Green Agenda

manual

Stela Nord DESIGN

Green Agenda and its Albanian perspective.

Milieukontakt International is a Dutch independent Organisation, established in 1988 and it is active in Albania since 2000.

Milieukontakt International is an organization of committed professionals with a huge network of individuals, organizations and institutions working for a better environment throughout the world.

Our strategy can be defined in three concepts: building capacities, involving citizens and solving environmental problems. We provide training, coaching, support and advise for organization working for sustainability. We stimulate and support the involvement and empowerment of citizens and develop processes of participative strategy development and decision making. And finally, we connect these activities to solutions for environmental problems

MILIEUKONTAKT INTERNATIONAL

SERVING SOCIETY TOWARDS SUSTAINABILITY

Every one of us can be a leader,
A leader of sustainable development in our communities,
So that our children will inherit from us
A nice place to live, a healthy life……

Aknowledgements
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plus the outstanding support of
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Our target:
Community groups, local and national civil society organizations, local governors and local leaders who would like to become ambassadors of change in their communities and for whom promotion of local values and empowering of local people is a worthy endeavour.
Please recognize this document for what it is: a unique opportunity to learn more about Green Agenda and to make a difference in your community by boosting values, supporting present and future actions that preserve and protect the rights and well-being of you, your family and your fellow citizens.

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Preface

Citizens develop their communities, based on shared values.
When talking about Green Agenda, I will never forget the story of the Romanian village where the village square had deteriorated. Benches were vandalized, the pavement was broken, there were no lights to make it safe during the evenings and trees were cut. During the Green Agenda process, citizens agreed that the village square was one of the values that had been lost and could be restored. They decided to start a restoration of the square and the adjoining school yard. In a mutual effort and with the help of the community council, the square and the adjoining school yard were brought back to life. People were able to sit under the trees and walk around safely with the lights of the lanterns during the night. The 'hardware' transition of the square initiated a social transition in the village. Citizens realized that they could change their immediate environment if they cooperated and worked on common values. They also experienced that they had lived with their 'back' to the square and now regained this meeting point, which gave new opportunities for development of the social structures within the community.
After Romania, where Green Agenda was developed by Milieukontakt International in close cooperation with Focus Eco centre from the town of Targu Mures, many countries and communities followed, and the Green Agenda methodology was further developed. In 2005 the first Green Agenda manual was published in Croatia.
This manual, specially developed for Albania, is published in the framework of the project, "Joining forces for a sustainable future in the Western Balkans", financially supported mainly by the Regional Programme Environment in the Western Balkans of the Netherlands Ministry of Foreign Affairs. This program supported 20 Green Agenda processes throughout the whole Western Balkan region. Besides working in the communities, experiences were shared among countries, videos were produced on community activities, NGOs and trainers trained, and many more activities took place between 2007 and 2010.

In Albania, 3 communes implemented a Green Agenda process and came up with a Green Agenda document that was adopted by the local authorities. They are: Dajci, Preza and Voskopoja. Local stakeholders worked in thematic working groups on, for instance, touristic potential, biodiversity and cultural heritage, and formulated strategic plans as well as short term pilot projects. PPNE of Shkodra, Albanian Permaculture Association, Transborder Wildlife, EDEN trainers and Milieukontakt supported them during this process. In this manual you will find a description of the steps they have taken to take their own future into their own hands, and the many creative ideas they have come up with during the Green Agenda process. It is truly inspirational to see how local communes were able to use a project to build a bridge to the future: in Dajci a new position was created within the commune for preserving natural and cultural heritage, in Preza tourists will be welcomed by trained guides and information panels on the main sites of interest, and in Voskopoja a new recreational area was created in the center of the commune. All of these things, and many more, will remain and will serve as stepping stones for future sustainable development of these beautiful communes.
The manual was written by active members of Albanian civil society who took part in the program and helped to make it a success. We hope that the experiences of the past 3.5 years will inspire other communities in Albania to follow their example and show that citizens can be active in restoring shared social, cultural and natural values. They will be working in a tradition that started in this small town in Romania and followed by more than 50 communities in more than 10 countries going through the same Green Agenda process.
I would like to congratulate our Albanian partners: staff, trainers, NGOs and working groups from the communities, with the achievements made and the publication of this manual. It is another step in the development of this methodology and development of community life in Albania.

Jerphaas Donner
(Director)
Milieukontakt International

Background on Green agenda

The Agenda for 21st century was presented at the United Nations Conference on Environment and Development, held in Rio de Janeiro on June 14, 1992, as the UN blueprint towards global transformation.

179 nations officially signed Agenda 21 at the summit with nearly 12,000 local and federal authorities committed to implementation of the Agenda locally. Some national and regional governments have legislated or advised that local authorities take steps to implement the plan locally.

NGOs more often have been the drivers of this process, at least in Eastern European countries. And, as it usually happens, drivers follow their own way and adapt methods / aproaches that best suits them.
The "Green Agenda" method is a result of such adaptation: a local agenda that properly address sustainable development, but at the same time a local agenda that promotes values and public participation.

Green agenda was introduced to the Albanian trainers team as a participatory planning process back in 2005 in a regional training in Struga, Macedonia by Milieukontakt International, at that time called Milieukontakt Oost Europa. Prior experiences with Green Agenda implementation in other countries like Croatia, Romania, Moldova, Kyrgyzstan and Russia, along with a couple of trainings and study visits, were insights for starting this process in Albania as well.

Green agenda Method

The Green Agenda method, as explained previously, has been developed by Milieukontakt over the years, with contributions from partners and local community groups. As it has been presented to us, it consists of 17 steps, divided over 5 phases, implemented over a period of approximately two years and led by local NGOs and community representatives . It is a method that combines perfectly the bottom-up approach to decision making, wide public participation through learning by doing and capacity building processes, boosting local ownership, as well as paying specific attention to local values.
In Albanian contexts, based upon our experience with Green Agenda implementation, local context and people perception of the process, the method has been slightly modified. It is presented to you as a 14 step method composed of:

- Step 1 Analysis of Existing Documents
- Step 2 Stakeholder Analysis
- Step 3 First Stakeholder Meeting
- Step 4 Identification of Values/functions and Formalization of the Working Groups
- Step 5 Trends and Impacts
- Step 6 Defining the Vision and setting Standards for the values
- Step 7 Problems and analyses of causes of them
- Step 8 Defining priority potentials and opportunities.
- Step 9 Defining Strategic Directions / Objectives
- Step 10 Action Planning
- Step 11 Writing the Green Agenda Document
- Step 12 Adopting the Document (Public meeting & document approval by the local government authorities.)
- Step 13 Developing 2-3 Pilot Projects
- Step 14 Monitoring and evaluation

All 17 steps are represented within these 14 steps, but some steps have been combined. This shows the flexibility of the Green Agenda approach, which leaves space for implementation according to local needs and planning. If you decide to embark on a Green Agenda process, we hope that you will let us know about your experiences and your tips for further adjusting the method to Albanian reality!

For the original green agenda method as prepared by Milieukontakt, please refere to:
http://www.greenagenda.net/wp/wp-content/uploads/2007/11/manual-green-agenda.pdf

Green agenda Philosophy

"We are close to a time when all of humankind will envision a global agenda that encompasses a kind of Global Marshall Plan to address the causes of poverty and suffering and environmental destruction all over the earth."
- Al Gore,
Earth in the Balance

While those who developed and implemented Green Agenda feel strongly about preserving our natural and cultural heritage, we believe that mobilising people to work on those issues is done more effectively by starting from shared and perceived values rather than by advocating a picture of gloom and destruction. All too often environmental issues are presented as large problems that are next to impossible to counteract, which makes it easier to continue our current behaviour, certain that no small steps taken by us will lead to the huge changes needed.

Green Agenda does not want to share this outlook on the world. We believe that all stakeholders can be mobilised to work on improving the quality of their daily lives and that all of them have something valuable to contribute. On the local or regional level, a lot can be achieved to exert a powerful influence on all of our futures.

Starting from shared values, local stakeholders in 3 communes in Albania have shown their commitment to their locality. For 3 years they have been investing their energy, free time, creativity and enthusiasm in improving their communes, with tangible and visible results that have motivated others inside and outside of Albania to follow their example.

Dajci, Preza and Voskopoja have shown that it is possible to realise changes in attitude and behaviour and to combine preservation of valuable Albanian natural and cultural heritage with economic development. They have established their strategies and action plans, and are determined to continue implementing them. They are the true representives of the slogan: Think global, act local.

We hope that you will join them as ambassadors of change in your locality or region. After all, Albania is a beautiful country that is worth your efforts!

Green Agenda steps in three communes

The Green Agenda (GA) process is cyclical - when it ends, it may restart. The GA process may be divided in thirteen implementation steps, each of them having different scopes and activities. Based on the outcomes of a step, the next step is built, which may serve to address new issues, or new solutions for problems that couldn't be solved during the previous step. Below you will find a description of 14 steps based on the experience of processes in three pilot communes during 2008-2010.

Step 1 - Analysis of Existing Documents

Aim:
To identify existing documents, strategies and legislation that make up the policy and legal environment in which the Green Agenda process will take place.

Background:
The first step in GA is analyses of existing documents and processes in place in the commune/municipality where the GA will take place. This is an important step because it will provide the participants with information about what the local authorities and enterprises already have to comply with. This information also affects what is to be decided within the Green Agenda process. You can link the Green Agenda process, especially its outcomes (plans!), to existing policies that the authorities and businesses already have to take into consideration and to their plans. This will minimize the risk of making the Green Agenda results something separate and an additional burden for them that would be easier for them to disregard. Also, it will facilitate the creation of synergies between ongoing processes and GA. The Green Agenda should not be seen as a parallel process that has no relation to the regular plans for the community. It is important to be recognised as adding value to these processes.

What to do?
- Meeting with local authorities to find out what plans, policies and laws exist that are relevant for Green Agenda, (Community, Region, Prefecture, Regional Environmental Agency)
- Meeting with NGOs to see if they have prepared any documents relevant to Green Agenda (try to find professional NGOs as well such as the end user associations, the association of biologists, etc.);

- Desk research of all legal frameworks related to environment at local level;
- Visit to library/archive if they have such documents on file;
- Look up all official publications and related newspaper articles relevant to the local level work;
- Look up documents in Internet;
- Assess the strengths and the weaknesses of all existing plans and policies by looking at how the environmental problems have been addressed.

Themes you can look for are:
Environment, sustainable development, economic development, social development, public participation, spatial planning, infrastructure, educational programmes, urban planning, tourism development, etc.

The Output of Step 1

The output of this step will be a list and analysis of relevant documents collected from the sources mentioned above and copies of documents.

STEP ILLUSTRATION
Step 1 List of documents

Commune: Preza, Voskopoje	**Leading NGO:** Albanian Permaculture Association, Transborder Wildlife
Other Actors: Staff from associations, respective communes, association from Voskopoja, Korça county,	
Number of People Involved: 10	**Duration:** 5 weeks

Process:

The documents that have been consulted at the beginning of the Green Agenda Process - Preza.

In order to have an effective study, the working groups were directed to the archive of the commune to extract all the previous projects, decisions of the Commune Council (CC) and other initiatives, such as "Preza" Newspaper. Also, we consulted some national strategic documents, e.g.:

- Strategy of the Development of Tourism in Albania till 2012
- Strategy of the Economic Increase and Poverty Decrease.
- The Integrated Plan of the Ministry of Environment, Forests and Water Administration.
- The Millennium Development Goals - Albania.
- Strategy and Action Plan for Biodiversity.
- National Environmental Action Plan - 2001.
- Strategy of Security - Foreign Affairs Ministry.

- National Strategy for Development and Integration - draft
- National Strategy for Children.
- National Environmental Strategy - 2006.
- Strategy of the Economic Increase and Poverty Decrease.
- The Integrated Plan of the Ministry of Environment, Forests and Water Administration.
- The Millennium Development Goals - Albania.
- Strategy and Action Plan for Biodiversity.
- National Environmental Action Plan - 2001.
- Strategy of Security - Foreign Affairs Ministry.
- National Strategy for Development and Integration - draft.
- National Strategy for Children.
- National Environmental Strategy - 2006.
- Strategy of the Development of Forests and Grazing Lands in Albania.

The conclusion of this research is that:

- There have not been any approved plans for the environmental or cultural development in Preza Community.

In general we did not find any important document, project or project idea compiled by the previous administration, or even any decision approved by the CC related to the environmental or cultural development in Preza Commune.

What we found after the investigation on the Archive of the Commune were:

Commune decisions from 2001-2007 on finances:

- The repair and construction of the water duct;
- The repair of the schools and kindergartens + the regulation of the sport fields of some schools of some villages;
- The construction of the canalization of the sewage waters;
- The asphalting and repair of the streets in the villages;
- Improvement of hygienic conditions in the trading of pastoral products;
- The installation of energy transformers.

The only document concerned with the environment and the development of tourism was "Tourism Development plan for Preza" authored by "Goulds Properties UK Limited in cooperation with Interest Consultants Limited" sponsored by "Tirana International Airport".

This document was not approved by the CC because it has a very high cost associated with its implementation. Also it must be mentioned that this development plan is the fruit of a foreign consultation, without considering the financial resources of the commune or the opinions and desires of the inhabitants of the area.

While in **Voskopoja**, the NGO was very carefull to find all laws and documents in local, regional and national level directly related with Voskopoja Commune development.

Below is a list of these suggestions. Also, it's important to stress that every following document has been analysed in the frame of GA:

Legal Framework

- Constitution of the Republic of Albania.
- *Law no. 9989 date 15.09.2008* "On amendments of the *Law no. 9385 date 04.05.2005* ''On Forests and Forest Service''
- *Law no. 8405 date 17.09.1998* ''On urban planning''
- *Law no. 8672 date 26.10.2000* "On the ratification of the Aarhus Convention on the Right to Information, Right to Participate in Decision- making and Access to Justice in environmental matters"
- *Law no. 8906 date 06.06.2001* "On protected areas"
- *Law no. 9868, date 4.02.2008* on some ammendments and changes on the Law No. 8906, date 06.06.2002 "On Protected Areas"
- *Law no.10253, date 11.03.2010* "On Hunting"
- *Law no. 9244 date 17.06.2004* "On Protection of Agriculture Land"
- *Law no. 9362 date 24.03.2005* "On Service of Plant Protection"
- *Law no. 9372 date 28.04.2005* "On Energy Efficiency"
- *Law no. 9426 date 06.10.2005* "On Farm Breeding"
- *Law no. 9587 date 20.07.2006* "On Biodiversity Protection"
- *Law no. 9734 date 14.05.2007* "On Tourism"

Strategy

- Towards integrated development of Voskopoja territory(common strategic vision of Voskopoja Community actors).
- Strategy and Action Plan on Biodiversity. Within this strategy Vithkuq - Ostrovica massif (9000 ha) including Voskopoja, is proposed to be declared
- Protected Landscape Area (Category V according to IUCN)
- Strategy of Toursim Development in Albania up to the year 2012
- National Strategy for Socio-economic Development.
- Strategy and Action Plan for the Implementation of Aarhus Convention.

Decision of Council of Ministers (DCM)

- *Decision no. 103 date 31.03.2002* "On Monitoring of Environment in the Republic of Albania"
- *Decision no. 676 date 20.12.2002* " On proclamaion of the Albanian Natural Monuments as Protected Area''
- *Decision no. 267 date 24.04.2003* "On the procedures of the proposals and Proclamation of Protected and Bufferic Areas"
- *Decision no. 804 date 44.12.2003* "On the approval of the Flora Species Lists under the protection in Albania"
- *Order No.146, date 08.05.2007* On Approval of the Flora and Fauna Red Lists.
- *Decision no. 266 date 24.04.2003* "On Administration of Protected Areas"
- *Decision no. 396 date 21.06.2006* "On the criteria of forest transferring and administration by the local authorities"
- *Decision no. 395 date 21.06.2006* "On the Approval of the Strategy and Action Plan for the Development of Cultural and Environmental Tourism"

	Regulations and Orders • Order No. 3 date 17.05.2006 "On rehabilitation of damaged surfaces from Rock Quarries" • Regulation No.1 date 23.05.2005 "On breeding, protection of wild fauna and hunting development" • Order No. 5 date 13.09.2006 "On the technical requirements on defining the strips of land for exploitation, wood marketing, cutting, sorting transporting and stacking of timber by the roade side." **Existing documents** • Master Plan approved in the year 2003. • Master Plan for Communal Forests and Pasture Land. • General Regulation Plan for Voskopoja village. • Project of Voskopoja-St Prodhom Road. • Interior net of water distribution. • Project of sewage and white waters canalisation. • Topographical relief of 180 ha of land according to former Voskopoja • The road of Gjenomadh village MADA, (2005-2006) • The road of Lavdar village (ADF) • Urban Waste (under implementation by SIDA)
Results:	List and analyses of all relevant documents collected
Identified Challenges:	We didn't have any difficulty in collecting materials. This was the result of the commitment of all NGO members.

Step 2 - Stakeholder Analysis

Aim:

To identify the relevant stakeholders for a successful Green Agenda process and what are their expected attitudes towards the process, power relations, and their interest, as well as to identify ways to convince them to take part in the Green Agenda work.

Background:

To be classified as a stakeholder, the person or group must have some interest or level of influence that can impact the Green Agenda process. Stakeholder interests must be understood, along with understanding their potential impact on the Green Agenda process if a need is not met. It is important to find out who is present in the community where you will conduct the Green Agenda process and what their attitude towards the Green Agenda will be.

Everyone who can influence the process or who can be affected by the process is a stakeholder. Some stakeholders will be more obvious to you than others and some will seem more important than others. However, each stakeholder in his or her own way can make or break the process and the results.
It is also important to find out what the connections between stakeholders are, what power they have and what interests they have that could be affected by the process and its results. The more you know beforehand about the stakeholders, the easier it will be for you to find a way to convince them to take part in the process. After all, you will know what their interests are, whom they haverelations with (who can help convince them) and what their power or influence is (you can show you are aware of that and of the benefit they can give to the process: everyone likes to feel important).
If important stakeholders are not involved in the process, this can have a negative effect on the implementation of plans, as they then do not feel themselves to be the owner of the plans and maybe even feel threatened by them. If that is the case, they might not like to help in implementation or even might feel they have to oppose it. With the necessary background information on these stakeholders, you may be able to include them from the start; this will greatly help the effectiveness of the work. For this you need to be able to think from the viewpoint of the stakeholder and find a benefit for them in joining the process. This might be difficult if it concerns a stakeholder you usually work in opposition to, but it is really crucial.

What is a Stakeholder?
Used as a general term, stakeholder describes individuals, groups, or organisations that have an interest in the project and can mobilize resources to affect its outcome in some way. ***A formal definition of a stakeholder is:*** "Individuals and organizations that are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion."

What to do?

- Discussions within your group, discussions with local authorities and others to find out which stakeholders are there, reading local newspapers, internet, watching local television, meeting with people, etc.
- Then come up with a long list.
- Rank the stakeholders on a scale on one to six according to criteria such as interest or importance in the GA process (see the table below).

- Keeping this ranking for one of the criteria, plot the stakeholders against the other criteria of the matrix. This is where using post-it notes or removable cards are useful.
- Ask the following questions:
  - o Are there any surprises?
  - o Which stakeholders do we have the most/least contact with?
  - o With which stakeholders might we have to make special efforts to ensure engagement?

Importance of the stakeholder using Stakeholder Matrix[2]

A Stakeholder Matrix is a method where stakeholders are plotted against two variables. These variables might be plotting the level of 'stake' in the outcomes of the GA against 'resources' of the stakeholder. Another is the 'importance' of the stakeholder against the 'influence' of the stakeholder. The concept is the same, though the content is different.

		Importance of Stakeholder			
		Unknown	Little/No importance	Some importance	Significant importance
Influence of the Stakeholder	Significant influence	C		A	
	Somewhat influential				
	Little/no influence	D		B	
	Unknown				

Box A
These are stakeholders appearing to have a high degree of influence on GA, who are also of high importance for its success. This implies that the implementing partner will need to construct good working relationships with these stakeholders, to ensure an effective coalition of support for the GA.

Box B
These are stakeholders of high importance to the success of the GA, but with low influence.

[2]Department for International Development (1993) *Guidance note on how to do stakeholder analysis of aid projects and programmes*, UK Department for International Development, London

This implies that they will require special initiatives if their interests are to be protected. An example may be a community/marginalized group, who might be beneficiaries of a small project, but who have little 'voice' in its development.

Box C
These are stakeholders with high influence, who can therefore affect the GA outcomes, but whose interests are not necessarily aligned with the overall goals of the GA.

Box D
The stakeholders in this box, with low influence on, or importance to, the GA objectives, may require limited monitoring or evaluation, but are of low priority.

A, B and C are the most important stakeholders for the GA.

The Output of Step 2

A list of most important stakeholders that will be invited to the next meeting, their importance and a well defined approach on how to involve them in the process.

STEP ILLUSTRATION
Step 2 Stakeholder Analysis

Commune: Preza	**Leading NGO:** Albanian Permaculture Association
Other Actors: Commune staff, APA staff, MKI staff.	
Number of People Involved: 2 from APA + 5 from the Commune staff	**Duration:** 15 - 20 working days, 10 calendar weeks
Process:	In order to conduct a thorough Stakeholder analysis for the Preza Commune **biweekly meetings** [at least] were held in the Commune offices in close cooperation with the Commune Staff. A list of over 80 people was compiled and after careful consideration 40 of them were short listed and invited to participate in the Stakeholders' meeting. The composition of the invitees was made keeping in mind the following: **A good balance with representatives from each village of the Commune.**

	o Several representatives from Preze Kala, Fushe Preze, Palaq, Gjeç Koder, Ahmetaq, Ndermjetes, Bregshkoze were invited to come. **A good balance of professions and positions of the invitees.** o Preza Commune Staff representatives o chair of villages [all of them were present] o teachers o directors of schools o business people o engineers o retired professionals o students were invited to participate in the 1st Stakeholder meeting. **A good gender balance.** o In order to attract women to participate, they were invited to come together with their husbands - to show respect for their culture as well. Knowing that in villages people are not always used to being invited to meetings, and that the risk of their not coming would be great, the projected number of people was assumed to be 60 [in order to reach the goal of having 40 at the meeting]. In addition, to announce the Green Agenda Process that was going to start in their Commune, **2 notice boards** were designed, prepared and placed at the two entrance roads to the Commune. **Posters to announce the Green Agenda project** and the First Stakeholders' Meeting were prepared and placed on the notice boards, shops, Commune offices etc. We wanted to create an atmosphere prior to the meeting so that people would become curious about the Green Agenda Process and would like to join us later on.
Results:	• Green Agenda Project was announced in Preza Commune Staff and Preza Community. People knew about the Permaculture Association which is working on the Green Agenda in Preza. • The list of Stakeholders was ready and it was filtered

	several times in the meetings in order to identify which of them were going to be crucial in the process of GA. • Agenda of the First Stakeholders' Meeting was prepared in consultation with MKI staff and EDEN trainer. • The planning for the First Stakeholders' meeting was ready in detail: • 4 power point presentations on the o Preza Commune, done by the Mayor, o NGO that is going to coordinate the Green Agenda Process in Preza, done by the APA's Chairman, o Green Agenda process done by APA's coordinator of the GA process o And on the Harmonizing of GA process into the existing local and national plans done jointly by APA's chairman and APA's coordinator of GA in Preza. • These presentations were ready to be presented to the participants in the first Stakeholder meeting with the aim of giving all of them basic information that would be necessary not only to introduce them to the GA process that is ready to start, but also to challenge them to be part of this process. • Invitations were sent to the invitees by post. Public notices were in place a month before the event. • Arrangements were made regarding the venue of the event. • **The First Stakeholders' Meeting** was held on 22nd of December 2007 at the Conference Room of the Restaurant "KALAJA" in Preza. 45 people were present, out of which 39 were from Preza Commune, 3 from APA and 3 from Milieukontakt & EDEN.
Identified Challenges:	No difficulties at this stage. The commune of Preza was very interested in cooperating. 5 of its staff were part of the planning process. The archive of the commune was available to us to examine in detail during the Documents' analysis stage. The meetings were held in the Commune offices, most of the time in the Mayors' office; he was very interested in assisting us in the whole GA process.

Step 3 - First Stakeholder Meeting

Aims:

To inform the community about the process, its aim and steps, to involve stakeholders in the work and to start the next phase of the work, to select priority values and to create working groups.

Background:

Keeping in mind that GA is a process that takes place at the local level, it will not be possible if local people and the community are not be involved. After you have collected all the information about the existing legal framework and other documents relevant to the locality in which the Green Agenda process will take place, and after identification of the stakeholders that need to be involved, it is time to have the first stakeholder meeting. It is important to keep in mind that this is the first public meeting of all stakeholders interested and able to attend at which you will be able to present the idea of the process to the community as a whole. This is an important event as well because some of the people who will participate might decide to be your ally for the whole process while some others might think that perhaps this is not worthwhile. You will present the Green Agenda process at the meeting and the work that has been done (the summary of mapping exercise of legal frameworks and documents). Now participants can start to do an inventory of Values in their community and the prioritization of them in three or four most important to which all stakeholders will contribute. Prioritization means of course that some values will not be included in the Green Agenda work at that time. It is important to make clear to people that this does not mean these themes will never be dealt with. They might be included in a next round of the Green Agenda, or they might become part of another process. For practical reasons, you just cannot include all themes raised at the first stakeholders' meeting in the Green Agenda process. Since the meeting will involve a large number of people, the assistance of an external facilitator might be useful.

Before ending the meeting ask participants which group(s) they would like to join and inform them when the next meeting will be held.

What to do?

- Go again through the list prepared in step 2.
- Divide the work between the project team (who will invite whom).
- Take into consideration transportion if people have to come from different villages/places.

- Find appropriate place for the meeting with enough space for small working groups.
- Find a place that is appropriate for women to participate; also keep in mind accessibility for handicapped people.
- Select carefully the time of the meeting in order for people to be able to participate.
- Do all the preparation for the meeting, including well prepared presentation for the GA process, and assemble the materials requested for the working groups.
- Keep in mind that you need people who will facilitate the group work (at least 4).
- Don't forget to keep minutes of the meeting. Outcomes of this first meeting will be very important for the future steps.
- Make a list of things to be arranged for the meeting, such as computer, beamer, flipchart, markers, sticky wall, flipchart stands, etc.

The Output of Step 3

A list of values identified by Participants. The priority values that the community would like to preserve/promote and the working groups selected and participant's commitment to be part of the working groups.

STEP ILLUSTRATION
Step 3
1st Stakeholder Meeting

Commune: Preza	**Leading NGO:** APA
Other Actors: Invitees from the Preza Commune villages, Commune Staff, Commune Council, APA MKI and EDEN staff	
Number of People Involved: 2 APA staff, 39 invitees, 5 commune staff.	**Duration:** 1 day, 22 Dec. 2007
Process:	The First Stakeholder Meeting was publicly announced, the date, time and venue were declared, and posters were distributed in public places. Preza TV considered it an event for their area, and they came to record it and broadcast it on TV later that week. **A presentation on the Green Agenda**, what it is, its phases, its steps, other practical issues and an overview of document analyses were presented to participants at the First Stakeholders' Meeting.

	39 invitees actually came and the one missing called to apologize for not coming due to a business meeting in Tirana on the same day. There were 16 women and 23 men present at the meeting. The participants identified the values of their area. They were divided into groups in order to work more efficiently, and in the end, the **Values identified in the meeting**, combined in one list, ready for voting, were: Forests & Biodiversity Lakes Olive groves The Castle The Well The Bazaar Education Folklore Artisan values Mills Vineyards and orchards Water resources Cult objects Organic products Tourist infrastructure **These values received most votes :** Education / Castle + artisan and ethnographic values [29 votes] Tourist Infrastructure [13 votes] Forests & Biodiversity [12 votes] The 3 working groups created were **Forests & Biodiversity; Tourist Infrastructure and Education, Castle / Cultural Inheritance + Artisan & Ethnographic Values.**
Results:	1. Relevant stakeholders of the Green Agenda Process attended their First Meeting on 22nd Dec. 2007 and 39 out of 40 persons invited came to the meeting 2. Brief information on the Green agenda process was presented to the participants. 3. There were 4 Powerpoint presentations on the Preza Commune, APA NGO, Green Agenda Process in general and Harmonizing the GA process in the context of existing local and national plans.

	4. People representing all villages and Governmental Institutions were present and actively participated. They came from: Preza Commune staff representatives chair of villages [all of them were present] teachers directors of schools business people engineers students retired professionals 5. The participants identified the values of Preza Commune. They prioritized values that they would like to preserve / promote in their Commune. 6. Working groups for the first three values selected as highest priority by the stakeholders were created and the members set the meeting time in order to proceed with the Green Agenda Process in Preza. 7. 25 people agreed to be members of the working groups.
Identified Challenges:	No challenges. Things went smoothly. Hard work during the planning stage was rewarded with a very fruitful meeting.

Step 4 - Identification of Values/functions and Formalization of the Working Groups

Aims:

To identify the main environmental and cultural values of the community as perceived by the local stakeholders, and to formalize and support working groups in the community that will elaborate further steps of Green Agenda process

Background:

Different from other methods, the Green Agenda process does not start from problems but from values. This makes the discussions begin from things people in the community are proud of, even if they are currently not in a good state (for example, a lake that is polluted or a monument that is abandoned). This is more motivating for people. Starting with values also makes it possible to include cultural heritage.

Categories of environmental values:
Primary production values: (products directly derived from the environment without human intervention, e.g. fresh water, fruits, medicinal plants,
Secondary production value: these are products that require human management, eg. Agricultural crops, livestock fodder, etc.
Regulation values: this is nature's capacity to provide security and stability and to withstand external shocks, e.g. Purification of air and water, provision of micro clime.
Biodiversity functions, including the diversity of species, habitats and landscape, with many indirect values for human well-being.
Enrichment/cultural values, these are non-material values that can create bonds among people experiencing or valuing them, e.g. spiritual values, landscape values, cultural traditions.

In order for you to be able to formulate a Green Agenda strategy, you must know which issues to address and which issues are priorities for the local stakeholders. Based on the values and prioritization identified in the first stakeholders' meeting, now is time to reconfirm and formally start to work with working groups.
Working groups consist of local people, representatives of different stakeholders as well as actively interested citizens who perhaps are not part of a certain organisation, company or structure. It is important to involve different stakeholders in each groups. It is not recommended to have more than 4 working groups in each locality. This means that you can select up to 4 values in the community, so that each working group can work on one value. After selecting the values, you ask people at the first stakeholder meeting to indicate which group(s) they would like to join. Now is time for others to join. The optimum number of people in a working group is 5-7. Each group should have its own coordinator. Usually in the beginning the coordination is done by the coordinating NGO; during the work one of the members of the working group takes over this role. It is important in the first meeting to make a plan of work for the working groups, which can be adjusted and made more specific in following meetings. That way, people know what to expect and when to expect it. The coordinating NGO has an important role in helping the working groups organize themselves and their work effectively by sharing its experience in structuring work and communication.
If members of working groups are not experienced in group work, it is a good idea to train them. Some of the topics could be: team building, planning and communication, project management, public participation, corporate social responsibility, project proposal writing, fundraising, etc., based on their needs.

What to do?

1. After the inventory and priority values have been identified,it is time

time for new members (if there are any) to join the working groups.

2. List all the environmental values (most of them will have been identified in the first stakeholder meeting).
3. Set priorities showing which of these values are important for whom. Make a short list of the most important environmental values (this will be finalised in the other steps).
4. Keep notes of everything because you will use them in the next steps.
5. Each working group makes a work plan and sets a date for the next meeting.
6. If it is necessary, make a short list of the training needs (even during the process it is possible to identify capacity building needs).

The Output of Step 4

- A short list of the most important environmental values
- Clear idea per WG of what to expect and do, laid out in a work plan
- Clear idea of what support is needed by each WG (training, skills, knowledge and expertise)

STEP ILLUSTRATION
Step 4 Identification of values and formalisation of Working Groups

Commune: Voskopoja	**Leading NGO:** Transborder Wildlife Albania, TWA
Other Actors: Staff of the commune, staff of TWA, trainer of EDEN	
Number of People Involved: 20-30	**Duration:**1 working day
Process:	*In order to fulfill this important step we concentrated on:* ✓ *Extracting data from economic bodies of the commune;* ✓ *Preparing tables on values and tendences in flipchart;* ✓ *Evaluating values established in the first step.* *First, a presentation of an example on a value and its tendencies. Afterwards the participants:* ✓ *Were divided into groups and established tendencies of values based on those previously established.* ✓ *In presence of all groups and participants,*

	✓ *tendencies were reported, remarks were presented from working groups.* *At the end of this process, working groups defined these tendencies:* **Historical and cultural values:** • -Improvements in preserving these values. • -Measures to uncover old ruins. • -Working to restore several cult monuments. • -Old traditions of artifacts in stone, carpets and embroidery, etc. **Nature and environment:** • -Flora and fauna are improving. • -Wild river fish are decreasing. • -Water resources are improving. • -Positive tendency towards protecting nature monuments. **Agriculture and livestock:** -Livestock is facing a status quo. -Increase of veterinary care. -Orchard surface is increasing. -Increase of fodder planting. **Tourism** -Increasing tendency. -Increasing hotel capacities. -Increase of family tourism.
Results:	✓ Tendencies of values defined in the four working groups. ✓ All participants were confronted on values and their tendencies. ✓ Ways of passing the situation were defined.
Identified Challenges:	- Lack of youth activization in the frame of GA. - Lack of data on specific values. - Lack of a tourism office to ensure necessary data. - Several working group members, especially those working in agriculture, moved away.

Step 5 - Trends and Impacts

Aim:
To identify the main trends related to the priority values selected by the stakeholders: what have been changes in the past and what are expectations of changes in future related to the priority values? To assess the (expected) impacts of the identified trends on the priority values in social, economic and ecological terms.

Background:
This step is taken within the local working groups working on values identified.
Prior to reaching this step, you have looked at what is, at a static situation. In order to fully analyze the situation and to find the best steps for a solution later on, you need to understand the dynamics underlying the situation. That means that you have to determine how the current situation came about. What happened in the past that caused the changes in the values, and what changes can be expected in the future? These changes are what we call trends. It is important to find out what people think about the 'trends', but it is equally important to be aware that there is a difference between facts and ideas/thoughts/feelings/beliefs people may have. After identifying what people believe to be true regarding the trends, it can be important to acquire expert advice or to run expert tests to verify whether the beliefs are true. For the process, it is important first to identify what local stakeholders think, before bringing in an expert. The role of the expert should be discussed with the members of the working group beforehand, and they should be able to trust the expert. This is the only way they will be able to accept a different opinion expressed by the expert.

Some other options to verify the ideas of the stakeholders in the working group could be interviews or questionnaires of people using these values, sending samples to the local laboratory, etc.

Since at this moment you are now very clear about the trends of the values, we need to identify the impact the trends have and to find arguments as to why we or other stakeholders need to act now. What would happen if nothing were to be done about it? Impacts can be measured in different dimensions, such as a social dimension: What are the impacts of the trend on people's health or on their economic dimension such as income security?

Please be aware that until now we are making a more or less neutral analysis: we have not identified a problem yet! We are just analyzing what is there (values), what is going on with what is there in space and time (trends) and what is the result of these changes (impacts). We of course have our ideas as to what trends or impacts are positive in our view or not, but at the same time, we are for now just observing!

This step might require more than one meeting. The analyses of trends can take some time and depending on the outcomes, impacts might also need additional work and time.

What to do?

- Ask participants to answer the question, how have qualities or quantities of the environmental value changed over the past 5 -10 years?
- List all trends for the value identify in the previous step.
- List all the indicators and observations based on these assessments.
- Be as detailed as possible in your assessment by specifying the time span, the location and the size of the area affected, the intensity of change.
- Describe positive changes as well by answering when, where, how.
- Try to divide trends per sector or theme in order to get better insights of cause-effect chains.
- Use the table 5.1 below to facilitate analysis of trends of environmental values.
- Assess the social and economic impacts of these environmental trends on human society
- Do the trend-impact matrix; see the table 5.2 below. This table needs to be filled in with as many details as you can because this form is the basis for finding solutions.

Table 5.1: Trend of environmental values

Environmental value/function	Trend	Underlying indicators/observations (in time)	Positive exceptions
lake	Increase of fish stock		
	Increasing pollution		

table 5.2 trend-impact matrix

Trend	Impact (social and economic)	Positively/negatively	What is the risk	Geographic specification
Increase of fish stock	Economically affect local fisherman	–	Lost of income due to lower price	
Increasing pollution in the lake	Affect kids' health	–	Number of kids sick with diarrhea, or other sicknesses	
	Biodiversity	–	Increased number of animals in danger	

The Output of Step 5

A detailed description of environmental values, trends and indicators divided by sector or theme as well as the impact of each trend with specification of the risk and geographic area.

STEP ILLUSTRATION
Step 5: Trends and Impacts

Commune: Voskopoja	**Leading NGO:** Transborder Wildlife Albania, TWA
Other Actors: representative of the commune, chairman of the commune, working group members and staff from TWA	
Number of People Involved: 45	**Duration:** 5 weeks
Process:	In this step we worked under the motto, ***"to rely on the past in order to construct the future".*** In order to realize this step we focused on:

- ✓ Extracting data from economical bodies of the commune.
- ✓ Preparing flipchart tables on values and tendencies.
- ✓ Evaluating values defined in the first step.

First, an example of a value and its tendencies was presented, after which the participants:

- ✓ Were divided in groups where, tendencies of values previously established were defined.
- ✓ Presented a report on tendencies of values; working groups presented their remarks.

At the end of this process the working groups defined these tendencies:

Historical and Cultural Values

VALUES	TENDENCIES	INDICATORS	WHAT IS POSITIVE
Academy	Improvements	Academy	Place already defined
Cultural heritage	Towards improvement (measures to uncover ruins)	Printing-office	Place is defined
Churches	Ongoing restorations (Shën Thanasi, Shën Ilia,Shën Kolli, Shën Gjergji Shipckë)	Protected as cultural monuments	Restoration is under way on afresks????? and in the objects
Bridges	Improvements. Restoration under way in Shipckë. Shën Prodhom's bridge will be built	(Cultural heritage)	It will be improved by the Institute of Cultural Monuments
Roads and paved roads	Restoration will start	Preserving traditions, specialists in	Lack of funds for paved roads

		the field	
Craftmanship	Stone, carpets, embroidery, etc.	There are specialists in the fields, and tradition is being passed to other generations.	Improvements in craftmanship (stone, wood, carpet, etc.)
Gr. II		**Nature Environment**	
VALUES	TENDENCIES	INDICATORS	WHAT IS POSITIVE
Flora	The situation of flora in Voskopoja has improved in recent years	The black juniper is being damaged because of juniper-berry collection; the same for the eglantine	State and commune bodies have increasinging interest in this sort of vegetation. Herbal flora has improved sensitively.
Fauna	Special species are facing extinction	Increase in the number of bears Wild cat and wolf Decrease of the mountain grouse and the hare.	State bodies are interested in protecting these species, but not at the right level.
River fauna (fish)	Decreasing	Observations show the cause of	Working for community awareness:

	decrease is the pollution of rivers Vidra is increasing		don't throw wastes in the river
Water resources	Improving tendency	Increase of water resources as result of forestation done in Kostamando and Kovaci Bridge up to Vaina.	There is a community awareness of good administratio n of waters, especially lakes
Nature monuments	Being improved	Lack of signs and maintenance	Their existence

Gr. III	**Agriculture Stock - breeding**		
VALUES	TENDENCIES	INDICATORS	WHAT IS POSITIVE
No. of head (animal stock)	More or less the same levels compared to the '90s	Decreasing tendencies	Improveme nt of natural environment
Collection place	There is one place but the tendency is in decline	Decrease of number of stock; collection is being done in Korca	Improvemen t of technology of processing in existing areas

	Elaboration place	Tendency to decrease	Decrease of stock, collection being done in Korça	
	Veterinary service in stock-breeding	Increasing	Very positive	Increased safety for the consumer Decrease damage to
	Surfaces of orchard	Tendency to decrease	Planting of approx. 20 ha of trees (plums+cherry) in 2008	Improvement of environment Securing fruit in the area for the season.
	Areas planted with elite potatoes	Tendency to decrease	Requests for these potatoes and favourable price (existing seed is degrading)	Being planted in small areas.
	Planting of fodder	Tendency to decrease	Increase of pastures and decrease of stock	Remains at the same levels, stock is feeding in natural ways
	Pastures surface	Tendency to increase		
	Gr. IV			**Tourism**
	VALUES	TENDENCIES	INDICATORS	WHAT IS POSITIVE

	Family tourism	Increasing capacity of family tourism Funds are requested to promote success	Before 1990 there were guest houses New hotels are built Family tourism Nature tourism Scientific tourism Sport tourism	There are accomodation places There is family tourism Donors' support is requested Donors are coming for the ski and cable-car
	Historical values. Visits in monumental places, i.e. Academy, Printing-Office and Churches.	Towards improvement	Rehabilitation of culture monuments	There are investors for rehabilitation From the French organization From the Inst. of Culture Monuments From Dulaky brothers
	Health tourism	Is increasing	No investments in this kind of tourism	Climate, water, air silence
Results:	✓ Tendencies of values were defined in the four groups. ✓ A confrontation between all participants on values and their tendencies. ✓ Ways to come out of the situation were defined.			
Identified Challenges:	- Lack of data on specific values. - Lack of a tourism office to ensure necessary data. - Several members of working groups, especially of agriculture, left.			

Step 6 Defining the Vision and setting Standards for the values

Aims

To set minimum standards which are acceptable at all time as boundaries to all stakeholders with regard to the impacts identified previously; to define a shared vision with regard to future development of the commune.

Background:

This step is being taken in the working groups working on the values. As a very participatory method, GA requires a lot of time, money, creativity, etc., from the stakeholders. In order to get the commitment of the stakeholders to take actions, they must understand and feel the need for such actions. To achieve this, it is important that they decide about what is acceptable to them and what is not. Based on the Trend-Impact analysis that they made, you ask participants what will happen if the trend is not reversed or stopped? What will be unacceptable to them? What is the line that they don't want to cross? This line is what we call a standard. It is not related to a legal or a scientific standard; it is based on what people find acceptable. This is a minimum standard. You might like to get this checked again at this point by an expert, questionnaires, interviews or tests, to prepare for discussions with the wider community about the findings of the working group. Also, check if there is relevant legislation that also defines legal standards, and check the difference with the agreed standards. If the agreed standard is lower than what is legally acceptable, this might need further lobbying, for instance, to see if the legal standard can be adjusted based on community feelings. Quantify the standards as much as you can. Find out what is the real condition with regard to minimum standards.

Define a realistic and attractive vision for desirable qualities of the values the working groups are working on: What is the desirable vision of development of the values in the commune?

What to do?

- Use the Trend-Impact matrix completed in the previous step.
- Add to this matrix answers to the following questions:
  - What will happen in case the trend is not reversed or stopped?
  - What will be unacceptable to the WG members?
  - What is the line that the WG members don't want to cross (this is the standard)?
- Write the minimum standard for each trend, quantified as much as you can.

- Find out what is the real condition with regard to minimum standards.
- Define a realistic vision for desirable qualities

The Output of Step 6

The list of minimum standards for each trend.The real conditions and the vision for desirable qualities.

STEP ILLUSTRATION
Step 6 Defining the Vision and setting Standards for the values

Commune: Preza	**Leading NGO:** Albanian Permaculture Association, APA
Other Actors: community representatives, businesses representatives, all these as part of the WG members, MKI staff.	
Number of People Involved: 40 from the WGs, 5 from the Commune staff, 5 from APA	**Duration:** 2 days, 4 calendar weeks

Process:

The 3 working groups have met several times prior to the time that they meet to Define the Vision and to set Standards for the Values. The high school is the place where the meetings were held on Friday afternoons. Meetings were open for public participation. Posters were distributed to announce the topic of each meeting 2 weeks before the meeting took place.

After vigorous discussions, **the Vision of the three working groups was:**

Tourist Infrastructure Group "Preza - a Tourist destination"

Forests and Biodiversity Group "We want Preza green and vital"

Ethnocultural and Artisan Values Group "Preza, as its song says: 'blossoming like an April flower'"

The three working groups, after working separately, would join in one big classroom and would see each others' findings. Then they would discuss them in the big group and define overall vision, mission and goal.

The overall vision was prepared by the WGs' members and GA coordinator for the Draft material of GA in Preza:

"By regeneration of nature and reviving our ethnographic, cultural and artisan values, to attract more tourists to our area!"

The overall mission of GA in Preza was:
"By public participation to impact the general decision-making of local authorities in order to live in harmony with our nature by preserving our cultural values."
The overall Goal of the GA in Preza was:
"To promote cooperation between the local government, business and the citizens to compile and to apply together plans for the sustainable development of our community."
Besides defining the vision, the working group worked on setting standards for each of the values that they represented:

The working groups' members desired these **qualitative and quantitative** standards regarding the Tourist infrastructure:

1. Asphalting the road that brings people to Preza, with stone walls along it in harmony with the Castle.
2. Professional tour guides, at least 2 people who can speak at least 3 foreign languages.
3. 24 hour emergency room service.
4. Hotels to be built in Preza to at least 4 star standard, that can accommodate at least 50 people.
5. Lighting the Centre of the Commune and the along the road.
6. Providing the fixed phone line and having at least 3 phone booths open to the public.
7. Recycling the urban waste.
8. Providing sewer pipelines in all the villages of the Commune.

The working groups' members desired these **qualitative and quantitative** standards regarding Forests and biodiversity:

1. Rehabilitating the river by using efficient methods.
2. Increasing the present 311 ha of existing forests to 450 ha by forestration.
3. Increase the production of BIO products and preserve their quality.
4. 4 artificial lakes: Study and rehabilitation of protected areas.

The working groups desired these qualitative and quantitative standards regarding the Ethnocultural and artisanal values:

	1. The clock of the tower of the Preza Castle is in Austria. They want it back in Albania where it belongs. 2. Posters to be placed in Preza's two Cultural monuments: The Well and the Castle. 3. The Bazaar to be held once a week as it used to be, because now it is not functioning. 4. The minaret to be rebuilt in the existing mosque. 5. One protective wall in the castle is in good condition, the other is not. The protective walls to be reconstructed. 6. The popular costumes to be preserved according to the tradition. 7. The newspaper Preza to be printed as it used to be. 8. The AMC antenna to be removed from the Castle. The Castle to be reconstructed and to have its original form.
Results:	a. The vision for the community was defined, it was agreed upon by all the stakeholders, and standards were suggested by the WG members. b. In many cases there were no standards set by the central or local government; therefore the Wgs suggested them as boundaries to respect at all times.
Identified Challenges:	No difficulties in this stage either. The venue of meetings was the high school of Preza. People knew the agenda weeks before the meeting would take place. Fliers, posters and notices were posted on the notice boards and post boxes in order to be visible reminders to the WG members and the wider community. The challenge was that there were hardly any existing standards. It was a challenge for the WG members to define the standards while keeping a down-to-earth mindset.

Step 7 - Problems and analyses of causes of them

Aim:
To identify the main environmental problems, as a start for defining strategies for solving the problems, and to identify underlying factors and policies causing the problems in various sectors, the main responsible actors, and opportunities for positive change.

Background:
This step is being taken in the working groups working on the values. This step is very much related to the results of previous steps. Now that you know the bottom line standards acceptable to the group and their vision, you can easily identify the problem: the difference between the current situation (trends, impacts) and the standards on one hand and the difference between the current situation and the desired situation (vision) on the other hand. Usually the problem identified as difference between the standard and current situation is "smaller" and thus might be easier to work on.
Discussing the problem at this stage (instead of at the beginning of the steps) helps to clarify it, and to make it measurable and visible. For instance, perhaps you can clearly indicate the trends, impacts and standards and show the problem in a graph. You will find that your problem now is very clear and well-defined. Now you have situated the problem really inside the community and you can show the relations between the problem and the community. This gives you a powerful tool to mobilize the community in finding and implementing solutions! But to be successful in this, you need to identify and address the underlying factors and root causes at the level that you can address. The idea is to get to the level of causes at which small actions can be realized by the working groups; these actions can make a big difference. If you achieve visible results, then stakeholders will be motivated and others will follow your work in the future.

What to do?
- Define the problems where trends lead to unacceptable risks.
- Indicate for each problem the stakeholder benefiting from trends and those suffering from trends and for whom the problem is more urgent.
- Describe the environmental problem in the format shown below.

Criteria	Importance for identified problem
Location	
Stakeholders affected	
Responsible actors	
Urgency	

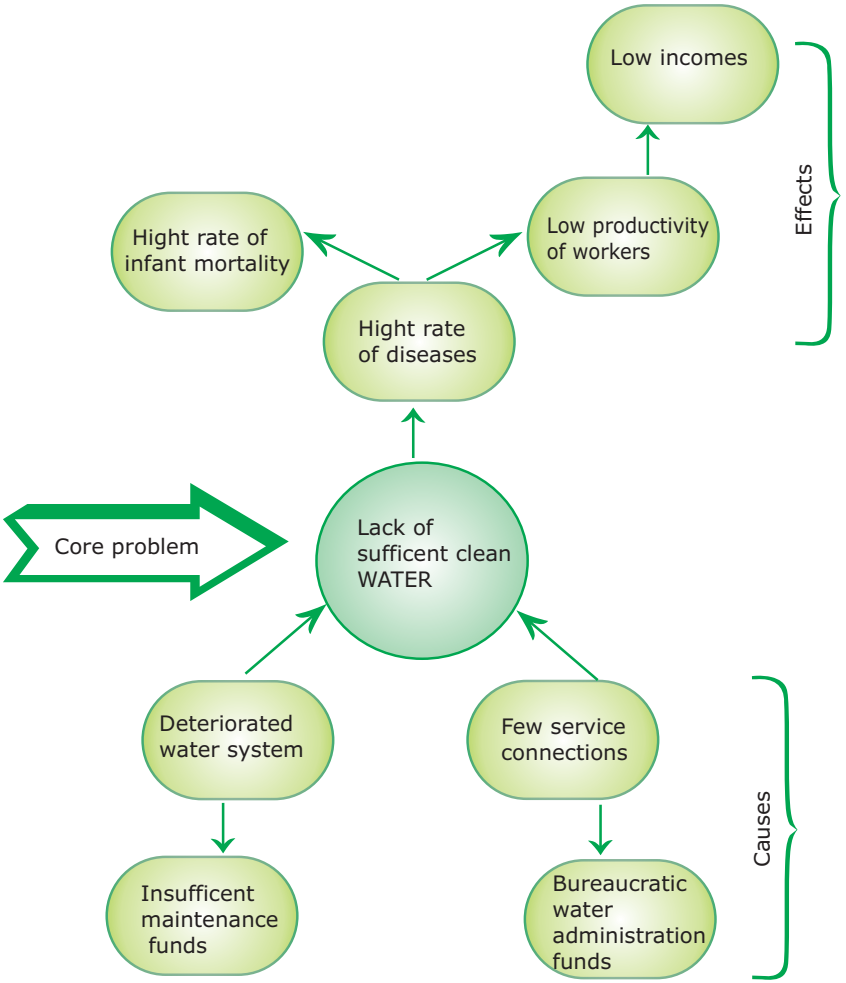
Underlying trends
Current impacts and expected risks for society

For each identified problem, indicate factors causing the problem. One method is Problem tree analyses, a technique for bringing out an analysis of the causes and effects of key problems which affect an issue. It produces a visual representation of the analysis, in which the key problem under discussion resembles the trunk of a tree, the effects of the problem become the branches and the causes of the problem become the roots. It also helps to understand the interrelationships between problems and causes.

This analysis then provides an opportunity to identify causes that might be tackled by the participants.

Steps of problem tree analyses are:

- Write each of the problems on separate cards.
- Place the main problem in the centre of a large piece of paper, or on the ground.
- Ask participants what causes the problem, and what the effects are.
- Write each of these causes and effects on a separate card and place them on the paper or on the ground to show how they are linked to the main problem. Place the causes below the main problem, and the effects above it.
- For each cause, ask what causes it; for each effect, ask what the consequences are. Continue this process until no further causes and effects are mentioned.
- Move the cards around until participants agree they are in the correct position in relation to the main problem. Draw lines between the cards to indicate the patterns of cause and effect.
- Discuss which causes have the most effect on the problem.



Summarise by grouping the findings per problem, see Table 7.1 below:

Table 7.1: Problem identified

Levels	Specific factors causing the problem, actors, within different dimensions and levels.			
	Social factors + actors	Economic factors + actors	Institutional factors + actors	Environmental factors + actors

Local	Factors: Actors: Causes	Factors: Actors: Causes	Factors: Actors: Causes	Factors: Actors: Causes
National	Factors: Actors: Causes	Factors: Actors: Causes	Factors: Actors: Causes	Factors: Actors: Causes

- At the end you must have the information for each problem in the suggested table 7.2 below.

Table 7.2:

Problem identified
Effects as result of this problem
Causes
Root causes

After you have identified the actors and factors on different levels and in different dimensions (social, economic, institutional, environmental), you can identify where the Green Agenda process could address the problem; and where others are needed or where more time is needed to address it. For instance, if the actors/factors at the national level and institutional sector are involved, this needs perhaps other allies and more time. It could be something to start a lobby on now, but do not expect clear and early results.
In order to see where to start dealing with the problem, it is helpful to look at the causes and root causes, because the "deeper" you go, the more you are likely to find a cause that you can address within the Green Agenda process. For instance, looking at the problem tree above, "insufficient maintenance funds" might be caused by lack of priority from institutions or from lack of capacities to raise funds from the national government. The priority of the issue can be raised by showing clearly that inhabitants want the problem caused by lack of investment to be solved, and if lack of capacities to raise funds is a cause, perhaps trained NGO or working group members can help in writing a project proposal.

The Output of Step 7

Identification of a list of problems and the effects caused by them in the community. The more detailed the list and the deeper you go with the analysis, the better you will be able to address the real causes of problems.

STEP ILLUSTRATION
Step 7: Problems and analyses of causes

Commune: Voskopoja	**Leading NGO:** Transborder Wildlife Albania, TWA
Other Actors: TWA members, WG coordinators and Voskopoja NGO	
Number of People Involved: 17	**Duration:** 1 week

Process:

We organized a preliminary meeting with all group members in order to have a larger participation in the step of problems analysis.

- Transborder Wildlife had a meeting with group leaders two days before the plenary session.
- Group leaders met with with all participants.

In order to have a better result in analysing problems the association "Transborder Wildlife":

- ✓ The tables were prepared on flipcharts to ease the work in groups.
- ✓ Association leaders explained an example of value analysis.
- ✓ Participants were divided in groups according to values to continue to work separately.
- ✓ When analysing problems, groups were helped by association members.

After the analysis of problems in groups:

- Groups presented their analysis.
- Remarks were made by groups to improve the analysis.

Results:

During this process a full analysis of values in the four groups was made on how they affect:

- Social factors + actors
- Economic factors + actors
- Institutional factors + actors

	• Environmental factors. Strong and weak points were pointed out in the SWOT analysis.
Identified Challenges:	- Several working group members left their positions, especially those of the agriculture group. - Participation of women was very weak.

Step 8: Defining priority potentials and opportunities.

Aim:

Define priority potentials and opportunities. To determine which potentials, opportunities and policy options are most desirable and promising in leading the community to define environmentally sustainable plans and policies.

Background:

It is useful for the community to identify current potentials and opportunities. A list of potentials and opportunities is useful to local community and authorities in further defining strategic directions for improving the existing situation. In the Green Agenda process potentials are defined as human or natural resources, which could be used in a different way for the benefit of the community. In other words, working groups involved in the Green Agenda process should consider how to take advantage of the local community and area's unique values. Potentials could be: area's natural resources, fresh water, community sacred places, tourism site, traditional customs and habits, community know-how, etc. While defining priority potentials, the community must consider potentials that are viable, cost-effective, that ensure sustainability and tackle problems identified through the Green Agenda process.

Opportunities are the outside factors that could help the community to develop better. Opportunities open doors to different new initiatives that the community can pursue to achieve a desired policy, welfare state, vision and result. Both potentials and opportunities are starting points for defining action plans, policies and strategies for more sustainable development of the community. Where possible, working groups should define win-win solutions, i.e. solutions that can generate visible results in the short term, solutions with positive impacts on both environment and development and that do not turn certain stakeholders into losers.

Such solutions can be achieved by taking advantage of existing potential and resources, also by considering opportunities and harmonizing them to address any of the identified problems.
Any situation in which working groups agree to act in both their own interest and in the interest of the community can be a win-win situation. Any working group in a win-win situation takes into account the way that groups' own decisions and choices affect all other working groups. When this occurs, and when all working groups develop a strategy which benefits the "whole," a win-win situation develops. It should be stated that not everyone in every possible permutation of this scenario wins exactly the same thing or the equivalent benefit. In practical terms, certain working groups might have more options compared to other groups, meaning available resources, potentials and opportunities; others have to work and lobby more to ensure access to such resources and opportunities,
The basis for any win-win situation is that there must be compromise and cooperation among all working groups within the community. Given the community profile and the nature of issues to be tackled, certain potentials and opportunities may priorities in the Green Agenda, thus putting more of a workload on one or two working groups.

What to do?

- Arrange and organize a meeting of all working groups involved in the Green Agenda process. Also invite other community members if possible.
- In the meeting, brainstorm with working groups and identify a long-list of potentials of the community. While brainstorming, avoid thinking about problems but consider also the socio-economic and other development potentials (see example Table 8.1).
- In the meeting, for each of identified potentials, working groups should list respective opportunities (see example Table 8.1).
- With the working groups, review all the listed potentials and opportunities and discuss how these can be connected to problems to form win-win options. It is important to prioritize, discussing those potentials and opportunities that have better chances to turn into promising strategy options and actions.
- Following the meeting, meet with other key actors at the local level and discuss the list of potentials and opportunities, to seek an alternative perspective (e.g. private sector and other stakeholders).

Potentials to be considered	Potentials are defined as human or natural resources that may be used more effectively to direct and focus a sustainable development process. Examples are undervalued water resources, underdeveloped tourist potentials, high level of local knowledge, existing initiatives and networks, religion-based nature awareness, etc.
Opportunities to be explored	Opportunities are promising starting points, such as private sector initiatives, new technologies, promising innovations, new laws, new policies, international conventions, decentralisation policy, new elections, innovators, promising pilot projects and case studies, new products, stakeholder platforms, etc.

Table 8.1: Example from Green Agenda in Dajci Commune:		**Priority**		
Potentials	**Opportunities**	**High**	**Med**	**Low**
Church of Shirqi	- Cultural/heritage tourist site; - Youth education; - Organized journey to the site	✓		
Buna River	- Farm fishing; - Cross border cooperation for the protection of Buna river biodiversity - Student study site and education;		✓	
Immigration	- Co-investment for the rehabilitation of environmental, cultural, historical sites of the Commune of Dajci;		✓	

The Output of Step 8

A list of potentials and opportunities with relevant information that can be used by the working groups to further identify strategic directions and objectives. Such a list is also of benefit to Local Government Authorities, local businesses and other interested stakeholders who may trigger further actions and development plans in the community.

STEP ILLUSTRATION
Step 8 List of Potentials and Opportunities

Commune: Dajci	**Leading NGO:** PPNEA Shkoder
Other Actors: Commune specialists, private sector, school teachers, EDEN etc.	
Number of People Involved: 20	**Duration:** 1 week

Process:

Four working groups and a facilitator gathered in a workshop to define the potentials and opportunities of Dajc commune. Brainstorming, the working groups worked on and defined potentials and opportunities. In defining these potentials and opportunities, working groups' members referred also to the social and economic aspects. Important to the process was the involvement of private sector representatives and other targeted groups. A special role was played by commune specialists in different fields, such as, environment, stock-breeding, tourism, education, health, public health, etc.

In the week after the workshop, other commune representatives, farmers and fishermen, traders and other actors were consulted about the list of potentials. After the consultation week, each of the working groups gathered in a closed meeting to combine potentials with identified opportunities. More concretely, when evaluating potentials and opportunities, the group "Historic and Cultural Values" analyzed all searches to promote education in the schools, acitivities and projects, and also analysed many possibilities to promote historical values of Shirqi church.

The working group "Biodiversity of Buna river and environment" collected and analysed many data on biodiversity and forests, fishery and agriculture for a real evaluation of problems. During the SWOT analysis, the second group decided to consider all common potentials, including human, as well as donor possibilities in the area.

Considering that the economic situation of the Dajc commune is related to agriculture and stock products of the farmers, the working group "Agriculture and Stock-breeding" considered many ways to promote pure and organic healthy products as well as ensuring markets for such products. During the second meeting of the groups it was suggested and decided to work on a real and strategic plan in order to generate solutions and promote values of agricultural and stock products of Dajç.

The working group "Traditional costumes and religious events", one of the most motivated since the beginning of Green Agenda, aimed at the regeneration of folkloric values and traditions, traditional songs, traditional loom products and traditional costumes, being authentic values and potentials of the area.

A short list was prepared for opportunities and potentials setting priorities based on several criteria: impact on community development, previous experiences, etc.

This methodology ensured a good and effective combination of potentials and opportunities provided by the Dajç commune.

Results:

At the end of the process, after evaluating the potentials and possibilities, which also serve as strategic directions for concrete actions in the commune, each working group came up with the following conclusions:

First group: Historical and cultural values

- Cooperation with schools to enrich programs with extra curricula and concrete actions aiming to promote the commune's cultural values;
- Protection of natural resources by educating and involving teachers who are part of working groups;
- Promotion of the Shirq church as an antique citizen center. The Church of Shirq is a unique historic

monument from the XIV century;
- Promotion of the port of Shirq (a small port), famous for the time and a connection place for neighbouring Montenegro;
- Cooperation with the museum of Shkodra and the archaeological museum of Tirana to ensure funds for the Shirq church restoration;
- Possible projects, important for the promotion of traditional and historical values of the area.

Second group: Biodiversity of Buna river environmental issues

- Involvement of local specialists and partners in scientific-ecologic researches on Buna river and surroundings forests;
- Prepare publications and other education materials on endangered species and native ones, especially "Acipenser sturio" called Blin, the fish of Buna river;
- Negotiations with potential donors such as: REC, MKI, GEF that can support activities for the protection of biodiversity of the area;
- Promote communes' natural values and draft plans for their protection, focusing on increasing activities that provide income for the community;
- Promote sustainable and controlled fishing in the Buna river;
- Management of erosion along river banks, an important factor for improving Buna's habitats;
- Complete implementation of the waste
- management plan of Dajc commune, directly
- affecting the quality of environment and quality of
- life of commune's inhabitants.

Third group: Agriculture and stock-breeding

- Maintain the good reputation of Dajç as a main producer of crops and corn in Shkodra county;
- Promote traditional practices as cultivation of corn, vines, horticulture, organic and healthy products, with competitive prices in the market;

	• Involve specialists in the area and private businesses in drafting plans and promoting products in national and regional fairs; • Increase livestock products whose quality is well-known; • Possibility of involving GA projects in bigger projects of donors operating in Shkodra county. **Fourth group:** Traditional costumes (folkloric) and religious events • Promotion of traditional costumes and traditional artifact products; • Promotion of traditional songs and religious events in the coming years - plan annual local festivals with traditional songs of the area; • Plan religious events in many villages of the area aiming to promote traditional local costumes (every village, one day a year shall celebrate a religious holiday. People from other villages join to celebrate together); • Exchange of visits and participation of many people in celebrating religious holidays; • Involvement of commune authorities in promoting traditional loom works was a unique value for the culture but as well an opportunity for the Dajç community economy.
Identified Challenges:	Community awareness and involvement in actions to exploit potentials and opportunities is still a challenge for the working groups and for the leading organizations in the process of Green Agenda. Difficulties are mainly related to the informal activities of the inhabitants, being uncontrolled and thus affecting the environment in the commune. Also, during the process the inhabitants showed lack of trust in opportunities such as: new plans on natural resources of the area, new policies and regulations, etc. Ownership problems still remain a main obstacle especially in areas of high exploitation potentials. The lack of funds from the commune and financial alternatives cause a lack of

interest and attention from the community in identifying alternative opportunities to rationally use commune potentials.

Step 9: Defining Strategic Directions / Objectives

Aim:
To lay down strategic objectives of the Green Agenda based on the insights from the main problems, potentials, opportunities and solutions gained in the previous steps.
It is necessary to have strategic objectives for your Green Agenda process. In order to develop a comprehensive plan, it is useful for you to include both short and long-range objectives.

Background:
The strategic objectives should comprise the backbone of the Green Agenda plan. Defining strategic objectives will help the process to bridge the gap between the present and the envisaged future of the community. They help to provide guidance on how the local governments, community and other interested actors can fulfil or move toward the "overall goal" in the Green Agenda process. Strategic directions should be linked to other strategic priorities of the local government unit, not only to environmental protection and preservation, but also in the social and economic development context. Strategic objectives are to provide direction for concrete actions to be developed with the work plan by community and working groups. In order to formulate strategic objectives it is important to examine the following: What is the current level of program/activity of the local government unit? What is its proposed economic-social development plan? (e.g., expand, maintain, decrease, eliminate or start new program, what is the program's projected future level of activity? etc.)
A good overview of the whole process is required to develop feasible strategy options that have long-term validity. It is important for this step to have local authorities and other interested actors of the community participate in the process.

Table 9.1: Strategic directions and objectives	
Strategic Directions:	In defining strategic directions, the working groups should ask whether the strategy direction: • Takes advantage of the defined community values and opportunities; • Defends against the identified (environmental) problems, threats and/or negative trends; • Builds on community values and functions, thus maintaining the desired standards; • Adjusts community issues, customizes a common community response to ensure the desired impact; • Focuses on building long-term partnerships with interested national and international actors.
Strategic Objective is a broadly defined target that a community must achieve to make its sustainable development goals succeed.	
Strategic Objectives:	Most of strategic objectives are directed toward generating greater profits and returns for the community. In defining strategic objectives, working groups should refer to the questions below: • Which values could be used to take advantage of which opportunities, and which problems would first have to be overcome? • Which values could be used to avoid/reduce which problems? • Which potentials could be used to overcome which problems? • Which opportunities could be used to overcome which problems?
SMART Objectives:	• Specific: This provides a clear message as to what needs to be accomplished. • Measurable: There must be at least one indicator that measures progress against fulfilling the objective. • Appropriate: It must be consistent with the Green Agenda vision as adopted by the local government unit. • Realistic: It must be an achievable target, given the Local Authorities and local community capabilities and opportunities in the Green Agenda process. • Timely: There needs to be a time frame for accomplishing the objective.

What to do?

- Call a meeting of all working groups involved in the Green Agenda process. It is very important at this stage to invite local authorities and local elected people in the meeting (to the extent that they are not already present as working group members).
- Start the meeting by sharing the common and agreed Vision and minimum standards for the community. Keep the Vision and minimum standards in mind while discussing the strategic objectives.
- Before you formulate the key strategic objectives, first discuss and define with the participants the strategic directions by answering the questions in table 9.1. All should be clear about whether the Green Agenda process would look after environmental threats, or promote community values, or adjusts a community issue.
- The main purpose of this meeting is to define key strategic objectives. In defining strategic objectives, participants should refer to the questions in table 9.1. The working groups can work separately to define 1-2 optional strategic objectives. It is important that such strategic objectives, as defined by the working groups, be further discussed in the meeting with representatives of local government. The views and inputs of the government representatives are important in defining strategic objectives. Working groups must play an important role in this meeting and influence government representatives to adopt and accept Green Agenda strategic objectives as priorities of the local government.
- In the meeting, reach a common understanding of 5 to 6 priority objectives to be included in the Green Agenda document. (see table 9.2.)

The Output of Step 9

A list of 5 to 6 key strategic objectives of the Green Agenda in line with the community vision and defined as priority issues for the Local Government Authorities.

Table 9.2. Example of Strategic Objectives - Commune of Dajc

Vision:	**For a Dajç with agricultural and stockbreeding potentials, with cultural, historic and handicraft heritage**
	1. Raise youth education through enhanced cooperation

Green agenda strategic objectives:	among schools for the recognition of cultural and historical values; 2. Set up an adequate infrastructure for waste management based on recycling; 3. Raise community awareness and community responsibility along Buna River; 4. Develop agricultural and livestock integration through cooperative methods; 5. Develop a model and experienced commune on efficient methods of agriculture and stockbreeding; 6. Establish chain of commune farms for bio production; 7. Set up an artistic group and a cultural center in the Dajc Commune; 8. Promote commune's values in the region by means of an annual fair and other public activities.
Potential actions for strategic objectives developed by working groups:	In the case of Dajci commune, working groups went beyond strategic objectives in defining potential actions for each of the groups. A list of actions is below: **Possible actions of Historical and Cultural Values Group** • Leaflets for promotion • Materials for EE education in schools of Dajci • Spots on local TV on Shirqi Church • Creation of a museum in the Commune • Creation of small tables for historical values in schools of Dajci, Shirqi and Samrishi **Possible actions of River Buna Biodiversity and Environmental issues Group** • Brochure for biodiversity of Buna River and natural values in the zone. • Brochure for development of ecotourism in Buna estuary. • Small action to protect the biodiversity and forest. • Creation of green areas in villages with the support of business, restoration of bird habitats along Buna River. • Action for Cleaning areas near schools and urban areas. • Protection of lands from erosion through dam construction.

Possible actions of Agriculture and Livestock Group

- A leaflet for sustainable agriculture in Dajci.
- Promotion of environmental friendly methods for land use.
- Promotion of organic products.
- Restoration of some areas of horticulture.
- Protection of aviculture and apiculture from chemicals.
- Promotion of clean varieties of plants.
- Promotion of decorative plans and the marketing.
- Promotion of agricultural products in fairs.

Possible actions of Traditional Costumes and Religious Feasts Group

- Publication of a brochure with songs of the area.
- Publication of an album with traditional costumes of the area.
- Creation of the museum in the commune (together with WG nr 1).
- Promotion of traditional feasts in the villages.

Table 9.3. Example of Strategic Objectives - Commune of Voskopoja

Vision:	Voskopoja is a very important historic and touristic center with a rich and diverse environment, where you can find a combination of historic-cultural values, a rich and attractive landscape and quality tourist services, all of
Group on natural and environmental values	***Short term objectives (1-3 years)*** • Preparation of managing plan for communal forests and pasture land. • Study on possibility on of new forestration with black pines by refreshing the burnt surfaces. • Study on harmful insects and diseases in the forests of Voskopoja commune. • Study concerning the recognitation of the water resources, their systemisation and rehabilitation. • Raising public awareness on forest protection from fires and collection of urban wastes. • Creation of forest plant nursery for the production of seedlings (shoots). • Creation of relaxing places and green areas, greenery of national roads and those within villages.

	Mid term Objectives (3-5 years) • Continuation of forestration project. • Continuation of the project on recreational places and green areas. • Implementation of the projects on fighting the harmful insects and diseases in the forests. • Creation of the infrastructure for keeping livestock away from the village. • Project on management of water resources. • Organising workshops on further improvement of environmental work. **Long term Objectives (over 5 years)** • To conserve and enrich the natural environment through persistent work over the years by protecting and increasing forest area, green areas, by keeping the environment clean, by sistematising and rehabilitating water springs, by establishing signs about natural monuments and by keeping animals away from villages.
Group on Agriculture and Farming products	**Short term objectives (1-3 years)** • Undertaking a study project on agriculture and the stock farming situation in Voskopoja commune to highlight the possibilities of production increase. • Cultivation of abandoned land with forage crops for livestock, by ensuring forage seeds with high production capacity for the area. • Attempts to insure subventions from the state on agriculture and tree farming. • Construction of a plastic reservoir to collect drinking water for the livestock. **Mid term Objectives (3-5 years)** • Improvement of the irrigation system in agricultural land by using the existing reservoirs. • Supply drinking water for livestock by constructing water trough in the existing springs. • Creation of an apiary to supply commune with bee hives. • Possibility to create a center for collecting agricultural and livestock farming products. **Long term Objectives (over 5 years)** • Intensification of work to ensure irrigation system of

agriculture soil
- Improvement of mechanisation to plough the agriculture land.
- Improvement of road infrastructure among villages.
- Creation of a work room where milk is collected,

Step 10: Action Planning

Aim:

To develop an action plan that allows for concrete actions in the local community based on the strategic objectives identified and agreed upon within the community. An action plan provides a clear understanding of what you need to do in order to achieve your green agenda goal. An action plan is composed of a set of activities and actions to be implemented within a given timeframe for the implementation of the local Green Agenda.

Background:

There is a need to turn all identified strategic objectives into concrete actions. Upon completion of the strategic objectives, you should prepare an action plan - a schedule of events and responsibilities that details the actions to be taken to accomplish the objectives laid out in the previous step. The characteristics of an action plan are shown in the chart 10.1 below. Each local Green Agenda should have a detailed list of actions that can be initiated soon, and that can generate concrete, visible and attractive results. An action plan must show which activities are going to be implemented, by whom, what formal and/or informal structure will be responsible for implementation and monitoring, by when and what resources the plan will require. To develop an action plan you must identify when and how cooperation between stakeholders could be useful or needed. Such a plan provides a tool to help you communicate your intentions to others in the community and elsewhere. Developing an action plan will help participants to focus possibly limited resources on the actions that will benefit your work, the most for day-to-day implementation. The plan must be simple, realistic, clearly written and easy to understand and based on the current situation. Enough time must be given to the plan so that it can be understood and realistically implemented by all involved actors. The plan should take into consideration the view and

expectations of vulnerable community groups. For a complete checklist for the action plan, refer to tables 10.2. & 10.3.
Your action plan should have a monitoring system that enables you to check out whether interventions and actions are effective, to anticipate possible challenges, and to benefit from local opportunities.

Graphic 10.1

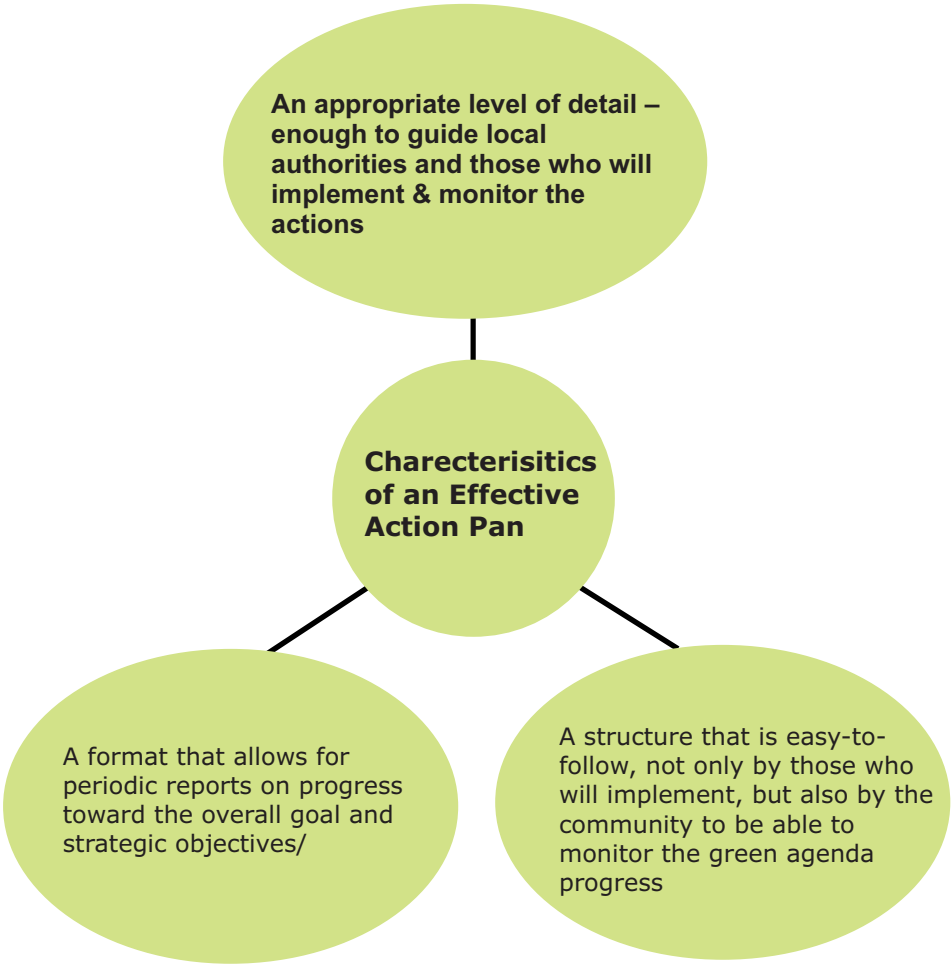


Table 10.1: Checklist for the action plan and implementation of GA process.	
Action Plan	• Define the ownership roles in the process (this may change from leading NGO & WGs to the local authorities); • Follow defined objectives, purpose (incl. time frame) and context; • Plan activities that are going to be undertaken; • Foresee implementing partners at different stages (who are they, who should they be, what their needs and interests are, how to convince them, etc.); • Define the role and responsibilities of NGOs & Wgs; • Decide on methods to be used for implementation, identify if further capacity building is needed in order for the implementers to be able to carry out their actions; • Plan costs and how they will be covered; • Prepare yourself for any unpleasant situation which may arise during implementation. What risks you might encounter during implementation?

What to do?

- Get together with working groups and go through the identified strategic objectives.
- Try for each strategic objective to come up with a plan of activities, timeframe, assign responsible people, define what your expectations are, make a list of all actors that can contribute directly or indirectly to the implementation of such activities. Refer to the tables 10.2. & 10.3.
- After defining activities, you must describe how monitoring will be done, how information will flow between those in charge of monitoring and those who are implementing and develop a timeframe for activity monitoring. At this stage it is advisable to develop a short list of indicators for each activity. Bear in mind the minimum standards set up in step 6. It is important to assign people to monitor certain activities; they will be responsible for reporting back to the implementing bodies and/or interested parties. Refer to table 10.2. & 10.3.
- Complete the action plan and share it with local government authorities, interested stakeholders, community, etc. Public discussions should be encouraged to complete the action plan so

as to have a wide picture of the actions to be taken by the responsible people, authorities, leading organisation, stakeholders, etc.

Table 10.2: Example from green agenda process in Commune of Voskopoja:

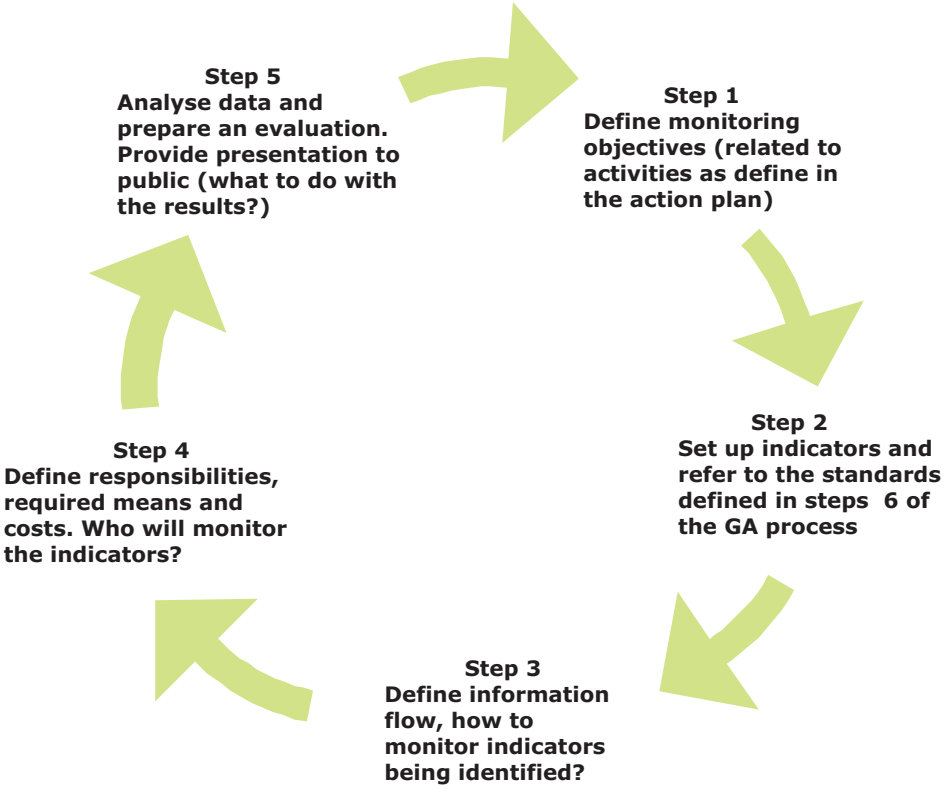
Activities	Time frame	Respon sibility	Expected Results	Actors	Monitoring		
					How	When	By Whom
1. Identification and proposal of new nature monuments. 2. Setup of informative signs	*July 2010* *Sept-Aug 2010*	Commune of Voskopoja	More nature monuments exposed to visitors. More visitors and friends of nature Set up of relaxing and nature friendly spots.	Commune of Voskopoja Associati ion of forest users Director ate of Forest Services	*Report to the Secret ary of Comm une Council*	*Every three months*	*Head of green agenda working group on natural and environ mental values.*

Table 10.3: Example from Green Agenda process in Commune of Preza:

Strategic Objective:	Promotion of historical values vimi i vlerave historike dhe ushqyese të ullinjve të Prezës						
Activities	**Time frame**	**Respon sibility**	**Expected Results**	**Actors**	**Monitoring**		
					How	**When**	**By Whom**
Identificat ion and protection of centennial olive-trees	Within 2009-2010	Working group on Biodiver sity Agrono mist of the area.	Historic olives identified. Informing tables placed in olive yards. Road maps, prepared and printed.	Preza commune Local inhabitan nts.	*Number of centennial olives;* *Number of places billboards;* *Number of vizitors;* *Interested touristic agencies*	*During 2010-2011*	*Local inhabit ants;* *Preza commu ne etc.*

Increase olive-grove surfaces	Once a year and in hilly areas	Working group on Biodiversity Local agronomist.	Traditional olive-groves of Preza protected and improved.	Preza commune Community Farmers Ministry of Agriculture	*Number of new olive-groves* *High quality products* *Appreciation also from consumers*	*One year and ongoing*	*Preza commune* *Community* *Farmers* *Ministry of Agriculture*

Graph 10.2: Steps for setting up a monitoring system



The Output of Step 10

A well developed action plan that will lead to the achievement of the defined strategic objectives of the Green Agenda, in line with the local government and local community vision for local sustainable development.

Step 11: Writing the Green Agenda Document

Aim:

To provide the Green Agenda document for approval of commune authorities, with a clear and concise analysis of the local situation, existing values and problems in nature and environment and cultural heritage, trends, analysis of potentials, threats and opportunities, proposed solutions, operational plan for implementation of solutions, etc. The document should provide a structured analysis that can be easily accessed by other parties who might be interested in the process.

Background:

The Green Agenda document is a proof of community commitment and initiative, endorsed by the local authorities, a document that summarizes why the process took place in your community, what it is aiming to accomplish and how it will go about doing so. The purpose of the document is to provide local government with a community driven plan that triggers future social, economic and environmental development in your locality.

Writing the Green Agenda document requires time and energy and it usually takes more than one draft to get all the processes, findings and solutions presented correctly. All information processed and generated through working groups is being amalgamated mainly by the leading organization in the draft Green Agenda document. The document should also contain pictures or drawings, and should mention all people and organisations that contributed in any way to the process and/or the document.

It is advisable that the leading organization acts as liaison body and compiles the draft document based on information and data provided by all actors involved in the process. It goes without saying that many drafts will have been produced, shared and consulted until the final one is produced. On this note, before finalizing the document it is always useful to have an outsider check the document, and make sure all important information is included and that it provides a comprehensive and clear picture of Green Agenda process, purpose, implementation and expected results.

Upon approval of the document by the local authorities (i.e. local councils), copies of the document should be printed. In addition, you may consider preparing a short synopsis (i.e. reader's digest) in both Albanian and English, for wider public awareness and potential donors.

What to do?

- Meet with all working groups and try to outline the content of the Green Agenda document. A well structured document should

provide information and analysis on all items listed in the example table below (table 11.1.). Urge working groups to submit all related materials and information developed in the course of the Green Agenda process. To this end, it is useful to have clear minutes of the working group meetings, which lay down the main conclusions reached during each step. Graphs, pictures and other visual information should enrich the document. It is helpful when defining the document's outline to have a short session explaining the importance of key chapters of the document, what should be described and how it should be described.

- Now that we have an outline of the Green Agenda document, it is important to assign people within the working groups to work and assist the leading organisation in preparing the narrative description of the technical and/or specific sections of the document. Often, one or two people are responsible for writing one chapter of the document based on the information and analysis of the working groups.
- Agree on a deadline for the submission of the first draft document. Another meeting with working groups can be set up to discuss the first draft document.
- The leading organisation collects all comments, suggestions and adjustments for further inclusion into the document. The new draft can be circulated until finalised.
- The final draft document includes all the important sections of the outline considering the state of local development, analysis of values, trends, impacts, standards/vision, problems, potentials and opportunities, focus of the strategic objectives, partnership and action planning in the coming years.
- Four to five people from the leading organization and working group members should be assigned to consult widely about the document with organisation members, local authorities, community members, other actors in the process, etc. This can also be done in 1-2 public meetings.
- In Commune of Dajci the leading organization held a public meeting, inviting community members, farmers, local businesses, authorities, elected officials, etc., to introduce the document and receive feedback from community. It was a very useful meeting; participants had the chance to reflect and comment on different issues, all contributing to a more consolidated document. Following such a consultation meeting, the final document was handed to the commune authorities for final approval by the Commune Council.

Table 11.1: Example of Green Agenda Document Outline

Commune of Dajci	Commune of Preza
Table of Contents: **I. Introduction** A. What is Green Agenda? B. Few words from the Dajci Commune **II. Why Green Agenda in Commune of Dajci?** A. Brief description of the commune profile B. Development plans of the commune i. National documents ii. Regional Documents iii. Commune's documents C. Preparation process of the Green Agenda i. First meeting with stakeholders D. Steps of the Green Agenda process **III. Analysis of commune values** A. Environmental values B. Natural values i. Geographical position ii. BUNA river-a nature gift. iii. Biodiversity, aquatic flora and fauna. iv. Forests and vegetation v. Medicinal plants vi. Forest, arable land, aquatic habitats vii. Fishing and hunting viii. Land ix. Grain x. Livestock xi. Agro-business xii. Apiculture C. Cultural, historical and handicraft values. i. Church of Shirqi ii. Handicrafts **IV. Stakeholders in the process** **V. Problem analysis and prioritization** **VI. Defining strategic directions** **VII. Green Agenda in action (plan of action)** **VIII. Appendices**	Table of Contents: **I. Preface** A. Vision & Mission B. Documents consulted **II. General analyses of the local situation** A. 5 Phases of the process of Green Agenda B. 14 steps of the process of GA **III. Main values of the commune (for the 3 working groups)** A. Tourist Infrastructure Group i. Defining tendencies, impacts and standards ii. Problems and causes iii. Proposed solutions iv. Potentials, Opportunities and prioritisation of solutions v. Action Plan for the implementation of the solutions B. Ethnographic Values Group i. Defining tendencies, impacts and standards ii. Problems and causes iii. Proposed solutions iv. Potentials, opportunities and prioritisation of solutions v. Action Plan for the implementation of the solutions C. Forest and Biodiversity Group i. Defining tendencies, impacts and standards ii. Problems and causes iii. Proposed solutions iv. Potentials, Opportunities and prioritisation of solutions v. Action Plan for the implementation of the solutions **IV. Annexes**

Table 11.2: Green Agenda Document	
Suggested Outline	**What to include**
1) Framework of the GA	• Briefly describe the process you have been through: What is Green Agenda? What is Local Agenda 21? • Green Agenda in Albania, how did it get started? Who initiated it? What was the background of that initiative? What was the purpose? Mention also those that made the Green Agenda process financially possible. • Describe all phases and steps that led you in developing your local Green Agenda
2) Profile of the Municipality / Commune	• Brief characteristic of the commune – including some statistical data on population; • Analytical description of the Municipality/Commune: demographic, socio-economic, services, natural resources, ongoing development programs, etc.
3) Existing dokuments and strategies	• List all current and relevant documents, plans, strategies, programs, projects, analyses, studies, surveys, etc. (see Step 1). • Show the connection between the Green Agenda and other, obligatory, plans that your community has to develop and implement. It is important that these plans do not contradict each other
4) First meeting with stakeholders	• Describe direct and indirect stakeholders and other actors in the process. Focus on the key ones that you've identified as key partners in the implementation of the Green Agenda. (see Step 2) • Describe the dynamics of Step 2 and 3. How did you go about it? Describe the process of actors' involvement and the output of the meeting. • Provide an overview of what people feel needs to be introduced with the Green Agenda.
5) Core values of the municipality/commune	• Describe the main values: ecological, social, cultural, traditional, historical, as developed in steps 3 and 4. • Provide an analysis of values and trends in your community, as developed by the working groups, experts and other members of the community in step 5. • An assessment of the expected impact of the identified trends in social, economic and ecological terms may be added at this section.
	• Describe the main issues, problems and development challenges in your community. How do problems directly affect the community values? What is the impact on the overall

6) Problems and challenges	development of the municipality/commune? • Provide an analysis of issues, causes and effects. Include the work and outputs of the working groups in steps 6 and 7.
7) Community Vision	• Simply and clearly highlight the community vision as agreed upon in the development of step 6. • What is important to the community? What values will guide our activities? • How do you want things to be different from what they are today? What changes do you want to see or make?
8) Strategic directions	• Provide brief analysis of potentials and opportunities developed by working groups in step 8. • Determine specific objectives in order to provide viable solutions to solve an issue and or improve a value • Describe mechanisms of the implementation of the strategic objectives – list of measures per objective.
9) Action planning	• The action plan describes each step to be taken for implementation of the Green Agenda. Who will do what? When? How, etc. (see step 10). • The action plan should also include a monitoring plan. How and when will you or anyone else assess if the implementation is still on track?
10) Pilot projects	• Here you show what you (the working groups and the people involved in the project) think should be done to implement the solutions. How? When? • Describe here small actions that are implemented during Green Agenda process.
11) Public Participation – Adoption of the document	• Describe public participation in the drafting of the Green Agenda and dynamics of public involvement; • Describe consultation about the Green Agenda draft document until finalized for the approval of the municipal /commune council.
12) Annexes	• Documents, information, data, plans, other sources you consulted while drafting the document; • Reports from the working groups; • Local government decisions, information, practices, plans, programs, memorandum of understanding, etc; • National and local legal and institutional framework; • Lists of the working groups; • List of all people involved in the process; • Map of the region, district and commune; • Recommendations regarding the writing of GA plans (from

	the implementing NGO) – recommendations from implementing NGO to WG members on how to select priorities, set goals and make the GA plan; • Decision adoption of the GA; • Other related information and data.
Tips for writing the document:	• Be sure to explain all terms in simple and clear language for the audience. • Remember that most people who will read your Green Agenda either will not have been involved in the process or only at the margins. • Be sure that you verify the facts and data before presenting them as facts and findings. • Be sure to mention people and organisations that were part of the process or supported it financially or otherwise (donors and partners like this) and include their logos. • The experience in the three pilot communes showed that the GA document requires writing skills working groups may not necessarily have, therefore at this stage a major contribution is expected from the leading organisation and outside facilitators. In our case, EDEN trainers provided extensive consultation and input on the documents.

The Output of Step 11

A comprehensive Green Agenda Document for your Municipality/Commune, well-written, widely consulted and ready to be adopted by local authorities.

Step 12: Adopting the Document (Public meeting & document approval by the local government authorities.)

Aim:

To provide for wide consultation about the GA document across the community and its approval by the local Municipal/commune council.

Background:

The first draft Green Agenda document is usually produced by the working groups guided by the leading NGO. Further consultation with the people, actors, and interested parties in the community is needed in order to consolidate all information, analysis, findings and solutions presented in the document before it is handed to the local

authorities for approval.

The Green Agenda process follows a bottom-up approach, where decision-making is based on acquired information and data. Motivation of decision-makers during the process is very important; therefore their inputs across the process should be taken into consideration. On the other hand, it is helpful to keep key actors and decision-makers in the loop while developing the Green Agenda document. This can be achieved by involving them in the working groups, or in case they cannot commit time to such a level of participation, you can arrange regular meetings with them to keep them up-to-date on the process.
A consultation is also needed for the final draft document. Solid communication and negotiation with key actors and decision-makers are at the heart of this step and should be the focus of attention in the course of GA document adoption. In order to be effective in this, it is good to develop a communication plan and to divide tasks between the leading NGO and working groups to properly inform key actors and decision-makers. Ongoing communication with the wider public, decision-makers and key actors during the process will help in this stage of adoption. For an effective communication plan with key actors, stakeholders, decision-makers, etc., you might consider preparation of information packages, flyers, posters, invitations, opinion and resource sheets, etc.
Apart from the Green Agenda working groups, relevant stakeholders should be invited to take part in different ways: workshops, consultations, peer review of draft document, public reviews, etc. This requires insight into all relevant stakeholders, and careful selection of essential ones.
As proved in practice, you have to maintain a balance between involving enough and involving too many stakeholders to obtain a good consultation meeting; since more people need more time, it will be harder to reach consensus.
A public consultation meeting to introduce and consult about the GA document is beneficial to the process of GA document approval by the local authorities.

What to do?

- Identify the key actors and decision-makers in your community. Determine their interests in the Green Agenda process. If they have weak interests, make sure you understand how they could be approached on the basis of their own interests. (Refer to table 12.1)
- Make a communication plan to keep key actors and decision-makers informed of the issues, values, potentials, objectives,

- solutions, pilot projects as developed in the GA document. Think about communication messages, communication tools, critical moments for communication, ways and means to get feedback, responsibilities for communication, budget for communication, possible external assistance. Start approaching them.
- Arrange a solid communication and target information plan, spreading the right message to the public and seeking public support for the GA process.
- Organize a meeting in the community inviting all key actors interested in the GA process, decision-makers, especially local municipal/commune councillors, local administration, etc. The purpose of the meeting will be to introduce the final draft of the GA document to key stakeholders, actors, decision-makers that need to receive feedback and support for the GA.
- Your communication plan must reach the wider public, informing them and involving them in the next steps, and mobilising their support so that they too can put pressure on decision-makers to adopt the document.
- For this meeting, you have to try to select a well-balanced group of stakeholders, not only those that will support your ideas, or those that are already working on similar issues. For all stakeholder groups, determine how they can be represented. (refer to table 2.1)
- Assign a team, preferably led by the leading NGO, with representatives of working groups to reflect and include all comments and feedback from the meeting into the GA document. Finalize the document and provide a nice and attractive layout. Provide a considerable number of copies for all municipal/commune councillors.
- Assign two people from your team (i.e. leading organization and working groups) to hand the document officially to the local authorities, (municipal/commune protocol office). Prepare to present the document in the next meeting of your municipal / commune council. Lobby for a hearing/briefing session in this meeting so that you have a better chance to directly introduce the document and seek the approval of all members of the council.
- Upon approval of the document by the local authorities, follow up with drafting the pilot projects, if needed, as well as liaising and negotiating with local and central government, national and international organizations, donors, businesses, to ensure the required resources for the implementation of the Green Agenda in your area.
- Upon approval, start with the monitoring activities as laid down in your monitoring plan. See also step 14.

Table 12.1: Possible benefits from Green Agenda for key actors and decision-makers

In the 4th line in the box below, change "less risk" to "less risk".

Direct economic benefits:
higher profits (e.g. through more productive activities, better access to markets, reductions of costs, better technologies, better skills through training); less risks (e.g. through more secured or exclusive resource ownership or access); greater efficiency through reduced transaction costs, less conflicting policies.

Indirect economic benefits:
involvement in innovations, developing new ('green') products and opening new markets: reduced confrontation with other groups (e.g. consumers versus private sector, private sector vs. government); free publicity and marketing of local products and services (tourism, eco-label products, wood certification); network contacts.

Image and perception benefit:
better or 'green' image, improved reputation; improved communication and image with the citizens: caring about their concerns; more attractive image to citizens as employer.

Table 12.2: Possible levels of involving representatives of stakeholder groups in adopting the green agenda document.	
Physical presence	• This may require active support to ensure access to information and effective participation, maybe additional training.
Direct representation	• For instance, by an elected mayor or local leader showing good leadership, accountability and legitimacy.
Indirect representation	• For instance, by NGOs, interest groups, cooperatives, etc. who express the views of the 'victims'. Mothers can represent the interests of (small) children, for example.
The normative observer	• This is someone with an independent position who represents the interests of absent stakeholders, based on ethical and universal values (e.g. human rights). It refers to the possible role of an external agency in the processes.

The Output of Step 12

GA document approved by the local authorities following a comprehensive consultation process within the community. Raised awareness and response of the public on the GA process.

STEP ILLUSTRATION
Step 12: Adopting the GA Document.

Commune: Preza	**Leading NGO:** Albanian Permaculture Association
Other Actors: Commune staff, Commune Council, EDEN trainers team, MKI representatives, etc.	
Number of People Involved: 30 people from the commune council, members of the community, 5 commune staff, 5 APA staff.	**Duration:** 30 days (12 calendar weeks)

Process:

1. A meeting to present the work of GA in Preza to the members of the Commune Council was held on 22 December 2008 (just one year before the adoption of the document). It was to give them the opportunity to contribute ideas as ordinary citizens on the draft GA document and to check whether the ideas already presented match the overall policy and direction of the Commune Council in Preza.
2. A meeting to present the work of GA in Preza to stakeholders from business and intellectuals from the Preza area was held on 12 March 2009. Over 25 people attended, many of them for the first time. They had learned about the GA from TV spots, the leaflets distributed in the schools and the posters on the notice boards. They were divided into three working groups to contribute to the improvement of different chapters (on different values) with new ideas.
3. Even though people in Preza were already familiar with the Green Agenda idea, APA wanted to hold a meeting for public consultation about this important document. The target group was selected carefully. People were informed and formally invited to come to the meeting. People will attend events like this if they feel appreciated, meaning that direct invitations and contacts should be established with them prior to the

	meeting. 4. Participants gathered in the High School of Preza and after a brief introduction, the three coordinators of the working groups presented a brief summary of what had been done so far in their WGs. Then the APA - GA coordinator in Preza presented a brief summary of the process and prepared them for where it was felt their contribution was needed. The participants were given materials to work on. They were divided into the three groups and worked separately. They elaborated in detail the working plan, and also gave their input to the final material of GA of their groups. Finally, the WG coordinators presented the new input to the entire group. There was a brief session for questions and suggestions from other participants and a summary was prepared. All the new input was reflected afterwards in the final GA material.
Results:	• The draft GA document produced by the WGs was elaborated further by the WG coordinators, and APA coordinator, with assistance from EDEN; • Interested business people and intellectuals in the area were consulted about the GA document; • 40 copies of the GA document were printed and delivered to the Commune Council of Preza for their official approval. Copies of GA document were also given to WG members, APA staff, MKI and EDEN; • After carefully reading the GA Document, the Commune Council unanimously approved it on. 8 May 2009.
Identified Challenges:	• The Commune Council members did not want to approve something just for the sake of approving it. They wanted to read the GA document carefully before they approved it. That was the reason it took them about 5 months from the day that the Consultation meeting was held till they officially approved the GA document.

Step 13: Developing 2-3 Pilot Projects

Aim:
Developing and conducting a few pilot projects is as important as the Green Agenda process itself. Pilot projects provide the community with concrete activities that can enrich the Green Agenda process and lead to short-term results and confidence building of the community in the process. Pilot projects are conducted during the process, and also after adoption of the document, as part of the action plan.

Background:
Once the Green Agenda document is prepared and adopted by the Municipal/commune Council, the process is not complete. Pilot projects have to be developed and conducted. Ideas for pilot projects may also arise during the process and should be implemented during the analytical steps.
It is important to identify concrete ideas for possible pilot projects that are tangible, realistic and cost effective, and that will address issues as identified during the process. Experience has shown that some ideas for small-scale pilot projects might be identified by the community during the Green Agenda process. Pilot projects can easily be implemented while the Green Agenda process is ongoing, if local funds and local resources are available. It can be very useful to start implementation of small-scale projects with concrete, visible and attractive results during the GA process (previous steps), on the basis of ideas and with help from the working groups.
The Green Agenda process by nature requires careful planning, which results in a long process (e.g a year and a half after the first stakeholders' meeting). Because of the length of the process, it is exposed to the risks of dissatisfaction and fatigue of the participants before it ends. Communities perceive that they are working on preparing a document and achieving very little in terms of concrete actions that would bring positive change to their community. Therefore, it is of great importance for local authorities and the leading organization to find a common ground and understanding and focus the process not only on the discussions and the development of a document, but also on the actions to follow. An ongoing concrete action will make people and the community feel involved and heard, and will encourage them to cooperate at full capacity and resources. It is equally important to focus attention on fundraising and resource mobilization to enable the implementation of pilot projects.

What to do?
- The best way to get to the development of pilot projects is to

keep track of any ideas generated during the process.

- The first meeting with stakeholders, the discussion with working groups on local issues of concern, values, trends, impacts, standards, potentials and opportunities are the right points in the process when ideas for pilot projects to be brought up. Pay attention and note any ideas people bring up.
- Liaise and negotiate for alternative funding of your pilot projects with potential actors/stakeholders, especially businesses and donors interested in your GA process.
- Allow for an extra session for discussing strategic objectives and action planning to focus on developing pilot projects if ideas have been already identified. Also, during the process it is good to check whether working groups need further training on project proposal writing, fundraising, project management, etc.
- Whether or not you have prepared pilot projects prior to the approval of the GA document, prepare yourselves to ask your municipal/commune council to budget resources for the implementation of pilot projects.
- If no pilot project was prepared during the process, upon approval of the GA document set up a meeting with working groups and develop one or two projects.
- It is crucial to have commune working groups take over the pilot projects, so as to ensure local ownership and sustainability. The Albanian experience demonstrated the great role of working groups as initiators of pilot projects. Working groups were involved in direct implementation of such pilot projects in all three pilot communes.

The Output of Step 13

Pilot projects developed during the process steps usually focus on environmental education and awareness raising with clear purposes and detailed actions, roles, responsibilities, resources needed, to be implemented during the development of GA.
After GA document adoption, pilot projects should focus more on actually dealing with identified priority issues (e.g. solving a problem, promoting a value, tradition, renovating an historical site, etc.).

Table 13.1: Examples of pilot projects conducted during Green Agenda process

	Project's Title: A clean Buna River– a healthy recreation environment.

Commune of Dajc	**Project's Aim:** Community involvement in the protection and management of Buna River. **Specific Objectives:** ▪ Environmental education of the young generation for the protection of nature throu gh direct actions; ▪ Cleaning of Buna river bed (700 meters) creating thus the possibility to preserve natural resources. ▪ Involving the community of Dajci in protection and preservation of Buna River biodiversity. ▪ Increasing the awareness and active parti cipation of the community in the decision-making process for environmental issues. **Results in figures:** ▪ 120 pupils, 20 parents and 20 representatives from local authorities and working groups participated in direct action for cleaning buna river; ▪ 700 meters of Buna riverside cleaned; ▪ 1000 children from 5 schools now provided with a resourcefull library on nature and environmental subects; ▪ 10 teachers in those schools provided with many materials, books and equipment to make biology and other extracurricular hours more practical and interesting for children; ▪ School staff interest ed in helping and organi zing environmental education courses in local schools. make biology and other extracurricular hours more practical and interesting for children; • School staff interested in helping and organizing environmental education courses in local schools.
	Project's Title: Construction of a Green Area in Voskopoja Commune. **Project's Aim:** Construction of the green park, thus augmenting recreational areas in the commune for inhabitants and tourists. **Activities conducted**: ▪ Construction of an 8 m decorative wall surrounding the green park. This wall will be built

Commune of Voskopoja	of stone, following local Voskopoja traditions in construction and design; ▪ Placement of 6 rest benches within the green park areas; ▪ Planting grass at the park - 100 m2.
Commune of Preza	**Project Title:** Revitalization of Preza Castle surroundings. **Specific Objectives:** ▪ To promot e historical and cultur al monuments in Preza; ▪ To contribute to a clean and relaxing environment inside the Preza castle; ▪ To restore and d ecorate the main areas of the Old Bazaar in Preza. **Activities conducted**: Working Group on Cultural, ethnographic and a rtisan values: ▪ Collection of historical data about the castle and well; ▪ Presentation and introduction of historical data (castle, clock tower and well) for tourists; ▪ Putting up signs in the absence of a Preza guide; ▪ Material provided in both Albanian and English; ▪ The tourists will learn more about castle and the well and they will have good orientation information about the place. Working Group on Tourist Infrastructure: ▪ Picking up trash inside the territory of the castle; ▪ Cleaning the whole territory of the Castle; ▪ Placing waste bins inside the Castle yard; ▪ Giving visitors an opportunity to throw waste in the bins. Working Group on Forests and biodiversity: ▪ Preparing the flower beds around the Castle; ▪ Buying and planting decorative plants and flowers; ▪ Beautifying and greenery of the old bazaar of Preza; ▪ Increase green areas; ▪ Cleaning and rehabilitating the area where the decorative plants along Preza bazaar will be planted.

Recommendations	▪ Based on experience gained in the three pilot communes, it is advisable to have a good and close cooperation with local partners for the implementation of pilot projects on time and according to defined activities. Preparation of an agreement with clear division of tasks and responsibilities is very important for all parties involved in the pilot project. It will facilitate better implementation and responsibility sharing by all involved actors. ▪ In implementing a pilot project, surely you might run into difficulties, and some of them may not be foreseeable. There fore coordination to carry out activities, as well as offering trainings and assistance to the WGs by an experienced organization (for example EDEN or MKI) is needed. ▪ We recommend that all the elements of a pilot project should be detailed carefully and p resented in a working plan, or a graphic, to analyze the amount of work to be done and to anticipate difficulties that may happen during the project implementation. ▪ We also recommend that community, working groups and persons responsible for the pilot project should follow and take care about the investments through pilot projects. This is a great opportunity for the commune to give another face to local environmental, social, cultural and traditional values.

STEP ILLUSTRATION
Step 13: Pilot Projects

Commune: Dajci Commune	**Leading NGO:** Protection and Preservation of Natural Environment in Shkodra
Other Actors: Commune Council, community of farmers, women and specialist.	
Number of People Involved: 16	**Duration:** 5 weeks (three weeks compilation of the pilot project and two weeks activities for implementation)

Preliminary activities before WG pilot project design:

Meetings with communities for enlarging the ideas for promoting tourist values of their area. Also, there was a lot of

Process:	debate about the importance of a clean area around their living place. Meeting with leaders of villages for support of activities with community of Shirqi. A regional workshop with focus on sustainable development of the area through stimulation of the activities that are characteristic of them, such as fishing and handicrafts. Consider the possibility for development of ecotourism in the Dajçi area by organizing a fair. Presentation to all travel agencies that operate in Shkodra to elicite their contributions to stimulate ecologic and regional tourism. The four WGs presented the ideas for projects and started designing the projects. First group had the idea to prepare a broadcast about Shirqi Village and Buna River. Second group proposed cleaning an area near Buna River and rehabilitation of the green area. The third group wanted to take specific action on biodiversity protection. They proposed organizing trainings for beekeepers with the aim of reducing the use of chemicals and pesticides in agriculture so as to limit the damage to bee hives. Fourth group proposed to promote traditional costumes and traditional products at a fair. The day should also be a celebration in support of a clean Buna River. Supported by the trainer of Eden Center and based on the commitment of the members of working groups, the WGs started the work to develop the ideas further and to design the project. Only the second group was successful in finalizing the project-proposal writing and was supported by MKI. Another idea came from a group of villagers from Rrushkull. They wanted to clean a channel in which a lot of waste and sewage water had been deposited. The quality of the project was excellent, but the costs were high for a pilot project. The trainer and the PPNE members helped the second group fulfill the whole project proposal. All members of all four working groups participated in the implementation of the action plan.
Results:	**Aim of projects:** Development of ecotourism in Dajçi Commune requires promotion of natural values. The community is looking for cooperation with local authorities for future development of the zone.

	Objectives and the results of the project: • Improvement of the environmental state of Buna River, near the inhabited centers and areas of villages. 700 meters of the banks of the river were cleaned. • Raise the awareness of community for nature values and possibilities for their sustainable use. Involvement of 250 pupils and inhabitants of Dajci. • Promotion of organic products and foods and the evocation of the tradition for handicraft products and traditional costumes, important for the development tourism, through distribution of 300 leaflets.
Identified Challenges:	Working group members had limited experience in designing the project and compiling the final narrative and financial reports. During the project design, they were supported by PPNE staff. During the implementation phase, they also needed support, but they had a strong commitment to work and to organize people.

Step 14 Monitoring & evaluation

Aim:

Aim of monitoring and evaluation is to assess and estimate achieved results, in order to manage final results in the best possible way. Monitoring should provide objective indicators as to whether there is progress toward solution of an issue or a problem, while evaluation shows the progress in the function of achieving the final goal.

Background:

The most important aims, next to the adoption of the strategic document, are monitoring, evaluating and sustaining the process. If these aims are not achieved, the process will fail, because even the best strategy is worthless unless the people responsible for implementation use it as a tool for reaching goals, or the public is not interested in these goals. However, monitoring shouldn't be perceived as supervision or control, but as a partnership process of learning how to solve important issues in the community.

Participative monitoring and evaluation are **different** approaches, which invite a **wide circle of interested parties** (people, local governmental and non-governmental organizations, humanitarian and developmental international organizations) **to decide together** how the **success** of the strategy **should be assessed** and which activities have to be done in order to **gather necessary relevant data.**

Initiators of Green Agenda have a full right to participate in the monitoring of realization of action plans and achievement of goals.

Within the plans for monitoring and evaluating, we suggest establishing a Council of Green Agenda where Green Agenda would be implemented, an informal body that would consist of interested parties and the public, first of all NGOs that carried the whole process, representatives of local governments, institutions, individuals and other members of the public interested in the process. This body would have sessions at least twice a year (in March and September) and analyze results of the process: whether progress has been achieved in every single part of the action plan, and if it has, how much progress has been made, whether it is helping to achieve the final goal, and ,if not, why not, what more is necessary, what are the levels of risks of the unachieved goal.

Opinions are descriptive reports on the progress, and suggestions include recommended corrective measures so that certain risks would be eliminated, goals would be achieved or activities which were missing before would be initiated. Opinions and suggestions are sent to persons responsible for certain activities as well as to the interested public. The public is notified of analysis results at sessions of the Council by means of short written statements. In certain cases the Council will have a right to address the Council of the National Platform of Albania which is constituted within the project of Green Agenda, all within goals and authority that a Council has on the national level.

Green Agenda is a process that has the potential to provide important benefits to the community where it is being implemented. In order to prevent the process from coming to a halt and vanishing, it is necessary to provide economic sustainability. The experiences of countries that carried the process through to the evaluation phase (such as Croatia) has shown that, within existing local plans or local plans for funds for environmental protection, it is necessary to plan for reliable funding for projects on the list in the Green Agenda action plan. This would be assigned to local NGOs as a co-financing effort for applying to other donors. In this way, NGOs would stimulate local governments to be active partners in solving joint issues of environmental protection and would provide great support to efforts of NGOs and projects applying for funds from other donors.

MONITORING PLANS

- Strategic planning should include monitoring **plans**, and if needed, the gathering of initial data and provision of certain funds for financing these plans. Plans should identify how information about the efficiency of monitoring and evaluation activities will be used for directing activities toward achieving certain results. Monitoring plans include definition of each process indicator and measurement unit, description of sources of information for the indicator, initial data and methods for data selection

and processing, frequency or schedule of data provision, as well as identification of individuals responsible for availability of information. Indicators of the process should be direct, objective and practical, meaning that most of information will be available in intervals consistent with management needs. Quantitative indicators are advisable. However, if qualitative indicators are used, they have to be defined in such a way as to provide regular, systematic and relatively objective assessments regarding change of "values" or status of the indicator, in order to facilitate assessments of the previous and subsequent activities, and everything within or out of the project situation.
Credibility of results and assessments greatly depends on the way monitoring and evaluation are carried out.

Principles of good monitoring:

- Good monitoring is focused on results and corresponding activities. It looks for "something that is going on well" and "something that doesn't include progress" towards planned results. Then it is recorded in reports, followed by recommendations and suggestions about decisions and activities that need to be done.
- Good monitoring depends on good planning. If a project is poorly planned or rests on wrong assumptions, not even the best possible monitoring will be able to provide success. Planning of the realistic chain of comprehensive and specific results and activities is very important. Managers of the project should avoid using monitoring for correction of problems which emerge all the time and which need permanent solutions.
- Monitoring is also upgraded by using mechanisms of participative monitoring in order to insure commitment, ownership, corresponding actions and feedback on results. This is crucial for the monitoring of comprehensive results where the progress can not be assessed without previous perception of what partners do. Participative mechanisms include groups for comprehensive results, meetings of participants and boards, as well as interviews of focus groups.

INSTRUMENTS AND MECHANISMS OF MONITORING

Some of the most adequate instruments and mechanisms for monitoring are: field visits, project reports, group reviews and analysis, annual reviews and quantitative and qualitative researches. Forms and approaches can be adjusted to needs of strategies, providing the minimum of the context to be reflected - progress towards comprehensive and specific goals, as well as partnership between local authorities who adopted strategy, and civil society which initiated its adoption. When it comes to the concrete case of Green Agenda, the

Council will use the following instruments for analysis of results: analysis of documents, annual plans, project reports, researches, field visits. The Council will also have a book of regulations, and results of session work will be documents - opinions, suggestions and statements for the public.

STEP ILLUSTRATION
Step 14: Monitoring and Evaluation

Commune: Preza

Leading NGO: Albanian Permaculture Association, APA

Other Actors: members of the association, coordinators of working groups and commune council

Number of People Involved: 5

Duration: 2 weeks

Process:

During the last phase of the Green Agenda project, the Albanian Permaculture Association undertook the monitoring of the process by reviewing all the documents and decisions of Preza Commune Council for 2008-2010. Working group coordinators became part of such initiative and, after a detailed review, it was found out that there were supported 12 projects suggested in the Green Agenda Document, all of them developed with the contribution of the whole community. This list was made present in the meeting of the Commune Council in October 1st 2010. The participation in the meeting aimed to briefly present the work done in the 3 years, what was done, what was to be done, and the presentation of the local organisation "Preza" that will continue the Green Agenda implementation and monitoring. On behalf of the working groups, a request was submitted to continue to support activities identified by members of the working groups.

Results:

These are decisions of the Preza Commune Council that are in conformity with the action plan prepared by green agenda working groups.

Working group	Suggestions by the Green Agenda according to the working plan	Decisions of the Commune Council	Cost
Tourist Infrastructure	Compiling the plan for the development of Tourism	approved 2007	20 000 euro

Tourist Infrastructure	Sewage pipelines	Approved for: Breg-Shkoze, Fushe-Preze 2008 Gjec-Koder 2009	60 million ALL
Tourist Infrastructure	Placement of waste collection bins	Approved for 2008 2009-2010	1.3 million ALL
Forests and Biodiversity	Planting trees for forestration	Approved 2008-2009	3 million ALL
Tourist Infrastructure	Construction of the drinking water pipesystem	Approved in Sep. 2008 Mars 2009	32.5 million ALL
Forests and Biodiversity	Construction of the dumpsite for urban waste	Approved 2008-2009	18 000 euro
Tourist Infrastructure	Road Asphalting in Palaq	Approved in 2009	12 million ALL
Tourist Infrastructure	Urban study of the Commune	Approved 2009-2010	200 000 euro
Forests and Biodiversity	Erosion brakes in hilly areas	Approved 2009	1 million ALL
Tourist Infrastructure	Asphalting of the road of Preza	Approved in December 2009	1.7 million euro
Ethnographic and Cultural Values	Constructing flower gardens	Approved in May 2009	120,000 ALL

Identified Challenges:	Reviewing the commune council archive was not an easy task and requested communication with local staff. But due to very good relations and the involvement of local authority staff throughout the process in July we got to have access in the archive. The continuation of the monitoring process will be easier since it will be followed by the local association "Preza".

Results achieved so far/ lessons learned

Results Achieved So Far

- **The Green Agenda Document was approved in 2009 in the three Communes** where the Green Agenda Process was implemented.
- **A good working atmosphere was created throughout the process of the GA Document writing**.

In the GA Document preparation phases, the coordinating NGOs and the Local Authorities, the working group members and working group coordinators have examined all the existing documents and information and have collected information from inhabitants involved in the process. The public consultation took place in several meetings with interested stakeholders and input received was included in it.

- **The community in the three GA Communes is more aware now of the environmental, natural and cultural values** that they have identified as precious for their area.

- **The community in the three GA Communes is also aware of the problems that they face daily** regarding the environment in which they live and the threats to cultural and historical values.

- **During the whole GA process there was extensive exchange of experience** in each Commune between the GA working group members and between communes. Several regional meetings, regional trainings, national meetings and trainings and three study visits in Albania have created a very comfortable atmosphere on which to share experience with others and to receive experience from them.

- **A network of the Green Agenda Communes was established in Albania.**

In the framework of this network, common activities have taken place: study visits, national meetings, trainings, etc. During the National Conference of the GA in Albania, further experience was exchanged with GA communes in Albania.

- **The network exchanges diverse information**, mainly through the electronic website www.greenagenda.net\albania, on the progress of the GA process and activities realized. Frequent updates on activities that have taken place, or that are to take place, serve as refreshing news and encouragement to each commune and gives ideas to other communes to adapt or adopt for their own activities.

- **Local authorities [LAs] were involved in the process and supported it wholly.**

Since the beginning of the GA process, the LAs were the first ones to be contacted by the coordinating NGO. Representatives of the LAs were invited to all activities and support from the LAs was requested every time it was needed in the GA process. LAs also contributed to pilot project implementation.

- **The relationship between the Local authorities and civil society has been strengthened.**

Representatives from the public and local NGOs involved in the GA process have more access to the LAs decision-making process. Also, representatives of the LAs, participating in the working groups of the GA get input directly from civil society regarding areas of common interest.

Local NGOs involved in the GA process were "Shoqata Preza"and "Voskopoja revival".

Certain activities were organized either on local holidays [29 September in Pentari Village, Dajçi] or on the World Environment Days [5 June in Voskopoja].

- **Inhabitants are included in the decision-making processes.**

The wishes of the community are taken into consideration, are formulated into an acceptable format and are transmitted to the LAs for consideration and decision-making. In the membership of working groups,the aim was to have representatives from as many sectors as possible, from as many villages of the commune as possible, and to have a good gender balance.

- **This process has brought about continuity in regional involvement.**

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Through the common regional activities with sister-NGOs and sister-Communes in the GA process in the Western Balkan region, the reputation of the GA has been promoted on the regional and national levels. Through the website of the GA on the international scale, it is possible for all to learn about what is going on in other GA countries. In addition, international study visits (to Croatia and to the Netherlands) contributed to exchanges on the regional level among different actors (mayors, WGs, trainers, NGO members).

There have been efforts to collaborate with sister NGOs and communes in the frame of IPA programme applications and implementation of an awarded proposal for Albania, Macedonia and Montenegro.

- **Capacities at the local level are increased.**

Members of the working groups have participated in several trainings and have been able to learn things that previously were not possible. For example, they are better able to identify issues that need intervention, to write a project proposal for a small scale project, to write narrative and financial reports, to find donors to support their activities, to address to the Commune Council on issues of importance to the community, etc.

- **Environmental, economic and traditional values have been promoted.**

Through the pilot projects, the study visits and other trainings and meetings that have taken place in rotation in each commune, the host participants have provided information about the values of their commune and have used these events as opportunities to promote all values of their commune.

- **The process was introduced to neighbouring communes.**

The GA process has been viewed with interest by neighbouring LAs and communities. All notifications related to GA activities, leaflets distributed, questionnaires filled out in schools, etc., have spread the news not only to the neighbouring communities, but also to the LAs as well. At the national conference, neighbouring communes were specifically invited with a view to satisfying their curiosity

regarding the GA process. All those present showed great interest in the process and its results, and even expressed a commitment to invest their own funds in their own GA process.

- **GA promoted a good possibility to create some other linkages among stakeholders:** private sector, NGOs and public sector.

Certain businesses and individuals have an interest to the process. In several cases local businesses have been involved in activities organized within the framework of the GA process. For example, local bar-cafes, restaurants and hotels have been used to organize meetings, workshops and trainings and have contributed with reduced prices; metal and aluminum products producers have produced notice boards and post boxes; local TV stations sometimes broadcast programs and information on the GA process free of charge.

- **Visibility in the region.**

Through the participatory video project, visibility in the region has been increased. This has brought about exchanges of experience as well.

Lessons Learned

- **Cooperation and communication with the Local Authorities is very important for the success of the whole Green Agenda Process in the commune.**

From Preza: Frequent meetings with the Mayor and with the Commune staff in the initial phase helped to introduce the Green Agenda first to the Local Authority and then to the community.

The archive of the Commune Council decisions up to 2007 became available to the working group coordinators to search for any possible plans or strategic documents approved. The close cooperation and frequent communication with the Commune staff members who had shown interest in being part of the Green Agenda Process was the main key that enabled the Albanian Permaculture Association [APA] to realize on time and within the budget all of the planned activities.

It soon became clear that it was not easy to collect all existing policies and strategies. In order to accomplish this task, help from the commune staff was needed, and due to good relations, given as well.

From Voskopoja: In the beginning, the commune hesitated to fully support the project, having the idea that they need concrete investment. It was a difficulty the NGO had to overcome from the beginning. The Trans-border Wildlife [TWA] NGO explained to the Commune that without a written plan, without a strategy and ideas, no donor would invest there. After explanations and face-to-face meetings, the commune really began to get involved in the process. They tried to do their best for GA and helped TWA study all the materials that existed in the commune.

In **Dajci,** the Mayor was a visionary person and was present at the National Workshop for the presentation of the GA process in April 2007 (long before the commune was selected). During the process, the commune was fully engaged in all steps, and even created a new position in the commune for natural and cultural heritage, thus contributing to the sustainability of the process results. The mayor remained very active and also presented lessons learned at the national Green Agenda conference in Kosova.

- **Adapt to the Community in which you are going to work**

From Preza: People who joined the working groups did not know one another well before coming to the GA meetings. In order to create a good team spirit that would help in the implementation of the steps within the working groups, APA invested in organizing small "cocktails" after the meetings. WG members from different WGs had a chance to meet each other and have discussions in a large group and in a more friendly and relaxed atmosphere. This also led to more contacts and communication among the Wgs.

An important tip: In such cases, the coordinating organization should pay attention to the religious background of WG members. For instance, during Ramadan, not all members were able to attend, and also certain foods are not suitable for certain religions.

- **Be flexible!**

During the whole process it was learned that bringing together several people (sometimes there were over 40 people present at meetings) for a meeting or training is not easy because most of the people who join the working groups have their own jobs, and also NGO and Commune people work during normal week days. The general policy was that the meetings and trainings were scheduled at times suitable for the majority of participants.

In Preza the WG meetings were held mainly on Friday afternoons from 2 to 6:30, or on Saturday mornings from 9 to 13:30. The general schedule involved over 4 hours of work plus time for cocktail. Some people could not make it on time because they finished work at 4 pm, but they would join the group afterwards. They have always been welcome for as much as they were able to contribute.

- **Find attractive means and methods for the youth.**

In Preza the youth from the school were almost always involved. There was more involvement in the Participatory video project, and this attracted some of the youth to come and participate in WG meetings, trainings and other activities, e.g. pilot projects.
It is the youth who established and maintain the Facebook page of Green Agenda in Preza. Now even emigrants from Preza abroad can find out what is going on in their homeland and how can they contribute to it.

- **The Green Agenda Process is very intensive.**

GA is a long and intensive process. There are a many meetings, and trainings on the local, national and regional levels. Not everyone is able to participate all of the time in all of the activities. Be flexible about peoples' participation possibilities and create opportunities to update the whole group on what is going on. Sometimes the working groups need to refresh what has been done and how the project will continue in the coming months. To this end, keeping minutes of the meetings and having timely reports of activities are crucial. Having young people check the web page of Green Agenda frequently helps save time in providing a summary of detailed information all the time. This requires a frequent update of the web page.

- **There are challenges and difficulties during the GA process, BUT the key for the success of the GA process is to count on the local community.**

From Dajci: The GA process began with two coordinating NGOs. Although the activities went well, it was not easy to coordinate the work, and after the first period, it was decided that there be only one coordinating NGO, with the other taking part in the process.

The community in Dajci and the participants in the meetings were very glad to have GA in their Commune. Local community people are good workers and good people; they wanted to develop their area,

and they found the Green Agenda process an important step to provide a new perspective for urbanization. **GA working groups work voluntarily. Involve as many people as possible in the GA process. People come and go, but the memory of the GA process needs to be kept alive.**

From Dajci: Setting up working groups was difficult because the community of Dajci was preparing a local document for the first time. It was also difficult to select the right persons to be coordinators, and to enlist volunteers. Coordinators have more responsibilities and involvement than other WG members. They need to have more capacities as well.

From Preza: In Preza the 3 working groups decided to consider themselves as one big GA group. At each meeting, the main topics discussed separately would be presented to the entire GA group. It proved to be worthwhile because the knowledge was shared among all WG members, and they all could contribute to the other groups' work. Most important, when the coordinator of the Tourist Infrastructure group resigned, he was immediately replaced by a member of the Forests and Biodiversity group who had contributed a lot to the Tourist Infrastructure group during the presentations to the complete GA group.

- **GA Document writing is not easy. It requires specialized knowledge and a huge amount of work for editing, public consultations, and to compile the final form.**

From Dajci: Four working groups chose responsible persons to write the draft GA document. Only two persons from WG and three persons from the PPNE were involved in the preparation of the draft. They incorporated all ideas, suggestions, data, analyses and actions in a single document. At the last stage, only two persons worked on editing the document so that it would be consistent, coherent, and well organized.. EDEN trainer helped in specifying the content of the document.

Drafting the GA document took more time than foreseen because this process was quite new for the community and they didn't have experience in writing such a document. The coordinating organization had high expectations (because of their professional expertise) and after the coaching sessions and acquiring a better understanding of the community, they decided to draft a simple document in accord with the community's capabilities and needs.

During the implementation of this phase, they have had delays, especially in writing the final GA document. Also, the meeting of the commune council was postponed several weeks because of the political situation (general elections). But in the end, everything was finished successfully.

From Preza: WGs contributed directly with ideas on the content and also on the layout and their suggestions were taken into consideration. Regarding the actual writing of the GA document, 2 people from APA NGO did all the compiling work. The draft documents were discussed several times in the large group so as to arrive at a unified and better form.

Assistance from EDEN trainers was very precious in this stage.

Although it was at the busy time at the end of the year [on 22 Dec. 2008], it was decided that exactly a year after the First stakeholders' meeting, the GA draft document was to be presented to the Commune Council for comments at a special meeting. Comments received from all interested parties were incorporated, and another public consultation meeting was held in March.

APA also prepared a synthesized document [10 A4 pages] including the most important matters on which the public opinion was important. The document was sent to all invitees 2 weeks before the meeting date in order to allow them time to read it. This worked very well. In addition, the summary was also translated into English, and so it can be used by external partners and donors as well.

From Voskopoja: When writing the GA document, previously approved Commune documents were used as a basis. But because the GA process is relatively long, the document analyses must not be considered finished. In the final phase of GA document writing, all documents referred to in the GA draft must be updated with other materials found during the process. A lot can happen in the communes in one month or one season.

- **Print the summary of the GA Document in Albanian and English after it has been approved by the Commune Council.**

From Preza: The working groups decided that a summary of the GA Document be printed in both Albanian and English. It will be used to advertise the values of the Commune in the Tour agencies. It also includes a list of projects to be financed in the future. This Summary, "Values of Preza", will also be sent to potential donors for future funding .

- **The benefits of participation in the GA process can be both direct and indirect.**

From Preza: Members of a local NGO gained more knowledge and increased capacities in project proposal writing, reporting and finding donors as a consequence of participating in the Green Agenda process, . In the first year of the GA process in their commune, they managed to get funding for two projects from SOROS and the REC. Their voluntary participation in the GA process was rewarded.

- **More concrete activities related to the GA themes must be done during the implementation of the process steps by Wgs.**

Apart from the pilot projects, on environment days or on local holidays, it is a good idea to involve schools in concrete activities to give visibility to the GA process. These activities can be done with a small budget but with high visibility, for instance, drawing contests environmental themes at local schools, and clean up activities in public areas.

- **Better coordination among actors/organizations active in the Region, in order to avoid overlapping activities in the future.**

Be careful to consider what other organizations are doing in the GA commune in which you are working. Joining forces in activities is good for synergy, but doubling the work separately is not good and it will cause confusion in the community. Green Agenda needs to be known as a process on its own! Coordinating different projects and processes going on at the same time in the same location will need some extra work on the part of the coordinating NGO and the commune, but it will strengthen the results of all individual projects if it is achieved

Recommendations

Recommendations and tips for others that would like to do a GA in their commune.	
Do's	**Dont's**
1. Engage a group of people that will be constant during the whole process. 2. Have adequate human resources in the NGO to support the whole GA process. Involve young people and have a gender balance. 3. When the working groups are set up, they need to be instructed prior to their formal meetings on the process of GA, and their role in it. Make things clear at the very beginning. 4. Make a clear working plan with set dates, activities, responsible people and their roles as individuals. It will save time along the way. 5. During the process, transfer the responsibilities to the local people in the WGs gradually. 6. Involve and make the GA part of the greater processes.	1. Do not work without a clear vision of the Green Agenda process. Read the manual, contact those who have gone through a GA process and get a picture of what can and what cannot be achieved. 2. Do not force your own ideas for the commune onto the WGs! They should define the values and go through the steps to reach a result that is good for them, not for you! 3. Don't show too high expectations in the beginning. We recommend Green Agenda as a powerful process, but it takes time to see its power for those who are involved in Wgs. 4. Don't set unrealistic objectives. 5. Don't plan activities that are too difficult to be achieved on the local level. 6. Don't be discouraged when

7. Look for donors everywhere in the donor community, any that have interest in the preservation of natural and cultural values.

8. Use a variety of means for public relations [PR]: notice boards, fliers, posters, questionnaires, local TV, post boxes, etc., internet communication and social sites, and most importantly use personal meetings in order to reach to as many people and as many actors as possible.

9. Reflect peoples' opinion on all issues and make it known to them and to the group. This way people will feel appreciated and will be proud that they really contributed to the process.

10. Do frequent updates of the GA process on the web page and by other PR means. Create a GA photo directory that is accessible to all interested people.

11. Every time you organize activities, use local businesses. This is how the Green Agenda is advertised in the local business community, and in the future they may be willing to contribute with ideas or "in kind" to the GA process.

things do not go according to the schedule or according to plan.

7. Don't neglect social groups, such as unemployed, retirees, etc. They all can contribute to the GA process.

8. Don't be late for meetings. It is better you wait for them than for others wait for you to arrive.

9. Don't expect people from the local communities to be punctual. It's not part of their lifestyle. Don't get disappointed. Accept them as they are and go on working.

10. Don't privilege certain people. Be sensitive to all working group members; e.g., give all participants an opportunity to speak up in meetings, to participate in regional / national trainings, regional / national meetings, etc.

11. Don't exclude the Commune Councils from the GA process. After all, you will need to let them know about the process, get their opinion during the public consultation meetings, and submit the GA document for their approval.

12. Don't neglect anticipating the right training topics for WGs and for the NGO as well. This process may be new even for the NGO, and trainings are valuable.

12. Combine the GA process with the implementation of small-scale projects with high visibility. This will improve the GA process itself and will also increase the optimism of community for the future.

13. Find a good frequency of meetings of working groups. Schedule them not too close to one another so that people will get tired by coming, and not so far apart that people forget what the last meeting was about.

14. Because the coordinating NGO is usually not located in the commune where the GA is being implemented, frequent visits are recommended to meet with certain stakeholders, to coordinate and organize activities, to plan ahead of time with the Commune staff, etc.

15. Hold meetings of WGs in public places to save costs of paying rent. Use schools [classrooms after classes], Commune offices that are large enough to accommodate the whole GA working groups.

16. Create and maintain a good balance among the working group members: gender balance, age balance, and professional balance. Involve as many representatives of the community as possible.

13. Don't neglect participating in all experience exchange activities in the framework of the Green Agenda. Maybe others have faced the same challenges as you and along the way have found some comfortable solutions. Use their advice to save your time and to reduce your stress during the process.

14. Don't allow discussions that deviate to political topics or other issues that provoke situations that could be really undesirable. On the local level, people notice every word you say and every little detail that you may not be aware of.

15. Don't make promises ahead of time or on issues that are not up to you to organize; e.g., do not promise to organize an activity for which funding has not yet been raised, or for which another organization is going to be responsible and not the one coordinating GA. On the local level, people tend to believe 100 % of every word that you say and tend to see things realized and themselves participating in all of it.

Consider the students of the commune and involve them. Their energy is needed and their contribution is valuable. 17. Invite specialists to participate in meetings after a concrete question has been raised by the WG(s). Their knowledge will be needed during the process. 18. Use all possible means to encourage the community to present ideas and contribute to the process. Start with family members of those who already participate in the working groups. 19. Coordinate the training topics with the working groups' needs and with future activities. For example, have the training session on "writing project proposals" and "reporting to the donors" before starting the pilot project activities. 20. The NGO will be the main responsible actor in writing the GA Document. But from the working groups, identify people with writing skills or who are able to learn fast, and train them during the process to keep notes on what is being said during the meetings [either on flipcharts, in notebooks, or laptops] and to reflect these notes in the end of each meeting.	

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