

# Local Development Plan Preparation

Strategy for LDP

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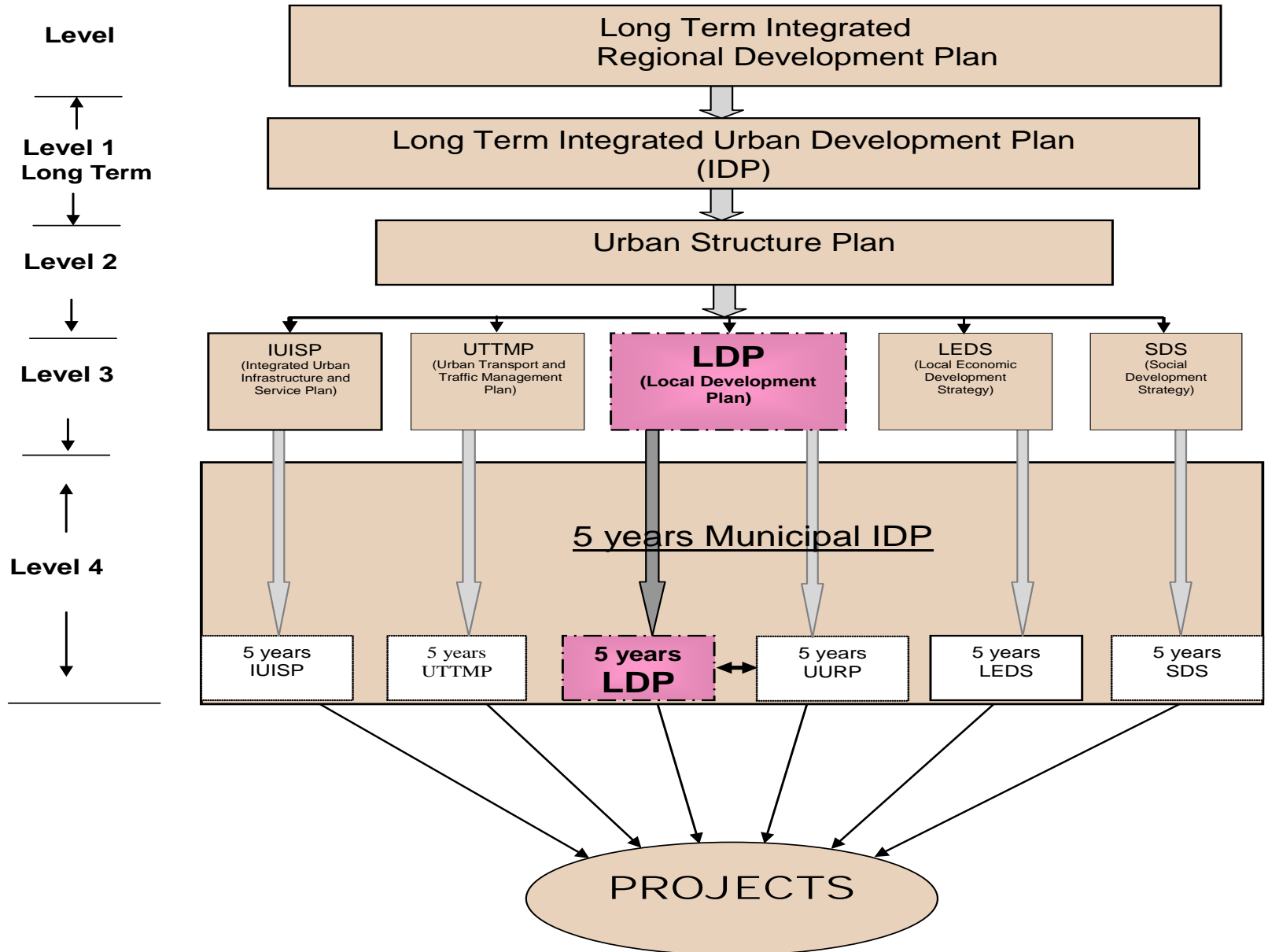
- LDP is a lower level urban plan, which is prepared within the framework of a structure plan. It is detailed and focuses on specific locality of an urban center for immediate implementation. It is, therefore, an important tool for implementation of structure plan proposals.

Most cities of the world, three major planning hierarchies, in a top-down hierarchy, are distinguished: ,

- a city-wide long term urban plan (master plan, development plan, structure plan, etc),
- a city-wide medium term strategic/integrated development plan, and
- a local development plan (plan that refers to a specific geographic location)

## 1.2. LDP in the Context of Ethiopian Urban Planning System.

Fig.1. A Framework of the Trend in the Ethiopian Urban Planning System



# Contents of LDP

The content of LDPs needs to cover physical, economic and social fabrics of an urban area.

The scope of the plan should include :

- A brief presentation of existing situation,
- Development proposals for the area in question,
- Implementation strategies for the proposed development actions,
- Mechanisms for monitoring and evaluating the implementation process.

# Approaches of LDP

Depending on location and specific character of an LDP site, different approaches can be followed in different project sites or urban areas. I.e.

- Detail of an LDP study can go deep into the level of detail implementation plan in expansion areas or where the LDP is prepared for implementation projects. In this situation the LDP would proceed directly into implementation process with no need for further detail study.
- Since specific projects and detail plans are required for implementation of LDPs in inner city areas, block level LDPs suffice in built up inner city areas.
- For Small Towns, the LDP and the SP may coincide. There may not be need to prepare separate SP and LDP.

# Factors considered in LDP

- Factors that obstruct implementation of LDPs should be minimized as much as possible
  - ❑ **LDP Area Coverage:** the main purpose of LDP is to pave the way for implementation of citywide structure plans. Thus, it does not make sense to prepare LDP for the whole city at a time rather priority should be given for strategic locations where prompt development is likely to happen.
  - ❑ **Administrative Boundary:** it is better to take an LDP site that falls within one administrative boundary (Sub-city or Kebele) and that includes existing socio-economic networks such as *Iddir*, *Ekub*, market place, etc, for ease of planning and implementation process.
  - ❑ **Physical Barriers:** In LDP area delineation, avoid an LDP site intercepted by major physical barriers such as trunk roads, mountains, gorges, etc.
  - ❑ **General Land use Considerations:** Specify only prohibited land-uses

# Scope of LDP

- **Scope of LDP Study:** The scope of an LDP study needs to cover both the '*Planning Area and Action Area*', with different levels of details.
  - ❑ **Planning Area:** The major physical, social, economic and environmental links that exist between the LDP 'action area' and its surrounding influence areas should be scanned and analyzed in general terms. This will help to determine how development of the action area is to be connected and harmonized with its immediate influence areas.
  - ❑ **Action area:-** This is the area where concrete LDP implementation is supposed to occur. Both the study and ensuing proposals need to be detail and specific as much as possible.

# Urban Level Classifications

Level of LDP details, type of urban planning standards to be applied as well as type and contents of urban data to be collected vary among different levels of urban centers.

Five levels of urban centers are distinguished based on population size as follows.

- Small Towns ----- with population from 2001 to 20,000
- Medium Towns ----- With population of 20,001-50,000
- Large Towns ----- with population 50,001 – 100,000
- Cities ----- with population 100,001 – 1,000,000
- Metropolitans ----- with population over one million

As stated earlier, in small towns, LDPs need to be prepared in a way that can be implemented directly. Thus, LDP studies in these urban centers should be detailed enough. That means,

- Socio-economic and property data should be collected and analyzed in a way that would serve as basis for subsequent practical measures such as compensation, resettlement, etc.
- Spatial plans should be detail enough to guide specific development activities in the area of land and infrastructure development

# Planning Phases of LDP

The eight planning phases are:

- ❖ Preparatory Phase
- ❖ Data Collection and Analysis Phase
- ❖ Strategies Phase
- ❖ Proposals Phase
- ❖ Integration Phase
- ❖ Appraisal and Approval Phase
- ❖ Implementation Phase
- ❖ Monitoring and Evaluation Phase

# PHASE 1: PREPARATORY WORKS

## TASK 1. INITIATION AND AWARENESS CREATION

### Activity 1: Initiate LDP

- Submit the initial proposal to a relevant municipal department
- Review the proposal and submit to higher relevant officials for consideration
- Get agreement of the higher official

### Activity 2: Organize Stakeholders (use format No.1)

- Identify the major stakeholders
- Conduct stakeholder analysis
- Set up a SC, RF and TC.

### Activity 3: Conduct public awareness campaign

- Generate brainstorming agendas from ongoing LDP initiatives
- Conduct SWOT analysis on general development issues of the area in question
- Generate preliminary general vision, goals and objectives of the ongoing LDP initiative
- Reach consensus with key stakeholders regarding the need for having LDP
- Generate minutes of understanding from preceding stakeholder forums

### Activity 4: Conduct rapid assessment and set local development agenda

- Review relevant planning documents, reports and studies and thereby generate the key issues that call for planning response
- Undertake overall scan on existing situation in the would be LDP area
- Synthesize major issues coming out from preceding public forums, document review and situation scanning
- Define the key development agenda for the would be LDP area

## **TASK 2. PREPARATION AND APPROVAL OF PROJECT TOR**

Once a general consensus is reached among the key actors regarding the need for and purpose of the LDP, the next issue would be how to go about it; hence the purpose of this task is to provide a road map for the whole LDP process. To this end, the following activities and actions should be accomplished.

### **Activity 1: Prepare TOR of the Project**

- Set objectives of the Plan
- Define scope of the Plan (spatial, sectoral, time frame)
- Determine major activities to be covered
- State approaches to be followed
- Determine major deliverables that come out from the process
- Identify responsible bodies for different issues in the process
- Indicate resources required for the planning process (professional, financial, machineries and equipment, office and other venues)

# Preparation and Approval of Project ToR (cont..d)

## **Activity 2: Approve the TOR**

- Make sure a strong political support exists
- Get rubber stamp of the appropriate authority
- Include budget allocation
- Officially assign responsible body for the whole process
- Approve organizational structure and staff of the LDP preparation Project

## **TASK 3. PROCUREMENT OF PROJECT LOGISTICS & HUMAN RESOURCES**

The purpose of this task is to start the planning process with organized project input and thereby to enable the project proceed smoothly. The procurement can take place in one of the following institutional options.

### **Option 1: To carry out the Project by Own-force**

#### **Activity 1: Establish the Project office**

- Issue legal notice/act for establishment of the project
- Approve the project structure and budget
- Assign 'Project Manager' with core staff required for project kick-off

#### **Activity 2: Procure project logistics**

- Arrange an appropriate working space/office
- Procure required equipment, machineries and office supplies
- Hire/assign the necessary project staffs

### **Option 2: A Project to be outsourced**

#### **Activity 1: Prepare a tender document**

- Issue a Request for Proposal (RfP)
- Make sure that the proposals include technical and financial proposal

#### **Activity 2: Process the tender and sign a contract agreement**

- Attach TOR of the project
- Post the tender notice on accessible media to all potential bidders
- Open the tender in the presence of bidders/legal delegates
- Assign a specific technical team that evaluates the technical proposal

# TASK 4:DEVELOP OPERATIONAL/ACTION PLAN

The purpose of this task is to translate TOR of the Project into detail activity plan and thereby enable relevant actors aware of their respective responsibilities by providing detail information regarding what action is to be done when, by whom and what deliverable is expected at the end of each activity

## **Activity 1: Detail out the activity plan** (Refer to Format in the Annex)

- ➔ Prepare detail operational plan that translates the TOR into detail activities
- ➔ Identify the critical milestones to be reached at different points in time
- ➔ Detail out activities with corresponding time frame, responsible body and expected output of the respective activity,

# PHASE 2: DATA COLLECTION & ANALYSIS

- **TASK 1. MOBILIZE FOR DATA COLLECTION**

The purpose of this task is to make sure that every preparatory work, formats, etc are in order before data collectors are mobilized.

**Activity 1: Make sure the necessary tools for data collection are ready**

- Duplicate data collection formats given in appendix 1 below
- Prepare detailed data collection action plan
- Organize necessary logistics such as transport services, stationeries, etc

**Activity 2: Launch the data collection process**

- Give orientation to data collectors about their assignment
- Team-up the data collectors
- Publicize launching of the data collection process through appropriate means (media, notice board, etc)
- Mobilize data collectors

**Activity 3: Formally inform the data collection program to key data sources and collaborators**

- Notify key facilitators with official letters that the data collection is underway; key facilitators include
  - Kebele administrations
  - Idirs and other CBOs in the locality
- Provide data collectors with a 'to whom it may concern' official letter

# PHASE 2: DATA COLLECTION & ANALYSIS

## TASK 2: DATA COLLECTION

The main purpose of this task is to provide subsequent planning phases with factual basis regarding local, regional and national contexts relevant to the LDP area

### **Activity 1: Collect the relevant socio-economic data**

- ➔ Collect demographic data by using data collection formats
- ➔ Collect Social information by using data collection formats
- ➔ Collect the key economic data by using data collection formats

### **Activity 2: Collect the relevant physical/spatial and environmental data**

- ➔ Prepare topographic maps in 1:2000 or 1:2000 scale
- ➔ Collect the existing detailed land use data and indicate on the prepared map
- ➔ Indicate the existing housing condition (Good, Fair, Bad)
- ➔ Identify and locate MSEs in the areas
- ➔ Locate the existing road network and indicate their right of ways
- ➔ Describe the existing functions of the roads
- ➔ Indicate the type traffic and the flow
- ➔ Locate major utility lines
  - Electric lines, manholes, transformers, etc
  - Telephone lines, cable cabinets, manholes, etc
  - Water lines, manholes, reservoirs, etc
- ➔ Collect infrastructure future projects data from the relevant institutions and locate them on the map

### **Activity 3: Collect the necessary institutional information**

- ➔ Undertake a field survey and take lists of institutions operating in the LDP area

# **PHASE 2: DATA COLLECTION & ANALYSIS**

## **TASK 2: DATA COLLECTION**

- ➔ Review relevant secondary sources (Kebeles, sub cities, Idirs,) and discuss with key informants regarding functions and objectives of institutions operating in the area
- ➔ Organize the information informant in the Annex.

### **Activity 4: Collect the necessary legal information**

- ➔ Consult the appropriate institutions/experts (in the municipal legal department) regarding existing legal instruments relevant to the LDP area and gaps in legal frameworks
- ➔ Take list of relevant legal documents from these sources
- ➔ Identify the legislatives that have direct relevance with the LDP purpose
- ➔ Organize the information in format provided in the Annex.

### **Activity 5: Collect the necessary financial information**

- ➔ Identify the major sources of finance for the ongoing projects
- ➔ Indicate possible sources of finance (private, public, CBOs, NGIs, etc)

# PHASE 2: DATA COLLECTION & ANALYSIS

## TASK 3: DATA ANALYSIS

### Activity 1: Compile collected data systematically

- Encode the empirical information in appendix 1
- Tally the qualitative information
- Interpret the data organized, and attach the necessary explanatory notes
- Site sources of data properly

### Activity 2: Analyze economic fabrics and identify the gaps

- Identify the main economic stay of residents in the LDP area;
- Identify local households by level of income and type of occupation,
- Identify working age population by employment status (employment, unemployment in %)
- Identify the most competitive sectors and sub-sectors in local economy,
- Identify major constraints to investment in the LDP area
- Identify the potentials and constraints of MSE in the area
- Identify role of informal economy in the area and informal business by type of activities, by size of capital and employees
- Identify the major economic fabrics in influence areas that have strong impact on economy of the action area
- Based on the foregoing analysis, identify the major gaps
  - The employment gap
  - The formal/Informal employment ratio

Size of families with income below poverty line

# PHASE 2: DATA COLLECTION & ANALYSIS

## TASK 3: DATA ANALYSIS

### Activity 3: Analyze social fabrics and identify the gaps (format 5-5)

- Identify the size of unmarried /married/ divorced persons
- Identify the major social and cultural networks existing in the LDP area (Idir, Equb, relatives and friends Mahibers, Youth, Women and Professional Associations etc.)
- Identify the major crimes in the LDP area;
- Identify the size of beggary
- Identify the size of prostitution
- Identify the level of juvenile delinquency
- Identify the level of drug addiction (chat, shisha, etc)
- Identify the level of sexual abuse and trafficking
- Identify the level of streetism

# PHASE 2: DATA COLLECTION & ANALYSIS

## TASK 3: DATA ANALYSIS

- Identify the level of burglary, robbery, theft, etc
- Based on the foregoing analysis, identify
  - Major social problems specific to the LDP area
  - Social problems which call for urgent response, which can be dealt with locally and that require city-level/supra city solutions

### **Activity 4: Analyze spatial/physical and environmental information**

- Compare the existing land-use vis-à-vis the land use plan proposed in the structure plan by using topographic map with appropriate scale and identify the gaps
- Analyze the slope condition, soil condition and accessibility of existing open space, green area and public spaces
- Identify critical traffic congestion and accident spots
- Identify key problems of infrastructure networks (water, power, telephone)
- Identify key problems of solid and liquid waste in the LDP area
- Identify key problems of open spaces and greenery
- Identify potential threats of natural catastrophe (land slide, flooding, seismic)

### **Activity 5: Analyze existing institutional frameworks within LDP implementation scope**

- Analyze the capacity of municipal agencies relevant for planning & implementation of LDPs
- Identify availability of potential partner in non-public sectors for implementation of the LDP
- Identify the missing institutional elements for effective implementation of the forthcoming LDP
- Based on the out come of the aforementioned institutional analysis, identify the major institutional issues, which potentially constrain implementation of the LDP under consideration

# **PHASE 2: DATA COLLECTION & ANALYSIS**

## **TASK 3: DATA ANALYSIS**

### **Activity 6: Analyze existing legal framework**

- Analyze urban development related regulations relevant and pertinent to effective implementation of LDPs
- Identify the major legal constraints that adversely impact on LDP implementation
- Based on this, identify issues;
  - Which call for a prompt response for success of the LDP process which require a citywide response

# **PHASE 2: DATA COLLECTION & ANALYSIS**

## **TASK 3: DATA ANALYSIS**

### **Activity 7: Analyze existing financial framework for local development**

- ➔ Identify deficit of major infrastructure networks and public services in the LDP area
- ➔ Estimate engineering cost of public investments required to fulfill existing service gaps
- ➔ Organize the information in format number F-1
- ➔ Analyze past experiences of the city/town in financing local development projects
- ➔ Explore alternative/potential sources of finance for local development projects
- ➔ Identify the major issues in financing the LDP in question

### **Activity 8: Generate the key thematic issues to be presented on stakeholder forums**

- ➔ Identify and elaborate the links as well as the cause-effect relationships that exist between different sectoral problems (economic, social, physical/spatial/environmental) distinguished by the foregoing analysis
- ➔ Generate the major thematic issues that deserve emphasis

# PHASE 2: DATA COLLECTION & ANALYSIS

## TASK 3: DATA ANALYSIS

### **Activity 9: Undertake public discussion on preliminary conclusions and thematic issues generated from the foregoing analysis**

- ➔ Present the preliminary findings to steering committee
- ➔ Reach general consensus regarding issues to be emphasized in subsequent planning process
- ➔ Integrate inputs obtained from stakeholder forums and then generate revised versions of key findings, with particular emphasis on,
  - Major urban planning elements missing in existing urban fabrics of the LDP area
  - Incompatible land-uses or underutilized urban spaces in the LDP area
  - Substandard physical structures in the LDP area
  - Extent and features of urban decay (physical, social and economic)
  - Basic urban services in short supply and missing urban facilities in the area
  - Areas of loose links between the LDP and influence areas
  - Underutilized potentials of the LDP area
  - Major socio-economic challenges in the LDP area
  - Major threats to urban environment in the area
  - Strong urban values that need to be reinforced or capitalized
  - Urban fabrics that call for major restructuring in the LDP area

# PHASE 3: DEVELOPING STRATEGIC OPTIONS

## TASK 1: DEVELOP ALTERNATIVE PLANNING SCENARIOS AND CONCEPTS

### Activity 1: Develop shared vision for the LDP area

- Undertake further SWOT analysis on thematic urban issues identified at conclusion of PHASE 2
- Reshape and concretize the vision for the LDP with involvement of relevant stakeholders (Format No1.)
- Restate the goals and objectives of the LDP

### Activity 2: Translate/interpret the major findings into planning issues

- Aggregate/integrate the major thematic issues under broad category of planning components;
- Develop a conceptual framework which integrates the major LDP components

### Activity 3: Develop alternative conceptual frame

- Develop alternative spatial conceptual plan under different scenarios;
- Clearly articulate major components of the LDP in the conceptual plans
- Conduct jury on developed planning concepts and scenarios
- On the jury, evaluate proposed alternatives against
  - envisioned social, economic and physical developments as well as aesthetics in the LDP area,
  - forecasts of urbanization cost and
  - foreseeable environmental impacts
- Integrate jury feedbacks and make the necessary improvements;

**PHASE 3: DEVELOPING STRATEGIC OPTIONS**  
**TASK 2: DEVELOP STRATEGIES FOR VARIOUS LDP**  
**COMPONENTS**

**Activity 1: Develop management strategy**

- Identify potential plan making and implementation institutions (existing or new, public or private)
- Identify possible logistics and human resources;
- Identify options for preparation of LDP other than public institutions
- Indicate the optimal usage of the existing institutions;
- See possibilities for upgrading of the existing institutions;
- Identify options for partnership with private sector;

**Activity 2: Develop financial strategies**

- Devise financial improvement strategies for the City Government:

# PHASE 4: PROPOSALS

## TASK 1: DETERMINE THE KEY PLANNING AND DESIGN TOOLS

### **Activity 1: Analyze how the identified development scenario can be taken into the subsequent planning & design process**

- ➔ Identify the type of development to be considered for the LDP area under consideration i.e.
  - Renewal development,
  - Upgrading development, or
  - New expansion development,
- ➔ Select appropriate strategy and standard for identified development intervention based on the manual specifically prepared for it.

### **Activity 2: Spell out list of items to be incorporated in the plan for each of the LDP components vis-à-vis set standards**

- ➔ Prepare planning and design program (qualitative & quantitative list of accommodation) by referring the key planning issues generated from the preceding planning processes;
- ➔ Link set standards with the development issues and scenarios identified in activity #1 above;
- ➔ Compile and analyze the detailed quantitative and qualitative planning elements to be taken into account in each of the LDP components;
- ➔ Reorganize systematically the required elements (requirements) into groups (clusters) and units to simplify the next planning and design processes;
- ➔ Make sure that harmony, compatibility and integrity exist among different LDP components; and if need be, make necessary rectification accordingly;
- ➔ Conduct internal jury on reorganized LDP elements and undertake the necessary rectification as need arises;
- ➔ Conduct discussions with the relevant stakeholders on outcomes of activity #2 and integrate the feedbacks that may come out from stakeholders forum

# PHASE 4: PROPOSALS

## TASK 1: DETERMINE THE KEY PLANNING AND DESIGN TOOLS

### **Activity 3: Based on the planning ideas generated from activity 2 above, re-develop concepts of each planning component**

- Prepare as many typologies for each unit as possible based on set standards;
- Prepare as many combinations out of the many units as possible based on set standard;
- Put elements hierarchically from the general to the parts within the selected optimal scenario following the existing context based on the standard;
- Check uniformity and integration with the list of requirements prepared in activity #2; and make rectification accordingly;
- Check uniformity and integration among the component parts and make rectification accordingly;
- Conduct internal jury on the plan and make rectification

## PHASE 4: PROPOSALS

Activity 1: Determine economic proposals to fill the economic gaps

### **TASK 2. GENERATE SOCIO-ECONOMIC DEVELOPMENT PROPOSALS**

- Recommend potential main stay of the residents
- Propose potential household income and type of occupation
- Propose potential size and category of employment to be generated
- Propose major potential investments
- Recommend actions to remove constraints of MSEs
- Recommend the potentials of informal businesses
- Recommend the formal/informal employment ratio
- Recommend how to fill the gaps in the informal businesses

#### **Activity 2: Determine social fabrics proposals**

- Recommend measures to minimize the ratio of unmarried/divorced persons
- Recommend actions to solve problems of CBOs
- Recommend measures to minimize crimes
- Recommend measures to minimize beggary
- Recommend measures to minimize prostitution
- Recommend measures to minimize juvenile delinquency
- Recommend measures to minimize drug addiction
- Recommend measures to minimize sexual abuse and trafficking
- Recommend measures to minimize streetism

Recommend measures to minimize burglary, robbery and theft

## PHASE 4: PROPOSALS

### TASK 3: GENERATE SPATIAL, PHYSICAL & ENVIRONMENTAL PROPOSALS

#### **Activity 1: Generate Existing land use and general spatial configuration proposals**

- ➔ Rearrange spatial/physical & environmental elements hierarchically (from general to specific) following existing and envisaged physical fabrics and based on set standard;
- ➔ Prepare innovative composition taking the hypothetical concepts of selected options using the principle of 'Urban Design' described in 2D drawings, 3D animations, Models, sketched and summary reports;
- ➔ Prepare as many typologies as possible for each units based on standards;
- ➔ Prepare different combinations of listed units based on standards;

Insert the exact sizes of existing features which are preserved with in the action area and that are projected from the planning area of LDP; and those standards set in structure plan;

# PHASE 4: PROPOSALS

## TASK 3: GENERATE SPATIAL, PHYSICAL & ENVIRONMENTAL PROPOSALS

### **Activity 2: Propose infrastructure and utility lines needed**

#### **A) Road and associated physical facilities: -**

- ➔ Prepare Hierarchy of street network plan, well dimensioned and labeled typical cross section and typical detail plans of all typologies of roads found within and the periphery of LDP; specifying
  - Right of way,
  - Center line mark,
  - Centerline designed elevation in comparison with adjacent NGL elevation,
  - Radius and angle of curvature at winding and junctions,
  - Maximum load capacity of each street
  - Pedestrian walkways & their crossing on street where ever necessary,
  - Location and Position of Medians,
  - Location & size of roundabouts, cul-de-sacs where ever necessary,
  - Location & size Street side parks where ever necessary,
  - Position of utility lines & their crossing on street where ever necessary,
  - Location of street lights where ever necessary,
  - Location of street trees and species of the tree,
  - Location & size bus and taxi terminals where ever necessary,
  - Street side public car parking where ever necessary;
  - Position and location of bridges and their carriage where ever necessary,
  - Position and location of under & over passes their carriage where ever necessary,
  - Position of rainstorm water drainage lines & their crossing on street where ever necessary,

# PHASE 4: PROPOSALS

## TASK 3: GENERATE SPATIAL, PHYSICAL & ENVIRONMENTAL PROPOSALS

- Multiple function of streets in addition to transportation where ever obligatory.
- Street furniture where ever necessary,
- Street designation,
- Traffic flow (lanes and direction of movement),

### B) Utility Lines

- ➔ **Water supply lines:** The position, size, depth, network, hierarchy, area coverage by each branch, connection point, direction of flow and control points, source /reservoir and connection to the main proposal of the structure plan;
- ➔ **Rainstorm-water drainage lines:** The position, size, depth, network, hierarchy, area coverage by each branch, connection point/manholes, direction of flow and connection to the main proposal of the structure plan;
- ➔ **Waste water lines:** The position, size, depth, network, hierarchy, area coverage by each branch, connection point, direction of flow and connection to the main proposal of the structure plan;
- ➔ **Telephone lines:** The position, cable size, depth/ height, network, area coverage / beneficiaries, connection boxes, location of manholes, location & ways of crossing against roads, location of telephone booths, and connection to the main proposal of the structure plan;
- ➔ **Electric/power lines:** The position, cable size and voltage capacity, depth/height, network, area coverage / beneficiaries, connection boxes, location of manholes, location & ways of crossing against roads, location of transformers, direction of power flow and connection to the main proposal of the structure plan;  
Set regulation and implementation tool for the proposal based on the standard

# PHASE 4: PROPOSALS

## TASK 3: GENERATE SPATIAL, PHYSICAL & ENVIRONMENTAL PROPOSALS

### **C) Land blocking, land uses, plot parceling & building blocks:**

- ➔ Undertake the proposal of land blocks based on set standard;
- ➔ Prepare updated land uses that includes among other things,
  - Residential (housing),
  - Business and commerce and services
  - Green area, open spaces and environment,
  - Manufacturing and storage,
  - Road, transport and infrastructure,
  - Offices for different institutions,
  - Special functions

# PHASE 4: PROPOSALS

## TASK 3: GENERATE SPATIAL, PHYSICAL & ENVIRONMENTAL PROPOSALS

- ➔ Determine number, location, entry and exit of public car parking per block;
- ➔ For LDP in small town and expansion area in any urban level, prepare plot parcels for
  - *Residential (housing),*
  - *Business and commerce and services,*
  - *Green area, open spaces and environment,*
  - *Manufacturing and storage,*
  - *Road, transport and infrastructure,*
  - *Offices for various institutions,*
  - *Special functions*

*based on set standard* and that enhance incremental development according to the land use;

- ➔ Propose potential vehicular and pedestrian access to each plots;
- ➔ Determine the BAR and FAR of buildings;
- ➔ Determine the building line/ setbacks of buildings;
- ➔ Determine spaces between buildings;
- ➔ Determine the three dimensional character/volume;
- ➔ Set regulation and implementation tool for the proposal based on the standard;

# PHASE 4: PROPOSALS

## TASK 3: GENERATE SPATIAL, PHYSICAL & ENVIRONMENTAL PROPOSALS

### **D) Environmental aspect: -**

- ➔ Ensure the sustained livability of the area in every aspect;
- ➔ Come up with proposals of sustainable use of resources;
- ➔ Incorporate environmental proposals of the structure plan;
- ➔ Determine the minimum ratio of green area, hard surface and built-up area per plot;
- ➔ Determine the size and location and shape of green and open breathing spaces in every block where ever required;
- ➔ Come up with proposals of preventing environmental degradation, conserving the existing flora and fauna on aquatic and terrestrial ecosystem of the area;
- ➔ Come up with proposals towards preventing and curbing environmental hazards (land slides, flooding, malaria, land faults, seismic areas, etc);
- ➔ Come up with proposals of rehabilitating swampy and unsuitable areas for other alternative functions;
- ➔ Check and avoid practices that harms the balance of nature;
- ➔ Come up with proposals of preventing environmental pollution below and above the surface of the earth;

# PHASE 4: PROPOSALS

## TASK 3: GENERATE SPATIAL, PHYSICAL & ENVIRONMENTAL PROPOSALS

- ➔ Determine parks and forest where ever appropriate based on set standard;
- ➔ Determine environmental considerations with aesthetics and landscaping (e.g. street planting, public squares, playgrounds/ residential open spaces environmental conservation and revitalization),
- ➔ Recommend solid waste disposal sites and means
- ➔ Integrate cart away of surplus materials of construction sites and solid waste disposal with land fill sites where ever appropriate;
- ➔ Undertake proposals of individual and communal solid and/or liquid waste collection and disposal system and also its location and position with in the plot and/or the block;
- ➔ Undertake proposal of additional activities/uses which can co-exist with formal and informal green where ever appropriate and necessary;
- ➔ Conduct internal jury on the plan and make rectification accordingly;
- ➔ Conduct participatory discussion on the output and make rectification accordingly;

## **TASK 4: GENERATE THE NECESSARY INSTITUTIONAL PROPOSALS**

### **Activity 1: Identify optimal scenario of institutional options for planning & designing**

- ➔ Identify the key factors that determine the type of responses to institutional needs of implementing the proposed LDP;
- ➔ Select appropriate institutional strategies, standards and special considerations for the identified development scenario for the LDP area

### **Activity 2: Prepare institutional plan**

- ➔ Undertake proposal of the necessary institutions (existing and/or new) for the implementation, monitoring and evaluation of the LDP;
- ➔ Assign institutions for the activities proposed in the LDP;
- ➔ Come up with proposals towards incorporating LDP implementation in mandates of assigned institutions, and work out detail duties & responsibilities to be assumed
- ➔ Develop appropriate public private partnership scenario for the LDP implementation;
- ➔ Conduct internal jury on the plan and make the necessary rectification accordingly;

# TASK 5: GENERATE THE NECESSARY FINANCIAL PROPOSALS

## **Activity 1: Identify ways in which selected optimal scenario of financial option can be followed in planning & designing financial proposals**

- ➔ Identify existing local potentials towards financing of implementing proposed LDP programs
- ➔ Come up with appropriate financial strategies, and special considerations for financing identified developments in the LDP area.
- ➔ Come with feasible public private partnership in financing proposed LDP programs

## **Activity 2: Prepare the required financial plan for implementation of the proposed LDP**

- ➔ Make rough estimate of development cost for basic public facilities in the LDP area
- ➔ Prepare long term and short term financial plan for identified basic urban facilities
- ➔ Suggest innovative financing schemes for meeting long and short term financial needs;
- ➔ Forecast impact of the LDP on revenue generation (taxes and non-taxes)
- ➔ Come up with sound proposals cost-sharing among government and other stakeholders (private companies, NGOs, CBOs and local community);
- ➔ Come up with source of finance proposals which consider,
  - Government's direct capital budget to activities where necessary
  - Cost recovery mechanisms to activities where necessary;
  - Revolving fund mechanisms to activities where necessary;
  - Matching fund mechanisms to activities where necessary;
  - Cost sharing mechanisms to activities where necessary;
  - Full or partial public contribution mechanisms where necessary;
  - Soft Loan and credit where necessary;
  - Financial donations, material and/or technical supports etc.
- ➔ Conduct internal jury on the plan and make the necessary rectification accordingly;
- ➔ Conduct participatory discussion on financial proposals and make the necessary rectification accordingly;

## **TASK 6: GENERATE THE NECESSARY LEGAL PROPOSALS**

### **Activity 1: Identify how the selected optimal scenario of legal option can undergo into the planning & design**

- ➔ Specify the legal requirements, list the necessary legal documents to be prepared and identify detail issues to be addressed in the policy statements;
- ➔ Draft proposal legislatives for implementation, monitoring and evaluation of the LDP processes
- ➔ Check the consistency, harmony and complementarities between proposed LDP legislative and other legislatives
- ➔ Conduct internal jury on the plan and make rectification accordingly;
- ➔ Conduct participatory discussion on legal proposals and make the necessary rectification accordingly;

# PHASE 5: INTEGRATING PROPOSALS

## TASK 1: INTEGRATE THE LDP PROPOSALS

### **Activity 1: Identify key areas of integration**

- ➔ Synchronize interdependent/interlinked planning elements proposals
- ➔ Articulate the cause-effect relationship and linkages that exist between different development proposals as well as LDP components
- ➔ Spell out the key areas of integration

### **Activity 2: Ensure that proposals of the five LDP components are integrated with each other**

- ➔ Accommodate socio-economic implications of
  - The spatial, physical and environmental proposals,
  - Institutional proposals,
  - Financial proposals, and
  - Legal proposals.
- ➔ Accommodate the spatial, physical and environmental implications of
  - socio-economic proposals,
  - Institutional proposals,
  - Financial proposals, and
  - Legal proposals
- ➔ Accommodate the Institutional implications of
  - The socio-economic proposals,
  - The spatial, physical and environmental proposals,
  - Financial proposals, and
  - Legal proposals
- ➔ Accommodate the financial implications of
  - The socio-economic proposals,

The spatial, physical and environmental proposals,

- Institutional proposals, and
- Legal proposals
- Accommodate the legal implications of
  - The socio-economic proposals,
  - The spatial, physical and environmental proposals,
  - Financial proposals, and
  - The institutional proposals
- Conduct internal jury on outcome of this activity;

# TASK 2: INTEGRATE MAJOR LDP PROPOSALS WITH OTHER PLANS

## Activity 1: Integrate the LDP with other plans

- ➔ Synchronize the LDP proposals with other urban plans relevant to the LDP area (Structure Plan, Integrated Urban Infrastructure Service Plan, Local Economic Development Plan, Local Social Development Plan)
- ➔ Integrate the LDP proposals with the ongoing development programs/projects in the area
- ➔ Communicate the integration proposals to relevant bodies and thereby incorporate their feedbacks
- ➔ Conduct consultative meeting with the relevant stakeholders on the proposals;
- ➔ Rectify conflicting proposals with other plans.
- ➔ Come up with proposals to be accommodated in other plans in favor of the LDP proposals;

## Activity 2: Synthesize proposals generated in the preceding planning processes

- ➔ Undertake a synthesizing analysis on outcomes of the foregoing planning processes
- ➔ Elaborate financial, institutional and policy implications of the proposed LDP, and come up with summary of each implications
- ➔ Sum up and produce synthesis of economic, social, physical and environmental changes supposed to be generated from implementation of the LDP

## Activity 3: Translate the LDP synthesis into spatial terms

- ➔ Sketch the major development corridors schematically
- ➔ Produce major structures of the LDP area
- ➔ Map new zoning of major socio-economic activities in the LDP area
- ➔ Synchronize major land-uses, infrastructure networks, service centers, strategic investment locations and environmental sites graphically
- ➔ Produce synthesis maps of the major LDP components

# PHASE 6: APPRAISAL AND APPROVAL

## TASK 1: UNDERTAKE PRE-APPROVAL CONSULTATIONS

### **Activity 1: Disseminate relevant documents to key stakeholders (steering committee, Representative forums and relevant institutions)**

- Spell out key issues for stakeholders discussion
- Prepare executive summary of the LDP documents
- Duplicate LDP synthesis documents in sufficient copies
- Disseminate the necessary documents to the respective stakeholders

### **Activity 2: Publicize the process of public discussions on the draft LDP**

- Disclose the public forums through available means of communication such as,
  - media
  - notice board
  - public networks (Edirs, CBOs, NGOs, etc)
- Display the LDP plan in some public centers

### **Activity 3: Undertake consultation with steering committee on thematic issues**

- Identify relevant stakeholders for different thematic urban issues in the LDP
- Organize small group forums for each thematic issue by involving relevant stakeholders

Incorporate feedbacks of the different forums in agendas of forthcoming wider forums

# **TASK 2: UNDERTAKE STAKEHOLDER FORUM DISCUSSIONS**

## **Activity 1: Approve agenda for wider public discussions**

- Submit proposal agenda to the steering committee
- Undertake discussion on the proposed agendas in presence of key officials and head of municipal departments
- Get the agendas approved

## **Activity 2: Finalize the public forum preparations**

- Send official invitation to participants
- Prepare official speeches and brief presentations for the planned public forum
- Organize venue and other necessary workshop logistics

## **Activity 3: Undertake the public discussion**

- Officially open the forum and introduce the agendas
- Make brief presentation on key thematic urban issues in the ongoing LDP
- Undertake plenary and group discussions on key issues
- Organize workshop outcomes and incorporate in the final LDP documents

# TASK 3: APPROVAL OF THE LDP

## **Activity 1: Prepare the final LDP documents for approval**

- Integrate stakeholders' feedbacks
- Prepare the final documents both in graphics and texts
- Prepare executive summary of the final documents
- Prepare the required legal document for enactment of the LDP

## **Activity 2: Approve the LDP**

- Disseminate executive summary documents to members of the decision-making body at least a week before
- Hold formal decision-makers meeting
- Respond to any request for clarification
- Get the LDP formal approval

# TASK 4: DISSEMINATION OF APPROVED LDP DOCUMENTS

## **Activity 1: Publish the LDP document**

- Make final refinement to the LDP documents by integrating input generated in the approval process
- Produce the final version of the LDP document
- Duplicate and put official stamp on the LDP documents
- Gazette the LDP approval document

## **Activity 2: Disseminate the LDP documents**

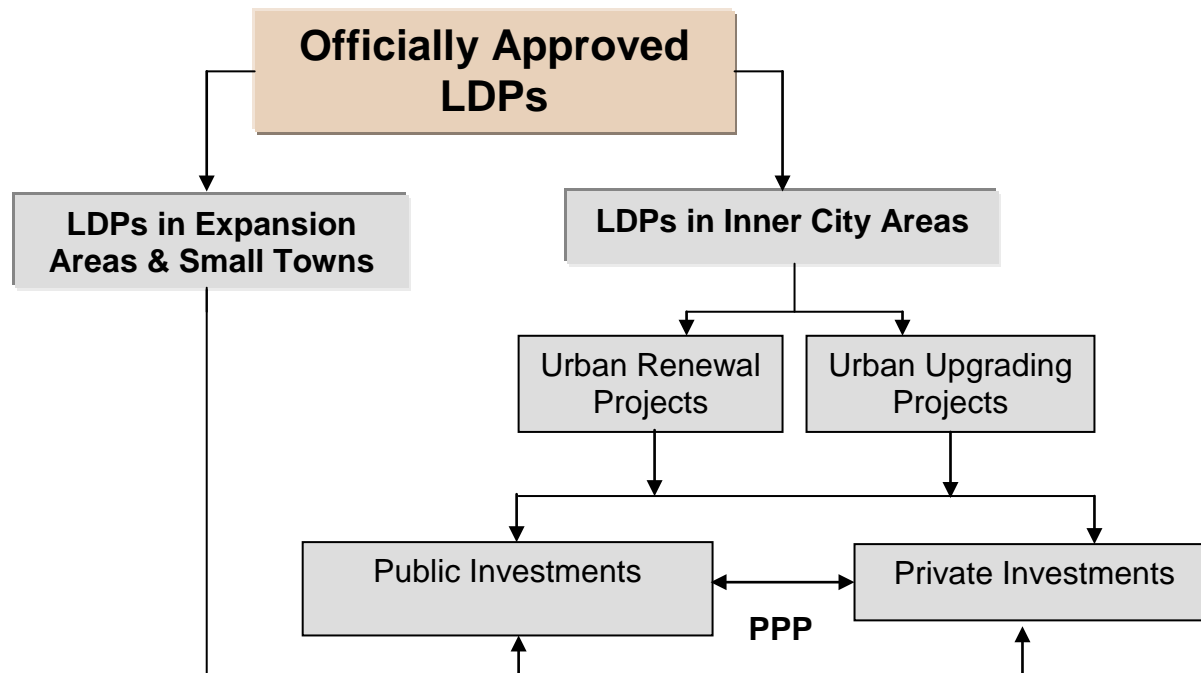
- Publicize the LDP enactment officially with possible means
  - In national and regional capitals through medias and official letters
  - In medium and small towns through official letters
- Disseminate LDP documents to municipal documents and other institutions with accompanying official letters
- Make available for those who want to get the documents on sale

## **Activity 3: Declare the LDP**

- Prepare a declaration document that enables for the LDP to come into practice;
- Declare in public media that LDP is prepared and governs the area, specifying scope of the area and validation time.

# PHASE 7: IMPLEMENTATION

Fig 3. Strategies for Implementation of LDPs



## PHASE 7: IMPLEMENTATION

### Activity 1: Identify the role of the various actors

#### TASK 1: PREPARATORY WORK

Proposed activities by the LDP should get owner and be directed to an already established institution or to a newly established one for effective implementation. Therefore, identification of the role of the various actors in the city/town is of great importance.

- ➔ Identify the sole responsibility of the municipality, sector bureaus, the private sector, and the community
- ➔ Identify activities that could be undertaken jointly by the different actors such as municipality and private sector, private sector and community, community and municipality
- ➔ Engage in an effective & pragmatic partnership with non-public urban actors for realizing implementation of LDP proposals

### Activity 2: Conduct training

Training the implementing arm of the town/city on the newly prepared local development plan is the first and the most critical part of the preparatory task since failing to do so will certainly weaken the implementation process. It is therefore mandatory to train all implementing institutions to bring about clear understanding of the plan and facilitate the subsequent implementation. The following are the key actions to be taken to conduct successful training.

- ➔ Prepare training materials ( it could be prepared by plan preparation unit)
- ➔ Determine potential trainers (probably by professionals from planning unit)
- ➔ Identify trainees (all professionals in the implementing institutions and urban management body should participate)
- ➔ Determine the time required for the training

# TASK 2: COMMENCEMENT OF WORK

## **Activity 1: Promotion activities**

- For successful implementation of the LDP all the responsible institutions should engage themselves in promotion of their respective tasks. This could be done through various mechanisms, of which the following could be cited;
- Organize city wide exhibitions in order to create sufficient understanding of the plan
- Publish the various sector city plans in a reduced format and distribute to the main stakeholders and the community at large
- Introduce incentives for individual plot developers and investors

## **Activity 2: Coordinate activities**

- The activities of the various actors should be coordinated mainly by the responsible government institution to bring about integrated development of the locality under consideration. This task demands strong commitment and concerted effort from the government side. Effective coordination could be achieved through the following measures.
- Arrange regular forum with sector bureaus (housing development office, road authority, water, power, transport etc)
- Coordinate their activities in the project area in order to go inline with the plan
- Establish regular public hearing forums to get feedback from the beneficiaries regarding the performance of each institutions

### **Activity 3: Fund raising**

Development undertakings in resource deficient areas inevitably demand pulling together available resources in order to bring meaningful impact. Accordingly, local development endeavors could be best sponsored by strong involvement of the community through pooling together their resources (finance, labor, know-how and material). Pooling these local resources needs concerted effort from all stakeholders mainly the government and CBOs. The following activities could be mentioned as the best mechanisms of pooling local resources for development purposes;

- ➔ Establish locality development committee in which all interest groups of the community should be represented, notably;
  - Representatives of
    - various formal associations like trade, professionals, women, youth etc
    - Elderly and prominent personalities
    - Social and environmental activists
    - Government institutions
    - Utility companies
- ➔ Introduce innovative institutional and financial schemes, which lead into self-financing LDP implementation
- ➔ In cooperation with the committee the following fund raising and community mobilization activities could be undertaken;
  - Arrange local lottery through strong participation of the local community
  - Organize social events like music concert, theatre show etc
  - Organize trade bazaar
  - Activate the community to contribute for the local development initiatives through labor, finance and material donation

### **Activity 3: Prepare Action Plan**

- ➔ The municipality should develop its action plan for both its sole responsibilities and coordinating the activities of the other actors. Preparing action plan would facilitate successful and efficient implementation and the subsequent evaluation. Give priority for activities that are considered to be prerequisite for the private or community development endeavors notably infrastructure development and establishing enabling regulatory framework
- ➔ Decide on the phasing of the main activities
- ➔ Indicate estimated cost of projects together with their potential sources
- ➔ Specify the responsible unit for specific tasks with in the municipality
- ➔ Set measurable targets for each activities

## **Activity 4: Determine further actions according to the proposals**

- In undertaking all these activities refer carefully to the available regulations and manuals notably renewal and upgrading manual, relocation and compensation regulation etc.
- Assign specific authorized municipal body responsible for ensuring integrated actions of relevant urban actors in LDP areas
- Incorporate LDP policy statements in a municipal legal system and thereby enforce accountabilities at all levels
- Allocate plots for private developers up on demand
- Delineate and undertake further study in areas that are proposed to be redeveloped or upgraded.
- Delineate plots proposed for public services (Education, Health, Public Offices etc)

# PHASE 8: MONITORING AND EVALUATION

## **Activity 1: Monitoring**

Monitoring is an integral part of day-to-day management of implementation process that helps to detect and solve implementation irregularities. The most important advantage of monitoring implementation process is its contribution to early identification of problems before it gets complicated, which in turn simplifies the effort of resolving the problems.

- Lay down milestones that indicate what is to be done when and by whom
- Have a clearly defined monitoring & evaluation schedule
- Establish a strong teamwork spirit among relevant institutions
- Create well-established reporting mechanisms
- Have updated land information
- ➔ Establish plan implementation monitoring unit
- ➔ Clearly regulate the mandate of the unit
- ➔ Strengthen the capacity of the unit in all aspects for better efficiency
- ➔ The unit could conduct its functions through the following mechanisms;
  - Set regular in house report hearing sessions (it might be daily, biweekly or weekly)
  - Arrange regular presentation on the activities performed to the top management of the city/town
  - Set compliant hearing forums for the community and take immediate solutions
- ➔ Provide all the necessary backing for the evaluation team/unit
- ➔ Decide what to be evaluated. Usually evaluation focuses on the following key areas of the implementation process;

# PHASE 8: MONITORING AND EVALUATION

## Activity 2: Evaluation

- Determine the critical stages to undertake evaluation. Evaluation might take place:
  - During deployment, to check whether all the necessary manpower and material as well as techniques to begin activities are fulfilled,
  - When a fourth of the activities is completed,
  - When it reaches half way,
  - When 75% is completed and
  - When all the planned activities are completed.
- Identify who should undertake the evaluation
  - Present achievements vis-à-vis pre-set objectives
  - Present objectives vis-à-vis beneficiaries opinion
  - Present achievements vis-à-vis beneficiaries satisfaction
- Decide the level of detail of the evaluation process