



Tool 1-2

Annual work planning for the rangeland management institution

December 2020

Tool I-2

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Objective

To assist members of the community rangeland management institution to prepare an annual work plan.

Anticipated output

An annual work plan.

Participants in this activity

- Members of the rangeland management institution (for developing the work plan).
- Community members (for reviewing the plan).



Introduction

An annual work plan is one of the ways of ensuring accountability and transparency, which are pillars of fair governance. It also contributes to effective governance by helping avoid the problem of decisions being made without any follow up action.

Steps

The following steps will usually be undertaken after wide ranging consultations among the rangeland management institution and the community at large about challenges, objectives, grazing plans, etc. Those discussions will identify actions that need to be carried out. The process of creating the annual work plan focuses attention on moving from these discussions of opportunities and challenges to tangible, practical actions and responsibilities.

An annual workplan can help a community to hold its rangeland management institution accountable.

Step 1: Review the existing work plan

Establish whether the rangeland management institution has an existing work plan. If it does, review it based on the guidelines to achieve a more effective work plan. You will then work with the rangeland management institution to either revise the existing plan or develop a new one.

Step 2: Review and establish major goals and objectives

In a meeting of the rangeland management institution and members of its sub-committees, discuss the overarching objectives for the year. If the institution has developed a vision for itself and for the rangeland unit, participants should refer back to this. Facilitate a discussion to develop consensus on a small number of overarching objectives.

Step 3: Develop a first draft of an action-oriented plan

- Divide the participants into breakout groups. Typically, this would be done according to any sub-committee that the rangeland management institution may have; e.g. the grazing committee will form one group, the finance committee another group, the executive committee another, etc.
- Each committee or group should identify the challenges and needs that it will help to address, its main areas of action and how it will contribute to the overarching objectives.



- Each committee or group identifies an action plan answering the question of what actions need to be taken and the who, when, how and why for that action. See Worksheet 1-2-1 for a template that can be used.
- The ‘Who?’ question is very important. The annual work plan is a plan of action for the rangeland management institution, not a list of what other stakeholders should do. Where a task or action is identified for some external stakeholder—for instance, an action that the community members would like the county government to take—then the question ‘what will the rangeland management institution do to ensure that stakeholders takes action?’ should be asked.
- Plans should consider the resources required, and possible constraints and strategies to address these constraints.
- Plans for working collaboratively with other organizations such as government, nongovernment organizations, etc., can be included.
- Capture the plan on flip chart paper (see Worksheet 1-2-1 for a template that can be followed).

Each element of an annual work plan answers these questions: **what** is the action that will be taken? **Who** will do it? **When** will they do it? **How** will they do it and what resources are needed? **Why** it is being done?

Step 4: Share and revise the draft plans

- Each breakout group shares the content of its discussion.
- The whole group reviews and edits any unsatisfactory areas.
- Create a final document summarizing the agreed work plan.

Step 5: Share with community members

- The work plan should be shared at an annual general meeting or other meeting or workshop where the entire community is invited.



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Photo credit: International Land Coalition Rangelands Initiative.

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