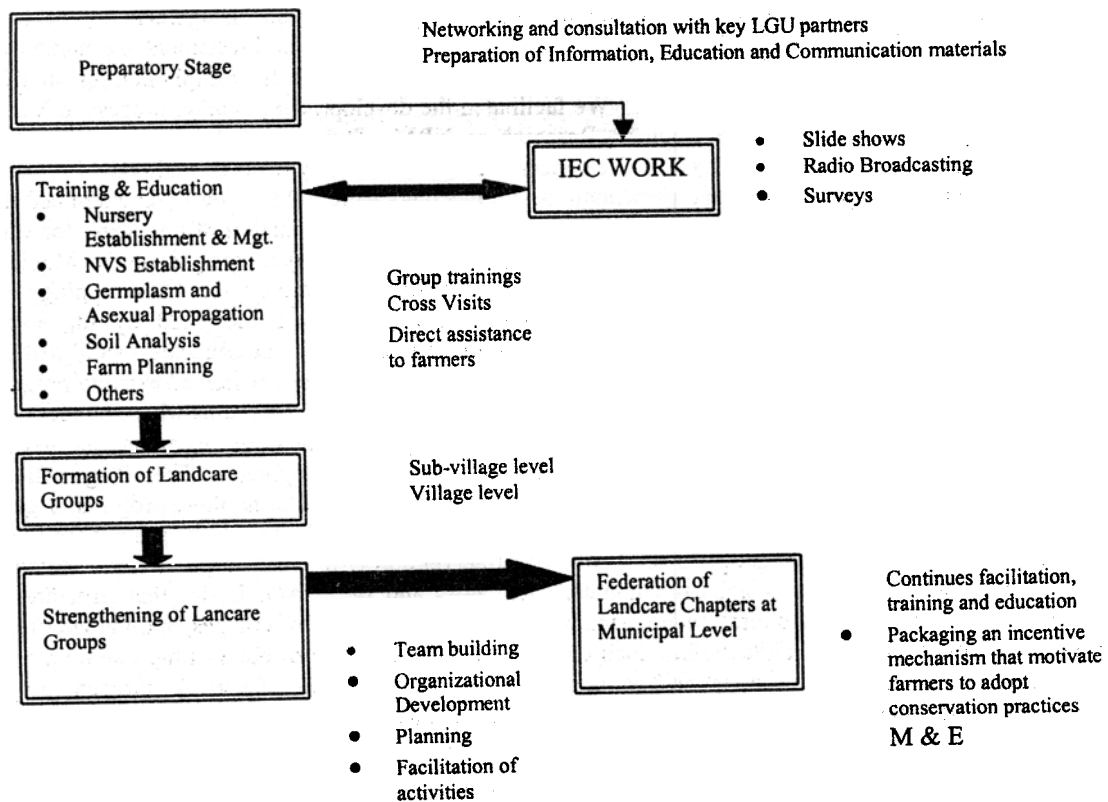


4.0 Scaling-up Modalities

Being confronted with scaling-up issues in different sites provided us the challenge to test new approaches that led to the iteration of the test approach into modalities for scaling-up Landcare and NRM process. These are:

MODALITY 1: Scaling Up through the Local Development Planning Process (From Claveria to Lantapan)

This mode requires an engagement with LGUs in their local development planning process, resulting in the institutionalization of the project at the planning stage. Landcare was embedded in the big Natural Resource Management and Development Plan of the municipality of Lantapan. ICRAF has been a significant player in the planning process adopted by the Local Government of Lantapan to develop their Natural Resource Management and Development Plan (NRMDP). As a technical service provider, ICRAF had the opportunity to provide input into the plan in the area of soil conservation by sharing low-cost conservation technologies, such as NVS and Agroforestry and shared the idea of Landcare as an approach in engaging farmers and their communities work together for the best advantage of the watershed. It paved the way for the LGU to forged partnership among different service providers in the locality to take their share in implementing some activities in the plan. Upon the implementation of the plan, the Local Government set-up a working structure for Landcare as part of the NRM's workforce. Two Agriculture Technicians were assigned as Landcare Technicians to work in partnership with ICRAF for the implementation of Landcare activities. Today, ICRAF maintains that partnership in the implementation of the Landcare program. Some villages have allocated some parts of their own budget to provide support to Landcare-related activities. This little sum is complimented with financial and material support from the local government and the business sector. In Lantapan, 50 landcare groups were formed within ten months with diversified membership involving farmers, students and women. Their activities include the adoption of soil conservation technologies like, NVS, Agroforestry and tree farm planing. Some groups are also involved in water quality monitoring, farm planning, livestock integration to farming, stream protection, horticulture, seed collection and marketing, forest protection, soil analysis and mapping, as well as, participatory action research through their farmer field schools. In Lantapan, the Landcare development follows this flow of activities:



MODALITY 2: Scaling Up through “Integration” within the conventional extension program of Local Government Line Agency: Municipal Agriculture Office (from Claveria to Malitbog, Bukidnon)

This mode requires a critical observation of some committed persons in the locality, who can be considered as Local Champions. Malitbog is one of the Bukidnon municipalities adjacent to Claveria and is more accessible from Claveria, than any town in the Bukidnon area. The local government of Malitbog invited ICRAF to help them develop their Landcare program. Landcare was then, embedded in the extension program of the Municipal Agriculture Office (MAO) in Malitbog. The Municipal Agriculture Officer spearheaded the program and assigned new tasks to the Technicians. They also allocated some funds from their office to support their operations. Eventually, the Local Legislative Council enacted a Local Ordinance that stipulates fund allocations for Landcare activities and the adoption of conservation farming technologies by farmers in steeply-sloping areas. This encouraging result of our new partnership, started with consistent interaction and partnership- building with a local champion, in which case, the Municipal Agriculture Officer. This was followed by groundwork interaction with the Local Chief Executive. ICRAF as a partner of the Municipal Agriculture Office, provided some technical backstopping by assigning one Landcare Facilitator and a Volunteer to facilitate the development of Landcare along with the technicians of the MAO. It is worthy to note that Malitbog has no history of intervention on either research or development, and therefore, the level of environmental awareness among constituents is presumably low. The positive response could have been caused however, by a long-desire for new knowledge and skills beneficial to them. Focus was much given to Capability-building program which included a variety of activities such as: cross-visits and trainings. The cost of these activities was mostly shouldered by the Local Development Funds through the MAO. This mode demonstrates a low-level investment of human and financial capital from ICRAF in the development of Landcare. We also noted that in villages whose activities were mostly funded by the Local Government, particularly, the village government, the performance of Landcare were very impressive, because the village officials made it sure that the activities were well implemented and their investments provide better payoff, as compared to those that were in part, funded externally. This implies that, when the investments are coming from local funds to support self-help activities, it is likely that-- local people ensure the gains of their investment, resulting in good and successful projects, and sustained actions.

MODALITY 3: Scaling Up through the Local Development Planning Process and Integration in existing local programs (Lantapan to Manolo Fortich, Bukidnon)

This modality also requires consistent interaction with local champions and engagement in the LGU development planning process. This mode also demonstrates a low-level investment on human and financial costs for developing the Landcare Program and NRM planning process. Simply put, this modality is a marriage of the two modes cited above. We facilitated the development planning process in Manolo Fortich through our Institutional Development Research on NRM. During the planning stage, we were fortunate to have the opportunity to espouse the concept of Landcare to key officials and NGO champions in the municipality. A series of formal presentations and meetings were held. The LGU examined their own working structure and installed a working mechanism for the implementation of Landcare, for which the program on capacity-building is given emphasis. The Municipal Mayor designated the Municipal Agriculture Officer (MAO) as the municipal-level Landcare Facilitator with backstopping from Technician-Specialists. Potential village-based Volunteer Facilitators were identified by the Village Captains in their respective villages. They decided to try this approach, so that Landcare would really be locally-founded, and that facilitation would be easier within the village. They reviewed existing programs related to landcare and environmental management, and found out four key programs where Landcare can be integrated and placed in the mainstream of these existing programs. They are: cleaning and greening program, water watch, micro-catchment watch and farming systems development. The village officials, NGO representatives and Development Coordinators agreed in a meeting, to bring these programs together as “Landcare”. On the part of ICRAF, a visiting facilitator is assigned in the area to help build the LGU’s capacity to develop a Landcare program on their own. Intervention is focused on providing a structured capacity-building program for the local volunteer-Facilitators and the MAO. Under this structure, the volunteers report to the Agricultural Technicians who are assigned in cluster villages, and the later report to the Municipal Landcare Facilitator, in which case, the MAO. The role of our visiting Facilitator is to continually provide technical support and advisory notes towards progress of specific projects, help in building networks and linkages, and ensure that the Landcare ethic is well grounded and implemented.

MODALITY 4: Province-wide scale- Scaling Up through Integration of programs implemented by Government-Line Agencies and Special Local Warm Bodies at the Provincial Level (*Lantapan and Claveria to other municipalities in the two provinces*)

This mode requires a review of the different line- agencies and special warm bodies operating within a provincial scale and involves an understanding of their mandated programs and identifying committed local champions who can mobilize programs on a provincial scale. We realized that, the best t we can do is to try to enhance the awareness level of these agencies of the things we are doing. The first agency we got involved with, was the provincial Agriculture Training Institute who is in-charge of developing and implementing training programs for personnel and partners in the agriculture sector. We jointly implemented a 2-day short training program for selected technicians in the municipalities throughout the province. Following to that, was a big-day meeting with all the Municipal Agriculture Officers in the province under the leadership of the Provincial Agriculture Officer . In understanding of the limitations that local governments are facing, we outlined some alternative ways to start their own Landcare program at municipal level. At the PAO level (Provincial Agriculture Office), they agreed to invest some budget for the preparation of materials needed for Information, Education and Communication (IEC) for Landcare. We also committed to provide some technical inputs and guidance in the development of the IEC materials for the Provincial Agriculture Office. As the LGUs begun to respond, (two municipalities have readily responded) a structured capacity-building program for key persons in the municipalities will be implemented with costs coming from the local governments, with some ICRAF staff serving as resource persons only. We also realized the need to visit the new sites to examine their conditions, as basis for drawing a specific action plan suited for the new site. This stage required us to initiate a dialogue with other local officials, particularly, the Legislative Council and organic offices in order to draw more support to the interest manifested by the Mayor and the MAO. From our side, a visiting Facilitator is again assigned in these new municipal sites to continually provide a facilitating role towards progress in the development of Landcare. This mode requires much lower human and financial capital investment from ICRAF or from any external service providers and development projects. The following are our proposed strategies to set-up a working structure for the development of their own landcare program.

Strategy No. If sizable funds are available from the LGU for Landcare Development

Set-up the MAO as the focal body responsible for facilitating the over-all development of Landcare, making Landcare as their flagship extension program. This will require an orientation of the MAO and the staff on the shift of their roles from extension technicians to facilitators. Select and train Technicians to become Facilitators.

Identify volunteer-facilitators at the village level and invest on educating them on their roles and relations with Landcare groups. They maybe farmer-leaders, NGO leaders, government officials or an ordinary citizen with leadership potentials.

Invest a training for selected technicians to become Field Communicators. They will be responsible for developing and implementing an IEC program for Landcare in coordination with the Facilitators.

Agriculture Technicians with specialized skills can be tapped as Landcare Technicians responsible for addressing the technical needs of Landcare. They may need some specialized training to enhance their skills and keep them abreast of new technologies that could be used by Landcare.

Set-up a separate "Budget Program" for supporting Landcare community-level activities that could be availed in form of project grants to deserving Landcare groups who are willing to undertake community projects.

Draw local stakeholders' support for the technical and logistical needs of Landcare

Lobby for policy support and incentives for Landcare. This will help minimize the financial costs of implementing community Landcare projects, because individual farmers will be doing their own ways to conserve natural resources in order to avail the policy-incentives.

Design and test a participatory Monitoring and Evaluation System for Landcare and make Landcare, a learning exercise for more innovations paving the way to accelerated progress.

Note that investments for Landcare may not solely come from the LGU, the LGU can invite local stakeholders with some wealth of cash and knowledge to invest or support Landcare –related activities.

Strategy No. 2: If modest funds are available from the LGU for Landcare Development

Set-up the MAO as the fulcrum of Landcare development in the municipality. This will need an investment on orientation and education of their changing roles from extension technicians to facilitators. Landcare can become the MAO's flagship program, where existing budgets can be aligned to the implementation of Landcare, or just ensure that the Landcare ethic is primal to the implementation and delivery of agricultural services

- Train and educate technicians to become Field Communicators and Facilitators
- Identify volunteer-facilitators and invest education on them.
- Provide direct funding for Landcare related activities to supplement existing budget of the MAO
- Draw local stakeholders' support for technical and logistical needs of Landcare.
- Lobby for policy-support at the Legislative Council. Policies can provide incentives for Landcare—thus, limiting financial costs for implementing projects, because individual farmers are responding to the policy-incentives.

Initiate simple participatory monitoring and evaluation system for Landcare.

Strategy No.3 If no additional funds are available for Landcare Development

Set-up the MAO as the core of Landcare Development.

Train and educate technicians to become Facilitators and Field Communicators.

Identify and train volunteer-facilitators at the village level.

Re-align HES (Human and Ecology Security) and agriculture budgets for Landcare-related activities.

Draw local stakeholder's support.

Lobby for policy support and incentives for Landcare.

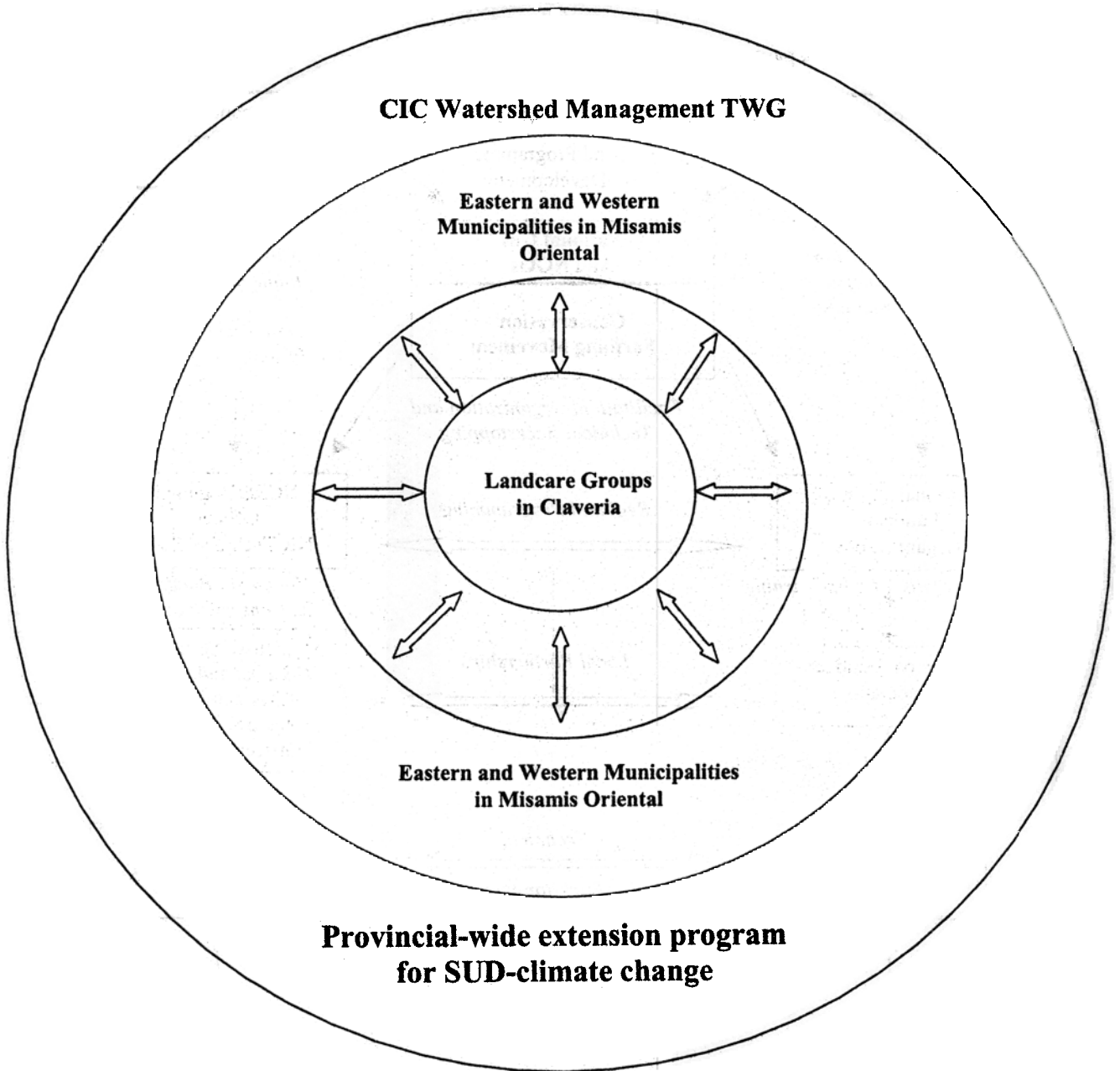
MODALITY 5: Scaling-up through Networking, Collaboration and Integration in existing special projects implemented by both public and private sectors (for provincial, regional to national levels)

This mode requires networking and engagement with provincial, regional or national warm bodies such as the following: Provincial and Regional Development Councils, Watershed Management Councils, Coalitions and Non-government Organizations who are by nature, composed of multi-sectoral groups and non-government organizations. An example of these are; Cagayan-Iligan Corridor (CIC) Watershed Technical Group, Misamis Oriental Provincial Development Council, Bukidnon Watershed Council, Upland NGO Assistance Committee and the Philippine Watershed Coalition. ICRAF has been a member of the Technical Working Group of the CIC and the Provincial Development Council of Misamis Oriental. Our relationship with these groups provided the venue for a cost-efficient and effective scaling-up program. Through exchange information, cross-visits and consistent interaction with these groups, a support-system will be established towards scaling up Landcare on a regional and national scale. For example, Fig. 4 illustrates an integration scheme of Landcare in already existing program of the "Sustainable Upland Development for Climate and the CIC Watershed Management Framework in Misamis Oriental.

In 1998, we began scaling-up the concept of Landcare and NRM process during the research and planning of the development of the Philippine Strategy for Improved Watershed Management by Philippine Department of Environment and Natural Resources (DENR). Since then, we held a series of dialogues with key persons involved in the project. Recently, DENR invited ICRAF to help them lay-out the plans for implementing Landcare in two of their pilot watersheds.

Recently, the Philippine Bureau of Soil and Water Management (BSWM) has also acknowledged the promise of NVS as a low-cost soil and water conservation technology for smallholders, and has indicated interest to promote the technology. The different modalities of scaling-up Landcare and NRM reflect a significant scaling-down of human and financial resources from ICRAF, but promise a significant impact for wider adoption. If the national government will respond to the growing interest of local governments and other interest groups for Landcare and natural resource management, we like to propose a framework for a National Landcare Program. See Fig.5.

Fig. 4. Integration Scheme of Landcare in the CIC Watershed Management Framework and the SUD-Climate Change Project of Misamis Oriental

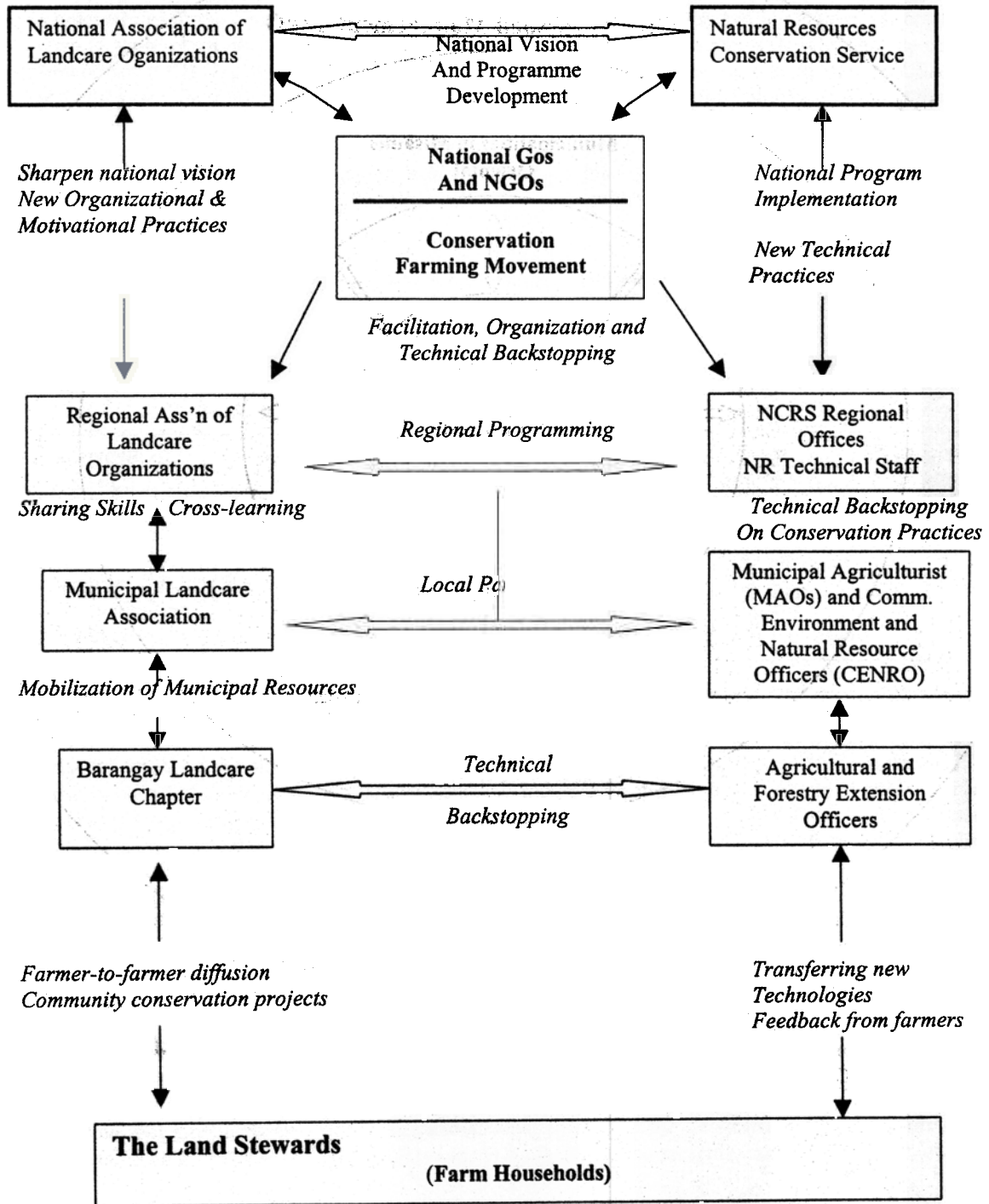


CIC –TWG Membership: PMP, DA, DENR, PPDO, EM, DTI, ICRAF, PBSP, ACORD, MPDOs, Mayors
 SUD Climate Change- DA, PARRO, PPDO, OCC, DTI, GEM

Fig. 5 Conceptual Framework of vertical scaling up Landcare approach

Vision for a National Natural Resources Conservation System

Based on public—private partnerships



Scaling up the Natural Resource Management Planning Process from Lantapan to other municipalities in Bukidnon

In 1996, the Local Government of Lantapan embarked on a bold step to develop their Natural Resource Management and Development Plan. It was probably the first of its kind in the history of local development planning where emphasis was focused on this great agenda of natural resource management. The planning process was designed by the Local Government and technically supported by an international research consortium where ICRAF is an active member. The plan drew national recognition and emerged a model for local government-led, participatory and research-based planning process. Today, the plan is vigorously implemented through public-private partnership. This means, everybody involved in either Research or Development activities within the area, need to streamline their programs towards meeting the objectives of the plan. Learning from the example set by Lantapan, we were inspired to develop a scaling-up program to other municipalities in the province of Bukidnon.

We identified pathways whereby Natural Resource Management can be streamlined in the development goals of different government-line agencies from the provincial level down to the municipalities. The challenge really, was to contextualize NRM in respective programs and mandates of these agencies.

Following a review of programmatic goals of different government line agencies at the provincial level, we identified four entry points for scaling up the NRM planning and implementation processes to other municipalities. These are:

- **The Protected Area Management Board or PAMB**

PAMB is a multi-sectoral board in the locality which functions an advisory role and sound management to protect and conserve areas covered by a national park. It is responsible for the provision of developmental activities in the area as well as for the restrictions placed upon the resources. We initiated dialogues with the PAMB members and contextualize NRM planning and implementation in the municipalities surrounding the national park, as a preventive approach to Protected Area Management. Support for scaling-up the NRM in these municipalities were gained by the Municipal Mayors who are also members of PAMB. The staff assigned to these municipalities from the Park Superintendent Office, was assigned to a new role-- to act as one of the municipal level NRM Facilitators.

- **Provincial Planning and Development Office or PPDO**

The PPDO is responsible for research and development planning of the provincial government, providing leadership in the formulation of Comprehensive Development Plans (CDP) and other plans which addresses the need for sustainable economic development foundations for different entities. Given this strategic function, it can diffuse NRM in the municipalities by contextualizing it as key component in the Municipal Comprehensive Development Plans. With this relations in placed, the PPDO agreed to tap their respective municipal personnel to take leadership for NRM planning in a team of NRM municipal facilitators.

- **National Government Agencies (NGA)**

At the provincial level, at least there are two NGAs whose mandates are full or in part dedicated to natural resource management. These are: Department of Environment and Natural Resources (DENR) and the Department of Interior and Local Government (DILG). These NGAs are in key position to help the revival of the degenerating state of our environment by infusing innovations that contextualize NRM in their major plans and programs. As an agreement with their provincial offices, their field personnel were tapped to actively participate in the NRM planning process as technical facilitators.

- **The League of Municipalities**

The league is composed of Municipal Mayors, whose authority vested upon, encourages them to include in their development agenda, the formulation of strategies and plans for the total development of their constituents and their communities, to include among others, the sustainability of the resource-base and the environment. The political will and leadership is critical to the success of any environment projects,

because the benefits are long term, and under traditional investment planning, the cost of investments in environmental projects are oftentimes, limited if not, unavailable. But, after support from the Local Chief Executives were gained, a working structure for planning was then formulated and corresponding investment were in placed to implement the NRM planning process.

Using the above entry points and institutional arrangements, we are currently scaling-up the process to four municipalities in the province of Bukidnon.

Given these little successes, our challenge still lies on how we can scale-up the NRM process to other municipalities in the country. Initially however, we have had interaction and joint sessions to share our lessons, with other development service groups engaged in this issue, such as the Governance on Local Democracy (GOLD) project of the Associates in Rural Development Inc. , a project funded by USAID and recently again, the Philippine Watershed Coalition. A potential partner for future scaling-up is the Forest Management Bureau in implementing the Philippine National Watershed Management Strategy.

Figure 6 and 7 on succeeding pages represent a diagrammatic scheme of scaling-up the NRM from Lantapan to other Bukidnon Municipalities in the context of Preventive-Systems approach to Protected Area Management.

Our scaling-up experience is summarized in a framework that guides us in a continues effort to refine and improve specific strategies to effectively scale-up Landcare and NRM.

A Framework for an Iterative Scaling-Up Process

<i>Elements</i>	<i>Entry Points</i>	<i>Approaches</i>	<i>Developing Modes</i>	<i>Defining Strategies</i>	<i>Feedback and Evaluation</i>
<i>Timing Opportunities Appropriate Technologies Resources</i>	<i>Local Provincial Regional National</i>	<i>Contextua- lization Integration Collaboration Partnership</i>	<i>1.....</i>	<i>Capacity- Building...</i>	
←					→

The above elements are crucial in any effort for scaling-up. Timing covers certain experience and maturity level, as well as, demand of the technology, process or concepts that are being scaled-up. The opportunities for doing it should be clear and are linked with availability of potential active partners. Appropriateness of the technology is also crucial because it will serve as the key selling point to adaptation and adoption. Resources can be in various forms and should be accounted properly to gauge the likely probability of success in scaling-up. Once these elements are present, entry points at various levels can be easily identified depending on the scope of your objectives to scale up. The approaches are designed on the basis of the entry points depending on the nature of their programs and goals. The mode to scale can then be articulated given the elements, your entry points and the designed approach. Underwiche, specific strategies for different modes can be drawn to address location-specific issues. Feedback and evaluation are important to continuously refine the scaling-up process and implement mid-course actions.

5.0 Indicators and Keys to Success

We have not structured our Monitoring and Evaluation system for Landcare, until lately, through our partnership with SEAMEO-SEARCA. Two PH.D students are also presently conducting studies on

Landcare. Before, we contend with our usual data and information gathering approach using diagnostic cards and simple record keeping procedures of the accomplishments in Landcare in terms of: technology adoption, membership in landcare, number of trainings conducted and farmers served and so on. However, the upsurge of requests for presentations and meetings, and the tremendous effort dedicated to a number of visitors coming to learn from our sites, have been remarkably a strong indicator of positive impacts of our program. We are constant destination of educational trips, cross visits, trainings and cliniquing. Indeed, our sites have become a learning center for all those who have interests in conservation farming, Landcare and natural resource management planning.

What are the keys to success in scaling-up Landcare and NRM?

In our experience, there are key principles that we were aware of, and should be applied when scaling-up technologies, concepts or processes. These are:

First- Identify your strategic partners. You can do this, by critically examining your potential entry points. This can be government officials, government office, government program or NGOs, POs and their programs. Be sure to get as much knowledge about your potential partners--- their programs, skills and even their personal interests. Partnership is working with people, so we must be conscious of the different personalities of people.

Second- Build that strategic partnership- Partnership is about relationship. It is important to approach the relationship as equal partnership. Be humble, and tell your partner what you can only invest in the partnership. We are very careful on this, because we are carrying the banner of an Institutional Center so, we usually begin our talk by saying, "we are here, not as a bank, a donor, or a sponsor, but—we are here to share our experience and our little successes".

Third- Use opportunities to build-upon the program. Don't create confusion or chaos in an already organized system. Refrain from being identified as "Organizer" but, as "Innovator and Facilitator". As much as possible, avoid creating foreign structures. The key word, is "Refinement" not, "Re-engineering". You need to contextualize your proposed program with already existing programs by reviewing their working structures and relations and build upon that experience. Be subtle and kind, and don't impress upon them, that you are here to solve their problems. At the end of the day, they should claim ownership on the program.

Fourth- Be flexible. Flexibility is very important in partnership-building from conceptualization to implementation, but avoid "double standards". Each locale have its own unique conditions. Your scaling-up modes and even the project level approaches for the delivery of outcomes should vary according to prevailing local conditions.

Fifth- Maintain good communication and a friendly attitude. Just in any relationship, communication is essential to the success of any endeavor. Occasionally, socialize with your partners, but don't loose to the limits. Be respectable, by avoiding broken promises—if at all, don't promise anything you are not sure to deliver.

Sixth- Be dynamic and innovative. Make things exciting by bringing in new and relevant information to your partners from time to time. Don't forget to be humble, but you need to show that you know something--and that, you are willing to share these with them.

Seventh- Be reflective and encourage your partners also to reflect on issues, problems and past events. It is always important to evaluate how things were delivered and look forward to mid-course corrections, if necessary. This can be a mutual learning exercise by the partners themselves.

Eight- Networking. Invest in network-building and maintain a supportive role to the network. Building network is like building relationships—it is therefore, important to show an untiring effort and sincerity to potential networkers.

6.0 Challenges Encountered, Solutions Taken and Future Plans

Our challenge lies much on how we can scale-up the project at the least cost and ensure that it is sustained as we slowly strip-off our participation in the process. The challenge is enormous, and certainly, we would be unable to address these challenges equally well. As a CG center (Consultative Group), we also have our own mandates to deliver—as we are bounded by constraints and questions, whether, we are still at the right “focus”. Yet, the experiences and lessons learned in Claveria and Lantapan provide a strong basis to scale-up to the regional and national levels (Mercado, et.al. 2000). So, we provided a direction to our research in developing institutional models and modalities for scaling-up towards wider application. These models can then be packaged as menu of options for other sites to implement their own programs. On a regional or national scale, we aim to scale-up these experiences through network or coalition of NGOs and the national government agencies. The new Philippines Strategy for Improved Watershed Management has incorporated the Claveria and Lantapan experience into its key institutional elements and operational framework. As the strategy moves into the implementation phase, we can provide robust insights on the ways, where Landcare and NRM can succeed in their target sites.

Our analysis indicates that the following need to be done to further release the power of the Landcare concept. The public sector and non-government sector can assist in facilitating group formation and networking among groups—thus, enabling Landcare to grow, develop their managerial capabilities, and enhance their ability to capture new information from the outside world. They can also provide leadership training to farmer leaders to ensure the sustainability of the organizations. Cost-sharing external assistance can also be provided. For this, the use of trust funds can be emphasized, where farmer groups can compete for small grants to implement their own local landcare projects. This has been remarkably successful in the Australian Landcare Movement. We envision that the Landcare approach may be suited to other locations in the Philippines and elsewhere, providing a national focus for the sustained management of resources by farmers with minimal local government support (Mercado, et.al. 2000). On the other hand, the NRM planning process manifest a strong basis in the implementation of provisions mandated in the Philippine Local Government Code. Both Landcare and Local NRM process exhibits the essence of local governance. The modalities for scaling-up outlined in this paper provide more options for project implementers to contextualize approaches for scaling-up on the basis of opportunities and build the blocks for accelerated progress in that local condition.

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