

LOCAL AND REGIONAL ECONOMIC DEVELOPMENT (LRED) TOOLKIT

Version 1.0

A Participatory Approach for Building Sustainable Local Economies

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List of Abbreviations and Acronyms

| | |
|-------|---|
| AIP | Annual Investment Plan |
| BDS | Business Development Services |
| BMO | Business Membership Organization |
| BOI | Board of Investments |
| BSC | Balanced Scorecard |
| CDM | Clean Development Mechanism |
| CDP | Comprehensive Development Plan |
| CIDA | Canadian International Development Agency |
| CLUP | Comprehensive Land Use Plan |
| DAR | Department of Agricultural Reform |
| DENR | Department of Environment and Natural Resources |
| DILG | Department of the Interior and Local Government |
| DTI | Department of Trade and Industry |
| ELA | Executive and Legislative Agenda |
| EnRD | Environment and Rural Development Program |
| EO | Executive Order |
| GDP | Gross Domestic Product |
| GHG | Green House Gas |
| GG | Green Growth |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit |
| IGF | Internally Generated Funds |
| IPP | Investment Priorities Plan |
| LCE | Local Chief Executive |
| LDC | Local Development Council |
| LDIP | Local Development and Investment Plan |
| LGC | Local Government Code |
| LGSP | Philippines-Canada Local Government Support Program |
| LGU | Local Government Unit |
| LoI | Letter of Intent |
| LRED | Local and Regional Economic Development |
| M&E | Monitoring and Evaluation |
| MAO | Municipal Agricultural Officer |
| MDG | Millennium Development Goals |
| MENRO | Municipal Environment and Natural Resources Officer |
| MPDC | Municipal Planning and Development Coordinator |
| MLGOO | Municipal Local Government Operations Officer |

| | |
|---------------|---|
| MOA | Memorandum of Agreement |
| MPDC | Municipal Planning and Development Coordinator |
| MSME | Micro, Small and Medium Enterprises |
| NGA | National Government Agency |
| NGO | Non-Governmental Organisation |
| NSO | National Statistics Office |
| ODK | Open Data Kit |
| PDP | Philippines Development Plan |
| PSP (SMEDSEP) | Private Sector Promotion Small and Medium Enterprise Development for Sustainable Employment Program |
| REA | Rapid Economic Appraisal |
| RODG | Regional Operations Development Group (DTI) |
| SDC | Swiss Development Cooperation |
| SEP | Socio Economic Profile |
| SME | Small and Medium Enterprise(s) |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |
| ToF | Training of Facilitators |
| TWG | Technical Working Group |
| UN | United Nations |
| UNFCCC | United Nations Framework on Climate Change |
| USAID | United States Agency for International Development |
| VCA | Value Chain Analysis |

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Introduction

The Philippine Development Plan (PDP) 2011-2016 underlines the national government's goal of achieving inclusive growth within the plan period. Inclusive growth is defined as “sustained growth that creates jobs, draws the majority into the economic and social mainstreams, and continuously reduces mass poverty.”¹ The reason it remains unachieved in the Philippines is due to low growth, weak employment generation and high inequality. With an average annual growth rate of real per capita GDP of 2.3% between 2001 and 2009, the Philippines lags behind its neighbors, namely Hong Kong, Korea, Taipei, Thailand and Indonesia. And while this growth is by no means small, it fails to benefit the country's poor who comprise more than one fourth of the population as of 2009.

In order to achieve inclusive growth, the national government focuses on four key strategies—massive investment in physical infrastructure, transparent and responsive governance, public investment in basic social services and social protection services, and employment generation. Infrastructure investments will be targeted at creating an integrated and multimodal national transport and logistics system. For social services, the national government reaffirms their commitment to achieving the country's Millennium Development Goal (MDG) targets up to 2015. Employment generation on the other hand adopts a two pronged approach by promoting labor intensive activities and improving access to credit to increase self-employment opportunities.

Local Government Units (LGUs), who are at the forefront of promoting local economic development are best positioned to operationalize these strategies in the country's cities and municipalities. The participatory approach of **Local and Regional Economic Development (LRED)** provides a methodology for addressing some of the challenges mentioned above. This manual reflects the experiences gathered by the Department of Trade and Industry (DTI), the German Agency for International Cooperation Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and their local partners in the introduction and dissemination of the LRED approach in the Philippines. Beginning in November 2004, four LGUs in the Province of Leyte spearheaded the practical application of the approach. In 2006, geographical coverage was expanded to the Province of Southern Leyte. The success of these initial experiences triggered replication within other LGUs of Regions 6, 7 and 8 in 2007 up to 2009. In April 2009, DTI's Regional Operations Development Group (RODG) began disseminating the approach nationwide (*upscaling*).

1 Philippine Development Plan 2011-2016, p 18, 2011, National Economic and Development Authority.

This toolkit is intended for use by **LRED Process Facilitators**—DTI Provincial Staff, DILG Municipal Local Government Operations Officers (MLGOOs)—for supporting LGUs in kicking-off and sustaining LRED processes and guiding them through the different stages and **LRED Moderators**—Private Business Development Service (BDS) Providers trained in the LRED tools to guide them in the proper application. It is also intended for use by the LGU LRED Technical **Working Group (TWG)**—in using the tools to continue the iterative LRED process, as well as reference when re-echoing the approach to fellow LGU staff. Finally, it is also geared towards providing **decision-makers** at local level, representatives of NGAs and private sector bodies with a glimpse of how *LRED* is done in practice.

Critical to the success of an LRED approach is the engagement of moderators well versed with the tools and process and the ability to encourage the active participation of stakeholders in dialogues. But more important is the active support of the Local Chief Executive to ensure the implementation of the action plan, and the Process Facilitators to sustain that the momentum in the long-term.

The Toolkit starts by providing an overview of the essential characteristics of the approach and placing it in the context of the concept of systemic competitiveness and green growth. Chapter 2 discusses the steps in the LRED cycle describing the activities and steps that are necessary for getting an LRED process started and bringing it to a full cycle of implementation and replanning. It contains links to specific documents and manuals that are applicable for that particular step. A process flow for selected steps illustrates the set of activities that take place and the role of the different stakeholders—LRED Process facilitator, LGU, local stakeholders. Chapter 3, titled LRED Tools, presents a detailed description of the LRED tools, including a summary matrix of the LRED tools and their practical application.

This Toolkit is designed to provide the user with an overview of the LRED approach, the steps and the relevant tools applicable for the different activities. It also includes Powerpoint® presentations that can be used and customized by the LRED Process Facilitator. The detailed process for using the tools, however, can be found in separate documents that are linked to the appropriate sections in the Toolkit. These documents can also be accessed directly through a subfolder in the main directory, which include case studies, success stories, and others that can also be useful references for the LRED Process Facilitators and other practitioners.

The toolkit is partly based on the manual “Assessing the Economic Situation Using the Rapid Economic Appraisal (REA)”, which was prepared by Mr. Rolf Speit in 2004 and used extensively in the implementation of the approach. Since then, the tools and manuals have continually been updated in response to the field experiences of the Program and its partners. It was further enhanced to incorporate the themes of gender, green economic development and to some extent, corporate social responsibility, to reflect GIZ’s holistic approach to development. It is thus expected that in the process of the application of this approach in the project Promotion of Green Economic Development (ProGED), further adjustments will be introduced into this document.

1 The LRED Approach

1.1 Key principles of LRED

The Local and Regional Economic Development Approach is defined as a participatory and action-oriented planning and implementation process by which public and private stakeholders work together to improve conditions for economic growth and employment in a locality. ([Presentation on LRED approach](#))

The LRED approach was developed on the basis of five key principles² :

- *Participation and ownership*: LRED focuses on participatory short-term planning and pragmatic actions in line with a changing development paradigm from a top down to a bottom up approach. LRED is not only delivered but also designed at the local and regional level. It requires the participation of local actors from all relevant societal groups (public, private, civil society) and moves from government driven to public-private partnerships. LRED presupposes trust building and collaboration seeking among those actors.
- *Process facilitation and coordination*: LRED is an iterative, open and open-ended process. It involves action learning, and the main role of LRED actors is facilitation, i.e. connecting role players and stimulating self help potentials and economic development. LRED process facilitation and coordination is considered to be efficient when it can create and mobilize local knowledge, connect this knowledge with the relevant stakeholders, compare local and external knowledge, and distinguish perceptions from facts. In particular, it must help local players learn that they can do things they had never considered before.

² LRED Principles, Mesopartner, November 2012.

- *Opportunity and market orientation:* LRED must be driven by opportunities, and the business sector has to play a key role in formulation, implementation and evaluation of LRED activities. LRED is favoring market-based solutions to remedy shortcomings at the local and regional level as they are considered more efficient and sustainable and less distorting than government interventions. The problem of one company is usually a business opportunity for another company, which can be addressed on markets most efficiently.
- *Form follows function:* The starting point for any LRED activity should be the identification and assessment of issues and needs. If it is necessary to set up specific alliances, networks or institutions to address the issues, the appropriate function of those networks and institutions need to be defined first before any decision is made on the specific form of the network or institution. This also includes the principle of using available structures, instead of building new, parallel structures.
- *Subsidiarity:* Subsidiarity is an organizing principle stating that a matter ought to be handled by the smallest, lowest, or least centralized authority capable of addressing that matter effectively. In the LRED context this means that the lowest possible administrative level should perform those tasks and activities that it is still able to master.

The former GIZ Private Sector Promotion (SMEDSEP) Program has compiled a set of [LRED Knowledge Products](#) that document the experiences of several LGUs in the implementation of the LRED approach. These include Success Stories, which illustrate the experience from the perspective of a local stakeholder, and Case Studies that were written from the perspective of persons from the Department of Trade and Industry who were involved in the implementation as Process Facilitators.

1.2 Key features of the LRED approach

Local and Regional Economic Development (LRED) has become an increasingly popular approach among governments in developing countries, bilateral donors and international organizations. The World Bank, USAID, ILO, UN-HABITAT, the Canadian International Development Agency (CIDA), the Swiss Development Cooperation (SDC) and GIZ have all embarked on programmes in this field. GIZ defines the approach as follows: “LRED is a participatory analysis, planning and implementation process wherein public and private stakeholders and civil society in a locality work together to improve conditions for economic growth and employment generation.”

Although the above mentioned agencies use different definitions, the underpinning features of the approach are basically the same:

- *Focus on a subnational territory:* Decentralization processes in many parts of the developing world have led to the creation of autonomous local entities entrusted with the task of shaping the local economic environment. LRED provides local stakeholders

with a set of tools addressing local economic potentials and constraints in a systematic way, spurring local economic growth as well as job creation and, thus, sustaining decentralization efforts. In the Philippines, the decentralization process started in 1991 under Republic Act 7160, The Local Government Code (LGC) of the Philippines. The LRED approach is particularly relevant in the formulation of the LGUs Comprehensive Development Plan (CDP), specifically in the economic chapter where they outline their strategies and programs for promoting economic development in their locality. The analyses generated in the LRED process also provides valuable input into the formulation of the Comprehensive Land Use Plan (CLUP), when attempting to integrate sectoral concerns, namely social, economic and, infrastructure. Among the three, economic concerns should be prioritized as a vibrant local economy will spur development.

- *Involvement of relevant stakeholders:* It is imperative to get all relevant stakeholders (local administrators and legislators, business associations, community organizations and NGOs) at one table in order to achieve long lasting successes in local economic development. If LRED becomes a joint effort, it is easier to act in a holistic way, mobilize resources and access information more widely. The involvement of different actors is also important for trust building as a prerequisite for public-private dialogue. The LRED approach is a means by which LGUs can operationalize the participatory planning requirements of the Local Government Code by mobilizing and/or involving Local Development Council (LDC) in the entire process. It is a multisectoral body, which shall have “representatives of nongovernmental organizations operating in the city or municipality...who shall constitute not less than one fourth (1/4) of the members of the fully organized council.” (Sec. 107, Art. 4, R.A. 7160).

The involvement of the LDC in the LRED process is critical because they are tasked to “assist the corresponding *Sanggunian* (Municipal Council) in setting the direction of economic and social development, and coordinating development efforts within its territorial jurisdiction.” (Sec. 106, R.A. 7160) Furthermore, the mandate of the LDC is to: (1) formulate long-term, medium-term and annual socioeconomic development plans and policies; (2) formulate the medium-term and annual public investment programs; and (3) appraise and prioritize socioeconomic development programs and projects, among others.

- *Holistic approach:* Any regional economy is shaped by a variety of different aspects which all impinge on the potential for local employment generation. If these aspects are addressed in an isolated, stand alone manner, one may not be able to remove all growth barriers and unleash the economy’s full potential. For example, the promotion of tourism destinations in the locality alone may not result in higher tourist arrivals, if parallel efforts in the development of complementary facilities, such as accommodations, transportation, and even the training of hotel staff and tour guides is not tackled at the same time.

This is in concurrence with the mandate of all LGUs to have a comprehensive multi-sectoral development plan (CDP), which encompasses their long term development goals. Aside from the participatory manner by which it is formulated, it is also “the action plan utilized by every local administration to develop and implement priority sectoral and cross sectoral programs and projects.”³ The CDP chapters include social, economic, environmental management, infrastructure and institutional. By incorporating the LRED process in the CDP plan preparation, economic planning is contextualized within the framework of other sectors, ensuring complementarity among the proposed plans and programs. It provides a platform whereby the different LGU departments are able to identify areas for collaboration.

- *Committed local leaders and local government backing actively the LRED effort:* LRED is basically about mobilizing people and making them work collectively in order to effect change. These need not necessarily come from the local government itself, as the term *leader* is not confined to those holding a formal leadership mandate. However, without the active backing of the mayor of an LGU, it would be difficult to unleash sustainable LRED processes.
- *Action and strategic orientation:* In the beginning, LRED intervention target at *quick wins* in order to create momentum and build trust with the local stakeholders. However, quick wins do not mean short termism. For instance, training activities for developing the business management skills of micro scale business women and men should start fast (quick win), but should be embedded in a longer term strategy for entrepreneurial capacity building, which includes linking up with micro finance providers and the development of business membership organizations (medium term or catalytic projects). Hence, quick wins also include a series of small interventions that implemented over a period of time lead to the achievement of an envisioned long term goal. And as the LGU progresses through the iterative LRED process, they also identify other quick wins or medium and long term or catalytic projects to address the changing economic landscape.
- *Complementary tool to LGU planning processes.* The LRED approach is not another sectoral or development plan that local government units prepare in addition to the other plans that they are already mandated to submit. Rather, the products that are generated in the implementation of the approach provide valuable inputs into the mandated plans such as the Comprehensive Development Plan (CDP), Comprehensive Land Use Plan (CLUP) and Executive Legislative Agenda (ELA), which in turn are the basis for formulating the long-term—Local Development and Investment Plan (LDIP)—and the short-term budgets—Annual Investment Plan (AIP). By incorporating the analysis into the documents, LGUs are able to establish the strong linkage between the plans and the budgets, thereby increasing the probability of implementation.

3 DILG Guide for CDP Preparation, MC2008-156, p1

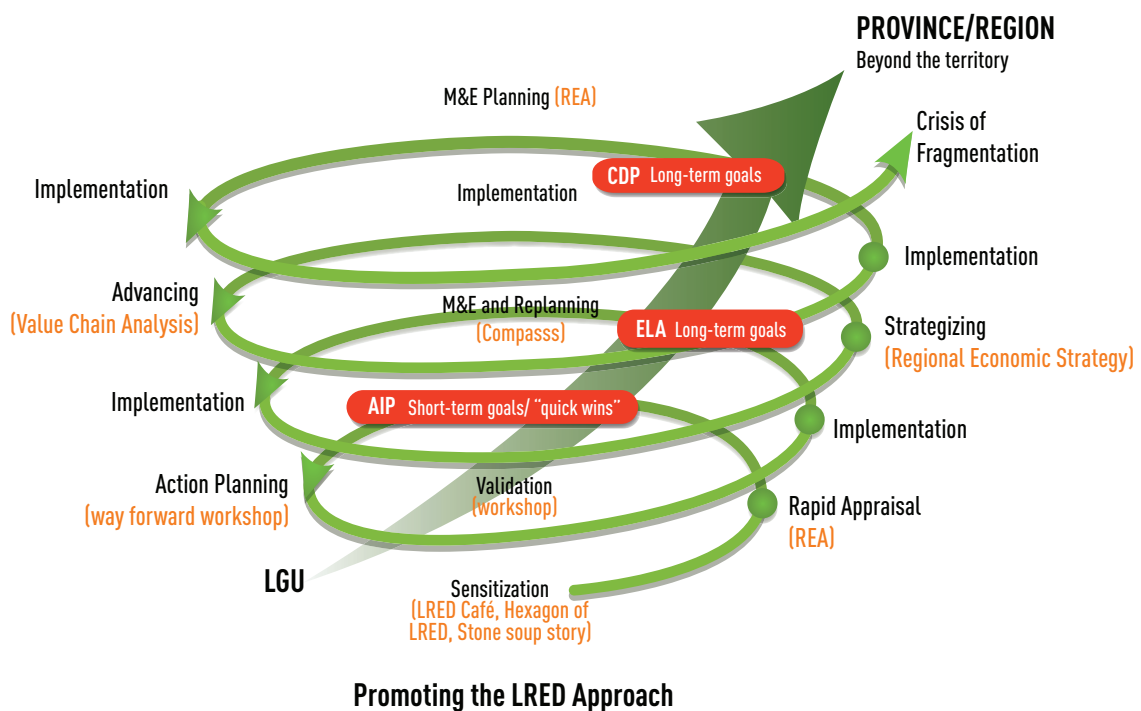


Figure 1: LRED Contributions to enhancing LGU-mandated plans

One feature relates specifically to GIZ. While most organizations use the term Local Economic Development and the acronym LED, GIZ has added *R* for Regional. The reason is that, initially, LED focused on urban development. One of the drivers of the approach was the World Bank’s Urban Development Unit, which still uses the term LED under the *Urban Development* headline. In another connotation, the term *4* in LED might be interpreted as Community Development which is a different approach. The term LRED is based on the notion that a local area and the surrounding region are intertwined and have therefore to be viewed as integral parts of one regional economy. This refers especially to developing countries where smaller towns are not economically viable without their hinterland. This is particularly relevant in the Philippines where areas outside the established economic centers such as Manila, Cebu and Davao are still way behind in terms of investments and still largely dependent on the market access provided by these centers. Further, the experiences show that after some time of more localized development interventions LRED turns to joint activities that go beyond one LGU and becomes more Regional.

1.3 The concept of systemic competitiveness as strategic guide of the LRED approach⁴

Jörg Meyer-Stamer (Meyer-Stamer, 2005) and Esser et al. (Esser et al., 1995) propose a heuristic model known as **Systemic Competitiveness** that combines crucial insights

⁴ Mesopartner, *Systemic Competitiveness Handout*, November 2012

from economics, social science and other disciplines in order to better understand the driving forces of economic development. It allows for the analysis of the relationship between 4 levels namely the meta (cultural), macro (broad economic policies), meso (industry or issue-specific policies and programs) and micro (network, hierarchy and market level performance) levels in an industrial system.

Factors at each level, and the way in which factors at the levels interact, shape the ability of countries, and the locations in them, to thrive in an increasingly competitive world economy. The levels are (see Figure 2):

1. **Micro level** where companies compete in competitive markets, but where also networks and alliances of companies emerge to sustain their competitive efforts,
2. **Meso level** of selective interventions to support companies' effort to shape a competitive advantage,
3. **Macro level** of generic institutions, economic policies and framework conditions
4. **Meta level** of basic orientations in a given society as well as other slow variables. This framework not only connects the micro behavior of markets, firms (hierarchies) and networks to each other, but also explains the relationships between government policy, institutional performance and even cultural and socioeconomic views in a society.

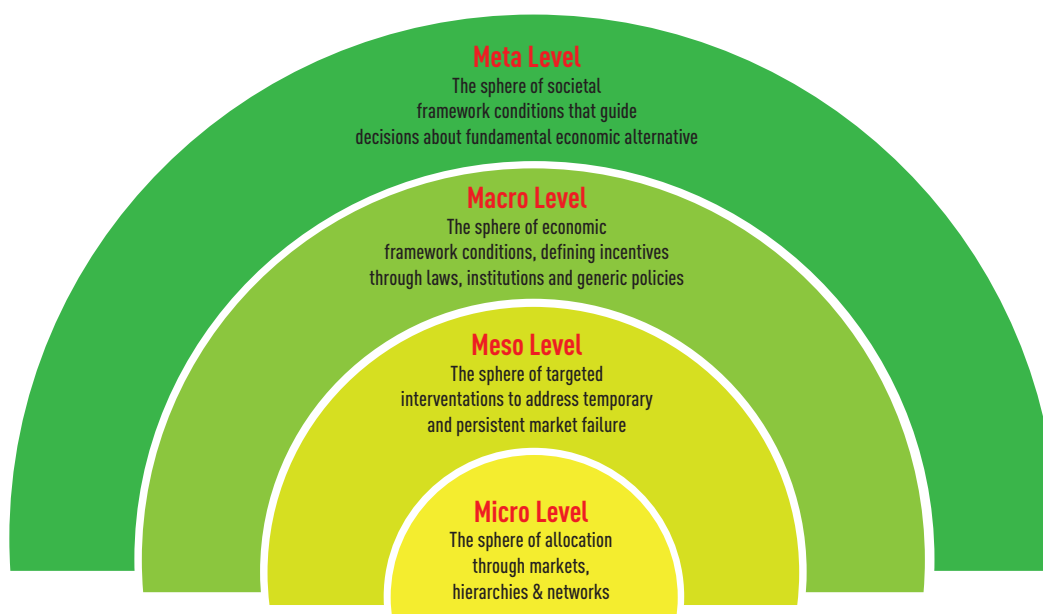


Figure 2: *The four levels of systemic competitiveness*

The concept goes explicitly beyond the conventional view of orthodox mainstream economics, which addresses primarily macro and micro level. From that perspective, the *meso level* is primarily the world of distortions introduced by government and other actors to compromise the workings of markets. The *meta level* is something that mainstream economics address in a normative way, not in an empirical and analytical way. The concept of Systemic Competitiveness draws on social science literature in order to get a robust understanding of factors that shape the evolution of societal structures, as well as the options and limits in terms of deliberate efforts to govern societal and economic change.

Note that the terminology of the concept is easily confused with spatial development terminology where *micro* means *local*, *meso* is related to *regional* and *macro* to *national levels*. In this context, the terms do not have a spatial but rather functional connotation with *micro* relating to the sphere of firms, *meso* to specialized organizations and policies (such as industrial policy) and *macro* to generic framework conditions. Seen from this angle, the concept of systemic competitiveness can be applied to local areas.

The **Systemic Competitiveness** approach acknowledges the crucial importance of macroeconomic framework conditions, robust institutions and a predictable macroeconomic policy for economic development. It emphasizes, though, that a favorable macroeconomic environment is a necessary yet not sufficient condition for sustained growth processes. Targeted interventions by government or other actors are necessary to address market failure and network failure that stand in the way of the upgrading of existing industries and the emergence of new industries which are needed to compete at a global scale (Meyer-Stamer 2005).

In a country with ideal conditions for development, a robust and predictable macroeconomic framework creates stable expectations in the business sector. At the same time, a liberal trade regime, a consistent antitrust policy and other institutions and policies make sure that markets are structured in a competitive way. Strong rivalry among companies forces them to constantly upgrade, to improve productivity and quality, and to innovate. Targeted interventions at meso level address market failure (underinvestment in skills formation and in research and development), thus supporting the efforts of companies to strengthen their competitiveness. Behind the ability of a society to create this type of environment are meta level factors such as a basic consensus on the economic model (competitive integration into the world market), a development oriented political-administrative system (focus at problem-solving), and ongoing conversations among the key groups in the society regarding strategic priorities.

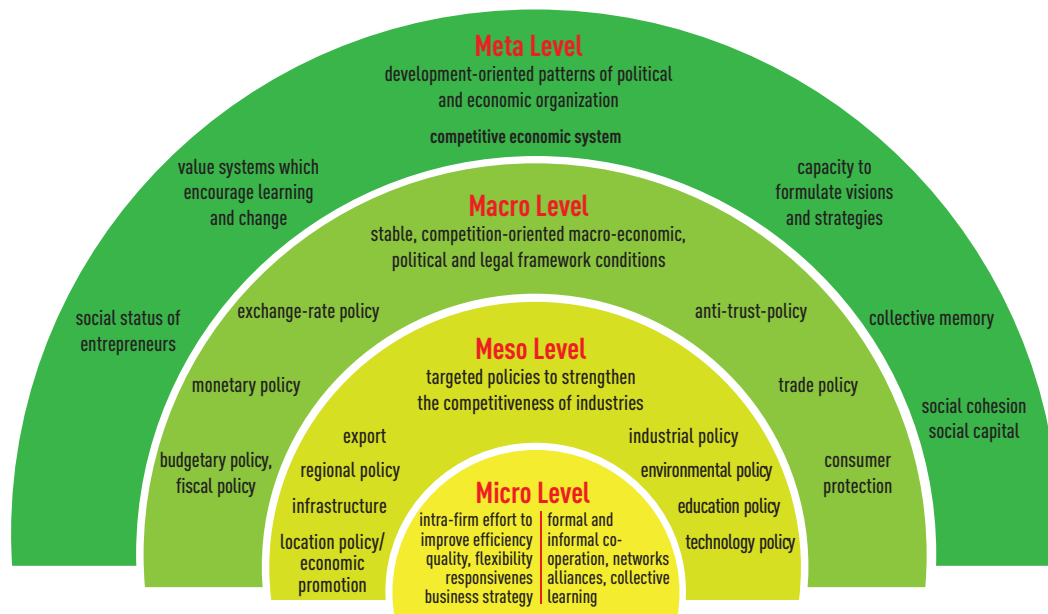


Figure 3: Determinants of systemic competitiveness

In the worst case, fundamental disagreements and antagonistic relationships at the meta level lead to erratic macro-economic policy making, generating a highly volatile economic environment that obstructs the growth of the private sector. The private sector focuses at short-term survival rather than long-term growth, thus underinvesting in equipment, skills, and innovation. Demand for services from meso level organizations, even if they exist, is weak.

Whether at the national or local level, the same concept of systemic competitiveness still applies. The meta level would refer to the general attitude of the community on economic development, investment and others; macro level would refer to the local government policies and ordinances; at the meso level, we can find support institutions and organizations that help enterprises improve their performance and competitiveness, and finally, the firms or enterprises operating within the LGU at the micro level.

The table next page shows some examples of interventions addressing systemic competitiveness at the local level.

Table 1: *The concept of systemic competitiveness at local level (examples):*

| Level | Examples |
|--------------------|--|
| Meta Level | <ul style="list-style-type: none"> - Constructive dialogue between local administration and local private sector - Local Chief Executive (LCE) is development-oriented - Acceptance of change by local business people |
| Macro Level | <ul style="list-style-type: none"> - Business Permit and Licensing System is streamlined - Regulations favouring sustainable use of natural resources |
| Meso Level | <ul style="list-style-type: none"> - Local universities supporting R&D for local sub-sectors - Effectiveness of local chambers and associations - Local programs targeting specific sub-sector |
| Micro Level | <ul style="list-style-type: none"> - Local businesses engaged in raising productivity - Local businesses access market information - Networking along the value chain - Buyers preferences providing an incentive for quality products |

If the principles of systemic competitiveness are to be made effective, it is very important for local government units to likewise play their role in making the market work. First of all, it is critical is to understand “who” are the market actors. This includes the private sector, government, business membership organizations or BMOs such as the Chamber of Commerce and Industry, industry associations, and the like; and informal networks that local businessmen are engaged in.

Next is to create an environment that will allow the law of supply and demand to enable the market to function on its own. In order to achieve this, two critical aspects of the enabling environment should be put in place—one pertains to the policy framework or rules and second includes the supporting systems, composed of infrastructure and information systems.

The policy framework, which sets and enforces rules for the market, includes the following:

- Regulations – refer to the rules that govern the operations of enterprises to ensure the safety and well being of consumers. This may include health inspection, business permit, fire code and others.
- Standards – are defined as a “set of rules for ensuring quality.”⁵ These would encompass tourism standards, zoning ordinance, building code and others. These both ensure the safety of life and property.

5 <http://www.etsi.org/standards/what-are-standards>

- Laws – refer to all other codified national and local laws that are enforced to establish general public safety and order
- Informal rules and norms – There are some rules that although they are not written into law are observed by people in general. For example, when a highway is used as a drying area for rice or corn. There is no law against it or for it. But in majority of areas in the Philippines, this is accepted. And farmers generally cooperate and agree on sharing of spaces for this even if it is not written into law where they can and cannot and who can and cannot do this.

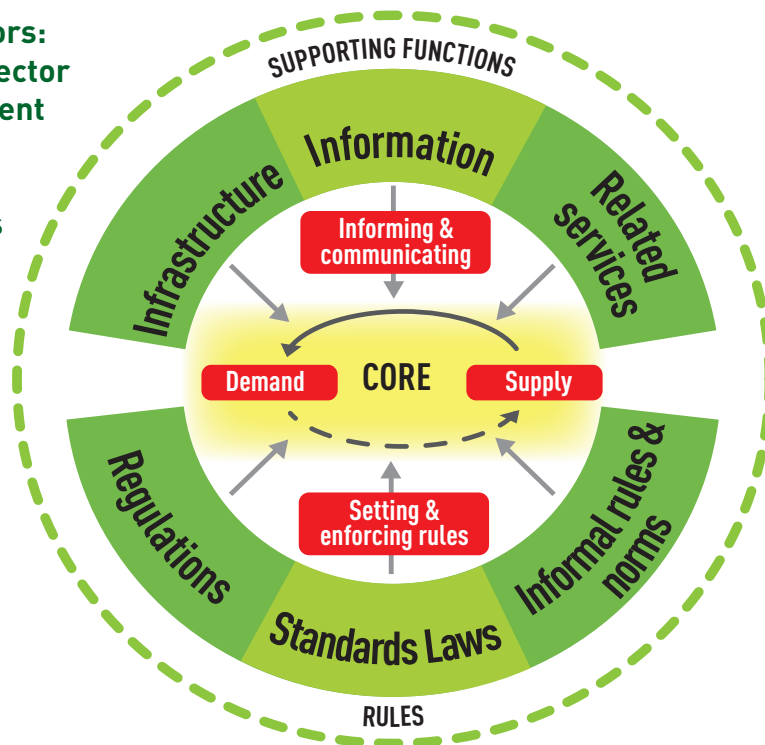
Then, there are the supporting functions as well, which encompass information and communication.

- Infrastructure—This is one of the most critical aspects of any economy. Physical infrastructure refers to roads, bridges, utilities (power and water) telecommunications, and others—which are all necessary features that facilitated the flow of goods and services, and therefore important in order for a market to work properly.
- Information—the accessibility and steady flow of information between buyers and sellers is important so both know what is on the market, what is needed and the different characteristics, components, and quality of the various products and services available
- Related services – This includes services, such as those offered by business development services providers, which help MSMEs improve their operations and productivity (such as accounting, business processes, packaging) or to become more competitive (such as product development and design, specialized skills training, others).

Put together, these components help create the positive environment necessary for attracting investments. And all these interventions fall within what we want to achieve within LRED, which is to create an environment conducive for investment and will enhance the competitiveness of MSMEs therein.

A presentation on the [Role of the LGU in Making Markets Work](#) is available in the compilation of LRED related documents.

- Market actors:**
- Private sector
 - Government
 - BMOs
 - Informal networks



LRED

Figure 4: Role of LGUs in “making markets work”

1.4 Strategic options for integrating Green Growth into LRED

Sustainable development is the overarching paradigm setting the framework for development worldwide. It is a normative paradigm that has, among other approaches, also shaped the broad lines of LRED. Its origins can be traced to the nineteen eighties, when a study called Global 2000 hinted at the limits of the Earth to bear unrestrained economic growth. The term gained worldwide recognition through the Brundtland-Report in 1987⁶. The report defined it as follows: “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- The concept of needs, in particular the essential needs of the world’s poor, to which overriding priority should be given; and
- The idea of limitations imposed by the state of technology and social organization on the environment’s ability to meet present and future needs.”

⁶ In the year 1987, the World Commission on Environment and Development (WCED), chaired by former Norwegian Prime Minister Gro Harlem Brundtland, published the report *Our Common Future*. The task of the Commission had been to develop a concept for worldwide development respecting ecosystems

For LRED, the sustainable development paradigm has the following implications: LRED is geared towards economic development. The construction of health posts and the training of midwives would never feature under LRED. Still, it places the economy into the spectre of the other dimensions. It strives for economic development that is socially balanced, preserves the ecosystem and fosters good governance.

The goal of achieving sustainable development is further challenged by the phenomenon of *climate change*. It is defined by the United Nations Framework on Climate Change (UNFCCC) as a change of climate, which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods. Climate change is believed to have been accelerated by the increased presence of naturally occurring greenhouse gases (GHG) in the earth's atmosphere resulting from human activities, such as burning of solid waste, wood and wood products, fossil fuels, deforestation, in addition to the widespread use of chemicals in industrial processes (i.e., chlorofluorocarbons in coolants and styrofoam). The particles formed a layer in the earth's atmosphere that absorbs the heat from the sun instead of reflecting it back into space, resulting in increased temperatures.

The impacts of climate change are evidenced by an increasing number of extreme weather events, such as typhoons, heat waves, and hailstorms that have had devastating, and at times debilitating effects on localities worldwide.

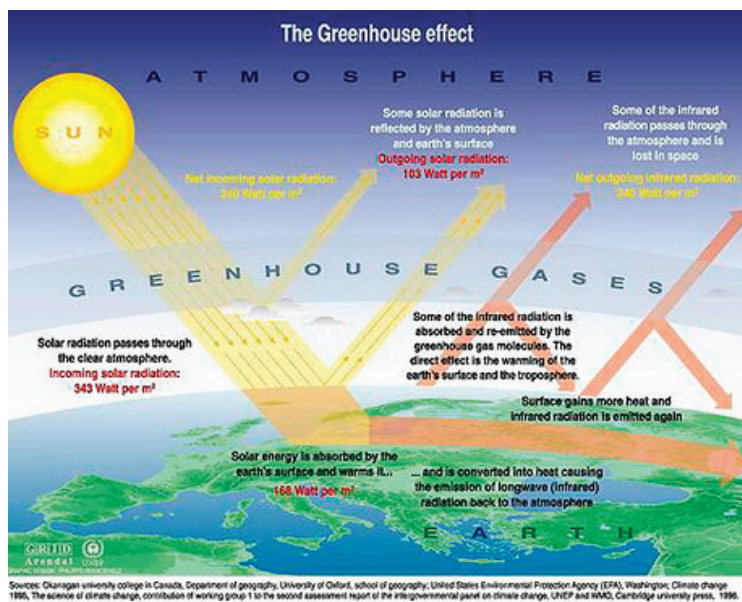


Figure 5: How global warming happens⁷

⁷ Source: Okanagan University College in Canada; Department of Geography, University of Oxford; School of Geography; United States Environmental Protection Agency (EPA), Washington; Climate Change 1995. The science of climate change, contribution of working group 1 to the second assessment report of the intergovernmental panel on climate change, UNEP and WMO. Cambridge University Press, 1996.

The Philippines is ranked third among 173 countries most vulnerable to climate change.⁸ The country’s extensive coastline, its archipelagic structure, and predisposition for weather disturbances are among some of the factors that increase its vulnerability. For these reasons alone, it is imperative for local government units to recognize the adverse impacts that climate change may have on their localities, the local economy, and its residents, and more importantly, how they will address these. Strategies should be incorporated into their plans, programs and policies to ensure financial and human resource allocation.

These strategies can either be in the area of *adaptation*—adjustment in natural or human systems in response to actual or expected climate change impacts, which moderates harm or exploits beneficial opportunities—or in *mitigation*—interventions to reduce the sources of greenhouse gases. Some examples of adaptation and mitigation strategies are:

Table 2: *Examples of Adaptation and Mitigation Strategies*

| Adaptation | Mitigation |
|--|---|
| Relocation of informal settlers located along waterways to higher areas | Construction of river protection systems to control the flow of floodwaters |
| Implementing a traffic management program to reduce traffic congestion in the city center | Implementation of an incentive and financing program to encourage tricycle drivers to shift to more fuel efficient motors |
| Providing alternative livelihood for upland forest residents to discourage them from cutting trees | Implementation of an upland reforestation program |

In the context of LRED, the challenge is not just to aim for sustainable development but to utilize the opportunities presented by climate change. This approach is known as **green growth**—the pursuit of economic growth and development while preventing costly environmental degradation, climate change, biodiversity loss and unsustainable use of natural resources. Adopting a green growth path creates new opportunities in terms of investments for the private sector and correspondingly, new jobs.

The green development path and private sector development are not conflicting, instead they are **complementary**. Adopting energy and water efficiency practices at the enterprise level for example reduces costs, contributing to increased competitiveness, at the same time, mitigating GHG emissions. Thus, the drivers of “green growth” are the same drivers as those of private sector development, with **competitiveness** being in the center. With the “green” focus, the attention of private sector development shifts to environment friendly and low carbon, low GHG emitting practices of businesses.

⁸ World Risk Report 2011, UN University’s Institute for Environment and Human Security and the German Alliance Development Works

On the part of local government, they can facilitate the shift towards green growth by adopting policies and instruments that encourage the same. In order for this to be effective, one has to adopt a holistic approach, introducing interventions at the various levels of systemic competitiveness.

- **Macro level:** The LGU takes political responsibility beyond legislative actions by setting the right incentives and price signals and by playing a role model regarding all issues of sustainability, i.e., through the issuance local ordinances
- **Meso level:** The LGU proactively builds the institutional capacities needed for Green Growth, as well as by serving as a role model. Due to their limited resources, the MSMEs are particularly dependent on the availability of adequate, affordable Business Development Services (BDS) in order to cope with the necessary reorientation of business strategies and business models
- **Micro level:** The LGU fosters the long term competitiveness of companies through resource and energy efficient and conservation measures, the use of renewable energy (i.e., solar power, mini-hydro power plants) as well as measures that make them more resilient to climate change (i.e., environmentally sustainable land use planning, disaster risk reduction plans, mixed use zoning). Sustainable consumption and lifestyles will trigger demand for products and services of companies that operate in an environmentally sustainable manner (i.e., buy local campaigns)

Additionally to the work on macro, meso and micro level, national governments need to get proactively involved at the supranational level, trying to improve and secure commitment for the international agreements regarding climate change, help set and shape the right financing instruments at a global level (like the Clean Development Mechanism) and achieve the reduction of trade barriers for environmental goods and services like clean technology.

Last but not least, governments need to work on the meta level, discussing and building a vision for Green Growth shared among all stakeholders in the country and the locality. New modes of working together in partnerships and networks require cooperation management skills that governments need to establish at all levels.

Besides grouping the policies and instruments into the different levels, they can also be classified into policies and instruments that either push, pull or enable companies to go green.

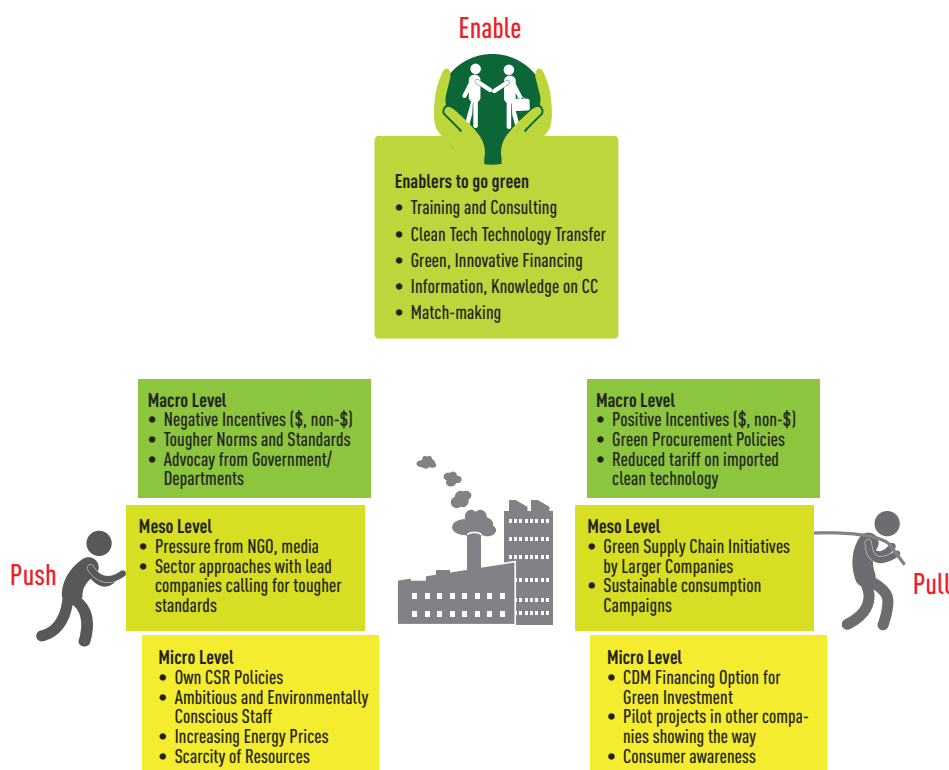


Figure 6: Push-Pull-Enable Approach to Promote Green Growth

The examples below illustrate specific examples of how an LGU green growth strategy can look like:

Table 3: Example of an LGU Green Growth Strategy for Tourism

| | Push | Pull | Enable |
|--------------|---|--|--|
| Macro | The LGU promotes ecotourism as one of their primary economic priorities | The LGU provides incentives for investments in the development of ecotourism destinations | <ul style="list-style-type: none"> • Access to training and consultancy services • Clean technology transfer |
| Meso | The local hotel and resort association encourages members to comply with the ecotourism development guidelines of the Department of Tourism (DOT) | The local hotel and resort association adopts an ecoresort labelling program and promotes these establishments internationally | <ul style="list-style-type: none"> • Availability of green financing • Information, education and communication (IEC) campaign |
| Micro | Tourism establishments adopt building, energy and water efficiency measures to comply with regulatory requirements | A large number of local resorts implement changes in operations in order to secure ecoresort certification | |

Table 4: Example of an LGU Green Growth Strategy for Agriculture

| | Push | Pull | Enable |
|--------------|--|---|--|
| Macro | The LGU mandates allocation of parcel of farmland for organic farming | The LGU provides incentives for those who will engage in organic farming | <ul style="list-style-type: none"> • Access to training and consultancy services • Clean technology transfer • Availability of green financing • Information, education and communication (IEC) campaign |
| Meso | Local farmers' cooperatives encourage members to adopt organic farming technology by providing technical support | The local hotel and resort association agrees to purchase locally sourced organic produce | |
| Micro | Farmers set aside a portion of their land for organic farming to comply with LGU requirements | Farmers' cooperative organizes weekend markets specifically for organic produce | |

A presentation on the [Rationale for Green Growth](#) can be used for discussing this topic with local stakeholders.

2 The LRED Cycle

Local and Regional Development is not a singular, one-time intervention. In principle, it is a continuous process and does not end at a certain date. Figure 6 below demonstrates the stages of such a process.

In the experience of the SMEDSEP program, a demand-driven approach proved to be more successful in that it fostered greater participation and ownership among the LGU stakeholders. Hence, the first step is for the LRED Process Facilitators to promote the approach to a wide number of LGUs, and work with those who signify their interest to adopt the approach and to allocate resources for its implementation. Then, local stakeholders need to be organized in the sense that they agree to build their local economy jointly and accept the need for change, followed by the third step, which consists of the conduct of a Rapid Economic Appraisal (REA) for assessing a local area’s economic potentials and constraints. This brief analysis is done by outsiders such as external facilitators. In order to obtain a common understanding of strengths and weaknesses of the local economy and verify the appraisal results, the analysis is being validated by local stakeholders in step four. Based on this, lines of intervention are identified in an action planning workshop (stage five). The interventions seek to overcome constraints or utilize economic potentials of a local economy with a view to generating employment and income. Then, implementation starts, the most essential part of any LRED process (step six).

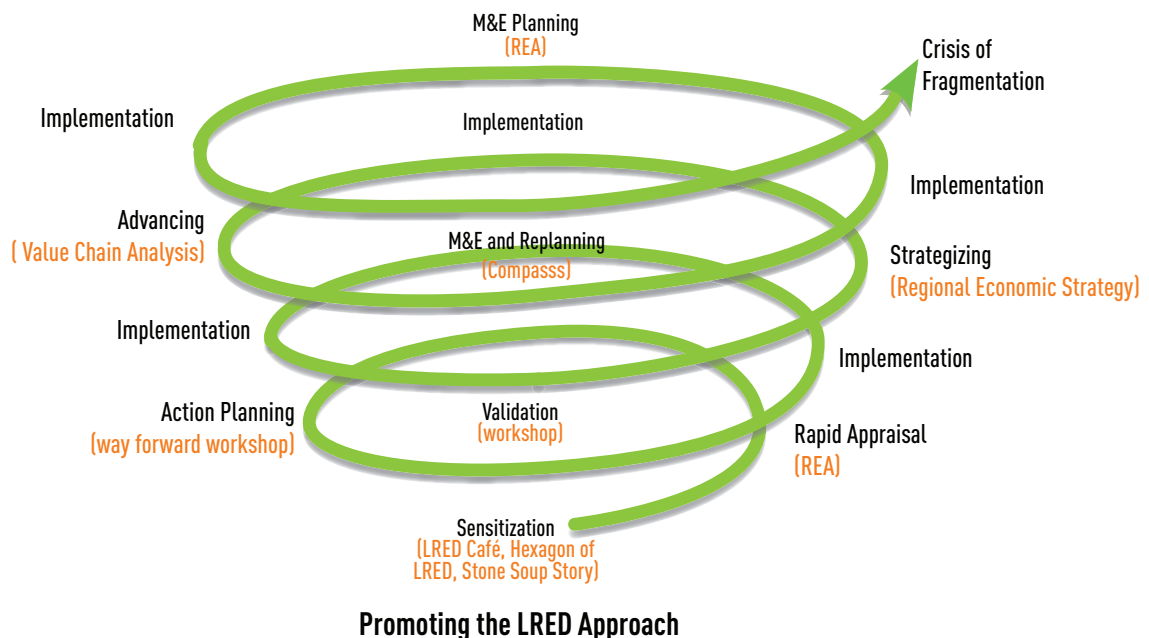


Figure 6: *The LRED Cycle*

An intrinsic element of implementation is monitoring. Without monitoring mechanisms, it is likely that the momentum aroused at the start will not sustain and the process fizzles out (step seven). Monitoring is accompanied by replanning as the stakeholders identify new interventions to improve implementation or address new concerns. After another round of implementation, the stakeholders shift into Strategizing (step eight). It is only at this point that the locality formulates their economic strategies because now they have a better understanding of what drives the local economy and how to take it further. As such, this step is followed by the advancing stage (step nine), where they focus on a particular sector(s) and how to improve the efficiency and competitiveness of the same. After some time of having got the ball rolling, local stakeholders may need to decide whether to continue with the process and, if yes, where to set the priorities and how to go about them (step ten).

2.1 Step 1: Promoting the LRED Approach

This is the initial step in the LRED Process where the Process Facilitator promotes the approach to the LGUs in their areas. They can adopt different strategies, ranging from one that is targeted to specific LGUs or a broader approach whereby they can reach out to several mayors at a time through the LGUs Leagues or the Provincial Governor. In order to foster a better understanding of the approach, the Process Facilitator can also

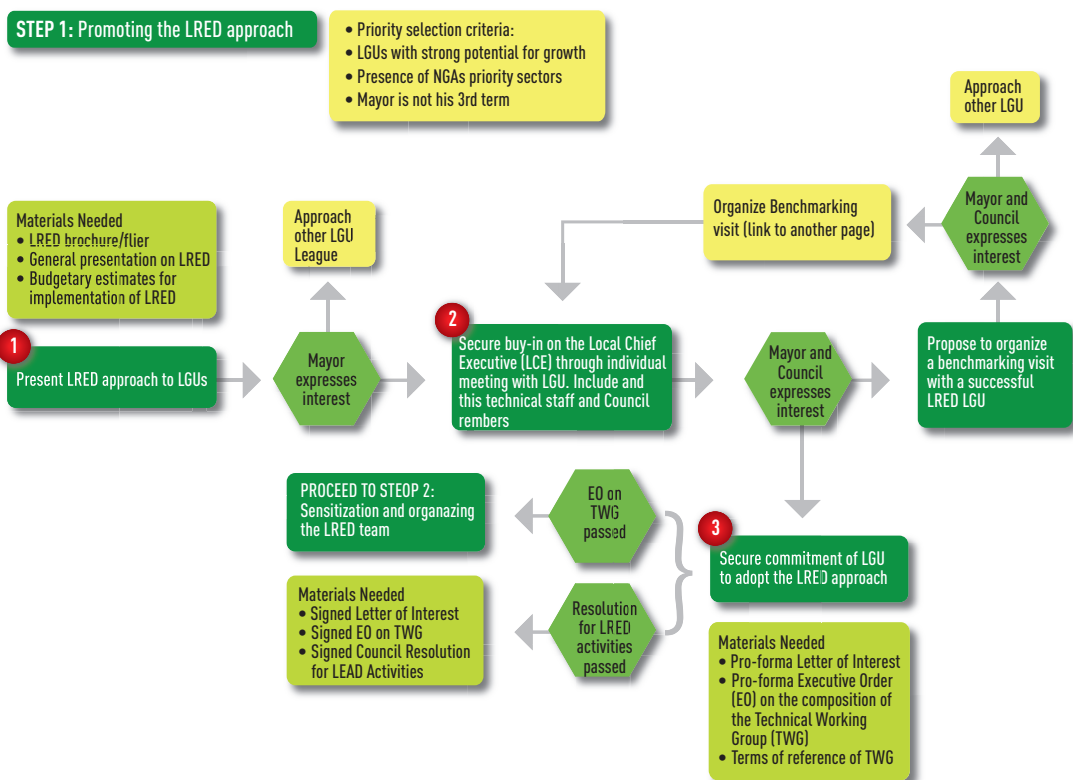


Figure 7: Process Flow of Promoting the LRED Approach

organize a benchmarking visit to allow them to speak directly to other LGUs that have successfully adopted LRED.

The next step would then be to secure their commitment. This entails the issuance of several documents to ensure that the LGU will allocate manpower and resources for the proper implementation of the approach. This may include such documents as the Letter of Interest (LOI) to adopt the approach, an Executive Order (EO) issued by the Local Chief Executive constituting the LRED Technical Working Group (TWG) and allocating resources for the implementation of the approach, and in some cases, a Memorandum of Agreement (MOA) between the LGU and the LRED Process Facilitator. Once the partnership is secured, the implementation of the LRED approach shall commence.

The document, Setting the wheels in motion: A Compilation of strategies for securing the buy-in and sensitization of LGUs for the LRED Approach provides a step-by-step guide and techniques one can use to approach the target LGUs and prepare their teams for the implementation of the approach. It also provides suggested meeting and workshop formats, including presentations and other reference materials one can use to share the LRED experience among various stakeholders.

The **LRED Process Facilitators**, which may involve the Provincial office of the Department of Trade and Industry (DTI-PO), the Municipal Local Government Operations Officer (MLGOO) of the Department of Interior and Local Government (DILG) or a locally based Private Business Development Service (BDS) Provider, are responsible for steering and coordinating the LRED activities in their areas. They are the recognized “experts” for the approach in their province because they have gained experience in using the tools, are knowledgeable on the process, and can actively promote the approach to other LGUs. In this regard, they are often tapped as resource persons in the conduct of LRED activities in the upscaling sites. The former GIZ Private Sector Promotion (SMEDSEP) Project supported the establishment of a network of service providers trained in private sector development tools, which include LRED, Compass, Hexagon, and Value chain among others. Known as the **CEFE BDS Network (CBNet)**, the group has members nationwide whose services can be tapped to support the implementation of these tools, in addition to other support services needed by enterprises. Annex 1 is a list of CBNet members and their areas of expertise.

They are likewise responsible for shepherding the LGUs along the various phases in the approach. In the experience of PSP SMEDSEP, the Process Facilitators at the Regional Level Offices of DTI were responsible for the coordination, monitoring, and promotion of the LRED activities in the various provinces. At the provincial level, however, they liaise directly with the LRED LGUs in the province, and support them along the process until the LGU has set up the mechanisms to steer the process on their own. In this regard, their role is critical in planting the seeds for the LGU to adopt the approach, as well as ensuring that it is integrated into the overall LGU Planning Process. Annex 2 describes the ethics by which LRED Facilitators are expected to comply with.

Box 1.1 The Role of the LRED Process Facilitator

The role of the LRED Process Facilitator is usually taken on by the DTI Provincial Office or a Private Service Provider who have had extensive experience in the use of the approach and corresponding tools. This is very critical in terms of planting the seeds for the LGU to adopt the approach, as well as to ensure that it takes root and is integrated into the overall LGU Planning Process. It is important for the Process Facilitator to have a stake in the LRED process as it will guarantee their commitment to carrying it to fruition. In the case of DTI, it will help them achieve their objective of generating investments by promoting MSME development at the local level. For MLGOOs, on the other hand, it is in line with their function of providing technical support to the LGUs in improving municipal government administration and development. Listed below are the general responsibilities of the LRED Process Facilitator:

- *Initiating, overseeing, monitoring and evaluating LRED processes*
- *Sequencing and connecting events*
- *Choosing, sequencing, re-sequencing tools and approaches*
- *Bringing in needed support (service providers, advice time etc.) to speed up the achievement of a development objective*
- *Managing execution of tasks in a process*
- *'Walking through' a group of local/regional stakeholders along a process*
- *Creating trust among stakeholders*
- *Analyzing LRED interventions against a framework*
- *Ensuring the flow of information among stakeholders*
- *Knowledge management*
- *Networking and coordinating key players / stakeholders*
- *Helping to link 'players' with 'enablers'*
- *Brokering agreements / transactions between the parties*
- *Monitoring and evaluating the process*

2.2 Step 2: Sensitization and Organizing the local stakeholders

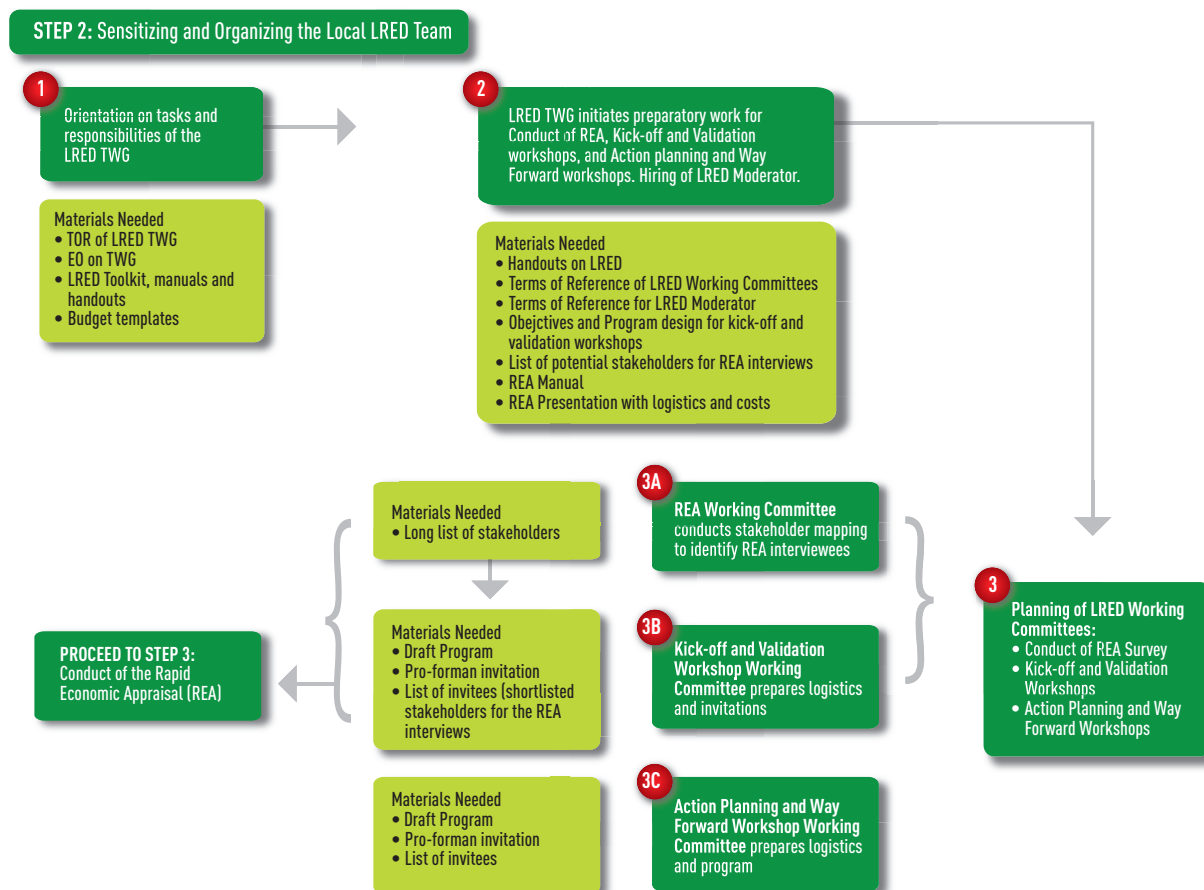


Figure 8: Process Flow of Sensitization and Organizing the Local Stakeholders

This step begins when the local government unit has expressed their “hard commitment” to adopt the LRED approach in the form of an Executive Order (EO) creating the LRED Technical Working Group (TWG), as well as the Council Resolution allocating funds for the conduct of LRED activities. The Process Facilitator conducts a more in depth orientation for the LGU LRED TWG on the process and their roles and responsibilities throughout.

It is also here when the LGU initiates the preparations for the next set of activities, namely the Rapid Economic Appraisal (REA), LRED Kick-off, validation and action planning workshops. These activities require much preparation in terms of logistics, identifying survey interviewees, and inviting participants to the workshops so it is important to involve the right people from the LGU. Some LGUs engage the support of staff from outside the TWG, and, depending on the level of preparation required, are organized in the three working committees, one for each of the forthcoming activities.

It is also important to assemble updated information on local stakeholders as they will be invited to participate in the activities. This would include stakeholders such as registered businesses, non government organizations (NGOs), people's organizations (POs), business membership organizations (BMOs), financial institutions, academic and research institutions, professional and industrial associations and the like.

If the role of the Process Facilitator is assumed by DTI or DILG, one of their key responsibilities in this step is to assist the LGU in engaging a Private Service Provider to conduct the REA, as well as to facilitate the Kick-off, Validation and Action Planning Workshops. While a number of DTI staff have been trained to facilitate these activities, experience shows that the level of time and effort required is beyond that which can be provided by DTI. At the same time, hiring a third party to conduct the surveys and facilitate the workshops reduces questions on the validity of the results.

Please refer to the document [Setting the wheels in motion: A Compilation of strategies for securing the buy-in and sensitization of LGUs for the LRED Approach](#) for a detailed description of each step and the documents required.

2.3 Step 3: Assessing the Economic Situation

In order to determine the LGUs economic direction, it is important to understand the current situation and its potentials. The primary tool used for this is the Rapid Economic Appraisal (REA). It is a rapid survey (conducted within 3-4 days) conducted by field interviewers on a preselected set of interviewees. They are composed of representatives from the business sector and resource persons, which include national government, academic institutions, business membership organizations, NGOs and the like. The results are tabulated and automatically translated into graphs, which are then presented to the local stakeholders during the Validation Workshop.

The objective of Rapid Economic Appraisals (REA) is to identify potentials and constraints to accelerated economic development of a particular territorial unit. It serves as a starting point for short, medium and long term interventions in order to overcome growth barriers and let the local population, including poorer sections of society, participate more widely in economic gains. The appraisals are also a means for initiating public-private dialogue.

The REA follows a clear format and is based on the principles rapid, participatory and holistic. The REA combines hard data sources, qualitative surveys, and a participatory validation process to provide a broad understanding of the local economy and the key issues hampering its development. Owing to its nature as a "rapid" analysis, it does not claim to be comprehensive, nor can it be considered as a scientific study. It is not the intention of a REA to go into all details and provide ready solutions, but rather identify the crucial issues and offer ways for the local constituency to find appropriate responses.

In the design of the LRED Process, the REA is conducted in succession within a seven day period including the Kick-off, Validation and Action Planning workshops on order to reduce the transportation costs for the Private Service Provider. In recent LRED activities however, the REA surveys were conducted ahead of the other activities. The advantage of this strategy is that more time is available for the review and validation of the results vis-à-vis LGU documents, as well as in coming up with proposals for consideration by local stakeholders in the succeeding workshops. At the same time, participants are not overburdened with a number of activities within a short period of time, hence the possibility of a bigger number of participants in the workshops. The disadvantage however is the transportation cost of the service provider who would have to add an extra trip to the LGU.

If a Private Service Provider is engaged to conduct the REA, Kick-off, Validation and Action Planning Workshops, with the DTI serving as the Process Facilitator, it is still important for the latter to play an active role in the following to ensure the quality of the process:

- stakeholder analysis
- identification of key informants
- reviewing questionnaires
- analyzing results
- preparing powerpoint presentations for validation workshops
- preparation of the program for validation and action planning workshop

The [REA Manual](#) provides a detailed description of the steps, templates, and other reference materials in carrying out the survey.

2.4 Step 4: Validation of the appraisal results

During the Validation Workshop, the results of the REA survey are presented to the stakeholders for them to review and comment if these are indeed the current conditions in their locality. The Workshop Moderator also presents data culled from LGU documents as further reference for the stakeholders and to guide the validation process. On this basis, they identify three to four “burning issues” that they believe are the main problems facing the local economy.

The function of the validation is twofold: First, providing feedback to the appraisal team as to the correctness and conclusiveness of the analysis from the point of view of local stakeholders and, second, making sure that the local groups really own the analysis. The validation is done in the form of a workshop, immediately followed by the action planning. The event is officially opened by the mayor of the LGU or a person speaking on his or her behalf. As part of the opening, key elements of the LRED approach, the objectives of the event, the activities conducted by the REA team as well as its composition are again presented.

After the opening, one or more representatives of the appraisal team proceeds with the presentation of the appraisal results (around one hour). Then, the main presenter invites the audience to comment and state whether the findings are correct or need amendment. Depending on the situation it might be an option to invite comments already earlier, after a part of the presentation or even at the point of an expectedly controversial finding. In the validation, it is recommended to follow the sequence of the matrix. Another team member visualizes the comments on flipchart. If the majority of the audience wishes to change a statement, the presenter either does so immediately or assures those present, that it will be done later. After approximately an hour of discussion, the facilitator summarizes the main concerns raised by the participants and leads over to the next part, the action planning.

For the validation workshops to be carried out successfully, take account of these hints.

- a. *Timing of the workshop*: It is strongly proposed to let this workshop follow the REA immediately and bank on the momentum created during the REA. Doing it this way would also coincide well with the quick and results oriented nature of the approach.
- b. *Wide stakeholder participation*: In preparing for the workshop, facilitators should bear in mind the usefulness of a having a cross section of various groups and institutions present in the workshop. This builds credibility and momentum and makes it easier to pool local resources. The attendance of the local DILG representative and the Municipal Planning and Development Coordinator (MPDC) can be an ingredient in the institutionalization of LRED.
- c. *Emphasize action orientation*: Conducting successful interventions and producing tangible result is key to the sustainability of LRED processes. Hence, their action orientation should be stressed already during the opening of the workshop in order to maintain the interest of the audience.
- d. *“Hijacking” of discussions*: It can happen that strong personalities are dominating the event and try to push discussions into their direction (*hijacking*). The facilitators need to be aware of this risk, counter this skillfully and manage the discussion in a way allowing others to express themselves too.

The workshop moderator can do some preparatory work prior to the Validation Workshop by triangulating the results of the survey with other data sources. These may include the following:

- Written materials – LGU documents such as Comprehensive Land Use Plan (CLUP), Comprehensive Development Plan (CDP), Socio economic Profile (SEP), Municipal/ City Development and Investment Plan (M/CDIP), and various surveys conducted by the National Statistics Office (NSO)
- Conducting mini workshops with business from the same subsector to get their views on the local economy

- Inputs from the local REA Team members
- Observations from the conduct of the surveys

These other data sources are elaborated in further detail in Section 5 of the REA Manual.

2.5 Step 5: Action planning

Once the stakeholders have arrived at a general agreement on the REA results, the next step is the Action Planning Workshop where, on the basis of the results, they jointly agree on a set of activities to be implemented within the next six months with minimal costs or using only internal funds. It is important for the group to focus on “quick wins” so that the local stakeholders are able to see quantifiable results in a relatively short period, and will be therefore further motivated to support follow-up activities.

The session following the validation usually serves to obtain a consensus on priority interventions following the criteria sketched out in the REA Manual and as an entry point into detailed action planning. The following sequence is proposed:

- Brainstorm upon interventions:* The facilitators explain the criteria for proposal selection and present proposals for interventions that are based on the REA results discussed earlier on. They ask for feedback from the audience “Do you agree with the proposals? Do you have others?” If other proposals come up, the facilitators add them to the list. Then, smaller groups are formed that will have the task of rating the proposals according to the criteria. There are two options: Either each group does a rating exercise of all proposals or each group focuses on one. Either way, in the end the ratings of each of the groups are compiled into a single table, allowing for comparison of the results and for summarizing the ratings. The top three proposals will be selected (or up to five, if local capacities would allow for a more comprehensive action plan). Note that the REA team members would have to act as moderators of the group work.
- Environmental Compliance Check:* Annex 2 presents a small guide helping facilitators to check the environmental compliance of LRED - interventions.⁹ In the course of identifying them, the facilitators may check the feasibility of proposals according to the checklist and, in case proposals do not comply, question their environmental suitability. This might either lead to substituting the proposal through another, more environmentally friendly one, or amending the existing proposal.

⁹ Note that the Environmental Compliance Check is inspired by the Philippine Environmental Impact Statement System (PEISS). Under the PEISS, the Environmental Impact Assessment (EIA) was developed. The EIA is a process that involves predicting and evaluating the likely impacts of a project as well as the ensuing preventive, mitigating and enhancement measures in order to protect the environment and the community's welfare. An EIA is a process a proponent undertakes before an Environmental Compliance Certificate is issued. It is mandatory for Environmentally Critical Projects such as heavy and extractive industries as well as major infrastructure projects and for Environmentally Critical Areas. For more information check www.emb.gov.ph/eia-adb.

Box 2.1 Quick Wins vs. Catalytic Projects

The Workshop Facilitator should be very careful in guiding the discussion so that participants do not raise expectations by identifying activities that are beyond the capacities of the group. To do this, one should distinguish between “quick wins” and “catalytic projects.”

| Quick Wins | Catalytic Projects |
|---|---|
| <ul style="list-style-type: none"> • Can be implemented with local resources • Can be implemented quickly (start in 2 weeks) • Shows quick visible results | <ul style="list-style-type: none"> • Intervention that changes the dynamics of the location • Major financial resources needed • High commitment to cooperation needed • Very specific know-how needed • Serious and persistent political backing needed |

- c. *Identify LRED Focal Persons for Specific Interventions:* Having drawn up the list of interventions, the facilitators introduce the figure of the *LRED Focal Person for Specific Interventions*.¹⁰ They inform the audience that these are people from the LGU who work with the LRED Coordinator for the local area in the implementation of the actions and the monitoring of the process. They try as much as they can to ensure the success of the interventions. The LRED Focal Persons for specific interventions are professionally involved in the particular area, dispose of some decision – making capacities and are committed to provide resources (for instance time, know-how, materials, money) for their implementation. Then, the facilitators of the event display a large sheet of paper and invite proposals and volunteers. Although this cannot be enforced but rather encouraged, candidates of both sexes should be considered in the proposals. Those who are willing to get involved write their names, function, institution and cellphone number on the board. A focal person coming from the private sector is also identified to tandem with the one coming from the public sector to provide check and balance.
- d. *Entry into action planning:* The next step is to commence with the actual action planning. Again, smaller groups are formed according to interventions. The facilitators

¹⁰ Note that the designation always goes together with the title of the interventions, for instance *LRED Focal Person for Investment Promotion* or *LRED Focal Person for Organic Fertilizer*

of the workshop draw the attention of the audience towards the format of the action plan (see Annex 4). They explain that the focus of the session should be on clarifying the object of the intervention (“What exactly do we want to do within the intervention?”) as well as the objective (“What exactly do we wish to achieve through the intervention after one year?”). This discussion should lead the participants to, at least, being able to fill the first item of the action plan objective, which would guide the ensuing action plan refinement. After this has been achieved, the question “Which institution and individuals would have to be involved in the project’s implementation?” If the mapping reveals that key stakeholders are not present, the LRED Focal Person for Specific Interventions should make sure they are invited for the action plan refinement. If time allows so, the groups could already do a rough planning of the other items of the action plan.

- e. *Scheduling the action plan refinement:* In the plenary, the objectives as defined by the groups and their rough plans are briefly presented and discussed. The next step would be to agree upon a schedule for a follow-up session, or a Way Forward Workshop that would further specify the activities, the time frame, responsible persons and collaborators for each of the activities and the budget of the project. Likewise, a list of key persons to attend the detailed planning sessions is drafted. The role of the LRED Coordinator as a convener for the next event is emphasized. It is during the action plan refinement activity when the different groups develop the indicators for measuring attainment of their interventions. Annex 5 provides a guide for developing indicators using the SMART criteria.

It is highly recommended to have the first follow-up event take place in due time, around two to four weeks after the workshop in order to maintain the momentum of the process. Likewise, the detailed planning should be moderated by an external facilitator in order to let the local stakeholders benefit from his or her expertise and being able to balance conflicting views and interests.

2.6 Step 6: Implementation

Implementation lies at the heart of every LRED process. It means putting into practice the interventions agreed upon, leaving the preparatory phase and venturing into actual doing. This phase is so important, because without proper implementation there will be no objectives achieved and no success stories to tell about. In a nutshell, without proper implementation, the LRED process will ultimately fade out. Achieving tangible results for farmers and business people is the only way of sustaining the momentum generated in the kick off phase. What are essential requirements for successful implementation?

- a. *LRED action plan:* First of all, you need to have a plan agreed upon with local stakeholders. We consider the LRED action plan as the aggregate of the plans for individual LRED interventions. This plan needs to have clearly assigned tasks for the LRED

Coordinator of the local area and the LRED Focal Persons for Specific Interventions. A budget is also part of it.

- b. *External coaching:* During the first years after kicking off the LRED process in a particular LGU, some external coaching is advisable. The reason for this is that most local areas are not yet acquainted with participatory planning and implementation and that it needs some time and practice to take roots. Coaching can be provided by an institution such as DTI and conducted either by DTI personnel or facilitators trained through DTI and its partners. In acting as a coach, facilitators should be careful to not take over the roles assigned to local stakeholders, as this may undermine the local initiative and in the end the sustainability of the process. A facilitator’s role should therefore be limited to stimulating local stakeholders to do their job, highlighting the benefits for everybody if actions are done in time and helping with advice.

- c. *LRED Committee:* The LRED Committee is composed of the local LRED Coordinator, the LRED Focal Persons for Specific Interventions and the MPDC. Its key tasks are (i) ensuring that the action plan is indeed put into practice and (ii) serving as an information relay for the LCE, the local administration, the local legislature and the general public. Details on the functions of the committee are provided in table 5. Taking into account the multiplicity of tasks of local stakeholders, the LRED Committee should, as much as possible, not be considered as yet *another committee* or an additional burden. Hence, if local decision-makers deem it adequate, the role to be played by the LRED Committee might as well be mainstreamed into existing (and well functioning!) committee, for example an investment promotion committee. It is not important to have an LRED Committee, but it is indispensable to have structures performing its tasks.

- d. *Monitoring of the action plan:* You need monitoring mechanisms, because they build peer pressure, ensure transparency and can serve as a conduit for disseminating success stories. The reference for the monitoring is the action plan. Technically, the status of action plan implementation might be documented by using the *remarks* column of the plan format. It is suggested that monitoring is done by the LRED Committee and it would be great if the committee could meet monthly for screening the ongoing activities, deliberating about how to overcome roadblocks in the implementation and constantly adjust the activities of the action plan.

Table 5: Tasks of the LRED Committee during the implementation stage

| Designation | Tasks |
|----------------|--|
| LRED Committee | <ul style="list-style-type: none"> • Coordinating the activities to be carried out under each of the LRED interventions • Deliberating about ways of overcoming roadblocks in implementation • Ensuring the funding of activities either through internal or external sources |

| Designation | Tasks |
|----------------------|--|
| | <ul style="list-style-type: none"> • Documentation of the progress of an LRED intervention • Information source for LCE, SB and other local stakeholder • Gather ideas for further actions • Monitoring of the LRED action plans and their integration into mandated short and medium term plans. |
| External Facilitator | <ul style="list-style-type: none"> • Obtain information regarding performance status of LRED projects • Motivate and coach local LRED Coordinator and LRED Focal Persons for Specific Interventions • Support LGUs to obtain support from outside the LGU • Promote dialogue of conflicting parties in case the need arises • Serve as a source of information for LRED |

2.7 Step 7: Monitoring and Evaluation and Replanning

Monitoring and replanning is the next stage of the LRED cycle. It takes place approximately one year after the commencement of the process. One year is long enough for interventions to produce some tangible results and short enough to maintain the momentum generated at the early stages of the process. Replanning pursues two objectives.

- a. The first objective is to conduct an evaluation of the individual interventions and the overall process itself. Key questions are: **Did we manage to implement the activities we had planned for? Did we attain the indicators of our plan? What did we learn along the way? What were the positive changes that we have jointly achieved? What were the success factors?**
- b. The second objective is to plan new activities for the next one-year cycle. Key questions in this regard are: **Are the broad lines of intervention still relevant for our local area? Should we engage into new interventions?. Within the interventions, what exactly are we aspiring to achieve next year? What activities are we going to carry out?**

Within LRED processes in the Philippines, the Compass of Local Competitiveness was introduced as a tool for such performance measurement and replanning. The tool is based on the Balanced Scorecard (BSC) method originally designed for the use in companies and other organizations. The four dimensions commonly used in the BSC, financial indicators, the customer perspective, the learning and growth perspective and the internal process perspective, have been translated into the context of LRED. A Compass workshop conducted with local stakeholders is organized in a way that responses to the key questions within each of the quadrants are found.

Replanning is a major event in any LRED cycle. Well prepared, it can really showcase public-private partnership in economic development. Due to its crucial nature, it is advisable to invite an external facilitator as moderator of the event. In order to ensure equal representation it is highly recommended to mobilize a wide range of groups and individuals to take part in the event, as has been the case during the kick off phase of the process. Change processes like the ones induced by LRED normally pass through several phases of motivation and frustration. Cherishing successes during the replanning workshop will help to create an atmosphere of “it was worth it” and build energy for the upcoming cycle. It is important to align replanning sessions to the budget cycle so that sourcing of funds for the newly defined interventions becomes possible.

A Compass Manual has been developed for use by moderators in the design and conduct of this type of workshop. A pocket manual was also prepared to provide a handy reference.

2.8 Step 8: Strategizing

The strategizing phase happens in the latter part of the LRED Cycle at a time when the LGU has a better understanding of what drives the local economy—whether it is agriculture, agribusiness, tourism, services, mining or others—and therefore its role in the provincial and regional economy. By this stage, the LGU is expected to have already resolved the internal issues hampering its development and now shift its focus outward to their participation in the provincial and regional economy, looking both at what they can contribute and what they can benefit from. More importantly, they also would have determined the specific subsector in which they have a competitive advantage over their neighbors. Tourism for example has several types—ecotourism, historical tourism, adventure tourism, and many others. Agribusiness on the other hand, has even a wider range of subsectors that vary depending on the major agricultural product in the area—coconut, sugarcane, rice, high value crops to name a few. A service sector based economy can focus on trading, retail, business process outsourcing, and others. Knowing the specific subsector will also provide clear directions on new and potential economic activities that can be developed in the area.

The primary output in this step is a Regional Economic Strategy. In this phase, the LGU LRED team undertakes a strategy workshop among local stakeholders to identify the sector in which they have the strongest potential within the provincial and regional economy. The participation of the DTI in this step is very important in order to provide guidance to the locality on the economic trends in the province and region. An external facilitator should moderate the workshop to ensure an objective discussion. The LGU LRED Team can choose to undertake a straightforward strengths-weaknesses-opportunities-threats (SWOT) analysis for the activity. It is suggested to limit the selected sectors to two at most so that that LGU can really focus on the ones with the highest potential for success. When identifying the sectors, it may be useful to refer to the plans of the Provincial Government, as well as that of the national government. Specifically, one can

look at the priority sectors, such as those identified by the Board of Investments (BOI) in the annual Investment Priorities Plan (IPP), or the Micro Small and Medium Enterprise Development (MSMED) Council's priority sectors. Aligning the LGUs development directions with these higher level plans have a higher probability of securing resources from the relevant provincial and national government agencies.

2.9 Step 9: Advancing

Once the LGU has determined their priority sectors and formulated its regional economic strategy, the next step would be to undertake a Value Chain Analysis (VCA). By definition, a value chain is a series of value addition steps involved in the process of producing a good or delivering a service from the producer to the consumer. Value chain analysis is the process by which a group of actors within an industry or sector analyze each step in the chain to determine how to improve the value addition and links along the chain. Understanding the value chain for the locality's priority sector/s would pinpoint specific areas along the chain that need to be strengthened. At the same time, it will also pinpoint actors and or steps that are missing and present a potential for new investments.

The value chain analysis is usually done at the sector level, and driven by the private sector engaged in that sector. Nonetheless, the activity should also involve the local government, NGOs and other groups where relevant. The support and participation of the Department of Trade and Industry is critical at this point as they are in the best position to provide guidance on the potential investment and economic opportunities in the province and the region. A number of service providers have been trained in the VC approach and the LGU is encourage to tap one of them to facilitate the process. One can directly contact the **CEFE BDS Network** for members within the area or they can also request assistance from the **DTI Provincial Office**, a number of whom have also been trained on the approach. A list of VC moderators is provided in [Annex 1](#). The Value Links manual may be downloaded from their website at <http://www.valuelinks.org>.

3 LRED Tools

3.1 Matrix of LRED tools and application

With the number of participatory tools at the disposal of LRED process facilitators, it was deemed beneficial to develop a matrix indicating the appropriate situations where each one can be used. The matrix below provides suggestions on when the different tools can be used. This list is by no means exhaustive, nor is it mandatory. LRED Facilitators who have had extensive experience working with LRED may use other methods to achieve the objectives at each step.

Table 6: Matrix of LRED Tools and suggested applications

| Step | Tool | Remarks |
|---|-------------------------------|---|
| Step 1. Promoting the LRED Approach | | <ul style="list-style-type: none"> Knowledge products on LRED Best Practices and Success Stories can be used in this phase to demonstrate its success to target LGUs |
| | Hexagon of LRED | <ul style="list-style-type: none"> If time permits, the LRED Process Facilitator can use Triangle 1 (Target Groups) or Triangle 2 (Locational Factors) to discuss the concept of LRED with potential LGUs |
| Step 2: Sensitization and Organizing the local stakeholders | Hexagon of LRED | <ul style="list-style-type: none"> Triangles 1 (Target groups) and 2 (Locational Factors) are useful to develop the basic foundation of LRED Triangle 5 (Governance) can be used in the early stages of organizing the LGU LRED Technical Working Group, particularly in identifying the “champions” to support the LRED activities in the locality |
| Step 3: Assessing the Economic Situation | Rapid Economic Analysis (REA) | <ul style="list-style-type: none"> The REA Manual provides a very detailed description on the process, personnel and activities involved in using this tool. |
| | LRED Café | <ul style="list-style-type: none"> This is used during the LRED Kick off Workshop to engage the participants in developing an understanding of LRED |
| | Stone Soup Tale | <ul style="list-style-type: none"> This is very effective in conveying the message of the LRED process in a large plenary setting. Often used during the Kick Off Workshop |

| Step | Tool | Remarks |
|--|----------------------------------|--|
| | Hexagon of LRED | <ul style="list-style-type: none"> Triangle 5 (Governance) may be used to complement the Stakeholder Mapping Process in the REA Triangles 1 or 2 can also be used during the Kick Off workshop, although in smaller workshop groups. |
| Step 4: Validation of the appraisal results | | <ul style="list-style-type: none"> Section 5 of the REA manual provides suggestions on other reference materials that can be used to triangulate the results of the REA surveys |
| Step 5: Action planning | Action planning workshop | <ul style="list-style-type: none"> It is suggested to develop indicators during this stage which will be used in six to twelve months time to evaluate if targets were achieved |
| Step 6: Implementation | | |
| Step 7: Monitoring and Evaluation and Replanning | Compass of Local Competitiveness | <ul style="list-style-type: none"> It is suggested to use the Key Performance Indicators (KPI) Compass so that indicators identified during the action planning phase may be incorporated in the process |
| Step 8: Strategizing | Hexagon of LRED | <ul style="list-style-type: none"> Triangles 3 (Policy focus and synergy) and 4 (Sustainability) can be used to enrich the discussion on developing the LGUs regional economic strategy |
| Step 9: Advancing | | |

3.2 The Hexagon of LRED

The Hexagon of LRED is a tool developed by Mesopartner that organizes key issues in territorial development in a systematic way. The Hexagon consists of six triangles, each of which addresses a specific issue that is relevant for territorial development. And each triangle consists of 3 choices or approaches to tackle a given topic.

The purpose of the Hexagon is to organize the key issues in LRED in a way which makes it easy for LRED practitioners to memorise and present them. Thus, initially, the Hexagon emerged as a didactical tool and was frequently used as training format for LRED. Adding six triangles graphically creates the Hexagon and includes the following:

- a. Target group
- b. Locational factors
- c. Policy Focus and Synergy
- d. Sustainability
- e. Governance
- f. Process management

The Hexagon of LRED is conducted in a workshop setting, with each group ranging from 5 to 15. These are available in a workshop guide format plus a handout on the tool. A presentation accompanies the set of documents to facilitate an explanation by the Facilitator on the tool.

3.3 The LRED Café

The LRED Café is patterned after the World Café’ format where the objective is to simultaneously sensitize a large group of people on a particular topic—in this case LRED. The main idea in the approach is to recreate the hospitable atmosphere of a “café” where people can feel at ease and engage in informal conversation with strangers. This tool is most often used during the Kick-off workshop held prior to the launch of the LRED activities in an LGU where the local stakeholders are invited to learn more about the approach and to gain their support in the implementation of the activities.

The activity starts with participants seated in tables with four or five other persons that have been decorated to look like a café. They are given a set of questions, at most three, which they are asked to share their thoughts and ideas that are captured on the paper tablecloth. The questions can vary from place to place, depending on objectives to be achieved but they mainly center around the following themes:

- How to do LRED in the locality with local resources
- Who should lead the LRED process
- What can each one contribute to the LRED process

After working on a question for about 20 – 30 minutes, participants are asked to stand up and move to another table to discuss the next question with a different set of participants. A designated “host” remains at the table to summarize the discussions of the previous group.

After the participants have gone through all the questions and made the rounds of the different tables, a plenary discussion is held where each group presents their outputs.

Please refer to the manual on the LED Café and Stone Soup Tale for further details on the mechanics and materials needed to organize this activity.

3.4 The Stone Soup Tale

The Stone Soup Tale is a role playing activity used to illustrate to local stakeholders that local economic development results from the initiatives of individuals and requires effective coordination among local actors. It underlines the premise that in local economic development, everybody no matter how insignificant has something to contribute. When put altogether, these small bits and pieces can result in something positive and widespread.

The story line is derived from the old folk tale of a poor traveller going from house to house asking the local residents for something to eat. When no one gives him a bite to eat, he changes his approach and instead tells the townsfolk that he needs ingredients to prepare a “stone” soup. Intrigued by the idea, the villagers are all too willing to help him gather the ingredients for the “magical” stone soup and before long, he is able to prepare a delicious and hearty meal for the town.

The Stone Soup Tale is often used at the start of the LRED process, either during the Kick Off workshop or prior to the Action Planning Workshop. It can range from an elaborate presentation involving the local theater group with elaborate props and costumes, or the actors can be a composed of the key persons that will be leading the LRED activities in the area. The latter option is also a good way to introduce the LRED Team to the local stakeholders.

The Manual on [LED Café and Stone Soup Tale](#) provides a more detailed description of this activity and the logistics needed to organize it in one’s locality.

3.5 Rapid Economic Appraisal (REA)

The REA is the primary assessment tool used in the LRED approach for evaluating the economic situation in a locality. The objective of the tool is to identify potentials and constraints to accelerated economic development of a particular territorial unit. It serves as a starting point for short, medium and long term interventions in order to overcome growth barriers and let the local population, including poorer sections of society, participate more widely in economic gains. The appraisals are also a means for initiating public-private dialogue.¹¹

The REA is a survey based tool that analyzes the local economy by looking into six fields of analysis:

- General trends
- Legal and administrative environment

¹¹ REA Manual, R. Speit, version December 2012

- Structure and evolution of the local micro, small, medium and large companies (in rural areas this includes the farming sector as well)
- Support institutions
- Endowment with human and natural resources
- Infrastructure

The themes of gender, opportunities for green economic development, corporate social responsibility, and migration are included in the questionnaire where relevant. Interviewees includes primarily local Business Owners, but also captures the views of Resource Persons, which include representatives from the national government, non government agencies, academic and research institutions, and other organizations that participate in the local economy.

The rapid appraisal follows a very clear format based on the principles rapid, participatory and holistic. The activity is steered by the LGU LRED Team together with the LRED Process Facilitator with the support of a service provider. It can be carried out within a seven day period including the preparatory work, interviews, kick off and validation workshops. The REA tool was introduced in the Philippines using a paper based survey where results are tabulated manually. With the increasing availability of mobile technology applications and devices, process of data collection and tabulation can be speeded up using the tablet and open data kit (ODK) software applications.

The [REA Manual](#) provides a detailed description of the steps, activities, and resource needed to conduct a successful survey. If one is interested to utilize the [Mobile Data Collection](#) process, one can also refer to the documents explaining how to do it. But for both the conduct of the REA and the mobile data collection process, it is highly recommended to engage a service provider who is has had experience in using both tools.

3.6 Compass of Local Competitiveness

The Compass of Local Competitiveness is a participatory performance management tool, often used in the context of local and regional economic development (LRED) initiatives. It is based on the Balanced Scorecard, a performance management tool used by the private sector to gain a comprehensive view of the activities of their business and consequently allow them to act in their long-term interest.¹²

While the Compass can be used to achieve a number of outcomes, it has been primarily designed to be used as a framework for developing monitoring and evaluation systems for LRED initiatives of LGUs. It is done within twelve months after the LGU has adopted its LRED strategies and have already achieved some of the results identified by the

¹² *Compass of Local Competitiveness Manual, Mesopartner, 2010*

stakeholders. It can be applied at any level within an LRED process—at the territorial level to determine the impacts of the LRED interventions on the overall economy; it can be applied to look into specific sectors, cluster or value chains within a local economy; and, at the lowest level, the Compass can also be applied to evaluate what has been achieved by a single catalytic intervention.

The Compass is conducted in a workshop format and can be completed in one to two days, depending on the type of Compass workshop to be applied—Basic Compass, Key Performance Indicator Compass with Paper Computer and Key Performance Indicator Compass with Matching Workshop. Some preparatory work is also needed prior to the conduct of the Compass workshop to ensure a successful outcome. For one, indicators identified at the start of the process should be updated and compiled as a reference for the participants. Participants to the Compass workshop should also include those who were involved in the LRED process, particularly in the implementation of the interventions. Last but not least, a service provider trained in the use of Compass should be engaged to facilitate the workshop.

The [Compass Manual](#) details the process and steps in successfully organizing the activity. A [Compass Pocket Guide](#) is also available to provide an easy reference for the moderator.

4 Annexes

Annex 1: List of CNet Members (as of December 2012)

Annex 2: Ethics of LRED Facilitators

Acting as an LRED facilitator requires a lot of self consciousness in the literal sense of the word, meaning being aware of the role of a facilitator. A facilitator is not a *teacher* or an *expert* who directs local stakeholders and tells them what to do and what not to do. He or she is rather a *medium* linking different people in a given setting and helping them to come to their own conclusions regarding economic issues. The role demands competencies in certain social skills. Excellent communication skills, such as being able to relate with people, listening to them, asking questions, moderating between different interest groups, reacting flexibly on changing circumstances and being receptive to socially sensitive issues (eg related to gender concerns) are of utmost importance. A facilitator does not arrive with readymade solutions in a local area but carefully builds his or her analysis on intensive interactions with different groups of the local society. The reason for this emphasis on facilitation is quite simple: It is a better way of building local ownership and momentum. Grown-ups do not like to being taught; they want to understand and contribute actively to decision-making, as it has a bearing on their living conditions.

This does not mean that a facilitator simply executes what local people are demanding from him or her. The role of an LRED facilitator is embedded in a set of values and rules. The most important of these are:

- LRED facilitators *stay out of politics* and do not get involved in issues of influential families or party politics.
- However, they are *firm on policies*, meaning that they are dialoguing with local groups regarding the pursuit of state of the art economic policies. For example, an LRED facilitator has the mandate to question the suitability of an LGU venturing directly into business activities, because experience has over and over again demonstrated a lack of sustainability of *political companies*.
- LRED facilitators are *promoters of the market economy* and share the pro poor growth paradigm which says that the participation of the poorer sections of society in economic growth needs to be enhanced. Developing the capacities of the poor, so that they can take an active share in economic development, is one of the tools for achieving this.
- They also share the thrust of the *sustainable development* paradigm seeking to balance economic, ecological, social and governance issues. Likewise they are *sensitive to gender issues* and strive for a balanced participation of women and men in development.
- LRED facilitators are *firmly target-oriented*. They are ambitious in the sense that they want to see the locality they are working in move forward and achieve their action plans. Notwithstanding their drive for change, they maintain a professional distance to their *clients* and do not do the job for them.

- When dealing with farmers as well as micro and small business people, who are mostly poor people, LRED facilitators act in a *self confident and still humble way*. They do not display any sense of superiority and demonstrate respect for the ordinary persons' struggle for survival.
- LRED facilitators are receptive to and skilled in tackling socially sensitive issues, especially gender concerns, in a subtle manner. They are aware of the *multiple responsibilities shouldered by women* and the need to empower them.

Annex 3: Environmental Compliance Check for proposed LRED interventions

Principles:

1. An LRED intervention must not aggravate the situation of already strained natural resources.
2. If compatible with the purposes of the LRED – approach, one or several of the proposed LRED interventions should contribute to the restoration and / or preservation of natural resources.

How to use this checklist?

The checklist can be used at different stages of the LRED cycle

- When the REA team is brainstorming about potential interventions before the validation and action planning workshop;
- after the discussion about interventions during the validation and action planning workshop (together with local stakeholders) and
- during the finetuning of action plans.

Checklist

1. Have problems related to the management of natural resources been identified as a result of the REA? Which?
2. Classify the proposed interventions according to the three strategic options for handling natural resource management in the context of LRED processes (see the manual for further explanations of these options).

| Table 1: Classification of interventions according to strategic options for NRM within LRED | | | |
|---|---|--|--|
| Proposed interventions | Option 1: Rehabilitation of natural resources | Option 2: Promote economic activities not related to natural resources | Option 3: Promote the sustainable and effective use of natural resources |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Note that each intervention should fall under one of the options. Crosscutting interventions such as streamlining the business permit and licensing process would fall under option 2. An intervention that does not fall under one of these options because it could potentially spur further degradation of natural resources should be either removed from the proposal list or differently conceptualized.

- For those interventions classified as falling under option 3, have explicit measures been formulated in order to ensure long term sustainability of the respective natural resources?

| Table 2: Explicit measures for long term sustainability of natural resources | | |
|--|-----|----|
| Proposed interventions under strategic option 3 | Yes | No |
| | | |
| | | |
| | | |
| | | |
| | | |

Note that, if you have responded “no”, local stakeholders and the REA team should deliberate about the feasibility and necessity to include one or several activities directly tackling natural resource management. For example, if the intervention would be the development of a tourism master plan focusing on identification of sites for constructing tourism resorts, an activity of the said kind could be to check the ecological vulnerability of these sites.

Annex 4: Action Plan Format

| Objective: <i>(What is the outcome or impact intend to be achieved through the intervention?)</i> | | Indicator: <i>(How do we measure the achievement of the objective?)</i> | | |
|--|--|--|---|----------------|
| Activities <i>(What do we want to do in order to achieve the objective?)</i> | Time Frame <i>(When do we want to implement the activities?)</i> | Responsible / Collaborators <i>(Who is responsible for carrying out the activities and who will be assisting?)</i> | Estimated Cost <i>(What are the estimated costs and which are the sources for covering them?)</i> | Remarks |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Annex 5: SMART Indicators

| Characteristic | Meaning | Example |
|--------------------------------------|--|---|
| Specific | Does the indicator clearly state what will be measured? | <i>"Meetings between public and private sector"</i> |
| Measurable | Can the indicator be clearly measured in quantitative terms? | <i>"At least 4 meetings per year between public and private sector"</i> |
| Attainable | Is your goal within your reach given your current situation? Is the continuous monitoring and measurement of the indicator affordable? | <i>"At least 4 meetings per year between public and private sector"</i> |
| Relevant | Is the indicator relevant for the objective it is supposed to measure? | Adding a second indicator such as <i>"Number of regular attendants from each sector at the meetings"</i> |
| Timely | Does the indicator state a clear deadline for reaching the objective? | <i>"Regular quarterly meetings established by June 2011"</i> |
| Summary: SMART Indicators | | <i>"At least 4 regular quarterly meetings per year between public and private sector established by June 2011" and "Number of regular attendants from each sector at the meetings is at least 15"</i> |