage: Before, Western trainers came and transferred knowhow, now East Europeans are saying they need to stick together to continue addressing these needs," Ioannou said.

The decision was reached at their annual meeting in Poland, where participants enjoyed a one-day workshop on fundraising. Ioannou pointed out that international organisations are gradually moving their support further East, which has forced many institutions in the region to become financially independent. The Czech-based Cleaner Production Centre is one example of how regional organisations can work in partnership with other organisations, Ioannou said.

Danube workshops train stakeholders in pollution reduction

Workshops for governments, business and non-governmental organisations were held between April and July in 11 Central and East European countries to



PHOTO: LASZLO KACSOR, MIT

MINING machinery factory, Duclos (Hungary) 1962. Communism invested heavy industry with a heroic significance, but left a legacy of environmental problems. See pages 8 and 9.

coordinate clean up of the Danube river. The training sessions were held in conjunction with the Danube Pollution Reduction Programme, which aims to prepare countries for funding pollution prevention and reduction activities to restore the Danube River Basin and protect the Black Sea environment. Participants came from Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Moldova, Romania, Slovakia, Slovenia, Ukraine and Yugoslavia.

"The overall long-term goal of the Pollution Reduction Programme is to stimulate sustainable, institutional and financial arrangements for effective environmental management of the Danube river basin," said a statement from the Regional Environmental Center for Central and Eastern Europe, which is coordinating NGO participation in the project.

Selected NGOs will participate in a Danube Environmental Forum (DEF) regional consultation meeting in November 13-14 1998. It is seen as an important step towards reviving NGO participation in the project, increasing public awareness-raising and reinforcing cooperation with government agencies.

Training facilitators used Target Oriented Program Planning (TOPP), which was developed in 1980s and has been

used successfully by a variety of bilateral and multilateral agencies. TOPP will be used in all stages of the programme.

Technique could spread green habits to smaller companies

A British idea to implement corporate environmental management right down the supplier chain, may be implemented in Central and Eastern Europe. The new technique outlines a five-step model, in which small and medium-sized companies can get accredited for different levels of environmental management.

Large companies would be the driving force behind the scheme, as they would assess which of the five levels of environmental management each supplier needs and would certify them accordingly. The step-by-step process allows firms flexibility in developing their environmental management systems but the assistance of a larger firm acts as both guidance and incentive to achieve the standards. Training materials would be provided, which companies would have to learn themselves. Central and East European suppliers often find it difficult to meet the high requirements of large companies. Many firms prefer to import the materials used in production, rather than use local companies. The new system would help to overcome that problem.

Short and sweet

Cleaner consultants

The Budapest Cleaner Production Centre plans to conduct an October training course to instruct consultancy companies on how to implement CP techniques. "Most environmental consultants are technicians with end-of-pipe experience or management professionals. Real CP consultancy is missing," said Miklos Galli, who works at the Hungarian CP centre. For more information on Cleaner Production, please turn to page 8.

Bad habits

In a recent article published in *Training and Development*, Patti Shank argued the five main faults that trainers can be accused of: (i) we don't understand the business; (ii) we don't involve the right people; (iii) we get involved in the latest fad; (iv) we deliver instructionally sound but dull programmes or those which are not useful to part of the audience; and (v) we train because that's what we do and don't learn enough about the organisations we are targeting beforehand. For more information contact: poshank@pobox.com

Web contacts

- The European Centre for the Development of Vocational Training lists organisations involved in training: <http://www.cedefop.gr>
- Eurydice is the European Commission's education information network: <http://www.eurydice.org>
- The European Training Foundation specialises in central and east European training projects: <http://www.etf.it>
- The International Council for Local Environmental Initiatives is linked with the International Training Centre: <http://www.iclei.org>

Green riches of region threatened by CAP

Organic tuition

Twice a month organic specialist Ursula Soltysiak of Warsaw university lectures Polish farmers around the country on the merits of giving up chemicals. Most of them don't use so many fertilisers and chemicals anyway because they don't have the funds. Nevertheless, there are only 300 out of Poland's more than two million family farms who are certified as organic.

A self-confessed devotee of organic principles, Soltysiak feels that figure can grow. She says the method is an important business opportunity that Polish farmers could seize. At the moment 95 percent of organic produce is sold domestically, with just a handful of larger farms which have links to German and Dutch importers. That means limited opportunities for farmers, since much of the Polish population cannot afford the extra cost of buying organic or do not consider it to be important. But with improved links to Western Europe, where demand is high for natural products, organic farming could be a valuable export opportunity.

At the moment there is little impetus from the government to encourage that kind of development. Unlike neighbouring Hungary, in Poland there is no national regulation governing organic agriculture. The vast bulk of Hungarian organic produce is exported and the Hungarian inspection system has already been included in the EU list of accepted countries. The Coalition for Development of Organic Agriculture in Poland, established last year, aims to raise awareness throughout the country. The group tries to lobby parliament and authorities to support organic farming. Activists believe that going organic is the obvious way for Central and East European farming to move, since the countries already use much less fertiliser compared to Western Europe.

But the main issue is cost-effectiveness, not ideology. To make it work farmers must learn to organise themselves more efficiently and produce consistent quality products which can be sold on Western markets. At the moment it's only the large farms which have managed to do that, but with a bit of encouragement and a more entrepreneurial-style attitude, Soltysiak hopes that smaller ones will also be able to compete.

While the European Union's new reform proposals do aim to encourage eco-friendly techniques, its agricultural spokesman Gerry Kiely is sceptical that organic farming could be implemented on a large scale in Central and Eastern Europe. "The problem with organic farming is that the returns are not substantial enough," he says. The low output and relatively low prices received for the product means there is little profit, adds Kiely. For some, a half-way house between organic and farming with agrochemicals might be a more attractive option.

Continued from front cover

► agricultural land is low in CEE so it is possible to start new farms, with a low labour input," he suggests.

Economists argue differently. Tibor Ferenczi of the Budapest University of Economic Sciences pointed out to regional magazine *Business Central Europe* that a large Hungarian farm produces the same amount as two standard Dutch farms of just 15-20 hectares. To compete on a level playing field with Western Europe, Hungarian farmers will have a dilemma: Should they choose to produce a small amount of very high quality produce farmed on a large amount of land, claiming subsidies from the government because of their environmentally friendly practices? Or should they farm intensively on a smaller amount of land, improving their quality but looking more at large turnover and profits?

The European Union hopes that farmers will choose the first option. To try and encourage this development it is funding an agri-environmental scheme in eight Central and East European countries. Training will be a crucial aspect of that. Next year organisers will instruct university lecturers and civil society organisations (CSOs) in the methods of agri-environment, who will then help train local farmers. The project will try to encourage farmers to see good market opportunities, as well as basic training on respect for the environment. It will try to emphasise the best path for each country. "The problem is that there is a big difference between countries, so the agricultural situation in France and Spain is totally different from that in the UK or the Netherlands," says Veen, who works with the agri-environment project. The same climatic and land use differences apply to Central and Eastern Europe.

While trainers won't necessarily advocate organic farming, they will encourage integrated farming methods, which permits a more controlled use of chemicals. Planting hedges, rather than fences, also helps to maintain biodiversity in a farmed area.

Despite the new reform proposals, farmers in a larger European Union will find business tough. West European farmers will notice a drop in prices for their products while East Europeans will have to compete on the aggressive open market. To make matters more difficult for new members, for a few years West European farmers will be able to receive compensation for the drop in prices, which Central and East Europeans won't be eligible to claim.

Training farmers to look at the market opportunities with an entrepreneurial eye will be crucial since smaller farms just won't be able to survive. Mr Veen predicts that only those of between 50-100 hectares will manage to profit. At present a large proportion of the



WEEDING fodder peas (Hungary) 1958. Dicta from a central government decimated the crop variety of Hungarian agriculture, yet labour intensive techniques enabled many habitats to survive.

region's farms are below that size and struggle to make ends meet.

Better communication will inevitably help. Many farmers are unaware of global market trends and therefore cannot plan their production. For example, the grain crisis that hit much of the region earlier this year could have been eased a little if farmers



PHOTO: FERENC BERETH, MTI

had known there was a world recession in grain. In West European countries there are extension services for farmers to enable them to find out about products and receive information and advice, but at present this kind of service is underdeveloped in Central and Eastern Europe. Poor telecommunications systems only exacerbate the problem.

Another consideration in Central and Eastern Europe is that many farmers in the region, with the exception of those in Poland,

have no background in farming but have newly inherited the land from the state. That means, says Veen, that farmers have fewer ties and less respect for the land. Most West European farmers have inherited the land and feel bonded to it, while those in the East have no such historic links. Local organisations and trainers must work together with farmers to try and bring back that sense of belonging. Whether farmers choose to opt for the quick money of intensive farming or the longer term possibilities of extensive production, is another matter.

Wild one

Central and Eastern Europe may not be economically rich but conservationists set its wealth in different terms. Birds, animals and rare plant species which are all but extinct in Western Europe are flourishing in the fields and forests of the region.

Joining the European Union could damage this biodiversity. The common agricultural policy, integrated transport system and developed industry could all have a serious impact on Central and Eastern Europe's wildlife. As a result, nature conservation organisations and international environmental programmes have focussed their attention on trying to preserve the riches which have been lost from the West.

Training and information transfer is inevitably part of that. A Global Environmental Facility (GEF) biodiversity project in Bulgaria aims to build up a protected area system to allow species to flourish undisturbed. Around one third of Bulgaria is covered in forests, while in the whole Balkan region there are an estimated 7,000 vascular plant species. Although the areas were protected, after a training needs assessment it became clear that ministries for environment and forestry had different ideas of conservation. "The ministry of environment was much more aware of biodiversity issues and the modern processes of carrying out tasks, while the committee for forestry was accustomed to on-the-ground management activity," noticed Ian Deshmukh, senior adviser of the GEF project. "The forestry committee had a solid organisational base but saw training needs in a fairly narrow perspective," he said. On the other hand, staff at the newer established ministry of environment felt they needed much broader training in management, modern techniques, teams and partnership.

The lack of policy coordination and cooperation between ministerial departments experienced in Bulgaria is indicative of a wider problem throughout the region. Biodiversity can only be protected if ministries, organisations and individuals at a grassroots level work together. Mira Mileva at the Regional Environmental Center for Central and Eastern Europe, aims to try and get all the sides around the negotiating table. "What we would like to do is help these sectors to meet and put nature conservation as a priority," she told *Insight*. REC acts as secretariat to the Sofia Biodiversity Initiative, one of four schemes started at the 1995 ministerial conference to help Central and Eastern European countries meet wider European environmental goals. Mileva hopes that before CEE countries join the European Union, they will have developed adequate regulations to resist the inevitable threats from farmers intensifying production in sensitive areas and roadbuilders and construction companies seeking greenfield sites.

Trainers learn from the experts

At the American Society of Training and Development's international conference in San Francisco, renowned trainers shared some of their experience with those in the profession. *Insight* was there to get the details.

Prizes for the good ones

Developing a strategy to alter people's performance in the workplace is a challenge which has intrigued training academics for years. Just how do you encourage an individual to really change the habits, possibly of a lifetime, to bring real results to an organisation?

Glen Parker and Jerry McAdams thought they had the answers, when they delivered a joint lecture on success strategies for rewarding and recognising teams and teamwork, at the American Society for Training and Development's international conference in San Francisco. The lecture provided a no-nonsense, business-oriented approach to making the most of people.

Parker, a renowned team trainer told the large audience that he and McAdams — who has built up his career on the best ways to acknowledge employees good work — had formed a duo to demonstrate that teams themselves don't work effectively if there are insufficient reward and recognition systems within the whole work structure. "We're able to create, develop and train teams, get them running and functioning effectively — but what happens is that you eventually hit a wall, and the wall is the *rest* of the organisation," Parker said.

The pair began their session in game-show style, cracking jokes and promising prizes to all those participants who remained until the end. Then they got down to business. Parker outlined the main problems of developing effective teams. He asked the audience: Are teams central to your organisation? Do managers in your organisation believe it, do they function as if teams are critical to success? "Do they help, support, act, manage, supervise, reward, recognise people as if teams were an important part of the organisation?" he said. Or rather: "Is it a hierarchical, functional organisation which makes it difficult for people to participate across organisational lines to develop cross functional teaming?" Parker argued that the latter situation was where the biggest pay-offs could be made. He said it was critical that upper management also worked in teams.

Structure, culture and systems operating within the organisation determine how effective teams could be. He posed the interesting and revealing question: who is valued in your organisation, the individual or the teams, "people that make the crowd look better as opposed to standing out from the crowd?" Teams can even be involved in evaluating each other, Parker argued. He recommended the system of peer review, where a part of an employee's performance appraisal is based on feedback from team mates.

When the microphone was passed to McAdams, he went on to stress the importance of having a leadership

committed to teams. He said many leaders have double standards when it comes to implementing teams: top management work by their own model, lower management levels work by the implemented system. "The key to (training) plans is that they are integrated into management systems — they should be a business strategy, not an extra," he stressed. He argued that training can help an organisation even during times of financial crisis. "The training budget is always cut first but I would suggest that you should increase in times of difficulty, as to decrease sends the message that the human portion of that equation is not as critical as some other portion."

Most importantly, people should be able to see a result — not necessarily financial — of their efforts, argued McAdams. That didn't mean traditional types of reward such as Best Employee of the Month prizes, where one individual is singled out from the rest. He said that several smaller rewards were much better. Public recognition of success was also not necessarily the way to reach many employees. Some people would love to appear in front of hundreds of their compatriots and receive a prize or a sum of money for their work, while others couldn't think of anything worse. Recognition could take a much more subtle form of honest feedback in team meetings, for example.

One audience member explained her small organisation's system of giving points to those who performed well. More points brought more rewards. In the case of public organisations, such as government departments, McAdams told his audience: "Don't assume that you don't have the money. Go in there and figure out how you can create an organisation measure in which the improvements are accepted by the county council as being a financial performance improvement." He warned that more than three measures to encourage employee performance did not usually work.

Employees should be able to see opportunities to improve within their organisation, not necessarily by moving upwards in the hierarchy, but instead, moving across it. That way they can develop, work more effectively with others in the workplace and improve the way the whole system functions, he told listeners. "Improvement in an organisation comes when people in the organisations get together and change the system — its the system shift that makes the difference".

Although McAdams drowned out his partner during much of the lecture, what he had to say was well-argued and logical. At the end of a long session, the audience filed out through the back of the hall, eager to pick up their well-earned rewards.

Leaving the comfort zone

Attending Mel Silberman's lecture on facilitating active learning, was a peaceful, personal experience. Silberman, who has lung cancer, was not afraid to use his own experiences in tackling the illness to illustrate general human difficulties in making changes.

His style was to talk and instruct less, leaving it up to the audience to come up with ideas and learn techniques in pairs, while he directed from the front. Every small exercise was accompanied by calming music, while participants racked their brains over the tasks assigned to them on various coloured pieces of paper and cartoons on the overhead projectors. "I had you read, I had you work and I only talked and gave input in the end," he reminded his students. Silberman's lecture focussed on three main areas to facilitate active learning: *Cognitive* (information acquired), *behavioural* (the skills needed) and *affective* (the attitudes or feelings required). He stressed that it was no good to provide people with information if they didn't save it in their minds. That can only be done by getting students to demonstrate that they have remembered it. Actively learning skills follows the same principle. There should be an instruction phase and a practice phase, Silberman said. To demonstrate he asked a volunteer from the audience to watch him tie a Windsor knot. She was asked to tell him what he was doing and then complete the exercise herself.

Illustrating the third — affective — part of his argument, Silberman asked his audience to think of an animal metaphor but not to reveal it to their partners. Why did he ask them to do that, he said. In fact, that animal represented the secrecy and lack of dialogue in an organisation, which needs to be overcome. "Feedback from other people is held back from us every day, especially at work — that's the reality and its painful, he said." But it can change. "If you and your partner can think of three strategies to encourage other people in your life to give feedback at home or work then I'll let you tell each other the animal metaphor," Silberman smiled.

In an interesting twist at the end he asked participants to fold their hands and then fold them backwards, then to do the same with their legs and feet and even stand on a chair and do the same. "Now we're really out of our comfort zone," Silberman says. Just like when people must take new ideas on board and integrate them into the workplace. "See if you can regain your balance — if you can stay on the tight rope and achieve balance even though you're out of your comfort zone."

Left: LONG after Silberman's workshop, there was one game that preyed on Karl's mind...

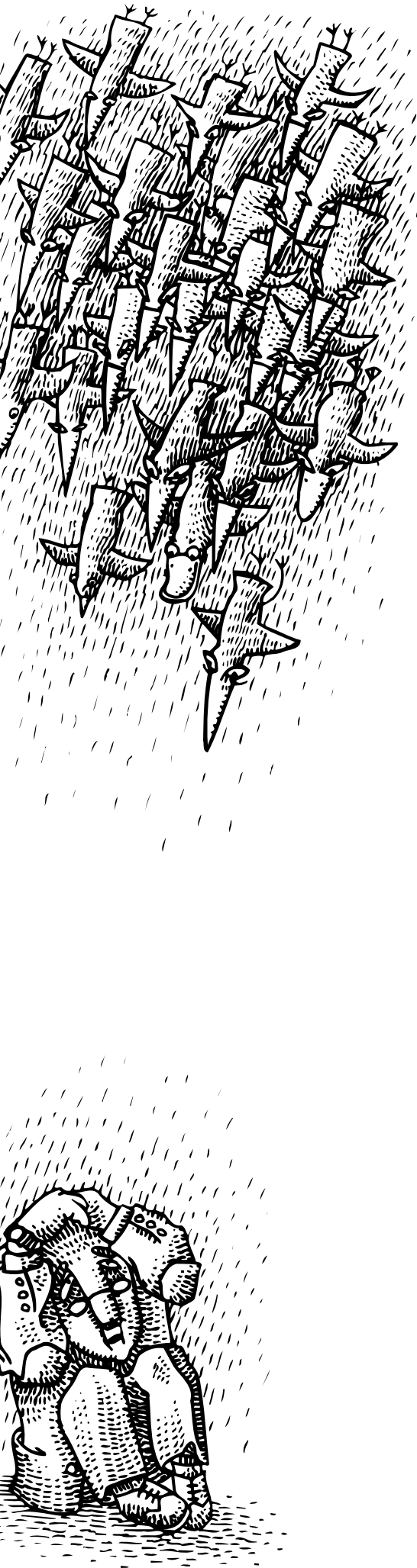


ILLUSTRATION: LASZLO FALVAY

Have you tried any of the techniques discussed in these San Francisco lectures?

If not, do you think they would work on a Central and East European audience? Please write to *Insight* and let us know your thoughts and experience about using West European and American training methods in this region. Send your correspondence to: *Insight*, Regional Environmental Center, Ady Endre ut 9-11, 2000 Szentendre, Hungary

Learning through falling down

Performance is the ability to take calculated risks in changing the current behaviour we have in a workplace, Shiela Paxton told conference delegates. It is to have the time to evaluate what works and does not work, amend it and make it better. The whole idea about performance is that people need to experiment. For example, what happens when children are starting to walk? They fall and they try to walk again until they learn. A really innocent learner keeps trying.

As trainers there is nothing that will enable us to do it right the first time. We learn as we experience.

Paxton argued that self-directed learning is the key to performance change. In the old days the student found the teacher and developed questions together with the teacher. The teacher assisted the student to get all the answers, directing the student in a way that he or she wanted to go. So the student acquired knowledge for a selected career path. Today's self-directed learning is moving in this path, said Paxton, to go out there and obtain our own information.

She outlined a six-stage model to implement successful performance-based training.

Assessment comes first. Initially, we need to identify what are the barriers in the workplace that will block the performance we wish to reach for, including internal barriers like systems, policies and equipment which staff have and need. Then we must assess current performance levels and see what we need in order to overcome these barriers. Interviewing people can be one way of finding that out, as well as helping participants develop strategies to change the situation.

In the second stage, Paxton told the audience they should look at the types of information staff want to learn about, then develop it into modules. That will act as the base to developing your training programme, she said. Then, in the third part of her model, a training programme should begin to be put together. Adult training must have active involvement, which requires the redesigning of existing traditional learning-type training programmes. Learning should be matched to participants' interests.

Next comes the pre-learning phase, where interview questions should be developed and staff should talk with those employees who are capable of implementing the envisaged performance. We need to see what happens and evaluate in order to see how to re-work it without the mistakes which occurred in the past. But, Paxton stressed, let people know that it is safe to make mistakes.

The fifth stage is delivery and action planning. One type of performance-type training could involve setting up training

labs and letting employees see what they need to be instructed in. Case studies can be done, where the participants come up with a solution and then the trainer does a briefing so participants see where they made mistakes or what issues they may have forgotten, she said.

It is important that training theory is applied right there or otherwise in time it will go. For that, Paxton recommended an interactive application activity, one in every ten minutes of training and at the end of the training to make sure that everybody has prepared some action of performance plan. She said to track the type of performance action we need to see taking place. Be specific on the performance that you need to change, she warned, and put some kind of time period over which change can be identified (remember, it always takes twice as long for a person to change his/her performance so you will need to multiply it by a factor of two). The participant should list the resources they will have access to in order to change their performance. They could be coaching, meetings with their team, constant consultation with their supervisor. Then finally, rate the priorities of the tasks in which we need to see change.

The sixth and final stage of Paxton's model is to change the culture in our work place. In this instance, Paxton argued that coaching is the key to performance. We need to convince our supervisors to be involved in this process, she said. The coach needs to understand adult motivation. She observed that there are a lot of people in our work environment with low self esteem. Engaging our participants is an important aspect of performance improvement, which might for example involve awarding small gifts for successful work.

Paxton told the audience: Change is inevitable in working environments. But peoples' first reaction to change is denial — emotions like anger and fear are common. Anger because we change something that is working for us and that we have lost control of and fear that we will lose something that we have and that we will not get something that we will need. Confusion follows. But from confusion we can progress to renewal, she said. We begin to understand what is our new role and expectations. From renewal we move to comfort and then we can start performing again.

Sheila Paxton's *Six Stages to Performance Based Training: How to Design Performance Based Training Programmes* is produced on cassette. For more information on ASTD's training, check out: <http://www.mobiltape.com> or call (805) 295-0504.

Virtuous circles

Cleaner Production methodology can teach firms to be environmentally sound *and* make more profits. But so far the news has only reached a few companies' ears.

Businesses and environmentalists have traditionally found it difficult to get along. Companies thought campaigners were unrealistic trouble makers and campaigners saw firms as greedy and destructive.

Then came Cleaner Production — the idea that money can be saved by using environmentally-friendly techniques. The method is targeted at small and medium-sized companies and aims to show them that by energy saving and reduction of emissions and waste, a more cost-effective business can be created. "Instead of using the end-of-pipe environmental techniques which are the basis for the whole environmental industry we would like to use Cleaner Production, which says it is best if we don't produce waste at all," explains Sandor Kerekes, who runs the Hungarian project at its base in the Budapest Economics University.

Hungary joined the Cleaner Production programme in February this year, after the Czech Republic and Slovakia pioneered the scheme in Central and Eastern Europe. As well as disseminating information on Cleaner Production and working on policy issues, a series of eight workshops were designed for eleven companies in pilot project regions of Sargotárjan, Dorog and Esztergom. The areas were selected because of their polluting industries and high unemployment. The Hungarian team worked with both companies and local governments and trainers used the Austrian "Eco-Profit" Cleaner Production model.

During workshops and factory visits throughout the year, experts in Cleaner Production measured indicators such as energy use and pollution levels to examine possibilities of changing the business in a cost-effective way. That could be such small considerations as putting in a new window pane or adding another pipe. One waste water company will make savings of around HUF 1 million next year by restructuring its canalisation system. The current layout means that its machinery must clean both waste water and rain water which has collected in the same channel, using up extra energy — and money.

Although not every company can see such immediate savings, Cleaner Production experts say that the long term gains are worth waiting for. Very small companies can also be helped. Austrian printing shop, DruckWerk, with just five employees, says it spends 6% of its expenditure on environmental protection every year. The firm has been growing since 1982 when it was first established and in its own words: "the only thing that has remained small is the number of employees."

According to Kerekes small and medium sized companies are the best candidates for Cleaner Production methodology. Unable to

bear the financial cost of environmental technology or to shoulder the burden of increasingly implemented environmental fines, the concept allows them to improve business and environment at the same time. "In the first stage we are trying to collect the low hanging fruits, which is very cost-efficient and self-financing," says Kerekes.

Not everyone is convinced. Some firms find the burden on personnel too great, since representative staff must attend regular training sessions and work on developing the practice inside the company. Firms which are already functioning effectively are the most difficult to persuade. "Some companies believed we couldn't really help them," notes Miklos Galli who also works at the Hungarian Cleaner Production centre. "Our main argument is just to look at the results — even hi-tech companies implementing environmental practices made savings".

But some companies struggle to finance the HUF 10-200,000 yearly fee charged by the Cleaner Production centre. Small and medium-sized firms, particularly in Central and Eastern Europe, often find it difficult to make ends meet. Consumers in the region still tend to

place more emphasis on price than environmental concerns — and that inevitably affects managers' decisions. Caroline Walcot of the European Round Table of industrialists says SMEs should be given more flexibility on environmental regulations if they are to survive. "Large companies can comply with the rules very easily but for SMEs rules should be lightened up," she told *Insight*. The European Round Table plans a series of workshops in Central and Eastern Europe, to stress the possibilities of environmentally aware business. But Walcot stresses that such small-scale projects are not enough. She recommends that governments take the initiative. "They should provide centrally administered schemes where SMEs can have access to training — and it helps if they are for free." She adds that a local government-company partnership and "to carpet-bomb companies with basic schemes which are easily taught by local trainers," would be the best approach.

Next year Hungary's Cleaner Production centre hopes to offer the possibility of sponsoring environmental graduates to work a one-year placement inside companies to implement the Cleaner



Big business goes green

Multinationals now place environmental issues higher up on the agenda. That means CEE countries can benefit from their investors. But how far can they train small companies to change too?

Big business is learning. Soft green textured paper replaces the glossy brochures of many corporate images. Increasingly, environmental consciousness is a top priority which can help sell products and services. "The first major push was the two oil shocks of the 1970s, which was followed by increased environmental legislation, shareholder pressure and general public awareness," explains Caroline Walcot of the European Round Table of industrialists. Technology was changed and staff were trained to think greener.

Walcot says that attitude will inevitably spread to Central and Eastern Europe, where multinational companies have bought out plants and are making greenfield investments. That usually means better, cleaner production plants, which are obliged to stick to the environmental laws of the country they have chosen, despite the non-compliance of many domestic companies, said Walcot.

Moreover, multinationals can have a direct or knock-on effect all the way down the supplier line too. "When you bring investors to Central and Eastern Europe, they bring in capital, invest in and train the local workforce and develop the local market too," Walcot said.

While environmental management systems ISO14001 and EMAS are now in their infancy in the region, companies are slowly beginning to catch on to their importance. For those who want to compete on Western markets, an internationally recognised environmental system can allow companies in Central and Eastern Europe to operate on a level playing field with their Western competitors. "Unless East European companies operate in a way that doesn't damage their environment they won't get Western business," warns Walcot.

The Hungarian Oil and Gas Company MOL is one corporation which would agree with that statement. It is amongst the handful of Central and East European companies to be a member of CONCAWE, a European oil industry organisation for health, safety and environment. Since the beginning of the 1990s MOL has spent more than HUF 30 billion on environmental protection. It has ISO 14001 certification at two of its units and a further six should receive accreditation within the next year. The firm is in the process of implementing an integrated corporate training system, instructing employees in each of MOL's units, which embrace some 100 plants, on environmental awareness in their jobs. "We have decided to create a comprehensive training programme and to build up a system based on incentives," explains MOL's health, safety and environment director Maria Erdos. The

company noticed it was often difficult to train employees beneath management level to take environmental issues seriously. When the incentive scheme is in place, employees will be financially motivated to be environmentally aware. Typically, implementation of the knowledge employees receive during training sessions is a key problem. Trainers now try to encourage active learning through examining their students afterwards to get feedback on what facts they managed to retain.

Although MOL's trainers are mainly sourced from inside the organisation, some external consultants help the firm implement ISO14001, while workshops and meetings with international oil and gas organisations helps top management stay in touch with key issues. Erdos says MOL's plans reflect wider trends and anticipate stricter government emphasis on the environment in years to come. "The recent situation in Hungary doesn't force us to develop so fast in this area but the EU market, and Hungary's future attitude (towards the environment) requires that we should," says Erdos.

Other firms in the region have also begun to put money behind environmental issues. Czech power company CEZ a.s. plans to invest 6.7 billion Czech crowns (USD 200 million) in environmental protection projects by the year 2000. In the 1990s the firm has spent 42.5 billion Czech crowns on environmental investment, according to a report in *Environment & Health Online*. The report also mentioned that Poland's Bank Przemyslowo-Handlowy (BPH) announced it will set up a consortium of banks to finance environmental-related modernisation projects proposed by the Siersza power plant in Trzebinia.

The hope is that Central and Eastern European business' new, greener attitude will spread right through the economy. According to Sandor Kerekes of Hungary's Cleaner Production centre at the Budapest Economics University, small and medium-sized companies can be some of the worst polluters and their size makes them more difficult to trace. The organisation is hoping to implement a new British training model, which would allow small and medium sized suppliers to multinationals to certify on up to five levels of environmental management, depending on their needs. Yet if multinationals, SMEs and governments are prepared to work together it should be possible to have an environmentally responsible business community all the way down the chain.

A workshop organised by the Regional Environmental Center and the European Round Table in March 1999 will examine business-environment questions, including eco-efficiency and the EU accession. For more information ring Pawel Kazmierczyk on (36-26) 311-199.



PHOTO: SANDOR MEZO, MTI

Water-filter manufacturing in the April 4 Factory, Csepel Island (Hungary) 1958. Now the process, not just the product, should be clean.

Production project. That would help smaller companies who cannot afford the initial personnel costs and would improve chances for the growing community of young environmental experts. "There is a huge gap today because there are some highly qualified people but they can't find a job — we would help to put a bridge between these people and the companies," explains Galli. Companies would receive the graduate for free, who in turn would help the company save money and earn him or herself a job. A truly economic solution to an environmental question.

The Hungarian Cleaner Production Centre is organising Project TECH COM on November 17-20, 1998. The event's theme is: *Hazardous Wastes: Minimising Environmental Risks and Creating Business Opportunities*.

For more information contact HCPC at the Budapest University of Economic Sciences on tel/fax: (36-1) 217-9588.

Trainers grow from strength to strength

Training in Central and Eastern Europe has changed enormously in the last ten years. In the past, environment was the key word. Now that has changed to include an understanding of management, communication and supervision.

ELAINE WRIGHT is module manager of Managing in an Environmental Organization (MEO). She works for USEPA in the Philadelphia Regional Office. In Poland she was part of a team that gave the first delivery of the Environmental Impact Assessment course, and she was also part of a three-person team that did a two-year organisation assessment of the Polish Ministry of the Environment. She spoke to Solomon Ioannou on her experiences of training in Central and Eastern Europe. The following is an edited version of their conversation.

Insight: Throughout your experience in the CEE, both as a trainer and as a consultant, do you see any changes?

Elaine Wright: I see tremendous growth. Seven years ago, when I delivered the EIA module the facilitators even had difficulty with the English language, but the facilitators I observed in the last two years in CEE seem to have acquired fluency in English. Before, they seemed to be unfamiliar with the concept of facilitation, public participation (i.e. communication with the public), now they are not. Much conflict existed between people who represented the NGOs and those who represented the government and now such conflict is no longer reflected in the courses. The groups have become more sophisticated, very dedicated and unlike the groups taught in the United States, they are more focused and have a burning desire to learn.

I: Tell us about the course.

EW: The MEO is a basic supervisory management course that prepares participants to be project managers and to be ready to manage several project areas. It assists participants to manage larger organisations. The skills taught in this course could be used, for example, to manage an NGO, a chemicals industry or government organisation. They are basic management skills applicable to many different situations.

I: Do you see the MEO as relevant to CEE?

EW: Yes, I see special relevance to CEE, as more funding is obtained and project managers must increasingly work with all different types of bureaucracies like the EU, etc. The course also provides the opportunity to bring together trainers from the region and solidifies the relationship established between



“ The icebreakers one does in the CEE could not be done in the US. Here, for example, the participants want to finish the exercise, argue the point, while in the US participants are not as concerned in getting the right answer at the end. ”

— Elaine Wright

them. It also brings up the issue of how to communicate in a cross-cultural environment.

I: Tell us the main difference of the first from the second delivery of the MEO.

EW: Because of the cooperation between the EPA and the REC (Regional Environmental Center for Central and Eastern Europe) and because the REC was identified as a well established organisation in the region, it was decided to deliver the very first MEO module in Szentendre, Hungary. The infrastructure, management and language skills that the REC provides made it feasible for the EPA to deliver the first course there.

One of the differences is between participants. Last year they were focusing on the word “environment,” while this year they see it as a management course. So since last year the word spread that this course is a management course, a communication course, a supervision course. This time the participants came with an understanding of what the course is, they knew what to expect and this was one of the factors of its success.

The most important factors in the successful delivery of MEO-2 were the two facilitators from the region who have participated in the course last year. Anila Maliqi and Cristina Motoi from Romania. Both brought their own skills, personalities and the mix with the two USEPA trainers was effective. Preparation behind the scenes was very smooth, and it was good for participants to see how their colleagues were able to deliver the course.

One point that was asked of me by participants was what can they do with this course. My view is that anyone in this course can take the module and can take parts of it or all of it and be more innovative in how they wish to re-deliver it in their respective countries. The course has been given in Russian, in Albanian and partly in Bulgarian.

I: What are the differences, in your view as a trainer, between training sessions in the US and in the CEE?

EW: The icebreakers one does in the CEE could not be done in the US. Here, for example, the participants want to finish the exercise, argue the point, while in the US participants are not as concerned in getting the right answer at the end.

Participation is probably a bit more in the US but when I deliver a course in the US it is

amongst native English speakers while here participants must translate it first. This may be a factor justifying the relatively lower level of participation. For this, I force participation through small group exercises as opposed to a large group discussion as one does in the US.

In the US one does more lectures but here training may last for 8-9 hours a day and one simply cannot have lectures. One needs to get moving in, do exercises, workshops and break into smaller group activities. The energy level is about the same as the intelligence. The management experience in the US seems to be higher although here one seems to find greater variety of experiences.

I: What is your single most important contribution as a trainer to transfer know-how to the region?

EW: I don't know that I am transferring techniques or methods to the region because I learned more from the region than I taught. I think what I brought is the idea that delivery of the module can be humorous and fun and yet one can still convey knowledge. I also think that when one delivers this course, it is important to have people with good consultation skills, but also strong management skills and experience so that they can relate the learning to specific examples that occurred in their career and answer questions with real life examples. Perhaps the most important aspect I have managed to transfer here is that teaching of this course can be applied to real life.

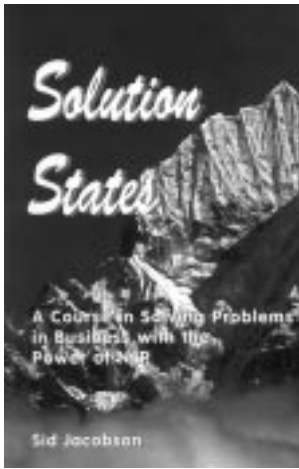
I: What did you learn?

EW: I learned how to take the text and repeat it on overheads and different words so that you are constantly reinforcing what you are teaching. I learned a basic facilitation principle, that is: you say it once, you say it again, and again and again.

I also learned new icebreakers, the importance of play in a situation to keep the energy and attention up as well as the focus of the participants.

I: What would be the follow up of this module?

EW: Funding is always a problem. I would like to see the course redelivered at the REC for more trainers and translated into more languages. There should be more delivery of ToTs on other module topics and more trainers should be sent to learn from EPA. The support given from REC in such delivery makes it very easy for the trainer to teach the course. The super-structure of the organization and the effective management is enabling us to deliver the course smoothly. In other words we don't have to worry about anything other than the delivery of the course. This is not the case in other parts of the world.



Solution States: A Course in Solving Problems in Business with NLP

Sidney Jacobson

Anglo American Book Co.
1996

ISBN 1-899836-03-9

Problem solving is not just using the logical side of our brain power but a combination of logic, intuition and feelings. Sid Jacobson's *Solution States, a Course in Solving Problems in Business with the power of Neurolinguistic Programming (NLP)*, sets out a step-by-step method to use our entire brains and effectively solve everyday problems.

NLP, which was developed in the early 1970's by the information scientist Richard Badler and linguist John Grinder, can provide managers with the techniques that can help solve their problems and achieve their goals. First, Jacobson looks at developing an understanding of particular problems and later he guides readers to develop their own solutions to achieve different states — both psychological and actual.

The book helps people move away from self-defeating problem-type situations and achieve more useful ones. It is not about avoiding pain and finding pleasure but rather recognising natural tendencies and using them as best we can to our benefit.

Using the acronym SPACE, Jacobson argues, is the most important step to solve any problem. This five-step approach stands for Self, Purpose, Audience, Code and Experience (SPACE). We need to know our selves, who we really are, know our role in a business and our position in a particular situation, he writes. And as for purpose, he asks: what goals do we need to achieve? People often focus on the problems and are unable to see the ultimate results they may

wish to have, he says. That means intention and purpose are very important if we are to move forward to any solution.

Then we need to be aware of the people who will be involved in achieving our goals, the audience. These could be our families, colleagues, customers, suppliers, etc. We must identify what other people are part of our problem. Next we develop a code which defines the problem and by re-examining this code we may find that the problem as we perceive it may be not a problem after all. According to Jacobson, we all code things in our minds as opposed to recording entire experiences. This often disrupts our activities while we try to reach our goals. Finally, he suggests, we should draw on our experience to sum up what we have learned and how it can be of use in future.

In the second part of the book the author provides an understanding of the different types of human states. These, he says, can only be understood by addressing our five senses which help us to process information as such. Once we have determined which state we are in, we can start building a "designer state" that will assist in solving any problem we are facing. Moreover, to understand our problems we must become familiar with the "States of Grace," which include such mindsets as the state of being creative, open to change, focus of attention and motivation.

Jacobson explains that there are several ways of achieving the states we need. But the four basic ones are: remembering the time we were in a specific state that we now need, remembering a time when we solved a similar problem, artificially designing the state and modelling the states from someone else who has capability that we want.

Modelling the states on another person is the most powerful tool, notes the author, who then guides us through eight steps — complete with worksheets — we can take to do just that. Once we have filled in our worksheets we need to learn to use our states for solving problems, he says. This includes getting into the state we need, staying in the state, developing solutions while we are in it and saving the states for future use.

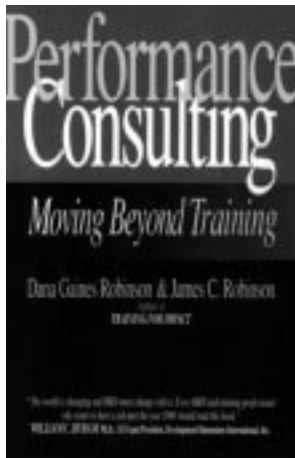
Solution States is a book that invites readers to use skills and challenges them to use other knowledge and skills to make their experience richer. It is a self-training book that assists people to get the skills and knowledge they want to solve any problems encountered in the work place.

INFO-LINE

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For a concise information pack on training techniques, the American Society for Training and Development's INFO-LINE series of pamphlets is worth a look. The pamphlets provide trainers with practical and easy-to-read information on the latest developments. There are over 100 titles to choose from, in 14 broad categories.



Performance Consulting

Dana Gaines Robinson
James C. Robinson
Berrett-Koehler, 1995/96

ISBN 1-881052-84-2

For further information call (41-5) 288-0260 or fax (41-5) 362-2512

"Remember, training is not what is ultimately important, — performance is." This comment from Marc Rosenberg, the 1990-91 President of the Society for Performance and Instruction, begins *Performance Consulting*. The book sets out to break away from traditional training focussing on responding to a learning need, instead measuring results and achieving performance excellence in the workplace. The authors provide techniques for trainers to develop, including the introduction of a performance relationship map to design and complete performance assessments.

Divided into four parts, this comprehensive book guides readers through the role of performance consultants, the key skills that they should have, forming an implementation contract with the trainee and how to improve training as a whole. Lively examples of trainers and employees in strategic situations, balanced with practical solutions help put the ideas into a real context.

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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 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 12 leading environmental management training institutions and more than 200 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 the summer, for example, Romania's Training Information and Mediation Centre for Eco Development (TIMCED), in Ploiesti, held a seminar on Local Implementation of Agenda 21. The event, which took place on July 9-10, gathered around 70 participants from government and non-government sectors, media and business. It aimed to initiate a dialogue between the main players involved in Local Agenda 21. At the seminar, delegates discussed relevant case studies, such as British experience in the field and first attempts to develop Local Agenda 21s in Romania.

In 1998 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/Programs/EMTC/>.

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).

If you have some questions or comments about the Environmental Management Training Centers Network please give Solomon Ioannou a call on (36) 26 311 199 Fax: (36) 26 311 294 or E-mail: sioannou@rec.org.

AUSTRIA

Symposium on regions: cornerstones for sustainable development

Graz, 28th-30th October
Contact: Sibylle Braunegg
Tel: (43-316) 873-7465
Fax: (43-316) 873-7469
URL: <http://scc.co.at/sustain>

BELGIUM

Methodology a participatory decision-making tool

Brussels, 16th-17th October
Contact: Pauline Byrne or Yvonne van Delft
Tel: (31-15) 262-3279
Fax: (31-15) 262-4873
E-mail: urban@the.office.net

BULGARIA

Environmental protection technologies for coastal areas

Varna, 21st-23rd October
Contact: Black Sea Conference
Tel: (359-2) 435-129, 430-128
Fax: (359-2) 435-519
E-mail: waterq@ttm.bg

ESTONIA

Integrating cultural values in local and global forest protection

Tartu, 7th-10th October
Contact: Taime Puura or Jeffrey Vollmer
Tel: (372-7) 422-598
Fax: (372-7) 422-084
E-mail: forest@erl.tartu.ee

HUNGARY

East West Seminar

Budapest, 12th-18th October
Contact: Daniel Kraft,
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or Stefan Buzarovski
Tel/Fax: (389-91) 375-388
(call first for fax)
E-mail: stefanb@soros.org.mk

Hazardous wastes: minimising environmental risks and creating business opportunities

Budapest, 17th-20th November
Contact: Miklos Galli
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E-mail: cleaner@enviro.bke.hu

Commercialisation of Cleaner Production methods

Budapest, 17th-20th November
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URL: <http://kornyio10.bke.hu/hcpc/>

LUXEMBOURG

Methodology a participatory decision-making tool

Luxembourg, 29th-30th October
Contact: Pauline Byrne or Yvonne van Delft
Tel: (31-15) 262-3279
Fax: (31-15) 262-4873
E-mail: urban@the.office.net

NETHERLANDS

Designing scenarios for sustainable materials management

Amsterdam, 21st November
Contact: Rene Kleijn or Ester van der Vet
Tel: (31-71) 527-7480
Fax: (31-71) 527-7434
E-mail: leijn@rulcm1.leidenuniv.nl
URL: <http://www.leidenuniv.nl/interfac/cml/conaccou/>

SLOVAKIA

Ekotopfilm'98

Zlina, 26th-30th November
Contact: EKOTOPFILM Secretariat
Tel: (421-7) 237-421
Fax: (421-7) 293-614
E-mail: ekotopfilm@isnet.sk
URL: <http://www.isnet.sk/ekotopfilm>

SPAIN

Towards a new concept of integrated waste management

Madrid, 15th-16th October
Contact: European Waste Club (EWC)
Tel: (34-915) 569-334
Fax: (34-915) 568-584
E-mail: cedewc@tpesp.es
URL: <http://www.tpesp.es/ambiente/ewc>

UK

Towards sustainable product design

London, 26th-28th October
Contact: Martin Charter
Tel: (44-1252) 892-772, 892-773
Fax: (44-1252) 892-747
E-mail: cfsd@surrart.ac.uk
URL: <http://www.cfsd.org.uk>

UKRAINE

Nature protection and tourism

Crimea, 20th-27th November
Contact: Dr. Nickolai V. Shadrin, Institute of Biology of the Southern Seas
E-mail: shadm@fossil.ukrcom.sebastopol.ua
or Mrs. Elena V. Terjoshina
Tel: (38-0692) 442-565
E-mail: shadm@fossil.ukrcom.sebastopol.ua

Ukraine energy congress '98

Kiev, 3rd-4th November
Contact: Kim Daniels
Tel: (44-171) 404-7722

Spotlight

Towards local sustainability in Central and Eastern Europe

A regional roundtable conference to develop local sustainability in Central and Eastern Europe will be held in **Sofia, Bulgaria** on **12-15 November**. Around 250 delegates from local government, environmental non-government organisations and other groups are expected to attend the session, which is organised within the European Sustainable Cities and Towns Campaign. Representatives will discuss how to develop a European movement for local sustainability in the East, how local government can prepare for the environmental requirements of the European Union and how environmental partnerships can be strengthened between municipalities in West and East.

Training in environmental management will be specifically addressed during one of the roundtables to be held at the event. Training needs and projects will be identified to assist local authorities and other players in Local Agenda 21 to develop their knowledge and skills.

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