About the Institute for Sustainable Communities
The Institute for Sustainable Communities (ISC) is an independent, non-profit organisation that provides training, technical assistance, and financial support to communities. The mission of ISC is to promote environmental protection and economic and social well-being through integrated strategies at the local level. ISC projects emphasise participating actively in civic life, developing stronger democratic institutions, and engaging diverse interests in decision-making. Since its incorporation in February 1991, ISC has managed more than 35 projects designed to strengthen communities in 14 countries, with support from individual donors, corporate and private foundations, and the U.S. Government. ISC is based in Montpelier, Vermont with offices in Russia, FYR Macedonia and Bulgaria. ISC focuses on building understandings among diverse interests and cultures and developing meaningful partnerships to achieve long-term solutions to environmental, economic, and social concerns. ISC’s programme areas are: community action, civil society, environment, education and business development. For more information about ISC programmes, please contact: Institute for Sustainable Communities, 56 College Street, Montpelier, VT 05602 USA. Tel: (1-802) 229-2900; Fax: (1-802) 229-2919; E-mail: isc@iscvt.org. Web: http://www.iscvt.org

About the Regional Environmental Center for Central and Eastern Europe
The Regional Environmental Center for Central and Eastern Europe (REC) is a non-partisan, non-advocacy, not-for-profit organisation with a mission to assist in solving environmental problems in Central and Eastern Europe (CEE). The Center fulfils this mission by encouraging cooperation among non-governmental organisations, governments, businesses and other environmental stakeholders, by supporting the free exchange of information and by promoting public participation in environmental decision-making. The REC was established in 1990 by the United States, the European Commission and Hungary. Today, the REC is legally based on a Charter signed by the governments of 27 countries and the European Commission, and on an International Agreement with the Government of Hungary. The REC has its headquarters in Szentendre, Hungary, and country offices in each of its beneficiary CEE countries, which are: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Latvia, Lithuania, FYR Macedonia, Poland, Romania, Slovakia, Slovenia, and Yugoslavia. For more information about REC programmes, please contact: The Regional Environmental Center for Central and Eastern Europe; Ady Endre ut 9-11, 2000 Szentendre, Hungary; Tel: (36-26) 304-000; Fax: (36-26) 311-294; E-mail: info@rec.org; Web site: www.rec.org

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This Trainers’ Handbook is designed to accompany the Guide to Implementing Local Environmental Action Programmes in Central and Eastern Europe, prepared by the Institute for Sustainable Communities in cooperation with the Regional Environmental Center for Central and Eastern Europe (REC) and funded by the United States Environmental Protection Agency (U.S. EPA) in cooperation with the United States Agency for International Development (USAID). The guide was prepared to assist municipal government officials, representatives from non-governmental organisations, and ordinary citizens to better manage environmental issues at the local level. It is intended as a preliminary and introductory reference on basic planning methods and tools that have been used by some local governments and citizens’ groups in Central and Eastern Europe, and is designed to provide a step-by-step “how-to” approach to developing and implementing Local Environmental Action Programmes (LEAPs). This Trainers’ Handbook is geared toward individuals who will train people at the local level to implement LEAPs.

This handbook includes a suggested set of workshop goals and agendas. The bulk of the handbook is devoted to providing guidance to trainers on each component of a LEAP, including a summary of basic talking points, suggested activities for small-group work sessions, and slides for presentation purposes.

While we recommend that you consider each of the steps described here, this handbook is not intended as a strict “cookbook” that must be adhered to precisely. Rather, your training team will need to design a LEAP to meet local circumstances, needs and priorities. You will need to define your own process. This means adapting materials from this handbook and the guide as well as other relevant guidance documents to create a process that works for the specific situation in your country.
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<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>CEE</td>
<td>Central and Eastern Europe</td>
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<tr>
<td>EAP</td>
<td>Environmental Action Plan</td>
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<td>EIA</td>
<td>Environmental Impact Assessment</td>
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<td>ISC</td>
<td>Institute for Sustainable Communities</td>
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<td>LA21</td>
<td>Local Agenda 21</td>
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<tr>
<td>LEAP</td>
<td>Local Environmental Action Programme</td>
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<td>MET</td>
<td>Monitoring and Evaluation Team</td>
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<td>MOA</td>
<td>Memorandum of Agreement</td>
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<td>NEAP</td>
<td>National Environmental Action Programme</td>
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<td>NGO</td>
<td>Non-governmental organisation</td>
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<td>RFP</td>
<td>Request for proposal</td>
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<td>SWOT</td>
<td>Strengths, weaknesses, opportunities and threats analysis</td>
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<td>TAC</td>
<td>Technical Advisory Committee</td>
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<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
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<td>U.S. EPA</td>
<td>United States Environmental Protection Agency</td>
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Sample Course Description

This course is composed of five workshops and is designed to assist individuals working at the community level on how to implement LEAPs. LEAPs involve setting environmental priorities and selecting the most appropriate actions for addressing priority environmental issues in the community. LEAPs are founded upon meaningful public input in local governmental decision-making. They provide a forum for bringing together a diverse group of individuals with different interests, values and perspectives. These individuals work together over a 12 to 24 month period — in partnership with the local government — to forge a consensus on recommended priorities and actions for addressing environmental concerns in the community. These recommended priorities and actions are compiled in an environmental action plan that serves as a blueprint for future environmental investments in the community. Recommendations from the environmental action plan are then incorporated into the decisions of the municipal council and other implementing bodies.

We are inviting individuals from communities throughout the country (region) to participate in a series of workshops over an 18-month period. These teams will consist of four or five individuals from each community composed of representatives from the municipality, local environmental NGOs, the scientific/academic community and industry/business. After participating in the workshops, each team will then be responsible for helping to guide the LEAP in their community. Four or five communities will be invited to participate in each course.

These workshops will provide an opportunity for participants to learn the LEAP methodology, obtain first-hand knowledge about previously implemented LEAPs, share experiences and design a strategy for implementing LEAPs in their own communities. Participants will work on environmental issues facing their own communities. At the conclusion of each workshop, participants will receive “assignments” or a list of activities to undertake until the next workshop.

This course will consist of five distinct workshop sessions that will cover the following topics:

**Workshop 1 — LEAP Overview and Getting Started**
Benefits of undertaking a LEAP, overview of LEAP process, conducting a public outreach campaign (and selling the LEAP to your community), forming a stakeholder group, organising a kick-off conference and developing a community vision.

**Workshop 2 — Assessing Issues and Setting Priorities**
Overview of conducting an environmental issues assessment, using risk as a foundation for setting environmental priorities, collecting and assembling the data, characterising environmental issues, and setting environmental priorities.
Workshop 3 — Developing an Environmental Action Plan
Function of an action plan, defining environmental goals and targets, choosing indicators, identifying and selecting actions, establishing decision-making criteria, and preparing the action plan.

Workshop 4 — Implementing Actions
Identifying and securing the participation of implementing institutions, preparing project financing plans, integrating plan recommendations into municipal planning processes, collecting data on baseline conditions, using different evaluation techniques and utilising evaluation results.

Workshop 5 — Monitoring and Evaluating Results
Collecting data on baseline conditions, using different evaluation techniques, utilising evaluation results and communicating results to the community.

Workshop participants will practice group process and team-building skills with other members of their team through small-group interaction. These small-group sessions will provide an opportunity for participants to apply the knowledge and approaches learned during the workshop to their own community.
Workshop Goals and Objectives

1. To strengthen the ability of workshop participants to undertake LEAPs in their own communities by:
   - providing information on the basic components of a LEAP, including organising a citizens’ stakeholder group, assessing a community’s environmental issues and setting priorities, involving the public, developing an action plan, implementing actions, and monitoring and evaluating results;
   - sharing experiences from previous LEAPs from which participants can draw ideas and techniques applicable to their own communities; and
   - facilitating a process through which participants practice the application of the LEAP methodology for their community.

2. To increase individual and group skills that will enable participants to work as team members and in community organising and leadership roles.

3. To foster coordination and communication among the diverse sectors within each participating community by:
   - bringing together a diverse group of individuals including municipal officials, NGO representatives and business and academic leaders; and
   - explaining specific techniques that local organisers can use to identify the various stakeholders, increase public involvement and input and encourage cooperation among different organisations and interest groups.
Sample Workshop Agendas

Workshop 1
LEAP OVERVIEW AND GETTING STARTED

8:30 Registration and refreshments

9:00 Welcome and introductions
- Workshop goals and overview
- Introductions and expectations of participants
- Overview of the day

9:30 Icebreaker activity

9:45 LEAP overview
- Why undertake a LEAP?
- LEAP goals, scope and major phases
- Discussion

10:15 LEAP case study
- Presentation by representative(s) from community with LEAP experience
- Discussion

11:00 Break
SAMPLE WORKSHOP AGENDAS
WORKSHOP 1

11:15 LEAP context
• Country-specific context for conducting LEAPs
• Local government environmental responsibilities
• Legal context for environmental decision-making
• Discussion

12:30 Lunch

1:30 How to start a LEAP in your community
• Collaboration: a new model for local decision-making
• What is a stakeholder group? How to get stakeholders involved? Who are the stakeholders in a LEAP?
• Proposed LEAP organisational structure
• Small-group work session during which participants either:
  a) define LEAP scope and goals;
  b) inform and reach out to potential stakeholders; or
  c) develop start-up work plan and budget
• Groups report back

3:00 Break

3:15 Community vision
• What is a community vision and why create one?
• Elements of a community vision
• How do you create a community vision?
• Small-group work session: Create a vision for your community
• Groups report back

4:45 Wrap-up

5:00 Adjourn
Workshop 2
ASSESSING ENVIRONMENTAL ISSUES AND SETTING PRIORITIES

9:00 Welcome and preview of the day

9:15 Environmental issues assessment and priority setting
• What is an environmental issues assessment?
• Why set environmental priorities?
• Factors to consider in deciding whether to set priorities
• Small-group work session: Issue assessment methodology and determine scope of issue assessment
• Groups report back

10:45 Break

11:00 Assessing environmental issues
• Select appropriate methodology
• Determine scope of issue assessment
• Characterise environmental issues
• Comparative risk analysis using risk as a foundation for priority setting
• Small-group work session: Identify and characterise environmental issues in the community
• Groups report back

12:45 Lunch

1:45 Nuts and bolts of data collection
• How much data is enough?
• What data do you need to collect?
• What actions can be taken when there is a lack of data?
• What are some data challenges and obstacles?
• Small-group work session: Determine data needs and address data obstacles
• Groups report back
3:15 Break

3:30 Finalising assessments and setting environmental priorities
   • What comprises a good environmental assessment?
   • Ranking issues versus setting priorities for action
   • Proposed procedure for setting priorities for action
   • Small-group work session: Prepare environmental issue assessment
   • Groups report back

5:00 Wrap-up

5:15 Adjourn
Workshop 3
DEVELOPING AN ENVIRONMENTAL ACTION PLAN

9:00 Welcome and preview of the day

9:15 Overview of basic steps in developing an environmental action plan

9:30 Setting goals and targets, and selecting indicators
• What are goals?
• How do you establish measurable targets?
• Role of indicators; what are measures of good indicators?
• Small-group work session: Set goals and objectives, and select indicators
• Groups report back

11:00 Break

11:15 Assessing community management practices
• Why assess your community’s management practices?
  What are the community’s capabilities to address environmental issues?
• Conduct a SWOT (strengths, weaknesses, opportunities and threats) analysis
• Small-group work session: Conduct a SWOT analysis for your selected environmental issue
• Groups report back

12:30 Lunch

1:30 Identifying actions and evaluation criteria
• What are basic types of actions that a community can undertake, e.g. education, economic incentives?
• What is pollution prevention?
• Role of evaluation criteria, selecting relevant criteria
• Small-group work session: Identify potential environmental actions and select evaluation criteria
• Groups report back

3:00     Break

3:15     Selecting actions and preparing the action plan
• Evaluating and selecting strategies
• Exploring “win-win” opportunities
• Basic components of the Environmental Action Plan
• Small-group work session: Select environmental actions
• Groups report back

4:45     Wrap-up

5:00     Adjourn
Workshop 4
IMPLEMENTING ACTIONS

9:00   Welcome and preview of the day

9:15   Overview of basic steps in implementing actions

9:30   Identifying and evaluating implementing institutions
   • Who should be involved in implementing actions?
   • What are appropriate roles for the private sector?  
     What are the advantages and disadvantages?
   • What are appropriate roles for NGOs?  
     What are the advantages and disadvantages?
   • Small-group work session #1: Identify potential implementing institutions  
     and evaluate opportunities for working with private sector and NGOs
   • Groups report back

11:00  Break

11:15  Reviewing organisational structures for implementation
   • What are the existing organisational structures in place to manage each  
     priority environmental issue? What new structures are needed to  
     effectively manage/address each issue?
   • What role should the stakeholder group play in ensuring effective  
     implementation?
   • What is an implementation group? What role can it play in  
     implementation?
   • Small-group work session #2: Review existing organisational  
     structures, determine future role of stakeholder group, and establish  
     implementation groups
   • Groups report back

12:00  Lunch
1:30 Preparing project implementation plans and budgets
• What is a project implementation plan? What is the value of preparing one? How is it prepared?
• What is the relationship between a project implementation plan and a budget?
• How do you prepare a budget?
• Small-group work session #3: Prepare project implementation plan and budget
• Groups report back

3:00 Break

3:15 Preparing a project financing plan
• What is a project financing plan?
• What are the major components of a project financing plan and how do you prepare one?
• What are sources of capital funding for environmental investments?
• Small-group work session: Address key questions in preparing a project financing plan
• Groups report back

4:45 Wrap-up

5:00 Adjourn
Workshop 5
MONITORING AND EVALUATING RESULTS

9:00 Welcome and preview of the day

9:15 Overview of basic steps in monitoring and evaluating results

9:30 First steps: Review targets and indicators, establish reporting procedures and collect baseline data
  • Taking a second look at targets and indicators
  • What is involved in establishing a reporting framework?
  • Some guidance in collecting data
  • Small-group work session: Review targets and indicators, establish reporting procedures, and collect baseline data
  • Groups report back

11:00 Break

11:15 Evaluate results, utilise evaluation results and report results to the community
  • What comprises an effective evaluation?
  • What are some considerations in developing an evaluation approach?
  • Small-group work session: Develop an evaluation approach for implementation
  • Groups report back

12:30 Training evaluation

1:00 Lunch

2:00 Adjourn
TOPIC 1: LEAP Overview
Purpose:
To explain benefits, identify goals and outline the phases of LEAPs.

Brief narrative:
LEAPs involve developing a community vision, assessing environmental issues, setting priorities, identifying the most appropriate strategies for addressing the top issues, and implementing actions that achieve environmental and public health improvements. LEAPs are founded upon public input in local governmental decision-making. LEAPs provide a forum for individuals with different interests, values and perspectives. These individuals work together for 12 to 24 months to forge a consensus on recommended priorities and actions for addressing environmental concerns. These recommended priorities and actions are compiled in an Environmental Action Plan (EAP) that serves as a blueprint for future environmental investments in the community. Recommendations from the environmental action plan are then incorporated into the decisions of the municipal council and other implementing bodies.

Key points:
1. A LEAP involves local citizens in setting environmental priorities and selecting the most appropriate actions for addressing these priorities.
2. Local governments in Central and Eastern Europe have gained more responsibility for managing environmental issues over the last 10 years. The new emphasis on local control of environmental issues recognises that local governments and their citizens have the best understanding of local issues and needs. By decentralising decision-making authority, environmental actions can be tailored to meet the specific needs of a community or region.
3. LEAPs provide an excellent process for bringing together diverse interests within a community to develop a community-wide environmental management programme.
4. LEAPs are composed of five basic phases:
   • getting stakeholders involved (and the general public);
   • assessing environmental issues and establishing environmental priorities;
   • developing an environmental action plan to address the top priority issues;
   • implementing actions; and
   • monitoring and evaluating results.
LEAPs provide an excellent entry point for communities interested in pursuing the concept of sustainability.

**Length of presentation:**
30 minutes

**Icebreaker activities for small-group session:**
- Participants team up with other individuals whom they have not met before. Ask each other basic questions, such as: Where do you live? What is your favourite hobby? What do you like to do for vacations? What is your family situation? What inspired you to get involved in environmental issues?
- All participants join together in a circle, and each individual introduces his/her partner to the group.

**Key terms:**
- Local environmental action programme (LEAP)
- Environmental action plan (EAP)
- Sustainable community
TOPIC 2: Getting Started
Purpose:
To describe a process for getting community stakeholders involved in a LEAP.

Brief narrative:
LEAPs rely on collaboration among the major stakeholders in a community. Successful LEAPs ensure that those individuals who are affected by environmental issues are involved in decision-making. This requires reaching out to the various interests within the community and bringing them into the LEAP planning process. Collaboration is the key to an effective LEAP. Collaboration requires strong leaders, the support of the municipality and a credible and open process. It involves hard work, patience and commitment. This collaboration process is usually facilitated through the formation of a stakeholder group that guides the LEAP and involves the general public. An effective stakeholder group can play a significant role in charting a plan for future environmental investments that have community support.

Key points:
1. LEAPs involve the formation of a multi-stakeholder group to guide and oversee a LEAP. The stakeholder group is composed of a broad cross-section of community members that give the stakeholder group legitimacy and credibility with the public. This stakeholder group works in a collaborative process to involve the broader community in ranking environmental problems and developing a plan to solve them.

2. Collaboration is critical to the success of a LEAP. Collaboration involves people creating their own solutions. It requires exploring mutual interests rather than taking positions.

3. Municipalities are key players in the development and implementation of LEAPs. Municipalities can play a critical role in giving the stakeholder group a mandate to implement the LEAP process, providing information and resources to the stakeholder group and adopting recommendations developed by the stakeholder group.

4. Raising public awareness is a good first step toward getting the LEAP off the ground and forming the stakeholder group. Initial public awareness activities should be designed to educate community members about the LEAP, solicit their input in its design and stimulate the interest of community members to participate in the stakeholder group.
Many communities have found that a project coordinator can play a critical role in completing the numerous logistical tasks associated with undertaking a LEAP.

Examples used:
- Formation of LEAP Citizens’ Committee in Kavadarci, FYR Macedonia
- Community Vision in Barlinek, Poland

Length of presentation:
One hour

Small-group work sessions
1. Define LEAP scope and goals
2. Inform and reach out to potential stakeholders
3. Develop start-up work plan and budget
4. Prepare memorandum of agreement and create organisational structure of stakeholder group
5. Develop a community vision

Key terms:
- Stakeholder group
- Collaboration
- Community vision
Small-group Work Session 1

Define LEAP Scope and Goals

Objective of small-group session:
To help LEAP initiators define the preliminary scope and goals of a LEAP in their community.

Steps:

1. Each individual in the organizing group should write down on a piece of paper what they would like the scope of a LEAP in their community to be. This scope helps define what components will be included in the LEAP, based upon the specific circumstances and conditions in the community. Some potential questions to consider in defining the scope include:
   - Are environmental issues in the community clearly understood, or is an environmental assessment needed?
   - Are there already clear environmental priorities in the community that have broad public support, or do you need to set priorities? How extensive and elaborate should the environmental priority-setting process be?
   - To what degree will the LEAP address sustainable development issues; i.e., should efforts incorporate economic, community development and social concerns?
   - How will the LEAP tie in with other planning processes underway, such as the preparation of the municipal land-use plan or development plan?
   - What should the geographic focus of the efforts be (neighbourhood, city, watershed)?
   - How informed are community residents about local environmental issues?
   - Is there already a LEAP in existence? If so, does it need to be updated?
   - How long should the planning process be and what period of time should the local environmental action plan cover?

2. Write down all the ideas on a flip chart. Identify which items the group agrees upon. Next, discuss those items where there appears to be a difference of opinion on what the scope of the LEAP should be and try to reach agreement. For those items where no agreement can be reached, set them aside for discussion by the stakeholder group.

3. Starting with the agreed-upon items, define the potential LEAP goals. These goals should describe what you hope to accomplish by undertaking your LEAP. Each individual should receive five or six small pieces of paper, and then write down one goal on each piece of paper. When everyone has done this, place these pieces of paper on a flip chart. Group comparable goals together. Then, through consensus, create statements that reflect each individual’s goals.
Inform and Reach Out to Potential Stakeholders

Objective of small-group session:
To help the organisers/initiators identify the major stakeholders in the community who should be participating in the LEAP stakeholder group and discuss the most appropriate way to bring these people together.

Steps:
1. Brainstorm a list of interested individuals, organisations and institutions that could serve in the stakeholder group. Consider individuals within each of the organisations and institutions who might be appropriate to serve in the stakeholder group, as well as those with specific areas of expertise who may not be affiliated with any particular organisations. Consider the following organisations and institutions as a starting point:
   - local government officials and staff — including mayor’s office and municipal council;
   - environmental, civic and community organisations;
   - businesses and industries;
   - professionals (e.g. natural scientists, physicians, land-use planners);
   - public or private utility companies (e.g. electric, district heat, natural gas, water and sewer);
   - regional and national governmental institutions (e.g. environmental inspectorates, health inspectorates);
   - local colleges and universities;
   - private landowners;
   - religious and ethnic groups;
   - labour unions;
   - community residents; and
   - media.
2 Design an outreach programme to inform the general public about the LEAP and how to go about getting potential stakeholders involved. These outreach methods should include a diverse mix of complementary activities and can include:

- working with the media;
- preparing publicity materials;
- surveying community residents;
- holding a community celebration; and
- organising a public forum to bring potential stakeholders together.
Small-group Work Session 3

Develop Start-up Work Plan and Budget

Objective of small-group session:
To help organisers/initiators prepare a detailed work plan and budget for launching the LEAP.

Steps:
1. Prepare a detailed LEAP start-up work plan. The work plan identifies activities (e.g., working with the media) and specific steps to accomplish them. The work plan assigns specific completion dates for each activity and step, identifies who is responsible for implementing each step and identifies any associated costs. Start-up activities include, among others:
   - obtaining support of key institutions and organisations;
   - informing and educating the general public;
   - soliciting funds and in-kind donations; and
   - organising a public forum to bring potential stakeholders together.

SAMPLE 1

<table>
<thead>
<tr>
<th>Activities and Steps</th>
<th>Completion Dates</th>
<th>Responsible Individuals/Groups</th>
<th>Associated Costs</th>
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Small-group Work Session 3

2 Prepare budget for LEAP start-up. Based upon the associated costs identified in the project start-up work plan, prepare a budget for launching the LEAP. Start-up costs should focus primarily on publicising the LEAP concept in the community and helping to create the stakeholder group, including preparing publicity materials, conducting mailings and organising a community forum or public meeting.

SAMPLE 2

Budget Format for LEAP Start-up

<table>
<thead>
<tr>
<th>Cost Item</th>
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Prepare Memorandum of Agreement
and Create Organisational Structure
of Stakeholder Group

Objective of small-group session:
To help the stakeholder group identify what elements to include in a memorandum of agreement (MOA). The MOA serves as a basis for cooperative work among stakeholder group members.

Steps:

1. Prepare a list of items to include in the stakeholder group’s MOA based upon brainstorming and discussion. The MOA can include the following components:
   - LEAP goals;
   - specific activities that are to be jointly undertaken by the stakeholder group;
   - respective roles and responsibilities of the stakeholder group’s members;
   - responsibilities of chairperson(s) and other positions within the stakeholder group;
   - types of information to be shared and standards for sharing information during the process, including agreements on confidentiality;
   - time frame for completing each LEAP phase;
   - methods for group decision-making and conflict resolution;
   - resources to be provided by each member of the stakeholder group; and
   - how recommendations of the EAP will be integrated into the statutory planning activities of the municipality and other implementing institutions.

2. Form a subcommittee of the stakeholder group to prepare a draft MOA for consideration by the full stakeholder group. Be sure that the subcommittee includes a broad cross-section of the stakeholder group. The stakeholder group should review the draft MOA, make comments, and then revise it accordingly.
Design an organisational structure for the stakeholder group. Consider the following issues when designing an organisational structure:

- What will the relationship between the municipality and stakeholder group be? What will their respective responsibilities be towards each other?
- Will the stakeholder group form working committees to undertake specific LEAP-related activities? Will individuals outside of the stakeholder group be invited to serve on the working committees? What will the relationship be between the stakeholder group and working committees?
- What type of communication mechanisms will the stakeholder group establish to ensure strong and regular flow of information among all participants in the LEAP process?
Develop a Community Vision

Objective of small-group session:
To start the process of developing a community vision.

Steps:
A community vision provides a consistent framework for developing and implementing environmental goals and actions, and can provide a starting point for addressing the broader issues of how to achieve a sustainable community. A community vision is a shared concept or picture of what residents want the community to be like in 10 or 20 years. It provides an opportunity for the stakeholder group and residents to step outside their immediate and most pressing issues and to look toward the future.

1. Ask yourselves what it would be like to walk through your community 20 years from now. What would you see? What would the community look and feel like? Participants should take five minutes to write down their ideas. Consider the following elements of a community vision as a guideline:
   - natural environment;
   - land-use and demographic patterns;
   - civic participation, leadership and diversity;
   - infrastructure (roads, environmental facilities, parks, schools, etc.);
   - economic vitality;
   - education and social services; and
   - cultural heritage.

2. Share the ideas with other group members. Each person should share one idea at a time and place the ideas on a flip chart.

3. Look for common ingredients. Pull together a vision statement for a particular element (e.g. natural environment, economic vitality) and continue until all the ideas have been addressed.

4. Share the draft vision statement with members of the community. The community vision can shape important decisions about the community’s future, and it is important that the vision represents the views of the entire community. The community vision offers an excellent opportunity to involve the community in the LEAP process. Be sure to solicit the views of community members on the draft vision statement.
TOPIC 3: Assessing Environmental Issues and Setting Priorities
Purpose:
To provide participants with a solid understanding of how to conduct an environmental issue assessment and offer a proposed process for setting environmental priorities for action.

Brief narrative:
Environmental issue assessments provide a profile of the community's environment. They help define the severity and scope of environmental issues and provide a starting point for helping to set priorities. Issue assessments can provide information about how industries, governments and individuals are adversely affecting the environment and what they are doing to mitigate these effects.

Many communities use issue assessments as a foundation for setting environmental priorities for action. Setting priorities for actions helps target environmental investments toward the most critical issues first. It can help ensure that a community receives the greatest public health and environmental benefits for its money. Some communities decide not to undertake a formal priority-setting process because certain environmental issues clearly pose the most severe threat to human or ecological health such as communities with a single large polluting industry.

A successful process for assessing environmental issues and setting priorities will require the support and cooperation of representatives from government, businesses, and non-governmental organisations. Some stakeholder groups establish a technical advisory committee to develop reliable information about environmental issues in the community.

Key points:
1. Environmental issue assessments generally fall under two broad categories: participatory and expert assessments. Participatory assessments rely primarily on lay people to collect data and information about environmental issues in the community, while expert assessments are more formalised methodologies that scientifically and statistically evaluate and document environmental conditions in the community. Many communities use a hybrid of these two approaches.
During an environmental issue assessment, you must:

- determine which assessment methodology is most appropriate for the community based upon factors such as how the information will be used, who is available to conduct the assessment, funds and time available and the availability of data;
- define the scope of the assessment considering factors such as the types of issues to be addressed, geographic scope and future versus current issues;
- define and characterise environmental issues based upon some uniform set of criteria, such as human health impacts/risks, sources, and pollutants and the relative magnitude of these impacts;
- collect data and address such issues as the information’s reliability, accuracy and availability; and
- prepare summaries of each assessment using a format that describes the issue, identifies its major sources and types of pollution, describes specific impacts related to these pollutants, and describes how human impacts have directly caused or exacerbated the impacts.

It is important to distinguish between “ranking environmental issues” and “setting priorities for action.” Many communities have first ranked environmental issues — based upon the relative seriousness they pose, and then used this information as the foundation for setting priorities for action. In setting priorities for actions, communities incorporate a number of additional criteria for setting environmental priorities for action, including: public preferences, municipal authority to control an issue, community’s ability to influence the issue, and national legal requirements.

Examples used:

- Radom, Poland
- Chelm, Poland

Length of presentation:
One hour

Small-group work sessions:
1. Select issue assessment methodology and determine scope of issue assessment.
2. Identify and characterise environmental issues in the community.
3. Determine data needs and address data obstacles.
4. Prepare environmental issue assessment.
Key terms:

- Comparative risk analysis
- Community environmental inventory
- Environmental issue assessment
- Priorities for action
- Rapid urban environmental assessment
- Risk (e.g. health, ecological)
- Risk assessment
- Stressors
- Technical advisory committee
Select Issue Assessment Methodology and Determine Scope of Issue Assessment

Objective of small-group session:
To help participants determine which assessment methodology is most appropriate for their community and to define the overall scope of the assessment.

Steps:

1. Discuss and reach agreement on the following questions related to deciding which assessment methodology to choose:
   - How will the information generated from the assessment be used and by whom? Are the results of the assessment intended to change government policies? Is the assessment intended primarily as a public information and awareness-raising tool?
   - Who is available to help conduct the assessment? Are there scientists or technical experts within the community?
   - How much time and money are required? Generally, more expert-oriented assessments involve greater costs, more data and longer time frames to complete.
   - Do you intend to set environmental priorities for action? To compare and rank environmental concerns, you will need an assessment tool that both describes environmental conditions and draws conclusions about their relative impacts on human beings and the natural environment.

2. Discuss and reach agreement on the following topics related to the scope of the issue assessments:
   - Will the assessments focus solely on environmental issues? Or will the scope address environmental considerations in the broader context of sustainable development?
   - What will the geographic focus of your assessment be? Will your assessment address pollution that is generated outside the municipality that affects your community or will your assessment address environmental problems that are generated within the municipality but affect other regions? What about the watershed as a geographic focus?
   - Do you want to focus your assessment solely on issues facing you today, or also on threats looming in the future?
Identify and Characterise Environmental Issues in the Community

Objective of small-group session:
To identify a broad range of environmental issues facing the community and characterise these issues using consistent terminology.

Steps:
1. Brainstorm a list of environmental issues and describe why you think they pose a concern to the community. Concerns can be expressed in a variety of ways — ranging from reduced life expectancy to loss of recreational opportunities. Keep the scope of the issue assessment from the previous group work session in mind when developing this list.

2. Define environmental issues using consistent terminology. Focusing on one issue at a time from the brainstorm list, identify the sources of pollution, specific pollutants or stressors, negative impacts or risks to human health and natural environment. You will need to reconfigure the original brainstorm list of issues to develop a comparable list of issues.

3. Prepare a comprehensive list of environmental issues. Using a consensus process, generate a comprehensive and manageable list of environmental issues.

<table>
<thead>
<tr>
<th>Environmental issue (from brainstorm list)</th>
<th>Sources of pollution</th>
<th>Type of pollutant or stressor</th>
<th>Negative impact on human health and natural environment</th>
<th>Relative severity and magnitude of impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surface water pollution</td>
<td>Animal feedlots, household septic systems</td>
<td>Nitrogen, pathogens</td>
<td>Decreased levels of dissolved oxygen, elimination of local fish populations, increased bacteria counts and reduced recreational opportunities</td>
<td>Entire length of river running through town; severe impact on aquatic life</td>
</tr>
</tbody>
</table>
Determine Data Needs and Address Data Obstacles

Objective of small-group session:
To determine the type and sources of data needed to describe environmental issues and identify and address potential data collection obstacles.

Steps:
1. Based upon the revised environmental issue list, identify what types of data you will need to adequately describe each issue. Next, determine whether this data is readily available and which institution has this data.

2. Identify obstacles: After you have conducted your initial information outreach efforts:
   - analyse what data you have readily available;
   - identify what obstacles you have encountered in your data collection activities (e.g. difficulties with access, cost, availability or accuracy); and
   - determine your options for addressing these obstacles (e.g. interpolating data from other communities).

SAMPLE 1
Data Collection Activities

<table>
<thead>
<tr>
<th>Environmental issue</th>
<th>Relevant data</th>
<th>Data readily available?</th>
<th>Information sources</th>
<th>Data obstacles</th>
<th>Options to address data obstacles</th>
</tr>
</thead>
</table>
Prepare Environmental Issue Assessment

Objective of small-group session:
To familiarise participants with some of the basic information included in an environmental issue assessment.

Steps:

1. Design the issue assessment report, which includes a summary of the findings and conclusions, baseline data about relevant conditions and a description of the quality and sources of data used. In crafting this report, consider whether it will:
   • describe the history of the problem (i.e., whether it is getting better or worse);
   • identify the major sources of pollution and stressors related to these sources;
   • describe specific impacts associated with the issue, such as human health and ecological health impacts;
   • show how human activities have directly caused or exacerbated the impacts;
   • describe the impacts on the community;
   • relate environmental degradation levels to environmental standards;
   • describe the magnitude and severity of the impacts; and
   • acknowledge data limitations, assumptions, methods used, degree of uncertainty in results, and sources of information.

2. Prepare a draft issue assessment report while considering the following factors:
   • Who will be the audience of the report?
   • What tables, maps, illustrations and captions will you use to illustrate concepts and describe impacts in ways that help stakeholder group members and community members understand the assessment reports?
   • What steps need to be taken to document data sources and assumptions?

3. Engage the community: Select methods the stakeholder group will use to present its report to the municipal council and community, including sponsoring public meetings, meeting with focus groups, and distributing easy-to-read summaries of the results.
TOPIC 4: Developing an Environmental Action Plan
Purpose:
To help participants understand what steps they can undertake to help identify and select environmental actions focused on the priority community environmental issues.

Brief narrative:
The EAP is the heart of a LEAP. The core of the EAP is the goals, targets, and actions for addressing the top environmental issues. Preparing the EAP involves examining your community’s existing environmental management practices; identifying potential actions and evaluation criteria; and conducting specific economic, engineering, and other types of analyses to provide a foundation for selecting preferred actions.

Essentially, the EAP can be seen as a multi-stakeholder agreement on the best ways to solve environmental problems in the community. Thus, a successful process to develop an EAP will ensure that the views of all individuals directly or indirectly affected by proposed actions are solicited and considered. Further, it is important that the members of the public are kept informed throughout the development of the EAP to ensure that proposed actions reflect their priorities. An effective public outreach effort can help educate community members about the costs and benefits of proposed actions and solicit their views of the most appropriate solutions.

Ideally, the municipal council approves the EAP to emphasise its support for the EAP. To maximise the effectiveness of the EAP, it is critical that recommendations from the EAP be linked with statutory planning processes of the municipality, such as the development or land-use plans, capital infrastructure plan, and annual budget.

Key points:
1. Before preparing the EAP, it is important that the stakeholder group consider a number of procedural issues to minimise conflicts or misunderstandings later in the process. These issues are: a) deciding on the appropriate structure and content of the EAP; b) deciding what decision-making process will be used to set environmental targets and select actions; c) deciding how the EAP will be linked to official planning processes; d) deciding who will be involved in preparing the EAP; and, e) deciding which priorities the stakeholder group will focus on.
The EAP process begins with the development of environmental goals, targets and indicators. Environmental goals provide strategic direction for your long-term efforts to solve environmental issues and an opportunity to build consensus among stakeholders on what you hope to accomplish over a set period of time, e.g. three to five years. Targets are measurable commitments to be realised within a specified time frame and are used in evaluating and measuring progress in implementing the EAP, while indicators measure whether environmental goals and targets are being achieved and whether these outcomes are improving the lives of people in the community.

Reviewing and assessing your community’s current management practices can be a valuable step in assessing your capabilities to solve environmental issues. Further, this assessment can provide useful insights in designing and selecting appropriate actions. One commonly used tool to evaluate a community’s or organisation’s capabilities is called a “SWOT” analysis for “strengths, weaknesses, opportunities and threats.” Strengths and weaknesses are generally considered internal to the community, whereas opportunities and threats are considered external.

There are five broad categories of environmental actions: a) public education and training; b) economic incentives; c) community programmes; d) technological measures; e) regulatory or legal actions. In selecting actions, it is important to note that these actions are often mutually complementary. An effective EAP will include a combination of actions to create an overall environmental strategy or programme.

Evaluation criteria provide a basis for selecting among several actions. Due to limitations in time, money, and human resources, it is important that the stakeholder group agree on a set of criteria to evaluate the relative advantages of each action and to select the most appropriate set of actions to meet environmental goals and targets. Evaluation criteria also provide an objective and transparent foundation for making decisions that can help to eliminate nepotism or even the appearance of patronage. Some evaluation criteria include: cost-effectiveness, technical feasibility, equity, financial impact, flexibility, implementation time and public acceptability.

Analysing and selecting actions are the core of the stakeholder group’s decision-making process. This is the step when the stakeholder group decides what actions will be most effective in achieving its environmental goals and targets. A two-step process is proposed for selecting actions: 1) develop a preferred list of actions, and 2) select actions based upon a community-specific analysis.

The EAP is the compilation of all the stakeholder group’s work to date. It includes the community vision, issue assessments and priorities, goals and targets, indicators, and actions focused on the priority issues. The EAP provides a framework document that identifies specific commitments from different institutions and stakeholders and provides a long-term guide for addressing the community’s concerns. It is critical that the stakeholder group solicits public input on the draft EAP to ensure that all concerns about the recommended actions have been acknowledged and addressed.
Ideally, the stakeholder group approves the EAP and submits it to the municipal council for formal adoption. Because many of the recommended actions in the EAP will require approval by the municipal council, their formal endorsement will help improve the chances that specific recommended actions will be implemented. It is critical that the municipality institutionalise the EAP recommendations into its formal planning processes, such as the preparation of its land-use plan and annual budget.

**Examples used:**
- Elk, Poland
- Pehcevo, FYR Macedonia
- Sveti Nikole, FYR Macedonia

**Length of presentation:**
One hour

**Small-group work sessions:**
1. Set goals and targets and select indicators.
2. Assess community management practices.
3. Identify environmental actions and select evaluation criteria.
4. Select environmental actions.

**Key terms:**
- Cost-effectiveness
- Environmental action plan (EAP)
- Environmental goal
- Evaluation criteria
- Indicators
- Strengths, weaknesses, opportunities and threats analysis (SWOT)
- Targets

The environmental action plan includes the community vision, issue assessments and priorities, goals and targets, indicators, and actions focused on the priority issues.
Set Goals and Targets, and Select Indicators

Objective of small-group session:
To set goals and targets, and select indicators related to an environmental issue in your community.

Steps:
1. Start with one priority environmental problem in your community. Describe why it poses a concern to its members.

2. Next, each group member individually writes down potential goals and targets related to the selected community environmental issue. Remember, goals provide long-term strategic direction for your efforts to solve problems and capture what you hope to accomplish over a set period of time, e.g. three to five years. Targets are measurable commitments to be realised within a specified time frame and are used in evaluating progress in implementing the EAP.

3. When each individual has prepared goals and targets, write them on a flip chart. Look for common elements among the individual goals; then draft one or two group goals for the issue until consensus is achieved. Based upon the selected group goal(s), follow a similar procedure to set measurable targets.

4. Brainstorm a list of indicators, which measure whether environmental goals and targets are being achieved. After everyone has had a chance to identify potential indicators, select ones which:
   • measure results;
   • are based upon statistically valid and quantifiable data that is available at the level of aggregation and frequency desired;
   • are easy to understand but as precise as possible; and
   • are relatively inexpensive to monitor without diminishing the effectiveness or quality of the data.
Select indicators based upon the above criteria.

Repeat the process for the remaining environmental issues.

<table>
<thead>
<tr>
<th>Issues</th>
<th>Goals</th>
<th>Targets</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green areas</td>
<td>To increase the amount of green areas within the community in order to meet recreational needs</td>
<td>To increase the amount of green areas within the municipality by 20% over the next five years</td>
<td>1) Square meters of green areas per capita; 2) Citizen satisfaction with quality of green areas</td>
</tr>
</tbody>
</table>
Assess Community Management Practices

Objective of small-group session:
To assess the community’s current management practices and capabilities to address environmental issues by conducting a SWOT analysis (strengths, weaknesses, opportunities and threats).

Steps:
1. Assess your community’s internal strengths and weaknesses related to managing a specific environmental concern. Strengths are unique capabilities that your community can build upon, while weaknesses are the areas you need to address or strengthen.

2. Assess external opportunities and threats related to the same environmental issue. Opportunities are external forces that can help you achieve your goals, while threats are forces that work against you and you need to avoid or minimise their influence.

**SAMPLE 1**

<table>
<thead>
<tr>
<th>Environmental Management Practices: Strengths and Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issue</strong></td>
</tr>
<tr>
<td>Staffing/Expertise</td>
</tr>
<tr>
<td>Financial resources</td>
</tr>
<tr>
<td>Environmental facilities</td>
</tr>
<tr>
<td>Political/Cultural factors</td>
</tr>
<tr>
<td>Communication and coordination</td>
</tr>
<tr>
<td>Citizens’ attitudes</td>
</tr>
</tbody>
</table>
### Small-group Work Session 2

#### SAMPLE 2

**Environmental Management Practices: Opportunities and Threats**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal and regulatory framework</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information and technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Logistical issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial, regulatory, and economic factors</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Identify Potential Environmental Actions and Select Evaluation Criteria

**Objective of small-group session:**
To identify potential actions and select evaluation criteria to address a priority community environmental issue.

**Steps:**
1. Brainstorm a list of potential actions to address a priority community environmental issue. Use the goals and targets as a starting point in identifying these issues. Also, use information generated during the SWOT analysis to help identify specific actions designed to either take advantage of strengths and opportunities, or directly address specific weaknesses and threats.

### SAMPLE 1

**Identify Potential Actions**

- **Environmental issue:**
- **Goals:**
- **Targets:**

<table>
<thead>
<tr>
<th>Public education and training</th>
<th>Economic incentives</th>
<th>Community-based programmes</th>
<th>Technological measures</th>
<th>Regulatory or legal action</th>
<th>Other</th>
</tr>
</thead>
<tbody>
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</table>


Small-group Work Session 3

2 Identify criteria that can be used to evaluate these potential actions. These criteria provide a basis for evaluating the relative advantages of each action. In selecting criteria, consider the following:

- Some criteria may not be applicable to all types of actions. Review each type of action (e.g. public education, economic incentives, etc.), and consider which criteria are appropriate.
- Your stakeholder group might consider certain criteria to be more important than others. You might want to weigh evaluation criteria according to their relative importance.
- You may want to consider some criteria as threshold criteria, i.e. unless a specific action can be positively evaluated against a particular criterion, it is not given further consideration. Once actions meet or pass the threshold, they can then be compared against each other based upon the evaluative criteria.

3 Agree on a set of criteria for evaluating environmental actions.
TOPIC 4: DEVELOPING AN ENVIRONMENTAL ACTION PLAN

Select Environmental Actions

Objective of small-group session:
To gain an understanding of how to select environmental actions through the application of evaluation criteria.

Steps:

1. Review environmental goals and targets, list of potential actions and evaluation criteria identified in the previous steps.

2. Focusing on one particular action category (e.g. economic incentives, technological measures), discuss what you know about each potential action using the evaluation criteria as a framework for your discussion.

3. On a flip chart, prepare a matrix with evaluation criteria on one axis and potential actions on the other (see sample below). Each participant receives a specified number of votes (e.g. three to five) and places these votes in any of the squares on the flip chart. Add up the number of votes.

4. Hold further discussion on which actions received the highest number of votes. Evaluate your top-ranked actions in light of how well you believe these actions will achieve environmental targets. Agree on your top priority actions to pursue for further analysis.

5. Repeat this procedure for the remaining action category.

6. Discuss how the final set of actions can work together to achieve environmental targets.
Sample 1: Selecting Environmental Actions

Environmental target:

<table>
<thead>
<tr>
<th>Potential actions</th>
<th>(Sample) Evaluation Criteria</th>
<th>Total score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost effectiveness</td>
<td>Effectiveness in achieving goals</td>
</tr>
<tr>
<td>a)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
TOPIC 5: Implementing Actions
TOPIC 5: Implementing Actions

Purpose:
To help participants understand some of the critical steps involved in implementing priority actions.

Brief narrative:
The real measure of success of a LEAP is how well the recommendations in the EAP are converted into action. The EAP provides a list of recommended actions for addressing the top priority environmental issues facing the community. Due to limitations in time and resources, it is not possible to pursue all actions identified in the EAP immediately; thus, the municipality and other implementing institutions will need to focus their efforts on a finite number of actions. In determining which actions to focus upon, implementing institutions will want to:

• pursue a mixture of actions that achieve both short-term and long-term results;
• select actions that are complementary, and if pursued concurrently, will help improve your chances of achieving your goals; and
• start with small, achievable projects that have a strong chance of success, which will give you experience in project implementation and provide momentum for pursuing more complex and longer-term actions.

One of the major questions each community will need to address is who will be responsible for overseeing and monitoring implementation. It is important to note that the implementation phase of the LEAP is very distinct from the planning phases. While planning involves the stakeholder group jointly preparing an EAP to address a range of issues, implementation requires that various institutions take responsibility for these actions. Thus, implementation requires developing agreements among implementing institutions and developing some type of oversight and monitoring body to ensure that the goals and targets of the EAP are achieved. This may require establishing new organisational structures and signing new agreements to ensure that your efforts are successful.
An action plan is only as good as the structures put in place to implement it.

Key points:

1. Implementation will require the participation of numerous institutions. These institutions include the municipality, public enterprises or utility companies, regional governments, industries, private sector and non-governmental organisations. The stakeholder group can play a critical role in identifying and bringing together key institutions to help ensure they are involved at the outset of the implementation phase.

2. Municipalities and private companies can work in partnership to provide environmental services. This partnership often involves a contractual relationship between a public entity (e.g. municipality or municipal utility company) and a private company. Working with private companies offers numerous advantages, but these need to be taken into consideration with the financial risk and potential loss of local control.

3. Local government agencies and NGOs can work together to provide many environmental services. These partnerships can take the form of coalition-building, outreach assistance and implementation assistance. There are numerous advantages to working with NGOs, including making better decisions, building public trust and bolstering resources. These advantages need to be balanced with a potentially longer decision-making process and the level of preparedness by the NGOs.

4. An action plan is only as good as the structures put in place to implement it. In many communities, the existing governmental structures used to manage local environmental services may not be the most appropriate to meet new challenges and needs. Each community may need to modify existing organisational structures or establish new structures due to jurisdictional issues related to departments within the municipality, the municipality overall, multi-municipalities and ecological boundaries.

5. The stakeholder group can play a critical role in bringing together different implementing institutions associated with each priority environmental issue. One approach to ensuring coordination among these different institutions is to form separate implementation groups associated with each issue. Each implementation group can be composed of representatives from institutions with diverse implementation responsibilities, including investing in pollution control/reduction, enforcing against environmental polluters, undertaking education programs, and conducting research. The stakeholder group can help secure the commitment of these institutions through an Implementation agreement wherein each member of the implementation group agrees to fulfil certain responsibilities.

6. A project implementation plan seeks to integrate the actions for each priority issue into one overall, comprehensive strategy — helping to ensure that all of the actions work toward achieving the goals and targets. The implementation plan helps assure that all tasks necessary for implementing each action are clearly identified and responsibilities clearly defined. It identifies tasks that need to be undertaken to implement each action, assigns a time schedule for completing each task, determines who will be responsible for completing each task, and identifies costs associated with each task.
A critical component of implementation is the creation of a system for accurately keeping track of project costs and revenues. This involves the creation of a budget and reliable accounting procedure. Budgets provide a mechanism for overseeing the expenditure of project funds and help with monitoring implementation activities. Further, in order to monitor project expenditures and revenues, it will be important to establish effective accounting procedures.

Raising capital for large environmental facilities will be one of your municipality’s most serious implementation challenges. A project financing plan addresses all aspects of raising the necessary capital to construct a large environmental facility. It describes the technical aspects of the project, how much the project is expected to cost, and how the borrower expects to repay borrowed funds to the lender. Preparing a project financing plan provides a systematic process to answer questions that financial institutions will ask before they will loan money to your municipality.

The EAP can only provide effective direction to the municipality’s (and other implementing agencies’) most fundamental decisions if it is linked with its legal or “statutory” planning processes. These processes include the annual budgeting processes, preparation of municipal development plans, capital infrastructure planning processes and general land-use plan reviews.

Examples used:
- Residential water conservation program, Radom, Poland
- Leak detection program, Troyan, Bulgaria

Length of presentation:
One hour

Small-group work sessions:
1. Identify potential implementing institutions and evaluate opportunities for working with private sector and NGOs.
2. Review existing organisational structures, determine future role of stakeholder group, and establish implementation oversight groups.
3. Prepare project implementation plan and budget.
4. Address key questions in preparing a project financing plan.
Key terms:

- Capital
- Implementation agreement
- Implementation plan
- Project financing plan
- Statutory planning processes
Identify Potential Implementing Institutions and Evaluate Opportunities for Working with the Private Sector and NGOs

Objective of small-group session:
To identify institutions with specific responsibilities for implementing priority actions identified in the action plan, and to evaluate opportunities for working with the private sector and NGOs.

Steps:
1 Identify potential implementers. Focusing on one of the priority environmental issues identified in the action plan, review the recommended actions for addressing this issue. Identify which institutions or combination of institutions has primary legal responsibility for addressing the specific issue. Identify which additional institutions can play a valuable role in helping to implement one or more specific actions. For example, a local NGO might be very effective in implementing an educational programme, while a private business might be most appropriate for constructing a facility.

Potential implementers include:
• local government;
• specific industries;
• regional governments;
• national governments;
• non-governmental organisations;
• private companies; and
• colleges and universities.
TOPIC 5: IMPLEMENTING ACTIONS

Small-group Work Session 1

2 For those actions where private businesses have been identified as potential implementers, consider the following questions to evaluate their potential role. Will working with private businesses:

- provide potential access to more sophisticated technology than might otherwise be available?
- lead to cost-effective design, construction, and/or operation?
- provide enhanced opportunities for raising funds?
- allow the local government to delegate certain responsibilities that it is less interested in undertaking?
- provide a guaranteed cost for providing a specific service?
- lead to an acceptable loss of control over specific management issues?
- expose the local government to an acceptable level of risk?

If the answer to the majority of questions is “yes,” then your community may want to consider investigating how private businesses can implement specific elements of the action plan.

3 For those actions where NGOs have been identified as potential implementers, consider whether working with an NGO will:

- allow the local government to increase public awareness of government policies and activities;
- improve decisions on how best to implement specific actions;
- expand the resources available, such as volunteer time, for project implementation;
- help build public trust and confidence;
- intolerably complicate the decision-making process; and
- provide the experience to take on specific implementation responsibilities.

If the answer to the majority of questions is “yes,” then your community may want to consider further investigating how NGOs can implement specific elements of the action plan.
Review Existing Organisational Structures, Determine Future Role of Stakeholder Group and Establish Implementation Oversight Groups

**Objective of small-group session:**
To identify whether any new organisational structures might be necessary to effectively implement actions, determine the future role of the stakeholder group, and secure the participation of implementing institutions.

**Steps:**
1. Focusing on a set of actions for addressing one environmental issue, review existing governmental structures used to manage this issue. Consider the following:
   - Is there sufficient coordination between municipal departments? If not, the municipality may want to establish an inter-departmental environmental task force.
   - Is the issue occurring outside the legal boundaries of the municipality? If so, the municipality may want to extend municipal boundaries or renegotiate service territories.
   - Is management of the issue beyond the financial means of one municipality? If so, the municipality may want to help create a joint commission or council with representation from adjacent municipalities.
   - Is the management of the issue regional in nature, such as river pollution? If so, the municipality may want to help establish a multi-community council that corresponds to ecological boundaries, e.g. river basin.
Determine future role of stakeholder group: The stakeholder group can continue to play an important role to help ensure that recommendations in the EAP are fully implemented. Determine which of the following roles might be appropriate for the stakeholder group to undertake:

- facilitating and securing the participating of institutions with implementation responsibilities;
- collecting data on appropriate indicators;
- monitoring and evaluating implementation efforts;
- conducting educational activities;
- facilitating citizen participation; and
- advising the municipality or municipal council on environmental issues.

Establish implementation groups: The stakeholder group, in partnership with the local government, might want to help establish implementation groups to ensure coordination of implementation efforts. For each priority issue, consider selecting individuals who represent institutions with responsibilities for:

- making investments in pollution control/reduction;
- enforcing pollution laws;
- undertaking education programmes; and
- conducting research.

After forming the group, consider signing an implementation agreement among members that delineates tasks, responsibilities and timeframe.
Small-group Work Session 3

Prepare Project Implementation Plan and Budget

Objective of small-group session:
To prepare an implementation plan that integrates the actions for addressing each priority issue into one overall, comprehensive strategy and to prepare a corresponding project budget.

Steps:
1 Prepare project implementation plan, which helps assure that all tasks necessary for implementing each action are clearly identified. It identifies specific tasks that need to be undertaken to implement each action, assigns a time schedule for completing each task, determines who will be responsible for completing each task and identifies costs for each task.

Focusing on one specific priority issue, bring together the appropriate implementing institutions (or the implementation group) and:
• review the set of actions identified in the EAP, brainstorm a list of specific tasks that are necessary to implement each action and list them in chronological order;
• determine when you would like the action to be implemented, and then develop a time schedule for each task that helps you meet that deadline; and
• after developing time schedule, clarify and assign responsibilities for undertaking each task and then identify associated costs.

You can complete a similar process for each action until you develop a comprehensive implementation plan for each priority issue, (see sample on next page).

2 Develop project budget. Cost estimates flow directly from the cost items identified in the implementation plan. It is important that all expenditures necessary to implement a particular action are identified and included in the budget. Using the cost estimates in the work plan, prepare a budget, (see sample format on the next page).
SAMPLE 1

Project Implementation Plan

Description of selected actions:

Goals and targets:

Action #1:

<table>
<thead>
<tr>
<th>Specific tasks</th>
<th>Timetable</th>
<th>Responsible groups/Individuals</th>
<th>Associated costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td></td>
<td></td>
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<tr>
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<td>4)</td>
<td></td>
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<td></td>
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</tbody>
</table>

SAMPLE 2

Project Budget

<table>
<thead>
<tr>
<th>Budget categories</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff salaries</td>
<td></td>
</tr>
<tr>
<td>Social insurance/taxes</td>
<td></td>
</tr>
<tr>
<td>Consultants</td>
<td></td>
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<tr>
<td>Travel</td>
<td></td>
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<tr>
<td>Communications (i.e. telephone, fax)</td>
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</tr>
<tr>
<td>Copying/printing</td>
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<tr>
<td>Office supplies</td>
<td></td>
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<tr>
<td>Equipment</td>
<td></td>
</tr>
<tr>
<td>Operation and maintenance</td>
<td></td>
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<tr>
<td>Capital construction costs</td>
<td></td>
</tr>
<tr>
<td>Debt service (repayment of loan)</td>
<td></td>
</tr>
<tr>
<td>Office overhead/rent</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
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</tbody>
</table>
Small-group Work Session 4

Address Key Questions in Preparing a Project Financing Plan

Objective of small-group session:
To review typical questions related to the preparation of a project financing plan.

Steps:
1. Address basic issues related to project financing. Preparing a project financing plan provides a system to answer questions that financial institutions will ask before making a loan to your municipality. Focusing on a specific environmental project, consider the following questions:

   **Technical aspects of the project**
   - What environmental improvements will be achieved as a result of the project?
   - What analysis was conducted to verify that the selected technology will achieve the desired level of environmental improvement?
   - Is the project required to meet national laws or regulations?
   - How does the project compare to alternative solutions? Does the project represent the most cost-effective solution?
   - Does the project use a proven and demonstrated technology?
   - What criteria were used to select the proposed project?
   - Are the environmental impacts fully understood and mitigated as appropriate?

   **Strength and capacity of the borrower:**
   - Does the borrower have sufficient assets to secure the loan?
   - Does the borrower have a reliable source of revenue to repay the loan? What are the annual revenue projections over the life of the project?
   - Does the borrower have sufficient experience and capacity to manage the project from a technical and financial point of view?
   - Is the financial management system of the borrower adequate to ensure effective management of financial resources?
   - What will the financial impact upon residents and businesses be from the new facility or system? Can they afford the rate increases that will be necessary to pay for the technology?
Project financing needs

- What are the key cost assumptions and total financing requirements of the project?
- What are the sources of revenue for the project? Are the revenue projections reasonable and sufficient to cover all capital, operating, and maintenance costs?
- What are the terms and conditions of all borrowed sources of financing?

After reviewing the questions, consider what information or analysis is missing and evaluate how you will fill those gaps.
TOPIC 6: Monitoring and Evaluating Results
Purpose:
To help participants develop an approach to monitoring and evaluating implementation efforts in order to determine whether actions are achieving targets.

Brief narrative:
An effective monitoring and evaluation provides a steady flow of information that strengthens project implementation. The monitoring and evaluation process provides an opportunity to:
• compare implementation efforts with original goals and targets;
• determine whether sufficient progress is being made toward achieving expected results; and
• determine whether you are adhering to the project time schedule.

Monitoring and evaluation is not an “event” that occurs at the end of a project, but is an ongoing process that helps decision-makers better understand the effectiveness of the action or project. This process often involves collecting baseline data on existing conditions, reporting on progress toward environmental improvements, making connections between actions and intended outcomes and making mid-course changes in programme design. A good monitoring and evaluation process engages all stakeholders and is useful to those ultimately responsible for improving the project. Evaluation can be viewed as a learning tool for managers and project participants, as well as an important public awareness and educational tool.

The stakeholder group or municipality should consider assembling a monitoring and evaluation team (MET) to help design the evaluation approach and to evaluate project results. The MET can be composed of individuals with specific expertise in project evaluation, institutions responsible for providing environmental data, and implementing institutions, such as industries, with specific environmental requirements.

Key points:
1. The first step in preparing your evaluation approach is to review environmental targets and indicators established in the action plan. Targets are measurable commitments (e.g. 20% reduction in pollution levels) to be realised within a specified timeframe (e.g. within five years). Thus, they provide a framework for measuring progress in implementing actions. Indicators measure whether environmental targets are being achieved.
An effective reporting system records the performance of all institutions with implementation responsibilities. This reporting system, in effect, provides a system of accountability for all responsible parties on how well they are achieving the goals and targets established in the environmental action plan. An effective reporting system includes targets and indicators as well as guidelines and a schedule for preparing reports on implementation results.

Ideally, evaluations include collecting both quantitative and qualitative data. Quantitative data is information that can be counted and measured, while qualitative data includes assessments of issues encountered, consumer satisfaction and unanticipated benefits. Both types of information are imperative to determine whether the action or project was successful. Data collection efforts need to take into account the validity and accuracy of the data, accessibility and availability of data and whether there are any costs for acquiring the data.

The evaluation process involves comparing actual results to the targets identified in the action plan, including whether the results were achieved within the designated timeframe. The evaluation process looks at whether implementation proceeded as planned, whether costs were consistent with the budget, and what factors positively and negatively influenced results.

In collecting data, it is important to distinguish between compliance monitoring versus effectiveness monitoring — both types of monitoring are important. Compliance monitoring measures whether the implementing institution did what it said it was going to do (e.g. install 5,000 low-flow shower heads), while effectiveness monitoring measures whether the actions achieved their intended result (e.g. reducing water usage by 20% per household).

One of the most important aspects of an evaluation process is that it actually provides usable results to project implementers — information that can be utilised by project managers and staff to improve results. Useful evaluation results inform decisions and provide information on how to improve project performance.

Community members need to be informed about the status of environmental conditions in the community, what improvements have been made in these conditions, and what actions individuals can undertake to help achieve the community’s environmental goals. This will require an effective communication program to provide regular information to community members and to report their reactions to implementing institutions.
Length of presentation:
45 minutes

Small-group work sessions:
1. Review targets and indicators, establish reporting procedures and collect baseline data.
2. Evaluate results.
3. Utilise evaluation results and communicate results to the community.

Key terms:
• Baseline conditions
• Compliance monitoring
• Effectiveness monitoring
• Monitoring and evaluation team
• Quantitative data
• Qualitative data
Review Targets and Indicators, Establish Reporting Procedures, and Collect Baseline Data

Objective of small-group session:
To review environmental targets and indicators established in the action plan, establish a procedure for consistent reporting by implementing institutions and review data collection procedures.

Steps:
1. The first step in preparing the evaluation approach is for the monitoring and evaluation team (MET) to review environmental targets and indicators established in the action plan. Consider the following questions:
   - Since the action plan was prepared, have you received new information about the expected impacts of implementing selected actions?
   - Are the targets realistic and the proposed time frames reasonable?
   - Are the indicators valid measures of selected targets?

   If the MET does decide that changes are needed, be sure to consult with the stakeholder group and/or local government since these targets were probably decided by the stakeholder group after considerable discussion.

2. Establish a reporting system that records the performance of all institutions with implementation responsibilities. As you review the proposed reporting system and format, make sure it includes:
   - articulated environmental targets and a set of indicators to measure performance;
   - a schedule and set of guidelines for all responsible parties to report to each other;
   - an opportunity for responsible parties and stakeholders to periodically meet to coordinate actions and to review each others’ performance; and
   - a link between the evaluation report and relevant statutory planning cycles of the municipality, such as annual budgeting and capital planning, so that the municipality can adjust its plans based on the actions taken by other sectors.
Collect baseline data considering the following questions:

- Which indicators are data currently being collected for?
- What are some key information sources? Are representatives from these information sources represented on the MET?
- How valid and accurate is the data?
- Is the data easily accessible and available? Are there any costs associated with acquiring the data?
- Who will be responsible for collecting and compiling the information?
- For those indicators where no data exists, what steps are involved in collecting new data? How expensive would a new data collection effort be?
Evaluate Results

Objective of small-group session:
To prepare for evaluating project results.

Steps:
1. Determine the evaluation approach considering the following questions:
   - Was the action effective in achieving its intended result?
   - Did the implementation plan specify who was supposed to do what actions by when?
     If not, what responsibilities and time frames were not clear?
   - Did each of the steps in the project occur as planned? If not, what mid-course corrections are warranted?
   - Were the costs consistent with budgeted amounts?
   - Did you accurately predict your ability to manage factors within your control and to address factors beyond your control? If not, why not?
   - Has the experience of implementing the project taught you how to improve future projects? If so, what are suggestions for improvement?

2. Prepare a project evaluation that systematically reviews indicator data, compares this data to targets and analyses any discrepancies (see sample format overleaf).
Proposed Format for Evaluation Report

Summary of results

Project description:
Overview of project history, participating institutions, evaluation team, goals and targets

Data collection information:
Selected indicators, reporting requirements and data collection methods

Results:

• Quantitative Impacts:
  How well were targets and environmental improvements achieved? Were deadlines kept? Was budget maintained?

• Qualitative Impacts:
  Were project beneficiaries satisfied? Were there unforeseen benefits beyond original goals?

• Educational Impacts:
  Were knowledge and skills acquired? Were attitudes altered or reinforced?

Difficulties encountered:
Problems encountered in implementing actions caused by both internal factors (i.e. internal to the implementing institutions) and external factors; response to issues encountered.

Lessons learned:
Analysis of what knowledge has been gained as a result of the project and recommendations for future implementation efforts.
Utilise Evaluation Results and Communicate Results to the Community

Objective of small-group session:
To develop an approach to encourage implementing institutions to fully utilise the results of project evaluation and to communicate results to the community.

Steps:

1. Utilise evaluation results. Implementing institutions are more likely to use information generated from an evaluation if they understand and participate in the evaluation process. Therefore, the more people consulted in the process, the easier it will be to use the results for project improvement. Some key questions to consider in utilising evaluation results include:
   - What are the “triggers?” In other words, at what point will you make changes to policies or the project based on evaluation results?
   - Who will decide whether to make these changes?
   - Who will hold implementing institutions accountable for making those changes?
   - When will changes be made? On an ongoing basis? Every five years? Every 10 years?

2. Communicate results to the community. When communicating with the public about your evaluation findings, use a variety of techniques such as visual displays, oral presentations, summary statements, interim reports and informal conversations. Additional ideas include:
   - Write separate executive summaries and popular articles using evaluation findings, targeted at specific audiences or stakeholder groups.
   - Write a carefully worded press release and have a prestigious office or public figure deliver it to the media.
   - Hold a press conference in conjunction with the press release.
   - Make verbal presentations to selected groups; include demonstration exercises that involve participants in analysis and interpretations.
   - Construct professionally designed graphics, charts and displays for use in reporting sessions.
   - Make a short video presenting the results for use in analysis sessions and discussions.
   - Stage a debate on the findings in which opposing points of view can be fully aired.
TOPIC 7: Conducting a Public Outreach Campaign
Purpose:
To help participants understand the steps necessary to conduct an environmental public outreach campaign.

Brief narrative:
Public outreach involves both informing and seeking the views of community members. For a LEAP, public outreach means educating the public about the scope and goals of a LEAP, providing information on the severity of environmental problems, and sharing ideas on the type of implementation actions your stakeholder group is considering. It also involves providing residents with information on what they can do both individually and collectively to improve environmental quality in the community — such as how to recycle or reduce water consumption.

Successful public outreach efforts require two-way communication. Thus, it is important that your stakeholder group seeks the concerns of citizens to help ensure that the priorities and solutions you have developed reflect those of the community. To participate, citizens will need easily accessible opportunities to contribute. They will need to be kept informed about how their views are reflected in the final decisions. Public outreach efforts ultimately help to “build community” by informing people and getting them involved in issues that affect their lives. Educating the public is a not an end in itself, but rather a means toward increasing citizens’ voices in decision-making.

The benefits of conducting a public information outreach campaign include:

- Informed and involved citizens are much more likely to support specific environmental programmes.
- Citizens are a diverse and knowledgeable source of information on the major environmental issues and appropriate solutions for the community.
- Public outreach campaigns can help raise people’s awareness about the severity of environmental problems and expose them to new ideas about what they can do to improve the situation.
Your public outreach campaign needs to have a clear and consistent message. It is important that the primary message is derived directly from the purpose, and secondary messages derived from the goals.

**Key points:**

1. The first step in developing an environmental public outreach campaign is to develop a clear and unifying purpose. This purpose summarises the overall aim of your public outreach efforts. While public outreach campaigns usually have a primary purpose, it is important to identify several goals that relate directly to the main purpose. The goal-setting process can help ensure that the campaign is developed in a consistent and coherent manner.

2. Identify the people you are trying to reach with your public outreach efforts; the target audiences are directly linked to the purpose and goals. You can enhance your public outreach efforts by identifying and working with specific groups or organisations within your community.

3. Seek help from information sources, those institutions, associations, government entities, organisations and businesses that can influence your target audiences. Information sources are those individuals and organisations that your target audiences look to for reliable information.

4. Your public outreach campaign needs to have a clear and consistent message. It is important that the primary message is derived directly from the purpose, and secondary messages derived from the goals. The message needs to be easy to understand and appealing. You can help ensure that your work reflects the environmental priorities of the community by seeking public opinion at various steps throughout the LEAP. Community members can be instrumental in identifying concerns or information sources unknown to your stakeholder group, identifying risks associated with specific environmental issues and developing alternative implementation actions.

5. Select a vehicle for delivering a message. An effective public outreach campaign requires taking your message to the people rather than expecting the people to come to you. It will be important to choose outreach methods that reflect how your information sources communicate with their customers or clients. Thus, information sources are instrumental in identifying and selecting specific outreach methods that they will be responsible for implementing.

6. Identify your resource needs and opportunities. How much money will it cost to get your message out? Who do you need to help implement the campaign? Many individuals, businesses and public institutions (e.g. local governments) may be willing to contribute their time in a campaign that benefits the entire community.

7. Develop work plan, implement outreach actions, and evaluate results. The work plan identifies what steps need to be taken, who will be responsible for implementing these steps, when those steps will be implemented, and how much each step/outreach method will cost. The work plan can help you monitor how well each task is being completed and whether these tasks are being completed on time. How will you know whether your outreach efforts are successful? In order to evaluate effectively, you will need to have accurate baseline data prior to implementing your outreach efforts and measurable indicators of success.
Examples:

- Satoraljaujhely, Hungary

Small-group work sessions:
1. Clarify purpose, set goals, and identify target audience.
2. Identify information sources connected to target audience and create effective message.
3. Identify, evaluate and select outreach methods.
4. Identify resource needs/opportunities, develop work plan and select indicators of success.

Length of presentation:
45 minutes

Key terms:
- Target audience
- Information source
- Outreach method
Clarify Purpose, Set Goals, and Identify Target Audience

Objective of small-group session:
To clarify the purpose, set goals, and identify the target audience for the LEAP public outreach campaign

Steps:
1. Clarify the main aim of your public outreach efforts? Prepare a summary of what you want to accomplish with your public outreach efforts. Each individual on the public outreach committee can write down what he/she thinks the primary purpose of the outreach campaign should be.

   Go around the room, write down each individual’s draft purpose on the flip chart. Look for common elements among the different versions. Agree on a group purpose statement for the public outreach campaign.

2. What are the secondary aims of your public outreach efforts? Starting with the agreed upon purpose, define the goals for the public outreach campaign. These goals identify the secondary aims of the campaign and help ensure that the campaign is developed in a consistent and coherent manner. Each individual should receive five or six small pieces of paper, and then write down one goal on each piece of paper. Consider to what degree the campaign should focus on:
   • raising public awareness;
   • soliciting public opinion;
   • changing people’s behaviour; and
   • involving citizens in improving the local environment.

   When everyone has identified potential goals, place these pieces of paper on a flip chart and then group together comparable goals. Then create group goal statements.
Small-group Work Session 1

3 Identify who you are trying to reach. Target audiences flow directly from the purpose and the goals. Consider the following questions to define the target audiences:

- Who is affected by environmental problems?
- Who is affected by requirements to reduce pollution?
- How do community members group themselves and what are their interests?

Brainstorm a list of potential target audiences related to the LEAP.
Identify Information Sources
Connected to Target Audience and
Create Effective Message

Objective of small-group session:
To identify information sources connected to target audience and create an effective message.

Steps:

1 **Identify information sources:** Who does your target audience look to for reliable information? Sources are those institutions, associations, government agencies, organisations, and businesses who you can develop partnerships with to reach your target audience. Starting with the target audiences identified in the previous session, brainstorm a list of potential information sources connected to these target audiences.

```
SAMPLE 1

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Information Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>E.g. People living near polluted sites</td>
<td>Neighbourhood groups</td>
</tr>
</tbody>
</table>
```

2 **Create effective message:** What do you want to say? Clearly articulate what message you want to convey to your target audiences. As you develop the message, consider whether the message:

- is clear, user-friendly, and consistent and based upon careful research;
- is developed in collaboration with information sources;
- shows community members how your issue is relevant to their lives;
- explains why the issue poses a concern and what people can do to reduce environmental and public health risks; and
- is written in non-technical jargon and easy for average citizen to understand.

Individuals should take five minutes to write down on a piece of paper what message(s) they want to convey to the target audiences, and then write these on a flip chart. Compare messages, look for common elements, and then prepare a group message(s).
Identify, Evaluate and Select Outreach Methods

Objective of small-group session:
To find the best way to transmit your message to the audience.

Steps:

1. Identify the best mechanisms for delivering your message. Outreach methods are based upon how a particular information source communicates with its customers and clients. Keeping your target audiences and information sources in mind, brainstorm a list of potential outreach methods. Be sure to consult with information sources to determine what methods they already use to communicate with their customers/clients.

2. Determine how you will select the most appropriate outreach methods for reaching your target audiences. Evaluation criteria can help you choose among a wide-range of possible outreach methods. Consider the following possible criteria:
   - cost;
   - ease of implementation;
   - potential to utilise existing resources;
   - number of people that can be reached;
   - personnel requirements;
   - time frame required to implement;
   - sustainability of the method;
   - flexibility;
   - adaptability of method to other sectors; and
   - how long before it becomes dated.

   Brainstorm a list of possible criteria to use in selecting your outreach methods. Through a simple vote, select your top three to five criteria.

3. Keeping your evaluation criteria in mind, select your top outreach methods.
Identify Resource Needs/Opportunities, Develop Work Plan, and Select Indicators of Success

Objective of small-group session:
To identify what resources are needed and what opportunities are available to implement the public outreach campaign, to prepare a work plan and select indicators that can be used to evaluate whether your outreach campaign was successful.

Steps:
1. Identify what you need to get the job done. Your information sources can often provide low-cost opportunities for reaching target audiences. Prepare a list of resource needs and opportunities for implementing each outreach method.

2. Prepare work plan to implement outreach campaign. In order to implement your campaign what steps will you take, when will you take these steps, who will be responsible, and how much will each step cost? Starting with a specific outreach method, brainstorm a list of potential steps you will need to take. After you have completed the brainstorm, list these steps chronologically. Next, starting with the date when you want to implement the outreach method, work backwards in time and assign dates to each step. Complete the work plan by identifying responsibilities and costs.

3. Determine how you will know whether your public outreach campaign is successful. Indicators help to tell you whether you have achieved your desired result. Looking back at the goals for your outreach campaign, brainstorm a list of potential indicators (e.g. increase in public knowledge about environmental issues). Agree on the preferred indicators.
### Small-group Work Session 4

#### SAMPLE 1

<table>
<thead>
<tr>
<th>Outreach method</th>
<th>Resource needs</th>
<th>Resource opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information brochure</td>
<td>Printing, paper, distribution</td>
<td>Copy machine at municipality, paper from local business</td>
</tr>
</tbody>
</table>

#### SAMPLE 2

<table>
<thead>
<tr>
<th>Steps</th>
<th>Timeline</th>
<th>Responsible individual or group</th>
<th>Associated costs</th>
</tr>
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THE INSTITUTE FOR SUSTAINABLE COMMUNITIES (ISC) is an independent, nonprofit organisation that provides training, technical assistance, and financial support to communities. The mission of ISC is to promote environmental protection and economic and social well-being through integrated strategies at the local level. ISC projects emphasise participating actively in civic life, developing stronger democratic institutions, and engaging diverse interests in decision-making. Since its incorporation in February of 1991, ISC has managed more than 30 international projects designed to promote sustainability in 14 countries with support from private foundations and the U.S. Government. ISC is based in Montpelier, Vermont with offices in Russia, FYR Macedonia and Bulgaria. ISC strengthens communities by developing future-oriented solutions to pressing local problems in the following core areas: community action, education for sustainability, strengthening the institutions of civil society, and improving policy and practice.

THE REGIONAL ENVIRONMENTAL CENTER FOR CENTRAL AND EASTERN EUROPE (REC) is a non-partisan, non-advocacy, not-for-profit organisation with a mission to assist in solving environmental problems in Central and Eastern Europe (CEE). The Center fulfills this mission by encouraging cooperation among non-governmental organisations, governments, businesses and other environmental stakeholders, by supporting the free exchange of information and by promoting public participation in environmental decision-making.

The REC was established in 1990 by the United States, the European Commission and Hungary. Today, the REC is legally based on a Charter signed by the governments of 27 countries and the European Commission, and on an International Agreement with the Government of Hungary. The REC has its headquarters in Szentendre, Hungary, and local offices in each of its 15 beneficiary CEE countries which are: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Latvia, Lithuania, FYR Macedonia, Poland, Romania, Slovakia, Slovenia and Yugoslavia.

Recent donors are the European Commission and the governments of Albania, Belgium, Bosnia and Herzegovina, Bulgaria, Canada, the Czech Republic, Denmark, Estonia, Finland, Germany, Italy, Japan, Latvia, Lithuania, the Netherlands, Norway, Poland, Slovakia, Slovenia, Sweden, Switzerland, the United Kingdom, the United States and Yugoslavia, as well as other inter-governmental and private institutions.

Implementing Local Environmental Action Programmes in Central and Eastern Europe