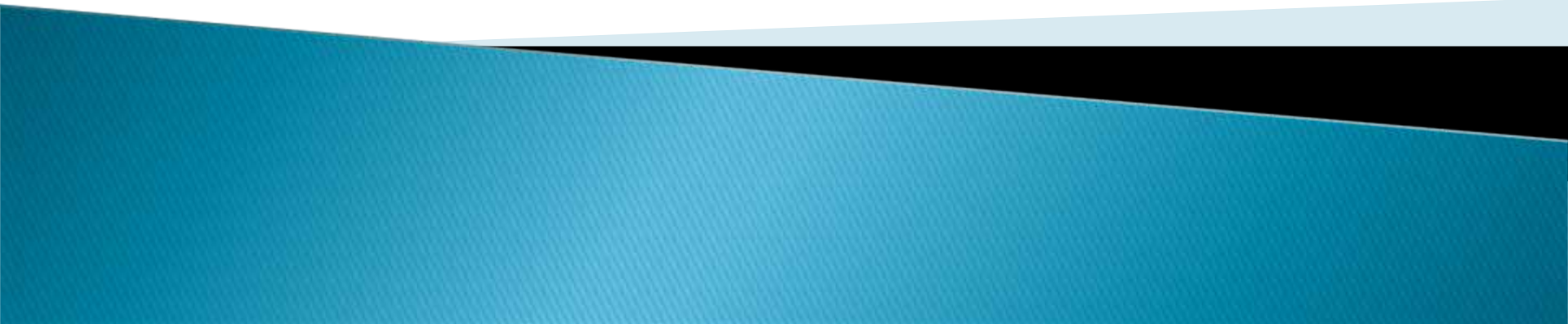




Chapter 10: Planning



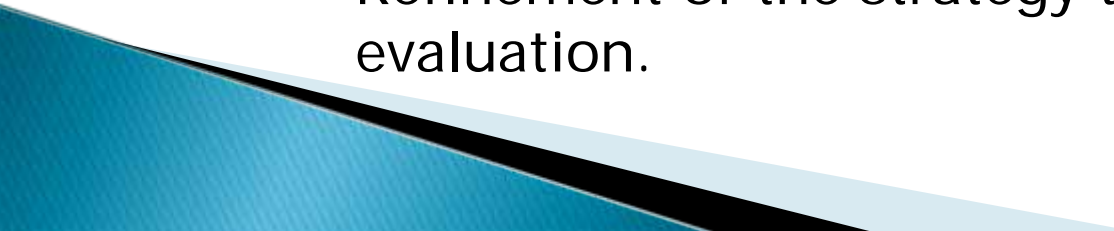
Key Questions

1. How can all the components of ILBM be successfully brought together?
 2. How do ILBM plans evolve and adapt in practice?
 3. How can plans be made for management of a resource with limited information?
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Planning

- ▶ Planning is a process of developing a plan based on a set of goals, typically within a particular time frame and resource constraints.
 - ▶ Plans can be developed at different levels of specificity.
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Planning

- ▶ Effective plans define specific actions to achieve particular goals; their development usually follows known stages of planning:
 - Establishment of a goal (or a set of goals) agreed on by the stakeholders
 - Development of alternative strategies for reaching the goal
 - Selection of the preferred strategy based on an assessment of feasibility
 - Implementation of that strategy with mobilization of necessary resources
 - Refinement of the strategy through monitoring and evaluation.
- 

Types of Plans seen in ILBM

- ▶ Vision plans


- If the goal is to bring the stakeholders together to develop a common agenda for sustainable lake management, then the approach might simply be to collectively develop “a vision plan”, or “a vision statement”

Types of Plans seen in ILBM


- ▶ Action plans and Intervention Plans
 - Typically, “action plans” are short-term plans with different degrees of sectoral commitments, while “intervention plans,” with their planning time horizon ranging widely, generally have sectoral commitments.

Types of Plans seen in ILBM

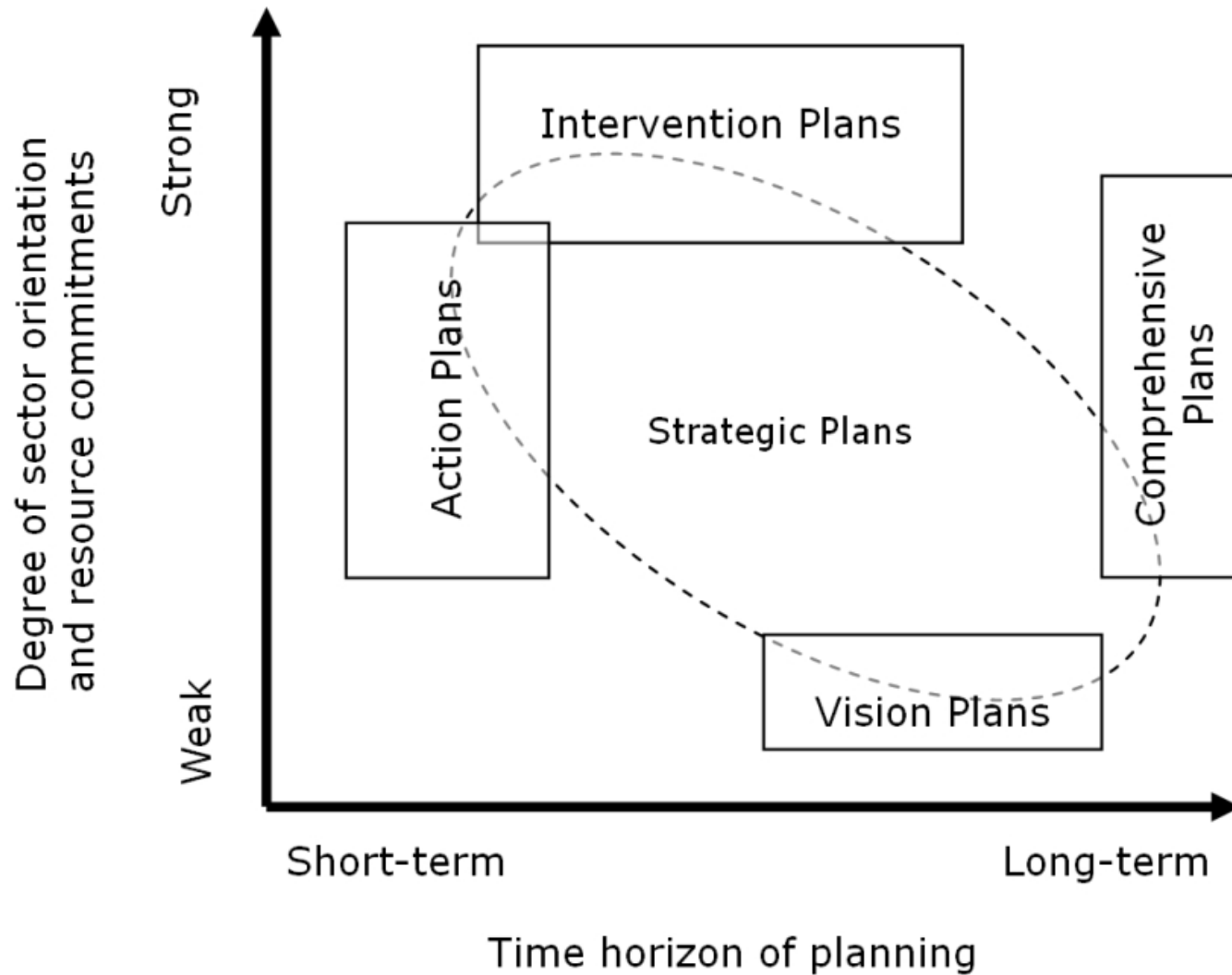
▶ Comprehensive Plans

- Since implementation may be longer than the time frame for usual budgetary considerations, the agencies responsible for carrying out a plan may or may not be endowed with the needed level of financial and manpower resources.
 - A comprehensive plan is often developed on the basis of holistic considerations for achieving sustainability objectives to effect changes in the environmental status indicators with long-term institutional and financial commitments.
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“Strategic” Planning

- ▶ All of the above types of plans—vision, action, intervention, and comprehensive—may be “strategically” developed and implemented.
 - ▶ The term “strategic” implies that the achievement target would be clear and the required resources would be committed according to some priority considerations.
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"Strategic" Planning



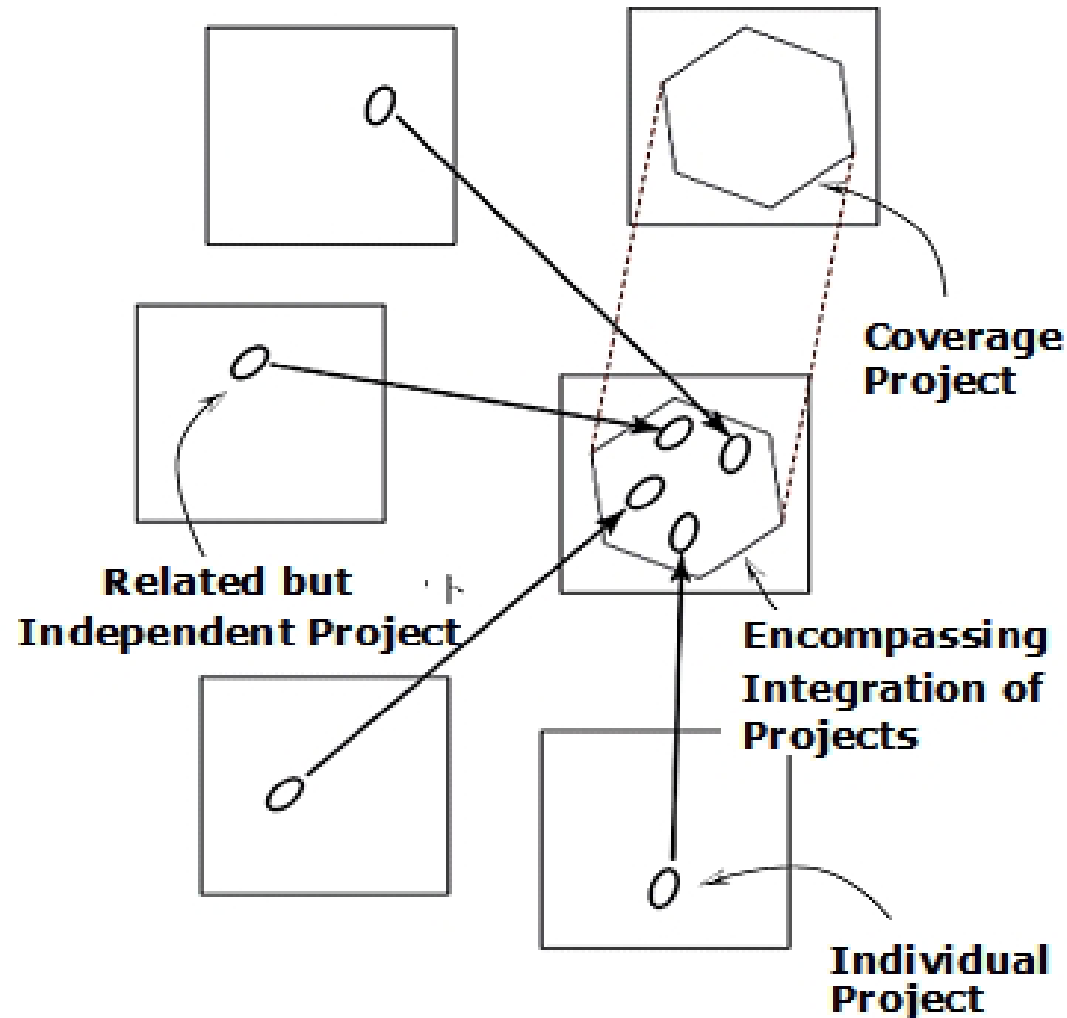
Integration and Planning

- ▶ Planning is a dynamic process involving time.
 - A lake management plan consists of various individual sector and local management interventions and initiatives rather than a self-contained comprehensive plan.
 - ▶ Development of a management plan is only the initial step in systematically managing a lake basin.
 - The plan has to be implemented through space and time with the involvement of a wide range of stakeholders.
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Integration by Encompassing

- ▶ This type of integration occurs when an “encompassing” project or program is instituted to facilitate coordination of independently developed sectoral (including government and non-government sectors) programs and projects that are operating at the same time.
 - This kind of integration is usually introduced when it becomes apparent that greater benefits can be gained by integrating multiple sector activities to a coherent and collaborative framework.

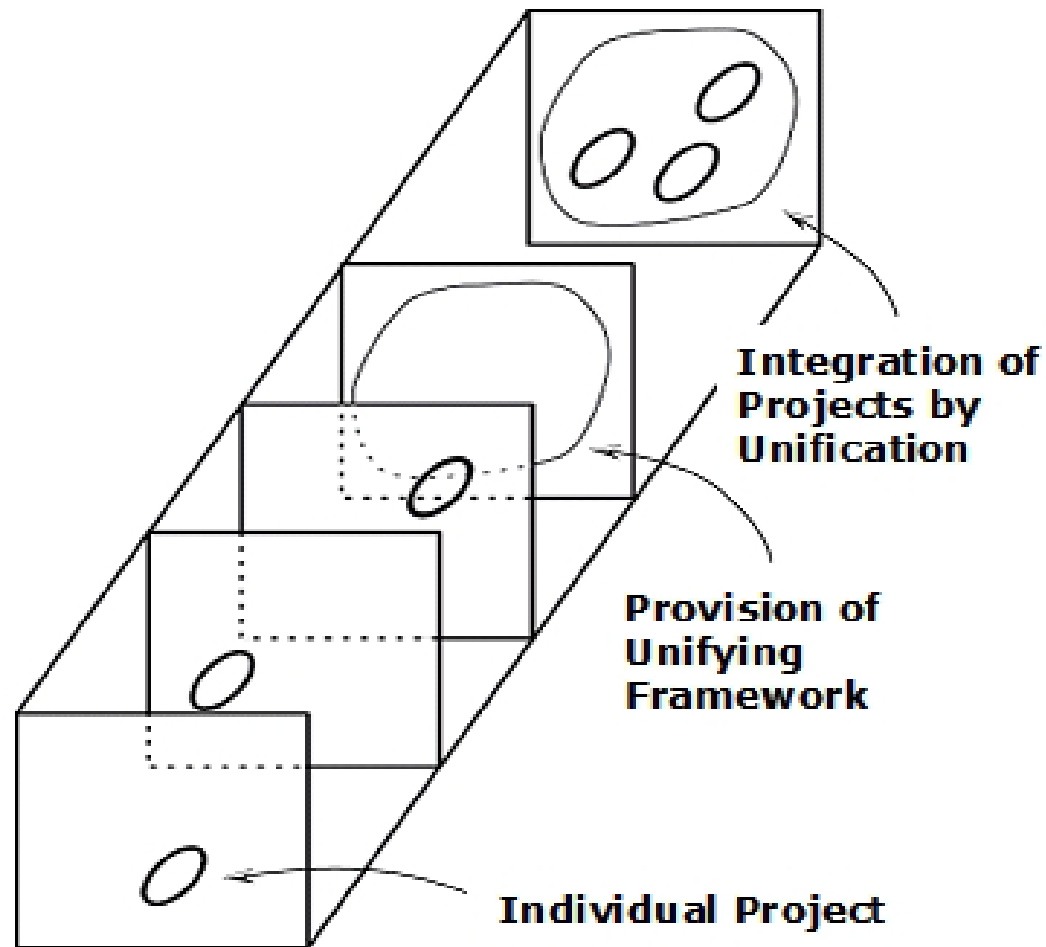
Integration by Encompassing



Integration by Unification

- ▶ Projects and programs that arise at different times of the planning horizon may be integrated by providing a post-hoc unifying framework.
 - This integration typically occurs when new or more refined projects and programs are being introduced within a particular lake basin resource development or conservation sector, while older ones are still functional, but beginning to be outdated, if neglected.

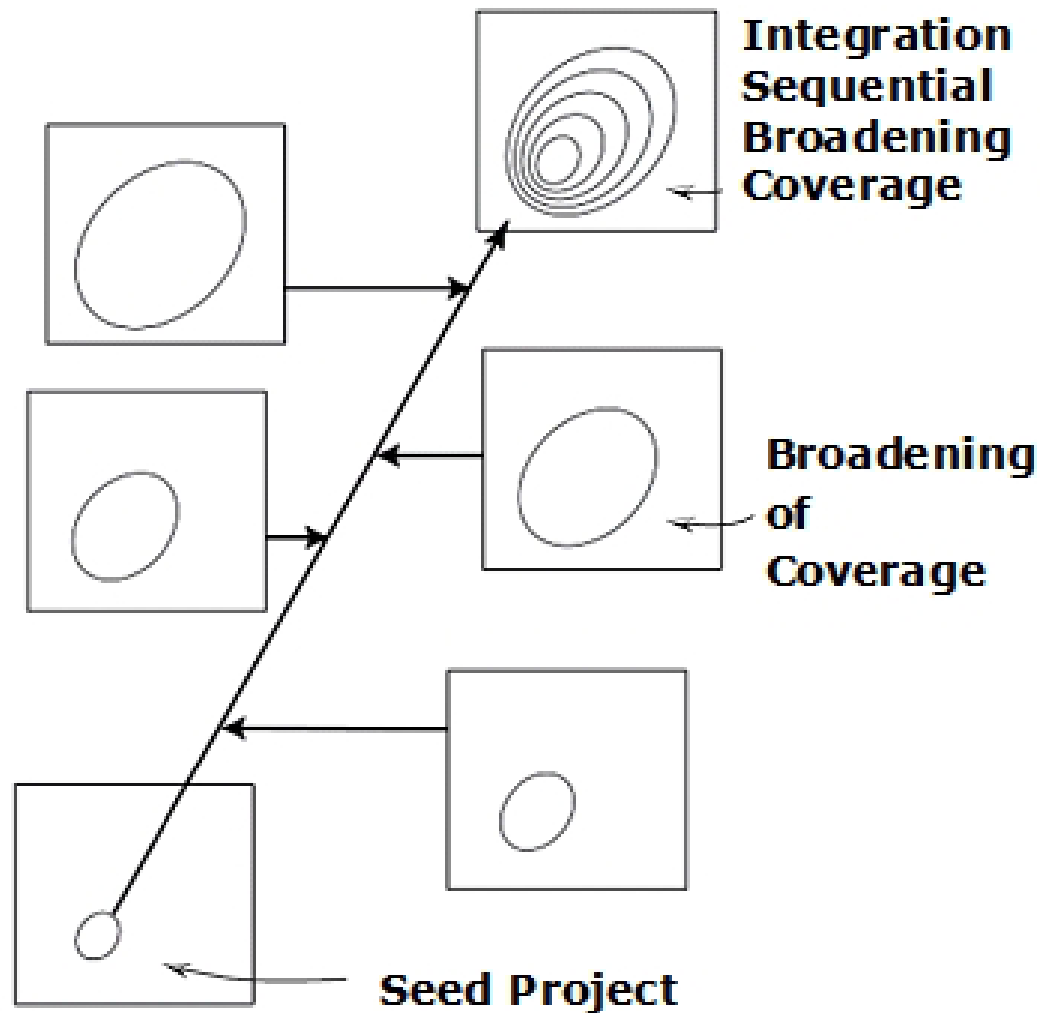
Integration by Unification




Integration by Broadening

- ▶ Some project activities grow because of early successes, expanding their spheres of operation either spatially or sectorally.
 - The management scope for the North American Great Lakes, for example, has expanded from control of point sources of pollution, to toxic contaminants, to invasive species and, more recently, to non-point source pollution.

Integration by Broadening



Key Lessons

- ▶ Planning of lake basin management requires development and implementation of a comprehensive basin management plan with the necessary administrative measures integrated over the concerned sectors.
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Key Lessons

- ▶ Plans of different kind, i.e., vision, action, intervention and comprehensive plans, have different purposes, scopes, and implementation schemes, but they all require strategic approach under the resource and institutional constraints.

Key Lessons

- ▶ Due consideration has to be paid about management of the particular lake basin, with regard to different combinations of the degree of societal consensus and the degree of uncertainties associated with the state of knowledge.

Key Lessons

- ▶ The outcomes of individual planning efforts can be integrated over time, resorting to different patterns of integration proven successful in various lake basin management cases.

Key Lessons

- ▶ Integration should first take place where the pressures are greatest, be phased over time, and be pursued by necessity, where appropriate, rather than by design, and by building on initial success.

Key Lessons

- ▶ Planning of lake basin management need to be continually assessed for its achievement and performance by using indicators of achievement with respect to stress reduction, environmental state, and the process of creating the enabling environment.

Key Lessons

- ▶ The role of political institutions and politicians, as well as the changing socio-political climate, should be positively and appropriately taken into account.

Key Lessons

- ▶ Finally, it should not be forgotten that the role of individual “champions” are reported in many cases to be quite instrumental.

Further Reading

- ▶ In addition to the main module 10 [report](#), additional information on planning for lake basin management can be found in the following presentations
 - [Juarez](#) documents how citizen participation in workshops assisted the planning process at Lake Chapala in Mexico.
 - [Connell](#) describes the role of water planning at the national level in Australia on the Murray-Darling Basin.

Further Reading

- [Holdren](#) provides a concise planning framework that is commonly used at some of the smaller to mid-sized lakes in North America.
- [Pokharel](#) discusses the need for a nationwide lake basin management plan in Nepal, including a detailed look at the Lake Phewa case.
- [Shah](#) similarly looks at nationwide planning in Malaysia and draws some lessons for strategic planning in other countries.
- [Villalobos](#) presents the experience from Chile on how planning and standard setting come together for lake basin management.