



**PARTNERS FOR ENVIRONMENTAL COOPERATION IN EUROPE (PECE)**

## **Draft Business Plan for Phase 2**

**(October 2007 – October 2008)**

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## PECE 1. Introduction

Partners for Environmental Cooperation in Europe (PECE) brings together UK-based organisations from the public sector, private sector and civil society who have a shared goal to help protect the environment and promote sustainable development in the countries of Eastern Europe, Caucasus and Central Asia (EECCA).

PECE was launched on 8<sup>th</sup> March 2005 in response to the need, identified at the 2003 Environment for Europe conference in Kyiv, to focus on sustainable development in the EECCA region and to cultivate links between the public and private sector and civil society

PECE is now associated with over 150 organisations from across the pan-European region including the UK based membership of the PECE partnership, that reflect cross sectoral engagement from government, private sector NGO and academic partners.

The PECE approach has been successfully delivered through a wide range of demonstration projects both co-financed by Defra and other sources. There is a growing recognition of our work, growing demand for the kinds of partnership approach that PECE has encouraged and to date we remain unique in the EECCA region.

At the annual forum meeting in February 2007, the Chairman announced a review of whether and how PECE should be continued. As part of this review, the opportunity for a new organisation to take forward the work of PECE was identified, It has always been the intention of government, having co-ordinated the development of PECE, to play a less hands on role following the start up phase. In order to grow, PECE needs to attract resources from a wider range of sources and engage new members from across Europe. A secretariat that is independent from government will be better placed to do this. After an open invitation for to all PECE members, a partnership of LEAD International, Groundwork UK, Creative Concern and the Environment Agency were invited by the steering group to take on the role of the PECE secretariat and develop the second phase of PECE.

This business plan outlines how the LEAD consortium propose to build on the first phase of our work since 2005 and to try to ensure PECE remains an effective mechanism for promoting partnership work and supporting environmental programmes in the EECCA region.

A key part of this mission will be to try to ensure the services that the PECE secretariat offer address development priorities identified in the member survey conducted earlier in 2007, and that all secretariat functions are delivered in the spirit of partnership and transparency. Further specific objectives are to further develop EECCA region and private sector engagement in PECE. The work programme for this new phase of PECE, initially focusing on 2007- 2008 aims to reflect these priorities.

## **2. Executive Summary – PECE Phase 2: Continuity and Change**

This document sets out a framework for taking PECE forward. It aims to ensure continuity by recognising the exiting objectives agreed at the PECE forum in February 2007 and setting out a business plan outlining how these objectives will be delivered by the new secretariat. Secondly, the document sets out a broader framework for a new secretariat to build on the work of PECE since 2005.

The first phase of PECE has been successful in establishing a network of 150 UK and EECCA organisations with an interest in sustainable development in the EECCA region. It has been strongly associated with Defra, who have provided seed funding and support for 20 partnership demonstration projects. After review of PECE in 2007 it was agreed to develop a second phase of PECE, independent from Defra, and engaging a wider range of EECCA organisations and donors. Initially this will not be based on direct support to projects and will focus on the facilitation of new partnerships and providing information and capacity building in the EECCA region

### **The business case for PECE:**

- A review of the first phase of PECE (2005-2007), membership surveys and consultation with a range of EECCA experts indicated a clear demand for PECE to continue.
- The key areas of demand are for promotion and facilitation of new partnerships and information and good practice on partnership working
- There is a high-level political recognition across the region that there is a need for more partnership activity to promote environmental improvement in the EECCA region. PECE is unique in this region.

### **Objectives for year one**

- Establish a network of members, from the private and public sectors and civil society, who are committed to contributing to the protection and improvement of the environment and the promotion of sustainable development in the EECCA region;
- Act as a catalyst for the initiation of new partnerships
- Create a learning network focused on awareness raising, exchange and replication of good practice.
- Consolidate network of signed-up UK PECE members, focussing recruitment activity to organisations that will complement the existing membership and maintaining a balance between sectors.
- Increase engagement with EECCA based organisations, encourage longer-term co-operation and exchange of expertise between UK PECE members and in-country partners.
- Establish a longer term funding strategy and business plan for a further 2-3 years.

### **The business model:**

PECE will operate as a web-based network. Events and activities will be important, but in order to reach a wider range of stakeholders and provide a service to our members we will develop our website to include:

- A searchable database to help facilitate new partnerships (the “dating agency” approach)
- The provision of on-line materials and information about partnership working in the EECCA region.
- Events and activities to raise awareness of PECE and to feed into the development of website contact.
- The provision of news and information of interest to PECE partners.

## Key activities for year one.

- Upgrade website capability to include a searchable, interactive database to facilitate partnership brokering in the EECCA region. Initial website will be “refreshed” by October, with a fuller operating model delivered by December.
- Organisation of 2 UK based events, including a networking meeting and the annual forum.
- Organisation of at least 2 EECCA based workshops that focus on key environmental issues and the role of partnership.
- Development of year 2 & 3 funding strategy and business plan.
- Production of information and training materials on “Partnering in the EECCA region”.

## Fundraising:

An important part of the fundraising strategy centres on the delivery of activities that will be of interest to donors and partners. A full funding strategy will be developed when the new secretariat is in place and will consider the following options.

- LEAD International, Groundwork UK, The Environment Agency and Creative Concern have pledged to provide in-kind support to the secretariat (eg back-office costs, project management, fundraising hosting of website and other resources) They have extensive experience in engaging donors, particularly the private sector, and can identify potential donors from exiting networks.
- Options for utilising the skills and resources of our members will be a priority (for example secondment, in-kind support etc)
- It is expected that the secretariat will be able to attract sponsorship or support on a cost-recovery basis for PECE activities such as workshops and seminars.
- As the website develops it may be possible to generate a small level of income from advertising or through cooperation with organisations interested in access to our network.
- Develop specific geographic or thematic events or ‘products’ such as training and capacity building activities to attract funding from donors.

## Governance.

PECE is a membership based organisation. The Steering group and Chairman are representative of our members and play a key role in the governance of PECE. It is proposed that the governance arrangements remain similar to phase one, with changes to the role of the steering group to take into account the changes to the secretariat.

It is proposed that the steering group continue to provide strategic advice and support and monitor PECE progress towards agreed deliverables. Meetings of the steering group should be held twice a year.

## Summary budget

This budget is an outline budget of funding sought from Defra.

Activity	From Defra	Notes
Staff costs	£21,000	One person 50% working (Native Russian speaker London based)
Admin Support	£3,000	Nominal contribution only
Website costs	£7,000	Outsourced to Creative Concern
Groundwork Support	£5,000	Will be matched in kind
Travel and subsistence	£2,000	Indicative budget
UK Events	£3,000	In kind from partners will be sourced
EECCA events	£2,000	Minimum – fundraising to secure additional resources
Publications and Materials	£2,000	Anticipated minimum budget for promotional materials

<b>TOTAL</b>	£45,000	
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## **2.1 Operating Context and evidence of demand.**

There have been significant contextual changes within the EECCA region since PECE was established, although the environmental needs, and importance of the partnership approach in successfully addressing these, remains as strong as ever. The progress of environmental reform in the EECCA region is mixed. There are some strong examples of progress, though there are also areas where progress has not matched expectations.

The Environment for Europe Ministerial conference in October will reaffirm political commitment to increase the rate of reform across the EECCA region and will involve all major stakeholders and donors in the region. At this conference Ministers will consider a range of reports related to partnership working and endorse the need for more partnerships to support reform in the region. There is therefore a high-level political commitment to partnership working in the region though significant barriers to partnership working 'on-the ground' remain.

As part of the review of PECE, we sought a range of views from colleagues from across the EECCA region. This included a focussed EECCA survey plus assessment of lessons learnt from phase one of PECE. This is a complex area with conditions and experience differing across the region. However our findings on the barriers to partnership working broadly fall into three areas

- **Culture of Partnership working,** In some parts of the region there is not an established culture of collaborative working between sectors. Trust can often be an issue. There is a clear role for a neutral facilitator and point of good practice for organisations from all sectors to use to broker new partnership.
- **Access to information and funding.** This is a critical barrier – many organisations are keen to share skills, resource and experience with other sectors and organisations, including international partners. Many of our UK members are looking to develop relationships with organisations across the region. A single point of information on partnership working in the region is needed and does not currently exist.
- **Capacity.** Some organisations may not have the capacity or experience to develop partnership working or project implementation in the region. Activities and resource to develop capacity in organisations can support the development of new partnerships in the region.

We have also carefully considered the results of the last PECE membership survey, which offer a good match to barriers to partnership working identified in the EECCA region.

- 64 % strongly agree or agree that they would like to be more active in PECE.
- 69% disagree that PECE should end in March 2008 (12% not sure, 6% strongly agree or agree).
- 38% think that PECE should continue as it currently operates but based in an independent secretariat.
- 68% strongly agree or agree that PECE should principally be a matchmaking/facilitation organisation.
- 62% disagree that PECE should become a project implementer
- 87% strongly agree or agree that PECE should engage a wider range of EECCA organisations.
- 84% strongly agree or agree that PECE should work with a wider range of donors
- 56% strongly agree or agree that PECE should work with wider range of EU organisations. (12% disagree)
- 50% disagree that PECE should be based in the EECCA region.

## **2.2 Stakeholder analysis.**

As part of the first phase of activity we will conduct a stakeholder analysis to provide a broad understanding and breakdown of key stakeholders and customers. The aims and objectives for 2007-2008, agreed by at the annual forum, indicate that priority should be given to engaging organisations from the EECCA region and private sector organisations.

Key stakeholders already identified as follows:

- Existing PECE members. A key objective for us is increasing engagement from our exiting membership base. There is no “one size fits all” approach to service the needs of a broad and diverse range of members. However, increasing capabilities of the PECE website and the amount of relevant information and news will be important, as will seeking regular feedback. PECE members value membership more if there are tangible services that they can benefit from and developing these services will be a priority.
- EECCA organisations. Our existing members have given us a clear recommendation to work with a broader range of EECCA organisations. LEAD international will utilise it’s existing network of fellows (including a CIS office in Russia) to engage interested organisations
- Potential members from across the EU. We will consider engaging a wider range of organisations that can add value and make a contribution to the PECE network.
- Donors. Effective engagement with a broader range of donors is critical for the long term sustainability.

A draft stakeholder analysis is at annex G, and this will used to develop further analysis.

**2.3 SWOT analysis and risk management.**

The new secretariat will conduct a SWOT analysis of PECE upon start up of activities, taking into account the previous review and identified risks. Key risks will be identified in terms of likelihood and impact with strategies for management identified. For the purposes of the business plan we summarise our assessment of the top 2 risks facing PECE that the secretariat will take into account.

**RISK 1: PECE Members, including steering group members disengage and leave PECE.**

This is a real risk for PECE, particularly after the strong PECE association with Defra project funding during phase one. We expect that some members may decide to disengage from PECE because of this. To manage this risk we intend to:

- Create greater opportunities for member involvement
- Hold an early networking event to engage members.
- Recruit new members

**RISK 2: Long-term funding is not identified.**

We recognise that there is a risk that our efforts to engage a wider range of donors is not successful and we are not able to meet our core operating costs after year one. To manage this risk we intend to:

- Development of funding strategy to cover core costs over 2 – 3 year period.
- Assess opportunities of financial support / contribution from members based upon new work programme.
- Worst-case scenario exit strategy will be developed.

<b>Strengths</b>	<b>Weaknesses</b>
Size and diversity of UK membership.	Misperception of PECE in phase one of as just a Defra funding source
Unique in aims, objectives and regional focus.	Many PECE members not engaged.
Responding to demand in the region.	Lack of independent funding sources, shared risks and member engagement.
Flexibility of approach.	Lack of Geographical spread (active in 5/12 EECCA countries)
<b>Opportunities</b>	<b>Threats</b>
Leverage new resource into the region and share experience and expertise.	Members disengage and lose interest.
To publicise activities more effectively	Political risks in region
Increase participation and organisational buy-in from existing members	Long-term funding after year 1

### 3. PECE Phase 2 Secretariat – Core Objectives and Delivery Model

The new PECE Secretariat will be delivered through a partnership involving LEAD International, Groundwork, Creative Concern and the Environment Agency. There are a number of benefits to this partnership that include a strong network and track record in the region, excellent links with business and important communications and IT skills. The new secretariat aims to deliver activities that add value for members in the UK and the EECCA region and reflect both the mission and objectives identified above. The secretariat will act as an enabling organisation so that to member organisations are able to participate and contribute in practical and useful ways to help deliver the mission.

The secretariat sees its role as one of balancing the ‘core functions’ including communications and servicing the members, and the delivery of activities, including capacity building utilising expertise and skills of partners and members.

Under the proposed DEFRA funding arrangement, resources are available for a period of 12 months. It is therefore imperative that the secretariat is able to mobilise sufficient further funds to enable the continued running of PECE and this will be one of the key development priorities.

The strategy proposed in this business plan reflects the experience of partners in the new secretariat, discussion with DEFRA and other stakeholders as well as review of the PECE membership survey and the review carried out by The Partnering Initiative.

#### Aims

The Secretariat will respond to the priorities identified by PECE members and will address some key aims that are presented under broad headings below:

##### **Networking**

- Provision of networking opportunities for PECE Members
- Creating opportunities for PECE Members to identify new EECCA partners

##### **Information and Communication**

- Provision of information on project activities and funding opportunities

##### **Capacity Building**

- Organisational development and furthering of business objectives

##### **Expanding and Nurturing the Network**

- Engaging a wider range of EECCA organisations, funding bodies and European partners

In achieving these aims the secretariat needs to make PECE an active network, this means creating opportunities for partners to become involved in activities, this will include sharing information through the creation of learning groups and participation and contribution to workshops and other events, on key issues and themes both in the UK and the EECCA region.

In terms of networking LEAD International, with Groundwork, will work with partners to deliver events making use of the potential for in kind contribution from other PECE members. UK based events will be designed to attract member interest by interaction with partners, the opportunity to gain insight learn about current issues in the region. Events should be interactive and provide some opportunity for learning for all participants.

LEAD and Groundwork will also identify opportunities for networking through ‘piggy-backing’ on existing meetings and events including those delivered by international institutions. Virtual networking will be promoted through the creation of learning groups where members are invited to share experience on environmental issues.



The PECE website will be updated, refreshed and improved in terms of its functionality and usefulness for members; this will include a member search facility and other tools. Creative Concern is the lead partner on all website related activities.

LEAD will deliver a number of communications outputs including managing the newsletter, and commissioning of papers from members in the EECCA region. LEAD will ensure that provision is made for Russian language communications.

LEAD sees the delivery of capacity building activities as a key component of engaging partners increasing awareness of PECE and securing further financial support. Themes and activities for capacity building should be developed through the contribution and advice of members. Training workshops or seminars in the region will also help to expand the membership to include further EECCA partners.

### **Secretariat – Operating Principles**

The PECE Secretariat will be delivered through the partnership but organisation and management of key functions will be the responsibility of LEAD International. LEAD International will appoint a person with responsibility for delivery of PECE activities, working on a half time basis. LEAD will coordinate the inputs of other secretariat partners, who will each work to a clearly defined work-plan with activities and targets clearly established and reviewed at quarterly meetings.

The PECE internet platform will be the responsibility of Creative Concern, supported by content development, copy writing and other resources by LEAD International. Contact details for the PECE Secretariat will be provided for, using LEAD email, telephone and fax contacts, although with clearly separated and identifiable PECE branding so the public access gateway is clearly identified as being PECE. Key development support functions especially in the area of fundraising, institutional networking and event planning/ideas generation will be provided by Groundwork.

Additionally we seek to engage other PECE partners in technical support and the delivery of specific work packages, through both formal and informal partnerships. This includes, amongst others, the Environment Agency and St James's Research.

## 4. Maintaining the PECE Mission

Following a development phase starting shortly after the Environment for Europe Conference in Kiev (May 2003) that involved substantial work coordinated by Defra amongst a relatively small group of stakeholders, PECE was formally launched on 8 March 2005.

The PECE mission was formalised by participating stakeholders before the launch:

### ***Mission Statement***

“To contribute to the protection and improvement of the environment, and improvement in people’s quality of life and the promotion of sustainable development in Eastern Europe, Caucasus and Central Asia (EECCA) through promoting and facilitating partnership working and sharing experience between the public sector, private sector and civil society”.

### **Objectives**

The objectives set out below are key to working towards this mission statement and the aims of PECE that all PECE members, by joining the network, have committed to supporting. Every PECE member has a role in ensuring that these objectives are met and that PECE continues to make progress.

- establish a network of members, from the private and public sectors and civil society, who are committed to contributing to the protection and improvement of the environment and the promotion of sustainable development in the EECCA region
- act as a catalyst for the initiation of new partnerships
- Create a learning network focussed on awareness raising, exchange and replication of good practice
- Build capacity of organisations from across the region to establish partnerships that result in environmental improvement in the EECCA region.

Both the mission and objectives remain precisely the same in Phase 2, and the aim of the new secretariat will be to work to achieve both this overall mission and specific objectives.

It is recognised in this new phase there will be some shift in delivery emphasis reflecting priorities identified by PECE members, especially networking functions and seeking to secure greater participation of the private sector, that we view as being key to helping to secure the longer term sustainability and value of PECE.

## 4.1 Fundraising Strategy

The intention is to run the PECE secretariat in a way that keeps overheads to a minimum. The core operational costs of running the network, updating and maintain the website and providing a point of information is low, and estimated to be around £30k per year. A key objective for the new secretariat is to develop a detailed strategy for a broader range of sustainable funding sources on the assumption that no further direct funding will be available from Defra.

An important part of the fundraising strategy centres on the delivery of activities that will be of interest to donors and partners. Using the example of delivery of training on building effective partnerships with the private sector, LEAD would work as a facilitating organisation with PECE members able to bring experience and a proven methodology. This approach would enable the secretariat partners to work jointly with PECE members to raise funds for activities

We envisage a key role of the PECE Steering Group, will be to help guide the fundraising strategy. A full funding strategy will be developed when the new secretariat is in place but will consider the following options.

- LEAD International, Groundwork UK (and the other Secretariat partners) have pledged to provide some in-kind support to the secretariat (eg back-office costs, hosting of website and other resources) They have extensive experience in engaging donors, particularly the private sector, and can identify potential donors from exiting networks.
- Although only 24% of our members would consider paying for PECE membership or services 64% of our members would like to be more active in PECE and 42% would consider in-kind support of some sort. In previous years, 2 separate PECE members have been able to provide an unpaid secondee to support the work of the secretariat. Options for utilising the skills and resources of our members will be a priority
- It is expected that the secretariat will be able to attract sponsorship or support on a cost-recovery basis for PECE activities such as events.
- As the website develops it may be possible to generate a small level of income from advertising. Similarly, as the network expands, we may be able to seek cooperation with organisations interested in access to our network. This will be subject to agreement from the steering group to manage the risk of advertising conflicting with our guiding principles.
- Many donors are unlikely to offer core funding for our services. We will therefore aim to develop specific geographic or thematic events or services such as training and capacity building activities to attract funding from donors. Some of this income can be set against running costs.
- In the medium to long term the secretariat could consider the establishment of a PECE Foundation to provide Project Development Funding for partners in the EECCA region. A relatively small amount of money could be used to as seed funding for partnership based activities, transaction costs would be kept to a minimum and this could be a useful way of maintaining partner interest.

## **5. Phase 2 Governance**

This section summarises the key roles and responsibilities in PECE. It is proposed that the governance arrangements remain similar, with changes to the role of the steering group to take into account the changes to the secretariat. A full terms of reference is attached at annex

### **The role of the secretariat: guiding principles.**

LEAD International plans to host the PECE secretariat through a partnership arrangement involving a number of other PECE partners, namely Groundwork UK and Creative Concern. Additionally we are hoping to secure the active engagement of other PECE partners in aspects of secretariat delivery. We hope this will include the Environment Agency, following initial exploratory discussions that were for a time interrupted by staff changes, and also hopefully other organisations following a process of open and transparent consultation once new secretariat structures have been put into place.

It is felt that the partnership approach to the secretariat function delivers a number of significant advantages making use of the respective strengths of the different organisations. LEAD International and Groundwork have co-operated on activities in the EECCA region for several years and can together bring a wealth of experience of operating in the region including project delivery, partnership, private sector engagement and communications.

Creative Concern is a communications consultancy with a long standing relationship with Groundwork and a proven track record in delivering successful communications and marketing campaigns around issues of sustainable development.

It is recognised as important that the composition of the secretariat reflects as far as possible the cross-sectoral co-operation objectives of PECE and so include public, private and voluntary sectors. This approach should therefore be able to provide useful input on how the PECE secretariat should engage with existing and potential members from all sectors.

It is also recognised that the transfer of the secretariat from Defra will demand special attention to ensuring the Phase 2 secretariat operates with the same impartiality, transparency and professionalism towards all PECE stakeholders equally and in all aspects of operational delivery. This will also involve an undertaking to fully respect any information given in confidence by PECE members and for an absolute obligation not to seek or take advantage from any information that may be gained from playing a role in the secretariat.

Ensuring the transparent observation of these standards will remain the key responsibility of LEAD, with the Steering Group playing a supervisory and monitoring role to ensure full confidence of the wider PECE partnership in the secretariat.

### **The role of our Patrons.**

Our members value our association with Lord Holme and Sir Andrew Wood. Lord Holme is currently the Chair of LEAD international. We hope to continue our relationship with our patrons.

### **The role of the Chairman**

The Chairman is elected from and by the steering group and plays an important role in the governance of PECE. We expect the current arrangements to be maintained through the new secretariat.

### **The role of the steering group**

The steering group is an essential part of the governance of PECE. It is the key link between the membership and secretariat. The steering group have previously met quarterly and have had a strong influence on the day-to-day running of PECE.



It is proposed that the steering group continue to provide strategic advice and support and monitor PECE progress towards agreed deliverables. Meetings of the steering group should be held twice a year.

**The role of our members**

PECE remains a membership based organisation and it is important that our activities service the needs and interests of our members. We will proactively seek the views of our members, principally through providing update and consulting on activities via our website and at events. Our members will also be represented on the steering group and be involved in agreeing our work-plan.

**The role of our donors.**

In order to diversify the funding base it is essential the PECE cultivates in the near future relationships with a wide range of possible donors. Given that significant core support is unlikely, PECE will be seeking donor support for a range of activities, with a focus on capacity building in the EECCA region making use of the skills, experience and resources of PECE members. The secretariat will only seek support for activities that make a contribution to the agreed aims and objectives of PECE, and from organisations that are supportive of our guiding principles and mission statement.

## 6. Outline Work programme for 2007/2008

<u>OBJECTIVES</u>	<u>Activity</u>	<u>Deliverables</u>	<u>Responsibility</u>  (indicative split of partner functions)	<u>Resource requirement</u>	<u>MEASURES OF SUCCESS</u>
<b>Establish a network of members, from the private and public sectors and civil society, who are committed to contributing to the protection and improvement of the environment and the promotion of sustainable development in the EECCA region;</b>	Largely established in UK recognised could be significantly further developed in corporate sector. Need to explore developing EECCA region based members with a particular focus on private sector.	Existing membership mapping exercise  Desk research of new potential members in priority groups to include specific target document  Implementation of the recruitment plan  Member recruitment in UK and EECCA region, divided into following sectors: a) NGO, b) Corporate/ Business c) Government/ other statutory agencies d) Academic	LEAD (75%)  Groundwork (25%)	LEAD Programme Officer Person  Groundwork IM Person Days  Creative Concern Person Days	At least 100 members from EECCA region, with good representation from each sector and from across each subregion  At least 50 members from UK and other countries with join PECE network,
<b>Act as a catalyst for the initiation of new partnerships</b>	Mostly web based through enhanced PECE web functionality complemented by PECE partnership networking events delivered at least biannually	Website  PECE Partnership Events  Secretariat Programme Officer Bilateral meetings	LEAD  Creative Concern  Groundwork	LEAD Programme Officer Person Days  Groundwork IM Person Days	New partnerships and partnership projects facilitated by PECE  Evidence of funding organisations having an increased awareness of PECE  Use of website to monitor number of contact and "introductions via the PECE website".
<b>Create a learning network focused on awareness raising, exchange and replication of good practice.</b>	Compilation and mail out of quarterly e-bulletin/e-newsletter, including sending in advance requests for partner updates ("lite" version)	Development of at least 3 thematic learning networks with following indicative priority themes:  Business Environment  Engaging communities in climate change  Ecosystem services	LEAD (65%)  Groundwork (35%)	LEAD Programme Officer 12 Person Days  Groundwork IM Person Days	Increased use of PECE website and newsletter, with more content provided by PECE members.  Good level of attendance at events and meetings  Communication between members via website, newsletter and events leads to raised awareness and

					<p>new partnership opportunities</p> <p>Development of training materials and guide to partnership working in the EECCA region.</p>
<p><b>Consolidate network of signed-up UK PECE members, focussing recruitment activity to organisations that will compliment the existing membership and maintaining a balance between sectors.</b></p>	<p>The PECE network includes 90 organisations from a range of sectors. A key focus of work under this objective will be on encouraging existing members to play a more active role in the partnership. The secretariat will continue to recruit new members; particularly organisations identified by the steering group, but will be less proactive in recruiting other UK based organisations.</p> <p>The PECE Secretariat will continue to hold bilaterals with members to help identify what each can offer and facilitate new partnerships and project opportunities. Any opportunities arising from the bilaterals will be shared with other members via the website and newsletter.</p>	<p>Website</p> <p>PECE Partnership Events</p> <p>Secretariat Programme Officer Bilateral meetings</p>	<p>LEAD</p> <p>Creative Concern</p> <p>Groundwork</p>	<p>LEAD Programme Officer Person</p> <p>Groundwork IM Person Days</p> <p>Creative Concern Person Days</p>	<p>Increase in PECE membership, particularly large private sector organisations and funding organisations.</p> <p>Evidence of greater participation from existing PECE members, including contributions to project activity, organising and hosting events of interest to other members.</p> <p>PECE members promote PECE within their own organisations.</p> <p>Existing PECE members more proactive in recruiting new members.</p>
<p><b>Increase engagement with EECCA based organisations, encourage longer-term co-operation and exchange of expertise between UK PECE members and in-country partners.</b></p>	<p>The PECE Secretariat will develop activities, such as events and projects, aimed at raising awareness of PECE and encouraging EECCA partners to join and participate in the PECE network. The current directory of interested EECCA organisations on the website will be expanded. PECE communications materials, such as news letters will continue to be produced for the EECCA audience.</p> <p>PECE will be represented at the next Environment for Europe Ministerial conference, due to be held in Belgrade in October 2007</p>	<p>Contacts/Bilaterals with relevant EU/UK agencies to promote PECE in region including existing PECE members and others FCO/British Council etc</p> <p>Also...Website</p> <p>PECE Partnership Events</p> <p>Secretariat Programme Officer Bilateral meetings</p>	<p>LEAD</p> <p>Creative Concern</p> <p>Groundwork</p>	<p>LEAD Programme Officer Person</p> <p>Groundwork IM Person Days</p> <p>Creative Concern Person Days</p>	<ol style="list-style-type: none"> <li>1. Increase in number of in-country partners involved in PECE project activity.</li> <li>2. Increase in EECCA organisations joining the PECE network of EECCA organisations.</li> <li>3. Increased awareness of PECE among relevant EECCA organisations and increased use of secretariat brokering service.</li> </ol> <p>Evidence of exchange of information and expertise between UK and EECCA organisations.</p>



PECE

<p><b>Establish a longer term funding strategy and business plan for a further 2-3 years.</b></p>	<p>Research and development of development and funding opportunities in response to needs and interests</p>	<p>Review and research of development and funding options</p> <p>Development of 3 year business plan</p> <p>Submission of funding applications</p>	<p>LEAD (75%)</p> <p>Groundwork (25%)</p>	<p>LEAD Programme Officer Person</p> <p>Groundwork IM Person Days</p> <p>Creative Concern Person Days</p>	<p>1. Independent secretariat with a broader range of funding and resource supporting development of PECE services and activities</p>
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<p><b>YEAR 1 Delivery Plan August 2007 to August 2008</b></p>				
<p><b>Activity Theme</b></p>	<p><b>Specific Actions</b></p>	<p><b>Who By</b></p>	<p><b>Budget – Estimate (£)</b></p>	<p><b>Key dates &amp; Milestone</b></p>
<p><b>Networking</b></p> <ul style="list-style-type: none"> <li>• Provision of networking opportunities for PECE Members</li> <li>• Creating opportunities for PECE Members to identify new EECCA partners</li> </ul>	<p>Organisation of biannual UK events for PECE members. PECE will invite partners to bid for running events and provision of co-finance</p> <p>Organisation of PECE events in EECCA region – specific opportunities to be identified, including making use of existing meetings. Further funding to be secured.</p>	<p>LEAD</p> <p>LEAD and partners TBC</p>		<p>December 2007</p> <p>TBC</p>
<p><b>Information and Communication</b></p> <ul style="list-style-type: none"> <li>• Provision of information on project activities and funding opportunities</li> </ul>	<p>Website upgrade and increased functionality</p> <p>Quarterly newsletters including advance requests for partner profile</p> <p>Request for paper abstracts from EECCA partners</p>	<p>LEAD</p> <p>Creative Concern</p> <p>LEAD</p>		<p>Oct 2007</p> <p>Quarterly commencing Q4 2007</p> <p>Quarterly</p>

	Ensure Russian language communications	LEAD		commencing Q4 2007
<p><b>Capacity Building</b></p> <ul style="list-style-type: none"> <li>• Organisational development and furthering of business objectives</li> <li>• Workshops, seminars, training events in EECCA region</li> </ul> <p>Development of training materials for partnership in the EECCA region.</p>	<p>Establish online learning groups, thematic input from LEAD and other partners.</p> <p>Work with partners to identify scope, interest and support for delivery of capacity building activities in region. Aim to deliver minimum of two workshops / events in 2008.</p>	<p>LEAD and partners</p> <p>LEAD and partners</p>		<p>Quarter 1 2008, updated quarterly</p> <p>2008</p>
<p><b>Expanding and Nurturing the Network</b></p> <ul style="list-style-type: none"> <li>• Engaging a wider range of EECCA organisations, funding bodies and European partners</li> <li>• Liaison with other relevant UK and international initiatives and representation at appropriate events</li> </ul>	<p>Review current membership requirements / benefits. Develop strategy for how membership is "sold", including website options. Expand membership base.</p> <p>Review types of membership options to different sectors</p> <p>Work with LEAD and partner networks in EECCA region to promote PECE through 'hubs'</p> <p>Outreach and networking with UNEP, UNECE and other insititutions.</p> <p>Explore opportunities for collaboration, joint platforms, PECE events and sponsorship.</p> <p>Develop target list of European partners, potential funders and useful agencies.</p>	<p>LEAD</p> <p>Groundwork supporting role</p>		<p>Commencing Q4 2007 – and ongoing</p> <p>Q4 2007</p> <p>Q4 2007</p>

<p><b>Fundraising for:</b></p> <ul style="list-style-type: none"> <li>• maintaining future PECE secretariat functions after the lifetime of DEFRA funding</li> <li>• to provide new resources (cash/in kind) that PECE can deliver to its members</li> </ul>	<p>Develop fundraising action plan as specific part annex of business plan.</p> <p>Primary focus on Corporate Sector but also bilateral approaches</p> <p>Develop portfolio of focused activities, such as capacity building for presentation to donors.</p>	<p>LEAD and Groundwork</p>		<p>Commencing Q4 2007 – and ongoing</p>
<p><b>Governance:</b></p> <ul style="list-style-type: none"> <li>• Coordination of PECE Steering Group meetings.</li> </ul>	<p>Preparation of reports in advance including quarterly activity and financial reports</p>	<p>LEAD</p>		<p>Commencing Q4 2007 – and ongoing</p>

## **7. Forward Strategy**

An important objective of the Phase 2 Secretariat is to work with the Steering Group and PECE members directly to develop a longer term strategy to help achieve PECE's mission and specific objectives.

A key part of the forward strategy is delivery of the core objectives already endorsed by the forum. These are essentially using PECE as a mechanism for identifying partners, promoting partnership working in the EECCA region and sharing good practice. However, phase 2 of PECE will be significantly different to phase one, in that there is no longer the direct link to project funding and activity from Defra. To recognise this the LEAD consortium are proposing taking PECE in a different direction with a focus on learning-networks/capacity building approach. This approach needs to be developed over time and with detailed consultation with stakeholders and can only be developed in full detail when resources are in place at LEAD. This will feed into objectives for 2008/2009 and will be finally agreed by the PECE forum by March 2008.

### **Outline of Indicative Thinking on PECE Learning Groups**

The PECE Learning Groups will provide a forum for facilitating mutual learning between key stakeholders, from a range of backgrounds, on environmental issues in the EECCA region.

The Learning Group will fulfill two major - but different - functions:

- Share good practice through information provision and dissemination
- Influencing policy change and environmental improvement through provision of a programme of learning activities to organisations actively working on key environmental issues;

The PECE website will be key mechanism for sharing and dissemination of information and experience on environmental issues and will include a number of key, fully searchable, databases:

- A literature database providing details of the literature on specific environmental issues that can be searched for publications by specific organisations or types of organisations; by subject area; by geographic focus; by author; or by key word
- An initiatives database describes significant international initiatives designed to address key issues
- A case studies database providing capturing practical experience in addressing key issues.

The databases will be designed to continually evolve and will encourage contributions at any time, as well as any updates or comments on the accuracy and relevance of the existing entries.

LEAD will design the learning groups to act as a web portal providing links to other sites



of interest, related networks, methodologies and tools that will help PECE members to address issues.

Forum pages will enable partners and members to exchange information and requests for assistance.

LEAD will identify areas of thematic interest in the EECCA region and organize a number of real-time training events, where participants are taken through a structured online tutorial.

## **ANNEXES**

Annex A	Summary Budget
Annex B	Enhanced Phase 2 Website Schedule
Annex C	Information about Secretariat Organisations
Annex D	List of current PECE members
Annex E	List of current and previous PECE Projects
Annex F	Summary of PECE Membership Survey.
Annex G	Draft Stakeholder analysis
Annex H	Revised terms of reference.

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### ANNEX A - Summary Budget

Activity	From Defra	Notes
Staff costs	£21,000	One person 50% working (Native Russian speaker London based)
Admin Support	£3,000	Nominal contribution only
Website costs	£7,000	Outsourced to Creative Concern
Groundwork Support	£5,000	Will be matched in kind
Travel and subsistence	£2,000	Indicative budget
UK Events	£3,000	In kind from partners will be sourced
EECCA events	£2,000	Minimum – fundraising to secure additional resources
Publications and Materials	£2,000	Anticipated minimum budget for promotional materials
<b>TOTAL</b>	<b>£45,000</b>	

## **ANNEX B – Enhanced Phase 2 Website Schedule**

This document provides some outline proposals for development of the PECE website and will help provide a map for discussions about future developments.

### **Key issues**

1. Site refresh
2. Language and access issues
3. Dynamic site development
4. Adding search function
5. Contact management
6. Users registering interest
7. Multimedia content online
8. Good practise case studies
9. Hosting

### **Site refresh**

A small amount of work will be done to apply a graphic refresh to the site. CC will implement work to improve navigation, use of images and raising the availability of proposed elements like member areas, contacts search etc. It would also be good to raise the profile of news stories and opportunities to join the network. Other elements that will be included in the site refresh is the domain name. A .co.uk domain does not reflect the organizational or geographic nature of your work so we plan to register a .org.or .eu domain.

### **Language and access issues**

CC will convert most elements of the site into dynamic or database driven content. This would help support the aim of having dual language content.

Including dynamic content will mean that the pages of the site retrieve content from a database and therefore items like the members directory will not need to be downloaded but would be available as dynamic content and therefore improve loading times.

### **Dynamic site development**

Building on the points made above the site is currently developed using static technology. This means all amends to the site have to be coded into the site. CC will re-build the major functionality of the site using a database driven dynamic page solution the content of all pages would be editable via a content management system using a set of templates. This will give full control of the site to the content generator and remove the need for programming work to add content.

Additional benefits of this solution is that content held in a database can develop relationships between data that can be reflected on the pages, ie a contact can have a relationship with a news item or a member. This means that pages can start to build up related content. These relationships will be defined in a content management system.

Searches using database content will be developed as the templates for adding/editing content would use category definitions to ensure that the data is easy to retrieve. Projects will have a location definition and could be retrieved using this on a search page.

### **Member directory**

Building on the dynamic site development, the database will be developed to handle relationships between members who share interests or activities. This will help to develop a matching services proposed by PECE. Key elements of the members information will be provided to a database search to match others with those interests, ie a search for all member projects in Ukraine with sustainable consumption themes.

### **Contact management**

Online forms for members to register themselves will form an integral part of a dynamic database system. Creative Concern have developed products that allow users to do this on a webpage or enabling the site manager to select users from a contact database and use the system to send them a login to pages where they can add data.

### **Multimedia content online**

Film and audio online is a viable way of delivering content. This will be done both through downloadable files and by streaming the content directly from the server. Using a streaming technology allows the user to see the content as it downloads as opposed to waiting for the full download. Only issues with this content is the players used to view or listen to content. PC or browsers need plugins or software to run this kind of content, however, sites can be developed to detect whether these plugins exist and can direct the user to them if necessary.

### **Hosting**

To host a dynamic website will cost in the region of £250-500 depending on technologies and space required. Creative Concern use an ethical cooperative ISP and have dedicated and shared webspace with them.

### **Development**

Creative Concern will be working on a phased development of the PECE website.

**Phase I:** Create contact and project database, develop search pages and allow users to submit details

**Phase II:** Develop design identity of the site, update content and add multimedia content.

## **ANNEX C – Information about Phase 2 Secretariat Organisations**

### **LEAD International**

LEAD International was established in 1992 in response to the need for greater leadership for matters of environment and development. Originally a Rockefeller programme Leadership for Environment and Development, 14 Member Programme Offices mainly in the developing world were set up to train emerging leaders to become effective leaders informed by a clear understanding of sustainable development. To date more than 1600 LEAD Fellows have graduated from the core leadership training programme.

LEAD International has an office covering the EECCA region based in Moscow. This office, established in 1992, has provided training for almost 160 Fellows from across the region. This provides LEAD with an extensive network comprising individuals from all sectors, with many in senior positions in organisations involved in environmental activities in the EECCA region. LEAD maintains a close contact with this group of LEAD fellows and is currently planning a number of networking activities for the second half of 2007 including a proposed meeting at the Belgrade Environment for Europe Conference. The LEAD network in the EECCA region is a valuable resource that can be used to identify opportunities for the development of partnerships, projects and to promote PECE more broadly.

### **Groundwork UK**

Groundwork was a founding partner of PECE and worked closely with the original Defra co-ordinated “Kiev 2003 stakeholder group”, playing a significant role in helping practically establish the PECE partnership. We have been committed to supporting its continued development including helping with Russian language translation of PECE resources through our partners in the region. We have a strong commitment in seeing the networking and information-sharing function of PECE develop further in future.

Groundwork has been working extensively in eastern Europe since 1997 and in the EECCA region since 2000 working with government, private and NGO sector partners with a particular emphasis on cross-sectoral partnership projects. We feel we have a good understanding of the issues and needs within the region relevant to the PECE mission. We have worked on 2 PECE pilot projects in Ukraine (on business and the environment and energy management) and are committed to sustaining the long-term outcomes of these projects

### **Creative Concern – insert from website**

### **The Environment Agency**

The Environment Agency is the primary environmental regulator in England and Wales and the largest in Europe. We protect the environment to improve the quality of life for current and future generations. Our responsibilities range from reducing emissions to air,



land and water as well as managing water resources including flooding, climate change adaptation, conservation, navigation and fisheries.

Through our international programme we share our practical, technical expertise with sister organisations overseas. We target our effort in a small number of regions overseas so we can make the most difference – EU Accession Countries & the EU neighbourhood region, West, South & East Africa, China and India. The UK sustainable development strategy highlights our contribution in terms of sharing practical advice on matters such as water management, environmental governance, regulation and enforcement.

## Annex D -List of current PECE members

<p>A.Harris &amp; Associates Ltd.  Accenture  ADAS  AEA Technology Environment  Allavida  Atkins Consultants Ltd  Belmont Management Consultants Ltd  The British East-West Centre  BirdLife International  Blackwell Publishing  British Council  British Expertise (formerly BCCB)  British Water  Cambrensis Ltd  Capacity Global  CECS, University of Edinburgh  Central Science Laboratory (CSL)  Centre for Environment, Fisheries and Aquaculture Science (Cefas)  Chartered Institution of Water and Environmental Management (CIWEM)  Climate Care Trust Ltd.  Co-operatives UK/ International Co-operatives Alliance (ICA) Europe  Creative Concern  Department for Environment, Food and Rural Affairs (Defra)  Department for International Development (DFID)  Dunira Strategy  Earthwatch Institute (Europe)  Eco Ltd.  Edale  Engineers Against Poverty  ENVIRON UK Limited  Environment Agency (England and Wales)  The Environment Council  Environmental Resources Management (ERM)  Equip Trust  European Forum on Nature Conservation &amp; Pastoralism  Fauna and Flora International  Field Studies Council  Fieldfare International Ecological Development plc  Foreign and Commonwealth Office (FCO)  Freshwater Action Network  FRR Ltd  Global to Local Ltd  Golder Associates (UK) Ltd  The Great Bustard Group  Groundwork UK</p>	<p>Haskoning UK  HBMC Imperial College London  Insight  Integrated pollution management knowledge transfer network (University of Oxford)  International Business Leaders Forum (IBLF)  International Institute for Environment and Development (IIED)  International Wildlife Consultants (UK) Ltd  Joint Nature Conservation Committee (JNCC)  Key Travel  Kingston University  KPMG  Leadership for Environment and Development (LEAD) International  Living Earth Foundation  Local Government Association  London School of Economics  Look East  Love Russia  Macaulay Institute  Met Office  Mott Macdonald  National School of Government  Natural History Museum  Natural Resources Institute  New Europe Railway Heritage Trust  Plantlife International  Practical Action Consulting (formerly ITC Ltd)  Robens Centre for Public and Environmental Health  Royal Botanic Gardens, Kew  Royal Society  Royal Society for the Protection of Birds (RSPB)  Rural Development Initiatives  Russo-British Chamber of Commerce  Scott Wilson  Severn Trent Water International  Shell International Limited  Sohn Associates  Southampton Solent University  St James's Consultancy &amp; Research  United Nations Environment Programme  University of Birmingham  University of Reading, School of Agriculture Policy and Development  Wardell Armstrong LPP  Water UK  Waterwise  Westden International</p>
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## Annex E - List of current and previous PECE Projects

<b>Project title</b>	<b>Donetsk Business Commitment to the Environment</b>
<i>Summary</i>	<i>Developing the environmental awareness and capacity of businesses in one of the most heavily industrialised regions of Ukraine.</i>
Project code	<b>PECEPILOT-01</b>
Lead partner	Groundwork UK
Other partners	Local Government International Bureau, Donetsk Chamber of Commerce and Industry (DCCI), Roza Vetrov (local NGO)
Duration	October 04 – October 05
Location	Donetsk, Ukraine
Purpose	To promote awareness, commitment and capacity of member companies to implement good environmental practice and to support company engagement in local environmental initiatives
Themes	All priority themes, in particular energy and water and municipal and civic capacity building.
Funding	Defra: £10,000; DCCI: £9,700
Contact	David Kirkwood: <a href="mailto:dkirkwood@groundwork.org.uk">dkirkwood@groundwork.org.uk</a>
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<b>Project title</b>	<b>Sustainable Development and Capacity Building</b>
<i>Summary</i>	<i>Engaging organisations from different sectors on Sakhalin island, in sustainable development issues.</i>
Project code	<b>PECEPILOT-02</b>
Lead Partner	Living Earth Foundation
Other partners	Shell International, Shell Russia, Sakhalin Energy and Eco-Accord (local NGO)
Duration	September 04 – September 05
Location	Sakhalin, Russia
Purpose	To develop a methodology which shows how private sector, civil society and government can work together to put sustainable development into practice
Themes	Education for sustainable development; municipal and community capacity building
Funding	Defra: £10,000; Shell: £29,700; Living Earth: £3,700
Contact	Roger Hammond: <a href="mailto:roger.hammond@livingearth.org.uk">roger.hammond@livingearth.org.uk</a>
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<b>Project title</b>	<b>Renewable Energy Partnership</b>
<i>Summary</i>	<i>Renewable energy technology is to be used in Azerbaijan to improve the quality of life for communities living along the country's oil pipelines.</i>
Project code	<b>PECEPILOT-03</b>
Lead partner	LEAD International
Other partners	BTC Pipeline Company, RSL Caspian, United Nations High Commission for Refugees, Hayat NGO
Duration	January 05 – January 06
Location	Azerbaijan
Purpose	To work with communities along the route of the pipeline to provide renewable energy technologies to meet demonstrated need and avoid further negative

Themes impacts such as deforestation  
 Funding Energy, community capacity building  
 Defra £10,000; private sector: £20,000  
 Contact Trevor Rees: [Trevor@lead.org](mailto:Trevor@lead.org)

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**Project title** **Environmental Education for Affected Communities**  
*Summary* *Communities living close to a former nuclear weapons testing site in the Semipalatinsk region of Kazakhstan will be informed about hazards and how to mitigate them*

Project code **PECE-01**  
 Lead partner Natural Resources Institute  
 Other partners Mouchel Parkman Services Ltd, EcoMuseum, The Co-ordination Committee of the Semipalatinsk Programme in the Internal Policy Department of the Semipalatinsk Akimat, Social and Economic Research Associates

Duration April 05 – March 06  
 Location Semipalatinsk, Kazakhstan  
 Purpose To inform Communities living close to a former nuclear weapons testing site about the hazards they face when using certain contaminated environments. More than 450 nuclear weapons have been exploded in the area since 1949.

Themes Education for sustainable development, municipal and community capacity building and public participation  
 Funding Defra £13,600; private sector: £13,600  
 Contact Dr Robert Ridgway: [r.b.ridgway@gre.ac.uk](mailto:r.b.ridgway@gre.ac.uk)

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**Project title** **Azerbaijan Renewable Energy Partnership**  
*Summary* *Building upon the pilot project, renewable energy technology is to be used in Azerbaijan to improve the quality of life for communities living along the country's oil pipelines.*

Project code **PECE-02**  
 Lead partner LEAD International  
 Other partners BTC Pipeline Company, Intermediate Technology Consultants, European Renewable Energy Council, RSL Caspian, Hayat NGO, United Nations High Commission for Refugees

Duration March 05 – March 06  
 Location Azerbaijan  
 Purpose To develop a partnership involving organisations from the private and voluntary sectors to deliver a series of projects that will use renewable energy and other technology to improve the quality of life for communities in Azerbaijan located along the route of the BTC and South Caucasus pipelines. As part of the project, a local school will be provided with a heating and hot water system using combined solar and biomass technology.

Themes Energy, community capacity building  
 Funding Defra: £17,500; private sector: £17,500  
 Contact Trevor Rees: [Trevor@lead.org](mailto:Trevor@lead.org)

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<b>Project title</b>	<b>Donetsk Business Commitment to the Environment Phase 2</b>
<i>Summary</i>	<i>Building upon the pilot project, to developing the environmental awareness and capacity of businesses in one of the most heavily industrialised regions of Ukraine and help implement local project delivery.</i>
Project code	<b>PECE-03</b>
Lead partner	Groundwork UK
Other partners	Donetsk Chamber of Commerce and Industry, Local Government International Bureau, Roza Vetrov NGO
Duration	March 05 – March 06
Location	Donetsk, Ukraine
Purpose	To build on the current pilot with a 2 <sup>nd</sup> implementation phase that enhances and consolidates project services and tri-sectoral partnership and facilitates local project implementation by Donetsk Chamber of Commerce and Industry's business members
Themes	All UK EfE priority themes, in particular energy and water and municipal and civic capacity building.
Funding	Defra: £50,000; DCCI: £31,000; LGIB & Groundwork UK: £19,000
Contact	David Kirkwood: <a href="mailto:dkirkwood@groundwork.org.uk">dkirkwood@groundwork.org.uk</a>

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<b>Project title</b>	<b>Accredited Training for Local Government Officers in Sakhalin</b>
<i>Summary</i>	<i>Local government officials will be given the skills needed to work effectively with the private sector and civil society on sustainable development.</i>
Project code	<b>PECE-04</b>
Lead partner	Living Earth Foundation
Other partners	Shell Exploration and Production Services, Sakhalin Energy Investment Company Limited, Eco-Accord, Sakhalin Oblast
Duration	March 05 – July 06
Location	Sakhalin, Russia
Purpose	To create a permanent facility on Sakhalin island to develop and deliver training geared to enable local and municipal government to work effectively with private sector and civil society towards sustainable development
Themes	Education for sustainable development, municipal and capacity building
Funding	Defra: £49,788; private sector: £72,974
Contact	Roger Hammond: <a href="mailto:Roger.Hammond@livingearth.org.uk">Roger.Hammond@livingearth.org.uk</a>

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<b>Project title</b>	<b>Small river basin management in the steppe zone of Southern Russia: Scoping Study</b>
<i>Summary</i>	<i>To facilitate better management of the Kundruchiya River so that the people of Rostov Oblast in Russia, and other towns along the river, have access to cleaner water.</i>
Project code	<b>PECE-05</b>
Lead partner	Mott MacDonald Limited
Other partners	North Caucasus Branch of Russian Scientific Research Institute of Integrated Use and Protection of Water Resources
Duration	July 2005 – June 2006

Location Russia, Rostov Oblast, the Kundruchiya River basin  
 Purpose To carry out a scoping study to clearly identify measures needed to be introduced to improve the environmental state of water bodies in the Kundruchiya river basin, to reduce the level of water pollution entering the river system through point and diffuse sources, and provide sustainable water use for river's numerous municipal, industrial and agricultural users. Also to build capacity in the use of new planning tools developed in the UK and the EU for analysis of river basin management issues, and develop through consultation, appropriate strategies for integrated river basin management. To make an initial step towards developing a full integrated river basin management plan.  
 Themes Water, biodiversity, community capacity building  
 Funding Defra £11,050; project partners: £11,070  
 Contact Mr Richard John Cullen: [richard.cullen@mottmac.com](mailto:richard.cullen@mottmac.com)

**Project title** **Building Capacity for Biodiversity Conservation in Eastern Europe and Central Asia**  
*Summary* *To train biodiversity practitioners from across the EECCA region through active participation in a Wetlands project in Belarus.*  
 Project code **PECE-06**  
 Lead partner Earthwatch Institute (Europe)  
 Other partners HSBC Holdings plc; Field Studies Council; National Academy of Sciences (Belarus); Central Asia Regional Environment Centre; Regional Environmental Centre for the Caucasus; Biodiversity Conservation Centre (Russia); Eco Centre K (Ukraine)  
 Duration July 2005 – February 2009  
 Location Focus country – Belarus;  
 Beneficiary countries – Ukraine, Azerbaijan, Russian Federation, Kazakhstan, Turkmenistan, Georgia and Republic of Iran (non PECE partner).  
 Purpose The overall purpose of the project is to support biodiversity field research, train biodiversity practitioners and build capacity around the Eastern Europe, Caucasus and Central Asia (EECCA) region. Twenty-eight key biodiversity practitioners from the EECCA region will receive training in biodiversity monitoring, project management and involving communities in biodiversity conservation. They will also actively participate in the Earthwatch Belarus Wetlands project located in Poozerja in northern Belarus, to gain first hand experience of botanical survey and wetland conservation techniques..  
 Themes Biodiversity, education for sustainable development  
 Funding Defra: £50,000; HSBC: £30,000; Earthwatch & FSC: £20,000  
 Contact Nat Spring: [nspring@earthwatch.org.uk](mailto:nspring@earthwatch.org.uk)

**Project title** **Education for Sustainability and Climate Change in Central Asia**  
*Summary* *To educate teachers in Central Asia about the importance of reducing carbon dioxide emissions, and provide them with the right resources to teach this to their students, including energy saving light bulbs for schools.*  
 Project code **PECE-07**  
 Lead partner Field Studies Council United Kingdom

Other partners	Central Asian Regional Environment Centre (CAREC); Climate Care Trust Ltd; Ministries of Environment and Education in each country; SPARE Norwegian Society for the Conservation of Nature; UNESCO Kazakhstan
Duration	July 2005 – June 2006
Location	Five countries of Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan
Purpose	To develop new behaviour to promote energy saving and a reduction in carbon dioxide emissions through enhancing teachers and students practical understanding of climate change within the context of sustainable development. To develop resources in national languages to support learning about climate change, and to support the implementation of the UNECE Education for Sustainable Development Strategy in Central Asia.
Themes	Education for sustainable development, municipal and community capacity building and public participation
Funding	Defra £27,320; FSCEE, CAREC, Climate Care: £28,070
Contact	James Hindson: <a href="mailto:fscee@field-studies-council.org">fscee@field-studies-council.org</a>

<b>Project title</b>	<b>Eco Footprints - communicating sustainable development</b>
<i>Summary</i>	<i>To set up a interactive exhibition to allow the general public in Russia to measure their impact on the environment and find out how they can reduce this.</i>
Project code	<b>PECE-08</b>
Lead partner	Field Studies Council Environmental Education
Other partners	The Committee of environmental protection of the City Administration, Vodokanal St Petersburg; NGO OSEKO
Duration	July 2005 – June 2006
Location	St Petersburg
Purpose	To encourage more sustainable lifestyles in St Petersburg and other Russian cities, explaining the impact on the environment of our current unsustainable behaviour and policies. To use interactive learning approaches so that people can measure their environmental impact through the concept of the ecological footprint and to give people specific and practical ideas about how to reduce their environmental impact
Themes	Education for sustainable development, bio-diversity, water, energy, public participation and municipal and community capacity building.
Funding	Defra: £16,745; FSCEE: £16,745
Contact	Richard Dawson: <a href="mailto:fscee@field-studies-council.org">fscee@field-studies-council.org</a>

<b>Project title</b>	<b>Joining up Environment Stakeholders</b>
<i>Summary</i>	<i>To set up a forum for discussion between the public and private sectors and civil society to establish co-operation on environmental issues in Russia.</i>
Project code	<b>PECE-09</b>
Lead partner	The Britain-Russia Centre
Other partners	Shell; Russo-British Chamber of Commerce (St Petersburg); NW Russia regional/local administrations; Local NGOs
Duration	July 2005 – June 2006
Location	North West Russia

Purpose	To enable public, private and community sectors to come together in a practical format in order to establish a virtuous circle of learning and constructive exchange and action
Themes	Education for sustainable development, municipal and community capacity building, public participation and energy.
Funding	Defra: £15,500; Shell: £15,500
Contact	Godfrey Cromwell: <a href="mailto:g_crom@hotmail.com">g_crom@hotmail.com</a> ; <a href="mailto:godfrey.cromwell@briteastwest.org.uk">godfrey.cromwell@briteastwest.org.uk</a>

**Project title**      **Sustainable Waste Management in Azerbaijan**  
*Summary*            *Establishing a sustainable waste management scheme (collection, transport and disposal) in at least one Azeri community along the BTC pipeline.*

Project code	<b>PECE-10</b>
Lead partner	ENVIRON UK Ltd
Other partners	Hayat (Azerbaijan NGO); BTC Pipeline Company; Environ Foundation; University College Northampton
Duration	March 06 – March 08
Location	Azerbaijan
Purpose	The project will establish a sustainable pilot waste management scheme (collection, transport and disposal) in at least one Azeri community along the BTC pipeline. The provision of such an infrastructure will help tackle environmental and health and safety problems in both the short and long-term. Initially the project will focus on working with the communities to raise awareness and change perception of waste management.
Themes	The main priority themes the project will address are education for sustainable development, public participation and community capacity building. However, there will also be an overlap with other themes, as an improved waste management scheme will help tackle issues (e.g. degradation of land and watercourses, damage to wildlife and domestic animals).
Funding	Project partners: £102,900; Defra: £34,300
Contact	Alan Fowler: <a href="mailto:afowler@uk.environcorp.com">afowler@uk.environcorp.com</a>

**Project title**      **Education for Sustainable Development and Climate Change**  
*Summary*            *Reducing carbon dioxide emissions by schools in Russia,, enhancing teachers' and young peoples' meaningful understanding of climate change and energy issues.*

Project code	<b>PECE-11</b>
Lead partner	Field Studies Council
Other partners	Omsk Education Committee; Engineering Technical Centre, Russia; ETIS (Heating Company), Russia; Civic Environmental Foundation "UNISON", Kyrgyzstan
Duration	March 06 – March 08
Location	Russia
Purpose	<ul style="list-style-type: none"> <li>To work in partnership with business and the local education administration to create a widely applicable system to allow investment in energy saving</li> </ul>

	technologies in schools
	<ul style="list-style-type: none"> <li>• To pilot these systems in one school in Omsk and then disseminate them more widely in the city and in Russia</li> <li>• To enhance the understanding that young people learn through the built environment they learn in</li> <li>• To enhance the capacity of teachers to effectively integrate energy and climate change into the curriculum</li> </ul>
Themes	Education for Sustainable Development (ESD) and climate issues in line with the UNECE strategy.
Funding	Project partners: £34,525; Defra: £34,405
Contact	James Hindson: <a href="mailto:fscee@field-studies-council.org">fscee@field-studies-council.org</a>

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<b>Project title</b>	<b>Air Quality Management in Moscow and London</b>
<i>Summary</i>	<i>Addressing the health and environmental issues associated with poor air quality currently being experienced in Moscow, London and most other large cities where emissions from transport and industry are polluting the air.</i>
Project code	<b>PECE-12</b>
Lead partner	Imperial College London
Other partners	King's College London; Cambridge Environmental Research Consultants Ltd; Natural History Museum; Greater London Authority; Environment Agency; The Met Office; Institute of Global Climate and Ecology, Moscow; Moscow Environment Department; State Environment Establishment Moseco monitoring; Guild of Ecologists, Moscow; Institute of Forest Research, Moscow; Russian State Hydrometeorological University
Duration	March 06 – May 07
Location	Russia
Purpose	The project seeks to share experience in the measurement, monitoring, meteorology and dispersion modelling associated with air quality management and associated policies to reduce pollution. It introduces, for the first time, a biological monitoring element to air quality management which can be readily applied by community groups with the added benefit of assessing changes in bio-diversity and providing a visual example of ecosystem sensitivity to atmospheric pollution. Policies to improve air quality are particularly challenging for the regulator because, especially in relation to transport, they often require a major change in lifestyle. We hope that through sharing experience in both the science and policy aspects of air quality and providing a community information service through a bi-lingual website we can raise awareness, encourage public participation and provide support for measures necessary to protect the environment.
Themes	Air quality; biodiversity; public participation; municipal and community capacity building
Funding	Project partners: £49,080; Defra: £48,841
Contact	Linda Davies: <a href="mailto:linda.davies@imperial.ac.uk">linda.davies@imperial.ac.uk</a>

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<b>Project title</b>	<b>Introducing biodiversity as a subject in schools</b>
<i>Summary</i>	<i>Reaching out to the young people of Belarus, to help ensure the long-term survival of their national heritage, by addressing this gap in their education system.</i>
Project code	<b>PECE-13</b>
Lead partner	Royal Society for Protection of Birds
Other partners	APB, Birdlife Belarus - an NGO; Ministry of Education, Belarus; United Nations Development Programme
Duration	April 06 – April 08
Location	Belarus
Purpose	To develop a new teaching module on biodiversity conservation consistent with the school curriculum, to raise the capacity of the teaching staff, and then systematically offer the module to all 3,000 secondary schools in Belarus. Under Article 13 of the Convention on Biological Diversity (CBD), Belarus has an obligation to explain the importance of, and the measures required for, the conservation of biological diversity in its state education programmes. In Belarus there is currently no formal curriculum subject covering nature and biodiversity.
Themes	Biodiversity and Education for Sustainable Development.
Funding	£36,000 Defra; £36,000 project partners
Contact	Mark Day: <a href="mailto:mark.day@rspb.org.uk">mark.day@rspb.org.uk</a>

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<b>Project title</b>	<b>Sustainable Water Demand Management: Phase 1 Pilot Project, Lviv</b>
<i>Summary</i>	<i>Using state of the art technology developed in the UK to minimise leakage from water systems, significantly reducing economic and environmental losses.</i>
Project code	<b>PECE-14</b>
Lead partner	Severn Trent Water International Ltd.
Other partners	Primayer Aqua Technology Solutions (UK); ABB (UK); Lviv Communal City Enterprise 'Lvivvodokanal', Ukraine Lviv City Council
Duration	12 Months
Location	Ukraine
Purpose	Losing water from water systems results in significant economic and environmental losses that should be minimised. The question we face is: how to achieve this in the EECCA region, at affordable cost?  Leakage management in Lviv, as in most EECCA countries, is inefficient and ineffective because areas of high loss or consumption cannot be prioritised due to a lack of adequate flow measurement. The project provides an innovative solution to this problem, using state of the art technology developed in UK to make instantaneous measurements of water demand patterns and pressures within apartment blocks (Phase 1 & 2), and pipeline systems (Phase 3)
Themes	Water conservation and management, Energy saving, Municipal capacity building, Environmental sustainability
Funding	Project partners: £22,700; Defra: £22,450
Contact	Brian Jones: <a href="mailto:brian.jones@stwi.co.uk">brian.jones@stwi.co.uk</a> ; Lloyd Martin: <a href="mailto:lloyd.martin@stwi.co.uk">lloyd.martin@stwi.co.uk</a>

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<b>Project title</b>	<b>Ukraine Sustainable Energy Management Toolkit</b>
<i>Summary</i>	<i>To develop a toolkit to assist municipalities and major private sector companies save energy and make use of renewable energy sources.</i>
Project code	<b>PECE-15</b>
Lead partner	Groundwork UK
Other partners	National Environmental Audit and Certification (Ua); Ministry of Environment & Natural Resources (Ua); Roza Vetrov NGO (Ua)
Duration	March 06 – June 07
Location	Ukraine
Purpose	The project will develop an energy audit and management toolkit to assist municipalities (and major private sector companies) identify and implement energy saving programmes and also identify where possible and appropriate opportunities for development of alternative, renewable energy sources.
Themes	The project primarily aims to address the sustainable energy priority theme, and secondly will contribute to municipal capacity building.
Funding	Groundwork, MENR, NEACC, Roza Vetrov, City Councils, private sector: £27,520; Defra: £27,520
Contact	David Kirkwood: <a href="mailto:dkirkwood@groundwork.org.uk">dkirkwood@groundwork.org.uk</a>

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<b>Project title</b>	<b>Open Dialogue between Government, Industry &amp; Civil Society: Sustainable environmental development</b>
<i>Summary</i>	<i>A conference and workshops conducted in Mariupol, Ukraine, 19-22 September 2006, provided a focal point from which to review the present status and potential of multi--sectoral co-operation as a template for the EECCA, overcome barriers and identify new approaches to more effective environmental management for sustainable development of the region.</i>
Project code	<b>PECE-16</b>
Lead partner	St James's Research
Other partners	Mariupol State University of the Humanities, Ministry of Environment Protection of Ukraine, MAMA-86 Kiev, British Council Kiev, Groundwork UK and Cambrensis Ltd
Duration	<b>March 2006 – December 2007 (International Conference*, September 2006)</b>
Location	Ukraine and wider EECCA
Purpose	To produce a blueprint for <i>multi-sectoral co-operation</i> that can be extended to training and demonstration activities in Ukraine, with application to other EECCA countries. Workshops analyze the barriers to co-operation, the implementation of environmental legislation and citizens' participation in local decision making (a priority called for in the Aarhus Convention and identified in Ukraine's adoption and adaptation of Millennium Development Goals). Workshops, facilitated by Ukrainian and partner experts produced: practical guidelines for co-operation between inspection agencies and industry, for training the judiciary, committing businesses to environmental management practices and strengthening citizens' roles at the local level.
Themes	The themes of the conference, workshops and subsequent activities are:

business in the environment, implementing environmental legislation, the role of the judiciary and participation of civil society in creating a cleaner and healthier environment.

Funding

The Leventis Foundation: £70k; Coca-Cola HBC, SCM, Eurasia Foundation, British Embassy Kiev, IlyichAviA: £10k.

Information/  
progress  
Contact

See [www.open-dialog.com](http://www.open-dialog.com)

Struan Simpson: [struan@gn.apc.org](mailto:struan@gn.apc.org)

**Project title**

**Enhancing biodiversity and ecotourism in Russia**

*Summary*

*to improve biodiversity conservation and to promote ecosystem services provided by protected areas (PAs) through education, capacity building and sustainable tourism development in PAs in Russia.*

Project code

**PECE-17**

Lead partner

Fieldfare International Ecological Development plc (UK)

Other partners

Ecocentre Zapovedniks (RF) ; Dersu Uzala (RF); Association of Ecotourism (RF)

Duration

January 2007 – June 2008

Location

Russian Federation

Purpose

The overall purpose of the project is to improve biodiversity conservation and to promote ecosystem services provided by protected areas (PAs) through education, capacity building and sustainable tourism development in PAs in Russia.

The main objectives of the project are:

- to enhance environmental protection efforts and to stimulate local economies through sharing knowledge, transferring know-how, initiating collaborative partnerships and networks;
- to spearhead the effective development of sustainable tourism initiatives in Russian PAs by providing practical support and capacity building;
- to educate and train managers of protected areas in modern STD management, and in the application of economic and financial tools with direct benefits to both the environment and local communities living in and around PAs;
- to help identify market opportunities for PAs as an attractive tourist destination and build a common platform for promoting them at the international level;
- e) to enhance the role of protected areas in biodiversity conservation in Russia.

Themes

biodiversity, capacity building (for the staff of protected areas) and education for sustainable development, adjusted to the specific needs in Russia

Funding

Defra £44,500 Project Partners: £44,500

Contact

Paul Goriup: [paul.goriup@fieldfare.biz](mailto:paul.goriup@fieldfare.biz)

## **ANNEX F**

### **PECE Membership survey – summary of results.**

The PECE membership survey was commissioned by the PECE secretariat to ensure that PECE services remain responsive to the needs and expectations of PECE members and our partners in the Eastern Europe, Caucasus and Central Asia (EECCA) region.

PECE is a network of 96 UK organisations, ranging from small civil society organisations to large multinational organisations. Our strength is in the broad range of different skills, sectors and interests that our members represent. The results from the survey are positive with good feedback from both on what we are doing well, and where we need to focus our efforts in the future.

The internet based survey was anonymous and was sent to all PECE members. 40 % of PECE members responded. 38.5% were from the Private Sector, 28.2% from Civil Society, 17.9% from the Public Sector, 12.8% from Academia and 2.6% from other organisations.

#### **We wanted to know why our members joined the PECE network:**

- 98% said networking was a very significant or significant reason for joining PECE.
- 89% said access to Defra funding was a very significant or significant reason for joining PECE.
- 89% people said that access to wider funding sources a very significant or significant reason for joining PECE
  - 87% said access to information on project activity/ideas was a very significant or significant reason for joining PECE.
  - 87% said that identifying new EECCA partners was a very significant or significant reason for joining PECE
  - 87% said that business development or opportunity to further their organisational objectives was a very significant or significant reason for joining PECE

#### **We asked our members what benefits that their organisation had gained from membership of PECE.**

- 68% strongly agreed or agreed that their organisation has identified **UK** partners through PECE

- 62% strongly agreed or agreed that they had used the PECE network to share or seek good practice and information about environmental issues or project activity
- 53% strongly agreed or agreed that that their organisation had been able to further its objectives through membership of PECE. 16% disagreed.
- 44% strongly agreed or agreed that their organisation has been involved in new project activity in the EECCA region as a result of PECE membership.

### **Communication**

- 35% access the PECE website either monthly or weekly (content is updated monthly at the moment), 63% access the website either a few times per year or rarely.

### **Events**

- 43% of members would prefer a sector based event, though there was little consensus over what this should be on (eg 17% biodiversity as their first choice, 11% climate change, 9% water)
- 24.3% wanted a networking event, 24.3% a country specific event. Members were also interested in informal networking and information about PECE projects.
- In terms of country based events, the main interest was in Eastern Europe (37% said this was their first choice). Russia and Ukraine represented 29% and 26% of member's first choices for country based events.

### **The future of PECE**

- 72% disagree that PECE should end in 2008 (22% neither agree or disagree or not sure, 6% strongly agree or agree).
- 64% disagree that PECE should become a project implementer.
- 50 % strongly agree or agree that they would like to be more active in PECE, 17% disagree.
- 68% strongly agree or agree that PECE should principally be a matchmaking/facilitation organisation.
- 62% disagree that PECE should become a project implementer
- 87% strongly agree or agree that PECE should engage a wider range of EECCA organisations.

- 84% strongly agree or agree that PECE should work with a wider range of donors
- 56% strongly agree or agree that PECE should work with wider range of EU organisations. (12% disagree)
- 32% strongly agree or agree that PECE should become an internet based platform (34% disagree, 31% neither agree or disagree, 3% unsure).

**Location of secretariat and funding.**

43% think that PECE should be independent and not attached to any organisation; 16% think it should be housed in an NGO, 6% trade association, 3% in the public sector.

42% would consider paying a reasonable fee for PECE membership or services, 50% are unlikely to pay for PECE membership.

36% would consider offering in kind support.

## ANNEX G – Draft Stakeholder Analysis

**C1 = Direct customers; C2 = End customers; I = Interested individuals/ organisations; A = advisers/experts;**

1=observing/aware; 2=actively supporting; 3= actively involved; 4= owning; 5=unaware; 6=opposing

<b>Stakeholder</b>	<b>Category</b>	<b>Level of priority</b>	<b>Impact on stakeholder/ interests</b>	<b>Stakeholder Inputs (actual and potential)</b>	<b>Current state 1-6</b>	<b>Desired outcome 1-4</b>	<b>Method of engagement</b>
PECE members	C1	High	Gain information on/ access to project and funding opportunities, good PR, networking, helped to form new partnerships	attendance at Steering Group meetings (quarterly) or Forum meetings (annual); attendance at events; publicity in UK and EECCA; funding; project delivery; project advisers; monitoring and evaluation; hosting events; secretariat secondee; hosting website; translation	1-4	3-4	Bilateral activities to encourage more active involvement and discuss how this could be done on individual basis  Website, newsletter, events
UK organisations interested in joining PECE	C1	Med			From 1 - 3	2 - 3	Ring arounds, meetings, newsletters
EECCA organisations	C1	High	Establish links with UK organisations, transfer of expertise, partnership with different sectors	Ideas for projects, potential project partners; local knowledge	1 - 3	2 - 3	To produce publicity materials aimed at EECCA and keep register of interested organisations (to be discussed)
PECE Steering Group	C1	High	Provided with necessary support in order to make strategic decisions	Strategic decisions, agree projects for PECE branding, comments on papers/reports	2-4	4	meetings, email, discussion papers
PECE Chair	C1	High		Attending events, chairing meetings, presentations, publicity	3-4	4	Regular meetings as necessary, email

Project beneficiaries	C2	Med	Experience of partnership working.	Provide evidence for monitoring and evaluation, publicity	1 or 5	3	Through lead project partner
Non PECE members involved in PECE projects	C2	Med	Provided with information and contacts	Project delivery, information sharing	3	3	Through lead project partner
EECCA National Governments	C2	Med	Good PR – increasing links with UK?, capacity building	Support and buy-in to help bring in EECCA partners; identify strategic project ideas through SD Dialogues	1 or 5	3	Proposed bilateral dialogues
EECCA Embassies	I	Med	Promotes links between UK and EECCA	Contacts, publicity, venues for events	1 or 5	2	Newsletter mailing list
Donor orgs	I	Med	May complement their objectives for region	Funding for projects	5	2	
EU Member States Gvts	I	Low	May be interest in partnership projects	Could suggest project partners, funding	1	2	Active engagement and request for funding
UN CSD	A	Med	Sharing experience and best practice on global scale	Best practice from others, events, publicity	1	1	Obligated to send progress reports
Other partnerships	A	Low	Sharing experience and best practice	Lessons learnt, advice, ideas	2	2	Meetings, email with some
Partnership consultancies	A	Low	Business opportunity	Practical advice and ideas	2	2-3	Meetings, email