



GREEN AGENDA IN SERBIA - MANUAL

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ECOLOGICAL CENTRE "HABITAT"

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CONSERVATION MOVEMENT OF SREMSKA MITROVICA

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INTRODUCTION

How did we decide to write this manual?

Who is the manual for?

The manual Green Agenda in Serbia is the result of a four - year work on the programme called Joining Forces for Sustainable Future in the Western Balkans. The programme was coordinated by the Dutch organization Milieukontakt International (MKI) which initiated the process of Green Agenda in Serbia. By the middle of 2010, five local self-governments adopted Green Agenda as their official strategy on environment and sustainable development. It is very likely that Green Agenda will have been implemented in four more municipalities by the end of 2011.

Through this process have passed hundreds of people so far, 17 thematic working groups have been organized and dozens of meetings have been held in each of the five municipalities.

We want to present our work because Green Agenda is a participatory method of making and implementing strategies and plans for sustainable development by involving different sectors and people who work in them. Our effort has produced the following results:

- ✦ Five strategic documents are adopted
- ✦ A detailed analysis of environment is conducted in five municipalities
- ✦ Four - year action plans for solving the environmental problems are adopted
- ✦ Positive energy and optimism are spread among people showing that long - term problems can be solved
- ✦ Awareness about local development is raised
- ✦ Mobilization of ordinary citizens to solve the problems of their own communities and feeling that they are also an important part of local communities.

The aim of this manual is to present the process, ways, methodology, experiences and tools we used. The manual is conceived as a combination of general explanations and practical tools in order to explain the concepts and offer the instruments that can be used by other organizations which might want to implement Green Agenda in their communities. The manual is for all those people who are developing local strategies: experts, representatives of institutions, civil sector and interested individuals - common citizens. We are aware that it is very difficult to write a universal manual, the one that will satisfy both the experts and common people without professional knowledge. We tried to find a compromise and to satisfy the needs and taste of all the interested parties. Our intention is that all the readers describe this guide in one word - useful.

It is important to emphasize that the content of the manual is not something you should respect in every step. The value of the Green Agenda methodology is that it takes into consideration the specific aspects of a community; the methodology should be adjusted to specific needs of a community and changed if needed (and not the other way around). We hope that after a certain period, some other people will write a new Green Agenda manual, introducing more developed and inventive concept.

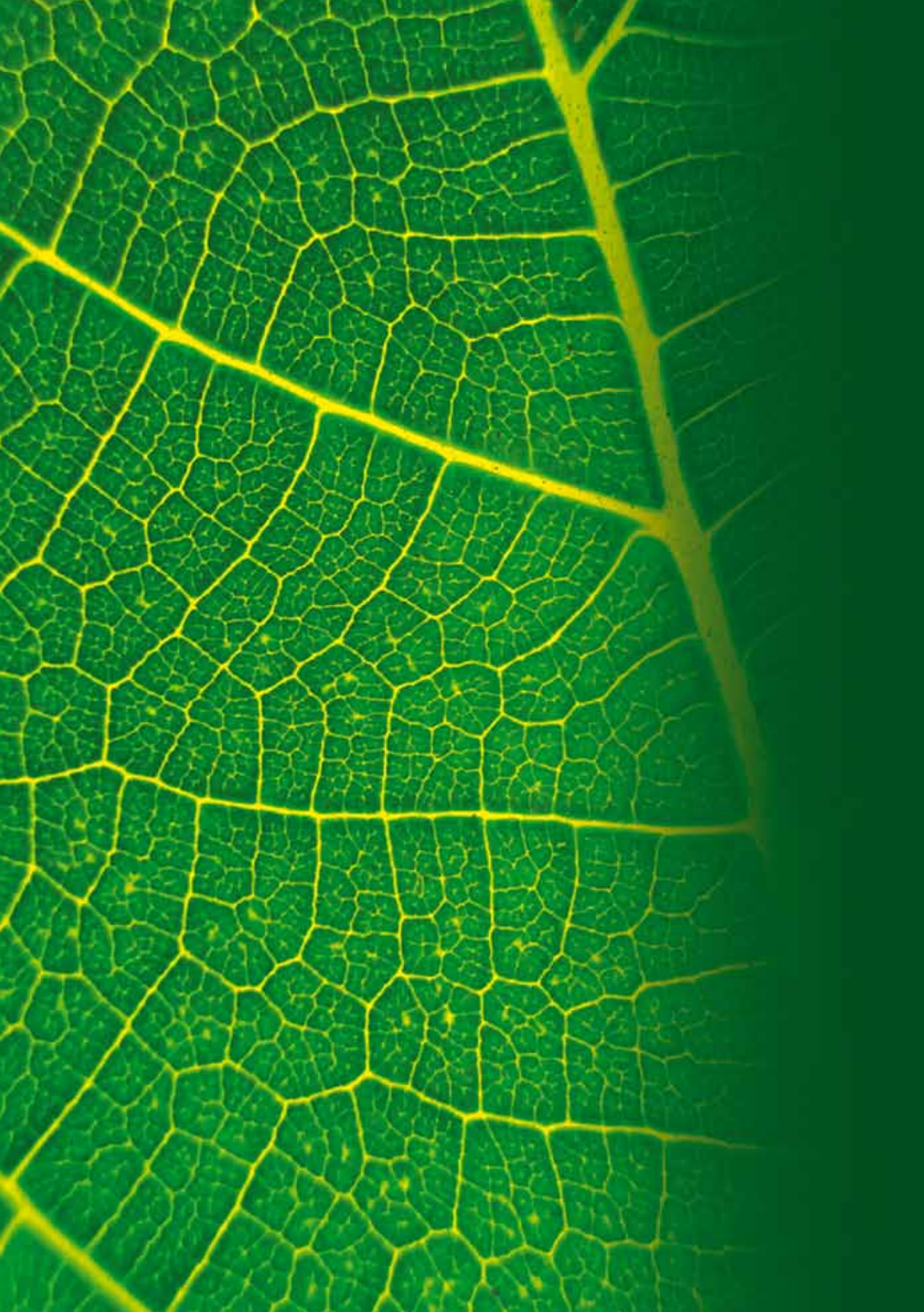
On behalf of all the people who worked on this manual, we would like to thank the team which gathered the material and wrote the manual: Dejan Maksimović and Budimir Babić (Vrsac), Sladjana Milutinović (Knjazevac), Marko Cvijanović and Bojana Novaković (Sremska Mitrovica). We would also like to thank Maja Bilbija (MKI local project manager for Serbia) and Chris van de Sanden (MKI project coordinator from Amsterdam).

July 9th 2010

Nenad Rikalo
Coach and Project Consultant

A close-up photograph of a green leaf, showing the detailed network of veins. The veins are a lighter shade of green, creating a complex, grid-like pattern against the darker green background of the leaf. The lighting is soft, highlighting the texture and structure of the leaf's surface.

ABOUT GREEN AGENDA





ABOUT GREEN AGENDA

Green Agenda is a method of making and implementing strategies and plans for sustainable development with active involvement of different sectors of the local community where the process is conducted. Compared with other processes with similar aims, Green Agenda shows at least 3 different aspects:

- the process starts out by identifying local values rather than problems;
- the process of participation is not limited only to experts or certain stakeholders but it is open to everyone;
- the process and its results are “owned” by the local people.

Values, not problems

The process begins with local stakeholders identifying the values of their community. The main idea is to focus on things local people are proud of, values that should be preserved and improved, instead of focusing on problems. For example: water resources (lakes, rivers, drinking water...), cultural heritage (monuments, museums, local food, music...) etc. Some of the values may be neglected or damaged and the aim of the Green Agenda steps is to identify them and find adequate measures for their recovery and preservation.

Wide participation

The Green Agenda process is open to everyone who is interested in participating, both the experts and ordinary people. We believe that everyone who is committed to his/her community can contribute to its improvement and should be allowed to do so. Therefore, the Green Agenda process pays special attention to capacity building of the local people and supports their active participation in the processes of making and implementing the strategy.

Local ownership

After selecting three or four most important values, local working groups are formed. Their task is to analyse each one of the values. Working groups analyze the current situation in which the values are; define the strategy for their preservation and give project ideas. All these steps are taken by the local people and are based on their priorities, needs and wishes. This way they are motivated to achieve the expected results.

These aspects will often appear during the presentation of Green Agenda, therefore it is necessary to point them out and help the readers to recognize and memorise them as the most important aspects of the process.

Background

The concept of Green Agenda was developed in Romania in 1998 by the Dutch non - governmental organization Milieukontakt International (MKI) and its local partner Focus Eco Center from the town of Targu Mures. The success of that effort has proved that this kind of a method forms a powerful tool to bring about positive and lasting changes that make the world we live in a better place. The idea of Green Agenda originates from the Local Agenda 21, introduced at the United Nations Conference in Rio de Janeiro in 1992.

Green Agenda:

- is implemented in: Romania, Russia, Croatia, Moldova, Kyrgyzstan and Bulgaria
- is being implemented in: Albania, Bosnia and Herzegovina, Montenegro, Kosovo and Metohija (UN resolution 1244), Macedonia, and Serbia
- has started various topics: many different actions and pilot projects were conducted in various communities. Some of repeated topics of such actions were: 1) waste, 2) water, 3) cultural heritage, 4) eco - tourism and 5) raising awareness on environmental issues.
- has brought about the following results:
 - Campaigns on waste separation;
 - Determination of collection points suitable for waste separation;
 - Bicycle route through the locality;
 - Botanical garden;
 - Street lights and maps of the local cultural heritage locations;
 - Exhibition on local architecture;
 - Children contests on Green Agenda themes;
 - Building children playgrounds;
 - Park restoration;
 - Installation of a water pump - improvement of drinking water supplies;
 - Ecological fashion parade - clothes made of waste;
 - Water and soil testing, with participation of local people;
 - Rehabilitation of dried natural lake;
 - Afforestation actions;
 - Restoration of river banks.

Accomplishments:

The Green Agenda process is focused on particular activities with visible and lasting results:

- Local residents:
- Have initiated pilot projects and activities;
- Have created the strategy for development of their community in accordance with the principles of the sustainable development;
- Have raised funds and implemented pilot activities, thanks to their own commitment and responsibility;
- Have founded an NGO as a result of joining efforts within the Green Agenda process.
- During the work on Green Agenda the relations within the community have improved.
- NGOs got better insight into the real needs and wishes of the local community.
- NGO that coordinated the process gained support as a result of great media interest.
- The media interest for the Green Agenda process gave a broader image of the importance of the environment and nature.
- Local, provincial and national donors have financially supported the activities and strategic plans. In Croatia, a local government is still financing implementation of Green Agenda plans, five years after the closing of the joint project with Milieukontakt.

Indicators of success

- ✦ Local residents participate from the very beginning in designing the activities.
- ✦ There is a clear connection between the implemented awareness raising activities and the success of the later pilot projects.
- ✦ Local actors designed both short - term and long - term projects. Long - term projects seem to be more viable in those communities in which the local authorities were included from the very beginning. Short-term activities fell within the capabilities of the local NGOs and working groups and were easily implemented without active support of the local authorities.
- ✦ Visible results need more time.
- ✦ Trainings, education and the fact that the taken steps helped the implementation of the plans.

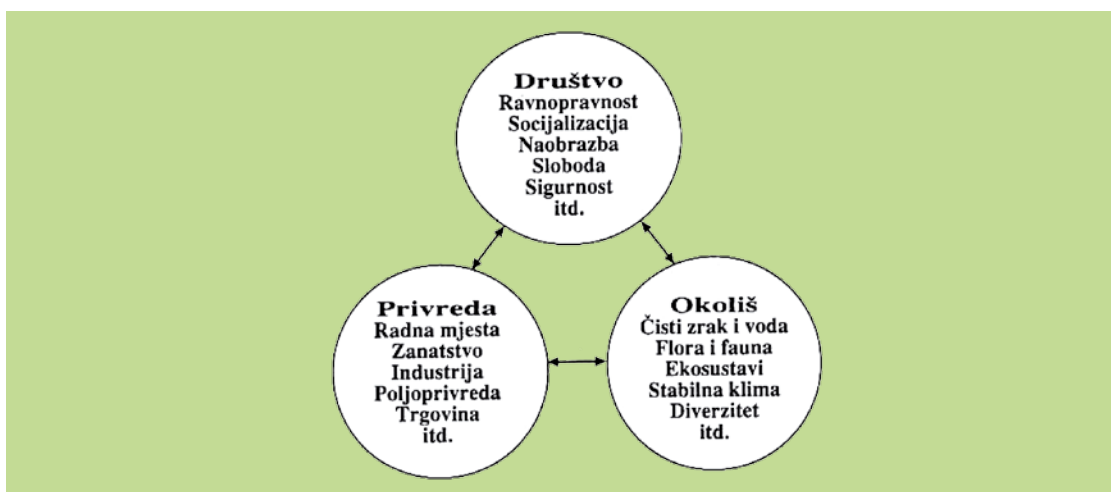
Social and ecological aspects of Green Agenda

The destiny of the environment depends on the society and its attitudes. The civilization courses determine the condition of our planet (being considered as a big eco system). The categorization of the social values is the base both for the social norms and social practice of the local society and global world community.

The social values are not the same, neither in different parts of the world nor in particular societies. On the contrary, different religious, social and economic courses lead towards different classifications of social values. There is a wide range of attitudes on how the relation between the man and the nature should be: anthropocentric Kant claimed that “the man has no moral duty towards anyone but to other people”; moderate anthropocentrism insists on the concern about the environment only because of the mankind interests; and there are also different forms of ecocentrism (animal ethics, bioethics or geo - ethics). Despite geographic, religious or any other differences, all societies face the same question: should the nature, with all its resources be put in service of the mankind (anthropocentrism) or should the men not disturb the nature’s processes and live according to them (ecocentrism)?

The civilization insists on the triangle relation between the nature (environment), economy and society and the balance of the social - ecological aspect of our existence (and each Green Agenda) depends on it. The relations that exist between these three elements determine the quality and destiny of every environment. Their balance is seriously disturbed not only at global but also at local level, which is shown in the Green Agenda processes.

The following scheme is taken from the book Introduction to global ecology by Vjekoslav Glavac (Zagreb, 2001, page 147).



Society: equality, socialization, education, freedom, safety etc.

Economy: jobs, crafts, industry, agriculture, trade etc.

Environment: clean air and water, flora and fauna, ecosystems, stable climate, diversity etc.

The nature, obviously, ensures the survival of the mankind by providing essential energies and resources to the industry, energies without which the production or functioning of other parts of the economy would not be possible. On the other hand, the industry pollutes the environment with its waste. This situation is present in almost every environment, and what is important to Green Agenda is the level of development of the local community and its relation with its natural environment. Having in mind that Green Agenda copes not only with natural but with all other values, this relation society - nature should be of great importance to it. All the values show the local society maturity, together with their awareness whose important part is the ecological awareness. In other words, all the values are at the service of social awareness development towards the levels which imply a deep vision of the importance of the ecosystem preservation.

One should not forget the interactive relation between the society and the economy, which could implicate a lot of positive ideas if based on mutual correction and enforcement. Unfortunately, this relation is often "cooperation" between political and financial centers of power, which harms the environment of a local community, so this relation can indirectly help or hurt the balance of the social - ecological triangle. For many years, it has been promoted the idea of sustainable development which supports continuance of economic growth, but in moderate pace which forbids bigger endangering of the environment and protects the natural resources. The whole situation on the planet gives us the right to claim that the raw utilitarianism of both types of power centers dominates, especially if they are acting together.

In conclusion, the determination of the level of corruption, level of democratic development and civil sector development should be of great importance for the implementation of Green Agenda, because these are the relevant factors of the social - ecological balance and future of the local community.

When forming working groups and identifying main themes of their work, social - ecological issues should be considered, especially during the phase 3 (of course, one should not forget them throughout the whole process). These issues are also very important for the proper identification of the values (whichever they are) - step 5, identification of trends - step 6, definition of problems and causes - steps 8 and 9, definition of potentials of the community - step 10, determination of priorities - step 11 etc.

The sensibility for the successful implementation of the steps is related to the ecological awareness and the answer on restrictive factors given by Ivan Cifric (author of Social ecology) is very interesting: "I think we will not be mistaken if we highlight three important points in creation of ecological awareness: the past, the present and the future."

Past factors burden the existing system with notions and way of thinking which determined the form of human relation towards the nature as a relation of domination, exhaustion and control.

Present factors affect the preservation of the actual situation including the level of awareness. It is a psychological adaptation of social layers and individuals to problems of environmental and nature pollution. As the psychological adaptation increases, the need for reaction to destruction of personal existence decreases. Social adaptation to ecological crisis is conditioned by a conformist behavior; by the need to preserve material and social positions.

Future factors act as a presence of the risk to alter the existing situation. In an insecure world there are real prospects of things getting worse than they are which reduces human thinking about new ecological alternatives.

Special attention should be given to often negligence of ecological disasters which occurs during the psychological adaptation of the members of social layers to bad environmental conditions or negative trends in particular area. During the elaboration of Green Agenda they should not be forgotten. Nor should we forget the similar effects of social adaptation, which, avoiding any kind of change, even the one that leads toward improvement of the environment, simply "colours" social life of a community, so the negative effects of this self-delusion become hardly perceived.

Dichotomy anthropocentrism - ecocentrism exists in every aspect of nature preservation and it is important to emphasize that solutions can appear only by overcoming it. This dilemma is false, knowing that the man is a part of the nature and harming the nature will affect the man as well. Therefore, the message of an ecologically aware person should be: I have a moral obligation and basic interest to protect and preserve the nature, because I am the nature.

Next step should be establishing a spirit of solidarity towards the nature; a spirit that does not neglect but equally lives through the social solidarity. This qualitative lap will be clearer if we bear in mind that this way we overpass the egocentric focus on human interests and moral relation towards the coexistence with the nature. This way we enter the sphere of the highest level of communication with our environment which is actually the relation of love.

More information

This manual is one of the results of the project Green Agenda in Serbia. It systematically presents the process results and contains information on methodology, results and people who carried it out. You can find the electronic version of the manual and more useful information on our web page: www.greenagenda.net/serbia..





Зелена Агенда Града Сремска Митовица

Засадница 

Пројекат је финансијски подржао Министарство спољних послова Холандије
кроз Регионални програм за заштиту животне средине западног Балкана.



A close-up photograph of a green leaf, showing a dense network of veins. The veins are a bright yellow-green color, contrasting with the darker green of the leaf's surface. The veins form a complex, branching pattern across the leaf. The lighting is soft, highlighting the texture and structure of the leaf's vascular system.

GREEN AGENDA IN SERBIA



Experiences gained during the four - year work on the Project

In the framework of the big regional programme Joining Forces for Sustainable Future in the Western Balkans, the Dutch organization Milieukontakt International initiated the implementation of the project Green Agenda in Serbia in 2007. The project lasted for four years and was financially supported by the Regional Programme Environment Western Balkans of the Netherlands Ministry of Foreign Affairs. The project had several phases:

- ◆ Initiating the process and informing the public
- ◆ Selecting three communities to implement a Green Agenda process
- ◆ Conducting the Green Agenda processes/activities in the communities
- ◆ Creating the Green Agenda National Platform in Serbia
- ◆ Project finalization and evaluation

At the beginning of the process three communities and non-governmental organizations were chosen:

1. Timok Club, Knjazevac
2. Nature Conservation Movement of Sremska Mitrovica
3. Sunny Hills, Brus

The selection training was organized in Banja Vrujci in November 2007. Eight organizations and local self - government representatives participated. However, one of the chosen organizations (Sunny Hills from Brus) did not show enough capacities and seriousness and soon after the process initiation, the local community has withdrawn from the project.

At that point, it seemed like the pilot project Green Agenda in Serbia will only continue in two Serbian communities. However, the ecological organization Staniste from Vrsac had started their own Green Agenda initiative even after they had not been selected, and were at this stage included into the project. They thought of a great idea of including three new local communities in the pilot project: Bela Crkva, Plandiste and Vrsac. We say "a great idea" because a new concept of a micro - regional Green Agenda was about to start (a microregion - three neighbouring municipalities that share the same values and problems). This kind of a concept of Green Agenda was not yet developed at regional level and it seemed like an interesting challenge - to develop in Serbia new concepts that could be applied in other territories. Great idea brought great results which will be presented in this manual.

Four years later, we have adopted strategic documents in five municipalities and, at the beginning of the summer 2010, it became certain that Green Agenda will be implemented in four new municipalities with financial support of new donors. First of them will be the municipality of Babusnice, and others are to be selected. This demonstrates that the efforts of the Green Agenda pilot project in Serbia had profound effects upon the general public. With nine communities that have already initiated the process of Green Agenda, Serbia is the leader on the Western Balkans territory.

Description of situation and process

After a period of political instability and conflicts in close surroundings, Serbia now has a clear European perspective. The official state policy is oriented towards fulfilling the requirements and conditions for the EU membership. Many social sectors are taking great efforts to adjust the laws and regulations. However, there is still no greater progress in the area of environmental protection. One of the major problems is a small number of local self - governments that have reformed the local policy, adopted the Local Environmental Action Plan (LEAP) or started its creation. Few years ago, several municipalities initiated the preparation of the LEAP. The process was soon legalized (at that time, the Law on Environmental Protection 135/200 did not define the obligation to have local action plans). Presently, only 35 municipalities have adopted the strategy for environmental protection or at least started its creation.

In almost every municipality that has adopted the LEAP, the disappointment appeared soon after the initial optimism and satisfaction because of the lack of the document implementation or unfulfilled expectations. Reasons for that are many:

1) big and lasting ecological problems, 2) too ambitious objectives, 3) lack of foreign financial support when there is no national support, 4) old - fashioned procedures and understanding on how the local self-government should function, 5) new local authorities that do not understand the usefulness or even the existence of the process. Sometimes the process was too personalized and it depended on qualities and persistence of its leaders. It has not become a part of the institutional and systematic way of solving problems, because other parts of the local self - government were not ready for its implementation. Sometimes it was just not recognized within the community.

One of the requirements that Serbia has to meet in order to become a member of the EU is harmonization of Serbian legislation with the EU one in the field of environmental issues, mostly based on Local Agenda 21. Green Agenda is an adaptation of Local Agenda 21 concept. The Aarhus Convention can be used as a legal framework for the Green Agenda process. This international convention prescribes access to environmental information, participation in decision making and access to justice in the field of environmental issues. Although the two agendas have similar methods, the goal of Green Agenda is the improvement and sustainability of the natural and environmental values at local level. The Serbian national strategy for EU accession, in chapter 3.3.6 (Environment), brings up requirements that are similar to the Green Agenda objectives and activities: Strengthen administrative and human capacities for strategic planning in the area of environment, various types of licences, inspection, monitoring of environmental elements and project management.

Green Agenda is a model of citizens' initiative that can contribute to solving some of the problems mentioned above. The Green Agenda has a twofold aim: on one hand the participatory process is important, through which common agreement, communication and cooperation can be achieved. On the other hand, the output of the process is equally important: a local action plan to improve the local quality of life by sustainable development. Green Agenda offers rational and economically sustainable solutions to environmental problems and supports positive values that become part of the official municipal policy, regardless of the political will. In this way, it enables the continuance in problem solving and disables the suspension of the positive processes in case of local government changes. The document is an important requirement for international integrations for it shows the democracy in decision making and local policies in the area of environmental protection.

Green Agenda is an open democratic process of integration of (ecological) citizens' societies, local authorities and business sector in designing the sustainable development strategy, by following "bottom - up" and "people to people" principles, whose aim is a dialogue and common agreement on important environmental and cultural heritage issues in order to bridge the differences between current situation and future vision of the community. It is a participatory way of dealing with local issues, solutions, opportunities and threats to the environment.

Unlike other strategies initiated by the local self - government, Green Agenda is always initiated by the local non-governmental organizations (NGOs) or citizens' societies. NGOs initiate and coordinate the process by forming working groups in their communities. Working groups are thematically different (water, cultural heritage, natural values, agriculture, eco - tourism, ecological awareness) and their members are leading local actors (stakeholders) - citizens' associations, business and institution representatives, local authorities etc. Working groups have the task to define the local sustainable development strategy during sessions, with active participation of the public, as well to initiate the implementation of concrete activities and projects for the improvement of quality of life. The results of their work are collected in a final document - Green Agenda, which becomes a part of the official local policy. The process of making, adopting and implementing Green Agenda is a sort of challenge: it shows that local authorities are really interested in citizens' opinion and willing to meet their recommendations.

Comparison between LEAP and Green Agenda

LEAP	GREEN AGENDA
Sustainable development	Sustainable development
The process is initiated and implemented by the local self - government	The process is initiated by the citizens (NGO),
Public participation during the phase of problem definition and setting priorities	Public participation during the whole process „people to people“
Environmental problems	Values of the community, sustainable development
Only deals with environmental issues	Can include cultural heritage and socioeconomic development issues
Process starts with identifying the problems	Process starts with identifying the values of the community

Working groups + action plan	Working groups + action plan + public participation
„Scientific level“	Community level (participation of the groups that do not have the opportunity to show their attitude is desirable)
„Owned“ by the local self - government	„Owned“ by the citizens (local community)
Process ends with the document adoption	The process includes follow - up and pilot projects
Process leads to results	Early success and results are important
Complicated, big, not suitable for small communities and NGOs	Suitable for small communities and NGOs
Already exists, known	Exists in more than 10 countries
Obligatory in some countries (Macedonia)	Not obligatory by the law

Green Agenda consists of 17 analytical steps divided into 5 phases. The steps are important for detecting complicated interrelations between the environment and development; they help the participants in prioritisation of the issues that will be presented in the final document. The best results are achieved when combining the participatory process with the analytical steps -this provides community support for dealing with essential local issues in a good way. Civil sector (local NGOs), business sector (companies) and local self - government (authorities and institutions) participate in making of Green Agenda. Regardless of the fact that the process is initiated by NGOs, the participation of local self - government is essential. Green Agenda is primarily a citizenship initiative - it belongs to the citizens, especially to the associations that carried out the process. Therefore, it is logical that their demands toward local authorities do not change, regardless of the authority, for they do not depend on elections or political arrangements. There is another big difference between Green Agenda and LEAP. Once the Green Agenda document is adopted (after first four phases are over), some of the regulations and principles are practically implemented, during the fifth phase, through the pilot projects.

1) Long - term goals:

- To integrate environmental issues into the relevant planning processes
- To raise the level of knowledge of environmental issues
- To raise awareness of environmental issues and their relevance for sustainable development

2) Short - term goals:

- To analyse the environmental context of municipal development
- To analyse potentials and constraints
- To design a vision and strategic orientations
- To initiate interactive processes with relevant stakeholders

Other advantages of Green Agenda

Green Agenda provides:

- list of potentials and values of local communities
- analysis of environment
- identification of environmental and cultural heritage problems
- list of ecological and cultural heritage priorities
- vision of community (desirable state)
- action plan (how to change the existing state and obtain the desirable one)
- improvement of local NGOs'and local stakeholders' capacities
- enhancement of cooperation between local sectors

Milieukontakt International, being in charge of the programme in the Western Balkans, supports local NGOs and helps them to continue the process even after its finalization. At local (national) level, a group of trainers assist local communities (NGOs and working groups) during the making of Green Agenda. Trainers are experts in different fields that help raise the capacities of NGOs and working groups for their future work (project making, fundraising etc). MKI offers consulting and training services and assists to developing sustainability. At regional (international) level, the exchange of experiences and information between the participating communities is facilitated by organizing workshops, seminars and study visits where participants learn more about the EU laws on environmental protection.

Five Serbian NGOs that are conducting the Green Agenda process in their municipalities have formed the National Green Agenda Platform, with following aims:

- 1) To raise awareness of importance of strategic planning in the area of environmental protection and to propagate the Green Agenda process within local communities that have not yet adopted or initiated the process of strategic document preparation
- 2) To increase NGOs' influence over the creation of local environmental policy and higher citizens' participation in local decision making
- 3) To improve capacities of local NGOs (especially small and new ones) and their enthusiasm for initiating the strategic planning process in their communities.

Green Agenda in Knjazevac

KNJAZEVC - GREEN CITY - MODERN CIVIL MUNICIPALITY WITH PROSPEROUS AND DYNAMIC ECONOMY, WHERE ALL CITIZENS LIVE WELL

Green Agenda is based on community values; therefore the whole process of its elaboration in Knjazevac was a challenge, considering that this kind of an approach to strategic planning has not been used in our community so far. The reason why the process itself has been successfully developed in several directions - lobbying the key actors in order to provide successful realisation and sustainability of the project; working groups' capacity building (knowledge and skills); sharing experiences with countries that have already implemented Green Agenda; increasing media participation in order to present this kind of an approach to strategic planning and raising the local community awareness of importance of environmental protection.

The process was initiated and implemented by Timok Club, a local non - governmental organization from Knjazevac, in cooperation with Babin zub mountaineering society, Green List organization, Fishermen and hunters' association, Cattle breeders' association, Nature Conservation Movement and various interested individuals.

Other institutions that contributed to the process implementation are the Forest section from Knjazevac, Standard public utility company, preschool and educational institutions, Heritage Museum, the media, municipal institutions and other organizations.

The first meeting, that marked the beginning of Green Agenda in Knjazevac, was held on June 10th 2008. It was attended by twenty - five representatives of stakeholders who identified community values and formed four working groups:

- 1. NATURAL RESOURCES**
- 2. TOURISM POTENTIALS**
- 3. ECONOMY AND AGRICULTURE**
- 4. POPULATION AND ECOLOGY**

During the first stakeholder meetings, the values were identified and the most important ones were selected. Each working group revised the values identified at the first meeting of stakeholders - some of them were reformulated, others were added or excluded from further analysis. This kind of a "refinement of values" helped choosing the most important ones for the continuance of the process.

After a series of working group meetings, Green Agenda document that contained the obtained results was written and brought into the public debate. It became an official document after it was adopted by the Knjazevac Council.

Green Agenda in Sremska Mitrovica

Nature Conservation Movement of Sremska Mitrovica was the organization that carried out the process of Green Agenda. In 1996, this NGO initiated the exploration of the surrounding area of the Zasavica River in order to evaluate and protect it in the future. In 1997 the Serbian government adopted the Regulation on the Protection of Zasavica Special Nature Reserve which made the Nature Conservation Movement the main custodian of Zasavica SNR and the first citizens association to become a custodian of a nature resource in Serbia.

Thirteen years later, thanks to Nature Conservation Movement and projects financed by local, provincial, republic and international donors, Zasavica became one of the most explored nature resources in Serbia. Some of the most important projects were: "The general project for water regime managing in the Zasavica SNR from the aspect of integral management and environmental improvement" (Jaroslav Černý Institute, 2002), "Methodology and Tourism Management Planning in Zasavica SNR" (UNDP), "The protective canal construction in order to provide the return of the colony of herons at the upper part of the Valjevac pasture" (Netherlands Ministry of Foreign Affairs), "Public awareness-raising on nutrient reduction, control of toxic substances and protection of ecosystems of the wetlands of Zasavica SNR" (UNDP/GEF Danube Regional Project), "Artificial nest construction and return of storks" (SOROS), "Solid waste removal" (IRD), EAR - "The Zasavica SNR Feasibility Study, Revitalization of Valjevac pasture", MATRA - "Zasavica as a model of rural development of protected areas", project of "Pacja Bara", IUCN - "Biodiversity protection along the river Sava", "Houses for owls and singing birds", "Reintroduction of the European beaver to Serbia", "Old breeds (Mangulitsa, Podolsko Bull, Balkan Donkey)" and since 2007, "Green Agenda".

Nature Conservation Movement organizes and participates in many manifestations in the region.

Nature Conservation Movement and Zasavica SNR have received many acknowledgments in the area of ecology and eco tourism, such as Green Leaf, Olive Branch and White Angel; Grand Prix of Novi Sad and Belgrade fairs and other tourist manifestations (Kotlicijada, Days of Ham). The work of Nature Conservation Movement was acknowledged by various international organizations and Zasavica SNR is nominated as IPA (Important Plant Area), IBA (Important Bird Area), PBA (Prime Butterfly Area), Ramsar area (important wetland area), IUCN IV category (protection of areas and species) and is member of EUROPARK federation. Presently, Nature Conservation Movement is involved in a NATURA 2000 project, implemented by the Young Researchers of Serbia in cooperation with WWF and the TWINNING project of the Ministry of Environment and Spatial Planning.

Green Agenda process in Sremska Mitrovica

In June 2008, the first meeting was held in the municipality of Sremska Mitrovica and was attended by a great number of stakeholders. During the meeting, the participants chose the values and formed four working groups: WATER, TOURISM, ZASAVICA and GREENERY. According to the methodology proposed in this Manual, during the period from October 2008 to June 2009, the values were analyzed and small promotional activities such as Butterfly 09, Green eco - schools, Recycle!, Green apple for the future, EU bat nights were carried out.

In the framework of the project, we collaborated with various institutions: the town of Sremska Mitrovica, Srem Chamber of Commerce, Institute of Public Health, Water Supply, Sava Public Water Management Company, primary and secondary schools, Public Utility Company "Komunalije", public company "Town Construction Direction", various municipalities, Sremska Mitrovica Youth Office, various citizens' associations (Srem Mushroom Growers' Association, Beekeepers' Club, Pinki Scouts Club and others).

In June 2009, a non - governmental organization Ecological Club of Sremska Mitrovica was formed. Apart from the Green Agenda project, its members also participated in creation of Strategy on Local Sustainable Development of Sremska Mitrovica, Youth Local Action Plan, Green Carnival, Waste mapping on the territory of Sremska Mitrovica, Condoms and sexually transmitted diseases - get informed, as well in the making of a movie Green Agenda in Sremska Mitrovica using Participatory Video Making method and other events such as Hour for our planet and Day of the planet Earth. Also, the Club participates in the NATURA 2000 project of Young Researchers of Serbia, BELLS Environmental Ambassadors and the ENTER musical festival. Members of the EC Sremska Mitrovica signed the memorandum of cooperation with the Serbian Ministry of Environment and Spatial Planning.

Green Agenda in Vrsac

The municipality of Vrsac has a lot of strategic planning experience. In the period 2007 - 2008, Local Environmental Action Plan (LEAP) was created and then adopted by the Vrsac Council. The municipality has adopted the development strategy as well. However, like in other Serbian municipalities, LEAP has not lived up to our expectations nor have the opportunities offered by this document been achieved. For that reason, members of former LEAP working groups accepted Green Agenda in order to overcome certain difficulties. The civil sector saw the opportunity for its higher participation in a decision making process related to the important environmental issues at local level.

The process was initiated on October 27th 2008 when the first meeting with the stakeholders was held in the small hall of the Vrsac Council. Representatives of about one hundred organizations, institutions and companies (possible stakeholders) were invited. Approximately thirty persons attended the meeting. During the meeting, we defined and clustered the most important local community values and formed three working groups: NATURAL VALUES, CULTURAL VALUES and HUMAN VALUES. By the end of April 2009, meetings were held twice a month in average - each working group in particular (5 to 9 members attended). Following the methodology, they analyzed all the values and problems in the local community. The aim of the meetings held during the spring/summer of 2009 was to analyse and synthesize information, organize the surveys and write the document. Working groups finished their work on October 1st and the document was sent to more than eighty stakeholders. Public debate was held on December 15th. We expected that the document would be adopted by the end of December, but for unknown reasons it was not even put on the agenda. In February 2010, the president of the city council informed us that the document would be adopted on the next council session. The next session was held on March 24th but again the document was not on the agenda. Finally, Green Agenda was adopted on May 26th 2010.

“City of values” - is the description of Vrsac, given by one of the participants of the first working meeting. Working group members agreed on adopting this slogan. Staniste Ecological Centre from Vrsac was in charge of the activities in the municipality of Vrsac and coordinated the activities in municipalities of Bela Crkva and Plandiste. Other partners were the ecological association “Nature and Health” (partner), the ecological association “Avalon”, the Society for mentally underdeveloped persons and the mountaineering society “Vrsacka kula”.

Green Agenda in Bela Crkva

The beginning of the Green Agenda process in the municipality of Bela Crkva showed all the diversity and disagreement that existed within the local community. There were few people who accepted the process with great optimism and clear expectations. On the other side, there were distrustful and uninterested people, as a result of a long period of stagnation and degradation.

Citizens' association “Aurora”, the NGO that carried out the activities, was a solid partner, capable of project implementation. The first meeting was held in the town hall on October 28th 2008. Approximately thirty stakeholders (associations, institutions and business representatives) attended the meeting. During the meeting, two working groups were created - NATURAL VALUES and CULTURAL VALUES. We used the description of Bela Crkva given by one of the participants as our slogan - “the most beautiful municipality”. Meetings were held twice a month (9 -16 members) from November 12th 2008 to April 15th 2009. Respecting the methodology, the values and problems of the community were analyzed, information was processed and synthesized and the document was written. Working groups finished their work on October 1st. The document was sent to sixty stakeholders in order to introduce their comments or changes. Public debate was held on December 3rd.

At the beginning of the process, local self - government provided only technical support (meeting rooms). Local politicians had other things to worry about than to support a project of an NGO. However, after some time, the process became well known and inevitable, so the local self - government begun to participate and helped us improve the final version of the document. Green Agenda, as a strategic document, is one of the most important international requirements. For example, one of the twelve criteria of The National Alliance for Local Economic Development is the existence of a strategy (one of NALED activities is creation of an enabling environment for investments and business development). The citizens of Bela Crkva were the ones who offered a strategy to local authorities and helped the fulfillment of the criteria, despite the fact that the authorities did not support the process as expected. At the moment of document adoption, there were some political attempts to use Green Agenda for political self promotion. Some of them tried to debate on who initiated the process, why, who gave them the right to it etc. At that time, members of the “Aurora” presented the EU

convocation - Exchange. The convocation stated that only the proposals from an action plan of a local strategic document will be accepted. Bela Crkva did not have any document of that kind, so Green Agenda was adopted on December 23rd 2009. This makes Bela Crkva the first Serbian municipality to adopt Green Agenda

Green Agenda in Plandiste

Green Agenda process started in the municipality of Plandiste with great optimism and support of the local self - government. The partner in the process was the local NGO - Fishermen association from Jermenovci.

The process started on October 30th 2008 when the first meeting was held in Plandiste Cultural Centre. Approximately one hundred representatives of organizations, institutions and companies were invited and thirty people attended the meeting. The most important values were defined and three working groups were formed - AGRICULTURE AND WATER, CULTURAL AND HUMAN VALUES and CASTLES, PARKS AND CHURCHES. The leitmotiv of the document was "Youth and Diversity" which stated that the most important values of the municipality were the young generation and multiculturalism.

From November 12th 2008 to April 15th 2009 various meetings were held (attended by 5 to 12 members). Respecting the methodology, we analyzed values and problems. During the spring/summer of 2009 we processed and synthesized information, organized surveys and wrote the document. Working groups finished their work on October 1st. The draft version of the document was sent to more than fifty stakeholders, asking for their opinion and possible changes. On the public debate, held on November 26th, 2009, we included more activities in the action plan. The document was adopted by the Plandiste Council on December 28th, 2009.

Regional Green Agenda - Vrsac, Bela Crkva and Plandiste

Green Agenda in the municipalities of Vrsac, Bela Crkva and Plandiste takes a new direction - it expands the vision and integrates three individual processes into one regional process. So far, there have not been similar attempts and therefore this is a unique regional approach.

As well as the local agenda, the regional one is a living process, subjected to improvement, development and finding the new and better mechanisms. Moreover, it is desirable to improve our initial idea and add new forms and contents. The regional approach has its advantages and weaknesses. The main formal weakness is that there is no "middle", district or regional authority in Serbia, with political powers and budget - there is no political body that can adopt or implement any kind of a document. However, this is not an obstacle for unofficial cooperation, especially within the civil sector. Green Agenda can be a very useful instrument of cooperation between the different parts of the civil sector. Using a regional Green Agenda, a regional NGO network can be developed as well as the participation of civil sector in decision making process. Moreover, Republic of Serbia has national funds destined for regional projects that can be developed simultaneously in more than one municipality. For example, in April 2010, The Office for Sustainable Development of Underdeveloped Areas co-financed projects of NGOs from forty - four underdeveloped areas of Serbia in the areas of agriculture, tourism and small enterprises. Two important priorities were: 1) projects have to be regional (they should be implemented in more than one municipality) and 2) they should be one of the priorities listed in a strategic document.

One of the NGOs from Plandiste (Plandiste is considered to be an underdeveloped municipality) received funds for a project of an alternative agricultural production (mentioned in the action plan of all three municipalities where Green Agenda was present). Even though this NGO did not participate in the Green Agenda making, it still benefited from it.

It is our opinion that a regional approach of such kind can give good results. The citizens of Vrsac, Plandiste and Bela Crkva are working together in order to solve common problems. The initial idea was to include the municipality of Alibunar which could have made the "mini - region" of the South East Banat complete, but at that moment there was no sufficient initiative of local NGOs and authorities.

The meetings attended by the people of the three municipalities are an important result of Green Agenda. During the meetings, many important conclusions can be drawn and many project ideas can appear.

The next logical step would be a cross - border Green Agenda, as a document of Serbian and Romanian local communities. The implementation of such a project would be a great challenge for NGOs but also a great opportunity for collaboration and project making in the framework of the Serbia - Romania Cross - border Cooperation Programme, financially supported by the EU. Maybe this will help us see that the people from other countries have problems similar to ours. We would be very pleased if Green Agenda attributed to it.

The image presents the values of Vrsac, Bela Crkva and Plandiste municipalities. Some of the values are specific and others are shared by two or three communities which leads us to a conclusion that some ideas can be carried out in more than one municipality. Multiculturalism, cultural manifestations and historic - cultural monuments are the shared value. During the analysis, members of working groups realised that all the municipalities carried out similar activities, and when looked from a regional angle, all the activities looked more like a part of one single project.



Translation:

Vrsac:

- Vrsac Mountains
- Town Park, parks and gardens
- Air, water, soil
- High education
- Sport and recreation
- Vlajkovac Park
- Forest in Straza
- Tolerance
- Labor force
- Youth
- Multiculturalism
- cultural values
- historical monuments
- The Karas river
- vineyards
- architecture
- Deliblato sands

Plandiste:

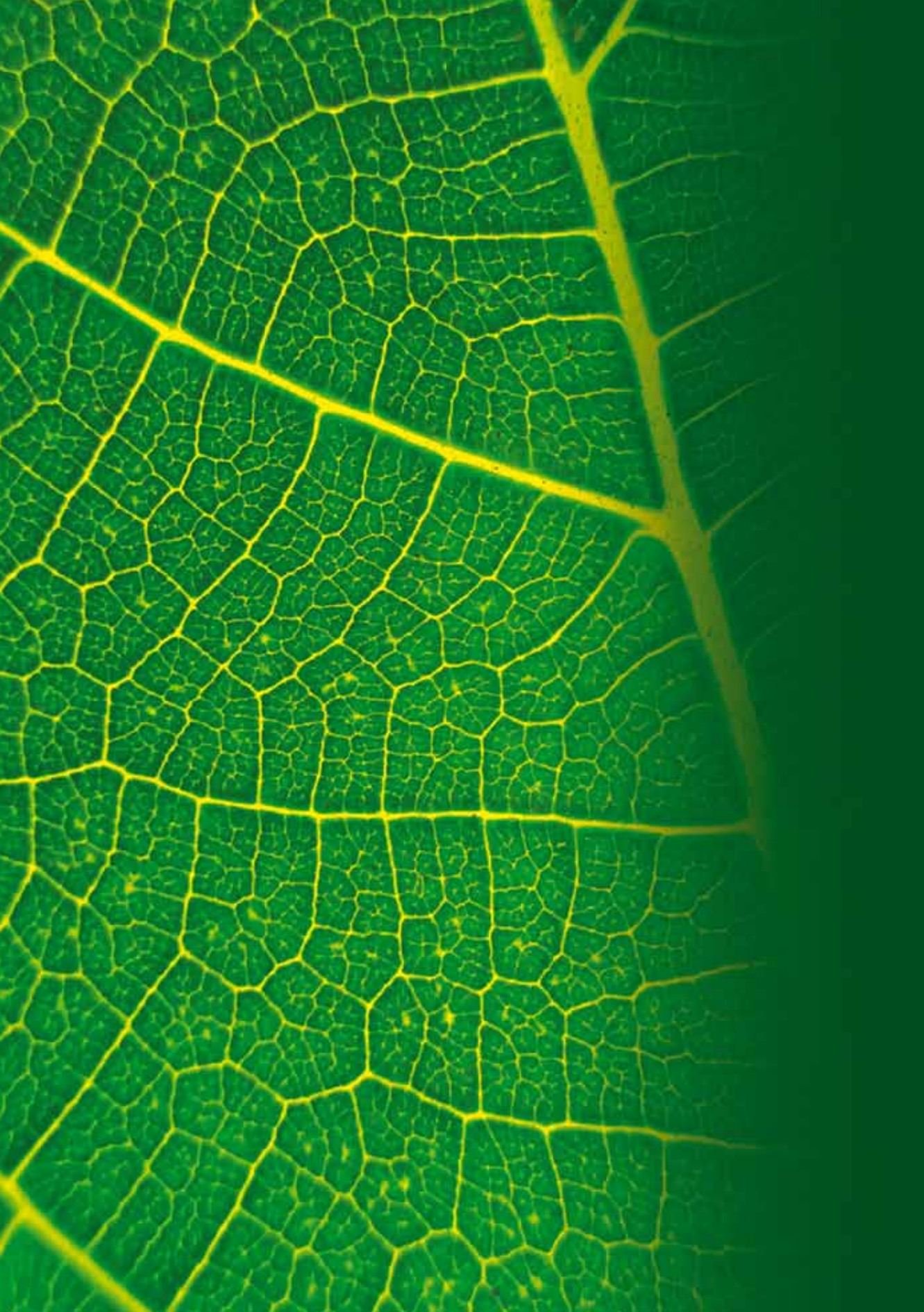
- fields, arable land
- Churches, monastery
- Transit tourism
- Non - polluted environment
- Cultural amateurism
- Natural and energetic resources
- Rivers and canals
- Castles, parks
- Farms
- Hunting

Bela Crkva:

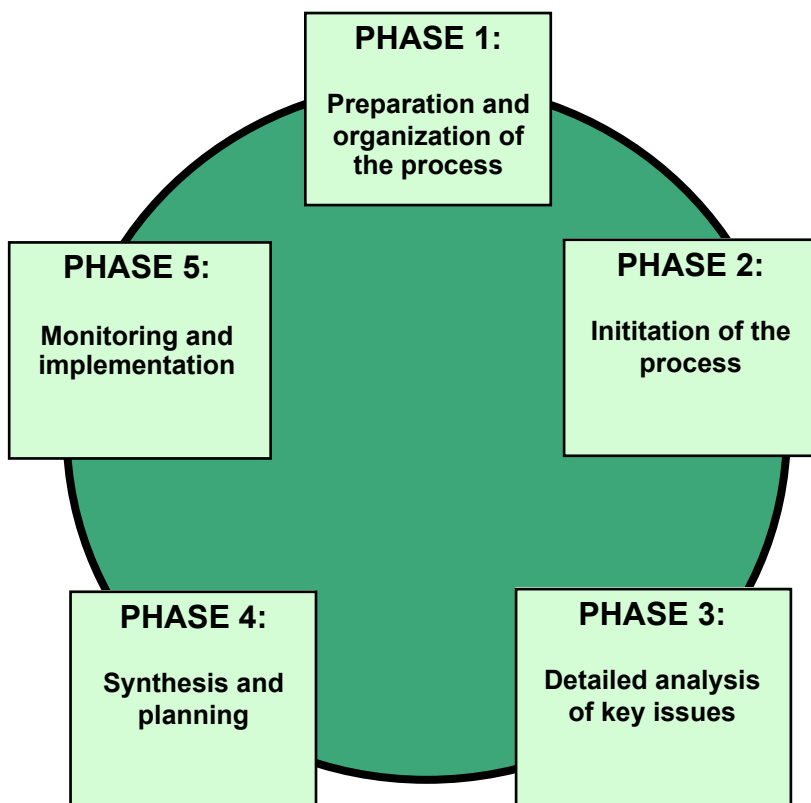
- orchards
- cultural heritage
- the river Nera
- Danube - Tisa -Danube canal
- a gully Siga
- alleys
- park
- lakes
- archeological findings

A close-up photograph of a green leaf, showing a detailed network of veins. The veins are a lighter green color, contrasting with the darker green of the leaf's surface. The veins form a complex, branching pattern across the leaf. The lighting is soft, highlighting the texture and structure of the leaf.

GREEN AGENDA METHODOLOGY



METHODS



The term Green Agenda is used for both the process and the document which lays down the conclusions and plans. Green Agenda has two goals: on one hand, it is a participatory process through which common agreement, communication and cooperation of various local actors can be achieved; on the other hand, the outcome of the process is equally important - an action plan to improve the quality of life by sustainable development.

The method consists of 17 steps divided into 5 phases, like shown on a schematic drawing below. The coordinator and initiator of the process is the local non-governmental organization (NGO), but the main work is carried out by the working groups involving all the different sectors in a local community. The working groups should involve local stakeholders' representatives (local authorities, companies, NGOs and individuals). Because it involves a big number of participants, the process is long. Depending on the size of the community, number and size of working groups and motivation of the participants, the results may occur within 10 to 18 months. It is a cyclical process: the ending of one process does not necessarily mean the ending of Green Agenda but the beginning of the new cycle based on the previous experience and results. Both the initiating and coordinating organization (an NGO) and the working groups are supported by trainers, experts and the National Platform Council. The aim of this capacity building is to enable the local community to take responsibility for improving the local quality of life by sustainable development.

Green Agenda methodology consists of 5 phases and 17 steps. Each of them will be presented in the next part of the manual. The following table represents a brief overview of the methodology, phases, steps and activities.

PHASE 1: Preparation and organization of the process	Step 1	Stakeholder analysis - Registration, clustering and analysis of interrelations between all the relevant stakeholders (NGOs, local self-government, institutions, business sector, individuals) and others that can affect the project results. - Preparation of working and promotional material - Informing the local community that the project exists - Creating visual presentation and web design
	Steps: 1 – 2 Month: 1	Document analysis • Collecting all the relevant documents and regulations (legal and bylaw acts, local documents, work programmes of relevant institutions, NGOs and other stakeholders) • Analysis of the relevant documents at local, regional and national level
PHASE 2: Initiation of the process	Step 3	The first meeting of stakeholders - Meeting with stakeholders - Identification of the values of the local community - Mapping of the values using the cluster method - Establishing the working groups, based on identified values
	Steps: 3 – 4 Month: 2	Step 4 - First group meeting - values analysis, final document analysis - Invitation to the local community to join the process (media, flyers, personal contact)
PHASE 3: Work carried out by working groups	Step 5	Trends - Analysis of the trends within last 5 to 10 years - Inventory of pressure indicators and positive exceptions - Second group meeting – Trends
	Step 6	Impacts of trends - Clustering - Assessment of social and economic impacts - Influence on sensitive stakeholders - Third group meeting – Impacts of trends
	Step 7	Making a vision and setting minimum standards - Formulation of risks for the key functions - Setting measurable minimum standards in order to avoid risks or undesirable changes - Defining the vision and sustainability goals - Fourth group meeting - Vision and standards
	Step 8	Defining the main problems - Defining and describing the problems - Indicating the “winners” and the “losers” from trends - Fifth group meeting - Problems
	Step 9	Analysing causes of problems - Identification and grouping of problem causing factors - Identification of opportunities that can help solve the problem - Analysis of interrelations between different factors - Policy issues and other factors, insight into mechanisms - Sixth group meeting – Causes of problems
	Steps: 5 – 11 Months: 3 – 7	Step 10 Defining potentials and opportunities - Making an inventory of potentials; setting priorities - Connecting potentials and problems - Seventh group meeting - Potentials and opportunities
	Step 11 Defining priority potentials - Assessment of feasibility of solutions - Defining priorities - Eighth group meeting – Priorities	

PHASE 4: Synthesis and planning, defining vision and strategic orientation Steps: 12 – 16 Months: 8 – 10	Step 12	Defining a strategic plan - Designing the vision and the best way of action - Ninth group meeting - Strategy
	Step 13	Action plan - Aims, indicators, responsibilities, information flow, required resources, data analysis, evaluation and public presentation - Tenth meeting - Action plan
	Step 14	Writing the document - Introduction, description of the community, description of the steps, vision, action plan, monitoring and evaluation plan - Eleventh meeting - Corrections
	Step 15	Public presentation and debate - Sending the document to the stakeholders to introduce changes and comments; public debate - Twelfth meeting - Adoption of the stakeholders' comments
	Step 16	Adoption of the document - Adoption of Green Agenda by the local council - Printing the document (in a form of a book or a CD)
PHASE 5: Monitoring and evaluation Step: 17 Months: 10 and later	Step 17	Evaluation and pilot projects - Press conference, results - Evaluation and pilot projects (forums, working groups)

RISK MANAGEMENT IN THE GREEN AGENDA PROCESS

Risk is always present in strategic planning processes. It is directly related to danger and uncertainty. The more we are aware of certain risks, the easier it is to prevent them or to reduce their consequences. By definition, the risk is always related to some kind of a lost or undesirable outcome, to a possibility of happening something undesirable due to unexpected circumstances. The risk is related to future events or to a probability that some activity or part of a process may be unsuccessful. Considering different methodologies and concepts on risk management, the commonly used methodology has 4 steps:

1. Risk identification
2. Risk analysis and assessment
3. Planning on avoiding risks and its impacts
4. Control of risk impacts

1. Risk identification - it is a process of identification, classification and ranking of all the risky events that can affect the process. In order to do successful risk identification the risks should be classified in several categories:

- Human factor risks
- Institutional risks
- Technical risks
- Financial risks
- Organizational risks
- Operational risks
- Environmental risks
- Political risks
- Socio - economical risks

2. Risk analysis and assessment – a detailed analysis of certain risky events and their influence on the process results. In this phase you should determine the following risk categories:

- Type (internal or external)
- Risk category (defined in the previous paragraph)
- Risk intensity (it help us define the measures for its management)

3. Planning the avoidance and minimization of risks effects - it is a process of a strategy formulation. During this phase, we try to find the activities which will help us avoid or minimize the possible risk effects on the Green Agenda results. Activities:

- Ignoring risk
- Accepting risk
- Minimizing risk
- Transferring risk
- Division of risk
- Contingency plan

All the actions that we are going to undertake have the same goal: neutralize or reduce the risk effects during the process. Very often, activities have to be combined in order to achieve the results.

4. Monitoring and follow - up – this phase assesses the responses and reactions to the risk, the application of the adequate actions and results

The four phases should not be separated one from another. Only when considered as a cyclical whole in a continuous process, the phases give the best results in risk protection.

In the next part you will find examples of risks and how to manage them in the description of each of the steps

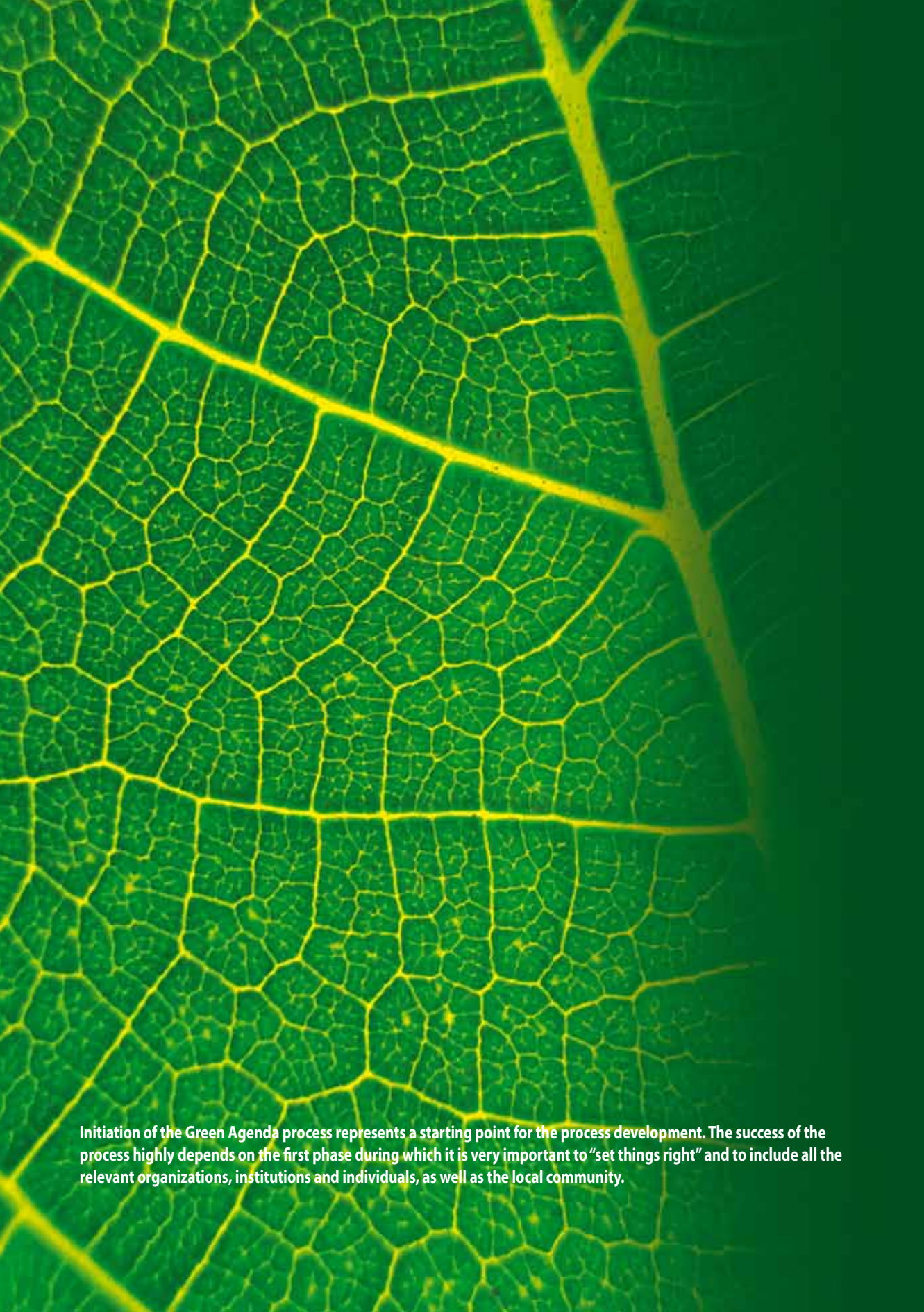


A close-up photograph of a green leaf, showing a dense network of veins. The veins are highlighted in a bright yellow-green color, creating a complex, grid-like pattern against the darker green background of the leaf tissue. The lighting is soft, highlighting the texture and structure of the leaf.

PHASE

1

**PREPARATION AND ORGANIZATION
OF THE PROCESS**

A close-up photograph of a green leaf, showing a dense network of veins. The veins are a lighter green color, contrasting with the darker green of the leaf's surface. The veins form a complex, branching pattern that fills the entire frame. The lighting is bright, highlighting the texture and structure of the leaf.

Initiation of the Green Agenda process represents a starting point for the process development. The success of the process highly depends on the first phase during which it is very important to “set things right” and to include all the relevant organizations, institutions and individuals, as well as the local community.

STEP 1: STAKEHOLDER ANALISYS

Aims:

To map relevant stakeholders; to determine their roles, influences and interests; to analyse their interrelations and power relations.

Methods, techniques and tools:

There are five steps to stakeholder analysis:

1. Identification and prioritization of the stakeholders
3. Cluster and contact the stakeholders
4. Analyse the stakeholders' interests
5. Make a power map
6. Define an approach strategy

Duration: about one month

Risks

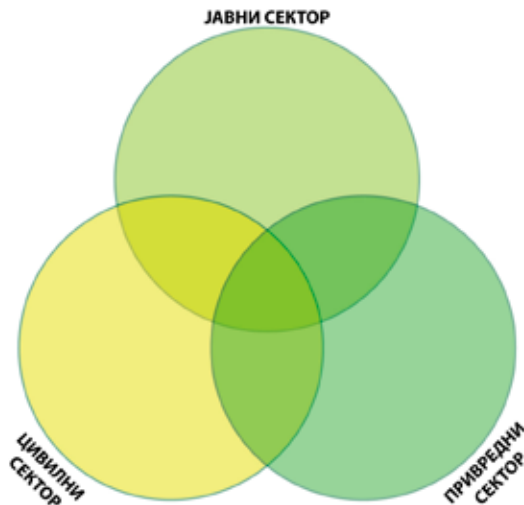
Steps	Description of a risk	Type	Category	Intensity	Plan of action
		Internal External	- financial - political - environmental - operational - institutional - socio - economical - human factor	H high M moderate L low	Description of what should be done in order to reduce / eliminate the influence of the risk
Step 1 – Stakeholder analysis	An important actor was not invited/ included in the process	Internal	Operational	Moderate	After determining the error, approach directly the important actor and invite him/her to participate in the process. Ensure all the information and offer an official apology for the mistake.

Experiences/lessons learned:

The stakeholder analysis gives an insight into the real situation of the community and it requires a direct contact with people. What occurred in Brus taught us how important this direct and continuous contact with relevant community representatives is. In March 2008, a local non - governmental organization took upon itself to initiate the Green Agenda process in Brus. The stakeholder analysis was poorly conducted, without real contact with people. As a result, only seven out of fifty people attended the first meeting of stakeholders . What occurred there was a clear example of a bad way of informing the public - the analysis of the real situation was poor and the stakeholders were not informed about the process. Therefore, the process was not initiated. Brus, a community of important natural values, missed the opportunity to get its Green Agenda, its local strategic plan for sustainable development.

Ensure broad participation

The first step - Stakeholder analysis, should be done carefully and in great detail because the results of the whole process depend on it. During this step, it is necessary to identify all the relevant institutions, organizations and individuals that, due to its jurisdiction, activities, interests or professions, can affect the process, make it better or find their interests in it, regardless of its successfulness. You should come up with as many as possible interested parties (e.g. more than two hundred possible interested parties were identified in Vrsac).



- **Public sector is right - driven - provides information, stability and legitimacy.**
- **Private sector is profits - driven - it is inventive, fast and single - minded.**
- **Civil sector is value - driven - it is responsive, imaginative and inclusive.**

The practice shows that the most sustainable processes of strategic planning are those that involve all the community sectors. Always bear in mind that Green Agenda is an open, democratic process of integration of citizens, local authorities and business sector by following “bottom-up” and “people to people” principles, whose aim is a dialogue and agreement on important environmental issues in order to bridge the differences between current situation and the desirable future (vision of the community). It is a participatory way of dealing with local issues, solutions, opportunities and threats to the environment.

1 – Identification and prioritization of the stakeholders

We will use Knjazevac as an example to illustrate the steps cited above.

When it comes to identifying stakeholders, we suggest you to make a table similar to the one below, list the stakeholders and describe shortly the reasons why a certain stakeholder should be included in the process. Try not to be redundant and focus only on the most important facts. After identifying the stakeholders, you should prioritise them. For example, the local self-government can have far more influence on the process than a citizens’ association.

Number	Stakeholder	Importance (why they should be included)
1.	Local self-government	The whole process will be conducted in partnership with the local self - government which is the decision maker for achieving sustainable development
2.	Tourist Organization	Tourism is one of the priorities of the local development strategy which emphasizes the development of Old Mountain, rural and eco tourism.
3.	Bureau for Urbanism	Construction, maintenance and equipment of facilities, giving opinions, approvals and permits
4.	Zajecar Road Construction Enterprise	Maintenance and construction of regional roads on the territory of Knjazevac Municipality
5.	Local communities (offices)	Local offices link citizens and government and are interested in improving the environment and life quality.
6.	Health Center	Sanitary service dealing with hygiene, water, air and food quality.
7.	Serbian ski resorts – a state owned company for ski tourism promotion	The company is using one part of the Old Mountain Nature Park, respecting regulation on sustainable development standards and creating the vision for desirable future.
8.	Serbia forests - a state owned company for forest protection’	The company administrates forests and acts as a protector of natural resources.
9.	Toplana, Communal Company	Direct polluter whose activity has to meet the international standards.
10.	Standard, Communal Company	Administering urban and rural waste deposits and sewer and water systems, their activities have to be adjusted to international standards.

2 – Clustering and contacting stakeholders

At this point, you should cluster and contact the stakeholders. Make a table similar to the one below and try to anticipate possible problems that can occur with stakeholders during the process. Focus on the most important facts.

Stakeholder	Contacted	Remarks / what is to be done:
Local self-government 1 Milosa Obilica Street, Knjazevac Telephone: 019 731 623; 019 733 119	X	The new government is soon to be formed; it is possible that the new authorities will not take part in the process
Tourist Organization 1 Milosa Obilica Street, Knjazevac Tel: 019 735 230	X	Two meetings; very interested
Zaječar Road Construction Company Hajduk Veljkova Street, Zajecar Tel: 019 420 803	X	Meeting with the director in Zajecar. Have their representatives in Knjazevac. Should be contacted in person.
Serbia forests - Forestry Administration Ive Lole Ribara Street, Knjazevac Tel: 019 731 323	X	/
Serbian ski resorts Communal Company, Belgrade 1 Milosa Obilica Street, Knjazevac Tel: 019 730 910; 019 731 110	X	Decision makers are not in Knjazevac but in Belgrade and cannot participate. Find a local representative.

3 – Analysis of stakeholders interests

Group the stakeholders by sectors (public, business, civil) and make tables for each sector. Try to identify the nature of each stakeholder's interest regarding the Green Agenda process, having in mind that the primary interest have only those stakeholders that can be directly affected by the process or can have their interests in it.

Level	Public sector	Interests	What is their interest?
Local	Local self - government	Primary	Execution of decisions and laws at local level
Local	Tourist organization	Primary	Promotion of the local tourist offer, coordination, profit
Central	Serbian ski resorts	Primary	Construction and maintenance of the ski resort, making profit, carrying out the master plan for Old Mountain
Local	Serbia forests	Primary	Forest administration and preservation of protected areas
Local	Road construction company	Secondary	Road maintenance
Local	Standard CC from Knjazevac	Primary	Maintaining local cleanliness
Local	Toplana CC	Primary	Maintaining heating system
Local	Knjazevac medical centre	Secondary	Primary medical care
Local	Knjazevac culture centre	Primary	Cultural manifestations, maintenance and promotion of cultural values
Local	Knjazevac Heritage Museum	Primary	Preservation and promotion of historical and cultural values
Local	Knjazevac land development public agency	Primary	Implementation of local urban development plan
Local	Vuk Karadzic primary school	Secondary	Education
Local	Dimitrije Todorovic - Kaplar primary school	Secondary	Education
Local	Dubrava primary school	Secondary	Education
Local	Predrag Milosevic musical school	Secondary	Music education
Local	Technical school	Secondary	Education
Local	High school	Secondary	Education
Local	Bajka Preschool	Secondary	preschool education
Central	Republican inspection	Primary	Supervision, implementation of laws at local level
Regional	IS-RARIS Development Agency	Primary	Achieving the goals of the agency

Level	Public sector	Interests	What is their interest?
Local	Beli Timok Fishermen association	Primary	Own goals
Local	Knjazevac Hunters' association	Primary	Own goals
Local	Spring - NGO	Secondary	Preservation of cultural values
Local	Center for creative development - NGO	Primary	Education and raising ecological awareness
Local	Military pensioners association	Primary	Own goals

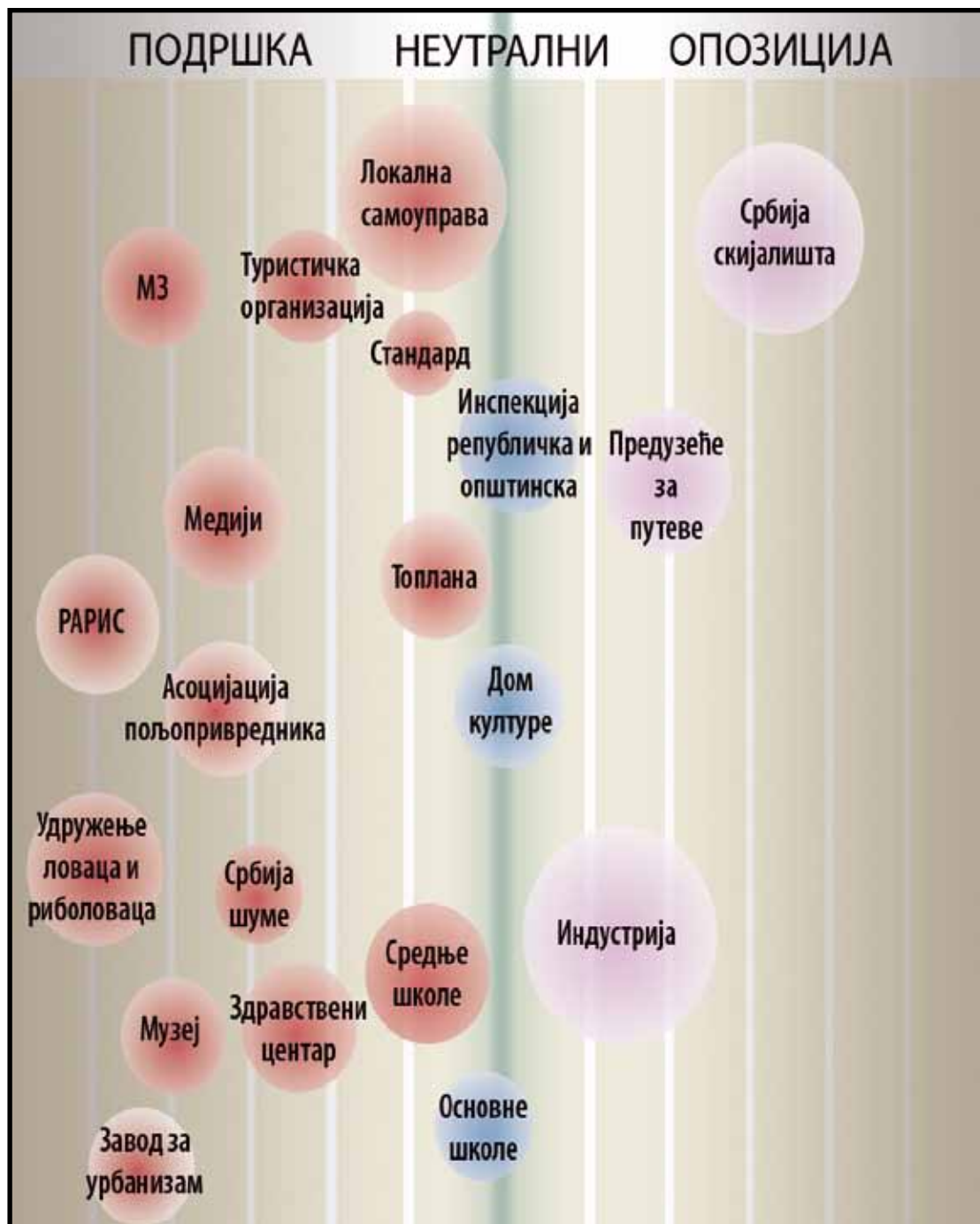
Level	Public sector	Interests	What is their interest?
Local	Dzersi Cheese factory	Primary	Profit, avoid investments in pollution reduction, image
Local	Dzervin CC, Knjazevac	Primary	Profit, avoid investments in pollution reduction, image
National	Stokoimpeks SC Nis	Primary	Profit, avoid investments in pollution reduction, image

4 – Power map

Creating a power map is an important step and it should be done very carefully. It is necessary to define each stakeholder's position in relation to the Green Agenda process - to identify potential allies, proponents, uninterested parties and opponents. Make a draft and try to identify potential allies and opponents within the community. Start by putting the stakeholders at natural positions - with respect to their interests or competencies. For example, an ecological inspection, a public utility company or a guardian of a protected area are expected to be good allies, whereas polluters can be opponents (but remember that things are not always what they seem to be at first glance).

Many future activities depend on the accuracy of the power map whose creation requires a lot of thinking and energy. The power map should show all the potential threats to the process, people that require special attention or should be influenced on. Feel free to use your own knowledge of the community and interrelations, be subjective and try to find the right place for each stakeholder. Of course, mistakes are possible and you should not be afraid of that. It can happen that only after the initiation of the process you will be able to discover some hidden and unforeseen interrelations between the stakeholders. Sometimes, a stakeholder that you have considered an ally can become an opponent, due to his connections with another stakeholder. It can also happen the other way around. For example, it is logical for the local self-government to be on citizens' side and to oppose to a polluter; therefore it results natural to consider it an ally. However, it is possible that the polluter in question employs a lot of people and pays taxes to the local self-government (or there are some business/parental relations between the two); in this case, the local self-government will take the polluter's side and be neutral or even opposed to the Green Agenda process. It can also happen that an opponent becomes an ally, after seeing the benefits of Green Agenda (e.g. it can help with pollution problems, fulfillment of certain standards and improvement of communication with local community).

Here is an interesting example from Vrsac. In 2007, several non - governmental organizations launched the campaign against the illegal deforestation of the Vrsac Mountains. However, the forest management continued on cutting trees even after the ecological inspection had banned it, which provoked a public disapproval and protests. It was expected that all the ecological associations will come together, but one of them, a mountaineering society, did not take part in the protest, explaining that the forest management financed some of their activities. This is a clear example of how an ally can become an opponent due to their own interests and personal relations with other important actors. All these hidden relations should be taken into consideration when making the power map.



5 – Defining a strategy

After creating the power map, you should develop approach strategies for each stakeholder. Stakeholders are real persons, with their own ways of thinking, knowledge, prejudices, problems and interests. It is necessary to approach each one of them properly, especially those denominated as “troublesome”. The aim of the strategy is simple: “Convert as many as possible opponents into neutral actors and as many as possible neutral actors into allies”.

Назив актера	Проблем	Стратегија приступа
ЈКП „Топлана“	X	Директор је недоступан за сарадњу због заузетости и зависности од политичких одлука. Контактирати професионалце из његовог непосредног окружења и довести их на састанак.
ЈП „Скијалишта Србије“ Београд	X	Донносиоци одлука нису у локалу, већ у Београду, због обавеза не могу се укључити. Треба наћи локалну особу која ће на одговарајући начин представљати актера и пренети информације
ЈКП „Стандард“	X	Показати им да укључење у процес не увећава обим посла, већ да се тиме постиже подизање свести код грађана и боља брига о окружењу

Искуства која желимо да пренесемо, научене лекције, ризици:

Анализа заинтересованих страна представља шири контекст упознавања са стварном ситуацијом у заједници. Без директног контакта са људима то упознавање није могуће до краја извести. Случај из Бруса нас је научио колико је важно имати тај директан и сталан контакт са свим релевантним представницима заједнице. У марту 2008. године, започели смо процес Зелене агенде у Брусу, где је локална невладина организација преузела на себе послове иницирања процеса. Први корак – Анализа заинтересованих страна је урађен површно и без директног контакта са људима. Резултат таквог рада је довео до тога да је на првом великом састанку заинтересованих страна присутно било свега 7 особа од планираних 50. У овом случају се догодило нешто што се може назвати обострано лоше информисање. Локална организација се није упустила у детаљно анализирање стварне ситуације а и пропустила је да информише заинтересоване стране о процесу. Процес није инициран како треба и на самом почетку је замро. Пропуштена је прилика да Брус као средина изузетних природних богатстава добије своју Зелenu агенду, свој локални стратешки план одрживог развоја.



STEP 2 - DOCUMENT ANALYSIS

To analyse the existing legislation and official plans regarding the environment and sustainable development. A detailed analysis should be done both at national and local level.

Aims

Анализирати постојеће законе, законске акте и званичне планове који се тичу заштите животне средине и одрживог развоја. Детаљне анализе урадити на националном и локалном новоу.

Methods, techniques and tools:

- Make an inventory of existing laws and national strategies
- Make an inventory of local plans and policies: environmental plans, economic development plans, infrastructure plans and spatial plans
- Make an inventory of existing planning methods. Make sure you know what are the formal planning procedures and requirements to comply with.
- Make an inventory of existing annual plans and programmes of local public companies
- Make an inventory of existing annual plans and programmes of local NGOs

Risks:

Steps	Description of a risk	Type Internal External	Category - financial - political - environmental - operational - institutional - socio - economical - human factor	Intensity H high M moderate L low	Plan of action Description of what should be done in order to reduce / eliminate the influence of the risk
Step 2: Document analysis	An analysis of important documents relevant for Green Agenda was not conducted	Internal	Operational	Moderate	Conduct an additional analysis of the important document and include it in the official part of the document analysis, try to see what connection there might be between the document and the Green Agenda process

Number	Name of the document	Level International National Regional Local Organizational	Applied in practice • applied • not applied • partially applied • no information
1.	LEAP	Local	Not applied
2.	National Environmental Program - draft	National	Not applied
3.	Action plan for regional development	Regional	No information
5.	Report on the work of Knjazevac municipality	Local	Applied
6.	Tourism Strategy of RS	National	Applied
7.	Communication Strategy: building capacities in administration for environmental protection	National	No information

8.	Water management for sustainable development	National	Applied
9.	Energetic and environmental protection	National	Applied
10.	EPR –policy creation, planning and implementation	National	No information
11.	Environmental Performance Review Serbia - UN 2007	National	No information
12.	Tourism development plan on Old Mountain, a pre-feasibility study of ski resort characteristics	Local	Applied
13.	Law on Environmental Protection	National	Applied
10.	EPR –policy creation, planning and implementation	National	No information
11.	Environmental Performance Review Serbia - UN 2007	National	No information
12.	Tourism development plan on Old Mountain, a pre-feasibility study of ski resort characteristics	Local	Applied
13.	Law on Environmental Protection	National	Applied

Impact of the documents on the Green Agenda process

	Title	Influence direct/indirect	Document relevancy (for Green Agenda)
1.	National Environmental Program - draft	direct	Can have positive impacts on Green Agenda
2.	Action plan for regional development	direct	Positive influence; sustainable development
3.	Report on the work of Knjazevac municipality	direct	Information of public importance, competencies, responsibilities, local self-government records related to Green Agenda
4.	Tourism Strategy of RS	direct	Through tourism, Serbia has to provide a long-term protection of natural and cultural values
5.	Communication Strategy: building capacities in administration for environmental protection	indirect	Administration for Environmental Protection should be a competent national institution which takes care of environmental issues in accordance with EU principles.
6.	Water management for sustainable development	direct	The town is situated on two rivers and is rich in water springs. Mountain rivers have a lot of private hydro electric that do not have bad influence on environment.
7.	Energetic and environmental protection	indirect	Production and consumption of electric energy impact on the environment. Serbian government issued a proposal to reduce this impact.
8.	EPR –policy creation, planning and implementation	indirect	Access to institutions, policies, strategies, plans, legal framework, information, education and implementation of international agreements.
9.	Environmental Performance Review Serbia - UN 2007	indirect	Access to environmental performance, recommendations, promotion of sustainable development
10.	Tourism development plan on Old Mountain, a pre-feasibility study of ski resort characteristics	direct	The program recommends activities to improve and preserve cultural and historical buildings, authentic architecture, river banks and urban esthetics. It also emphasizes better maintenance of public spaces and green areas.
11.	Law on Environmental Protection	direct	Legal framework
12.	Financial resources for environmental protection	indirect	Financial/economic instruments for environmental protection
13.	Radioactivity in Serbia, 2002	indirect	Investigation shows that there are no dangers of radiation (local uranium mine is shut down).

Experiences/ lessons learned:

Knazevac is an example of a good document and stakeholder analysis which facilitated the process. During the process initiation, stakeholders saw our seriousness and professionalism and working groups were provided with materials which ensured a legal basis for the proposed solutions.

Documents are different forms of regulations that give information about functioning of certain segments of a community: decisions of local or autonomous province parliament, laws, regulations and other acts that define programmes or policies. For a successful realisation of this step, it is important to make an inventory of existing documents relevant to the protection of the environment: international conventions, national laws and regulations, provincial and local decisions, public services' and even local NGOs' (hunters, fishermen etc) annual plans etc. Even during this phase you

can notice potential problems and trends within the community (if, for example, such documents do not exist or are not applied).

Below we give an example from Knjazevac, a municipality that initiated the process successfully.






A close-up photograph of a green leaf, showing a dense network of veins. The veins are highlighted in a bright yellow-green color, creating a complex, grid-like pattern against the darker green background of the leaf tissue. The lighting is soft, highlighting the texture and structure of the leaf's vascular system.

PHASE

2

INITIATION OF THE PROCESS

A close-up photograph of a green leaf, showing a dense network of veins. The veins are a lighter green color, contrasting with the darker green of the leaf's surface. The veins form a complex, branching pattern that fills the entire frame. The lighting is soft, highlighting the texture and structure of the leaf.

The Green Agenda process starts with identification of community values. They should be defined during the second phase, at the first big meeting of stakeholders (when working groups are established).

STEP 3: THE FIRST MEETING OF STAKEHOLDERS

Once the preparatory phase is finished, it is important to root the process, providing community support and making the process alive and sustainable. A closed and limited process, unrecognized by potential actors and without community support, has no perspective and it is a matter of time when it will disappear spontaneously, without bringing any results. That is the reason why Green Agenda has to be an open process involving a large number of participants. Everyone who wants to help the process is gladly accepted. Important Green Agenda principles are “bottom - up” and “people to people”, meaning that each member of a community who wants to help, regardless of his/her education, competence, ability, origin, social or economic status, can contribute to the process. A contribution of such a person is considered bigger than of some world expert or a very influential person who does not want to participate. Therefore, it is important to gather a big number of people coming from different sectors and to motivate them to participate. Beside the presentation, the first meeting of stakeholders is a good opportunity to root the process and to motivate certain groups or sectors to join.

Aims:

- To make a public presentation of the Green Agenda methodology in front of a large audience (stakeholders);
- To define and cluster the main values of the local community

Methods, techniques and tools:

The first meeting of stakeholders should gather a big number of people coming from three different sectors (public, business and civil): institutions, public companies, private companies, citizens associations, interested individuals. The more participants and different sectors there are the bigger is the chance to identify all the values of a community. This will also reduce the risk of omitting any community value. Including different stakeholders will also prevent a domination of a certain group or sector which may favor one group of values (biologists can, for example, insist on natural values and neglect the cultural ones). You should invite all the people previously identified as stakeholders and choose the right form of invitation for each one of them - a letter, an e-mail or a direct contact. The number of participants depends on many factors: size of a community, level of civil sector development, economic development and support of the local self - government. In our opinion, the best is to have 30 to 50 stakeholders (representing all three sectors) present at the first meeting.

Plan for the first meeting of stakeholders:

- **Present the Green Agenda methodology**
- **Make an inventory of community values (on cards)**
- **Cluster community values (by topics)**

Experiences / lessons learned:

When planning the first meeting of stakeholders you should pay attention to:

- Quantity: a large audience, 30 - 50 persons
- Quality: participants should come from relevant areas
- Equality: all three sectors should be equally included (public, private and civil)

The meetings where all three factors (quantity, quality and equality) were fulfilled gave concrete results. On the other hand, the meetings where some of the factors were missing gave incomplete results and the working groups had to revise their lists of values, adding or taking out some of them.

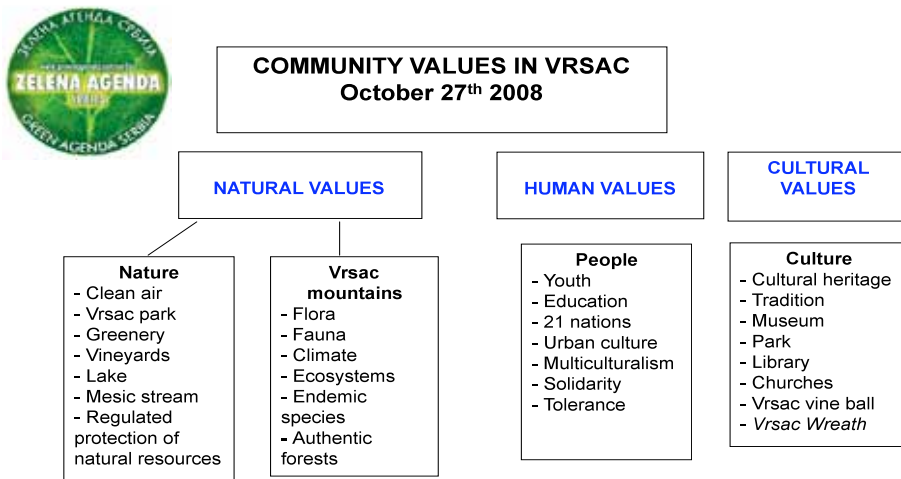
Risks:

Steps	Description of a risk	Type Internal External	Category - financial - political - environmental - operational - institutional - socio - economical - human factor	Intensity	Plan of action Description of what should be done in order to reduce / eliminate the influence of the risk
				H high M moderate L low	
Step 3: The first meeting of stakeholders	A small number of people attended the first meeting	External	Operational Human factor Political	Very high	- The meeting should be carefully prepared: choose the best way to inform the people about the meeting - Ask the participants to confirm their attendance - Ask stakeholders to help approach/invite other stakeholders - In case the meeting is unsuccessful (small number of participants), reschedule the new one

RESULT - LIST OF VALUES

The list of values is one of the most important outcomes of the first meeting with the stakeholders.

In order to make the list, simply hand out pieces of paper to the participants (three for each participant) and explain them that they should write down three community values (a natural, a cultural or some other value) they consider the most important ones. Try to cluster the values. After doing that, you are a step away from forming the working groups. Here is an example from the first meeting with stakeholders in Vrsac:



STEP 4: ESTABLISHMENT OF WORKING GROUPS

Aims:

To form the working groups according to the recognised community values

Methods, techniques and tools:

- Grouping the values and forming the working groups
- The stakeholders decide which group they would like to join
- The first groups meetings are organized
- Choosing the working group coordinator
- Making an inventory of other potential participants
- Scheduling the next working group meeting

At this stage, you should divide the participants in the working groups according to the map of values. In our experience, the best is to have 2 - 4 working groups. After naming the groups, the participants choose which one they will join. A working group should have 5 to 9 members coming from all three sectors and representing all the stakeholders. It can happen that the working groups cannot be formed only with members present at the meeting, so we recommend you to come up with other people that might be included. The next step is choosing a group coordinator. The coordinators can be chosen at the meeting of stakeholders or at the first group meeting. The role of the coordinator is to prepare, organize and lead the meetings of his/her group and to write reports that will be used for later document writing. Therefore, the best would be to choose a systematical, hard-working and responsible person, possibly an expert, for the group coordinator.

Experiences / lessons learned:

The number of group members is not precisely defined. Based on our experience, the best would be to have 5 to 9 group members. Working groups with less than five members cannot function well, whereas working groups with more than nine can experience organizational problems. At the end of the day, it is up to you. In Sremska Mitrovica, for example, "Greenery" consisted of 11 members at the beginning. During the work, the members decided to make the group official by creating their own association. The new organization, Sremska Mitrovica Ecological Club was born.

Risks:

Steps	Description of a risk	Type Internal External	Category - financial - political - environmental - operational - institutional - socio - economical - human factor	Intensity H high M moderate L low	Plan of action Description of what should be done in order to reduce / eliminate the influence of the risk
Step 4: Establishment of the working groups	People taking part in more than one working group can get tired by the voluntary work.	Internal	Operational	Moderate	- Do not involve one person in more than one group - Inform the participants about their work and responsibilities

Work in working groups and team work

The work carried out by the working groups is the key factor of the Green Agenda process. We can freely say that the success of the entire process highly depends on the results achieved by the working groups. The pillar of Green Agenda is “participation”; therefore you should not forget to include the marginalized groups which do not always have the possibility to show their attitudes on social issues. The Green Agenda working group is a chance for these sensitive groups to take part in the creation of the future of their community and to get heard by the majority.

Group, Working group, team

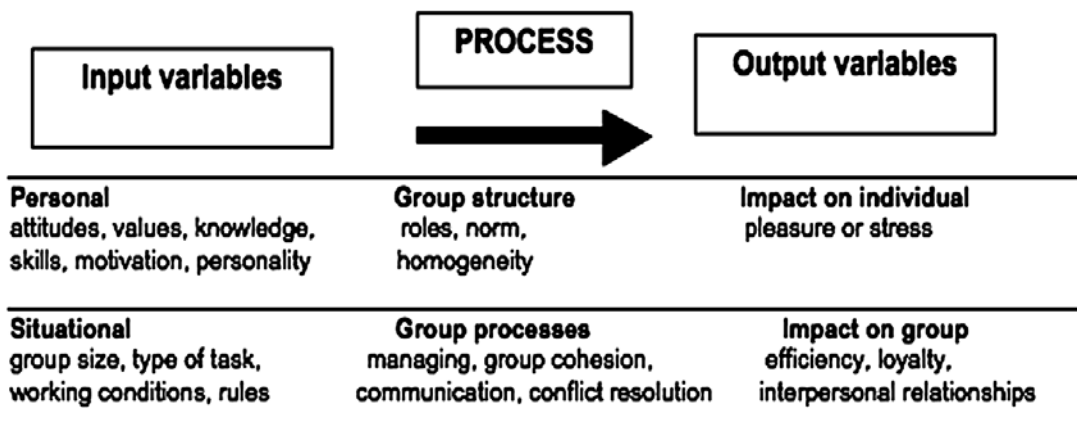
A group consists of at least three individuals who have regular contact and work together to achieve a common goal. People like joining groups for they help them fulfill their needs more easily. The most common examples of groups are family, friends, clubs, organizations and working groups.

The difference between working groups and regular groups of people is their activity - working groups, unlike regular groups of people, work together to achieve a certain goal, they work according to their rules and have a group leader or a coordinator. Working groups can be given a certain period of time to solve a problem or achieve a goal. It can also happen that a group transforms into another type of an organization. In the Green Agenda pilot project, carried out in Serbia in the period 2007 - 2010, we had a similar experience: members of working groups in Sremska Mitrovica decided to create a non - governmental organization and continued to work on accomplishing their goal - raising ecological awareness among young citizens of Sremska Mitrovica.

Here we should also explain the concepts of a team and teamwork. Teams have higher levels of organization than working groups, with new categories:

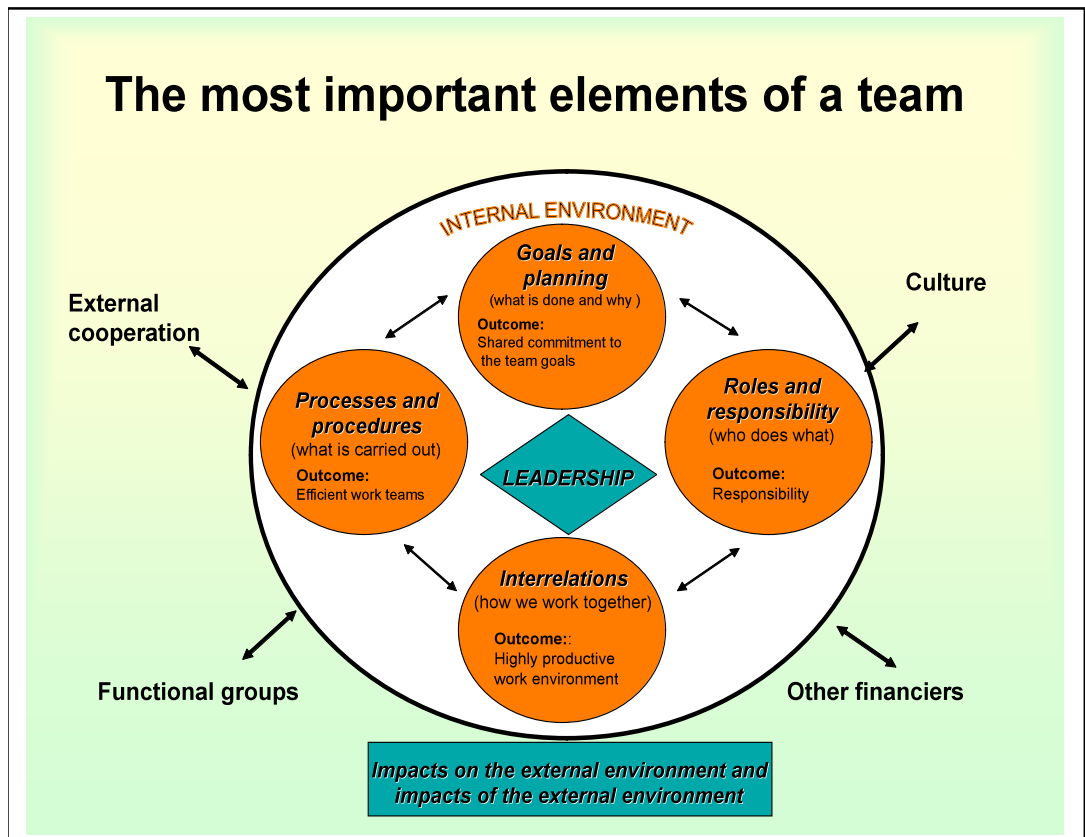
- **Interrelations between the members**
- **Balanced activities in order to get efficiency in achieving the goals**
- **High productivity of satisfied people (where participation and teamwork bring pleasure, not stress)**
- **Synergy (two or more agents working together to produce a result not obtainable by any of the agents independently), where $1 + 1$ does not equal 2 but 2 and a certain amount of positive energy which has positive influence on interrelations and goal accomplishment.**

When speaking about groups, working groups and teams we should always have in mind that we actually speak about a process, respecting the following rules:



Principles and characteristics of a successful team:

- Team members know why the team exists: they have shared goals (they know why they are there and what they are expected to achieve together);
- team members share specific guidelines and procedures when deciding (shared standards and values, team members know how things will be decided and can act accordingly; for example: if they cannot attend a meeting, they can inform other members about their opinion; team members know how and when to influence the decision making);
- team members communicate frequently and freely (about the work: everyone can contribute to a discussion, team members are equally respected, and there are no obstacles to expressing opinions or visions);
- team members provide and receive help from each other (they notice each others needs, and are ready to help, while at the same time it will not be considered a weakness to accept this. Team members are aware that each has his/ her own strong and weak points and that all these are needed within the team);
- team members have learned to resolve conflicts (conflict are not neglected, but dealt with openly; team members are aware that conflicts are part of the group formation process);
- team members have learned to recognize the processes; they know that individuals can have different team roles, equally important for different process stages. They are aware that conflicts are natural and cannot be buried; team members are aware of the different stages in team forming and are able to see their own contribution;
- team members continuously build their knowledge and skills; they provide and receive information and are willing to learn from others.



In order to create a good team, each team member needs to have or to learn certain skills, such as:

- **effective meeting techniques (not just working with an agenda but taking part in a discussion, being open to new perspectives, able to brainstorm when needed and take decisions when needed, etc);**
- **presentation skills (how to present your point of view within the group and represent the group outside);**
- **listening skills (active listening);**
- **interviewing techniques**

Commonly recognised stages in team development are:

- **Forming:** focus on goals and tasks. Getting acquainted and understanding each others roles (understand different personalities and their roles);
- **Storming:** conflicts emerge and it is necessary to set priorities, responsibilities and leadership within the team. The key is to manage conflict and not suppress it. If it is suppressed team members withdraw and avoid responsibilities. In this stage the teambuilding is intensively ongoing;
- **Standardization:** things return to normal. There is a sharing of information, mutual acceptance, compromise and respect. Rules are defined by which the team will operate. There is a tendency to be overly positive about what is done and can be achieved;
- **Performing:** effective and efficient achievements. This is the stage when the work is actually being done. The roles of individual team members are accepted and acknowledged;
- **Adjourning:** the job ends, disengagement phase comes. Don't just leave but close, celebrate successes.

How to build a productive team

- **Have clear mission/goal**
- **Set achievable goals**
- **Determine the right size and variety of a team**
- **Have agreed structure that meets the task**
- **Name responsible persons to make necessary decisions**
- **Offer different group and individual awards**
- **Provide long duration and stability of the membership**

PLANNING THE WORKING GROUP MEETINGS:

Planning is present during the whole Green Agenda process and we will have the opportunity to use several types of planning:

- **Strategic planning**
- **Action planning**
- **Work planning**

At the end of every group meeting, you should make an activities work plan for the next meeting. This plan should include:

- **Time of the next meeting**
- **Place of the next meeting**
- **New members to invite - in case your group needs more members**
- **Experts to invite - in case you need some**
- **Contentious issues - in case there are any; who should resolve them**

ACTIVITY	TIME FRAME	PERSON RESPONSIBLE	NEEDED RESOURCES

DATA / RESULTS COLLECTION (RESULTS ACHIEVED BY THE WORKING GROUPS, NECESSARY FOR THE CREATION OF THE STRATEGY)

Aims:

To build a system for collecting material and results of the working groups

Guidelines:

The work of working groups should be followed by a clear and efficient way of data and results collecting. In order to do this, you will need specific formats which working groups will fill in so that they can verify the obtained results. During the group work (and after every group meeting), the most important is to fill in the following two formats:

- **Report from the working group meeting**
- **Data collecting and result monitoring form**

Methods and tools

The suggested formats are made to facilitate clustering and systematization of the results - the work carried out by the group coordinators. It is important to save all the obtained data and make it available during the strategy making as well as the writing of the Green Agenda document.

Report from the working group meeting

All the results achieved during the meetings of the working groups should be written down (in a report) because they will be used during the strategy formulation and the writing of the Green Agenda document. There are many different forms of reports, but we consider that the form that will satisfy the Green agenda needs should include the following elements:

- **name of the working group**
- **meeting title**
- **participants**
- **place**
- **Agenda (briefly)**
- **results / conclusions**
- **plan for the next meeting**

Example:

REPORT FROM THE MEETING OF THE WORKING GROUP "NATURAL VALUES", KNJAZEVAČ

DATE: January 15, 2009; **time:** 12:00; **place:** premises of The Timok Club

NUMBER OF PARTICIPANTS: 7 out of 8 group members attended the meeting. One member is absent (for unknown reasons; he was invited but did not attend)

AGENDA:

1. Introduction
2. Presentation of aims and guidelines of the meeting
3. Results from the last meeting
4. Analysis of Standards and Vision design
5. Conclusions
6. Plan for the next meeting

CONCLUSIONS: All the participants took active role in the meeting. The meeting was successful due to the good preparation of the participants. The following conclusions were drawn:

1. Natural resources and biodiversity are the most important factors of the community development. Developing new economic sectors by using the resources adequately is both a challenge and a chance for the survival.
2. Tourism and other economic sectors development should be followed by sustainable use of natural resources because that is the way to preserve, protect, sustain and improve the biodiversity of our municipality (Jevik - Baranica and Sredorek - Jaz - Banjica Paths of Health)
3. Methods and forms of natural values preservation should be improved; protected areas should be enlarged (creation of a public company for protected areas preservation, creation of Natural Collection, preservation of genetic stocks, regeneration and protection of the forests, reintroduction of new animal and plant species, creation of a gene bank of flora and fauna, protection the Gorge of Svrljig etc.)

PLANS FOR THE FUTURE:

The next meeting shall be held not later than February 28 2009;

The next meeting agenda should include:

Identification of the main environmental problems

Appendix: Presentation

Knjazevac, January 19 2009

working group leader: Dragan Beatovic

A format for materials collecting and results monitoring

Name of the activity	Time and place	Number of participants	Expected results	PAchieved results	Forms of verification	Difficulties, problems occurred during the work	Responsible person
The first WG meeting			<ul style="list-style-type: none"> • WG formed • WG coordinator chosen • Dynamics and rules defined 				
The Second WG meeting Introduction to detailed analysis of key issues			<ul style="list-style-type: none"> • Analysis of values conducted • Documents analysis conducted 				
WG meetings Step 5: Trends			<ul style="list-style-type: none"> • Trends analysis conducted 				
Step 6: Impacts of trends			<ul style="list-style-type: none"> • Trend impacts assessed 				
Step 7: Standards and Vision			<ul style="list-style-type: none"> • Vision statement designed • Elements of vision defined • Standards defined 	Vision statement:			
Step 8: Problems							
Step 9: Causes of problems							
Step 10: Potentials and opportunities							
Step 11: Priorities							

A format serves to keep records on the process so that valuable information does not get lost. It helps the process coordinators and other organizations involved in the process. The format consists of eight columns and nine rows. The best would be to organize nine meetings but it is up to working groups to define their own dynamic. The columns should contain the following parameters:

- Name of the activity/step (already completed with the activities/steps that should be carried out by working groups)
- Time and place of the meeting
- Number of working group members present at the meeting
- Expected results (partially completed to facilitate and direct the work)
- Achieved results
- Verification forms (to show the results):
 1. Report from the meeting
 2. Other documents from the meeting (formats, tables)
 3. Flip chart paper, written or drawn A4 paper, card, audio record, picture
- Difficulties and problems (problematic annotations, different positions of the participants that cannot be agreed)
- Person responsible (for writing the report, collecting materials, storing materials and data)




A close-up photograph of a green leaf, showing a dense network of veins. The veins are a bright yellow-green color, contrasting with the darker green of the leaf's surface. The veins form a complex, branching pattern across the leaf.

PHASE

3

DETAILED ANALYSIS OF KEY ISSUES

A close-up photograph of a green leaf, showing a dense network of veins. The veins are a lighter green color, contrasting with the darker green of the leaf's surface. The veins form a complex, branching pattern that fills the entire frame. The lighting is bright, highlighting the texture and structure of the leaf's vascular system.

Phase 3 requires a large number of people involved in the working groups. At this stage it is important to take everyone's opinion into account. An ordinary person can perceive problems; however, experts' opinions should give rational and scientific explanations of different situations and circumstances.



INTRODUCTION TO PHASE 3 - DETAILED ANALYSIS OF KEY ISSUES

The aim of this phase is to collect further information, process and analyse it, in order to get a clear picture of current situation and trends related to the agreed priority values. This analysis is the base for the solutions to be defined. It is important to emphasize that each step represents a basis for the next one, so the errors that might occur at the beginning will stay present until the end of the process. Therefore it is important that the phase is carefully prepared and carried out.

Activities:

informal and formal meetings and (mini-) workshops with stakeholders and key actors, studies (field and desk) per theme, sector, target group or geographical area, analysis and synthesis of all information and results, information sessions and/or communication to inform key actors and policy makers.

Activities include:

1. Make an overview of all relevant existing information and data sources.
2. Contact stakeholders for their information and data sources. Screen the Internet.
3. Make a short summary of available information and data sources, focused on the key themes and sub-themes that have been decided upon (after the first meeting). Make a file with all background papers, available for everyone.
4. Indicate absence of information (on specific issues), gaps of knowledge, conflicting information and unreliable data sources.

These activities will mostly be carried out in the working groups formed at the first meeting, but the initiating organization of the process will need to invest time and energy into facilitating this work and into bringing in the right experts when needed.

Introductory analyses should be conducted at the second working group meeting. Here we shall focus on:

ANALYSIS OF THE VALUES:

At the first meeting of stakeholders, the community values were defined and clustered. The participants were divided in the working groups according to the identified values. It is often necessary to do an additional revision of the values (reformulate, add or exclude some of them). This should be done at the first working group meeting. This refinement will help selecting the right and the most important values to continue to work on them in the future. As it also helps make them more specific, the result will make it easier to focus the work on clear issues.

DOCUMENT ANALYSIS:

The next task for the working groups is to continue and complete the document analysis (started in Step 2). Here you should be careful not to miss anything but at the same time try not to be too detailed about it. Documents are different forms of regulations that give information on the functioning of certain segments of a community. For a successful realisation of this step, it is important to make an inventory of existing documents: international conventions, national laws and regulations, provincial and local decisions, public services' and even local NGOs' (for example, hunters and fishermen) annual plans etc. Even during this phase you will be able to notice potential problems and trends within the community (if, for example, such documents do not exist or are not applied). You can use the results of step 2 as a starting point.

Example of the document analysis in Vrsac: Working groups have found out that Vrsac municipality has a relatively well developed level of strategic planning; Strategy on Local Development and Local Environmental Action Plan are adopted, but there are certain problems concerning the document application, especially the LEAP (the actors responsible for carrying out the activities did not include them in their medium - term and annual plans).

Local regulation on environmental protection is very good - there are many municipal decisions to regulate different areas, but at the same time, there are many problems concerning their application (e.g. decisions on maintaining parks and gardens, keeping domestic animals or protecting natural resources).

The existence of the Environmental Protection Fund, a local institution which creates programmes and carries out the activities in the area of environmental protection, is positively evaluated.

The Cultural Values working group has concluded that this area is not sufficiently regulated, although there are several cultural institutions in Vrsac. Therefore it is necessary to start drafting a Cultural Development Plan for Vrsac municipality which will regulate the use of cultural resources, strengthen the local community and prevent political discontinuance that might occur.

STEP 5 - TRENDS ANALYSIS



Aims:

To define the main trends and the interrelations between trends in relation to the priority environmental values

Methods, techniques and tools:

After conducting a detailed analysis of the values and creating a map of values, you should assess the trends and indicate how they have changed in the last couple of years. You should make a table for each value to indicate the important changes.

Risks:

Steps	Description of a risk	Type Internal External	Category - financial - political - environmental - operational - institutional - socio - economical - human factor	Intensity H high M moderate L low	Plan of action Description of what should be done in order to reduce / eliminate the influence of the risk
Step 5 - Trends analysis	Which period should be selected for trends analysis?	Internal	Operational Socio - economic	Moderate	According to the community development, you should select a period in the past when an important socio-economic development occurred.

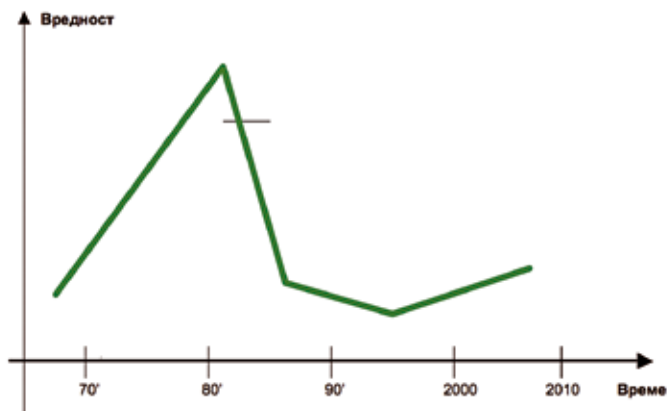
Experiences / lessons learned:

Try to be as objective as you can when indicating trends and use measurable indicators and data. Avoid using subjective and unverified assessments because this will put you in an awkward position (e. g. you are claiming something to be true and all of the sudden an actor might appear claiming different). Being objective and using verified data will contribute to the importance of the entire process.

Guidelines:

1. Per each identified value(identified in Step 3), indicate the trends during at least the past 5-10 years. We recommend using the year 1970 as a starting point (during the seventies, important economic and technological investments were made and important demographic movements occurred in SFRY). How have qualities or quantities of the values changed?
2. List the indicators and observations that are at the basis of these assessments. Pay particular attention to per capita pressure indicators and demographic trends. The pressure on natural resources and other environmental functions will largely depend upon demographic changes, consumption patterns and the level of technology.
3. Of each trend, describe the time span involved, the location and the size of the area affected, the intensity and severity of change.
4. Describe positive exceptions on 'average' trends (where, when, how). These exceptions might be valuable starting points for innovations (opportunities). Avoid that the general view of environmental degradation predominates!
5. Make cause-effect chains between environmental functions to get better insight in the dynamics between different environmental functions and processes. These can best be made per sector (e.g. agriculture) or per theme (e.g. forest exploitation).

After making a list of trends, you should make a diagram of changes occurred during the last years. We will use 1970 as a starting point but you are free to change this and to select another period.



(Make a diagram for each trend in particular)

Proposed format:

Here is an example of how this step was done by the working groups in Vrsac.

VALUE	TREND	INDICATOR	EXCEPTIONS (+/-)
Air, water, soil	<ul style="list-style-type: none"> - Until 2003, the ambient air quality was not measured. In the period 1 July 2003 - 31 December 2005 and from 1 January 2008, the measurements of basic pollutant substances are being conducted at two measuring points. - The concentration of air pollutants remains the same, with certain seasonal variations. There are days with excess pollution. - Measurements of biological pollution have not been conducted since 2008. 	Official measurements; monthly and annual reports of Bioecological Center of Zrenjanin and Health Protection Center of Pancevo.	
Air, water, soil	<ul style="list-style-type: none"> - number of villages with water supply system is increasing - expansion of the existing water - supply system; increase in overall quality - number of wild sewage systems in the village of Mesic in stagnation - measuring of water quality in watercourses is not conducted - municipality makes visible efforts to improve the values (air, soil, water) - groundwater is used for purposes of spa tourism - fish stocks are decreasing 	<ul style="list-style-type: none"> -15 villages by the year 2004; 21 villages in 2008 - About 100 wild sewer systems in the village of Mesic, a study of South Banat PWC - The programme of Varos PC includes an activity of cleaning the string Mesic and the canal - researches of possible findings of thermal and mineral water 	Some parts of the water supply system still use asbestos pipes
Air, water, soil	<ul style="list-style-type: none"> Marsh soil areas are decreasing Controlled land surface is increasing 	1000 samples of agricultural land have been analysed per year since the 90s; non - agricultural land (48 samples in 2007 and 85 samples in 2008)	
Vrsac Park	Number of trees is decreasing; quality of trees decreasing; average age of trees increasing	200 trees have been cut since the year 2001	
Parks and gardens	<ul style="list-style-type: none"> - parks and green areas are decreasing - number of trees decreasing 	rows of trees in the streets of Sindjeliceva, Zarka Zrenjanina and Milosa Obilica and in orthodox churchyard have been cut	New trees are planted in the churchyard
Vineyards	all the values (area, yield, varieties...) are stagnating		
Natural resources	<ul style="list-style-type: none"> - Decisions on protection adopted in 1973 and 1982; revisions (harmonization with the new law) in 2005 and 2006 - Increase in the surface of the existing resources; new areas to be protected; stringent grades of protection 	<ul style="list-style-type: none"> - Decision on protection of Vrsac mountains (1982, 2005) - Decision on protection of the - forest in Straza (1973, 2006) - Decision on protection of the park in Vlakovac (1973, 2006) - Decision on protection of the Town Park in Vrsac (1973) - Decision on protection of Mali Rit (draft law) 	A new decision (revision) on protection of the Town Park in Vrsac has not been made yet

STEP 6 - IMPACTS OF ENVIRONMENTAL TRENDS

Aims:

To assess the expected social and economic impacts of environmental trends on human society, in order to justify why it is important to do something about it.

Methods, techniques, tools:

Here, we need to anticipate what will happen to a cultural or a natural value if nothing is done to prevent or reduce the change (=change the trend?). First you have to specify whether the trend has negative or positive impacts on the value. You should also assess the social and economic impacts of current trends on different stakeholder groups. What will happen if the trend would persist?

Potential risks:

Steps	Description of a risk	Type Internal External	Category - financial - political - environmental - operational - institutional - socio - economical - human factor	Intensity H high M moderate L low	Plan of action Description of what should be done in order to reduce / eliminate the influence of the risk
Step 6 - Analysis of the impacts of environmental trends	Trends were not defined precisely enough in Step 5	Internal	Operational Human	Moderate	Reassess all the trends with the members of the working groups

Guidelines:

1. Cluster associated trends to make a short list of main (environmental) trends. This can be done by using insights from cause-effect chains. It can also be done by selecting one major (environmental) trend per value (forest, water, soils, minerals, etc.).

2. Assess the social and economic impacts of these environmental trends on human society, using the general values listed in column 1 of the matrix from the step 5. These general values can be replaced by more specific values for the locality. Indicate the results in a trend-impact matrix (for example - increase of cattle stock will economically affect local cattle breeders). In the matrix, give indications of positive and/or negative impacts, and possibly specify as follows:

- Which stakeholder group(s) is/are concerned;
- The severity of the impacts (positive or negative, reversible or irreversible);
- The associated risks;
- Any geographical specifications.

3. Specifically assess impacts of environmental trends on sensitive stakeholders (the poor, women, youth, unemployed, refugees, internally displaced persons)

Proposed format

Impacts of environmental trends - analysis from Vrsac

Main environmental trends	Social impacts of environmental trends	Economic impacts of environmental trends	Impacts of environmental trends on your community
In the period 1 July 2003 - 31 December 2005 and from 1 January 2008, the measurements of basic pollutant substances are being conducted at two measuring points.	Positive. Health protection	Positive. Working - age population is increasing; less treatment costs	Positive
Number of villages with water supply system is increasing; the existing water - supply system is expanding; increase in overall quality	Positive. Risk of infection reduced.	Positive. Economic development (new farms, companies)	Positive
Number of wild sewage systems in the village of Mesic in stagnation	Positive. Pollution and risks of infection reduced; more pleasant place for relaxation and rest	Positive. Economic potential; less cleansers, tourism development	Positive
Measuring of water quality in watercourses is not conducted	Negative. Security and health.	Negative. Uncontrolled water cannot be used	Negative
Municipality makes visible efforts to improve the values (air, soil, water)	Positive. Security and health.	Positive. Working - age people; a good opportunity for tourism and economic development	Positive
Plan for using groundwater for spa tourism purposes.	Positive. Health and relaxation; meeting new people, exploring different cultures and traditions through tourism.	Positive. Tourism development	Positive
Fish stocks are decreasing	Negative. Health (can indicate pollution)	Negative. Fishing	Negative
Marsh soil areas are decreasing	Negative. Impacts ecologic balance and people	Negative. Possible disappearance of an important ecosystem	Negative
Controlled land surface is increasing	Positive. Informing the public on land quality	Positive. Healthier food, rational use of fertilizers	Positive
Number of trees is decreasing; quality of trees decreasing; average age of trees increasing	Negative. Less relaxation areas; less areas for health improvement	Negative. Tourism, less working people	Negative
Surface of parks and green areas is decreasing; number of trees is decreasing	Negative. Less relaxation areas, more dust, less air purification, less birds, more noise, less shade	Negative. Reduced productivity, reduced tourism incomes (older visitors remember Vrsac as a town of parks and greenery)	Negative
Vineyards: all the values (area, yield, varieties. . .) are stagnating	Negative. More socially dependent citizens, unemployment, distortion of tradition (Vrsac is famous for its wine)	Negative. Downsizing, decreased wine tourism	Negative
Increase in the surface of the existing resources; new areas become protected; more stringent grades of protection	Positive. Health, walks, ecosystem preservation	Positive. increasing tourist offer, preservation of the variety of plant and animal life (biodiversity)	Positive
Tree quality in slight decrease; no new planting of oak and beech trees; successive change in plant communities in certain areas	Negative. Health, ecosystem preservation	Negative. Reduced economic value of trees, exploitation, potential danger for the whole ecosystem	Negative
The population of Carpathian Wolf and wild cat is stagnating	Positive. Ecosystem preservation, healthy wild animal population. Negative for cattle breeders	Positive. Biodiversity. Possible tourism development (photo safari)	Positive
The population of rabbits and does is stable.	Positive. Ecosystem preservation	Positive. Biodiversity. Possible tourism development (photo safari)	Positive
The population of Ural Owl is stable.	Positive. Ecosystem preservation, healthy rodents population	Positive. Biodiversity. Possible tourism development (photo safari and bird watching)	Positive
The population of Short - toed eagle is stable.	Positive. Ecosystem preservation, healthy reptiles population	Positive. Biodiversity. Possible tourism development (photo safari and bird watching)	Positive
Eastern Imperial Eagle can occasionally be seen since the feeding place for birds of pray was set	Positive. Ecosystem preservation, healthy animals population	Positive. Biodiversity. Possible tourism development (photo safari and bird watching)	Positive
Since 2004, the Alpine Accentor can be seen during the winter	Positive. Ecosystem preservation	Positive. Biodiversity. Possible tourism development (photo safari and bird watching)	Positive
The population of reptiles and amphibians (including rare species) is stable.	Positive. Ecosystem preservation	Positive. Biodiversity. Photo safari; education	Positive

STEP 7 - STANDARDS AND VISION

Aims:

To define a vision for the community, shared by a large number of its members, and to set minimum standards as boundaries to respect in order to prevent risks that can have negative impact on local values

Methods, techniques, tools:

This step requires a definition of risks, minimum standards, vision for a desirable future and elements of sustainability.

You should define a vision for a desirable future of your community - the values that should be preserved and improved. Minimum standards shall serve as boundaries; elements of sustainability are about avoiding and minimizing unacceptable risks, undesirable change and negative impacts, and about realizing a desirable future.

Start by formulating risks for the environmental values (and trends and impacts) already identified, by asking yourself: What is threatening this value? What is the limit of threat you can accept? Next, define minimum standards to avoid risks or undesirable change. Third, define a vision for desirable qualities of key values. Fourth, define sustainability goals and then target associated with minimum standards (not to surpass) and the vision (to strive for).

Ризици у процесу:

Steps	Description of a risk	Type	Category	Intensity	Plan of action
		Internal External	- financial - political - environmental - operational - institutional - socio - economical - human factor	H high M moderate L low	Description of what should be done in order to reduce / eliminate the influence of the risk
Step 7: Analysing minimum trends and defining a vision	Impossible to make a survey due to the lack of people; the results of a survey were unsatisfactory (when compared to the time invested)	Internal	Human	Moderate	Possible solution: include more multiple choice questions

Experiences / lessons learned:

In order to make a survey, you need to include a number of people (at least 1 % of the total number of community members) and target specific groups of people. If your organization does not have enough capacities, people or volunteers, there is a risk of failure or wasting too much time and not getting satisfying results. Try to make realistic minimum standards - realistic outside the socio-economic framework in which we are. For example, it is unrealistic to expect that, within some time, all the Serbian villages will get a sewer with water cleaning system, so try to avoid this kind of ambitious goals.

Guidelines:

1. For the key environmental functions or values you have identified in Step 3, you now formulate risks: what is threatening this value? How quickly is the threat approaching? What is the limit of threat you can accept? The assessment of risks and the definition of what is acceptable or not depends on the stakeholders perception. It is not something that is written in stone or a law book usually. You don't necessarily need to have a scientist involved in the project for this assessment. The assessment of risks is also a tool to motivate people to take action, and having a scientist inform the population of a high risk does not have the same motivating impact as a society's own assessment of a high risk.

2. Where possible, define minimum standards required to avoid unacceptable risks or undesirable/irreversible change. Quantify these standards as much as possible. Draw conclusions on priority values: what is their condition with regard to the minimum standards (are they in better condition than your minimum requirements or not)?

3. Define a vision for desirable qualities of key values. A good vision should meet criteria as indicated below.

4. Based on the above, define sustainability goals, and then targets associated with minimum standards (not to surpass) and the vision (to strive for).

Example of minimum standards - Vrsac

Value	Threats	Minimum standards
Soil	- Improper use of pesticides and fertilizers in agriculture - There is no place for pesticide packaging and other dangerous substances disposal - Waste water leakage - Draining caused by climate changes and wind (in areas with small number of trees and bushes)	continuance of ambient air quality measurement; analysis of conducted measurements; recommended measures; construction of a sewer system and water cleaners in every populated place; use of pesticides and fertilizers should be controlled and reduced to rational levels; reconstruction of the water tower
Water	- Pesticides and fertilizers from agriculture - Lack of sewer system in villages - Waste water leakage from wild sewers into surface and ground water (wells)	
Air	- The number of cars is increasing - No real bypass in the center (traffic overload)	
Vrsac Town Park and town parks and gardens	Changes in the park surroundings Not enough water in the park (Jovan's stream disappeared) Trees are getting older, pests, lawns in bad shape Park is losing its values (for which was denominated a nature resource) Five years ago, 200 trees were cut down and not one was planted since, 80 % of trees are rotten	To adopt the decision on protection (postponed since 2003); to put the water tower into operation; to use rainwater for watering the park; to preserve green areas; to elevate the level by building embankments
Vineyards	Vineyard areas decreasing in EU Uncontrolled stubble burning	- real process of privatization; support small enterprises
Natural resources	Burning of areas surrounding the natural resources; fires inside the protected areas Increased need for tourists and people visiting during weekends; Lack of water (no steady water flows during past years)	Respecting the decision on protection and implementing protectors' programmes; controlled activities; introduction of fees for using the areas; education of visitors and other people working in the natural resources areas (inhabited by animals and plants); ensuring survival of the species (with human intervention) while the habitat recovers.
Plants and animals	- Habitat alterations change the conditions for growth, shelter, reproduction, access to food and water (imperial eagle, vulture, grouse, lesser spotted eagle...) - Disturbance, illegal hunting	

Proposed methods and tools:

Defining a vision is a key element of the group work. A Vision statement will be defined, using:

- **Survey**
- **Focus / Working group**
- **One -day meeting of all the working groups**

SURVEY:

The working group forms a planning team to conduct a survey. The survey is usually done in the form of a questionnaire. Possible questions for vision definition:

- **Imagine that you are walking the streets of your town twenty years from now. What can you see?**
- **What community values you would not like to see changed within 20 years?**
- **What should be changed?**
- **What are your ideas about changes for the better in your community?**

FOCUS GROUPS - WORKING GROUP MEETING:

The meeting should be used for carrying out a qualitative research on topics that will contribute to vision defining.

STEP 1: A spontaneous sharing of ideas and solutions and an open discussion (brainstorming) – Each of the participants have 5 minutes to explain his/her answers to a question on vision. Invite the participants to imagine the scenarios of near and distant future or to write a letter to a child who will live in 2050. They can also create simple and positive images of the future. Ask for 2 - 3 minutes of silence in order to imagine the future. The participants can create a visual or artistic image of the future. Questions to stimulate the creation of the mental future vision:

How is the land used? Where do people live? How clean are air, water and soil? Describe the biological variety of your community. How many recreational areas are there? How many parks and open areas? On what natural resources do your employers depend? Can regenerative mechanism compensate local resources consumption?

STEP 2: Clustering – by clustering you can identify common topics that should become parts of the vision. Each participant exposes his/her ideas which a facilitator writes on the board (it is useful to use A5 cards for writing down ideas). The facilitator then clusters similar ideas. For example, if around National Park cluster appears a bigger number of elements (infrastructure, area famous for NP, flora and fauna...); the group will recognize the NP as a common topic which should become a part of the vision. At the end of this stage, you will get a list of elements of the vision.

VISION

A vision is a very important part of every strategic document. It represents an introductory, a description of a desirable future which directs a strategic plan (“where we want to get”). The remaining parts of the strategy give specific data on how the community should move towards a vision fulfillment. Even though a vision is a part of a strategic document, it differs from it in its character.

Why do we need to create a vision of the future? Because only by imagining the desired state, we can think of a way how to get there. For example, when building a house, you need to know how you would like your house to look before you start buying the materials. You need a project. In this case, a local community is like a house. What the project is for the house that is the strategy of sustainable development for the community.

The community as well needs a project which will help a harmonized development of land, investments, public sector and other important community aspects. When building a house, the owner informs the architect on his dream and then the architect makes projects. Each nice looking house starts with a nice looking dream. Same thing happens with the community. Before making a strategy on development, citizens have to agree on a mental image of their community's desirable future. They have to imagine how they will feel when walking the streets; how their life will be, where their children will work, where they will build houses etc. This mental image is the vision.

What is a vision of the community?

A VISION IS A MENTAL IMAGE OF HOW THE CITIZENS SEE THEIR COMMUNITY IN 20 YEARS

A vision is not only an attitude of an individual or a group within a community. It has to be an opinion shared by all the stakeholders, reflecting opinions of each territorial unit, age category or interested group.

Of course, it is difficult to expect from each citizen to participate in creation of every part of the vision. That cannot be done, and surely, they would not like to do it! However, everyone has to feel that the process of vision creation was fair and that the vision is legitimate and acceptable. The vision is a positive prognosis on how we want the world to function in the future in order to affirm our values and hopes. By making a vision statement and by including it into the formal Green Agenda document, you are creating an image of a destination in order to project the path that leads to it. The language of the vision formulation has to be clear and simple so that everyone can understand and accept it. The vision has to represent shared values, to protect and strengthen the things citizens believe in and care about, and to show the changes for the better within the community.

Proposed example - a vision creation by conducting a survey in Vrsac

VISION - SURVEY

A survey was conducted in order to determine how the citizens see their community today and in the future, what the most important for them is and what they expect from the future. For this purpose, working groups decided to do an open survey: the citizens answered the questions freely, not by multiple choice questions. This method is difficult to analyse because answers can be very different. The list contained 8 questions. The first three questions were about gender, age and qualifications. In questions 4 - 6 the citizens had to choose one cultural, one natural and one human value they considered to be the most important. In question number 7 they had to rank the values - the most important one got 3 points, the second one - 2 points and the last one - 1 point. The last question/task was to describe shortly (2 - 3 sentences) their community within 30 years, explaining which values are to be saved and improved.

During the analysis we noticed a significant diversity of answers, but also a big similarity, so we grouped the answers. More than 600 people took the survey, both from urban and rural areas. The respondents were divided in 18 groups. The main division was to men /women, followed by age division (3 groups: 15 - 30 years old, 30 - 50 and over 50 years old) and professional division (primary school, high school, university). All the mentioned groups were included.

The last task was to describe the community within 30 years (which values should be preserved and improved). The responses to the question “How I see my community in 30 years?” are grouped. Cultural - ecological and development aspects (both positive and negative) were also taken into account at the moment of analysing.

		Men								
		Elementary school			High school degree			College/university degree		
		15-30	30-50	50+	15-30	30-50	50 +	15-30	30-50	50 +
Lack of vision			4	5	3	1	3	1	4	2
Unrealistic vision		2			3	4	2	1	2	2
Cultural and ecological vision	Optimistic	4	1	4	10	12	5	6	8	11
	Pessimistic	2			3	3	3		1	2
Development	Optimistic	2	1	4	6	6	4	4	4	5
	Pessimistic					1				

		Men								
		Elementary school			High school degree			College/university degree		
		15-30	30-50	50 +	15-30	30-50	50 +	15-30	30-50	50 +
Lack of vision		7	5	4	2	8	1	2	4	3
Unrealistic vision			1						1	
Cultural and ecological vision	Optimistic	6	8	5	10	13	9	3	6	4
	Pessimistic				4	4	6	4	3	3
Development	Optimistic	6	4	3	6	10	5	6	4	4
	Pessimistic					2				

STEP 8 – PROBLEM ANALYSIS

Aims:

To identify the main environmental problems and to use them for defining solution strategies

Methods, techniques, tools:

Describe each environmental problem using the following criteria: location, responsible actors, urgency, basic trends, current impacts, and expected risks for society.

Potential risks:

Steps	Description of a risk	Type Internal External	Category - financial - political - environmental - operational - institutional - socio - economical - human factor	Intensity H high M moderate L low	Plan of action Description of what should be done in order to reduce / eliminate the influence of the risk
Step 8 – Problem analysis	You have missed to identify an important problem	Internal	Human Operational Political	Moderate to High	After determining the error, go back to Step 8 and analyse the problem

Experiences / lessons learned:

Try to include new people in the working groups. The more people there are - the more potential problems can be identified.

Guidelines:

This step deals with problem identification (for each value) which will be used for the definition of the solution strategy. It also assesses the risks for society (if the problem would not be solved successfully). You should define the main problems where trends lead to unacceptable risks, surpass bottom-line standards or are expected to do so in future (if a trend persists). Indicate for each problem the stakeholders benefiting from trends and those suffering from trends and for whom the problem is most urgent. For each problem might also be indicated risks for society in case the problem would not be solved. Describe each environmental problem on the following criteria: location, responsible actors, urgency, basic trends, current impacts and expected risks for society.

Example:

See below proposed format with an example from the Green Agenda Project: Town Park, parks and gardens in Vrsac, plants and animals:

Value	Defining the problem
TOWN PARK; PARKS AND GARDENS	Town Park is declining; there are less and less green areas in the town. Problems: <ul style="list-style-type: none"> – Urban: increased demand for road construction and parking spaces. Recommendation: a balance between urban and ecological needs of the town – Institutional: local self-government and protector of the Town Park have to implement plans for protection – Strategic: insufficient planning documents (a project on reconstruction and protection)
Criteria	Importance for identified problem
Location	Urban part of Vrsac
Stakeholders affected	Inhabitants of Vrsac
Responsible actors	Varos PC, local self-government, Il October PC, citizens
Urgency	– parks and gardens lose their values every day, very urgent
Underlying trends	<ul style="list-style-type: none"> – Park reconstruction (recommendation: genetic database: seedlings, seeds etc.). Lack of plans for park and gardens; no management – When reconstructing a street, trees are cut; rarely there is new planting
Current impacts and expected risks for society	<ul style="list-style-type: none"> – Health – Change in micro climate, polluted air, noise

Value	Defining the problem
Plants and animals	– Rare and endangered species
Criteria	Importance for identified problem
Location	Protected natural areas
Stakeholders affected	All the citizens of Vrsac
Responsible actors	Protectors of natural resources: Varos PC (Vrsac Mountains, Straza), Lake restaurant (Vlajkovac Park) and Vojvodina Forests PC (Sands of Deliblato). Users: Vojvodina Forests, Vineyards, mountaineers, visitors
Urgency	Not very urgent
Underlying trends	<ul style="list-style-type: none"> - Increased number of stray dogs - Lately, the wild animals' population is stable - Endangered plant species are disturbed by the change of habitat conditions and climate Recommendation: make a bypass road through the vineyards that leads to Mountain Home, it will unburden the central part of the reserve and make it suitable for recreation; the future road will enter the protected area only for 500 m.
Current impacts and expected risks for society	New institutional conditions for protection are created after the guardian had changed.

STEP 9 – ANALYSING CAUSES OF PROBLEMS

Aims:

To identify factors and policies causing the identified problems as well as to identify the main responsible actors (social, economic and institutional), environmental factors and opportunities for positive change

Methods, techniques, tools:

Indicate factors (social, economic, institutional and environmental) causing the problems at local, national and international levels and for identified factors indicate the associated actors.

Potential risks:

Steps	Description of a risk	Type Internal External	Category - financial - political - environmental - operational - institutional - socio - economical - human factor	Intensity H high M moderate L low	Plan of action Description of what should be done in order to reduce / eliminate the influence of the risk
Step 9: Analysing causes of problems	Causes? were not identified properly	Internal	Operational Human	Moderate	Recheck the results in working groups

Experiences/ lessons learned:

This step is very simple and it is logically connected to step 8. If there is time, self-confidence and a willing working group, it is possible to do both steps during a longer meeting; but we do not recommend this if you are not sure in step 8 realization.

Be sure not to keep the analysis of causes at an abstract level, where it is probably not possible to intervene. For instance, if you identify “lack of budget” as a cause, you can go deeper to underlying causes that might be lack of priority, lack of a good plan, lack of awareness, lack of pressure.... Issues that you can address in the Green Agenda process!

Guidelines:

1. For each identified problem, indicate factors causing the problem. These may be found at local, national and international levels and within different dimensions. For identified factors, indicate the associated actors, i.e. social groups, organizations or institutions largely responsible for the existence of the identified factor. Use the below matrix from Vrsac to organize findings, do not necessarily fill in each cell. Be as specific as possible.

2. Also identify opportunities that will help solve the problem.

3. Discuss the interrelations between factors in different cells, and on the basis of that define priority-crosscutting issues.

4. Summarise by grouping the findings:

- Per problem: underlying policy issues and other factors, actors and opportunities. This will give you a set of interrelated issues per problem and a deeper insight into the cause of the problem and why it is maintained;

- For all problems: cross-cutting policy issues and other factors, actors and potentials/opportunities. This will provide you with insight into mechanisms, etc. that affect more than one problem only. It will show you which mechanisms you can address that will help you deal with more than one problem;

- Uncertainties and gaps of knowledge; possibly hypotheses on causes and interrelations between factors that need to be tested. This will provide you with insight into what you do not know, and whether it may be needed to find out before you move forward or not.

Problem identified		Pesticides and over use of fertilizers			
Levels	Social factors + actors	Economic factors + actors	Institutional factors + actors	Environmental factors	
Local level	- lack of education and responsibility of local agriculturalists	- Agriculturalists consider that the yields will be higher but actually they are endangering the quality of soil	Lack of regulation on pesticide and fertilizers selling	Endangered soil, ground and surface water	
National level	- Lack of education (in schools)	-	- Lack of regulation	- Endangered quality of soil, fertility and life	
International level				Pollution of watercourses in and out of Serbia with pesticides and fertilizers	

STEP 10 - DEFINING POTENTIALS AND OPPORTUNITIES

Aims:

To define main potentials and opportunities. Potentials are defined as natural or human resources that may be used more effectively in a sustainable development process. Opportunities are concrete activities that can be carried out thanks to the existence of potentials. For example, abundant watercourses or a big number of high educated people can be potentials, whereas opportunities can be development of nautical tourism or new technology.

Methods, techniques, tools:

1. Make a long list of the potentials of the community. Include the private sector and other stakeholders. Think differently, not about the problem but about economic and other development potentials. Be creative. See the table below for examples.
2. Make a list for all the opportunities.
3. Make a new list by setting priorities for both potentials and opportunities. Possible criteria: chance of realization, contribution to development of the community, earlier experiences etc.

Potential risks:

Steps	Description of a risk	Type Internal External	Category - financial - political - environmental - operational - institutional - socio - economical - human factor	Intensity H high M moderate L low	Plan of action Description of what should be done in order to reduce / eliminate the influence of the risk
Step 10: Defining potentials and opportunities	Opportunities are not in accordance with potentials (they are not properly indentified)	Internal	Operational Human	Low	Be careful when making a list. Check the logic and if needed, go back.

Experiences/ lessons learned:

This is one of the most interesting and most creative steps; members of working groups gladly participate and enjoy it.

Proposed format - example from Vrsac

Values	Potentials	Opportunities
Natural resources	<ul style="list-style-type: none"> - interesting (specific) terrain configuration for a flatlands region (a mountain) - wide forests - high quality of air (microclimate) - great variety of plants and animals - areas of great regional and international importance (Deliblato sands) - favorable wind flaws - well - marked trails - springs - important cultural, religious and archeological objects - info center, restaurants, accommodation facilities, road network (partially) - legal regulation of natural resources protection - the Karas river - oak forest in Straza - park in Vlakovac 	<ul style="list-style-type: none"> - important tourist destination (mountaineering, climbing, free climbing, sports, recreation, spa, health, cycling, bird watching, education, paragliding, vine, photo safari, hunting) - Education, various manifestations, camps - sustainable economic exploitation (woods, medicinal plants, minerals, water - water factory etc.) - Tower of Vrsac, info centre, eco centre - Water and roads to be brought to Mount Home (through vineyards) - New tourist and cycling paths - Rural tourism development in the villages of Vrsac Mountains - Private accommodation facilities (near Mount Home) - Cross - border cooperation



STEP 11: PRIORITIES

Aims:

To determine which potentials, opportunities and policy options are most desirable and promising, by checking these upon sustainability and other criteria. Where possible, win-win-win options are defined, i.e. options with positive impacts on both environment and development, that is, that have a positive effect in the eyes of different stakeholders, and actions that can generate visible results in the short term. To define the priority potentials and opportunities.

Methods, techniques, tools:

1. Look at the listed potentials and opportunities (see previous step) and check how these can be connected to problems or underlying causes of problems to form win-win-win options. The aim is to make use of existing potentials and opportunities to identify promising strategy options and actions.
2. For the win-win-win strategy options short-listed, and for other solution strategies, plans or actions, assess whether they meet your criteria of sustainability, technically realistic, cost-effective and based on societal development needs.
3. On the basis of outcomes, set priorities

Potential risks::

Steps	Description of a risk	Type Internal External	Category - financial - political - environmental - operational - institutional - socio - economical - human factor	Intensity H high M moderate L low	Plan of action Description of what should be done in order to reduce / eliminate the influence of the risk
Step 11: Priorities	Step was not understood (in terms of methodology)	Internal	Operational Human	High	Careful preparation and group work

Experiences/ lessons learned:

All the Serbian working groups describe this step as the most difficult one. They consider that the essential meaning of the Step 11 cannot be understood at first glance and it needs to be studied carefully. Pay special attention when studying the examples and prepare the working groups for this step realization.

Example from Vrsac

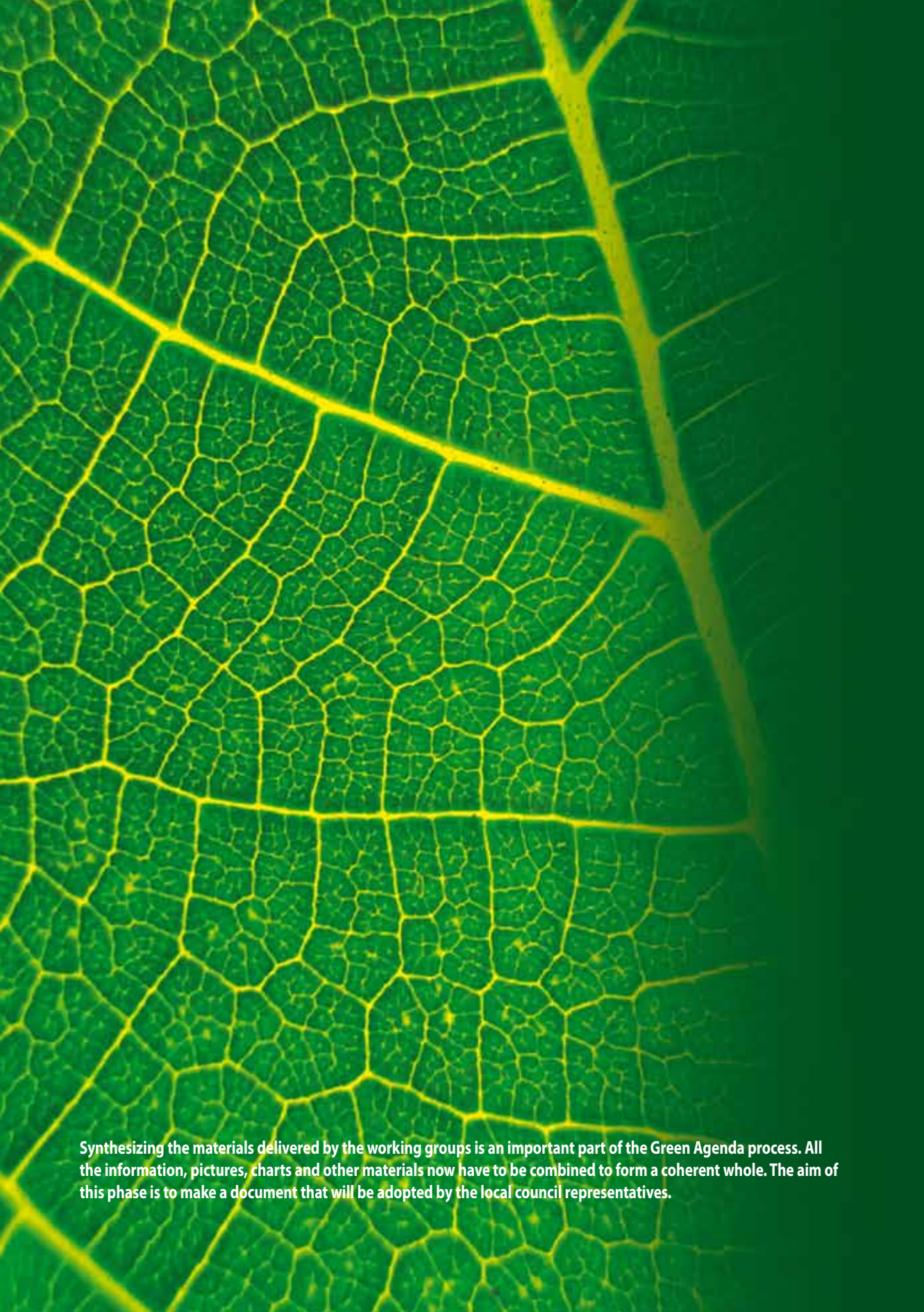
Most desirable and promising potentials	Option 1 / Activity 1	Option 2 / Activity 2	Option 3 / Activity 3
Air, water, soil			
On sustainability goals	Preservation of relatively clean air and soil	Preservation of water quality and reduction of pollution	Reduction of soil pollution
On technical feasibility	Regular monitoring, relocation of some objects away from the centre, alternative ways of heating	Feasible; sewers and some kind of a water purifier in every village, geothermal and mineral water	Education of agriculturists; using experts
On cost-effectiveness	Healthy environment, better conditions for tourism development	Investments, tourist activities	Organic production, healthy food
On linkage to societal development needs	Preservation and improvement of the values is strategically important	Preservation and improvement of the values is strategically important	Preservation and improvement of the values is strategically important
Parks and gardens; Town Park			
On sustainability goals	Priority: Maintenance of the existing parks and green areas; planting new green areas	"lungs" of the town; healthy ambience, tourist offer	Education, healthy relationship with our environment
On technical feasibility	With regular maintenance, by leaving enough space and possibility for watering - it is very sustainable	Existence of all the conditions; higher involvement of local self-government, communal services, inspection and tourist organizations	Higher involvement of local self-government, NGOs and schools
On cost-effectiveness	Contributes to the tourist offer; sustainable		
On linkage to societal development needs	Raising awareness and better informing on the importance of environmental protection	Increased interest of the community in cultural uniqueness, interest for preserving the environment	Higher awareness and responsibility of community members, contribution to health and development of esthetic needs
Vineyards			
On sustainability goals	Very sustainable if managed properly, tourism development	Manifestations, seminars, competitions, education	Construction of a vine centre in Gudurica, very sustainable
On technical feasibility	Existing technical and technological opportunities, higher involvement of private sector	More efficient involvement of tourist organization	Higher involvement of private sector and local self-government, foreign investors
On cost-effectiveness	Economic, tourist and expert potentials, contributes to tourist offer, very sustainable	Grapes products, development of rural tourism, cross - border cooperation	Tourist potential, contributes to the tourist offer; new jobs
On linkage to societal development needs	Cultural tradition	Preservation of healthy environment	
Protected natural resources			
On sustainability goals	Preservation of the values is a precondition for sustainability	Presentation of natural values, education	Using different ambient features
On technical feasibility	implementation of active measures from medium - term and annual programmes of protectors	Road construction through Crvenka and vineyards up to Mount Home; arranging paths (all natural resources); construction of info centers in Socica and Susura; tourist signalization and promotional materials (signposts, info boards, brochures, leaflets)	Water supply system to Mount Home, categorization and standardization of facilities in the villages, reconstruction of Tower of Vrsac according to real needs and possibilities, renovation of "Vulture's rest house", paragliding
On cost-effectiveness	Ecosystem preservation - good for everyone	Providing resources for programmes of protection by selling promotional material and introducing the fees for using the space	Profit from tourism
On linkage to societal development needs	Preservation and adequate use of resources	Raising awareness on environmental protection and biodiversity	New jobs

A close-up photograph of a green leaf, showing a dense network of veins. The veins are a lighter green color, contrasting with the darker green of the leaf's surface. The veins form a complex, branching pattern that fills the entire frame.

PHASE

4

SYNTHESIS AND PLANNING



Synthesizing the materials delivered by the working groups is an important part of the Green Agenda process. All the information, pictures, charts and other materials now have to be combined to form a coherent whole. The aim of this phase is to make a document that will be adopted by the local council representatives.

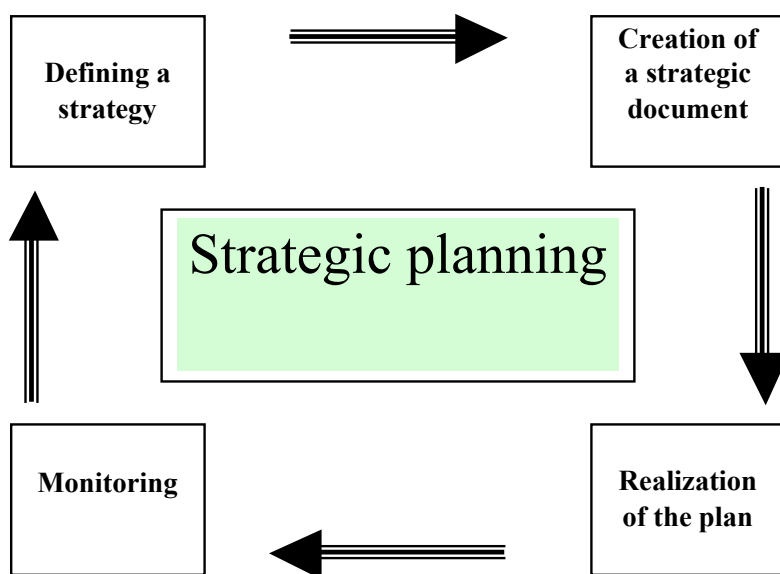
STEPS 12 AND 13 - STRATEGY AND ACTION PLANNING

Steps 12 and 13 combine the work of working groups and synthesize all the materials delivered by their members. In steps 8, 10 and 11, the working groups have defined the elements of the strategy and action plan. Now a special team (up to 5 members - representatives of working groups) has to formulate a strategy and fill out the action plan form, given in chapter on step 14.

Planning is a long and demanding process which leads to conscious modification of the environment, and whose outcome is a determined, desired and controlled change of the present state. Within the Green Agenda process, planning is always interactive and requires participation of different social actors: citizens, civil associations, economy, local self-government and institutions. It also requires a continuous dealing with identified problems and competence of the people who are handling those problems.

The strategy is there to bridge the gap between the current and the desirable state, using specific actions. Defining a strategy is not an easy task. In order to make a long - term and large - scale strategy you will need an overview both of the whole and the segments. A good vision is one of the elements of the strategic plan. Vision and strategy provide direction and framework for concrete actions to be identified, as a part of “learning-by-doing” approach, with new insights and monitoring results as inputs to operational planning.

For me it is still not very clear what to do in this step. Maybe it is good to recommend external facilitation for this step also?



The Green Agenda document is, in a way, a complete analysis of the local environment, existing advantages and disadvantages, trends, causes of problems, threats and opportunities, proposed solutions and operational plans. The first draft of the Green Agenda document is a result of several months of work carried out by the working groups. In our case, some working groups have done their tasks in four months, others in ten. There are many reasons why this happened and the most important are: size of working groups, community capacities and motivation of the working groups’ members. Where there were conditions, working groups gathered every two weeks. Where this was not possible, the meetings were held once a month.

There are no formal requirements to the format and content of the Green Agenda document. Each community has its own characteristics and will make its own Green Agenda. For this reason we have adopted a flexible approach which arises from the participatory method and experiences during the process of planning. Every document is authentic, different and depends on the local community experience. Finally, it is important that the document contains important data such as: who initiated the process, background of the idea, aims defined at the beginning of the process, outcomes etc. Be sure to mention the donors who helped the realization of the process.

STEP 14 - WRITING THE DOCUMENT

Writing the document is a demanding job that requires involvement of a large number of people and as many ideas as possible. Bearing in mind local commitment, time and energy, it is recommendable that the initiating organization takes this task upon itself. This means that the working groups deliver information regarding content, drafts, perhaps pictures, whereas the initiating organization brings all this together in a document. Each organization needs to form a team to write the document. At the beginning, it is desirable that each team plans individual responsibilities and makes a table of activities and responsibilities - names of the persons responsible for writing the document. Here is an example from Sremska Mitrovica:

Chapter	Person responsible for writing
Preface	Slobodan Simić
Introduction <ul style="list-style-type: none"> - Green Agenda - Process of creation of Green Agenda - General information about the town - Participants of the Green Agenda process 	Marko Cvijanović Branislava Bošković
Description of the community values <ul style="list-style-type: none"> • Map of values • Description of values 	Branislava Bošković, Ana Papić
Analysis of the current environmental situation <ul style="list-style-type: none"> • Document analysis • Trends analysis • Analysis of the impacts of environmental trends • Description of minimum standards • Description of problems and causes of problems • Description of potentials and opportunities 	Marko Cvijanović
Strategy <ul style="list-style-type: none"> • Vision, elements of vision, vision statement • Strategic goals 	Marko Cvijanović, Branislava Bošković
Action plan	Žikica Belomarković, Verica Suvajdžić, Zoran Gomboš, Dragica Lemajić, Ana Papić, Branislava Bošković
Monitoring and evaluation plan	Marko Cvijanović

CONTENTS OF THE DOCUMENT

The Green Agenda methodology does not have a rigid, formal approach to the document contents, therefore this chapter may be considered as a suggestion (guidelines) and not as an obligatory rule.

There are no rigid rules on the document style, contents or layout; therefore each community can be as creative as it wants. Before writing your document, if it is possible, read the documents done by other communities. Surely, there will be differences because every community has its own characteristics and values. Still, there are some similarities between the different communities' documents so we recommend the following format:

Introduction

- Green Agenda - general information (about Green Agenda, its approach etc.)
- Process of creation of GA in your community (who started it, when, how, important events)
- General information on the community (town, municipality)
- Participants in the process (names of all the participants that worked or contributed to it)

Description of community values

- Map of values (list the values identified and analysed by the working groups)
- Description of the values (short description, most important information, years, size, production etc.)

Analysis of the current state of the environment / cultural heritage

- Document analysis
- Trends analysis
- Analysis of trends impacts
- Description of minimum standards
- Description of problems and causes of problems
- Description of potentials and opportunities

Strategy

- Vision, elements of vision, vision statement
- Strategic goals

Action plan

Monitoring and evaluation plan

This overview is further elaborated in the next pages.

INTRODUCTION

- **Green Agenda - general information**
- **The process of creation of Green Agenda in your community**
- **General information on your municipality**
- **Participants in the Green Agenda process**

The aim of the Introduction is to present the Green Agenda process in general and to provide information on the work carried out in your community. It is desirable that the Introduction consists of three or four parts:

- General information on the Green Agenda process
- Information on the town/municipality where the GA is being implemented
- Description of the participatory process during the preparation and document adoption (forms of public participation, results, lessons learned, recommendations etc.)
- List of all the participants of the process (it is important to express gratitude to all the people who participated, this way you show seriousness; be sure to mention all the donors who helped realize the process and pilot projects!!!)

In the introductory part you can also describe how the working groups were formed, how they functioned, what their motives were and what results were achieved. Also include some positive experiences.

“It is important to create a quality document which will reflect the needs and opinions of the community”

DESCRIPTION OF THE VALUES

- **Map of values**
- **Description of values**

Green Agenda focuses on the community values and it is very important to pay special attention to this part of the document in order to present the values adequately. At the meeting of stakeholders, the most important values of the community were identified and prioritised. Each working group was formed according to the identified values and each group has revised them. Some values were reformulated, others were added or taken out, which helped selecting the most important ones and provided some focus for the further analytical steps.

First you need to create a map of values and then to describe each value in detail. Do not forget to emphasize the fact that Green Agenda focuses on the values, not problems, of the community.

ANALYSIS OF THE CURRENT STATE OF THE ENVIRONMENT

- **Document analysis**
- **Trends analysis**
- **Analysis of impacts of trends**
- **Description of minimum standards**
- **Description of problems and causes of problems**
- **Description of potentials and opportunities**

The results delivered by the working groups are the basis of our strategic document. You need to collect all the working groups results in a form that will be comprehensive both for the local stakeholders and the community. The analysis of the current state of the environment consists of:

Document analysis:

- Action 1: Documents identification and their importance for Green Agenda
- Action 2: Copies of documents
- Action 3: Analysis of all the documents
- Action 4: Impacts of the documents on the Green Agenda process

Then, you should include the results achieved by the working groups (briefly):

- Step 5: Analysis of environmental trends
- Step 6: Analysis of impacts of environmental trends
- Step 7: Standards
- Step 8: Problems
- Step 9: Causes of problems
- Step 10: Potentials and opportunities
- Step 11: Priorities

Check once again the terminology used by the working groups when presenting the results and make sure to adjust it so that an ordinary member of the community could understand it. It is not enough just to copy the formats provided by the working groups but you will need to transform them into few clear and concise sentences.

Pay attention to being accurate. Check all the facts delivered by the working groups. Opinions of the working group members are not necessarily real facts. Opinions can be subjective; they can reflect fears or convictions. Try to find objective and measurable indicators- for example, if someone is claiming that the air is polluted, you should check that by conducting measurements. Create systems to check the facts. Once you have published the document, corrections will not be possible.

This checking needs to be done also during the work in the working groups, to prevent as much as possible using wrong assumptions as a basis for the work.

STRATEGY

- **Vision, elements of vision, vision statement**
- **Strategic goals**

The first step towards the successful strategy development is defining the vision. The vision is what you expect your community to be within a certain period and defining a desirable future situation after achieving the goals. The vision is a description of what you would like to achieve in the future - an image of a desirable future of your community. By defining a vision you will determine the primary reason for the strategy existence and avoid any ad hoc actions. Main characteristics of the vision are:

- it is directed towards the distant future
- it is very brief
- everyone can understand it
- it describes a stable phase
- it can be shared by several organizations

When creating a vision, ask yourself the following questions:

- How will Green Agenda activities and our cooperation with other organizations that share our goals change the world we live in and make it a better place?
- What is our “job”? Why are we doing it?
- What does the future we want to create look like?
- How will things change? At what level?
- What are the aspects of that future?

The vision should always describe a future situation; not actions that have to be undertaken in order to achieve the desirable future. It has to include certain dominant values shared by all the members of a community, because only the community where the values are clearly identified and shared by its members can move towards achieving its goals. In order to make a transparent and understandable vision, you will need a vision statement. The vision serves as guidance for identifying a course of development, values, areas of action, target groups etc. It answers the question “why are we here?”, because Green Agenda was developed when a group of individuals and organizations, sharing the same values, decided to achieve a particular mission.

The elements of a vision are:

- social welfare,
- adjustable local economy,
- good, democratic and efficient government,
- efficient local services and infrastructure,
- healthy environment.

STRATEGIC GOALS

Стратешки се циљеви дефинишу прецизно, тако да буду јасни, реалистични, прави путоказ за даље активности. Ц[Strategic goals should be precisely defined, clear and realistic; they should serve as guidance for further activities. A goal is a description of what is achieved. Based on the vision and the results from analysis, previously conducted by the working groups, it is now possible to identify strategic goals of Green Agenda. They should be prioritised and presented in a form that will allow a clear sequence and progress during the processes of application and evaluation. Based on the strategic goals, you will determine what the authorities and the community will implement and achieve during specific period. There are two types of strategic goals: general and specific. Specific goals describe the general ones and they need to be quantified. Apart from strategic, there are also operational goals. Operational goals represent a concrete, active realization of the strategic goals. Operational goals are actually descriptions of specific activities. There are several criteria to define a strategic goal:

- **compatibility with the vision**
- **precise definition of actions**
- **focus on results**
- **compatibility with other strategic goals**
- **feasibility**

Criteria to define an operational goal properly:

- **compatibility with the vision**
- **help in achieving strategic goals**
- **ponderability - you need to provide objective ponderability (is the goal achieved?; when?)**
- **simplicity, conciseness, accuracy and comprehensibility**
- **appointment of specific persons / organizations responsible for implementation**
- **objectivity and balance**

A lot of mistakes can occur during the strategic goals identification such as setting short-term goals (being more focused on immediate problems and not on broad outcomes). Administrative and other goals that are not closely related to the project are often forgotten. However, they should also be taken into account for they are an important precondition for achieving concrete goals. When identifying strategic goals you should ask yourself the following questions:

- **What priorities can be achieved?**
- **What can be achieved but needs to be differently described?**
- **What preconditions cannot be fulfilled but we still can contribute to?**
- **What outcomes will we achieve and by doing this contribute to the overall aims?**
- **What does our community expect from us?**

How to achieve the identified strategic goals? First we should determine strategies, concrete operational ways of achieving, and specific objectives in accordance with strategic goals. One strategic goal often implies several objectives. They need to meet the SMART rules (Specific, Measurable, Achievable, Realistic and Time-framed). The biggest advantage when setting objectives is that the actions will be focused; we will know what to expect, from whom, and the contribution of each individual, institution or organization, involved in strategy realization.

STEP 15 – PUBLIC DISCUSSIONS AND REVISION

A public discussion is an important activity in the process of the document creation and a good instrument to consult broad public. The destiny of the process depends on it, because during the discussion you will be able to notice possible errors or weak points of your document. That is why the public debate is the last opportunity to check the document before its adoption and, at the same time, the first opportunity to test its practical implementation.

In each community there are parties who have conflicting interests, different points of view or past conflicts. “Difficult” or demanding actors may also appear. All these tensions will surely reflect on the Green Agenda process. In general, people do not like confrontations and, in order to avoid them, we often tend to ignore each other - so it can happen that one party ignores the process while the other chooses to leave it. There should be no vanity, ignoring or rivalry in the Green Agenda process, for it insists on creating local partnership between different sectors and actors, joint planning followed by compromise and respect and involvement of a large number of different actors, regardless of their past interrelations.

From our point of view, a problem can seem logical and its solving easy and simple. However, if we do not involve all the parties, there is a possibility that some of the activities of the action plan will be (perceived as) unrealistic, irrational, unecological or unnecessary. For example, planning the primary waste selection, without the participation of the representatives of local communal service, could lead to non-implementation of the plan.

Imagine the following situation: a donor provides resources for waste separation containers but a local company does not have an adequate truck to take these containers. We cannot know that unless we collaborate with the communal company representatives. Here is another example: your action plan includes an analysis of the air quality but your community does not have any polluters - this is not rational, but it can happen if you do not involve a local secretary’s office or a department for environmental protection in the working groups.

All these mistakes can be recognized and corrected at the public debate. The sooner you recognize a mistake, the easier it will be to correct it in the document. That is the reason why Phase 1 should be conducted as thorough as possible. We recommend you to send the first draft of the document to all the stakeholders and to motivate them to read and comment on it.

The best is to send a draft on in electronic form for example a CD, explaining what it is about, why it is important and what the stakeholders are expected to do. Give them a reasonable deadline to respond (not more than 2 to 3 weeks).

In your letter, emphasize two important things: a) this is a good opportunity to participate in the creation of a document and it should be taken to reflect interests and views of the person/organisation; b) in case they do not seize this opportunity, later comments and critics will not be polite, because everyone who wanted, already had the chance to influence the process. It is very likely (and it often happens) that the stakeholders will not even look at the draft, let alone to read or comment it. Therefore the organization in charge should motivate them in order to get feedback.

After getting stakeholders’ comments, you should organize public presentations and discussions on the document. The best is to discuss the draft at a big meeting where all the citizens are invited. If a community consists of several villages, you should organise debates locally (do not expect that people will come to town just to participate in a public debate). Every organization shall estimate the best number of public debates to hold. Choose the best way to inform the people on the debate - use both the television and the newspaper (newspaper is the best proof that the invitation was sent, so no one can reproach by saying “I was not invited and I was eager to come.”)

Do not give too much detail, but focus on the action plan. Comments and suggestions can be collected at the debate or later, and if possible, they should be included in the document. It can happen that local groups present the draft to the audience that was not involved in the process -in this case, a lot of new suggestions might come up. A public debate is always a good way to increase the local interest in the final result and to improve the quality of the document.

After public debates are finished, take into consideration all the received suggestions and include them, if they are logical, useful and can contribute to the quality, in the final version of the document. If there are suggestions that will completely change the concept of the document or some of its parts, you should first consult the working groups and then make a decision.

STEP 16 - ADOPTION OF THE DOCUMENT

After including all the suggestions, a corrected version of the document is ready to be adopted by a local assembly. In this step you need to be familiar with the procedures, rules and practices (Municipal Statute, Assembly rules of procedure and other documents from the Law on Local Self- Government (129/2007)).

It is also important to know and understand political conditions in the local community. Sometimes you will have to influence upon the decision-makers and to explain them the importance of some decisions for the local community. Lobbying is a special way of influencing the powerful individuals or groups. The term comes from the English word “lobby“ (members of the British parliament gathered with representatives of different stakeholder groups in the lobby of the House of Parliament). Lobbying is a process of developing efficient and effective communication with those who have formal and informal power. The process is successful if influential individuals or groups support certain initiatives and intensify their activities in order to achieve the planned goals.

Article 46 (Law on Local Self-Government) prescribes: the municipal council suggests the statute, budget and other decisions and acts that should be adopted by the Assembly. Municipal council is the first instance: the document should first be adopted by the municipal council and then by the assembly. Send your Green Agenda, with accompanying letter, to the municipal council (the best is to address it to the president of the municipality - the president of the council).

If you know a member of the council in charge of environmental issues or some other Green Agenda related sector, powerful enough to help adopting the decision, contact that person, involve him/her in the process as soon as possible (in some municipalities, sessions are not that often and you could lose time). Municipal council will certainly gather before the Assembly. According to the article 34, Assembly sessions must be held at least once in three months time, the council sessions as well, and you should remember this when planning.

Once the document „has passed“ the council session, it is very certain that it will be adopted by the Assembly. Still, your job is not finished. You now need to contact heads of political parties and presidents of council boards, especially the opposition, because this is a great opportunity for your organization to become a relevant actor in the area of the environment and cultural heritage.

Green Agenda is a good opportunity to show community agreement and do not settle for the needed majority voting in favor of the document. Your goal should be that all the members and all the parties accept it. If that is not the case, your document is at risk of being criticized or disputed, for example, an uninterested actor may use it as an excuse to fight the authorities.

There are long-term consequences as well. When an actor realizes he is defeated (or that his opinion is not accepted), you need to be careful - next elections might change the political scene and critics and opponents could become authorities. It is very possible that the former opposition would want to get revenge and that could jeopardize the process. That is the reason why broad consensus is important and Green Agenda accepted by as many as possible political actors.

Municipal statutes offer other ways of proposing the agenda for the assembly session: one - third of members or even only one member can ask for the change of the agenda if he/she considers a motion urgent. These are all „back - up“ plans that you need to know, but they are less efficient (for being insufficiently prepared, usually started by opposition and therefore without majority support).

It is very important to estimate when to start the activities from Phase 4 - they need to be adjusted to local self-government plans. Adoption of the document is useless without developing other instruments (economic instruments of financing the programmes of environmental protection, budget decisions etc.)

Plans for the next year are initiated in June, when the Government of Serbia gives certain guidelines and recommendation, planning is getting more intense in October, it is really intense in November (when everyone is lobbying for themselves), and in December is already too late to start anything (because, according to the Law, decision on next year budget must be adopted by December 15). Therefore, the best time to adopt the document is the first session after the summer break (at the end of September / beginning of October). If you use this period, there is plenty of time to convince the decision-makers to include the action plan provisions in the public companies and institutions' programmes and to think of them when deciding on the next year budget. If you miss the opportunity, you will lose the next 12 months - bigger changes in budget are not that common (rebalance).

Make a small plan for this important phase, as suggested in the format bellow. Determine who, when and how (with what resources) will carry out all the activities.

ACTIVITY	TIME FRAME	PERSON RESPONSIBLE	RESOURCES NEEDED
Strategy and action plan			
Writing the document			
Sending draft to stakeholders			
Public discussions			
Revision of the document			
Sending the document to the official procedure			
Lobbying political factors			
Adoption of the document			
Public promotion of the adopted document - final conference			
Lobbying in order to include the Green Agenda provisions in annual plans of responsible actors as well in decision on the next year budget			
Pilot projects			

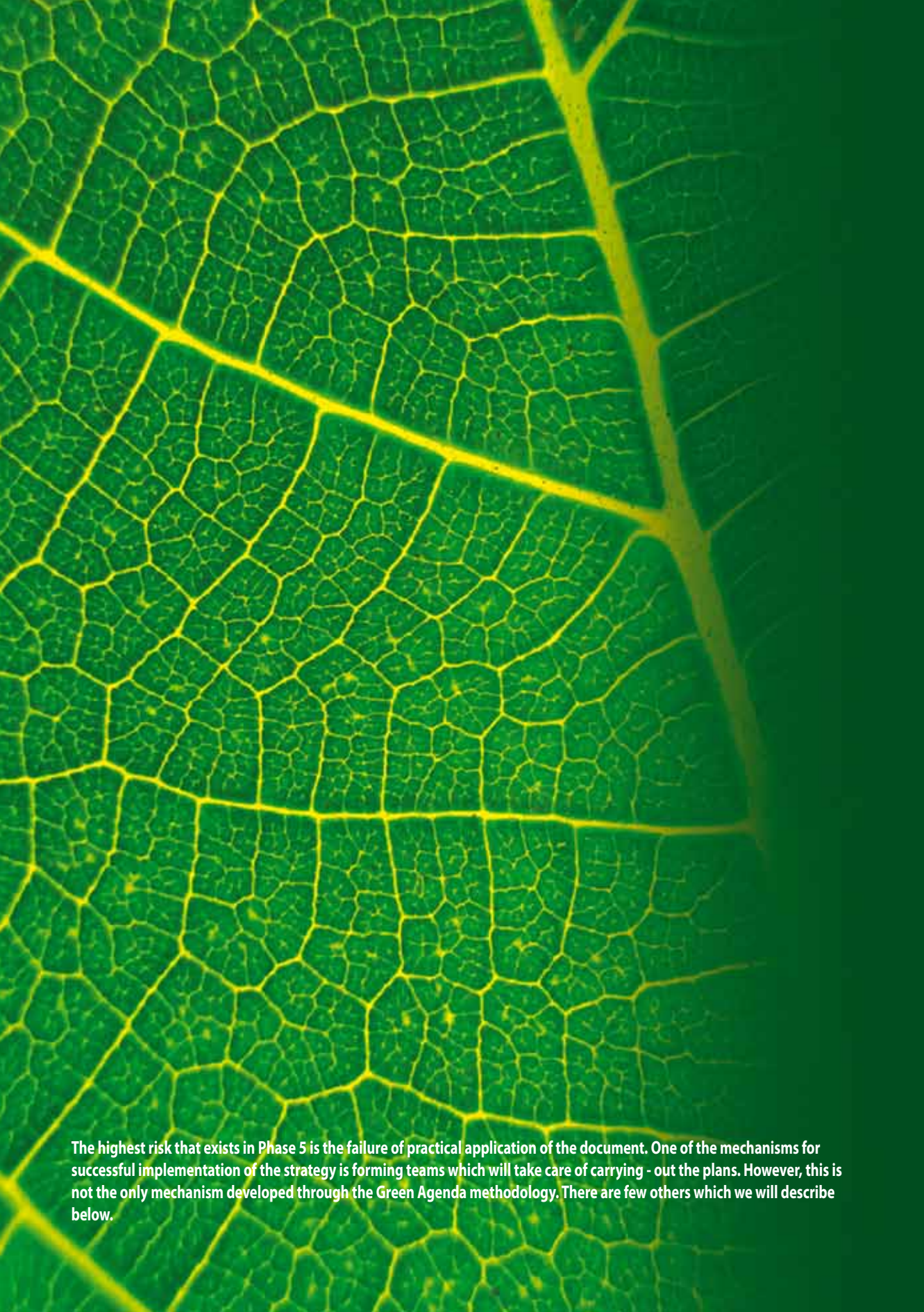


A close-up photograph of a green leaf, showing a detailed network of veins. The veins are a bright yellow-green color, contrasting with the darker green of the leaf's surface. The veins form a complex, branching pattern across the leaf. The lighting is soft, highlighting the texture and structure of the leaf's vascular system.

PHASE

5

MONITORING AND IMPLEMENTATION

A close-up photograph of a green leaf, showing a dense network of veins. The veins are a lighter green color, contrasting with the darker green of the leaf's surface. The veins form a complex, branching pattern that fills the entire frame. The lighting is bright, highlighting the texture and structure of the leaf's vascular system.

The highest risk that exists in Phase 5 is the failure of practical application of the document. One of the mechanisms for successful implementation of the strategy is forming teams which will take care of carrying - out the plans. However, this is not the only mechanism developed through the Green Agenda methodology. There are few others which we will describe below.

STEP 17 – MONITORING AND EVALUATION

Monitoring and evaluation are aimed at measuring and assessing what you have accomplished in order to manage the results more successfully. Monitoring should provide objective indicators of the progress. Evaluation will assess progress and the results against the goals that were formulated.

Once the strategic Green Agenda document is adopted, it is necessary to monitor, evaluate and ensure process sustainability. If the people in charge of the strategy implementation do not use it in order to achieve the goals (or the public shows no interest in them), even the best strategy in the world will be useless. Monitoring should not be comprehended as a way of controlling, but as a partnership process of learning in order to solve the important community issues more successfully.

Participatory monitoring and evaluation is inviting a large number of stakeholders to decide on ways to measure the success of the strategy and on activities that should be carried out in order to collect the relevant data. The Green Agenda initiators have the full right to participate in the process of monitoring.

We recommend forming a team to monitor and support the Green Agenda implementation in each of the communities that are implementing Green Agenda. This should be an informal team of stakeholders: NGOs that coordinated the process, representatives of local self-government, institutions, organizations, individuals and other interested parties. It can involve some of the persons who were part of Green Agenda working groups. The team members should meet at least twice a year (in March and September) to analyse the process outcomes (progress of each particular part of the action plan). If there was progress, assess it against the formulated goals. If not, list the reasons for not making any progress; define future activities and levels of risk.

Opinions are descriptive reports of the progress; recommendations include the recommended corrective measures given in order to eliminate risks, achieve goals more successfully or start the activities in places where they did not occur. Opinions and recommendations are sent to people in charge of certain activities and to the public. Announcements are short written forms to inform the public on the state of the process and on the results of analysis carried out during the Monitoring team meeting. Sometimes, Monitoring team can address the National Platform Council of Serbia (see page). Green agenda is a process that can bring a significant welfare to the community. In order to keep the process alive it is necessary to provide economic instruments for sustainability. Experiences from other countries that are already in the phase of evaluation (Croatia) show that, it is necessary to plan, each year, certain resources for the projects from the Green Agenda list. These resources would be directed to the local NGOs and would help them when applying for other donations. This way, local self-government would encourage an active approach and partnership in solving the environmental issues, and support NGOs and their projects.

MONITORING PLAN

Strategy planning should include monitoring plans, and when needed, collecting the start up data and ensuring adequate resources for their financing. Your monitoring objectives should guide the development of the rest of your plan. Monitoring plans should include: identification of indicators, units of measurement, description of data resources for a specific indicator; baseline data and methods for collecting and processing the data, frequency or schedule for data collection, identification of individuals responsible for ensuring the data. Process indicators should be direct, objective and practical. It is desirable to use quantitative indicators. However, if you choose to use qualitative indicators, you will have to define them in a way that ensures regular, systematic and relatively objective assessment.

Credibility of findings and assessments depends on the ways of conducting monitoring and evaluation. Good monitoring principles:

- **It focuses on results and actions. It seeks “things that are developing well” and “things that do not show progress”. These facts should be written down in reports which will help giving recommendations and decisions and actions proposals.**
- **Good monitoring depends on good planning. If the project is badly conceived, based on erroneous assumptions, not even the best monitoring will bring success. It is especially important to plan a realistic “chain” of comprehensive and specific results and activities. Project managers should avoid using the monitoring in order to correct problems that appear constantly (for they need permanent solutions).**

- Monitoring can be improved by using mechanisms of participatory monitoring in order to increase commitment, ownership, follow up actions and feedback. This is very important when monitoring comprehensive results where progress cannot be assessed without knowing what partners are doing. Participatory mechanisms include groups for comprehensive results, members and board meetings, and focus groups interviews.

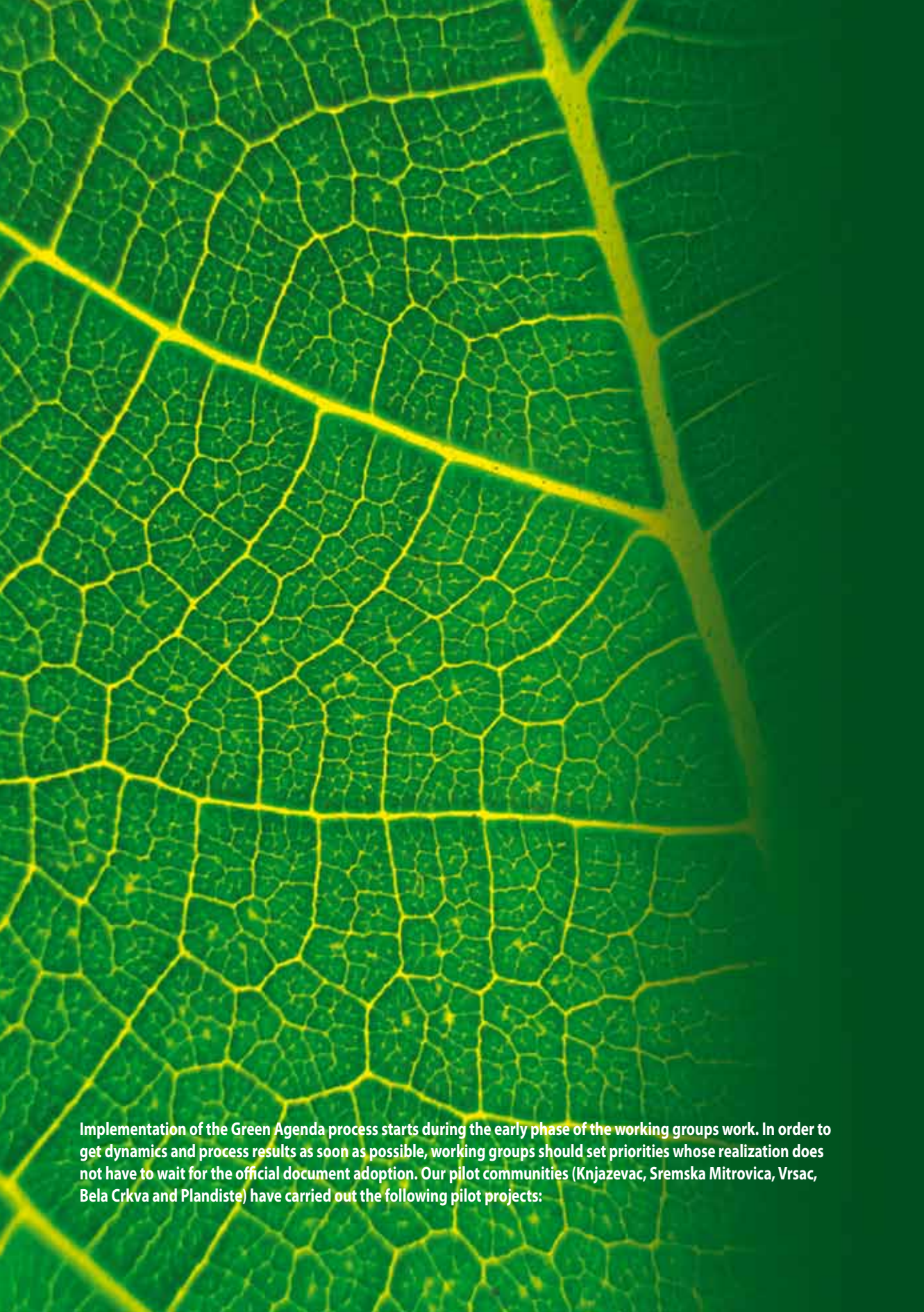
MONITORING INSTRUMENTS AND MECHANISMS

Some of the best monitoring mechanisms and instruments are: field visits, project reports, group analysis, annual reports, quantitative and qualitative researches. Forms and approaches can be adjusted to strategy needs, but only if that does not affect the content minimum. In other words, Monitoring team will use the following mechanisms: document analysis, annual plan analysis, project reports analysis, research analysis and field visits. Monitoring team will have its own Regulation, and the results of their sessions will be opinions, recommendations and public announcements.

CATEGORY OF INFORMATION	WHAT TO MONITOR?	WHAT TO RECORD?	WHO COLLECTS THE DATA?	WHO USES THE DATA?	HOW TO USE THE INFORMATION?	WHAT DECISION TO MAKE?
ACTIVITIES						
FINANCES						
HUMAN RESOURCES						
INFORMATION						
RESULTS						

A close-up photograph of a green leaf, showing a detailed network of veins. The veins are a bright yellow-green color, contrasting with the darker green of the leaf's surface. The veins form a complex, branching pattern across the leaf. The lighting is soft, highlighting the texture and structure of the leaf's vascular system.

ИМПЛЕМІМПЛЕМЕНТАTION / PILOT PROJECTS

A close-up photograph of a green leaf, showing a dense network of veins. The veins are a lighter green color, contrasting with the darker green of the leaf's surface. The veins form a complex, branching pattern that fills the entire frame.

Implementation of the Green Agenda process starts during the early phase of the working groups work. In order to get dynamics and process results as soon as possible, working groups should set priorities whose realization does not have to wait for the official document adoption. Our pilot communities (Knjazevac, Sremska Mitrovica, Vrsac, Bela Crkva and Plandiste) have carried out the following pilot projects:



YOUNG FRIENDS OF NATURE - VR SAC

A team of volunteers can carry out some parts of the protection programme of the Vrsac Mountains such as improving site conditions for rare and endangered species (owls, amphibians, storks, and Citellus), setting up the feeders, marking borders and maintaining walking trails.

Improving site conditions: due to the forest cutting in the area of the Vrsac Mountains, there are few old and hollow trees left for the birds, especially the owls, to make their nests in. In the last few decades, the number of owls has been dramatically reduced. Few years ago, members of a local NGO set up ten wooden houses and artificial cavities for owls. This was a successful idea because the owls settled there. The number of pairs of Ural owls increased from 3 to 7. More houses need to be built in the future.

Amphibians are an endangered species as well. Due to the marsh soil areas decreasing, these animals have retreated to isolated areas of the Vrsac Mountains. The plan is to expand and clean two ponds during the fall and to turn them into the winter shelters.

Citellus are globally endangered and are on the red list. In Vrsac municipality, they inhabit only the meadows around villages and have completely disappeared from the mountains. This happened because of the small number of cattle in the villages. Meadow vegetation was replaced by shrubs. Once the meadow is mowed, they will return.

Storks often build their nests on the electric pillars, exposing themselves and their offspring to electric shock risks. They can also cause a network failure. For this reason, the Electrical Power Distribution Company removes their nests. Following the experiences from neighboring countries, we plan to set up four metal platforms for stork nests in the villages of Vrsac municipality. The team will lift the nests in a safe distance from the wires.

Marking the borders: Demarcation of the most important areas (first level of protection) is a legal obligation of the stakeholders (protectors). This important task will be carried out according to the Regulation, by putting yellow paint on the trees and rocks. This way, the areas where exploitation is completely forbidden will be clearly marked and separated from the areas of limited exploitation. Demarcation will help the visitors to see which areas are protected and what kind of a protective regime it is. Stakeholders have serious problems in fulfilling their obligations. It is necessary to clearly mark these areas because primary beneficiaries of natural resources consider this activity harmful and do not agree with its realization.

There are about than 190 ha of land to be measured and demarking requires hiring an expert (geodesist) whose services are very expensive (500 Euros per hectare). However, teachers and students of Geodesy that live in Vrsac municipality offered to carry out this activity for free, with the help of local volunteers. The benefit is twofold - local community has improved a natural resource and the students had the opportunity to practice.

Feeders: the plan is set up wooden feeders in the area of the Vrsac Mountains.

Maintaining walking trails: cleaning the waste left by visitors. The plan is to gather 50 to 70 volunteers from all the Vrsac NGOs for nature protection (scouts, mountaineers) and to carry out this action on September 26 (International Mountain Day).

INFORMATION BOARDS – BELA CRKVA

Basic information on places where cultural and natural values can be found is missing. Bela Crkva municipality has great potentials for eco and cultural tourism development. By placing information boards, tourists will be able to get basic information and to visit new and unknown places which will encourage them to visit us again. This kind of a marking (with descriptions of each value) will reduce their destruction. Finally, young generation will learn about beauties and qualities of our area.



GREEN SCHOOLS - PLANDISTE

- 1) The municipality cannot provide trainings on waste separation and recycling; waste separation at source does not exist in practice.
- 2) All the waste (except hazardous industrial waste) is disposed to landfill, without previous separation.
- 3) Only 6 out of 13 villages have organized ways of collecting household waste; a lot of areas are covered by illegal dumps, which is a serious threat to public health and the environment.
- 4) Most people think that municipal authorities are responsible for solving the waste issues. But they do not realize that they as well are responsible for the current situation and that they should try to solve the problem.
- 5) A significant percentage of the population still avoids garbage cans and bags, mainly because they do not want to pay for the services of garbage collecting.

This project has great opportunities for sustainability. Depending on the agreement with the waste producers, it is possible, by collecting waste, to obtain resources that can be spent on new environmental protection programs in schools or for other purposes. The idea is to purchase waste and aluminum cans press containers for the selected schools. They can be put in the school lobbies. This way, with appropriate education, students will learn how to reduce the volume of used packaging, through their own experience.

There are two phases of the process:

Phase 1 - Preparation and training:

Preparation is necessary for the students to quickly understand what is expected from them and to quickly acquire new habit of separating waste. Two activities are planned for this purpose:

- Art competition: the best sculpture made from waste items (bottles, cans) and the best painted and decorated cloth bag. The aim is to indicate the importance of recycling and to encourage ways the use of cloth bags instead of plastic ones. Individuals and departments can take part in the competition.
- Making promotional materials (printing educational leaflets)
- 3 lectures (one per school) and a practical demonstration of the waste separation.

Phase 2 - Technical phase:

After the preparatory phase, nine waste separation containers (1.1 m³) will be placed in schools. Three kinds of containers will be given to each school: for paper separation, PET containers and cans containers.

After purchasing and organizing the waste collection, the containers will be transported to a company registered for carrying out operations of raw materials.

Each department will select a student - coordinator who will keep track of the amount of collected recyclable material (the number of PET and cans and paper weight).

Competitions for the best collectors (individuals and departments) will be organized.

Plandiste municipality will be the coordinator of activities and institutions like Polet PUC will provide technical support and take out the collected materials when needed.



TOURIST FEATURES OF MITROVICA – SREMSKA MITROVICA

Until the beginning of 2009, our town did not have a tourist organization for about 30 years. A project “Tourist features of Mitrovica”, in cooperation with tourist organization, will initiate tourism development of Sremska Mitrovica in three ways:

1. **By creating and printing a travel guidebook, in partnership with Green Circle organization**
2. **By making and distributing souvenirs**
3. **By organizing a media presentation - a report called “Tourist chronicle of Mitrovica”, which will be printed in the special edition of “Brend magazine” and will be broadcasted on a regional television.**

By gathering a tourist offer of our town in one place - a travel guidebook - we will have the opportunity to raise the interest of a large number of tourists who will, of course, use our accommodation facilities, catering and other offer. This way our town budget will increase. Souvenir selling will provide stability and feasibility of the project. With media presentations we will present our work to members of our community and show them that it is a project of general importance.

Tourist guidebook:

- a) **Collecting materials**
- b) **Selection of the collected material**
- c) **Processing the collected materials**
- d) **Prepress procedure**
- e) **Printing**
- f) **Distribution**

Making souvenirs

- a) **Collecting basic ideas**
- b) **Selecting the souvenirs**
- c) **Making molds for the production of souvenirs**
- d) **Providing necessary tools and materials for the production of souvenirs**
- e) **Production of souvenirs**
- f) **Distribution of souvenirs**

Development of “Tourist chronicle of Mitrovica”

- a) **Selecting topics**
- b) **Field recording and photography**
- c) **Preparation for printing the magazine and assembling programmes for television**
- d) **Publishing a special edition and broadcast television programmes**

EDUCATIONAL – ECOLOGICAL CENTRE – SREMSKA MITROVICA

The development plan of Sremska Mitrovica, a town of 85,000 inhabitants with the surface of 762km², focuses on sustainable development and increase of human resources capacities.

In Sremska Mitrovica, Green Agenda has identified the values and priorities on which people should be working in order to achieve sustainable development.

Raising awareness of the population, educating certain groups within the community, creating mechanism for institutional solving of ecological problems are at the very top of the priorities mentioned above. After the Green Agenda document had passed the local parliament, these priorities became official priorities of the entire community.

The project will bring concrete benefits for the community:

- An equipped place for the ecological activism of the youth
- Strengthening capacities and resources of the ecological club so that the organization could respond to the needs and demands of the community
- Creating conditions for better organization of civil activists in order to solve ecological problems
- Through activities of the educational- ecological centre, we will be working on raising consciousness and educating the local community

This project will increase sustainability of actions and initiatives that have been carried out so far.

Due to the lack of capacities and resources these actions were mostly ad hoc and have had short-term effects. This project opens a new page in strategic approach and long- term work on solving ecological problems of the Sremska Mitrovica citizens.

The project consists of several phases and it is conceived as a long-term and sustainable project.

The centre is to be opened on September 30th, 2010.

Phase I – Opening and equipping the educational- ecological centre

Phase II – Regular weekly activities

Phase III – Projects that will appear as a result of the work of educational- ecological centre

The necessary equipment, which the centre will use for its activities, will be provided.

Planned activities: carrying out presentations and public lectures, organizing trainings and conferences.

The Ecological Club of Sremska Mitrovica will be the owner of the equipment which will be used for operational activities of the club. This will significantly raise the capacity of our organization and provide long- term sustainability. Equipment such as computer and multifunction printer will be used for our activities. The computer will be available to all the users of the centre with the motto 'towards the world with the Internet'. It will be located in a special, green internet corner and available during the working hours of the centre (9 a. m. - 5 p. M).

The following chart gives the precise weekly program of the activities of the educational- ecological centre:

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Ecological workshop for primary school students	Working groups for renewable energy sources	Ecological forum	Recycling for the citizens of Sremska Mitrovica	Lectures on sustainable development	Trainings	Trainings
A two - hours workshop will introduce up to 30 primary school children to the ecological terms Lecturers: Club members	Group for renewable energy sources exists for 7 months and consists of 11 members. The plan is to start publishing a quarterly leaflet and to design projects.	Every Wednesday there will be a Forum – a place for public debate on the most important local ecological topics	Workshops and concrete projects related to recycling	One- hour lecture for high-school students and undergraduates Lecturers: Professors from the Futura Faculty	Activities to strengthen capacities of the organization and local partners	Activities to strengthen capacities of the organization and local partners



Timočki klub
The Timok Club

ECO- CENTRE GREEN AGENDA - KNJAZEVC

Environmental awareness of citizens is extremely contradictory. On one hand, there is knowledge about the effects of environmental pollution on human health and survival of a mankind in general; on the other hand, citizens do not have enough motivation to solve environmental problems. There are numerous examples: yards in bad shape, garbage on the streets, waste in the rivers and near the rivers that run through the town.

Due to this state of environmental awareness, people have a passive attitude towards participating in decision-making and towards concrete actions and campaigns to solve environmental problems.

Based on survey results, we have concluded that our citizens have a high environmental awareness when recognizing the most important environmental problems of the municipality (usually based on visible indicators), but low ecological awareness of the relationship and the behavior of people towards the environment. There is no complete and continuous education at all levels and in all areas, nor adequate textbooks and manuals for self- education - which affects the level of development of environmental awareness.

On the territory of Knjaževac municipality there is no regulated space to be used for the implementation of environmental activities. In order to overcome this deficiency and to offer children, school children and all the residents better conditions for the implementation of activities aimed towards educating and building better relationship with nature and environment, one of the main strategic priorities is to establish a municipal Knjaževac Eco- Centre.

There is a lack of adequate space with a yard where the activities (workshops, seminars, lectures, school activities and other forms of education to increase awareness of the importance of preserving the environment) could be carried out. However, local authorities are willing to pay the costs of electricity, water and telephone in the Eco-center facilities, which shows their readiness to participate in this project.

Aims of the project: to provide and equip the space (80 m²) of a separate building in the backyard of the Cinderella nursery for the Eco-Centre and to make it available for children, students and all the citizens;

To educate children, young generation and citizens and to establish permanent cooperation between educational institutions, NGOs and local authorities in the area of non- institutional education

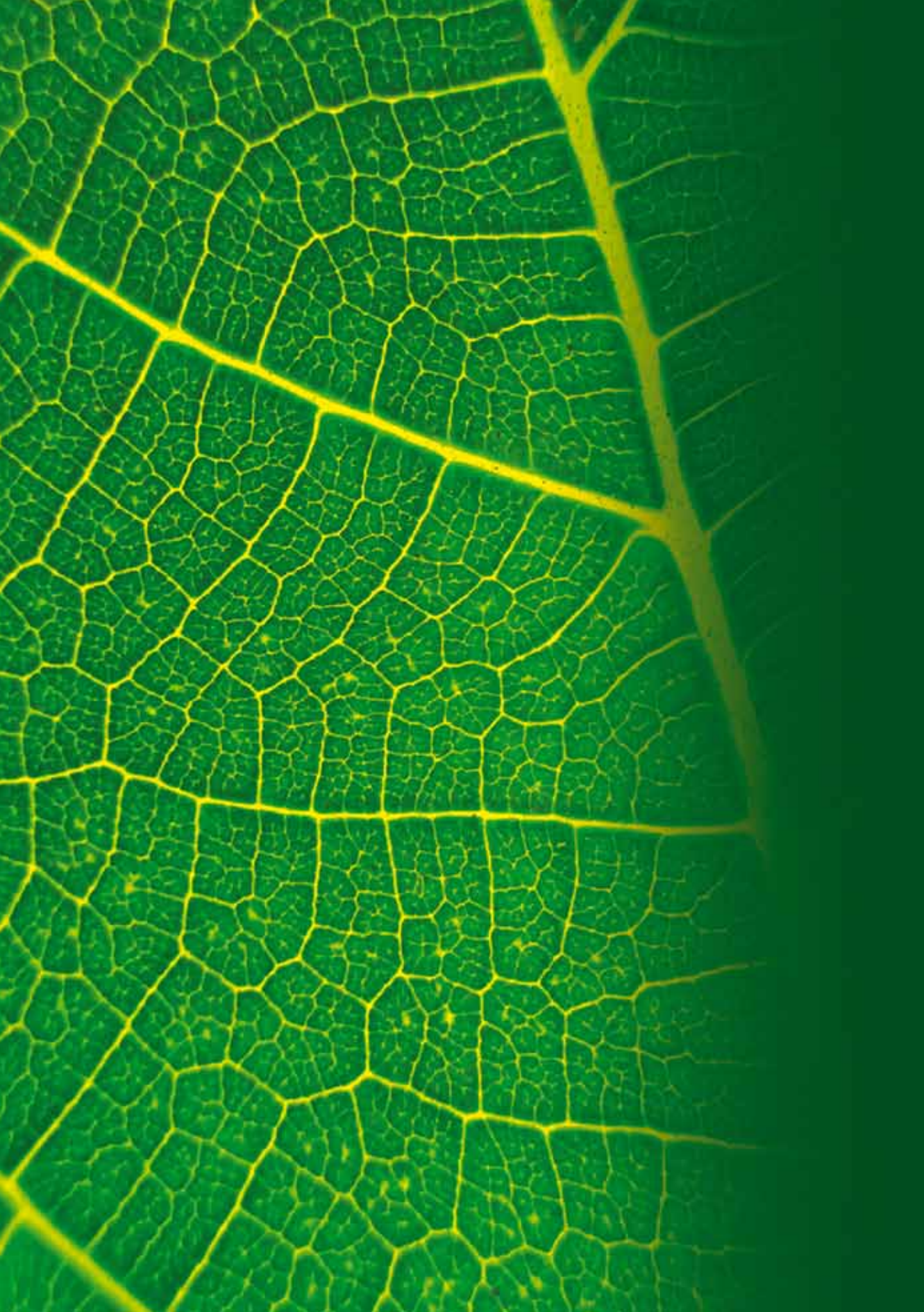
Long term aims:

- Encouraging local initiatives for changing each individual' s behavior towards the environment
- Education and comprehensive information directed to the public, especially young people, about the activities and achievements in this area
- Exchange of knowledge and experience
- Promotion of new international environmental policies and their implementation
- Promotion of healthy life

Specific objectives are focused on linking social, natural and technical approaches of environmental protection, developing environmental awareness, and using local, regional, national and international knowledge on environmental protection.

A close-up photograph of a green leaf, showing a detailed network of veins. The veins are a lighter green color, contrasting with the darker green of the leaf's surface. The veins form a complex, branching pattern that fills the entire frame. The lighting is soft, highlighting the texture and structure of the leaf's vascular system.

NATIONAL PLATFORM





NATIONAL PLATFORM

The Green Agenda process is focused on working at local level - local communities make their own strategies. However, there was a need to join all the local communities that were carrying out the GA process. The initiators of the process in Serbia agreed on creating a National Platform as a way of working at national level. A need to influence the creation and application of the laws has motivated a creation of an association of organizations and individuals dealing with environmental protection and sustainable development.

Aim: to create a National Green Agenda platform in Serbia, as an instrument for:

- raising awareness about importance of strategic planning in the area of environmental protection in Serbia
- increasing the influence of the NGO sector on local policies creation in the area of environmental protection; increasing the level of participation of the local NGOs in strategic planning processes
- promotion of the Green Agenda process and its expansion to other local communities that have not started the strategic document elaboration
- building capacities of the NGOs and raising their motivation to initiate the process in their communities
- helping the communities that already have a strategic plan but which is not respected

National Platform in Serbia will be managed by National Platform Council which will:

- Determine programme guidelines for the platform implementation
- Define development strategies
- Represent shared interests of the members of the GA community in Serbia

Members of National Platform Council:

- Each organization that is implementing/ will implement GA in Serbian municipalities
- Staniste (Vrsac), Timok Club (Knjazevac) and Nature Conservation Movement (Sremska Mitrovica), as the first organizations to implement GA in their communities
- Local project manager for Serbia, as a representative of Milieukontakt International
- Trainers involved in the Green Agenda pilot project implementation 2008 - 2010

NATIONAL PLATFORM ACTIVITIES		
Character	Activity	Образложење
National	Stimulating other local communities to strategically deal with environmental issues	GA is being implemented in five municipalities: Vrsac, Bela Crkva, Plandiste, Sremska Mitrovica and Knjazevac. The GA process, as a pilot project, was initiated in 2008 in three Serbian municipalities, but very soon, two new municipalities have joined the process. When looking at these municipalities, it is obvious that we are talking about national level, for geographically they do not belong to one specific region. At the very beginning, we tried to include different Serbian regions. The municipalities of Bela Crkva and Plandiste, together with Vrsac, joined the process in order to develop a Green Agenda micro regional plan. With initiation of new Green Agenda processes, GA will be present on the whole territory of Serbia. Therefore, participants (organizations, local self- governments, the media etc.) will be coming from all over our country.
National	Organization of National Conference	The aim of the activity is to organize a two- day conference which will contribute to increasing the number of Serbian municipalities that have adopted a strategic approach for local life quality improvement by promoting sustainable development and finding positive solutions to the environmental problems.
	Organizing national study visits	The aim of this activity is to present good examples of the communities that have already implemented Green Agenda
	Raising capacities of the parties involved in the Green Agenda implementation	Milieukontakt international (MKI), being in charge of the project, supports both the project and local NGOs by providing trainings. At local (national) level, there are trainers whose task is to assist local communities (NGOs and working groups) during the process of the creation of Green Agenda. Trainers are experts in different fields that help raising the capacities of NGOs and working groups for their future independent work (project making, fundraising etc). MKI offers consulting and training services and assists (financially and in knowledge/ experience) to developing sustainability.
National	Creating a Web page with forum	Web page development will ensure good public relations and fast information and opinions exchange.
National	Exchange of information through a mailing list	Information exchange
Local	National Platform Secretary's Office	Техничким функционисањем Националне платформе ће се бринути секретаријат. Задаци секретаријата су да: Омогући успешну комуникацију између заинтересованих страна Националне платформе Омогући успешну комуникацију између заинтересованих страна из Националне платформе и организација и институција која су у њиховом локалном, регионалном или државном окружењу Администрира веб сајтом Организује националне посете Организује редовне састанке Савета Националне платформе





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