



## **First European Training Session Cohort 8 Bonn, 23 – 31 October 1999**

### Overview and Agenda

#### Introduction

In addition to an introduction to LEAD's objectives, structure and programme, the first residential course for Cohort 8 Associates will provide a broad spectrum of key aspects of the environment and development problématique<sup>1</sup>. Skills training in team building and management will be an important part of the course, since LEAD-Europe Associates will have to develop the necessary tools to work efficiently as a group and in groups during their two-year training programme.

As the timing of the course coincides with the Fifth session of the Conference of Parties to the United Nations Framework Convention on Climate Change (UNFCCC-COP5), it will be an opportunity to focus specifically on climate change as an example of a global sustainability issue. Accordingly, the course will include tutorials on energy and the atmosphere, as well as on ecological economics and sustainability indicators, which are major conceptual areas where future advances should prove to be highly influential. The current state of the climate change debate and the different perspectives from which the issue is viewed within the context of North-South relations will be presented by prominent players.

Achieving sustainable development will depend to a large extent on a continuing process of negotiation between different and often conflicting interests. As a practical example of this process, Associates will have an opportunity for direct observation of the UNFCCC negotiations and will attend a side-event to COP5 focusing on aviation, which will be prepared and hosted by LEAD-Europe Fellows.

Other topics that will be covered include recent trends in environmental policy, modelling and the role and interplay between multinational corporations and non-governmental organisations. The institutionalisation of the global environment and development debate will also be addressed, and will include a special focus on the WTO.

As steps needed to move towards sustainability involve technological and management changes, as well as financial resources, industry is an important actor in sustainable development. A case study of a large industrial company, with the example of BAYER, should allow to apply and to verify the pertinence of the course content.

The final day will be devoted to the evaluation of the course and to a discussion of the content of future courses, as well as of potential joint activities of the Associates during the two years ahead.

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<sup>1</sup> The term "global problématique" was coined by the Club of Rome to refer to the complex nature of global problems and the dynamic interactions which exist between them.

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 Sat 23 October
 

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LEAD-Europe staff
Time
9:00—11:45

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## WELCOME AND INTRODUCTION

This first introductory session will be devoted to a presentation of LEAD's objectives, structure and programme by LEAD-Europe's staff. It will allow the newly selected Associates to introduce themselves and to inform each other about their activities. The training schedule for 1999-2001 will be reviewed, as well as the goals and programme content of this first course.

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## GLOBAL ENERGY TRENDS

Industrialisation moved through different stages of energy technologies. Many subscribe to deterministic theories according to which the progression from coal, oil, nuclear and, finally, to solar energy is not open to social choices. Historical comparisons have proven that this determinism is not well founded. In fact, in energy as in other infrastructure-dependent sectors of the economy, political choices about energy sources and prices lock economic development into specific pathways, as historical trends in energy efficiency in different countries and economic sectors demonstrate. To articulate the in-built inertia of complex energy technology systems into policy is a continuous challenge. The tutorial will present global trends in energy and identify policy choices esp. for the EU context.

**JÜRGEN-FRIEDRICH HAKE** is head of the department *Systems Research and Technological Development at the Research Centre Jülich, Germany*. His department's main programmes concern fuel cells, transport systems, climate technology strategy in competitive energy markets and biochemical cycles in watersheds such as the Elbe River.

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Tutor
Jürgen-Friedrich Hake
Time
14:00—15:45

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## CLIMATE RESEARCH

Scientific evidence for climate change plays a complex role in providing expert advice to policy makers and in informing the public about the real risks ahead. This tutorial will inform the Associates about the state-of-the-art in this field.

**Prof. JEAN-PASCAL VAN YPERSELE** is "Chargé de Cours" at the *Institut d'Astronomie et de Géophysique G.Lemaitre, Université catholique du Louvain (UCL) in Belgium*. He has a Ph. D. in Physics from UCL obtained in cooperation with the U.S. National Center for Atmospheric Research (NCAR, Boulder). He specialises in climate change modelling and the study of the impact of human activities on climate. He teaches climatology, climate modelling and environmental sciences and collaborates with scientists from other disciplines (including applied sciences, agronomy, economy and demography) in order to develop an interdisciplinary perspective on the role of climate issues in the sustainable development debate. Prof. van Ypersele is a lead author for the *Third Assessment Report of the IPCC, to be published in 2001*. He is a member of the *Belgian Federal Council for Sustainable Development and chairs its Working Group on "Energy and Climate"*. He was an expert in the *Belgian delegations to the UN conferences of Rio (1992), Berlin (1995), Kyoto (1997) and Buenos Aires (1998)*. The federation of environmental NGOs "Interenvironnement-Wallonie" gave him in 1999 a "Palm for the environment".

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Tutor
Prof. Jean-Pascal van Ypersele
Time
16:15-18:00

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 Sun 24 October
 

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Tutor
Nadine Gouzée
Time
8:30 – 11:00

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## INDICATORS OF SUSTAINABLE DEVELOPMENT

The design of sustainable development strategies needs to be based on a coherent information basis that is presently lacking. The tutorial will briefly review the context of the Rio Conference and the commitments contained in its main action programme (Agenda 21) as regards the need of information for decision-making. It will present the dynamic and iterative process through which the UN Commission on Sustainable Development (UNCSD) adopted the first "working list" of indicators of sustainable development. With the support of the UNCSD, a limited number of countries have been testing these indicators since 1996 with a view to bridging the gap between data available and data needed for decision-making. The possible contribution of this testing programme, and of such a list, to the design of sustainable development strategies will then be discussed.

**NADINE GOUZÉE** is the Coordinator of the Belgian Government's Task Force on Sustainable Development, which prepares the national sustainable development strategy and monitors its implementation. Prior to this she was Economic Adviser of the Belgian Environment Minister and represented the Belgian Government in the UN Commission on Sustainable Development (UNCSD). She has been Vice-President of the Environment Advisory Council of Wallonia since 1995. She has worked on energy policy and planning, economic instruments, modelling and taxation for the Belgian Government and lectures on energy, economic and sustainable development issues in several European universities. Ms. Gouzée has a Masters of Econometrics from Brussels Free University and a degree in economic, social and environmental ethics from the Leuven Catholic University.

Tutor
Dr Rubens Born
Time
16:00 – 18:30

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## LEAD INTERNATIONAL SESSION IN BRAZIL

The title for the first international session for Cohort 8 is "Transition and Diversity: Challenges for Sustainability in a Globalised World". It will be held from 19-29 March 2000 in Sao Paulo, Brazil.

Associates' preparation will include a contribution to a Networking Fair, which will be held early in the session and will allow Associates to share their individual interests with one another. Associates will be asked to select one of three site visits that will be organised to illustrate the Session theme. Three case study sites have been selected by LEAD Brazil representing different aspects of the theme, and these will be outlined. Having three different types of cases allows Associates to better tailor the training and their learning in the session to their own interests and needs.

**Dr RUBENS BORN**, National Programme Director of LEAD-Brazil, will present the details of this session's programme.

Tutor
David Reid
Time
19:00 – 21:00

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## OBSTACLES TO SUSTAINABLE DEVELOPMENT AND HOW TO OVERCOME THEM

**DAVID REID** is the author of "Sustainable Development: An Introductory Guide" (Earthscan, 1995). He has been working in the last four year as an activist in his own rural community and on evaluating organisations that support community-led sustainability initiatives. He will lead a discussion with Associates on the various obstacles to sustainable development and on practical ways to overcome them.

Mon 25 –  
Tue 26 October

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Tutor

David Biass

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Time

All day

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## SKILLS TRAINING IN TEAM BUILDING AND MANAGEMENT

The purpose of this part of the training course is to study the essential functions of a team and the participants work preferences, and to create positive attitudes in order to develop co-operation between members of a group in order to achieve best performance. Practical cases will be examined in small groups established on the basis of the participants' profiles.

### Day 1: The Essential Functions of a Team and Work Preferences

- The eight essential functions of a team
- Strengths, weaknesses, opportunities and threats in each function
- Study of participant's work preferences in the following areas:
  - *Relations*
  - *Research and transmission of information*
  - *Decision making*
  - *Organisation*
- In-depth study of the composition of a high-performance team
- Grouping of participants into teams in the light of objectives to be met during case studies next day

### Day 2: Team Co-ordination

- How to work out concrete objectives
  - Case study 1
- Linking skills
- Exploring opportunities before making decisions
  - Case study 2

**DAVID BIASS** has a degree in Political Sciences and a Team Management Systems Master's degree (Great Britain). Having managed various companies (computer consultancy and services, real estate and import-export) for about ten years, he is presently a free-lance management-training consultant for industry and public administration. His consulting services include the setting up and management of working teams, monitoring of management skills, time management, training in presentation and negotiation.

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 Wed 27 October
 

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Tutor
Jean-Philippe Barde
Time
8:30 – 10:30

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## POLICY INSTRUMENTS

A number of policy instruments are available to policy makers to achieve a more environmentally sustainable economic development. Although command-and-control measures still play a dominant role in environmental policies, the use of economic instruments such as taxes, charges and tradable emission permits has been increasingly promoted in the last decade to tackle problems such as waste production, air pollution or climate change. The Organisation for Economic Co-operation and Development (OECD) has performed a large body of analytical work pertaining to the design and implementation of policy instruments, the assessment of their impacts and the review of different countries' approaches.

**JEAN-PHILIPPE BARDE** is senior economist in the Environment Directorate of the Organisation for Economic Cooperation and Development (OECD) and a renowned international specialist on the issue of policy instruments. Recent publications for the OECD are: "Environmental taxes in OECD countries: an overview" (1998), and "Economic instruments in environmental policy: lessons from the OECD experience and their relevance to developing economies" (1994).

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## DISCUSSION WITH THE EXECUTIVE SECRETARY OF THE UNFCCC

**MICHAEL ZAMMIT CUTAJAR** has devoted a large part of his career to work in and around the United Nations on international cooperation for development and environment. He has undertaken several assignments with the UN Conference on Trade and Development (UNCTAD) and was part of the founding secretariat of the United Nations Environment Programme (UNEP), both in Geneva, Switzerland. He worked with NGOs in his early and middle career. Since 1991, he has headed the secretariat serving the UN Framework Convention on Climate Change, which moved to Bonn, Germany, in 1996. He holds the rank of Assistant Secretary-General of the UN.

Tutor
Michael Zammit Cutajar
Time: 13:30 – 15:00
Location
Maritim Hotel, Bonn

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## NGOs AND THE ENVIRONMENTAL MOVEMENT

In recent years, powerful and influential transnational environmental organisations such as Greenpeace, WWF, IUCN, WRI and others, all well financed and professional, have become the main articulators of the environmentalist message. These NGOs have specific personalities and represent "worldviews" which organise their thinking and their strategies. Particular features of new types of emerging NGOs shape concerns about the environment. This tutorial will present a historical perspective on these features and will then concentrate either on their respective communication messages and membership or on their relations with other social actors.

**CHRISTIAN HEY** is EU policy director of the Brussels office of the European Environmental Bureau, an umbrella group of European NGOs that focuses on EU policy ([www.eeb.org](http://www.eeb.org)).

Tutor
Christian Hey
Time
16:00 – 18:00

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## ASSOCIATES ATTEND UNFCCC-COP5 NEGOTIATIONS

The United Nations Framework Convention on Climate Change (UNFCCC) was adopted in New York on May 9th 1992, after five negotiating sessions, and signed by 155 states on June 12th 1992 during the Rio Conference. Since its entry into force on December 28th 1994, the Conference of the Parties (COP), a body that includes states that have ratified the Convention, meets every year to monitor progress in its application and negotiate further obligations. The Conference of the Parties holds a plenary session on Wednesday 27 October, which will focus on the "review of the adequacy of Articles 4.2(a) and (b)" of the Convention. These articles require from industrialised countries to return their emissions of carbon dioxide and other greenhouse gases to their 1990 levels by the year 2000, and to report on the measures they have implemented to reach this objective.

Time
19:00 – 22:00
Location
Maritim Hotel, Bonn

Thu 28 October

Tutor
Dr Robert T. Watson
Time
8:30 – 10:15

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## CLIMATE CHANGE AND THE IPCC

The scientific assessments of the Intergovernmental Panel on Climate Change (IPCC), a body set up in 1988 by the World Meteorological Organisation (WMO) and the United Nations Environment Programme (UNEP), had a key influence on the climate change negotiations. Its success is due largely to the fact that it provides a forum in which government representatives, scientists, business and non-governmental organisations can build a common understanding of the issue, prior to the formal intergovernmental negotiating process.

**Dr ROBERT T. WATSON** is Director for Environment and Head of the Environment Sector Board at the World Bank. Since September 1997, he has been the Chairman of the Intergovernmental Panel on Climate Change (IPCC). Before joining the Bank, he was Associate Director for Environment in the Office of Science and Technology Policy in the Executive Office of the President in the White House. Prior to this, he was Director of the Science Division and Chief Scientist for the Office of Mission to Planet Earth at the National Aeronautics and Space Administration (NASA). Dr. Watson has played a key role in the negotiation of global environment conventions and the evolution of the Global Environment Facility (GEF). From 1991 to 1994, he served as Chairman of the GEF's Scientific and Technical Advisory Panel. In addition to IPCC, he chaired a number of international scientific assessments, including the United Nations Environment Programme/World Meteorological Organization (UNEP-WMO) International Scientific Assessment of Ozone, and UNEP's Global Biodiversity Assessment. Dr. Watson has testified in the U.S. Congress on numerous occasions regarding global environmental issues. Dr. Watson received his Ph.D. in Chemistry from London University in 1973 and has received many national and international awards for his contributions to science, including the American Association for the Advancement of Sciences Award for Scientific Freedom and Responsibility in 1993.

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## THE CLIMATE CHANGE CONVENTION AND THE KYOTO PROTOCOL

With the UNFCCC, states have set themselves the objective to achieve “stabilisation of greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system. Such a level should be achieved within a time frame sufficient to allow ecosystems to adapt naturally to climate change, to ensure that food production is not threatened and to enable economic development to proceed in a sustainable manner.” The work of the IPCC has progressively allowed the level set by this objective to be translated into quantitative reductions in emissions of greenhouse gases. The first protocol to the Convention was adopted in Kyoto in December 1997. The Kyoto Protocol is a complex agreement that commits industrialised and transition countries to reduce their combined emissions of greenhouse gases by 5% before the period 2008-2012. The tutorial will present the different elements of the Protocol, as well as the difficulties linked to the negotiation of issues that were left open, such as the definition of the Clean Development Mechanism.

**MICHAEL GRUBB** is an Associate Fellow in the Energy and Environmental Programme of the Royal Institute of International Affairs (RIIA), London. He has a Ph.D. from Cambridge University and did Post-Doctoral Research at the Cambridge Energy Research Group. He is a member of the Intergovernmental Panel on Climate Change, and of the Green Globe Task Force, which advises the UK Foreign Secretary and the UK Environment Secretary on international environmental affairs. He is the author and editor of numerous RIIA publications on energy and climate change issue and most recently published a book “The Kyoto Protocol: a Guide and Assessment” (RIIA/Earthscan, June 1999).

Tutor
Dr Michael Grubb
Time
10:45 – 12:15

Time
13:00 – 18:00
Location
Bayer Kommunikationszentrum, Leverkusen

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## SITE VISIT TO BAYER

This site visit to the corporate office “Quality, Environment and Safety” of the Bayer Headquarters in Leverkusen ([www.bayer.com](http://www.bayer.com)) will focus on environmental communication policy and environmental management. Dr. Iris Salomon, from the central services, will present the company and introduce their environmental communication activities, in particular around the Leverkusen plant. Bayer’s environmental management efforts will be presented by Dr Hanno Henkel, head of information and communication management, Dr Karl-Heinz Peters, responsible for training and Dr Wolfgang Viefers, head of management systems and auditing,

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## Fri 29 October

Tutor
Prof. Martin O’Connor
Time
8:30 – 12:00

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## ECOLOGICAL ECONOMICS

Can one make ecologically correct prices? In many cases the answer is no, but this might be changing. Ecological economics is a rapidly developing discipline. Its conceptual tools of situating each economic process in all social and environmental dimensions will continue to expand the sustainable development knowledge base. Prof. O’Connor will expose the recent advances using examples of conflict issues. In particular, international resource distribution conflicts will be elucidated to show where externalities accumulate. The concepts of weak and strong sustainability will be demonstrated and various methods such as MIPS, Ecological Footprint and EROI will be compared.

**Professor MARTIN O’CONNOR** is lecturer and researcher at the Centre d’économie et d’éthique pour l’environnement et le développement (C3ED) of the University of Versailles, France. A recent publication that reflects his general research interest is: O’CONNOR M., SPASH C. (eds) *Valuation and the Environment, theory, method and practice*, Edward Elgar, 1998.

Tutor
Dr Matthias Kettner
Time
14:00 – 17:30

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## CITIZENSHIP AND ENVIRONMENTAL ETHICS

Sustainable development is a social and political process, as well as a moral principle. It has to do with value choices. There is a growing literature on the ethical dimensions of sustainable development. However, there has been little consideration of how moral ideas translate into policies and decisions that will move society towards sustainability. This tutorial will provide a philosopher’s view on ethics and citizenship issues. Associates can redefine their concepts of “citizenship”, “morality” and “responsibility”.

**Dr. MATTHIAS KETTNER** is a researcher in the „Kulturwissenschaftliches Institut im Wissenschaftszentrum Nordrhein-Westfalen“ ([www.kwi-nrw.de/](http://www.kwi-nrw.de/)), the humanities branch of the institution better known as the Wuppertal Institut. Within moral philosophy he specialises in communication (pragmatism of Apel and Habermas) and in cognitive principles for behavioural therapy and psychoanalysis. He is a member of a research programme on political theory of mass culture.

LEAD-Europe staff
Time
18:00 – 20:00

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## FEEDBACK SESSION

This session will be devoted to a discussion and exchange between Associates on what has been learnt. It will also be an opportunity for the new Associates to meet with LEAD-Europe Fellows and Associates from previous cohorts.



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## Sat 30 October

Tutor
Ricardo Meléndez-Ortiz
Time
9:00 – 11:00

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### THE WTO

The Marrakesh Agreement that led to the founding of the World Trade Organisation (WTO) underlines the importance of an “optimal use of the world’s resources in accordance with the objective of sustainable development”. Through the Committee on Trade and Environment (CTE), the WTO worked on provisions of multilateral environmental agreements (MEAs) that relate to trading sanctions, ecological taxes, standards for products and packaging, eco-labelling, ‘green protectionism’, the effect of environmental measures on market access, and intellectual property rights. The environmental community criticised the WTO for having devoted most of its efforts to a defensive strategy aimed at preventing environmental protection from being used as a pretext for protectionism instead of working towards a better integration of sustainability objectives into the trading system. The tutorial will address the state of play on these issues as the WTO is preparing for its December Ministerial Meeting in Seattle, as well as the organisation’s recent efforts to open up to a dialogue with environmental NGOs.

**RICARDO MELENDEZ ORTIZ** is Executive Director of the International Centre for Trade and Sustainable Development (ICTSD), which was established in Geneva in September 1996 to contribute to a better understanding of development and environment concerns in the context of international trade. ICTSD’s role is to facilitate cooperation and integration through objective information dissemination, policy dialogues and research support.

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### LEAD-EUROPE SIDE-EVENT TO UNFCCC-COP5: ROUND TABLE ON AVIATION AND SUSTAINABILITY

Chair
Dr Maritta Koch-Weser
Time
12:00 – 14:00
Location
Maritim Hotel

Amongst LEAD-Europe Fellows are professionals working in airline companies, media, and NGOs, who have a keen interest in aviation issues. They have designed and prepared an informal roundtable on aviation and sustainability as a side-event to the Conference of the Parties to the UN Framework Convention on Climate Change (COP5). The purpose of the roundtable is to offer an opportunity for representatives of different sectors of society to address aviation issues in an informal setting. Unlike formal debates, informal discussions offer an opportunity to widen awareness, modify opinions (including preconceptions about “obvious” solutions), facilitate mediation between a range of key actors in the policymaking process, and build the trust and common commitment on which progress in sustainable development depends. The side-event will involve participants from the airline industry, the tourist sector, airports, international organisations, academia, and NGOs.

Tutor
Dr Maritta Koch-Weser
Time
15:30 – 16:30

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### SUSTAINABLE FINANCE FOR ENVIRONMENTAL MANAGEMENT

**Dr. MARITTA KOCH-WESER** is the Chairperson of the Board of LEAD-Europe. She is the Director General of The World Conservation Union, IUCN. Prior to this position she was Director for Environmentally & Socially Sustainable Development for the Latin America and Caribbean Region in the World Bank, where she worked from 1980 – 1999. She is an anthropologist by training and during the early stages of her career, she taught anthropology and Latin American Studies at George Washington University in Washington D.C.



Tutor
Dr A. Atiq Rahman
Time
17:00 – 19:00

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## MODELLING

Modelling approaches can help us understand complex processes and their interactions over long time periods. The tutorial will look into several models and emerging global scenarios, such as Image2, models on energy, food, security and demography, as well as the work of the Global Scenario Group.

**Dr A. ATIQ RAHMAN** is Director of the Bangladesh Centre for Advanced Studies, which has emerged as the leading think tank in Bangladesh and in South Asia on resource management, environment and sustainable development issues. He is Chairman of the Steering Committee of the Asia-Pacific National Council for Sustainable Development (APNCSD), Coordinator of Climate Action Network South Asia (CANSAs) and Coordinator of the Global Forum on Environment and Poverty (GFEP). Dr. Rahman is a consultant and advisor to the World Bank, UNDP, UNEP, many governments and international NGOs on sustainable development, environment, resource management, poverty, equity, disaster management and modelling evaluation issues. He is a Research Associate at Fletcher School of Law and lectures at Tufts University, Boston and at MIT. He is a member of the international advisory board of IMAGE 2.0 of the Dutch Research Institute RIVM, an advisor of the US National Academy of Sciences, a member of the Global Scenario Group of the Stockholm Environment Institute at Boston, a member of the Energy Modelling Forum of Stanford University. Dr. Rahman has a Ph.D. in applied and industrial chemistry from Brunel University in London.

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Sun 31 October

Tutors
Prof Eckart Ehlers
Dr A. Atiq Rahman
Time
8:30 – 12:00

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## NORTH/SOUTH PERSPECTIVES

Prof. Ehlers will present world-wide interdisciplinary research programmes such as the International Human Dimensions Programme (IHDP), the World Climate Research Programme and the International Geosphere-Biosphere Programme (IGBP) to show how they contribute to understanding the complex impact of climate change on the social, economic and cultural conditions of Southern countries. Environmental concerns often tend to overlook social implications. Rural communities in developing countries are forced to change their strategies to maintain food security and urban populations are also affected by increasing water scarcity and other environmental problems. Development aid programmes are only beginning to incorporate sustainable development principles. To be more effective, they will require more insights into the adaptation of rural population to deteriorating environmental conditions. Dr A. Atiq Rahman will provide an assessment of how North/South relations shape the climate change mitigation agenda.

**PROF. ECKART EHLERS** is chairman of the International Human Dimensions of Global Environmental Change Programme (IHDP) and teaches geography at the University of Bonn. Much of his recent research concerns general development studies, and his geographic specialisation is Iran.

**Dr A. ATIQ RAHMAN** is Director of the Bangladesh Centre for Advanced Studies, which has emerged as the leading think tank in Bangladesh and in South Asia on resource management, environment and sustainable development issues. He is Chairman of the Steering Committee of the Asia-Pacific National Council for Sustainable Development (APNCSD), Coordinator of Climate Action Network South Asia (CANSAs) and Coordinator of the Global Forum on Environment and Poverty (GFEP).

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## COURSE EVALUATION

Time
12:30 – 15:00

The lunch hour and the early afternoon will be dedicated to an in-depth discussion of the course, its strengths and weaknesses, and benefits to the Associates. It will also be an opportunity to discuss the possible content of future courses.