



DEVELOPING THE LOCAL NATURAL RESOURCE MANAGEMENT PLAN



A Guide to Facilitators



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World Agroforestry Centre
TRANSFORMING LIVES AND LANDSCAPES

INTERNATIONAL CENTRE FOR RESEARCH IN AGROFORESTRY

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About this manual:

Developing the Local Natural Resource Management Plan is a guide for facilitators and development workers, from both government and non-government organizations. The content of this guidebook outlines ICRAF's experiences in working with different local governments in Mindanao in formulating and implementing NRM programs.

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Preface

This quick guide is intended for facilitators and development workers, both from the local governments units (LGUs) and non-government organizations, involved in natural resource management (NRM) planning and implementation. When used by a facilitator, this can help an interested LGU together with stakeholders prepare a local NRM plan to better protect and manage natural resources important to them. This guide is developed based on the experiences of NRM facilitators in Mindanao. It is more useful, but not exclusive to localities with extensive upland resources.

Through a locally developed NRM plan, the LGU and its local stakeholders are guided by a shared practical vision and a set of strategies and priorities. The plan will guide them on how to optimize limited manpower and budgets in order to manage the local natural resources better. As a result, LGU officials and local communities can be more effective in protecting their remaining forests and water supply, rehabilitating degraded upland areas, improving farm productivity, and expanding rural income opportunities.

The NRM planning process is best implemented just before the start of LGUs' annual planning and budgeting cycle, perhaps around May to July of each year. Once developed and adopted, the multi-year NRM plan can serve as guide in preparing Annual Investment Plans.

This guidebook is organized into six parts. Part 1 introduces the purpose of local NRM planning. It emphasizes the roles of facilitators in group learning processes, and the use of a variety of planning tools. Part 2 summarizes the phases and steps in formulating the NRM plan. Part 3 discusses the importance of creating a local NRM working committee. Part 4 provides the step-by-step process in developing the NRM plan. Part 5 tackles the required local manpower to implement the NRM plan. Finally, Part 6 encourages LGUs to implement the NRM plan through a participatory approach.

The facilitator can follow the quick steps outlined in this guide. The nature and scope of each step can be further understood if the facilitator is able to read some of the key references recommended in this guidebook.

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The Department of Interior and Local Government (DILG), the Provincial Planning and Development Office (PPDO), the Integrated Protected Area Systems (IPAS) - Mt Kitanglad, and the Bukidnon Environment and Natural Resource Office (BENRO) in Bukidnon Province.

Special thanks are also due to various individuals—the farming communities and many development practitioners, whom we have had interactions in many occasions in the field. Their rich experiences have greatly contributed to the development of this guidebook.

Acronyms

AIP	Annual Investment Plan
CENRO	Community Environment and Natural Resource Office
CRD	Current Reality Dialogue
DENR	Department of Environment and Natural Resources
DILG	Department of Interior and Local Government
ICRAF	World Agroforestry Centre
IRR	Implementing Rules and Regulations
LGU	Local Government Unit
M&E	Monitoring and Evaluation
MAO	Municipal Agriculture's Office
MOA	Memorandum of Agreement
MENRO	Municipal Environment and Natural Resource Office
MPDC	Municipal Planning and Development Coordinator
MPDO	Municipal Planning and Development Office
NGA	National-government agency
NGO	Non-government organization
NRM	Natural Resource Management
NRMC	Natural Resource Management Council
ODA	Overseas Development Agency
PAO	Provincial Agriculture's Office
PMO	Project Management Office
PPDO	Provincial Planning and Development Office
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOP	Technology of Participation
TWG	Technical Working Group

1 The purpose of NRM planning

Managing the natural resources locally

Decentralization has been the policy trend in most developing countries over the past three decades. This involves the transfer of responsibilities and functions in environmental management to local government units (LGUs). Along with this change are various participatory approaches developed to capacitate the LGUs, the local communities and other stakeholders to design and take their own course of development.

With decentralization, participatory approaches in natural resource management (NRM) is gaining wider acceptance. The provincial/municipal-led NRM planning approach in particular, aims to capacitate LGUs to take leadership in community-wide NRM planning and implementation in partnership with local communities. It builds upon the premise that LGUs and local communities are the true experts in local NRM. Together they internalize the problems and find appropriate solutions, as they understand the real nature of their own environments.

Objectives in formulating the NRM plan

1. To enable LGUs working with their local communities to better protect the natural resources, such as the remaining forests and the various products and services they supply (e.g. water, biodiversity, food, rural livelihoods, etc.);
2. To guide LGUs in the allocation of limited manpower and funding for sustained NRM interventions;
3. To provide a venue for greater citizen participation and in promoting co-management of natural resources; and
4. To encourage NRM investments from within and outside the province/ municipality (e.g. national government agencies (NGAs), non-government organizations (NGOs), donor agencies, private companies, etc.).

Role of facilitators

Facilitators play important roles in NRM planning. They 'facilitate' planning sessions and workshops, negotiate, advocate, and sometimes mobilize resources, particularly human resources. They make each activity easier and

simpler for participants to effectively contribute, and therefore enhances the planning process. Specifically, facilitators have the following roles:

- Act as catalysts – look for ways and opportunities to help the local planning team make better decisions;
- Provide a range of options, from which the local planning team can select the most suitable strategies or approaches;
- Link the local planning team with external sources of information and support (e.g. technical, institutional, financial, etc.); and
- Build the local planning team’s decision-making abilities and their self-confidence.

Using different planning approaches and tools

Discussions over appropriate development tools have rekindled those who believe LGUs and local communities deserve more than centralized top-down approaches in managing their environment. Fortunately, a range of participatory tools has been developed for facilitators to use, to help LGUs and local communities in planning.

The most important consideration is choosing the right approach for the right situation, and the skills and expertise in applying these approaches. However, there is no replacement of a good facilitator. Effective facilitation is crucial to the success of the planning process.

There are many sectors, often with competing interests that are involved in local NRM. Reaching consensus among them is a critical first step. Two tools may be considered for this purpose. These are:

- For rapid participatory assessment purposes, facilitators can use the SWOT Analysis, which stands for Analysis of Strengths, Weaknesses, Opportunities and Threats. SWOT Analysis enables community members to identify interventions that are within their control.
- For participatory planning, facilitators can use the Technology of Participation (TOP), which covers Current Reality Dialogue (CRD), practical visioning, strategic-direction setting, priority setting, and action planning workshops. TOP is popularized by the USAID-funded ARD Gold Project.

2 Phases and steps in formulating the NRM plan

The NRM planning and implementation process can be divided into four phases. Each phase involves the following activities:

Preparatory phase

1. Start a roundtable discussion with government officials and concerned personnel at provincial/municipal level (Page 10).
2. Organize a working committee for NRM planning (Page 5, 11).
3. Expose the NRM working committee to appropriate technical and institutional innovations (Page 9, 11).
4. Together with the NRM working committee, assess the NRM conditions, related initiatives, key actors and relevant stakeholders (Page 2, 11).

Planning phase

5. Facilitate the NRM planning workshop (Page 2, 14).
6. Facilitate the first writeshop to develop the NRM plan (Page 19).
7. Validate the NRM plan (Page 20).

Authorization phase

8. Present the NRM plan to different local development bodies for verification and consultation (Page 20)
9. Submit the NRM plan for adoption at the *Sangguniang Panlalawigan/Bayan* (Provincial/Municipal Legislative Council) (Page 20).
10. Implement the second writeshop to finalize the NRM plan (Page 21).
11. Formulate the Implementing Rules and Regulations (IRR) (Page 21).
12. Develop a monitoring and evaluation (M&E) method (Page 21).

Pre-implementation phase

13. Organize a local manpower to implement the NRM plan (Page 22).
14. Obtain support from partners and execute Memorandum of Agreements (MOAs) (Page 24).

6-month schedule of activities

The schedule of activities should be flexible, but it is beneficial to target a certain timeframe for each activity.

Table 1. The 6-month schedule of NRM planning

STEPS	TIME (month)	EXPECTED OUTPUTS
Initiate roundtable discussion with provincial/municipal officials and concerned persons	1 st	<ul style="list-style-type: none"> • LGU's commitment obtained • Tentative schedule of activities developed
Organize a working committee for NRM planning	1 st	<ul style="list-style-type: none"> • Executive Order of the Governor/Mayor creating the NRM working committee executed • NRM committee members met and activity plan prepared
Assess NRM conditions, related initiatives, key actors and relevant stakeholders	2 nd	<ul style="list-style-type: none"> • Maps produced and analyzed • Derived maps produced • Representative villages visited and consultations conducted • Farming systems analyzed • Data/information consolidated
Expose NRM working committee to appropriate technologies and promising initiatives	2 nd	NRM working committee members: <ul style="list-style-type: none"> • Visited the selected learning sites • Given seminars on technical and institutional innovations for NRM • Underwent teambuilding exercises
Conduct NRM planning workshops	3 rd	<ul style="list-style-type: none"> • NRM plan framework developed • Shared vision for NRM crafted • Priority strategies identified • Action plans for priority activities identified
Facilitate writeshops to produce the NRM plan	3 rd	<ul style="list-style-type: none"> • Draft NRM plan produced and reviewed • Final copy of NRM plan produced
Submit the NRM plan for adoption at the <i>Sangguniang Panlalawigan/Bayan</i>	4 th & 5 th	<ul style="list-style-type: none"> • NRM plan adopted at the <i>Sangguniang Panlalawigan/Bayan</i> • IRR of the NRM plan developed and approved
Organize a local manpower to implement the NRM plan	6 th	Local manpower installed
Obtain support from partners and execute MOAs	6 th	<ul style="list-style-type: none"> • Stakeholders and investment forum conducted • MOAs executed
Take-off preparations	6 th	<ul style="list-style-type: none"> • Local implementers prepared to implement the NRM plan • Tasks assigned • Set up NRM coordinating office

3 The NRM working committee

The creation of a working committee is one key feature of the NRM planning process. The NRM working committee can consist of government functionaries, NGO representatives and leaders of different sectors in the province/municipality. Coming from diverse backgrounds, they are enjoined to address environmental problems directly or indirectly affecting them.

The longevity of the NRM working committee may depend on the LGU's decision. The LGU may decide to disband the committee as soon as it meets its objectives, or it may retain the committee with an expanded role in the implementation of the NRM plan.

Advantages of creating the NRM working committee

- Members plan and share experiences and skills to solve common environmental problems and find ways to achieve their goals;
- Collective decision-making and joint efforts help build confidence and enable members to perform effectively;
- As an organized group, they can be confident in requesting assistance from external partners;
- It is easier and cost-effective for the LGU to train and work with local volunteers than hire external consultants;
- They have the advantage of first-hand knowledge of local conditions, resources and other important factors to sustainable NRM; and
- Their access to data and information gives them the advantage to define problems and objectives, and to determine appropriate strategies.

Composition of the NRM working committee

The NRM working committee should constitute a wide range of community sectors, including government functionaries, NGOs, and community groups. At the provincial or municipal levels, the following are best included in the committee:

- Provincial/Municipal Planning and Development Office (PPDO/MPDO)
- Provincial/Municipal Agriculture's Office (PAO/MAO)
- Department of Interior and Local Government (DILG)

- Department of Environment and Natural Resources (DENR)/Community Environment and Natural Resource Office (CENRO)
- Women groups
- Farmer associations
- Cooperatives
- Tribal councils
- Youth organizations
- Religious groups
- Business groups, etc.

Functions of the NRM working committee

1. Be responsible in implementing agreed activities related to the development of the NRM plan;
2. Facilitate the discussion and adoption of the NRM plan at the provincial/ municipal and *barangay* levels;
3. Design and propose the rules and regulations for the implementation of the NRM plan;
4. Ensure representation and participation of all key stakeholder groups within the province/municipality, especially those that are usually marginalized in decision-making processes; and
5. Seek partners within and outside the province/municipality.

Operational requirements

1. The local NRM working committee can be created through an Executive Order issued by the Governor/Mayor. This can be called a Technical Working Group (TWG) or Natural Resource Management Council (NRMC). The local Environment and Natural Resource Council can be tapped for this purpose if it is already functional.
2. The NRM working committee should be multi-sectoral or multi-agency, as stated above.
3. The NRM working committee may be headed by, or should work closely with the Municipal Planning and Development Coordinator (MPDC) or the Municipal Environment and Natural Resource Officer (MENRO) (if there is any).

In selecting the chair of the NRM working committee, the importance of his or her leadership roles should be considered. The qualities of an effective chair of the NRM Committee may include:

- Willing and committed
- Pro-active
- Hard working, experienced and creative
- Friendly and approachable
- Readily available for others
- Trustworthy and honest

The roles of the NRM Committee chair may include:

- Lead the planning and implementation process;
- Establish links with potential NRM partners; and
- Seek assistance from other service providers.

4. The LGU should allocate funding for the NRM working committee to function.

The NRM secretariat

It is important that the NRM working committee has a secretariat. The secretariat will work closely with the facilitator in designing the overall planning and implementation process. While the NRM working committee is being created, the Governor/Mayor can simultaneously identify two to three local champions to compose the secretariat.

Functions of the NRM secretariat

- Assist in the facilitation of planning activities;
- Responsible in preparing the materials for planning and other related activities;
- Prepare activity schedules; and
- Communicate and coordinate the members in various activities.

Stages of the NRM working committee

Like any other group, the NRM working committee goes through stages before it can effectively work together. Generally, groups undergo through four stages namely, forming, storming, norming and performing. The challenge is in facilitating the NRM working committee through these stages.

Forming

This occurs during the initial meetings of the NRM working committee. At this stage, committee members have different agenda, ideas and experiences. They have different expectations about the newly formed committee and the task they are about to perform.

Storming

Conflicts set in as committee members challenge one another. Since the members come from different agencies, conflict of personalities and interests is a potential issue. Some may even challenge the authority of the NRM committee chair. Others may manipulate group discussions because of different levels of knowledge and expertise.

At this stage, the facilitator should help settle conflicts before they become serious. The facilitator should guide the members how to establish a proper code of conduct in addition to the roles identified. This is important in order to avoid agency or personal conflicts. The facilitator should act as an arbitrator, without defending any of the members while blaming the others.

Experiences in Mindanao showed that when regular meetings are held, and open communication is maintained, conflicts could be controlled before it gets out of hand. During these meetings, the facilitator should:

- Emphasize that nobody is perfect. In any organization, functions and roles are accompanied with an allowable degree of weaknesses and limitations. Acknowledging this creates openness among the members;
- Ensure an open agenda during meetings and avoid secrecy in all decision-making processes; and
- Assist members to make better decisions collectively.

Norming

Group cohesion develops after tensions have been overcome. Norms and practices are established as a result of the meetings and open communications. When they have understood why they were chosen to form the committee, members come to share a common vision. As challenges become less, team commitment and collective spirit develops.

At this stage, the facilitator should facilitate a capacity-enhancement measures, and expose the NRM working committee to appropriate technologies and promising initiatives. Some important activities to do at this stage:

1. Identify LGUs and local communities that have initiated self-help solutions. The facilitator should identify sites that have similar situations.
2. The worldwide web is a rich source of information. Most government agencies have good websites like the DENR (www.denr.gov.ph) and DILG (www.dilg.gov.ph). Local and regional offices of NGAs, as well as the academe and NGOs are also sources of good information.

The following are recommended sources of information that the facilitator can begin with:

- The Galing Pook Foundation (www.galingpook.org);
 - League of Provinces/Municipalities of the Philippines;
 - League of Cities' Best Practices Program;
 - Annual Gawad Pangulo sa Kapaligiran, c/o the DILG;
 - GOFAR (Replicating Good Practices for Improved Local Governances c/o DILG offices);
 - LGU-oriented programs of the DENR, DILG, Department of Agriculture, etc.); and
 - NGOs (Foundation of the Philippine Environment, United Nations Development Program – Small Grants Program, ICRAF).
3. Organize field visits to the sites if resources permit. Alternatively, invite resource persons to visit your province/municipality. Between the activities, the facilitator may assist the members to begin thinking about their own NRM goals, plans and strategies.

Performing

The members finally get to know each other's characters, interests, weaknesses, potentials and capabilities. They can now concentrate on activities, and work more as a team. New insights to solutions and problems emerge, and energy is coursed towards the planning activities.

The facilitator should now focus on training the NRM working committee. Planning exercises should be organized considering that not all members have planning skills. Activities should also aim at an effective exit strategy to promote a self-propelling NRM working committee. They should be trained to organize their own meetings, plans and supervise their activities.

4 Steps in developing the NRM plan

This section describe the twelve steps in developing the NRM plan, based on the learning experiences of LGUs in Mindanao. While these steps follow a sequence, facilitators are encouraged to explore other activities to address the specific needs of the NRM working committee. Post-evaluation of activities should be 'built in' throughout the process.

1 Reconnaissance visit to the LGU

The purpose of this visit is to establish contact with the LGU officials, which includes the Governor/Mayor, *Sangguniang Panlalawigan/Bayan* members, heads of organic offices and other local NRM stakeholders. The visit is also an opportunity for facilitators to gather basic information about the province/municipality and learn about the LGU's existing NRM programs. The general situation of the environment of the province/municipality should be discussed. Table 2 lists examples of information to collect.

Table 2. Biophysical and demographic characteristics of the province/municipality

Information needed	Land Management		
	<i>Lower slope</i>	<i>Middle slope</i>	<i>Upper slope, etc.</i>
Soil type and class			
Slope			
Elevation			
Hydrological properties			
Municipalities/ <i>Barangays</i> covered			
Populations			
Limitations			
Implications to crop production & NRM			
Infrastructure projects			
Other opportunities			

The initial meeting provides the opportunity to:

- Discuss recent trends, issues and promising local NRM initiatives;
- Discuss the concept of NRM planning as an approach for more effective local action to manage natural resources;
- Provide a list of contacts with promising NRM initiatives, and potential partners the LGUs could begin to communicate;
- Discuss the needed support (e.g. personnel, financial, technical, etc.) in NRM planning;

- Discuss what the supporting institutions can offer as LGU partners;
- Ensure that the terms of the partnership are clearly understood and mutually agreed;
- Discuss the need for, and the operational requirements of a local working NRM working committee; and
- Develop a timeframe and schedule of activities.

2 Forming the local NRM working committee

Request the provincial/municipal government to execute an order creating the NRM working committee. The NRM working committee should be a multi-sectoral working committee, combining sector representatives and LGU functionaries. It can be organized as NRM-TWG or NRMC. Technical persons from NGAs, provincial and regional offices of the government can also be invited. Organize a secretariat within the NRM working committee to assist the facilitator during the entire planning process (See also Part 3).

3 Training the NRM working committee

Provide a capacity-building program that enhances the members' planning capabilities. Conduct regular meetings, information and research feed backing, teambuilding activities, seminars about NRM and sustainable development, planning exercises, field trips and the likes. These are aimed to equip members with knowledge and skills required in planning and decision-making.

4 Assessing the natural resources conditions using various approaches and tools

'A problem well understood is a problem half solved', so goes the saying. With this in mind, a good facilitator helps the LGU and local communities understand the problems affecting them, and guide them in identifying opportunities. The following are key activities to assess the natural resources conditions.

Gathering and compiling information

Bring together relevant information, either secondary or primary data. Secondary sources, like maps and reports, can be obtained from different offices such as the PPDO/MPDO, PAO/MAO, DENR/CENRO and others. Collect the following maps of the province/municipality:

- Soil types and class
- Slope and elevation
- Administrative

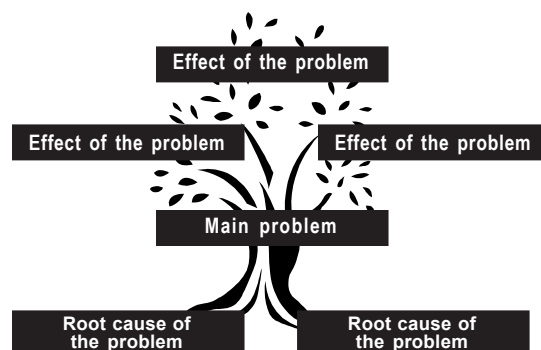
- River systems and vegetation
- General topography
- Land use, and many others

Get to know the community. Prepare semi-structured questionnaire, and randomly conduct survey-interviews or focus group discussions to get first hand data – what are the things going on around their area, and how local communities can be motivated to become better partners in NRM. Various Participatory Rapid Appraisal tools can be used to collect primary field data. Transect walks is a common tool used to characterize the area.

Table 2 and the list below are useful guides for observation and discussion during fieldwork.

- An overview of the area – the physical environment and land use/land cover pattern
- Enhancing and resisting factors – what motivates and impedes local communities from managing the environment and utilizing the natural resources sustainably
- Economic situation and production enterprise
- Local communities' concerns, goals, priorities and long-term commitments
- Attitudes and values of the community
- Institutions active in the province/municipality, and how they operate
- Farming systems
- Technology adopters
- Successful farming practices and indigenous knowledge systems

Figure 1. Problem Tree Analysis



Prepare a brief report, and present this to the NRM working committee. Discuss the problems and opportunities identified for the province/municipality. The working committee can now establish the SWOT – analyzing how prevailing situations can help or hinder effective NRM. They can also make use of the Problem Tree Analysis, where the observed factors can be classified as the causes, the main problem and the effects.

Establish the area of responsibility

Identify the watersheds within the locality. Watersheds are key land features that affect the nature of local water supply. Using the land use and vegetation maps, assess the remaining forest cover and the various 'hotspots' or critical areas. This enables the committee to see which areas need immediate attention, areas left unproductive and those with potential for agricultural expansion.

Delineating provincial/municipal areas is also important because parts of natural resources, such as forests and watersheds, are at times under the legal supervision of different NGAs, or are shared with other provinces/municipalities.

Identify the various resource management zones

Develop transect maps on issues, land management practices and opportunities. Plot out this information on a base map to show the overall picture of issues, and the on-going development initiatives of the province/municipality.

The same should be done on water resources like rivers, streams and creeks. Consider rainfall patterns, soil types and other biophysical features and relate these to the farming methods practiced by local residents. This information can be verified or updated with the participation of staff from PAO/MAO and DENR/CENRO.

Determine past and on-going interventions

Conduct an institutional resource mapping to familiarize the interests of supporting institutions. In a matrix, identify the potential resource providers and the kind of support or assistance they extend.

Know the rules and policies

Make a list of national and local laws and policies related to NRM. Important policies and programs may include the Local Government Code of 1991, the various DENR-DILG-LGU co-management policies, the Indigenous People Rights Act if there are indigenous communities in the locality, the National Integrated Protected Areas System Act, the Community-Based Forest Management Program and many others. The aim is to understand these policies and programs, and look for opportunities to forge collaboration and partnerships with the implementing agencies.

To do the above-mentioned activities, involve key informants such as the senior citizens, women and tribal leaders, and many others. Tap skilled technicians from NGAs. Involve volunteers from the academe, NGOs and the private sector. This would lessen the cost of data collection, and promote the participation of different sectors in the province/municipality.

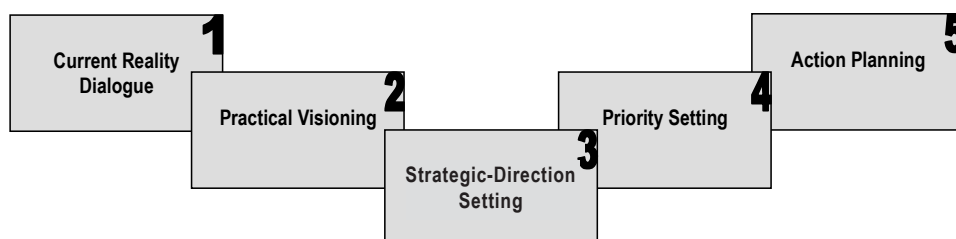
5 Conducting planning workshop

This workshop is aimed to:

- Understand the biophysical and socio-economic conditions of the locality;
- Analyze environment and people interaction;
- Develop a vision for NRM;
- Develop strategies and identify priority actions; and
- Develop action plans for implementation.

The workshop can take two-three days, and can be brain-draining. The facilitator should prepare icebreakers between sessions. The following steps are adapted from the TOP. The flow of activities is illustrated below:

Figure 2. The NRM planning workshop



Session 1 -- Current reality dialogue (CRD)

The CRD provides the opportunity for participants to share observations and insights on the overall NRM situation. It is a discussion of four topics:

- Major trends that influence NRM
- Recent accomplishments in which the province/municipality takes pride
- Challenges and blocks to sustainable NRM
- Strengths or comparative advantages from which they could build their plan.

The planning participants can be divided into four sub-groups to discuss each of these topics. The discussion should be guided by focus questions (See also Page 18). Ask the groups to share their outputs for verification in a plenary.

Table 3. Factors affecting the sustainability of local NRM

CURRENT REALITY DIALOGUE:	
Topic	Discussion points
Major trends	Trends that impact the current NRM and over the next years – maybe national, regional or local trends
Recent accomplishments	Accomplishments in the past years; specific breakthroughs and key events that have been recently completed
Challenges and obstacles	Specific and serious 'road blocks' to progress
Strengths and advantages	Strengths and advantages of the LGU – includes attributes and attitudes supportive of future NRM endeavours

Session 2 -- Practical visioning

Practical visioning enables the committee to weave together a practical vision for the province/municipality achievable within desired timeframe. The facilitator provides a focus question to guide the participants (See also Page 18).

Key steps in practical visioning:

- Ask each of the NRM committee members to write their ideas regarding their vision in ideacards;
- Remind the participants to think about a practical vision, not a wishful one;
- Encourage them to present and share their ideacards to the whole group;
- Cluster these ideas; and
- Consolidate the clustered ideas to develop the vision.

Visionary thinking involves:

- Describing the future outcome of NRM plan
- Considering the hopes and dreams of the community
- Being positive, not idealistic wish list

Adopted from TOP

Session 3 -- Strategic-direction setting

Strategic-direction setting engages the participants in identifying the key action strategies that allow them to proactively respond to the challenges their province/municipality is experiencing. Assist the participants to identify strategies that would bring the province/municipality closer to the realization of its newly crafted practical vision. Again, the facilitator should provide a focus question to keep the committee focused (See also Page 18).

Strategic thinking involves:

- Responding pro-actively to the changing environment
- Identifying windows of opportunity, being with the right people in the right place at the right time
- Thinking small wins – focus on achievable results, build on success, incremental but positive changes

Adopted from TOP

Session 4 -- Priority setting

The NRM working committee determines options for implementation. It has to decide what activities, projects and programs to undertake under each strategy. To do this, the facilitator should ask the committee members to write the action programs they believe would be appropriate for each strategy. These are then prioritized from top to the least priority. See also Page 18 for sample focus questions.

Session 5 -- Technical action planning

There should be enough facilitators to guide each group because this session is quite complicated and exhausting. This is the detailed action planning where the committee members identifies the following:

- Medium and short term objectives
- Specific activities to take for each action program
- Schedule of activities
- Resources needed
- Responsible persons for specific activities
- Outputs of each activity
- Measurable indicators, and
- M&E tools to use

Table 4 in the next page shows a sample form of an action plan. See also Page 18 for guide focus questions.

Table 4. A sample form of an action plan

STRATEGY NO _____		PRIORITY ACTION PROGRAM NO _____											
NEEDED LEGISLATION		EXPECTED OUTPUT											
SHORT TERM (1-2 YRS)		LONG TERM (3-5YRS)											
KEY ACTIVITIES	CALENDAR OF ACTIVITIES					TEAM ROLES/RESPONSIBILITIES					EXPECTED OUTPUTS		
	Q	Y1	Y2	Y3	Y4	Y5	INSTITUTIONS	TECHNICAL	FINANCIAL	LEAD IMPLEMENTER		FINAN'L RQT - 1 YR	FINAN'L RQT - 5 YRS
TOTAL													
TEAM COMMITMENT												ACTION TRACKING	

Focus questions

Facilitators are encouraged to prepare focus questions for each of these sessions. This will help the participants to focus their attention for each topic session. Table 5 lists the focus questions facilitators may use in facilitating the planning workshop.

Table 5. The NRM planning workshop process and focus questions

CONTENT	PROCESS	FOCUS QUESTIONS
Situation Analyses: Identify opportunities, constraints, gaps and challenges	Current Reality Dialogue	<ul style="list-style-type: none"> • What are the local trends in NRM? • What are similar national and global trends in NRM? • What programs have been locally initiated to address NRM issues? • In the programs studied, what actions are common and what are the gaps? • What are the constraints in implementing these programs? • Given the local condition, what interventions might be appropriate to address the twin goals of economic development and NRM?
Decision-making: Craft a practical vision and identify priority actions	Visioning and priority setting	<ul style="list-style-type: none"> • Considering the conditions presented in terms of opportunities, gaps, and constraints, what would you like to see in the area of NRM? • Given the existing initiatives, what would you like to prioritize in the coming 12 months to realize your vision?
Resolving for victory: Assign tasks and identify resources to reach success	Action planning	<ul style="list-style-type: none"> • What actions are doable and how do we do them?

6 Implementing writeshop 1 (Summarizing the workshop outputs)

After the NRM working committee has gone through a planning workshop, it is time to put together all the workshop outputs through a 'writeshop', which normally takes two days. The expected output of the writeshop is the first draft of the NRM plan.

- Organize a pool of writers from the NRM working committee. A few people with writing skills can participate in the writeshop.
- Assign encoders, lay-out designers, or illustrators.
- Gather the needed materials, and implement the writeshop.
- Obtain the services of a professional editor or reader, if necessary.

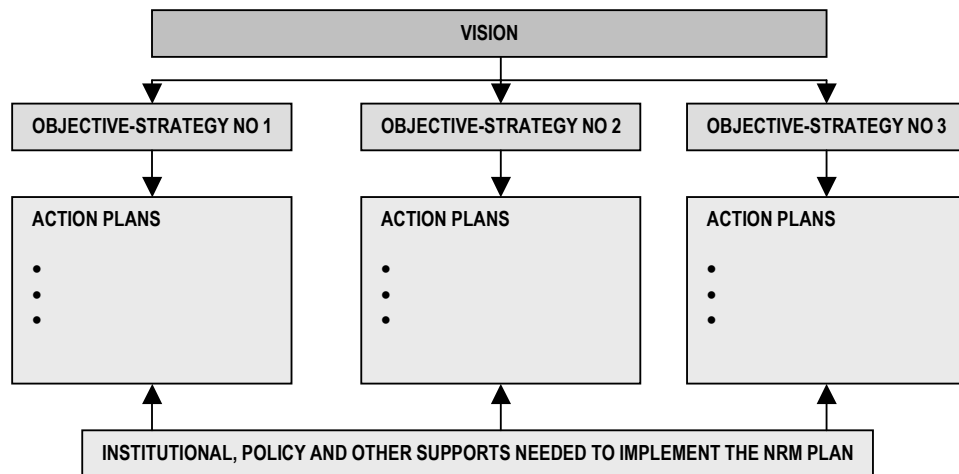
Below is an illustrative outline of the NRM plan. Modules are narrative step-by-step process of implementing each action program.

<i>Cover</i>
<i>Acknowledgements</i>
<i>Executive Summary</i>
<i>Definition of Terms</i>
<i>Table of Contents</i>
Chapter 1: Introduction
1. Rationale for NRM
2. Goals of NRM
3. Key roles and responsibilities in NRM
Chapter 2: Municipal Resource Management Profile
1. Biophysical features
2. Socio-economic features
3. Institutional resources
4. Existing NRM initiatives
5. Existing local NRM policies
Chapter 3: The planning process
Chapter 4: NRM plan framework
1. Vision
2. Objectives/Strategies
3. Priority programs
4. Key activities and action plans
Chapter 5: Operational framework of the NRMDP
1. Lead implementers
2. Partner agencies
3. Operational structure
Chapter 6: Modules

7 Validating the NRM plan

The NRM framework includes the vision, strategies, and priority action programs. Review the framework to ensure that the plan is workable and achievable.

Figure 3. NRM plan framework



8 Verification and consultation

Copies of the draft NRM plan should be given to members of the NRM working committee for review. Simultaneously, present the draft NRM plan to Local Development Councils, League of Municipal Mayors/Association of *Barangay* Captains, *Sangguniang Panlalawigan/Bayan*, *Barangay* Councils and other local organizations, to further validate, substantiate and endorse it for adoption. Provincial/municipal public hearing can also be organized. The aim is to gain the support of local stakeholders, especially local communities.

9 Legitimizing the plan

1. Choose a member of the *Sangguniang Panlalawigan/Bayan*, preferably the Chairman of the Committee on Environment or Agriculture to sponsor the adoption of the NRM plan.
2. Formally submit the draft plan for deliberation at the *Sangguniang Panlalawigan/Bayan*.
3. Seek the representation of the working committee in public hearing, during the adoption of the NRM plan.
4. Ensure that legitimate and participatory process is employed in the adoption of the NRM plan.

5. To avoid delays, ensure that a reasonable timeline is observed in the adoption process.
6. The facilitator and the working committee should consistently follow up the status of the NRM plan at the *Sangguniang Panlalawigan/Bayan*.

Once approved, the plan then becomes a legislative agenda of the LGU, ready for take-off.

10 Implementing writeshop 2 (Reviewing and replanning)

If necessary, implement a second writeshop to accommodate the suggestions and comments (if any) made during the legitimization process. Invite the NRM working committee for a final writeshop. The final NRM plan is the expected output of the second writeshop.

11 Formulating the Implementing Rules and Regulations (IRR)

In the LGU setting, translating a plan into an IRR is important to move people and budgets in support of the NRM plan. The development of IRR can, and should be done simultaneous to the legitimization of the NRM plan. In formulating the IRR, consider the following:

- Budget allocation;
- Creation of the NRM-Project Management Office (PMO) (See also Part 5); and
- Institutionalization of the NRM working committee as a local warm body of the LGU (See also Part 5, Page 23).

12 Monitoring and evaluation (M&E)

M&E is vital to ensure that the implementation of the plan is effective and on track. It is integral to the plan, and should be considered a concurrent activity. This will guide the implementers in the day-to-day activities, especially in applying immediate corrective measures, where necessary. The LGU can choose from a variety of M&E tools, depending on the complexity of information to be collected and project impacts to be assessed. However, participatory M&E can be initiated, where community stakeholders take part in identifying criteria and indicators, and help in monitoring outputs and impacts.

5 Local manpower for implementing the NRM plan

Financial support for NRM

To implement the NRM plan, LGUs must allocate funding on a continued basis. This should be reflected in their Annual Investment Plans (AIPs). Environmental expenditures should form part of the basic social services.

Local manpower needed to implement the NRM plan

1. Organize a special line unit within the LGU to handle the implementation of the NRM plan, which can be called as the NRM-PMO. This office can be under the MPDC or directly under the Municipal Mayor. But if the LGU has the resources, it is best to establish a MENRO to handle the implementation of NRM programs on a sustainable basis.

The functions of the NRM-PMO include:

- Implement the NRM plan;
- Coordinate and harmonize activities of various organizations implementing the NRM plan;
- Contact appropriate technology development centers and research institutions for possible assistance;
- Prepare simple guidebooks for use in field, based on the modules in the NRM plan;
- Monitor and assess the implementation of partners regularly; identify mid-course actions where needed;
- Collect and analyze reports of partner implementers, and provide feedback;
- Advocate for the active participation and support of local communities to different partner implementers; and
- Streamline strategies and respond to issues arising.

Choosing people to perform these functions does not lie too much on having technical skills but on their interest and commitment to take part on this endeavour.

2. Strengthen the NRM working committee to perform an advisory or oversight role in the implementation of the NRM plan.

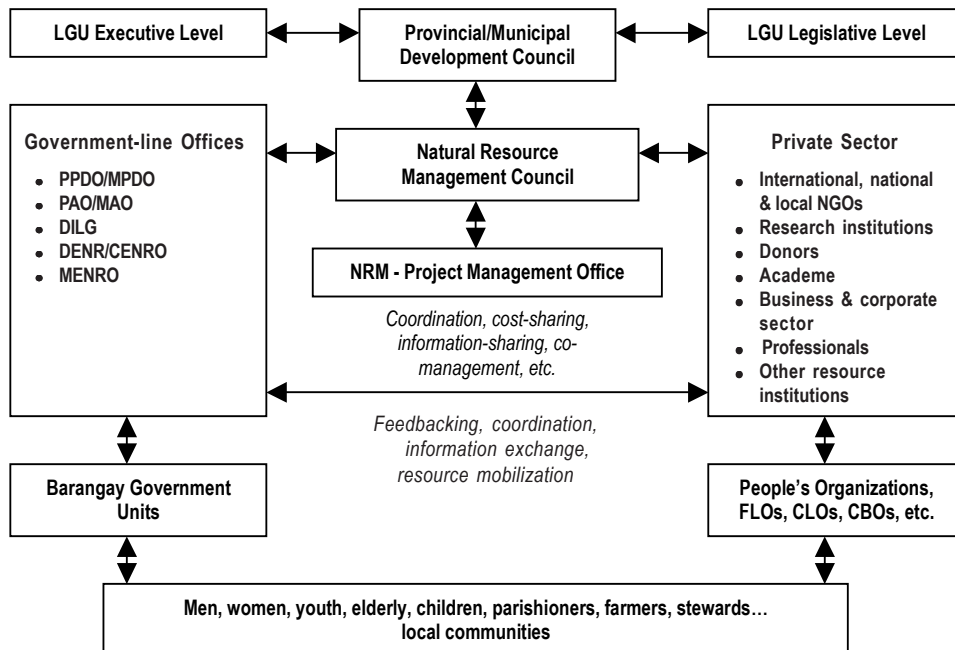
The NRM working committee can meet once a month or quarterly to undertake the following tasks:

- Review quarterly, half yearly or annually NRM programs and budgets;
- Monitor and evaluate progress of activities through reports and field visits;
- Identify policy constraints, and advise the legislators accordingly;
- Lobby for the support of different service providers; and
- Advocate for NRM programs and projects.

6 Harnessing greater community support and encouraging investments for the NRM plan

Following the approval and adoption of the NRM plan as one of the LGU's flagship programs, the next immediate concern would be the implementation strategy. The LGU cannot solely support the program considering its limited financial and technical capabilities. This can be addressed through partnership-participatory approach in plan implementation. The LGU can capitalize the presence of relevant sectors and actors in the locality. (e.g. private enterprises, NGOs and other groups) who can contribute resources, ideas and skills by forging partnership with them. Below is a diagram for public-private partnership in NRM.

Figure 4. Public-private partnership in NRM



How to build partnerships in NRM

1. Conduct a stakeholders' forum at the provincial/municipal level to harness greater community support.
 - Present the approved NRM plan and encourage project implementers in the area to participate in implementing the plan.
 - Encourage stakeholders to streamline NRM activities in their existing programs.
 - Project implementers or agencies that participated in the planning process will have more reason and commitment to participate in implementing the NRM plan.
2. Conduct an investment forum to gain support from both internal and external agencies.

The LGU need not be a lone-ranger in implementing the NRM plan. LGU resources have always been limited, but external resources could be tapped for NRM.

- Tap internal and external agencies and collaborate with them in projects that would serve mutual interests.
- Present the approved NRM plan to invited investors from within and outside the province/municipality. Overseas Development Agencies (ODAs) maybe interested to provide funds for some activities. A list of ODAs is available at the DILG or the National Economic Development Agency (NEDA). Some of these donor agencies are:

Bilaterals

- Australian Agency for International Development (AusAID)/ website: www.ausaid.gov.au/
- Canadian Agency for International Development (CIDA)/website: www.acdi-cida.gc.ca/index.htm
- Japan International Cooperation Agency (JICA)/website: www.jica.go.jp/english/index.html
- Spanish Ministry of Foreign Affairs/website: www.aeci.es/

- Swedish International Development Cooperation Agency (SIDA)/ website: www.sida.se/Sida/jsp/Crosslink.jsp?d=107
- US Agency for International Development (USAID)/website: www.usaid.gov/

Other resources (multi-laterals, international foundations, regional banks, etc.)

- Asian Development Bank (ADB)/website: www.adb.org
- Development Gateway/website: www.developmentgateway.com
- Inter-American Development Bank/website: www.iadb.org
- League of Corporate Foundations (LCF)/website: www.lcf.org.ph
- Philippine Business for Social Progress (PBSP)/website: www.pbsp.org.ph
- The World Bank NGO and Civil Society Unit/website: www.worldbank.org/ngos

3. Execute MOAs between project holders and investors.

With limited resources, it is important to use them in the most effective and judicious way. The participatory provincial/municipal-led NRM planning and implementation arrangements can result positively, as manifested by some LGUs in Mindanao. The pillars of successful local NRM are partnership, collaboration, and cost sharing between and among LGUs, local communities, and other stakeholders.

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CLAVERIA, Misamis Oriental. (*top*) The Local Government of Claveria actively supports community-based NRM programs, such as the Landcare Program. Members of this movement adopt soil and water conservation technologies and agroforestry systems to improve farm income while ensuring the long-term health of their lands. LAKEWOOD, Zamboanga del Sur. (*below*) The local communities are among the LGU's most important partners in NRM, to ensure that the lake, which is one important source of livelihood, is utilized and managed sustainably.

BIOPHYSICAL AND DEMOGRAPHIC CHARACTERISTICS OF IMPASUGONG

SLOPE CLASSIFICATION	ELEVATION (MASL)	AREA (HA)	LOCATION	HYDROLOGICAL PROPERTIES	SOIL CHEMISTRY	SOIL TYPE & CLASS	LIMITATIONS	IMPLICATIONS TO CROP PROD. & NRM	DEMOGRAPHY (ASO 1981)	INFRASTRUCTURE PROJECTS
	0-500		Tagoloan RIVER							
0-3%	501-1000	7,166.67	Impasugong	Medium infiltration	Slightly acidic	Medium clay Kalamayan (dy. hum)			2,595	
3-5%		3,241.54	Pobocacion	- do -	- do -	- do -			5,279	
5-8%		2,131.02	Capit. Bayang	- do -	- do -	- do -			987	
8-15%		1,282.98	Lanayan	- do -	- do -	- do -			750	
15-18%	above 1000	3,530.88	Fortunacion	- do -	- do -	- do -			1,850	
15-30%		4,195.38	Abentovian	Rapid infiltration	- do -	- do -			1,850	
18-30%		19,293.18	Alabugao	- do -	Strongly acidic	- do -			4,174	
		4,023.92	Sanayon	- do -	- do -	- do -			776	
		72,167.38	LAUNYAN	- do -	- do -	- do -			983	
					Slightly acidic	- do -			516	
					- do -	- do -			1,356	
					- do -	- do -			2,044	
					- do -	- do -			2,109	
									25,387	



IMPASUGONG, Bukidnon. (top) Developing this simple matrix is useful in understanding and assessing the NRM condition of the locality. (bottom) The local planners discussing environmental issues and concerns affecting them. (inset) Historical mapping activity during the NRM planning exercises.



SIAYAN, Zamboanga del Norte. *(top)* The local stakeholders of Siayan in an educational field trip: learning on-ground NRM initiatives in Lantapan, Bukidnon. *(bottom)* The local planners exchanging friendly chats with facilitators during planning exercises. *(inset)* Teambuilding activities capacitate local planners with planning skills, and builds their confidence as a team.



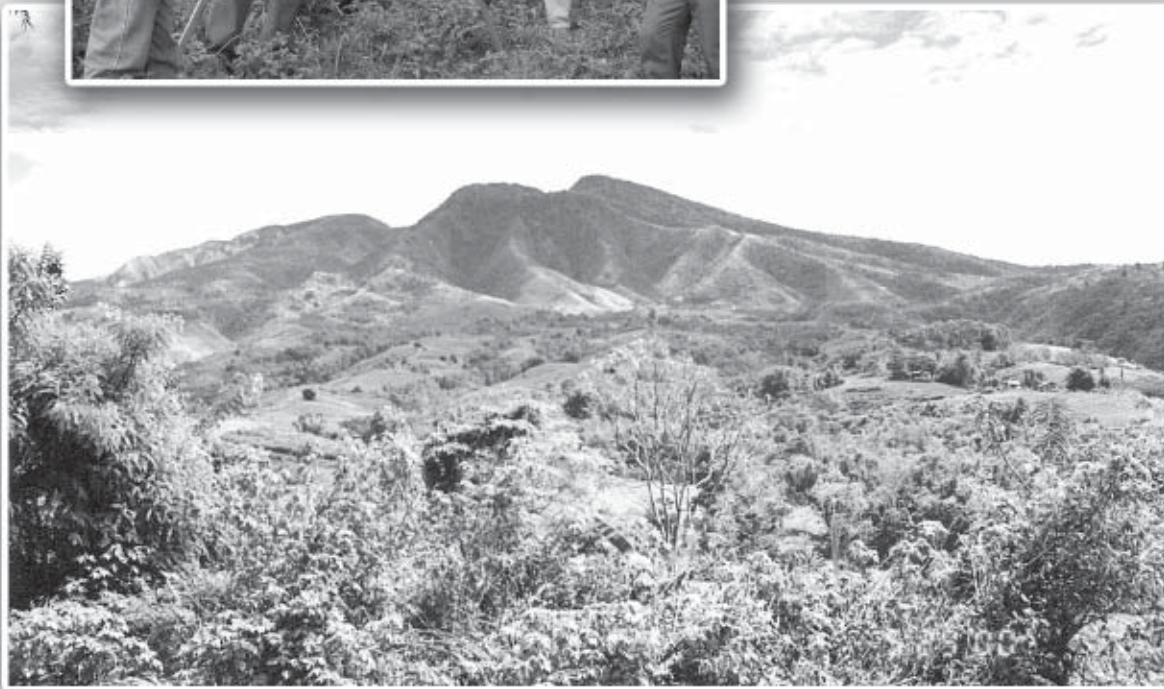
BAUNGON, Bukidnon. (*top*) The local planners while crafting their vision for Baungon. (*bottom*) The Bobonawan River, one of Baungon's most important river-watersheds. (*inset*) The planning team while analyzing the NRM condition of their municipality through the Current Reality Dialogue process.



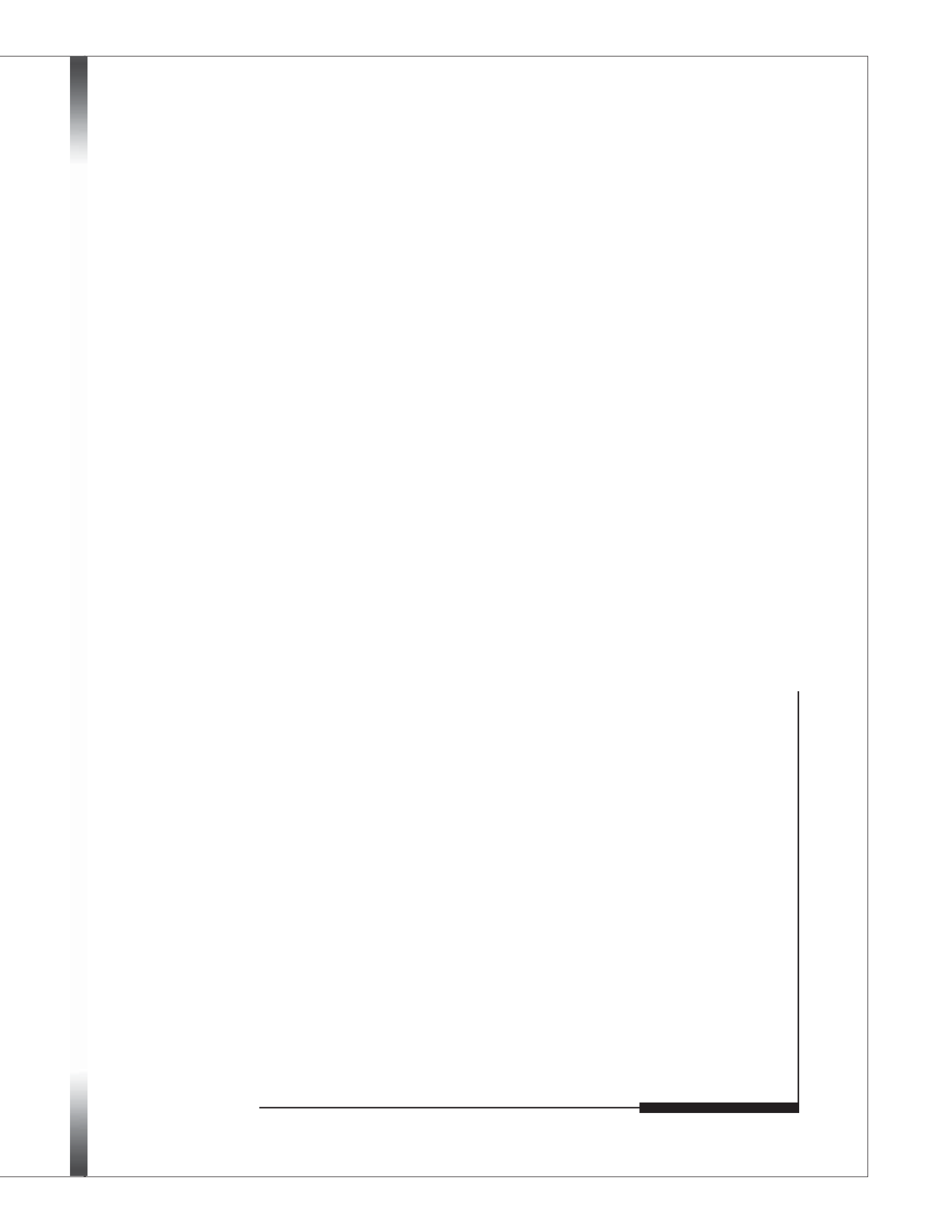
LIBONA, Bukidnon. (*top*) The local planners identifying strategies to achieve their vision. (*bottom*) A facilitator guiding the local planners during the detailed action planning. (*inset*) Women's participation during the planning process is highly commended and valued by the NRMC.



MANOLO FORTICH, Bukidnon. (*top*) The private sector, the LGU, the NGOs and the local communities: building partnership to enhance the sustainable management of their environment. (*bottom*) The NRM of Manolo Fortich is composed of heads from different government functionaries and representatives from various sectors. (*inset*) The mayor (In *barong tagalog*) writing the Executive Summary part of the NRM plan during the first writeshop.



LANTAPAN, Bukidnon. (*top*) LGU staff sharing the Lantapan NRM experience to visitors from Zamboanga Province. (*bottom*) The Manupali watershed in Lantapan, Bukidnon. (*inset*) An upland farmer sharing farming technologies to fellow farmers.





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