



THE KINGDOM OF LESOTHO
MINISTRY OF LOCAL GOVERNMENT
AND CHIEFTAINSHIP



TECHNICAL MANUAL

**FOR LAND USE AND SETTLEMENT PLANNING
(LUSP) PROCESS**



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Technical Manual for Land Use and Settlement Planning (LUSP) Process

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Prepared by: Ministry of Local Government and Chieftainship, Government of Lesotho

Contact: Principal Secretary, Ministry of Local Government and
Chieftainship
4th- 5th Floor, Moposo House, Kingsway Road, Maseru
Kingdom of Lesotho
Ph: +266 22 325331 Fax: +266 22 311124

Technically Supported by: GTZ, Lesotho

Contact:

1. Programme Coordinator, GTZ
PO Box 988, Maseru 100, Kingdom of Lesotho
Ph: + 266 22328237
2. Adviser Decentralisation (GTZ),
Ministry of Local Government and Chieftainship,
4-42, Moposo House, Kingsway Road, Maseru
Kingdom of Lesotho
Ph: +266 22323250 Cell: +266 62862225

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FOREWORD

This Technical manual is intended to provide useful information and materials to planners, land-related professionals, Chiefs, District Administrators, District Council Secretaries, Community Councillors, Community Council Secretaries and other development workers and partners who would like to undertake land use and settlement planning (LUSP) in the Community Councils.

The LUSP process is a participatory approach that facilitates dialogue, decision making and consensus building among key stakeholders on sustainable use of land. It provides a step-by-step process in gathering data on the space economy of a Community Council (CC) and analyzing the data with the community to determine the design of land use maps and settlement layouts. The outputs of the LUSP process are intended to support CCs in allocating land for suitable uses and arranging settlements in an orderly manner.

This Technical manual is divided into seven steps. These are as follows:

- Step One:** Preparation towards Undertaking LUSP Process
- Step Two:** Data Collection and Analysis of Existing Situation
- Step Three:** Formulation of Action Plans and Strategic Priorities
- Step Four:** Design of Land use and Settlement Plans
- Step Five:** Submission of Land Use and Settlement Plans for Review, Approval and Adoption
- Step Six:** Implementation and Management of Action Plans and Land Use and Settlement Plans
- Step Seven:** Evaluation of Results and Impacts

The Technical manual begins with the background and context of the LUSP process and presents an overview of the process, objectives and features of the process as well as summary of activities involved in each step. The details of each step have been elaborated as contents of this Technical manual.

GLOSSARY OF TERMINOLOGIES AND ABBREVIATIONS

The following are definitions of terminologies and meaning of abbreviations used in this Technical manual.

Land Use:	The use to which land is put or the different forms of activities on land for specific purposes
Land Use Planning:	The process of ordering and regulating the use of land in an efficient and effective way.
Process:	Series of activities/events/steps carried out in a systematic, logical and continuous manner towards achieving an objective.
Settlement:	A place of human habitation that provides services and functions to serve the inhabitants within its catchments area.
Settlement Layout:	A technical design of a human habitation that shows sites for various land uses and related services and facilities in a harmonious way.
Settlement Planning:	A process of arranging a settlement in an orderly manner to ensure optimal siting of land uses to facilitate easy movement and access to basic services thereby creating a congenial environment for human habitation in a sustainable manner.

ABBREVIATIONS

CC	- Community Council
CCC	- Community Council Chairperson
CCS	- Community Council Secretary
DA	- District Administrator
DC	- District Council
DCS	- District Council Secretary
DLT	- District Land Team
DPU	- District Planning Unit
LSPP	- Lands, Survey and Physical Planning Department
LUSP	- Land Use and Settlement Planning
LUSPs	- Land Use and Settlement Plans
M&E	- Monitoring and Evaluation
MoLGC	- Ministry of Local Government and Chieftainship
NGOs	- Non-Governmental Organisations
PS	- Principal Secretary
SCOL	- Standing Committee on Land
SWOT	- Strengths, Weaknesses, Opportunities and Threats
TVC	- Town, Village and Community

INTRODUCTION

BACKGROUND AND CONTEXT OF LAND USE AND SETTLEMENT PLANNING (LUSP) TECHNICAL MANUAL

The Government of Lesotho through the Ministry of Local Government and Chieftainship (MoLGC) supports various levels of local government in their mandate in land allocation and land management. This is intended to enhance orderly growth and development of human settlements, reduce and ultimately eliminate unauthorized, unplanned and haphazard settlement development and the resultant encroachments on the limited agricultural lands of Lesotho, as well as the destruction of wetlands, watersheds, waterways and other sensitive ecosystem.

In this vein, the Ministry of Local Government and Chieftainship with technical and financial support from the German Development Cooperation (GTZ) has been working through the Lands, Survey and Physical Planning (LSPP) Department to develop procedures for undertaking land use and settlement planning for Towns, Villages and Communities (TVC) within the Community Councils to guide land allocation and land management, especially in the built environment. The procedures have been encapsulated in a participatory Land Use and Settlement Planning (LUSP) process. The LUSP process was designed and pilot tested in the Ha Lekhema area in the Mashaleng FO2 Community Council located in the Mohale's Hoek District in December 2007. The process has since March 2008 been rolled out for implementation throughout the country.

The outputs and insights gained into the implementation of the LUSP process have been used as inputs and resource materials in the preparation of this Technical manual. This Technical manual offers a step-by-step process and some practical, easy to apply methods and tools in undertaking Land Use and Settlement Planning process in the Community Councils. The purpose is to enhance participation of key stakeholders in the process and provide platform for joint decision-making on sustainable use of land thereby promoting orderly growth and development of settlements to facilitate access to basic services and facilities as well as improve the productive capacity of the limited land available in Lesotho.

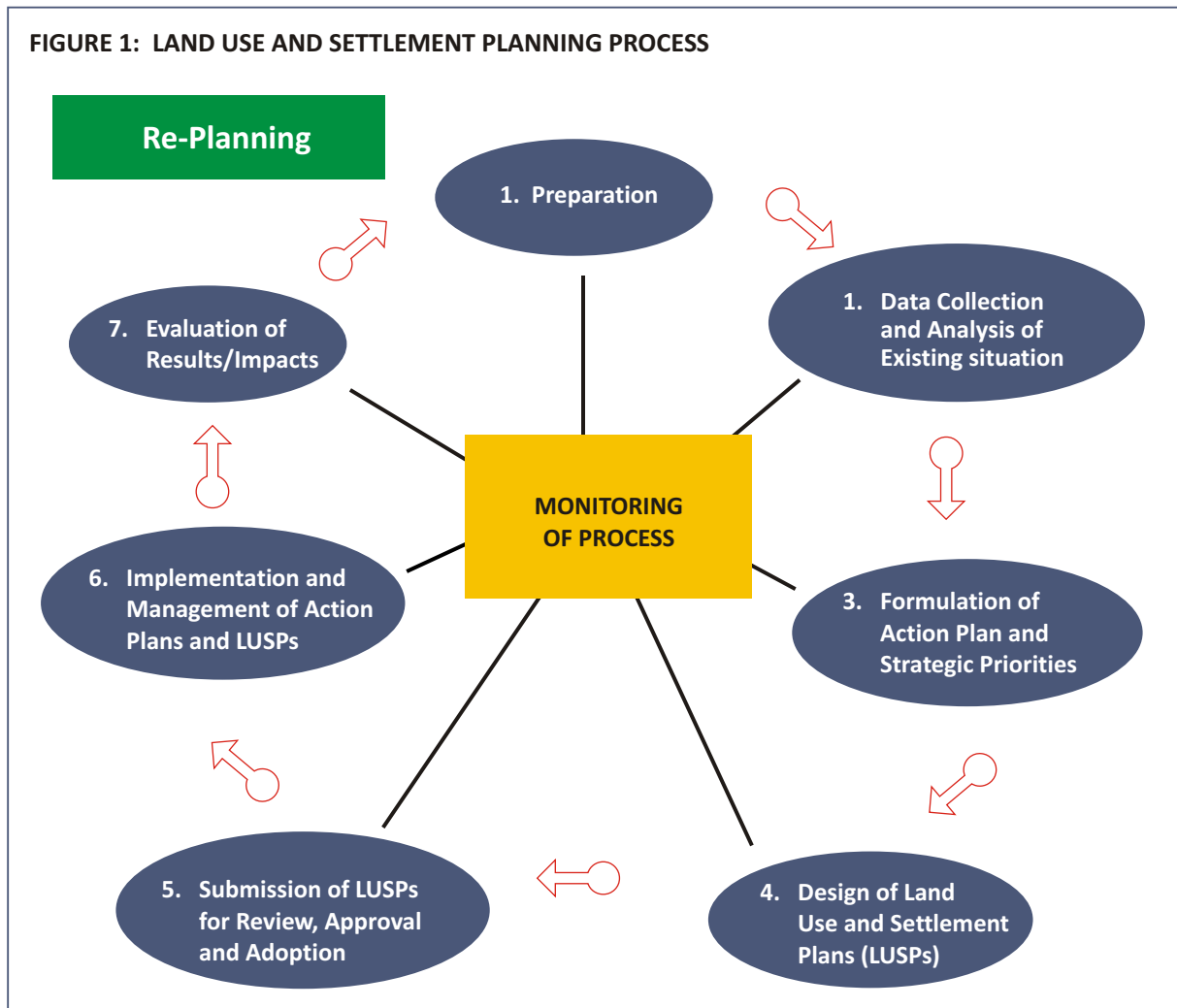
This Technical manual is intended to be used as resource material and guide for training development practitioners like planners, surveyors and other land-related professionals, as well as Chiefs, District Administrators, District Council Secretaries, Community Councillors, Community Council Secretaries in undertaking land use and settlement planning in any Community Council in Lesotho.

OVERVIEW OF LAND USE AND SETTLEMENT PLANNING (LUSP) PROCESS

The LUSP process is an approach that facilitates dialogue, decision making and consensus building among key stakeholders on sustainable use of land in a way to make it physically aesthetic, socially and environmentally compatible and economically sound. It provides a step-by-step process in gathering data on the space economy of a Community Council (CC) and analyzing the data to determine and develop action-oriented activities and strategic priorities as guide in designing land use maps and settlement layouts. The outputs are intended to support CCs in allocating land for suitable uses and arranging settlements in an orderly manner. It is a proactive process to problem solving and presents a futuristic view of the structure of settlements.

The specific objectives of the LUSP process include the following:

- Provide guide to land allocation and land management;
- Enhance the orderly growth and development of settlements in Lesotho;
- Promote harmony among various uses of land to enhance productivity and facilitate access to basic services; and
- Protect the destruction of arable land, wetlands, watersheds and other sensitive ecosystems.



A summary of each step in the LUSP process is described below and details outlined in the Table 1.

Step One: Preparation Towards Undertaking LUSP Process

This step in the process outlines what needs to be done to lay the foundation for undertaking the LUSP process in a Community Council (CC). It involves identifying and contacting key stakeholders at the national, district and community council levels as well as community levels including civil society and NGOs using established channels of communication as well as informal means with the intention of creating awareness on the process to ensure active participation and therefore enhancing ownership of the process and outcomes. In order to facilitate the process in a CC, LUSP Team should be formed comprising planners and other land related professionals from the district level with backstopping from

the LUSP Technical Team at the national level. The Team members must study laws and bye-laws, policies and regulations on land as well as gather secondary data like demographic characteristics to enhance their understanding of issues impacting on land in the CC. The LUSP Team through consultations with the DA, DCS, CCC, CCS and other stakeholders should select the CC/communities where the process will be implemented at a particular time. All materials and resources including orthophotos, broad land use maps and other logistics required for undertaking the process have to be mobilised as early as practicable. In addition, community members who will be directly involved in the LUSP process have to be informed in advance before the LUSP Team arrives in the community for the next step in the process. It is suggested that where possible, the LUSP team should hold a forum with the community members to explain the exercise and clarify issues pertaining to the work to prepare the grounds for step 2 of the process.

Step Two: Data Collection and Analysis of Existing Situation

The focus of this step is to gather data and analyse the data with community members to identify priority spatial issues as well as other social, environmental, institutional, economic and other issues that have implications on the spatial growth and development of the CC/community. Various data collection methods and analytical tools that are participatory in nature need to be applied. These include observation techniques, dialogue using interview guide, focus group discussions, transect walk, HIV Mainstream Analysis and a host of others. The interaction between the LUSP Team and community members is expected to broaden perspectives on the nature of spatial problems, challenges and opportunities available in the CC/community. The LUSP Team should pay attention to any indigenous technical knowledge (ITK) available and how such knowledge could impact positively on the spatial development of the CC/community. The main outputs of this step include Town/Village/Community (TVC) profiles; summary of the analysis of strengths, weaknesses, opportunities and threats (SWOT Analysis); updated orthophotos (incorporating new physical features and developments since aerial photos were taken), draft land use map and draft settlement layout; and prioritised planning and land management issues discussed and firmed up in a “pitso”.

Step Three: Formulation of Action Plans and Strategic Priorities

In this step, a simple action plan which is short-term (1-2 years) in nature aimed at addressing urgent spatial problems and challenges identified in step 2 is developed. The action plan outlines what needs to be done to address the identified issues, who are responsible for ensuring that the activities outlined are implemented, time frame for carrying out the activities and the resources required. The action plan should be developed during the community forum/“pitso”. Other pertinent issues that have long-term perspectives on the spatial growth of the CC/community are outlined as strategic priorities and need to be factored into designing settlement plans discussed in the next step.

Step Four: Design of Land use and Settlement Plans

This step is the end result of steps 1-3. The data and information generated so far in the process are used as inputs into designing broad and specific land use maps and settlement layouts for TVCs in the CC. In designing land use maps and settlement plans, appropriate planning standards and guidelines need to be applied to ensure consistency and harmony in the design. In addition, the action plans and strategic priorities outlined in the previous step should reflect in the design to respond to the spatial development needs of the TVCs in the CC. It must also be noted that the settlement layouts should reflect the proposed land use map for the TVC. The LUSP Team can apply various planning software and technologies like GIS ArcView 9.2 or higher versions and GPS equipment to facilitate quick processing of data and design of land use maps and settlement layouts for the CCs. The designs should be verified in the community to ensure that the ground conditions are factored into the designs. These include checking alignment of roads, plot sizes, topography in relation to designs and a host of others.

Step Five: Submission of Land Use and Settlement Plans for Review, Approval and Adoption

In this step, the land use maps and settlement layouts designed in the previous step are presented to the CC for discussions and amendments. The first meeting should end with an agreement among the stakeholders at the forum in the CC on changes required to finalise the land use maps and settlement layouts and the next meeting date to validate the finalised plans. Once the land use maps and settlement layouts are validated, the process for adoption by the CC should be initiated. However, the adoption process at all levels including Community Council, District Council and the National levels should conform to existing practices as well as any guidelines issued by such authorities mandated by law to regulate land use and settlement planning in Lesotho. The layout produced and approved should be demarcated on the ground and surveyed. This will then facilitate the gazetting of the Land Use and Settlement plans at the national level to give it the legal backing for implementation in the CC which are discussed in the next step of the process.

Step Six: Implementation and Management of Action Plans and Land Use and Settlement Plans

This step involves preparing an Implementation plan as well as clarifying roles and responsibilities of key stakeholders in relation to the implementation of agreed actions and the gazetted land use maps and settlement layouts. It also include mobilisation of resources towards the implementation of the plans by the CC with support from the district and national levels as well as development partners. One major source of resources is the budget which could be accessed by CC packaging development plans (incorporating spatial elements) and forwarding them through the District Councils (DCs) to the Ministry for consideration in the national budget for the ensuing year. The CC could also source funding from other interested development partners by developing proposals.

In addition, the necessary management arrangements need to be put in place to ensure that the plans are implemented according to the principles of the design outlined in the land use and settlement plans. In this vein, CC members especially the Standing Committee on Land (SCOL) and other Councillors and staff need to be trained in the application of the planning standards and guidelines as well as some basic management skills to facilitate successful implementation of the LUSPs.

It is expected that all land allocation for different uses in the CC will be according to the gazetted land use and settlement plans and the accompanying guidelines to facilitate the orderly development of settlements in the CC. It is thus essential that the layouts are demarcated on the ground by Surveyors with pillars to distinguish each plot from another as well as sites planned for other land uses and facilities.

Step Seven: Evaluation of Results and Impacts

This steps aims at providing a framework for tracking progress in the implementation of the land use maps and settlement layouts and assessing the extent to which the stated objectives of the LUSP process have been achieved as well as the impacts made. It will thus include participatory processes for reviewing achievements, shortcomings and the direct and indirect impacts of the interventions emanating from the LUSPs as well as lessons for learning and re-planning.

TABLE 1: SUMMARY OF STEPS AND ACTIVITIES IN LUSP PROCESS

STEPS	ACTIVITIES	METHODS	MAIN OUTPUTS
1. Preparation	<ul style="list-style-type: none"> ● Form LUSP Team ● Identify key stakeholders ● Make contact with key stakeholders and create awareness on LUSP process ● Discuss responsibilities of various actors/stakeholders ● Study Laws/bye-laws, Regulations and Policies on Land and gather any secondary data available on the CC ● Select CCs/communities for commencing the LUSP process ● Plan to mobilise resources and materials required eg. maps, stationery, equipment, transport etc 	<ul style="list-style-type: none"> ● discussions/ meetings ● dialogue ● desk study and analysis of secondary data ● Planning and budgeting for the process 	<ul style="list-style-type: none"> ● Enhanced awareness of stakeholders on the process ● LUSP team formed and ready with the required resources for the process
2. Data collection and analysis of existing situation	<ul style="list-style-type: none"> ● Undertake entry processes ● Identify data requirements using a check list ● Form thematic groups to gather data and analyze with community members based on what is working well (strengths, potentials and opportunities) and what is not working well (problems, constraints and challenges) ● Update existing orthophotos/land use maps/layouts including boundary delineation using field data and names of communities ● Mapping of services and facilities ● Prioritise key issues from each thematic group with community members (provide technical inputs for guidance) ● Organise community forum/pitso and share findings 	<ul style="list-style-type: none"> ● Observation ● Transect walk ● HIV Main-streaming Analysis ● Trend Analysis ● Dialogue ● Focus Group discussions ● Participatory analysis of data discussions ● Prioritisation techniques (simple ranking, pair- wise ranking, weighted scoring etc) 	<ul style="list-style-type: none"> ● Town/ Community and Village profile ● Summary SWOT ● Analysis for the Town/ Community/ Village ● Updated ortho maps/land use maps/layouts ● Prioritised Planning and land management issues
3. Formulation of Action Plans and Strategic Priorities	<ul style="list-style-type: none"> ● Identify options for addressing prioritised spatial planning issues ● Analyse options using agreed criteria and select best option develop Action plan for short term (1-2years) ● Outline strategic priorities for the long term (+3years) 	<ul style="list-style-type: none"> ● Alternative Analysis ● Scenario development ● Planning formats 	<ul style="list-style-type: none"> ● Action plans detailing activities, time frame, responsibility, resources required, cost etc ● Outline of strategic priorities for spatial development of Town/Village/ Community

STEPS	ACTIVITIES	METHODS	MAIN OUTPUTS
4. Design of Land use and Settlement Plans	<ul style="list-style-type: none"> ● Use data and information gathered, action plan and strategic priorities as inputs into the design of layouts ● Apply planning standards and guidelines ● Update broad land use map and prepare specific land use map develop settlement layouts ● Prepare summary report on outcomes of LUSP process 	<ul style="list-style-type: none"> ● Mapping ● Report Writing 	<ul style="list-style-type: none"> ● Updated Orthophotos to scale ● Land use maps ● Settlement layouts ● Spatial development report
5. Submission of Land use and Settlement Plans for Review, Approval and Adoption	<ul style="list-style-type: none"> ● Present Land use map and settlement layouts for review and adoption by stakeholders at the Community Council (including chiefs, Councillors and others from the concerned communities) ● CC submit Land Use and Settlement Plans through bistrict Council for approval and gazetting at national level ● Demarcate plots and sites for various facilities on the ground ● Gazetting of settlement layouts 	<ul style="list-style-type: none"> ● Exhibition of maps ● Public Hearing ● Presentation and discussions ● Surveying ● Gazetting 	<ul style="list-style-type: none"> ● Land use map and settlement plans available for Gazetting at the National level
6. Implementation and Management of Action Plan, Land use and settlement plans	<ul style="list-style-type: none"> ● Prepare implementation plan ● Clarify roles and responsibilities of key stakeholders in relation to plan implementation ● Equip Standing Committee on Land members of CC with skills for allocating land based on designs and for managing its implementation ● Mobilise resources for implementation ● Apply funds and other resources to implementation of settlement layouts 	<ul style="list-style-type: none"> ● Discussions ● Fund mobilisation and resource management ● Land allocation process 	<ul style="list-style-type: none"> ● Land allocated and developed according land use maps, settlement layouts and laid down guidelines
7. Evaluation of Results and Impacts	<ul style="list-style-type: none"> ● Establish and operationalise M&E System ● Conduct participatory review of achievements, shortcomings and impacts ● Lessons learning and re-planning 	<ul style="list-style-type: none"> ● Formats for capturing and analysing data on achievements, shortcomings and lessons ● Participatory discussions during stakeholder meetings 	<ul style="list-style-type: none"> ● Orderly development of land for enhanced growth and development of Towns, Villages and communities in Lesotho

The main features of the LUSP process are as follows:

- **Participatory:** The basic principle underlying the LUSP process is the active involvement of all stakeholders from national to community levels; namely, technocrats, politicians, beneficiaries/ community members, civil society organisations in the analysis, planning, decision-making, implementation, monitoring and evaluation of the outcomes of the LUSP process. It thus requires a simple process that ensures active and meaningful involvement of a wide range of stakeholders at different levels of the system. This feature calls for skills in facilitation and effective communication in order to engage stakeholders in fruitful dialogue and interactions for better outcomes.
- **Multi-disciplinary:** It borrows knowledge and ideas from various professions and disciplines and thus requires continuous learning. Some of the disciplines include Sociology, Statistics, Community development, Planning, Survey and others. The process considers the environmental, socio-cultural, economic and political dimensions of managing land in a sustainable manner. The process thus encourages dialogue and meaningful exchange of ideas among various disciplines and professions.
- **Iterative:** It is a repetitive or recurring process that allows one to review progress and adjust as and when new information and knowledge are gained from the process. It thus facilitate continuous learning and hence not prescriptive. Each step in the process requires asking questions, learning from new information and improving understanding.
- **Problem Solving:** The LUSP process helps in addressing current as well as future/anticipated spatial problems. This is based on the premise that strong relationships exist between human activities and the environment, which sometimes create problems as by-products whiles at the same time creating new settlement patterns. Addressing the problems requires new planning and management approaches to maintain spatial sanity. Hence the LUSP process brings the people involved and professionals together to discuss and take concrete decisions with support of a facilitator.
- **Empower people and facilitate ownership:** It builds the confidence of people/stakeholders to actively participate in the various steps in the process. This engenders ownership of the process by the people. Hence, people are willing and committed to taking responsibilities and as well become responsible for their own actions and inactions.
- **Action-oriented:** The process is action-oriented as it recognizes the fact that a plan is only a dream unless it is implemented and lessons learnt for improvement. The implementation of the decisions made during the process increases people's (including beneficiaries) trust in the planning process.

STEP ONE:

PREPARATION TOWARDS UNDERTAKING LAND USE AND SETTLEMENT PLANNING (LUSP) PROCESS

“A Journey of a thousand miles begins with the first step”

PURPOSE



This step seeks to lay the foundation and clarify the necessary requirements for undertaking Land Use and Settlement Planning (LUSP) process in the CC. It involves identifying and contacting key stakeholders from the national level to the community level with the intention of creating awareness on the process and soliciting their active participation to enhance ownership of the process and the outcomes.

It defines the institutional arrangements, especially the formation of LUSP Team and clarifies the roles of the various stakeholders involved in the process. The materials and resources required for undertaking the process including orthophotos, secondary data, stationery, equipment, transport and others need to be mobilised as early as practicable before the next step in the process.

METHODOLOGY / APPROACH



The main methods in this step are consultations with key stakeholders like the PS, DAs, DCSs, CCCs, CCSs and others on the requirements of the process after the CC/TVC has been selected using agreed criteria, discussions and meetings to create awareness among all stakeholders and to clarify roles and functions.

Other methods are collating secondary data and undertaking desk study of data and information on the CC including laws, bye-laws and policies on land for the LUSP Team to understand conditions in the CC, printing of orthophotos, planning and mobilising other materials and resources required for the process including preparing cost estimates.




INSTITUTIONAL / ARRANGEMENTS



Recognising the multifaceted nature of Land Use and Settlement Planning, there is the need for a multi-disciplinary team to facilitate the implementation of the process in the CC. The composition of the LUSP Team should have a good number of skilled expertises like Physical Planners, Land Use Planners and Surveyors also referred to as District Land Team) and representatives of the various sector Ministries at the district level (District Departments) which comprise the District Planning Unit. In spite of the above, the land planners at the district should be the facilitators of the process. The Team should also be supported by Councillor(s) in the chosen TVC as well as community members when the Team undertakes the next step of the process.

ACTIVITY 1.1

COMPOSE A LAND USE AND SETTLEMENT PLANNING (LUSP) TEAM

<p>EXPECTED OUTPUT</p> 	<p>A team of professionals with requisite backgrounds (and authority so they could effect/enforce decisions taken at the team level) and equipped with adequate skills in LUSP process and methodology established to facilitate the process in the CC.</p>
<p>PROCEDURE</p> 	<ul style="list-style-type: none"> ● Identify and compose the LUSP Team to facilitate the process and clarify roles of team members. (There must be a team leader to lead the process with support from the other members). ● Identify skill/capacity gaps of the team in doing the work based on the requirements of the process and roles/tasks assigned to the members.
<p>HINTS</p> 	<ul style="list-style-type: none"> ● A workshop/meeting of team members should be organised with a facilitator (could be the DCS/District Planner, a development worker or representative of Technical Team at the national level) to explain the details of activities in each step and the methods to adopt in implementing the activities. The workshop/meeting should be infused with useful practical sessions to expose the team members to the rudimentary techniques in facilitating the LUSP process in the CC. ● When identifying gaps with the team members, it is important to remember that health impacts, specifically HIV must be considered during this process. It will be helpful to gauge the level at which your team is capacitated to forecast HIV impacts and to mitigate existing concerns. ● The workshop/meeting should also be used to identify skill/capacity gaps of the team members, strategise on how to address capacity gaps and define roles of all actors/stakeholders. This must be done in a participatory manner to solicit commitment and active participation of team members. Members have to appreciate their own capacity gaps and be committed towards learning from one another. The Team could also tap into other opportunities (for example, external resource persons and other development practitioners) to complement their efforts in building their capacities.

ACTIVITY 1.2

IDENTIFY KEY STAKEHOLDERS, MAKE CONTACTS AND SENSITISE THEM ON THE LUSP PROCESS



<p>EXPECTED OUTPUT</p> 	<p>Awareness of key stakeholders on the LUSP process enhanced to lend support to the Team and also ensure the availability of materials/resources/logistics for the success of the process.</p>
<p>PROCEDURE</p> 	<p>The Team leader informs the DA through the DCS about the implementation of the process in a particular community in a CC. The selection of the community should be a joint activity involving all the key stakeholders and should be an area of priority to the District in terms of spatial development.</p> <p>The DA and the DCS of the district informs the CC and the CCC and CCS informs the Chief and councillor for the community.</p> <p>The DA informs the Principal Chief who intend informs the Chief for the area where the LUSP process is being undertaken</p> <p>The Team Leader follows-up on communication with key stakeholders mentioned above to ensure that all outstanding issues are clarified and the message has been received by the community.</p> <p>The LUSP Team (if possible) should organise a forum with the community members where the process is to be undertaken to explain the process and clarify any outstanding issues with the community before undertaking the next step of the process</p> <p>Discuss and clarify the roles and responsibilities of the various key stakeholders</p> <hr/> <hr/> <hr/> <hr/> <hr/>

TABLE 1.1 STAKEHOLDERS AND THEIR ROLES AND RESPONSIBILITIES



STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Ministry of Local Government and Chieftainship - Lands Survey & Physical Planning	<ul style="list-style-type: none"> ● Continues to provide commitment and political will for LUSP process ● Budgets for and provides critical resources required for the process (eg human, materials, funds etc) ● Ensures stakeholder commitment to the process (DAs, DCSs, DPUs, CCS, Councilors, Community members etc)
LUSP Co-ordinator	<ul style="list-style-type: none"> ● Co-ordinates activities in relation to the overall implementation and management of the LUSP process ● Updates key stakeholders on progress with the implementation of the LUSP process
Development Partners (GTZ/DED etc)	<ul style="list-style-type: none"> ● Provides medium term and short-term technical support
District Administrator	<ul style="list-style-type: none"> ● Provides required administrative, and material support towards the process in the district ● Informs Principal Chiefs, Member(s) of Parliament, District Planning Unit, District Development Co-ordinating Committee and others about the process ● Facilitates the active involvement of the District Planning Unit in the LUSP process
District Council Secretary	<ul style="list-style-type: none"> ● Provides technical, material/logistical support including equipment and transport, and financial support towards the process ● Directly responsible for the implementation of LUSP process in the district ● Informs Community Council, Community Council Chairperson and Secretary etc. from time to time about the LUSP process ● Facilitates the active involvement of the District Planning Unit and other NGOs, private and governmental organisations like LEC, WASA and Lesotho Telecom etc
District Land Use and Physical Planners	<ul style="list-style-type: none"> ● Provides support to the District LUSP Team in the facilitation, co-ordination and implementation of the LUSP process in the district ● Liases with district departments and service providers to actively participate in the LUSP process

STAKEHOLDERS	ROLES AND RESPONSIBILITIES
DED Land Use Planning Advisers	<ul style="list-style-type: none"> ● Provides support to the District LUSP Team in the facilitation, co- ordination and implementation of the LUSP process in the district ● Liases with NGOs/CSOs, district departments, district planners and service providers to actively participate in the LUSP process ● Develops technical skills of District LUSP Team, District Planners, Councillors etc through hands-on and formal trainings ● Shares experiences and insights for improving the quality of the LUSP process and products
District Planning Unit (Representatives of Departments of Agriculture and Food Security, Education, Health and Social Welfare etc)	<ul style="list-style-type: none"> ● Provides data, information and expertise in their fields of operations
Technical Team Members from National Level responsible for the district	<ul style="list-style-type: none"> ● Liases between the District LUSP Team and DCS/LUSP Co-ordinator/LSP ● Provides technical support to District LUSP Team to enhance the quality of its work ● Supervises the District LUSP Team ● Builds relationship with District Planners and other stakeholders like DED staff, World Vision staff etc to facilitate the implementation of the LUSP process ● Transfers skills and knowledge in LUSP process to District Planners ● Facilitates the active involvement of key district and community stakeholders in the LUSP process eg. district departments (e.g. agriculture, education, health etc), service providers, CSOs/ NGOs, development partners (DED staff) etc ● Reviews progress in the implementation of the LUSP process in the district ● Prepares monthly reports detailing achievements, shortcomings, suggestions to address shortcomings and the way forward ● Shares reports and feedback with DCS ● Ensure preparation of Annual District Action Plans on LUSP process ● Liases with Chief Surveyor and Chief Physical Planner with support from the LUSP Co-ordinator to facilitate surveying and gazetting of layouts respectively

STAKEHOLDERS	ROLES AND RESPONSIBILITIES
District LUSP Team	<ul style="list-style-type: none"> ● Shares information on LUSP process with stakeholders and seek their active participation in the process ● Collects both secondary and primary data from district departments, service providers, NGOs, community members and others through dialogue, interviews, questionnaire administration etc ● Analyses data gathered, present findings in a forum for further analysis and prioritization ● Prepares draft layouts based on data and priorities of the community ● Updates broad land use map based on additional data gathered ● Verifies draft layouts to conform to actual conditions on the ground ● Finalises layouts and presents to stakeholders in CC for their inputs and approval ● Prepares spatial development report on each completed layout ● Provides support to facilitate surveying and gazetting of completed layouts to facilitate land allocation by CC
Community Council Secretary	<ul style="list-style-type: none"> ● Informs the Councillors and Community Chiefs about the process ● Provides logistics and resources towards implementation of LUSP process in respective CCs
Councillors	<ul style="list-style-type: none"> ● Facilitate contact between the LUSP Team and the Chief and the community members ● Support the LUSP team in arranging and facilitating community forum (i.e “pitso”)
Chiefs and Elders of community	<ul style="list-style-type: none"> ● Inform the community members about the process ● Select some community members to assist the various thematic groups in gathering data from the community ● Chair the organization of community forum/“pitso”
Community Members	<ul style="list-style-type: none"> ● Provide data and information required for the process ● Actively participate in the community forum/“pitso”

ACTIVITY 1.3

STUDY LAWS/BYE-LAWS, REGULATIONS AND POLICIES ON LAND AND GATHER/STUDY SECONDARY DATA AVAILABLE ON THE CC

<p>EXPECTED OUTPUT</p> 	<p>Increased awareness of Team members on issues on land especially in the CC as well as background data and information to prepare the team for the task ahead in the CC</p>
<p>PROCEDURE</p> 	<p>Team members should study Local Government Act, Land Act and Regulations, Town and Country Planning Act and also understand Land allocation and land management procedures in Lesotho. The DA/DCS should help the team in getting access to all relevant laws including amendments.</p> <p>The team should compile and study secondary data and information on the CC where the team is expected to work from various sources including DPU. The team could consult census books/materials over the years to establish trend in analysis of demographic data and also analyse any study material/document available on the CC. The District Fact Sheets (where already developed) is a good source of data.</p> <p>If the team identifies that there are conflicts on land in the study area, the team should consult various stakeholders like the Minister, MP for the area and PS, through the DA and DCS for the stakeholders to intervene in resolving the conflicts before work can be done in the area.</p> <p>The team should also liaise with the DPU, NGOs, development partners, private investors and others who have done/are doing some work on land uses and settlement planning (eg. transect walk maps, community maps, forestry maps, water & sanitation maps etc) in the area for such work to be integrated into the LUSP process.</p>


INFORMATION BOX:

Such secondary data may include the following:

- *Physical characteristics like location, climate, relief, drainage and soil characteristics etc*
- *Demographic characteristics like total population over the years, age-sex, ratio, growth rate, other relevant health data, employment structure, etc*
- *Housing: types of houses, condition, housing density, average number of people per household etc*
- *Education: literacy rate, number of educational facilities, number of teachers, pupil-teacher ratio, performance level in examinations etc*
- *Commercial and industrial activities*
- *Nature reserve and tourist attractions*

ACTIVITY 1.4

MOBILISE RESOURCES AND MATERIALS REQUIRED FOR UNDERTAKING THE LUSP PROCESS IN CC

<p>EXPECTED OUTPUT</p> 	<p>Materials/resources/logistics required for undertaking the LUSP process in the CC identified and procured/made available</p>
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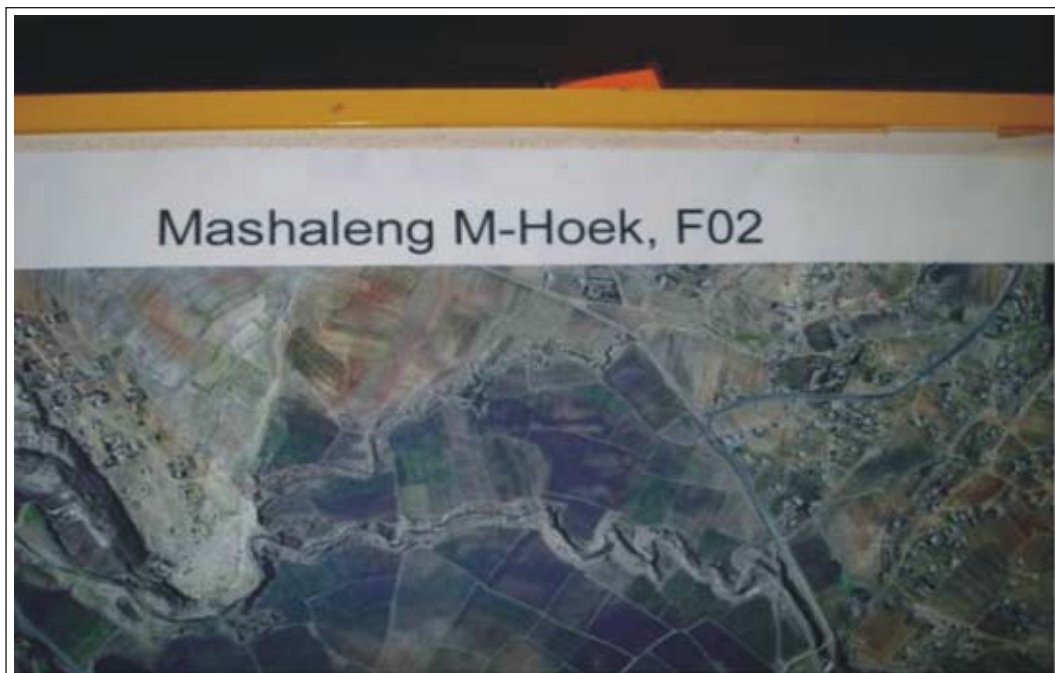
INFORMATION BOX:

Such secondary data may include the following:

Such materials and resources may include:

- *Orthophotos for the TVC in appropriate scale of 1:2500*
- *Broad Land use map (if available)*
- *Map of the CC to determine the extent of coverage of work.*
- *Stationery like note pads, pens, pencils, erasers, highlighters, flip chart papers, coloured markers and pencils, Mancell's colour Chart etc*
- *Equipment like measuring tapes, soil augers, digital camera, laptop computer, flip chart stand, pin boards etc*
- *Vehicle(s) for fieldwork*

Examples of Orthophotos:

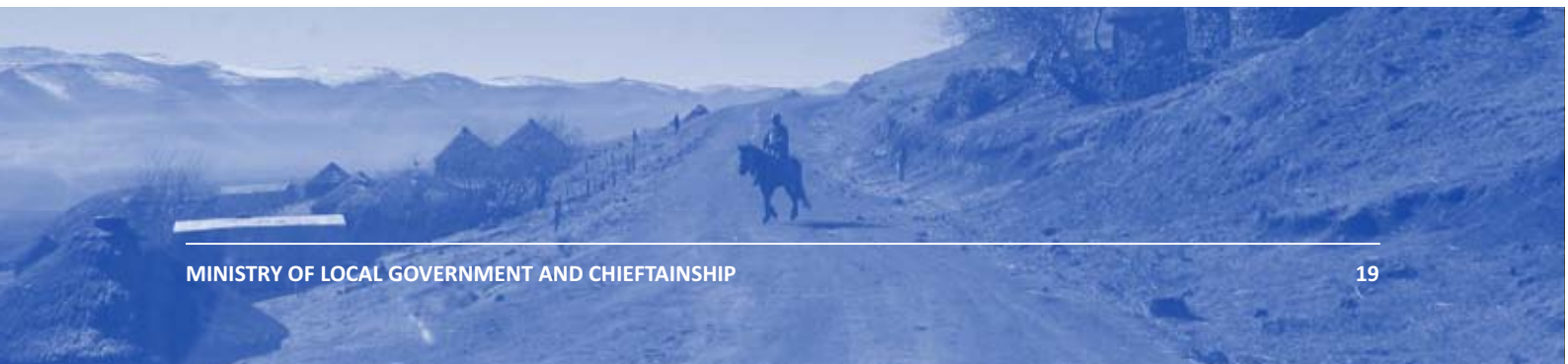


Orthophoto of Ha Lekhema in Mashaleng FO2 Community Council (below):



STEP TWO:

DATA COLLECTION AND ANALYSIS OF THE EXISTING SITUATION



“He/She who has patience can dissect the intestines of an ant”

PURPOSE



Every spatial unit (for example, CC)/community) has characteristics that distinguish it from other areas. The understanding of these characteristics will pave way for better appreciation of the dynamics of spatial growth and development of the area and thus reflect in the design of land uses and settlement layouts.

The purpose of this step is to gather data and analyse with community members to identify priority spatial issues as well as other social, environmental, institutional, economic and other issues that have implications on the spatial growth and development of the CC/community.

METHODOLOGY / APPROACH



Various data collection methods and analytical tools that are participatory in nature need to be applied in this step of the LUSP process. These include transect walk with some members of the community to understand the historical growth and features of the community, dialogue either as one-on-one or focus group, discussions and community forum ('pitso').

The data gathered from the various techniques should be summarised and fed back to the community for further analysis and prioritisation of the key issues affecting the spatial growth and development of the community. Participatory analysis of the data facilitates ownership of the data by the community and builds good rapport among the LUSP Team, community members, Councillors and other stakeholders.

INSTITUTIONAL / ARRANGEMENTS





Data collection and analysis require diverse interactive activities among different stakeholders. These groups and institutions include the Traditional Authorities, Community members, Councillors, Members of the Standing Committee on Land (SCOL), Non-governmental Organisations (NGOs), the District Administration and Departments, especially Agriculture, Education, Health, WASA, Rural Roads, National AIDS Commission and others including LEC.

The leadership of the district should initiate the process for the LUSP Team to interact and dialogue with the various institutional systems within the DC and CC as a means of profiling the spatial characteristics of the TVC. The commitment and support of the District Administrator, the District Council Secretary, Chairperson of the CC, the CCS and chiefs of the TVC are very crucial in this step of the process.

ACTIVITY 2.1

UNDERTAKE ENTRY PROCESSES

<p>EXPECTED OUTPUT</p> 	<p>Commitment of stakeholders at the District Council, Community Council and TVC levels towards the process enhanced and expectations of stakeholders as well as the time table for carrying out this step clarified.</p>
<p>PROCEDURE</p> 	<ul style="list-style-type: none"> ● The Team led by the leader with support from the DCS informs the DA about the impending fieldwork. ● The Team leader should explain into detail the purpose of the fieldwork (see purpose on the previous page), support required including data and information from sector departments on the area selected for the exercise as well as the active participation of all district and community level stakeholders in the process (refer to Step One: Table 1.1 on roles and responsibilities of stakeholders). The Team leader should ask about any expectations of the district in relation to the exercise and discuss them amicably. A tentative time table for carrying the field work should also be discussed for the necessary preparations to be planned for and resources required to be mobilised to facilitate the work. ● The Team should proceed to the CC to meet the CCC, CCS and the Councillor(s) for the area in which the Team is going to work to again explain the purpose and other issues of importance towards the exercise. ● The Team should then visit the TVC where they are going to work and pay courtesy call on the Chief with the help of the Councillor (and also explain the purpose, roles of stakeholders and time table for the exercise). The Team should use the opportunity to dialogue on the history of the TVC and some important landmarks in the growth of the TVC over the period as well as hint the Chief and Elders on the need for a 'pitsa' to feedback data the team collects over the period of their stay and discuss possible day/date, time and venue for such a community forum. ● The Team can now undertake a reconnaissance survey in the entire area they are going to work in order to familiarise themselves as well as to help them strategise on how the detail work would be carried out in the subsequent days. <p>NOTE: It is suggested that the above activities should be undertaken on the first day of the fieldwork if they have not been already done in Step One. The entry process is crucial for the Team to gain recognition, acceptance and the required support to carry out the rest of the activities following.</p>

ACTIVITY 2.2

MAINSTREAMING HIV AND AIDS IN LAND USE PLANNING AND SETTLEMENT PLANNING

What does it mean to 'mainstream' HIV and AIDS?

If you are mainstreaming HIV and AIDS, it means that when you are doing the regular work of land use planning and settlement planning, you are also asking:

'How do HIV and AIDS impact land use and settlement planning?'

'How does land planning and its distribution affect the spread of HIV and AIDS either to prevent it or to increase new infections?'

Once you come up with the answers to those questions, you adapt your work in ways so that the land use and settlement planning are successful, even given the impact of HIV and you also adapt to limit the spread of HIV.

Why is it important to mainstream HIV and AIDS?

In Lesotho 23.2% of the adult population is infected with HIV. Amongst sub-populations, such as 30-34 year old men and women, over 40% of people are infected. Illness in such significant numbers has a tremendous impact on the population. No work can be said to be unaffected by HIV. Also, we need to be sure that by doing our jobs well; we do not increase the potential for new infections.

Who can help with mainstreaming HIV and AIDS?

The Ministry of Local Government and Chieftainship has a HIV & AIDS Unit where qualified staff can assist you if you have questions. The German Development Co-operation (GTZ and DED) also has an HIV & AIDS advisor who is willing to assist. The National AIDS Commission has a Technical Support Officer and a Data Officer in every district. These persons are excellent resource persons for HIV and AIDS information and they can help connect you to other district-level HIV and AIDS advisors.

Lesotho Social Statistics Related to HIV & AIDS and Land

Edited by: GTZ; February 2007

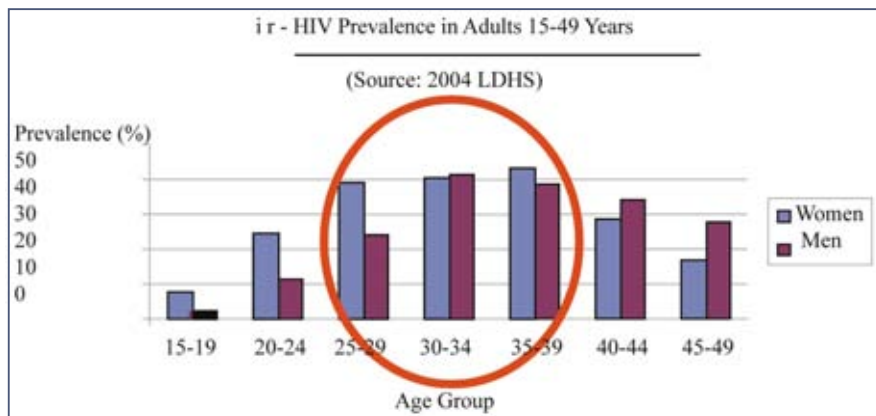
Source: Ministry of Health and Social Welfare and National AIDS Commission (unless otherwise noted)

Number and type of persons with HIV

Total Population of Lesotho:	1.8 million
Overall HIV prevalence (15-49 year olds):	23.2%
Number of Adults living with HIV:	258,472
Number of Children living with HIV:	11,801
Total Number of people living with HIV:	270,000
New HIV infections per day:	62

Relationship of statistics to land use planning and distribution:

A significant section of our population (one quarter) is ill with HIV. New infections, which are completely preventable, continue at a high rate. When people are ill, they use land differently. More persons are required to stop their regular work and care for the ill persons in their families. People need better access to basic services like clean water, health care and proper nutrition. They may be too sick to go to fields to work or harvest, so they need space in their households for gardening. They cannot travel long distances for water, etc. People who have knowledge and can help others to access health services should be available to households.



Relationship of statistics to land use and settlement planning:

We can see that our highest rates of infection are amongst our 25-39 year old men and women. This is traditionally the most productive population and those most active within the community. When we think about our land users, we must think about this age group being ill.

Also, we need to consider how we can encourage prevention, especially for youth under the age of 24. We must ask ourselves “Is there a way that distribution of land such as allocating a safe place for youth to play sports, etc can help the youth stay negative?” Young women are infected at higher rates than young men. This means that young women having sex with older men in the 25–40 age group who are infected. Is use of land encouraging sexual relationships between older men and younger women? Where are the drinking bars located? Can they be located away from areas where children go or pass by frequently, for example?

Prevention, Care and Treatment

People in need of ARVs (anti-retroviral drugs):	81,270
People receiving ARVs (end of 2007):	21,710

Relationship of statistics to land use planning and distribution:

Only 25% of people in need of Anti-Retroviral drugs are accessing them. There are many medical reasons for this, but what role does land play in this process? How can land use and settlement plans make it easier for people to reach clinics? Can there be community spaces in the villages where people can work with health workers? Where do community home-based care groups have to go to get supplies (including water) to assist patients?

Population Impact of HIV and AIDS

Total number of deaths due to AIDS in 2007:	18,244
Deaths due to AIDS per day:	50
Number of double orphans due to AIDS (both mother and father died):	46,600
Number of paternal orphans due to AIDS (father died):	73,000
Number of maternal orphans due to AIDS (mother died):	77,000
Total Number of orphans due to AIDS:	108,700

Relationship of statistics to land use planning and distribution:

With approximately 50 deaths due to AIDS per day in Lesotho, our communities are burying at least 350 people per week. This requires grave yard space. More land must be allocated for this usage. In order to adhere to land use and settlement plans and not have graveyards take over the entire village, a community must also incorporate HIV prevention strategies into their land activities.

The number of orphans and child-headed households also affects land usage. Children may need to be assisted to manage their fields and farms.



Orphans need to be protected from land stealing by relatives after the death of parents in order to preserve the community and the rights of the children. Children are managing households in addition to attending school. We must ask ourselves “Is there a way that land use and settlement planning can assist youth to manage such heavy responsibilities and to access what they need more easily?”

Common issues that HIV and AIDS presents for land use and settlement planning and management:

1. Larger graveyard sites and new graveyard sites are needed because of the high death rate. (It is important to encourage land use planning together with HIV prevention and care and treatment efforts to prevent the graveyards from taking over the entire village)
2. Families need more space within their household area to plant gardens because adults who are ill are not able to work in the fields and harvest from the fields especially those far from the household.
3. Access to clean water has to be closer to households because more people have to rely on others to collect water for them due to illness. It helps care givers assisting many households to have easier access to water.
4. Communal spaces for sports and recreation are useful in keeping adults and youth engaged in healthy social activities and away from risk situations. These grounds also provide a facility for gatherings and educational opportunities that may be implemented by NGOs, CCs, CBOs, or other organizations.
5. Transport routes through the village, especially those travelled by children, need to be closely evaluated for any potential hazards. Having people pass by bars, dongas (ravines) and other area where high risk activities take place puts the community at risk for increased transmission of HIV.
6. When possible, access to health services must be made a priority in location of public services. This may include creating spaces within the villages for informal health care centres or centrally located public spaces where health outreaches, like HIV testing or TB screening, could take place in the village.
7. During land distribution, implementers must work to help protect the land rights of orphans from 'land grabbing' or 'land stealing' done by relatives or neighbours
8. People trained to carry out certain tasks such as planning, allocation or management of land will be unable to perform their job if they become ill. That means that all of the people involved in the process should be encouraged to know their HIV status, seek treatment and take measures to prevent falling ill or becoming infected if they are currently negative.

ACTIVITY 2.3

FORM THEMATIC GROUPS TO GATHER DATA

<p>EXPECTED OUTPUT</p> 	<p>At least three thematic groups, namely; Household Survey, Mapping and Land Use groups/sub-teams formed and functions as well as scope of work of each group/sub-team defined.</p>
<p>PROCEDURE</p>  <p>“When all hands bring food, the mouth gets full”</p>	<ul style="list-style-type: none"> ● The Team members based on their training, backgrounds, experience and interests should indicate thematic group/sub-team to join. <p>There must be discussions and negotiations among team members in such a way that all the thematic groups/sub-teams are adequately represented and no group/sub-team is disadvantaged.</p> <p>Each group/sub-team should strategise on how to perform its functions during the reconnaissance survey in the TVC.</p> <p>The entire team should meet in the evening of the first day in the TVC after the reconnaissance survey to verify if the strategies of each sub-team are mutually supportive of the entire exercise.</p> <p>The thematic groups/sub-teams should use tools/equipment, methods and processes learnt on the LUSP process to gather various types of data and information.</p> <p>The thematic groups/sub-teams should meet in the evenings to summarise data gathered to identify emerging trends and also strategise for the following day.</p> <p>NOTE: The entire Team can also decide to work together on one thematic area at a time instead of dividing the team into thematic groups to avoid specialisation by some team members.</p> <hr/> <hr/> <hr/> <hr/>

INFORMATION BOX:

Such secondary data may include the following:

Scope of Work for Mapping Thematic Group includes the following:

- *Identify a high point in the community, stand there to identify new features which are not on the orthophotos and strategise on how to map the new features/developments.*
- *Agree on symbols, letters and signs to use for different features.*
- *Divide the community into slots/zones to ease the work.*
- *Walk through selected slots/zones and plot the new features/developments which are not on the orthophotos (i.e features developed after the year 2005/when photos were taken) including buildings, services and infrastructural facilities like water points, electricity poles and lines, telephone lines etc.*
- *Use measuring tapes (if need be) to get the accurate size of buildings and other features in order to be precise in plotting the feature on the ortho map.*
- *Review work done in the evenings and strategise on the next day's work.*

Scope of work for Land Use Thematic Group includes the following:

- *Identify and stand at a high point within the community*
- *Identify and delineate land units on the ortho map based on geographical formation like topography, colour, shape etc. (areas displaying similar natural/physical characteristics)*
- *From each land unit, take at least 3 sample sites using a Soil Auger. From each Auger hole, take sample from depths of 0-30 cm; 30-60cm; 60-90cm; and >90cm. Repeat process for the other 2 sample sites within same land unit*
- *Analyse each depth of soil samples from each land unit and test soil colour and texture. Use the Clinometer to determine the average slope of the land.*
- *Record the results on a Physical Survey Form (collect it from Land Use Planning Division).*
- *Use the data and information gathered to determine soil suitability for different uses/purposes.*
- *Liaise with the Mapping group to plot other land uses within the built up area of the settlement.*

Scope of work for Household Survey Thematic Group includes the following:

- *Divide the community among members.*
- *Agree on sample size and sampling technique suitable for the circumstances in the community*
- *Use the checklist of data requirements (see checklist below) as guide to engage in conversation with household heads.*
- *Document highlights of the conversation.*
- *Discuss with other group members in the evening to identify emerging patterns, gaps/shortcomings and strategise towards the following day's work.*

CHECK LIST ON DATA REQUIREMENTS - SETTLEMENTS



1. History about the settlement
2. **Physical characteristics:** Location, climate, relief, drainage, soil types etc
3. **Demographic characteristics:** Total pop, Age-sex ratios, population growth rate, number of deaths over past 5 years (this would be to help with planning new or expanded graveyards, also need for closer health services/clinics/treatments, etc.), employment structure, No. of homebound/chronically ill and dependent on care givers etc
4. **Housing:** Type of Houses, Condition of houses, Average No. of people per household, facilities in the houses, Housing Density, Av. No. of child-headed households/orphaned households etc
5. **Water supply:** Source/type of water; Regularity/frequency of source, quality of water, Average distance to nearest source of water etc
6. **Waste disposal system/management:** solid and liquid: Types of facilities, disposal methods, management system in place
7. **Sanitation:** Drainage systems, how clean is the built environment etc
8. **Health:** Type of health facilities, No. of facilities by type, type of service rendered, catchment area/coverage of service, 5 topmost diseases, service charge, No. of houses depending primarily on home-based care, proximity to available ARV treatment and HIV testing services, etc
9. **Education:** Type of schools/educational facilities and number, condition of facilities, etc
10. **Open Space, Sports and Recreation:** Type of facilities, recreational areas, clubs, social activities etc
11. **Agriculture:** Food crop, livestock etc Major farming activities, production levels, challenges/problems relating to production, marketing etc, strategies to improve agricultural production, No. of families undertaking home-based food production etc
12. **Commercial Activities:** Types, commercial farms, marketing facilities, Trade Associations etc
13. **Industrial/Manufacturing Activities:** types, Number, scale of production, number of people employed, marketing outlets, production problems/challenges, suggestions etc
14. **Transportation system:** Road network, condition of roads, class of roads, types of transport facilities, most frequently used transport system etc
15. **Nature Reserve/Tourist Attractions:** location of attraction sites, history behind attractions/nature reserves, kind of attractions, extent of development of attractions etc
16. Wetlands, Forest Areas, springs, grazing land etc
17. **Mining and quarrying Activities:** Location, extent of exploitation, employment levels, impacts on environment, impacts on the social, economic and spatial conditions in the area etc

18. **Cemetery:** location of site and its relationship with other land uses

19. **Local Government Structures:** Existence of councils, relationship among various LG structures, extent of participation or involvement of people in governance, entry points available through the GateWay Approach/ Essential HIV&AIDS Services Package, Bye- laws, Norms (formal and informal) and rules governing the people etc

ACTIVITY 2.4

ORGANISE COMMUNITY FORUM ('PITSO') TO SHARE FINDINGS AND VALIDATE DATA GATHERED

<p>EXPECTED OUTPUT</p> 	<p>Data gathered from the community are shared and validated by community members, consensus arrived at on the key spatial issues affecting the development of the community and the way forward clearly defined.</p>
<p>PROCEDURE</p> 	<ul style="list-style-type: none"> ● Discuss and agree with the leadership of the community on the date/day, time and venue for the “pitso”. ● The Team should arrive at the venue at least 20 minutes before the scheduled time for the “pitso”, mount flip chart stand/pin board and organise all materials required for the “pitso”. ● There must be an official opening ceremony led by the Chief and Councillor for the area. The Team leader should introduce the team members and explain the purpose of the “pitso” (which includes the ff): <ol style="list-style-type: none"> a) To present findings from the field work; b) To discuss, analyse and validate the data gathered; c) To prioritise the key spatial issues; and d) To plan the way forward towards preparing land use maps and settlement layouts for implementation. ● Each thematic group should share summaries of data and information with community members gathered using flip chart papers, maps and any other illustrative materials and engage the community members to further discuss and analyse the issues raised (see pictures on “pitso” below). ● The lead facilitator should engage the community members to prioritise the main spatial issues and use the output of the prioritisation to facilitate the next stage of the LUSP process (see Hints on Facilitation below).

Pictures on “Pitso” organised in Mohale's Hoek District:



HINTS IN FACILITATION

ROLE OF A FACILITATOR:

The role of a facilitator is likened to that of a Midwife who helps a pregnant woman to deliver a healthy and strong baby safely. As a facilitator you are responsible for the process (that is, how the pitso/meeting should be conducted) and how the community members will achieve the objective(s) of the pitso/meeting. You are therefore expected to use the process to enable the community members deliver the contents (or expectations) of the pitso/meeting.

There are three distinct phases in facilitation. These are: Before the pitso/meeting, During the pitso/meeting and After the pitso/meeting.

- a) **Before the Pitso/Meeting:** Prepare adequately for best results from the pitso/meeting. Be clear on the objectives and the expected outputs/deliverables. Mobilise all materials required for the pitso/meeting. Ensure that the venue of the pitso/meeting is convenient and set up in a way to facilitate discussions. For example, U-shape for small group discussions etc
- b) **During the Pitso/Meeting:** Go through entry processes to make people relax and contribute meaningfully to the discussions. These include: introductions (using creative ways to enable people express themselves), share the purpose/objectives of the pitso/meeting and share an outline of the programme for the pitso/meeting.

Observe the following Do's and Don'ts during the pitso/meeting: Note that these are not exhaustive and that you learn more in facilitation skills from practice.

DO'S	DON'TS
<ul style="list-style-type: none"> ● Ensure a congenial environment/atmosphere is created for discussions (including humour, fun, relaxation, trust, confidence etc) ● Stay neutral ● Stay focussed on issues under discussion ● Manage conflicts in the group ● Encourage everybody to contribute to the discussions especially women ● Share experiences (if you have professional background in the subject matter under discussion) ● Keep an eye on all the community members in order to pick changes in facial expressions/ non- verbal communication ● Record and visualize discussions ● Summarize conclusions and feedback to the community members for confirmation 	<ul style="list-style-type: none"> ● Never say that someone is wrong but encourage him/her to discover the right answer because multiple realities exist ● Don't take sides in discussions ● Don't dictate or hijack discussions or allow few people to do same ● Don't let the pitso/meeting run more than 2 hours

End the pitso/meeting on a good note and ensure that the way forward and follow up activities with roles and responsibilities are clearly outlined as well as the time frame within which the activities have to be completed.

- c) After the Pitso/Meeting: Organise all materials used for the pitso/meeting especially the outputs to help you in preparing your report. Never throw away flip chart papers until your report is finalised and accepted by responsible authority.

STEP THREE:

FORMULATION OF ACTION PLAN AND STRATEGIC PRIORITIES

“He/She who fails to plan, plans to fail”

PURPOSE



The outcome of the analysis of the existing situation in the community and the prioritised spatial issues (Step 2) provide the basis for formulating an action plan and outlining strategies for the spatial development of the area. These would indicate community actions that need concentration of efforts and resources within a set time frame.

This step aims at envisioning a desired future state of the TVC through the identification of key actions that can address the prioritised spatial issues and also strategies that can promote spatial development, economic growth and address poverty.

METHODOLOGY / APPROACH



The “pitso” organised as the last activity in step 2 is the forum used for formulating the action plan. This step is the concluding part of the “pitso” and it involves discussing with community members to outline what needs to be done to address the prioritised spatial issues, who are responsible for ensuring that the activities outlined are implemented, time frame for carrying out the activities and the resources required. The action plan is short term in nature (1-2 years) and is aimed at addressing urgent spatial problems and challenges identified in step 2.

Other pertinent issues that have long term perspectives on the spatial development of the TVC should be outlined as strategic priorities and factored into the design of land use and settlement plans discussed in the next step of the LUSP process.

INSTITUTIONAL / ARRANGEMENTS



Planning requires discussions and decision making among various stakeholders interested in the welfare and growth of the community. These stakeholders include the Chiefs and Elders, Community members, Councillors, Members of the Standing Committee on Land (SCOL), Non-governmental Organisations (NGOs), the District Administration, DPU especially Agriculture, Education, Health, Rural Roads and others including WASA, LEC etc

The LUSP Team should facilitate the discussions to arrive at consensus on what needs to be done to address the spatial problems and challenges confronting the community and how the solutions will reflect in the design of the Land Use maps and Settlement layouts.

ACTIVITY 3.1

FORMULATE ACTION PLAN



<p>EXPECTED OUTPUT</p> 	<p>A plan developed by the community members and other stakeholders at the “pitso” addressing urgent spatial problems and challenges of the community outlined with clear indications on community actions to be taken, time frame, responsible persons and resources required for implementing the plan.</p>
<p>PROCEDURE</p> 	<ul style="list-style-type: none"> ● The lead facilitator should itemise the spatial issues in order of priorities as agreed at the “pitso” ● The lead facilitator should take the first priority issue and facilitate discussions on what action need to be taken to address the issue, time frame for undertaking the actions, responsible person for ensuring that the actions are taken and the resources required for undertaking the actions. Whilst he/she is facilitating the discussions, other members of the LUSP team should record the decisions and consensuses arrived at in order to enable the lead facilitator concentrate and follow up on the discussions. The Action Planning format below could be used to summarise the discussions ● The lead facilitator should ensure that the subsequent priority issues are also addressed just like the main priority issue. ● The lead facilitator should liaise with the recorders to ensure that all the major decisions made have been recorded appropriately. ● The lead facilitator should feedback the highlights of the Action Plan to the gathering and share the way forward in relation to the LUSP process: <ul style="list-style-type: none"> - Use the data and information generated in preparing land use maps and Settlement layouts; - Bring the draft designs to the community to cross-check the design with conditions on the ground, i.e verification; - Finalise the designs; - Present the finalised draft land use maps and settlement layouts to the CC inviting leaders of the community to participate in the discussions; - CC submit plans to Physical Planning Division for gazetting process to be initiated; and - Land Use maps and Settlement layouts ready for implementation and land allocation must follow the layouts and laid down regulations ● Thank the people for the opportunity to work with them and hand over the closure of the “Pitso” to the Councillor and the chief.

Table 3.1: Action Planning Format:

ACTIVITIES	TIME FRAME		RESPONSIBILITY	RESOURCES REQUIRED	REMARKS
	START	END			
1.0 1.1 1.2 1.3					
2.0 2.1 2.2					
3.0 3.1 3.2					

STEP FOUR:
DESIGN OF LAND USE AND
SETTLEMENT PLANS

"If you fail to plan, any road will take you there"

PURPOSE



The data and information generated from Steps 1 to 3 are used as inputs into designing broad land use maps and settlement layouts for the TVC. This step seeks to enable the LUSP Team translate the aspirations and strategic priorities of the community members (as outlined in the output of Step 3) into designing land use maps and settlement layouts using appropriate planning standards and guidelines.

METHODOLOGY / APPROACH



This step involves the use of various mapping techniques and taking advantage of available current software programmes especially in Geographic Information Systems (GIS) to update orthophotos, prepare broad land use maps and develop settlement layouts using data generated and analysed so far including HIV mainstreaming Analysis.

It also involves discussions among team members and consultation with other stakeholders in order to compile report on the spatial development of the TVC.

INSTITUTIONAL / ARRANGEMENTS





The LUSP Team including the District Physical Planning and Land Use Planning Officers should play lead roles in translating all the data and information generated so far from Steps 1-3 into the designs of the land use and settlement plans.

Other stakeholders whose inputs are required to undertake this step of the LUSP process could be consulted and co-opted into the various activities as and when required..

ACTIVITY 4.1

UPDATE ORTHOPHOTOS



<p>EXPECTED OUTPUT</p> 	<p>An updated orthophotos indicating new developments including buildings, services (like telephones, electricity, water and others) as well as other infrastructural facilities (like schools, health centres, parks) since 2005 (when the orthophotos were taken).</p>
<p>PROCEDURE</p> 	<ul style="list-style-type: none"> ● Digitize information and data captured in the field onto the existing orthophotos. ● Use appropriate scale in conformity with the orthophotos. ● Use agreed colours and symbols to represent new features and developments captured and use same in the legend ● Print updated orthophotos.

An example of orthophoto for ha lekhema area in Mashaleng F02 community council taken in 2005



ACTIVITY 4.2

DEVELOPMENT LAND UNIT MAPS AND PROPOSED LAND USE MAP

<p>EXPECTED OUTPUT</p> 	<ul style="list-style-type: none"> ● Updated Broad Land use map ● Land Units map indicating the unique characteristics (soil type, texture, colour and slope) of various land units available in the area ● Existing Land Use map showing how land is put to use ● Proposed Land Use map indicating areas and direction of settlement growth, land for arable use, degraded land and sensitive ecosystems for protection measures etc
<p>PROCEDURE</p> 	<p>BROAD LAND USE MAP:</p> <ul style="list-style-type: none"> ● Based on data gathered on the broad land use map, update the map using ArcGIS to conform with existing conditions on the ground and undertake broad consultations to finalise the map (see an example below). <p>LAND UNITS MAP:</p> <ul style="list-style-type: none"> ● Use data recorded on Physical Survey Form (collect form from Land Use Division) to produce Land Units Map. See an example of Land Units Map below. <p>EXISTING SPECIFIC LAND USE MAP:</p> <ul style="list-style-type: none"> ● Based on the Land Units map, map all other land uses accordingly as to how they exist on the ground, that is, agricultural land, residential, commercial, educational, health and others using ArcGIS software to produce the Existing Specific Land Use Map. <p>PROPOSED LAND USE MAP:</p> <ul style="list-style-type: none"> ● Assemble spatial data gathered from the field, from the community members and also during the community forum/”pitso” especially the priorities of the community. ● Analyse the Land Units Map and the Existing Land Use Map to determine how the assembled spatial data could be used to address the priorities of the community. For instance, if a community indicates the need for more residential sites due to increase in demand, then one needs to check the Land Units Map and the Existing Land Use Map to identify suitable sites either within the built up area or areas outlying the existing settlement as areas of future growth. Care must be taken to avoid allocating sites on sensitive ecosystems that need protection. See an example of Proposed Land Use Map below.

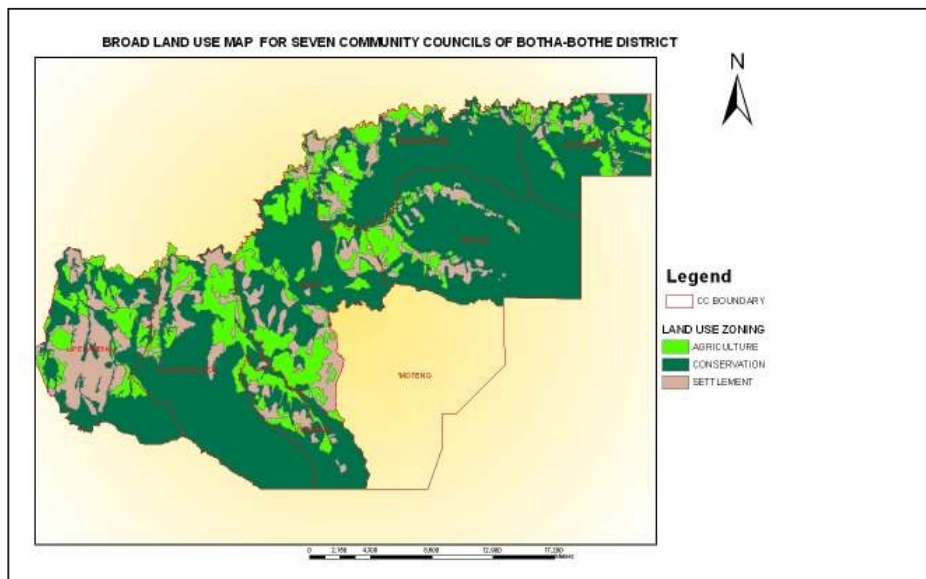
An example of land units map



An example of proposed land use map





An example of broad land use map produced using Arcgis software



ACTIVITY 4.3

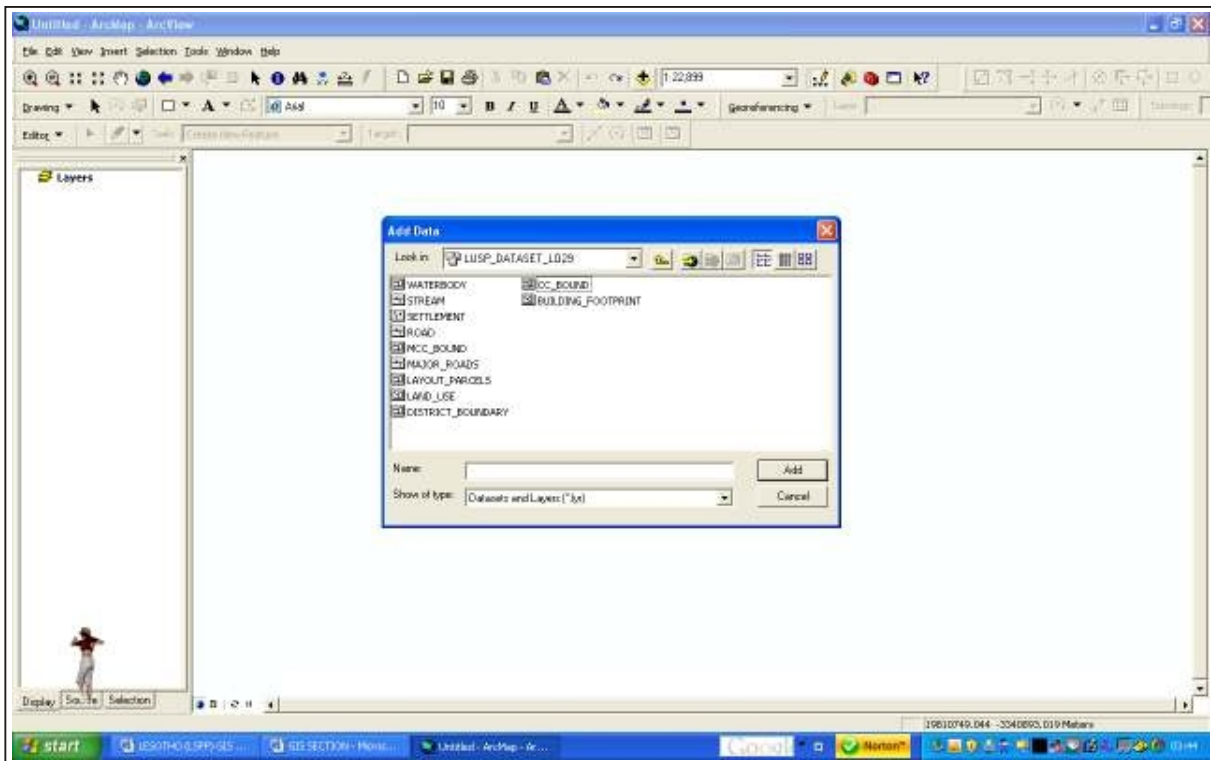
DESIGN SETTLEMENT LAYOUT

<p>EXPECTED OUTPUT</p> 	<p>Design of settlement indicating land areas for residential, roads and access lanes, education, health, commercial, industrial, recreational, cemetery (as the case may be depending on the outcome of data gathered and priorities of the people as well as suitability of the land and compatibility of land uses) and other uses applying various planning standards, guidelines and principles to ensure easy movement and access to services and facilities, harmony among various land uses and beauty of the area.</p>
<p>PROCEDURE</p> 	<ul style="list-style-type: none"> ● Identify areas that need special attention based on data gathered. For example, selected sites for development projects, re-development schemes, re-zoning, upgrading and others. ● Liaise with other agencies and development offices to verify such proposals as well as check with service providers (WASA, LEC, Roads etc) on plans they have developed for the study area/area of focus to avoid counter planning, duplication and conflicts in various uses of land. ● Analyse the topography of the area using data and observation from field work as well as line maps to identify areas suitable for various land uses and physical problems that need other intervention measures like soil protection for “dongas”. ● Draw layouts using planning standards and development control codes (see an example below and also hints on GIS) ● Use population growth rate and other demographic characteristics as well as other development indices to determine number of sites required in the next +10 years and other uses of land to serve the projected population. ● Use population growth and death rate data to adequately plan for the size of new or expanded graveyards. ● Verify layout design with physical conditions in the area through site visits ● Make adjustments and modifications as required to the design based on site visits

HINTS ON GIS

- 1.0 A geodatabase with stores dataset in a Microsoft Access file has been constructed and installed on drive 'C' on all the GIS work stations (LUSP folder). There is therefore no need for the creation of a new geodatabase.
- 2.0 The geodatabase composes of two feature datasets (LUSP_DATASET_LO29 and LUSP_DATASET_LO27). These datasets cover the same geographical area (Lesotho) but in different coordinate systems. (Projected Coordinate System: Transverse Mercator, Geographic Coordinate System: Cape, Datum: D_Cape, LO29 and LO27)
- 3.0 For all GIS works within Botha-Bothe and Leribe districts the LUSP_DATASET_LO29 should be used and the LUSP_DATASET_LO27 be used for the remaining districts.
- 4.0 Each of the feature dataset contains ten feature classes. These feature dataset are primarily storing all the feature classes that are necessary and are participating in the LUSP Project. Some of the feature classes need not to be edited but only to be opened to show features that have been already digitized

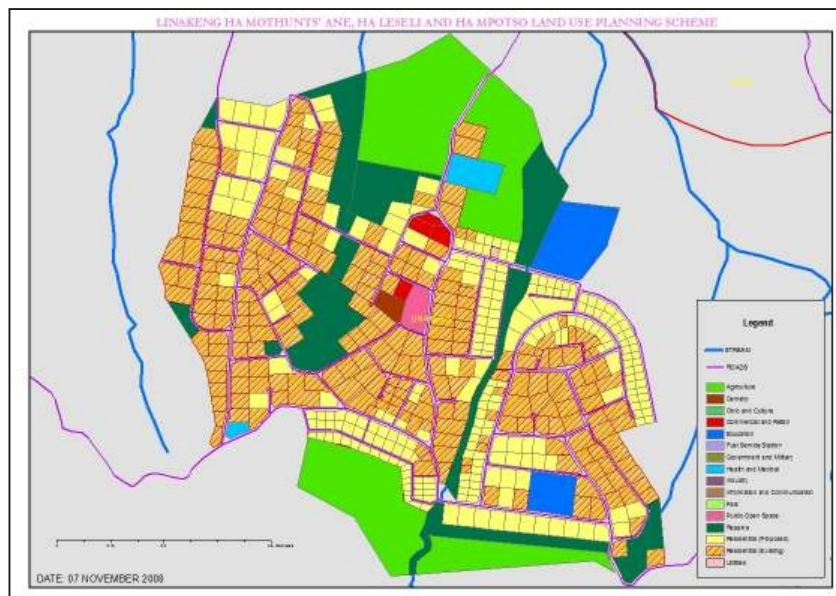
A window showing feature classes in the datasets



The table below shows the available feature classes, where and how they are to be used.

FEATURE CLASS	WHERE THEY ARE TO BE USED	HOW THEY ARE TO BE USED
WATERBODY	Broad land use and settlement layout maps	To digitize water bodies such as lakes and dams.
STREAM	Broad land use and settlement layout maps	To digitize rivers and streams.
SETTLEMENT	Broad land use map	To locate and view towns and villages in the broad land use map.
ROAD	Settlement layout maps	To digitize existing and proposed roads within a settlement.
MCC_BOUND	Broad land use map	To locate and view Municipal Council boundary
MAJOR_ROAD	Broad land use map	To view the existing major roads network
LAYOUT_PARCELS	Settlement layout maps	To digitize existing and proposed land parcels
LAND_USE	Broad land use map	To digitize the 3 broad land uses zonings (settlement, Agriculture and conservation)
DISTRICT_BOUNDARY	Broad land use map	To locate and view district boundary
CC_BOUND	Broad land use map	To locate and view community council boundary

An example of settlement layout produced using arcgis software.



REPORT OUTLINE ON SPATIAL DEVELOPMENT OF THE COMMUNITY

TABLE OF CONTENTS

1.0 PROFILE OF THE COMMUNITY

(Location, history, climate, relief, drainage, demographic characteristics, housing conditions, water supply, waste disposal/management, sanitation, health facilities and status, educational facilities and status, open space, sports and recreation, agriculture, commercial activities, industrial/manufacturing activities, transportation system, nature reserve and tourist attractions, wetlands, forest areas, grazing land, mining and quarrying activities, cemetery, local government structures etc)

2.0 SWOT ANALYSIS

3.0 PRIORITY SPATIAL DEVELOPMENT ISSUES

4.0 LAND USE MAPS

5.0 SETTLEMENT LAYOUT

6.0 GUIDELINES FOR PROMOTING SPATIAL GROWTH AND DEVELOPMENT OF COMMUNITY

ANNEXES

- 1 UPDATED ORTHOPHOTO
- 2 LAND UNITS MAP
- 3 PROPOSED LAND USE MAP
- 4 SETTLEMENT LAYOUT

STEP FIVE:

SUBMISSION OF LAND USE
AND SETTLEMENT PLANS FOR
REVIEW APPROVAL AND
ADOPTION

“One head does not hold consultations”

PURPOSE



Ownership of land use and settlement plans by Community Councils is an integral feature of the LUSP process and a logical process towards effective implementation of the resultant plans.

It is thus expected that activities in this step which includes presentation of plans, review of the plans by stakeholders, approval and adoption of plans by CC will enhance ownership of the plans and hence their implementation.

METHODOLOGY / APPROACH

This step entails series of dialogue, discussions and consultations between the LUSP team and stakeholders in the Community Council and concerned communities to review the plans, approve and adopt them as basis for land allocation and land management of the built environment.



The Team should agree with the stakeholders in the Community Council when to make presentations on the Land use and settlement plans. It is expected that all key stakeholders including Councillors, Chiefs and some community members will be available during the presentations to make inputs and validate the designs. Once the stakeholders are satisfied with the design (which may happen in one or two meetings), the Community Council should adopt the plans using existing practices according to their standing orders and any guidelines issued by authorities mandated by law to regulate land use and settlement planning in Lesotho.

The CC after adoption of the plans should then initiate processes for gazetting the Land Use and Settlement Plans at the national level through the Physical Planning Division in LSPP.




INSTITUTIONAL / ARRANGEMENTS



The LUSP Team including the District Physical Planning and Land Use Planning Officers should facilitate the presentation of the Land Use and Settlement Plans to the CC and support the CC to initiate processes for gazetting the plans once they have approved and adopted the plans to guide them in land allocation and land management in the Community Council.



ACTIVITY 5.1

PRESENT LAND USE MAPS AND SETTLEMENT PLANS FOR REVIEW, APPROVAL AND ADOPTION BY STAKEHOLDERS AT CC

<p>EXPECTED OUTPUT</p> 	<p>Land Use maps and Settlement Plans reviewed with inputs from stakeholders for finalisation, approval and adoption by the CC following standing orders of the CC and any guidelines issued by authorities concerned.</p> <p>The hosting DC/CC should open the forum/meeting, introduce stakeholders at the meeting and share the purpose of the forum/meeting.</p>
<p>PROCEDURE</p> 	<ul style="list-style-type: none"> ● LUSP Team led by the team leader and selected members of the team present outputs of the LUSP process using Table of Contents of the spatial development report as guide (see section 4.4 of Technical manual). ● Allow discussions on the presentation including questions for clarifications, suggestions and other issues which may have been overlooked by the Team but of relevance to the process and products (i.e Land Use Maps and Settlement Plans). ● The Team leader/facilitator should wrap-up the discussion highlighting on the major decisions made at the forum/meeting and the way forward to finalizing the design of the Land Use maps and Settlement layouts ● The land use maps and settlement layout should be finalized incorporating comments and decisions made at the forum for final approval by the CC
<p>HINTS</p> 	<ul style="list-style-type: none"> ● Arrangement for the forum/meeting in the DC/CC for presentation of the Land Use and Settlement Plans should be made at least 2 weeks before the due date to allow stakeholders to be duly informed. The date, time and venue for the forum/meeting should be agreed upon and communicated to all stakeholders concerned. ● Some suggested stakeholders required to participate in the forum/ meeting include but not limited to the ff: DA, DCS, DLT, DPU, CCC, CCS, Councillors, Chief(s) and some members of the communities concerned, representatives of WASA, LEC and other service providers as well as NGO's.

ACTIVITY 5.2

SURVEYING OF LAYOUTS AFTER INITIAL APPROVAL BY CC

<p>EXPECTED OUTPUT</p> 	<p>Approved Settlement Layouts are demarcated on the ground with pillars to identify sites and areas for various planned services and facilities</p>
<p>PROCEDURE</p> 	<ul style="list-style-type: none"> ● Approved layouts are submitted to the Physical Planning Division for inspection ● Once plans meet standards set, the Chief Physical Planner issues survey instruction to the Chief Surveyor ● Chief Surveyor finds a Surveyor to undertake the surveying of the Layouts in respective communities depending on availability of funds and resources for the exercise. ● Alternatively, the CC can also engage private surveyors with guidance from the Chief Surveyor to undertake the demarcation of the layouts. ● Another option is also for the CC (perhaps with support from the Ministry and other development partners) to engage Private Surveyors to train planners to undertake basic surveying of the layouts especially in the rural areas ● Pillars and markings required are fixed at surveyed points on the ground to guide the SCOL of the CC in allocating sites for various purposes based on the approved layout <p>NOTE: All options need to be explored for the demarcation of the layouts to be undertaken in order to facilitate the work of the CC otherwise the layouts will only remain on paper and the objectives of the LUSP process will not be achieved.</p>

STEP SIX:

IMPLEMENTATION AND MANAGEMENT OF ACTION PLANS AND LAND USE & SETTLEMENT PLANS

“A plan is only a dream, unless it is implemented”

PURPOSE



To prepare a plan and as well manage it to guide the implementation of the Land Use and Settlement Plans. It also involves clarifying roles and responsibilities of key stakeholders tasked to carry out the implementation of the plan. In order to achieve the above, the required resources need to be mobilized and deployed to implementing the planned activities.

Again, the necessary management arrangements should be put in place to ensure that plans are implemented according to planning principles and best practices.

METHODOLOGY / APPROACH



A multi-sectoral approach is required for the implementation of the land use and settlement plans. Hence, the LUSP Team should work with the DPU and other stakeholders including service providers to develop an implementation plan, clarify roles and responsibilities of the various key stakeholders and discuss modalities for mobilizing resources for the implementation of the plans.

This could be in the form of workshops and meetings to develop the implementation plan and as well clarify roles and responsibilities. The implementation of the activities will depend on the priorities of the communities which should also reflect in the priorities of the sector departments and the extent to which the departments, service providers and the Councils are able to mobilize the needed resources towards implementing the plan.

Regular co-ordination meetings and collaboration among various actors and partners are required to ensure harmony during the implementation of the plan.




INSTITUTIONAL / ARRANGEMENTS



The LUSP Team should liaise with the DPU and other stakeholders including service providers in developing the plan for implementing priorities outlined in the LUSPs under the leadership of the DCSs. The priority activities need to be mainstreamed into the activities of the Councils, Departments and Agencies through discussions, meetings and consultations especially during the budgeting period (November and December) so that funds could be made available for implementation in the ensuing financial year.



ACTIVITY 6.1

PREPARE IMPLEMENTATION PLAN

<p>EXPECTED OUTPUT</p> 	<p>A plan detailing activities, time frames, implementing agency, resources required, cost estimates and others to guide the implementation of the land use and settlement plans produced in the District/CC</p>																																																
<p>PROCEDURE</p> 	<ul style="list-style-type: none"> ● Organise workshop inviting all key stakeholders concerned with the implementation of the LUSP (the number of days for the workshop should not be more than 3 days). ● Brainstorm and identify activities, arrange them in a logical manner and use the format below in Table 6.1 as guide to fill in the required columns. Group work can be introduced to facilitate the work. Each group should make presentation on the outputs for discussions and amendments ● Check for consistency and logic in the plan ● Document the plan and circulate among key stakeholders for study and comments ● Incorporate comments and finalise the implementation plan 																																																
<p>HINTS</p> 	<table border="1"> <thead> <tr> <th>Activities</th> <th>Location</th> <th>Time Frame</th> <th>Resources Required</th> <th>Cost Estimates</th> <th>Lead Implementing Agency</th> <th>Collaborating Partners</th> <th>Consideration of high impacts and strategies for dealing with them</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	Activities	Location	Time Frame	Resources Required	Cost Estimates	Lead Implementing Agency	Collaborating Partners	Consideration of high impacts and strategies for dealing with them																																								
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ACTIVITY 6.3

MOBILISE AND APPLY RESOURCES TOWARDS PLAN IMPLEMENTATION

<p style="text-align: center;">EXPECTED OUTPUT</p> 	<p>Resources mobilized and deployed towards implementing the plan which focuses on the approved land use maps and settlement layouts</p>
<p style="text-align: center;">PROCEDURE</p> 	<ul style="list-style-type: none"> ● The LUSP Team should ensure that activities and cost estimates indicated in the Implementation Plan are incorporated into the annual budget of the District/CC and hence the Ministry. ● The LUSP Team should also liaise with departments and service providers within the district so that other planned activities which are their responsibilities are captured in their respective budgets for the ensuing financial year. ● Other sources of funding apart from the Central Government could also be explored by the District/CC. An example is Development Partners. In this case, the Implementation Plan should be used to package proposals to the development partners indicating which aspects of the plan funding/assistance is being sought for. ● Upon receipt of the resources, the activities which funding/resources are secured can be implemented in accordance with Tendering procedures and the prescriptions provided by the Procurement Law of the country. ● Contracts should be awarded to deserving agencies/departments and companies. ● Monitoring of progress of work should be according to terms of the contract and agreements made prior to actual implementation. <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

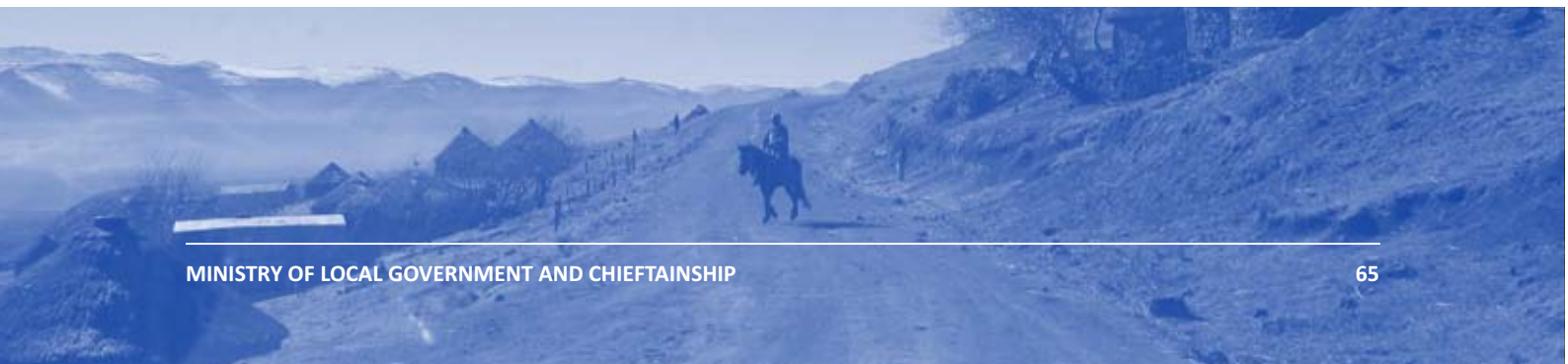
ACTIVITY 6.4

EQUIP COUNCILLORS (ESPECIALLY SCOL MEMBERS) WITH SKILLS AND KNOWLEDGE FOR ALLOCATING LAND ACCORDING TO DESIGNS

<p>EXPECTED OUTPUT</p> 	<p>Councillors gain skills and knowledge and are able allocate land for various purposes based on approved an gazetted land use maps and layout designs</p>
<p>PROCEDURE</p> 	<ul style="list-style-type: none"> ● The LUSP Team should study the Community Council Land Management Handbook especially sections 4 and 5. ● Update information in the Handbook with any new information based on other laws and policy guidelines on land. ● Use Land use maps and layout designs approved and gazetted as resource materials to train Councillors especially the Standing Committee on Land (SCOL) members on understanding and reading land use maps and layouts. ● Various forms applicable by Land law and Local Government Act to be used in land allocation also need to be explained in simple terms to the Councillors and trained on how to issue specific forms and the procedures required to be followed. ● The training should be as participatory as possible to make it easier for the Councillors to comprehend the contents of the training workshop. Such methods like games, role plays, group exercises, participant-led discussions, plenary presentations and discussions should be adopted as and when it is appropriate during the course of the training. ● Hands-on exercises should be introduced to enable the participants to practice what has been taught in order to boost their confidence in doing the right thing when allocating land to prospective developers. <hr/> <hr/> <hr/> <hr/>

STEP SEVEN:

EVALUATION OF RESULTS AND IMPACTS



“He/she who cuts a path does not know that his/her back is crooked”

PURPOSE



To provide a framework for tracking progress in relation to the implementation of land use maps and settlement layouts in the District/Community Councils and assessing the extent to which the stated objectives of the LUSP process have been achieved as well as the impacts made.

The experiences and insights gained into the implementation of the land use maps and settlement layouts will guide re-planning of the process to ensure that shortcomings and challenges are addressed for optimal achievement of objectives of the LUSP process.

METHODOLOGY / APPROACH



Participatory processes and methods are required to be used in determining the extent of achievement of the objectives of the LUSP process, the nature and reasons for any deviations from planned targets; the reactions of beneficiaries to the implementation of the LUSP process and the outcomes/impacts; and lessons learnt for re-planning and decision making on land allocation and land management.

Whilst monitoring progress of implementation of the LUSP process is an internal activity and hence need to be carried out by internal stakeholders of the process, evaluation is externally oriented and should be undertaken by external consultants. The data gathered and insights gained from evaluation should be shared in a feedback process for stakeholders to deliberate and jointly define the way forward towards improving the impacts expected from the LUSP process in the DCs/CCs.



INSTITUTIONAL / ARRANGEMENTS



Monitoring and Evaluation of the LUSP process and results should be a multi-sectoral and multi-disciplinary activity that cuts across the various levels of local government structures from national to community levels. An evaluation team comprising actors from the various levels of the system could be composed with support from an external consultant in order to ascertain independent views that could help steer the process on a correct path.

ACTIVITY 7.1

ESTABLISH A MONITORING AND EVALUATION SYSTEM

<p>EXPECTED OUTPUT</p> 	<p>A detailed design for monitoring and evaluating the implementation of the plan on Land Use and Settlement layouts as well as the LUSP process itself and a format for undertaking the M&E exercise.</p>
<p>PROCEDURE</p> 	<p>PREPARE M&E PLAN</p> <ul style="list-style-type: none"> ● Define the targets/milestones for each activity in the Implementation Plan in terms of quantity (for eg, how many land use maps have been verified by stakeholders and finalized; how many layouts have been completed, approved and gazetted; how many layouts have been surveyed; how many sites have been issued and developed etc); and quality of delivery (for eg, timeliness in resource provision, effectiveness of decisions made etc). ● Determine sources of data for measuring targets/milestones. ● Indicate time frame, resources required, cost and the target beneficiaries of the activities ● Use the above in a format to prepare the M&E plan (see Table 7.1) <p>PREPARE A FRAME FOR DOCUMENTING M&E OUTCOMES</p> <ul style="list-style-type: none"> ● Agree on the content of the frame with stakeholders ● Prepare the frame and circulate among stakeholders who have roles to play in M&E (see Table 7.2) ● Train stakeholders on how to fill the formats and agree on common terminologies to be used <p>OUTLINE METHODOLOGY FOR DOCUMENTING M&E OUTCOMES</p> <ul style="list-style-type: none"> ● Use various methods including observation, guided dialogue, questionnaire, interviews etc to gather data ● Record the data and analyse the data with stakeholders especially target beneficiaries ● Prepare simple monitoring reports based on data generated for decision making

HINTS



Table 7.1: Sample Format on Monitoring and Evaluation Plan

Target/ Milestone	Sources of Data	Time Frame	Resources Required	Cost Estimates	Target Beneficiaries	Remarks

**Table 7.2
A Format for Documenting Outcomes on Monitoring and Evaluation of Land Use and Settlement Plans**



District/community Council: Reporting Officer:

Reporting Date: Supervising Officer:

Compare what was planned with Actual Situation				Identify extent of Success or Deviation		Analyse the Experience		Recommend adjustments or changes/Forward View	
Activities Planned	Targets/ Milestones	Resources Budgeted	Actual status of activity and targets attained Actual resources disbursed	How much Success or Deviation from planned targets	How much success or Deviation from estimated cost and resources needs	Reasons for Success or Failure	Lessons Learnt	Recommended actions or adjustments	New actions for the next period Revised Implementation Plan and milestones/ targets for the next action period

ACTIVITY 7.2

MONITORING AND EVALUATION OF PERFORMANCE

<p>EXPECTED OUTPUT</p> 	<p>Periodic reports from the M&E process with recommended actions for deviations</p>
<p>PROCEDURE</p> 	<ul style="list-style-type: none"> ● Undertake periodic monitoring following the Monitoring and Evaluation Plan. Collect and record data using the M&E format already developed (see format on Table 7.2). ● Analyse data to determine success and failures and any deviations from planned targets. ● Explain reasons for the achievements of targets or deviations ● Determine what needs to be done differently or changed to keep the plan implementation on track. ● Make recommendations for corrective actions in the next phase of the implementation.



INFORMATION BOX:

The M&E system should include observing, measuring, recording and reporting on the following:

- *The deployment of resources in comparison with what was planned and inputs by personnel;*
- *How timely, competently and efficiently planned activities have been executed and what milestones/targets have been achieved compared to what was planned;*
- *The results achieved in comparison with the overall objectives of the LUSP process;*
- *Changes in anticipated risks/assumptions during the preparation of the implementation plan;*
- *Unforeseen side effects with emphasis on negative side effects, including HIV&AIDS related impacts;*
- *Positive impacts both direct and indirect as a result of the implementation of the LUSP process*

ACTIVITY 7.3

CONDUCT PARTICIPATORY REVIEW OF THE LAND USE AND SETTLEMENT PLANNING PROCESS AND PRODUCTS

<p>EXPECTED OUTPUT</p> 	<ul style="list-style-type: none"> ● Achievements, shortcomings and impacts ● Reactions of beneficiaries to the implementation of the LUSP process and products (i.e land use maps, action plans, settlement layouts) ● Lessons learnt for re-planning and policy-making
<p>PROCEDURE</p> 	<ul style="list-style-type: none"> ● Engage a consultant/external facilitator to undertake the evaluation process based on terms of reference to be agreed upon but critical to the achievements of the objectives of the LUSP process. ● Findings of the evaluation should be documented and shared among key stakeholders for study. ● Organise a stakeholder workshop to thoroughly discuss the findings of the evaluation with the help of the consultant/external facilitator. ● The findings (including achievements, shortcomings, challenges, recommendations etc) need to be validated and agreed upon. ● Discuss how to address the shortcomings and challenges. ● Map out the way forward to clearly determine what needs to be done in the next phase and best practices to adopt in order to enhance the LUSP process. ● Document all decisions and outputs including work plans and circulate to key stakeholders to guide implementation of the next phase of the LUSP process in the Districts/Community Councils. <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

