



PROCEDURES MANUAL
Establishing and Operating a Local
Watershed Management
Committee



Ridge to Reef Watershed Project

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PROCEDURES MANUAL Establishing and Operating a Local Watershed Management Committee

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Preface

The Ridge to Reef Watershed Project (R2RW) is a five year (with an optional sixth year) activity contributing to the achievement of USAID/Jamaica's SO2 – "improved quality of key natural resources in areas that are both environmentally and economically significant". R2RW comprises three Components contributing to the achievement of the results under SO2. Component 1 will assist targeted organizations identify and promote sustainable environmental management practices by resource users. Component 2 focuses on identifying and supporting solutions to improve the enforcement of targeted existing environmental regulations, primarily in the Great River and Rio Grande watersheds. Component 3 provides assistance to key organizations to support, coordinate, and expand watershed management efforts in Jamaica.

This Procedures Manual is the second of a two part document. Part 1 included:

- A review of the strategies and methods employed for establishing resource management user groups, linkages with governance structures and participatory mechanisms
- Recommendations for a generic methods of establishing LWMCs including recommendations on mandate, governance and participation strategies, linkages with the NIWMC and policy and legislation issues.
- A review of the Draft concept papers "National Integrated Watershed Management Council: Strategic Directions for the future" and "Criteria for the registration of Local Watershed Management Committees"

Part II consists of a Procedures Manual for establishing and operating effective, integrated local watershed/forestry management committees.

1. Purpose of the Manual

The purpose of this manual is to provide guidelines by which Local Watershed Management Committees (LWMCs) and other similar groups can be established and operated. The manual is targeted at social organizers, resource management agency staff and community activists and groups involved in the startup and management of LWMCs. It can also be used as a training tool for field staff of various other agencies involved in community based resource management.

1.1 Policy Context

The Draft Policy Paper "Toward a watershed management policy for Jamaica"(2001) states as part of the Strategies for Implementation of watershed management at the local level (Section 3.3b) (1) that it will "Encourage/facilitate the work of existing NGOs and CBOs and the formation of Local Watershed Committees to spearhead work at the community level". In addition, the Forest Act 1996 addresses the functions of Forest Management Committees and the Forest policy elaborates that these committees are the "institutional bodies for enabling the direct participation of communities in forest management." The policy further states that where Local Forest Management Committees (LFMCs) exist, these groups will act in the role of LWMCs.

1.2 Institutional Context

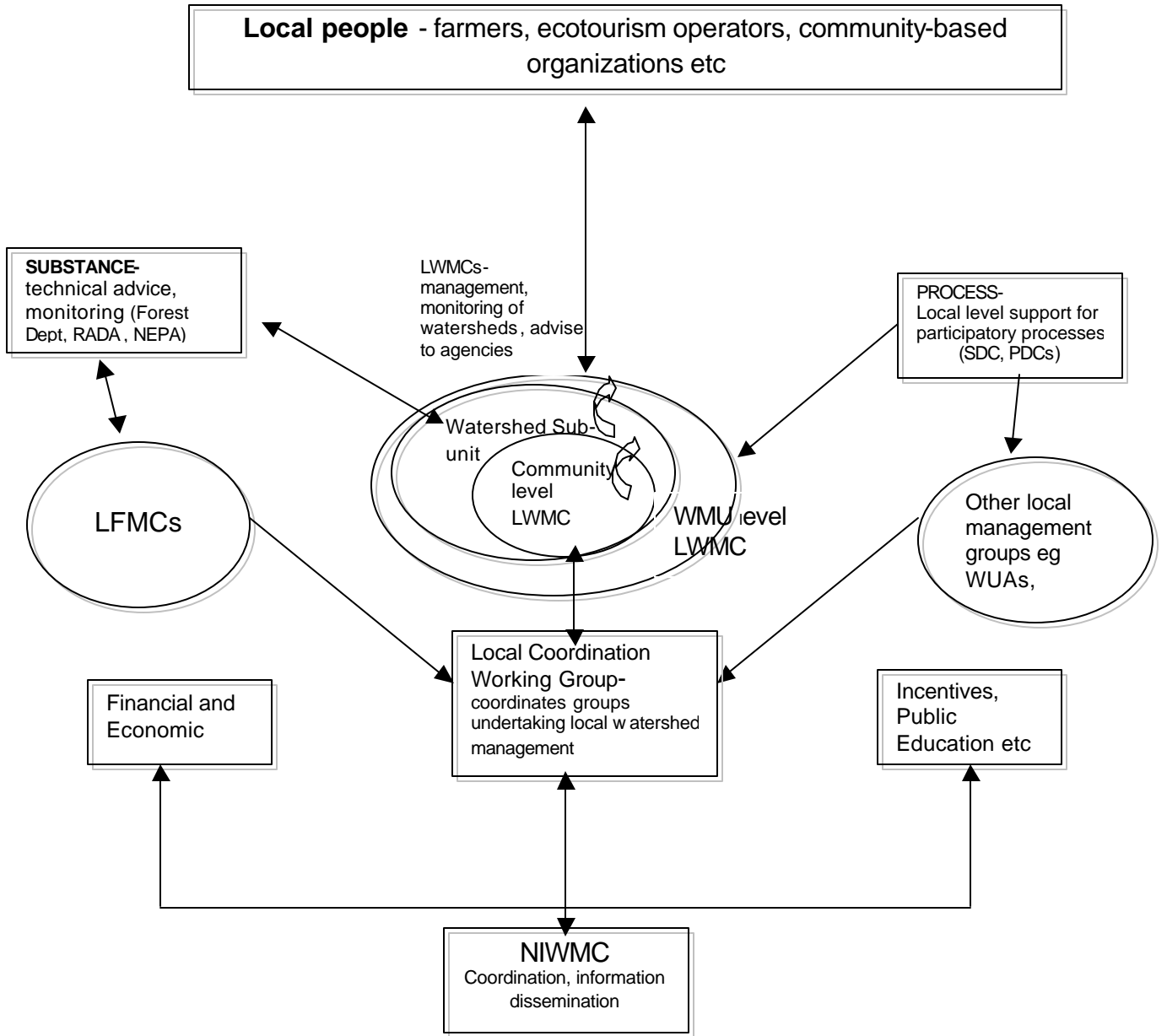
Local watershed management is facilitated by a multi level institutional framework as shown in Table 1.

Table 1 Main institutional players in local watershed management

Agency	Responsibility
National Environment and Planning Authority (Sustainable Watersheds Branch)	Regulation and monitoring of watersheds
Forest Department	Implement watershed management in forested areas
National Integrated Watershed Management Council	a multi-sectoral, multi-disciplinary group convened by Cabinet order to coordinate watershed management activities, raise awareness and provide policy oversight
LWMC/LFMC	Implement management of watersheds at the local level

Other agencies within the framework include Community Development Committees, and Parish Development Committees, which if functional, can provide a framework for participation of citizens at various levels.

Figure 1 Relationships between different levels of LWMCs and other stakeholders in watershed management



Implementation takes place at the local level under the management of the LWMCs or LFMCs with technical advice and local level support from agencies such as Forest Department, NEPA, RADA, PDCs, PCs and SDC within a participatory framework. These activities can serve as policy experiments and lessons learned can be transmitted to the NIWMC via the Local Group Coordination Working Group. At the level of the NIWMC, policy is reviewed, information is harnessed and disseminated and management activities are coordinated.

1.3 Core Functions of LWMCs

1. Mobilization and facilitation of broad community participation in the planning and management of designated watershed management units or sub units
2. Collecting and maintaining local information on the social cultural and economic attributes of the watershed management unit (WMU)s and sub-units where these exist
3. Development and implementation of project activities to conserve and protect watersheds in collaboration with local and national public and private sector agencies
4. Encouragement of general stewardship of watershed management areas
5. Development and implementation of income generating activities which make sustainable use of watershed resources
6. Undertaking public awareness within the designated areas and link the community with other agencies concerned with watershed management
7. Supporting enforcement and compliance of relevant laws and regulations
8. Supporting advocacy on behalf of local watershed area interests and resolution of conflicts relating to uses
9. Provision of advice to relevant authorities and field staff and monitor activities of watershed users.

1.4 Scope and Scale of LWMC's

It is recognized that the best management level is the lowest possible one with the authority and capacity to take decisions. Having community based groups as the driving force behind watershed management should yield sustainable and significant results. Critical to the success of these groups will be the reach and scope of the activities they intend to undertake and the resources available for these activities.

Watershed Management can take place at several levels, namely:

- Community level, e.g. Retrieve Local Watershed Management Committee
- Sub-Watershed level e.g. Buff Bay Local Forestry Management Committee
- Watershed Management Unit level, e.g. Great River Watershed Management Committee

Whichever level the interventions take place at, the emphasis should be on integrated citizens groups and other CBOs at the center of the process. Either way, preparing groups to undertake this responsibility is a long and involved process requiring both financial and human resources as well as an enabling institutional environment at the local level. Because of the investment involved there are arguments both for and against community-based management, also known as co-management, adaptive management, and participatory management.

In this document, the term "LWMC" is used to refer to any group either at the community, sub-watershed or watershed level organized for the main purpose of managing a watershed area.

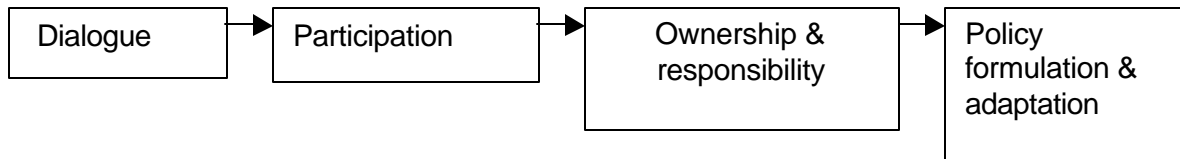
Arguments for:

- Leads to better understanding of the function and value of watersheds
- Should increase compliance with laws and increased stewardship of watershed areas
- Should improve planning and development of watershed areas and allow for greater participation in decision making
- Increased and sustainable economic and ecological returns
- Effective management needs the knowledge skill, resources and comparative advantages of a variety of stakeholders

Argument against:

- The process is long and expensive- resources would be better spent on other priorities
- Participatory management is full of political obstacles. It should be left out of conservation
- Participatory management will give only minimum useful decisions. It will compromise conservation goals
- Management of natural resources should be left to agencies with technically trained persons.

Figure 2 Process of Local Participation



The process of engaging broad based participation is a capacity building one. It requires time and focused effort and should not be sacrificed for shorter-term gains which will not survive beyond a single project activity.

2. Starting a LWMC

The decision to start a LWMC may come from the responsible resource agency such as the Forestry Department or National Environment and Planning Authority (NEPA), or from within the community itself. It may be in response to a crisis, or may be as a result of the natural progression of the implementation of the Forest Policy and or Draft Watershed Management Policy.

Either way, the process will require the leadership of a dynamic and committed **initiator** or initiating team.

Desireable Attributes for Organiser/Initiator

- Concern about the problems
- A vision or dream for an improved condition
- Ability to get people to listen
- Ability to listen and understand other peoples ideas
- Persistence
- Enthusiasm
- Ability to get help from people

2.1 Getting People Interested

It is very important to build interest in the process. It will be necessary to:

1. Walk through the area and tell people about the idea. Visit everywhere people gather - go to CBO, NGO, church meetings
2. Tell everyone about the benefits of being involved in contributing to better conditions in their watershed area
3. Listen to their views and identify spokespersons and possible champions who can come together to form a Start-up Team or an Interim Action Committee.
4. Undertake a pre-assessment of the local institutions, resource persons, history of participatory processes in the area (project development/ management/ implementation) and the lessons learned. This can be done by **community mapping or rapid rural appraisal**. This will provide information on the resources available for local action and will to a great extent determine the initial structure of the LWMC.
5. It is important to understand what existing issues people are focused on, and in building an ethic of collective responsibility, identify what factors bind them together e.g. culture, heritage. This sets the pace of the group. The more they perceive that they have in common is the greater their level of commitment to the process.

6. If the initiative to establish the LWMC is from within the community, the responsible Government Agencies – the Forestry Department and the Sustainable Watershed Branch of the National Environment and Planning Agency need to be contacted early in the process. These agencies will provide technical support for the effort and guidelines along which the planning of activities can be taken. The Social Development Commission can assist with the organizing and training of the group, and facilitate linkages and integration with existing Community Development Committees and/or Development Areas. The approximate time frame for establishing a group from the ground up to the point where it is able to take on basic project management activities may be from 6 to 18 months.

2.2 Working with the Interim Action Committee

This committee is also known as an **ad hoc committee**, a **steering committee** or **working group**. What is important is that it is **temporary** and will function just to get things started.

Among the first activities the Committee will undertake include:

1. Establishment of the aims and objectives of the group. The scope should fall generally within that outlined in the functions above.
2. Identification of particular problems and issues the group will focus its activities on. Much of this will include information gathered from the “walk about” and contact meeting with members of the community.
3. Determination of who are the important stakeholders i.e. who are affected by management decisions, the traditional authorities, who has access, who depends on the resources at stake and who re most knowledgeable about managing the area
4. Determination of what is the framework necessary for the LWMC to function properly. Will it focus on issues within a watershed sub-unit or will it seek to represent a wider WMU? Are the existing governance structures such as the PDC sufficiently developed to facilitate integration of the LWMC as a special committee within its framework? How best can the LWMC link with the Community Development Committees, Development Area Committees or Parish Development Committees?

In the event that the PDC has inadequate capacity it may be worthwhile to plan for building that capacity in addition to that of the community group.

2.3 Back to the Community-Workshops/meetings

Having done the preliminary work, the Interim Committee should call another meeting of the wider community to inform and get feedback on what has been discussed.

Additional meetings and workshops will be held to enable the group to undertake:

- Community mapping
- Vision and Mission setting
- Project identification
- Project development
- Project Monitoring
- Project Evaluation

A skilled social organizer is required to facilitate this process that can extend over several months. The activities have to be paced in keeping with the capacity of the community to absorb

and assimilate the processes and procedures. In addition, the group has to become informed on concepts of watershed and forest management.

A number of these activities will be capacity building activities for the group. They will help to build cohesiveness, trust and team spirit among the members. It is during this period that the strengths and talents of individuals will emerge. In addition, conflicts can arise during this period and there needs to be a mechanism by which these conflicts can be managed.

Table 2 Summary of the Group Formation Process

Inputs	Purpose	Desirable Attributes
Pre assessment	To identify human financial and institutional resources available for the process	Requires inputs from local and central government agencies, community, donors and other supporting players
Establish ad hoc committee	To publicize the purpose of the group, raise awareness of the benefits and responsibilities, bring in new people, organize meeting	Committed persons, diverse in skills and disciplines; credible, respected with high degree of personal motivation and excellent communication skills
Identify social organizer/facilitator	To manage daily activities, mobilize resources, facilitate capacity building and institutional strengthening	Requires persons familiar with area; able to motivate people to work together, and facilitate group processes
Workshops/ Meetings	To facilitate community mapping, collective visioning, problem identification; action planning	Must ensure dialogue and linkages between actors; build team spirit, trust, self esteem
Project/ Activity design and implementation	To maintain momentum, facilitate learning by doing, test policy	Small manageable activities using leveraged inputs
Monitoring	To keep activities on track within budget, deadlines and in line with expected outputs	Must involve project beneficiaries implementers and technical support team (NEPA, FD, SDC)
Evaluation	To collectively take stock of achievements; lessons learned; show strengths, weaknesses; provide information for decision-making	Must involve project beneficiaries and implementers; need to celebrate and publicize successes
Information dissemination	To report and share experiences with other local resource management groups	Reports should be clear and to the point, highlighting successes and failures and mitigative measures
Policy review and adaptation	To transmit information via the LGCG to the NIWMC to facilitate national level coordination, policy review and adaptation	Requires skill to draw out policy issues raised in the process of project implementation

3. Creating an Organization

3.1 Membership

Like any other CBO, the success of the LWMC's depends on its membership and the extent of their participation in the activities of the Committee. There are several types of membership open to any organization - open, selective, paid and executive membership. In the case of LWMCs there are also geographic and thematic considerations relating to membership. For example, in sub watershed management units, membership should be open to interested community members, representatives of community groups, and private sector organizations. The same principle applies for a larger Watershed Management Unit, such as the whole watershed, where membership should be open to the representatives from the composite watershed sub units, citizens associations (geographic) and private and public agency representatives (Thematic).

3.2 The Executive

Generally the Executive body of the LWMC will consist of a Chairman, Secretary, Treasurer, and a Public Relations Officer. If the workload is heavy, it will be necessary to appoint a Vice Chairman, and Assistant Secretary/Treasurer. The attributes of suitable persons and their respective roles shown in Table 3:

Table 3 Roles and Desired Attributes of Executive Officers

Position	Role	Attributes
Chairman	<ul style="list-style-type: none"> ▪ Call Executive and general meetings ▪ Prepares agendas for meetings ▪ Follows up on actions agreed in meetings ▪ Acts as public representative of the LWMC ▪ Monitors activities of LWMC 	<p>Must have vision and can motivate others; be committed honest, respected, responsible and reliable, non-partisan.</p> <p>Provide leadership and able to represent the organization and its views at various levels.</p>
Secretary	<ul style="list-style-type: none"> ▪ Records minutes of all meetings (executive and general) ▪ Maintains records of all correspondence maintain membership list and mailing lists ▪ Writes letters on behalf of the group 	<p>Must be organized; skilled in taking notes; have patience</p>
Treasurer	<ul style="list-style-type: none"> ▪ Receives and accounts for all funds ▪ Makes payments and accounts for all payments on behalf of the LWMC ▪ Prepares and keeps track of all expenditure 	<p>Must be organized and detailed; have an understanding of record keeping procedures; honest and reliable</p>
Public Relations Officer	<ul style="list-style-type: none"> ▪ Together with the secretary, maintain a list membership and mailing list ▪ Promotes proposals requesting funds from funding agencies and other benefactors ▪ Prepares promotional material about the LWMC and its activities ▪ Maintains good relations with local media (newspapers, radio etc) 	<p>Must be a good communicator; committed to raising awareness of group and its activities</p>

4. Running the Organization

4.1 Registering the Organization

The LWMC must be registered with the National Integrated Watershed Management Council. This effectively brings the organization recognition as one of the partners across the island working toward effectively managing the watersheds of the country. The benefits of this registration¹ include:

- Membership in a national network for watershed management of which a directory listing will be compiled to assist in networking.
- Participation in an annual or biennial LWMC networking seminar/workshop which will provide a medium for exchange of lessons learned and streamlining of initiatives.
- Access to the NIWMC via the Local Group Coordinating Group to influence programs and make inputs into deliberations at the policy level.
- Access to external help which will enlist the support of central government agencies.
- Access to documentation of experiences of other similar groups through a compilation of best practices, proven methods and manuals.
- Provision of a “How to start up and run a LWMC Handbook”;

The Criteria for Registration are outlined in Annex 4.

In addition, serious consideration has to be given to whether or not to register the LWMC as a legal entity. Many successful community based groups are not registered in this way and are able to operate with few hindrances. Whereas some government agencies and funding agencies require registration proper to entering into formal agreement with a community group, most do not. However legal registration confers on the group greater degree of credibility and accountability particularly with agencies and prospective funders who do not know the organization. In addition, legal registration will be necessary if the group intends to acquire property and other assets. Protected by the law in this way, it can go about collecting and investing funds as it sees fit, and the assets of the organization are held separately from that of the members of the group.

Where the group chooses **not** to be legally registered, then the group may have a formal constitution to govern its activities and how it works. The elements of such a constitution is in Annex 2.

Where the group decides to become registered, it will find that one of the easiest forms of legal registration is under the **Friendly Societies Act**. This will not require the services of a lawyer and can be achieved relatively quickly. In addition it comes with a significant amount of training in organizational management. There is also ongoing support in terms of auditing and monitoring.

Other forms of registration include:

- Registration under the Cooperative Societies Act
- Under the Companies Act

¹ R2RW (2002) Draft Concept Paper on Criteria and Procedures for Registration of Local Watershed Management Committees

- Under the Industry and Provident Societies Act

The main features of each of these forms of registration are given in Annex 4.

4.2 Elections

Elections are important to ensure that the executive officers of the organization have the confidence and the mandate of the membership to undertake the business of the organization on their behalf. The frequency with which they are held is to be determined by the Committee, and will be stipulated within the constitution of other legal documents drawn up at the time of registration.

Elections must be preceded by a mandatory period of notice e.g. one month. So, at least one month before the election date, the membership should be notified that elections are due. Members must then look at all the eligible persons; assess their strengths and weaknesses, their performance within the group and their suitability for the respective positions (Table 2).

On the day of the election:

1. The executive positions are declared vacant.
2. Persons are nominated for the respective positions and asked to declare their willingness and availability to take up the position should they be elected. For the nomination of an absent person to be carried forward, that person would have had to indicate their willingness and availability prior to the election. Otherwise they are ineligible for election.
3. Each nominated person needs to be seconded before the nomination can be taken.
4. Once the slate of nominees is complete for a position, members vote for their preferred candidate.
5. The method of voting should be agreed upon beforehand. In smaller groups, it may be possible to vote with a show of hands after the candidates have left the room, while in larger groups the use of ballots is recommended and the counting should take place immediately upon receipt of all votes.

4.3 Meetings

Meetings are important so that plans may be made for activities to benefit the group. In addition meetings are critical for persons to provide feedback on plans or activities already undertaken. Efforts should be made to make meetings as interesting as possible. Other important elements to consider for a successful meeting are below.

1. Ensure that the chosen location is convenient and accessible and can accommodate persons comfortably
2. Prepare the venue in advance of the meeting. Chairs should be laid out in a circle or a horseshoe so everyone can see each other while they speak
3. A convenient time should be chosen to facilitate attendance by the maximum number of relevant persons
4. Prepare an agenda in advance with time limits for each discussion item

5. Place the agenda in a prominent place where everybody can see it and suggest changes as necessary.
6. Ensure that the important discussion items come mid way through the agenda
7. Ensure that everyone can participate, eg by using diagrams and symbols to facilitate persons who are not literate; by ensuring that everyone understands the issues and by allowing enough time for persons to ask questions, comment and/or make suggestions
8. Encourage feedback so that persons can be aware of strengths and shortcomings

Generally the form and frequency of meetings, notification periods and quorums are set out in constitutions or legal documents such as Articles of Association.

4.4 General Record Keeping - Minutes

Every group should ensure that proper records are kept of regular, special and general meetings, and of all agreements and partnerships entered into by the organization. Further information is provided in Annex 5.

4.5 Keeping Financial Records

Every group is obliged to keep good records of their financial transactions. These records should be available for the scrutiny of the members of the group at any time. The Treasurer is the responsible officer and should have the necessary tools for keeping good records including:

Cash books	to record payments and income by category (salaries, utilities etc)
Receipt books	to record cash received
Lodgment book	to record lodgments to the bank account
Bank record book	to record lodgments and withdrawals to and from the bank account. Also keeps track of the running balance in the bank account.
Petty cash book	to record small cash expenditure

The Treasurer should make regular financial reports, perhaps monthly, to the Executive body. In addition, he/she will prepare a financial report to the wider membership annually. This usually occurs at the AGM. For these purposes the treasurer should prepare Income and Expenditure statements

4.6 Fundraising

The LWMC will need funds to undertake its day to day activities (operating funds) as well as funds to undertake special projects (action funds). There are many ways in which funds can be raised for these purposes. The group can apply for grant funds to implement projects which satisfy the criteria of specific donors. A list of donors responsive to community based projects is in Annex 6.

The group can also organize social events such as dances, bingo, walkathons, jumble sales, concerts etc to raise funds for their activities.

It is necessary to ensure that inputs for the chosen activity does not exceed the projected income. A budget should be developed and closely followed to avoid cost over runs.

4.7 Collaboration with Groups

The LWMC should foster and maintain linkages with groups within their location eg. local CDCs, PDCs, health department etc. The should ensure that communication channels through LGCG to the NIWMC are open and that experiences and lessons learned are transmitted to inform policy review and adaptation.

4.8 Conflict Management

Each system of community based resource management is a dynamic process and results in change. Managing change brings with it inevitable conflicts and so it is important to plan for addressing conflicts in advance. Professional assistance and /or training in conflict resolution can be had from agencies such as the Dispute Resolution Foundation.

5.0 Lessons From the Field

Several groups already exist which are actively undertaking management of watershed areas. These include the Great River Watershed Management Committee and the Rio Grande Watershed Management Committee established under the Ridge to Reef Project and the Buff Bay Forestry Management Committee and the Pencar Forestry Management Committee under the Forestry Department/Trees for Tomorrow Project. In addition, other groups such as the Water Users Associations of the National Irrigation Commission, the National Task Force of the UNDP/LIFE project and the farmers of the Eastern Jamaica Agricultural Support Project also have mandates that are, like the LWMCs and the LFMCs directly or indirectly have implications for the management of water.

Although most of these groups are relatively new (1-3 years old) there are a number of lessons which can be learned from their experiences.

1. A significant amount of public awareness of the communities have to be carried out at the outset to ensure understanding of the benefits to establishing and participating in a local management group
2. The process of group formation is an involved and time consuming one, it must be carried out at a pace which is responsive to the character and capacity of the target group
3. The benefits of the activity should not be seen only in light of the specific process. Developing this kind of capacity within communities and the rules and protocols by which the groups operate, develops valuable social capital which is of value not only to the needs of watershed management, but to enhancing local governance in general
4. Because of the limited local and national resources available for supporting local watershed management processes on an ongoing basis, care must be taken to establish appropriate "levels" of management of watershed areas. The level identified must be of a scale and scope that can be sustained over the long term. This may mean that for large watershed areas, groups are established around watershed management **sub-units** so that they can be grounded in, and connected to existing community based institutional structures with greater chances of success. It is useful to recall that the early establishment of communities in certain geographic locations had much to do with the natural resources and the social units related to those resources. As such, in many cases the area and the traditional resources under the care of a local community can identify a natural resource management unit. Working with a knowledge of the resources that the community naturally identify with will increase the chances of success for local management initiatives.

Stages of Evolution of a Group

Every group evolves through various stages of development as it comes together. There will be disagreements and some persons may even leave. It is difficult to predict how long each stage will take, but it is important to recognize the dynamics at each stage so as not to get discouraged or unnecessarily anxious. Invariably a group passes through the following stages:

FORMING	People are enthusiastic and willing to take on responsibility. Attendance at meetings is generally high
STORMING	As the organization takes shape, several differing ideas emerge about how things should proceed. Emotions may run high as persons express themselves, and time has to be spent sorting through these differences. Conflict resolution/management may necessitate assistance from outside. Some people may leave the group during this stage.
NORMING	During this period, the group settles into ways of working together. Members take up specific roles and tasks are assigned. The organization is ready for business.
PERFORMING	Plans are put into action. Members become accustomed to working together and see the benefits of doing this.
DORMING	<p>The term "dorming" means sleeping. A group goes to sleep when the same people are elected year after year, the same activities are undertaken year after year. There seem to be no new ideas and attendance at meetings falls off.</p> <p>When signs of inactivity begin to emerge, an evaluation needs to be done; new people need to be brought in and the group may need to go through the initial stages again</p>

Format of a Constitution

Article 1	
Organization name and contact address	
Objectives of the organization (Mission statement)	
Article 2	
Meeting place	
Article 3	
Titles of officers	
Committee structure	
Quorum	
Aims and Objectives	
Article 4	
Membership	
Article 5	
Dues/ membership fees	
Article 6	
Election of officers	
Article 7	
Administration	
Article 8	
Annual General meeting	
Article 9	
Meetings	
Article 10	
Accountability	

Taken from: Jamaica Social Investment Fund (2000). Series of Handbooks for Community Based Organisations

Possible Forms of Registration for LWMCs

Registration options	Friendly Societies Act	Cooperative Societies Act	The Companies Act	The Industrial and Provident Societies Act
Number of members	21	10	7	For a small group with at least 7 members
Requirements	Elect a Steering Committee	Elect a steering Committee (an odd number, 5, 7, 9)	Elect at least to the Executive Committee	Make 2 copies of the rules and regulations for the group
	Contact Registrar of Friendly Societies for 2 application forms	Contact the Registrar for 2 application forms and registration form	Engage a lawyer to prepare a Memorandum of Association, and Articles of Association and Declaration of Compliance	Fill out an application form
	Fill in application forms and get 7 members to sign them	Fill in application forms	The lawyer registers the CBO-an individual cannot do this)	Submit these to the registrar, with a registration fee of \$6,000
	Make 3 copies of the rules and regulations for the group	Make 3 copies of the rules and regulations for the group	A registration fee of \$7,100 is required.	
	List names and addresses of the elected officers and other members	Prepare a business plan		
	Submit documents to the Registrar of Friendly Societies with a \$0.25 fee	Submit documents with a fee of \$3.50 to the registrar		
Contact		Undergo training in co-operative management and co-operative law		

Criteria for Registration with the NIWMC

To qualify for registration with the NIWMC, the group must:

- Be an CBO or part of a recognized umbrella group or organization with regular minutes and records
- Have an Executive or Committee with President/ Chairman, Treasurer and Secretary
- Have a current list of members and other organisations linked with them
- Keep basic financial records including a properly administered bank account with designated signatories who have been vetted and approved by the group
- Have a defined geographic area of focus with approximate acreage and identify the WMU in which it is located
- Clearly identify the relevant issues to be addressed and these should be part of their mandate
- Clearly state their objectives and vision
- Identify programme areas of concern
- Provide a basic description of proposed action including basis of action, role of players, methodology and timing

The benefits of registration are listed as:

- Membership on a national network for WM with a directory listing
- Participation of in annual or biennial networking seminars
- Receipt of a membership certificate
- Access to external help to:
 - Enlist support of government agencies
 - Suggest direction of action and provide technical advice
- Access to documentation of experience of other groups through compilation of success stories
- Provision on Manual on Procedures to establish and run a LWM
- Access to the NIWMC via the LGCG to influence programmes and opportunities and make input into deliberations at the policy level.
- A recognized stake at the table with other watershed and area interests

- Recognition at national level by the NIWMC, the Ministry of Land and Environment, and the Office of the Prime Minister
- An annual visit from the NIWMC
- Opportunities for exchange visits to other watersheds.

The Obligations of the groups who register are

- Submission of an annual report at the end of each calendar year which should include a financial report reflecting expenditure and income generated by group, through grant funding, fund raising etc.
- Implementation of activities stated in the programme work/action plan
- Payment of an annual fee

Taking Minutes of Meetings

Meetings may be conducted formally or informally depending on the situation. Take concise, accurate minutes that are appropriate for your situation.

Taking Minutes

1. Obtain the meeting agenda, minutes from last meeting, and any background documents to be discussed.
2. Sit beside the Chairman for convenient clarification or help as the meeting proceeds.
3. Record the Date, Time and Place of the meeting.
4. Record the kind of meeting, whether it is a general meeting or a special meeting.
5. Make sure a Register is circulated and all persons in attendance sign the register.
6. Write down items in the order that they are discussed.
7. Note if previous minutes were read and approved, or approved with corrections, or any other decisions.
8. Record the movers and seconders of motions, and whether motions are adopted, rejected or any other decisions.
9. Focus on recording Actions taken by the Group. Avoid writing down the details of each discussion.
10. Note what reports were presented, including the name of the member presenting the report, any action taken on the report and a reference to a file where the report may be found.
11. Note notices of motions to be introduced at future meetings.
12. Note points of order, and any rulings that set precedents for future meetings.
13. Note the time of adjournment.
14. Prepare an outline based on the agenda ahead of time.

Sources of Funding for LWMCs

The following organizations are possible sources of funding for LWMCs. They are listed by Areas of Interest.

GRANT FUNDING

Watershed Management/Environment

USAID R2RW Project Grants
Environmental Foundation of Jamaica
Canada/Jamaica Green Fund

Capacity building and organizational strengthening

Peoples Action for Community Transformation (PACT)
Jamaica Social Investment Fund
Social Development Commission
Enhancing Civil Society

Agriculture/Farmer Support

Jamaica Agricultural Development Foundation
EU Eastern Jamaica Agricultural Support (St Andrew, St Thomas, Portland, St. Mary)

Poverty Alleviation

Canada Fund
British High Commission
European Union
Inter American Development Bank
Embassy of the Federal Republic of Germany

LOANS

Farm development and agro processing

Agricultural Credit Bank of Jamaica Ltd.

Small businesses

National Development Foundation of Jamaica

Glossary

Watershed

The land area that water flows across or through on its way to a stream, river or sea; a geographical area or location where the collection and drainage of rainfall occurs in a particular region²

Watershed Management

Coordinated human activities aimed at controlling, enhancing, or restoring watershed functions

Community based watershed management

An approach to water resource protection that enables individuals, groups, and institutions with a stake in management outcomes (often stakeholders) to participate in identifying and addressing local issues that affect or are affected by watershed functions.³

Governance

The processes by which a society manages its social, economic and political resources and institutions - not only for development, but for the cohesion, integration and well being of its people.

Local Participatory Governance

Empowers communities to work with local authorities and private sector. The basis for employing this approach in local watershed management is that local actors are found to be effective and efficient when provided with capacity.

² National Environment and Planning Agency, Sustainable Watersheds Branch brochure.

³ Joe Bonnell and Anne Baird (2001) Community-**Based Watershed Management**. Ohio State University Fact Sheet.

References

1. Forestry Department: **Working with communities- A Manual for Foresters.**
2. Jamaica Social Investment Fund 2000: Series of Handbooks for Community Based Organisations.
3. Joe Bonnell and Anne Baird (2001) **Community-Based Watershed Management WS-0001-00.** Ohio State University Fact Sheet

