

REPUBLIC OF KENYA

COUNTY SPATIAL PLANNING IN PASTORAL AREAS

TOOLKIT (I): PRE-PLANNING, VISIONING AND OBJECTIVE SETTING





Contact Us

NATIONAL LAND COMMISSION

ACK Bishops Garden Annex, 1st Ngong Avenue

Off Ngong Road, 7th Floor

P.O Box 44417-00100

Tel: + 254-2-2718050,

NAIROBI, Kenya

Email: info@landcommission.go.ke , website: www.landcommission.go.ke

© NLC 2019



CSP step 1 & 2 ↓



TABLE OF CONTENTS

List of Figures	vii
List of Tables	vii
Abbreviations & Acronyms	viii
Foreword.....	1
Acknowledgement	3
PREAMBLE	5
About this Toolkit.....	5
Who are the targeted users of the Toolkit.....	5
How to use the Toolkit.....	6
CSP STEP 1 - PRE-PLANNING	7
1.1 What is Pre-Planning?	9
1.1 Why Pre-Planning?	9
1.3 Who are involved in Pre-Planning?	10
TOOL 1.1-A: DEVELOP TECHNICAL CAPACITY AND INFRASTRUCTURE	15
TOOL 1.2-B: RECONNAISSANCE SURVEY.....	17

1.2.1 Desktop Study.....	17
1.2.2 Acquisition of Preliminary Maps and Plans	17
1.2.3 Planning the Field work Itinerary	17
1.2.4 Field visits	18
1.2.5 Preliminary Data Analysis.....	18
1.2.6 Determine the Planning Issues	18
TOOL 1.2-C DELINEATING THE COUNTY INTO GEOGRAPHIC PLANNING ..	
AREAS	21
Participants in this activity:.....	21
Steps for Identifying Planning Areas:.....	21
TOOL 1.3-A: SAMPLE WORK PLAN CHECKLIST.....	25
TOOL 1.3-B: PROCUREMENT OF CONSULTANCY SERVICES	31
TOOL 1.3-C: STAKEHOLDER MAPPING.....	33
TOOL 1.3 -D: PREPARATORY MEETINGS WITH TRADITIONAL AND	
COMMUNITY LEADERS	35
CSP STEP 2 VISIONING AND OBJECTIVE SETTING.....	39
2.1 What is a Vision?	39

TOOL 2.1-A: THE VISIONING PROCESS.....	43
TOOL 2.1-B: SETTING OBJECTIVES FOR THE CSP	45

LIST OF FIGURES

Figure 1: summary of the tasks during the reconnaissance survey.....	19
Figure 2: Vision.....	39
Figure 3: Objective setting	45

LIST OF TABLES

Table 1.1 Work Plan	25
---------------------------	----

ABBREVIATIONS & ACRONYMS

CIP	Capital Investment Plan
CGIAR	Consultative Group on International Agricultural Research
CSP	County Spatial Plan
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GIS	Geographic Information System
ILRI	International Livestock Research Institute
LUA	Land Use Alternatives
RECONCILE	Resource Conflict Institute
NLC	National Land Commission



FOREWORD

The National Land Commission recognizes the unique characteristics of Pastoral Areas and the significance of rangelands in national and county development. Further, the Commission acknowledges the central role of County Spatial Planning in realizing effective and sustainable management and development of rangelands and pastoralism. An effective and efficient County Spatial Planning process can be a cornerstone to achieving County Spatial Plans that resonate with the aspirations of the citizens.

The resulting County Spatial Plan (CSP) is much more than “just a plan”. It can be a key part of a county’s rangeland management system and guide a county’s strategy for sustainable development, not only for the livestock sector but also for the economy as a whole. It is an investment in a county’s future.

Section 110 of the County Governments Act 2012 requires County Governments to prepare County Spatial Plans to give effect to principles and objects of County Planning. The County Spatial Planning process is undertaken in a series of nine steps. This Toolkit elaborates steps one and two that relate to preparation for the planning process and agreeing on an overarching vision and objectives for the plan.

Pursuant to Article 67 (2) (h) of the Constitution of Kenya 2010, “*to monitor and have oversight responsibilities over land use planning throughout the country*” the Commission recommends this toolkit as a necessary reference and guide in the process of preparing County Spatial Plans in Pastoral areas.

Kabale Tache Arero
Ag. Secretary/CEO,
NATIONAL LAND COMMISSION





ACKNOWLEDGEMENT

THIS TOOLKIT has been prepared through consultative joint effort bringing on board several development partners, professionals and Government agencies.

The Commission thanks the following agencies for the support in preparing the document: European Union (EU) through the Food and Agriculture Organization of the United Nations- Land Governance Programme (FAO - Kenya); International Livestock Research Institute (ILRI); the CGIAR Research Program on Livestock; and the Feed the Future Kenya Accelerated Value Chain Development program and Resource Conflict Institute (RECONCILE).

The Commission commends the valuable direction and leadership of the Land Use Planning Directorate in preparing the Toolkits. Specifically, we appreciate the following authors: Dr. Herbert Musoga, PhD (Director Land Use Planning-Team Leader); Mrs. Rose Kitur (Deputy Director of Land Use Planning); Dr. Lance Robinson (Senior Scientist and researcher specializing in environmental governance and social-ecological resilience in pastoralist systems - ILRI); Mr. Elijah Letangule (Deputy Director Advocacy-NLC); Husna Mbarak (FAO-Kenya); Mr. Peter Ken Otieno: Technical Coordinator- Rangelands Initiative Africa Programme of ILC Coordinated by RECONCILE; Mr. Daniel Mmbai (Principal Land Use Planner); Mr. Christopher Kitonga (Principal Land Use Planner); Ms. Alice Kaumba (Chief Land Use Planner); Mr. Adelbert Moriango (Senior Land Use Planning Assistant); Mr. Ebole Syumbu; Mr. Kelvin Mutwiri and Mr. Kepher Gallus.

Special appreciation to Mrs. Caroline Otieno for the secretarial work and formatting

the reports and documents and Franklin Ongeti Osango (Graphics and document Designer).

We acknowledge valuable contribution and comments from the following categories of stakeholders: Hon Kulamo Bullo - Chairperson Land Sector Frontier Counties Development Council; Mr. Achiba Gargule - Government & Policy Advisor FCDC; Mr. Buoga Jared Omondi - Delivery Director Presidential Delivery Unit.

National Land Commission Coordinators: Rebecca Maritim - Baringo; Josphat Wasua - Laikipia; Eric Ndeda - West Pokot; James Longole - Turkana; Molu Halakhe - Marsabit; Abdullahi Jillo - Tana River; Mathew Muli - Isiolo and John Lolkitekui - Samburu.

Chief Officers in charge of Lands & Physical Planning: Rashid Arale (Isiolo), Muktar I. Gucha (Marsabit), Timothy Lomulen (West Pokot), Mark Ewoi (Turkana), Catherine Changwony (Baringo).

Physical Planners: Frankline Kiche - Baringo, Joshua Ondari - West Pokot, Stephen Njoroge - Turkana, Kamiri Elvis - Lamu, Mwenda Riungu - Tana River, Peter G. Nteere - Isiolo, J. Kinyua Miriti - Samburu, Danson Kolia - Lamu, Kimutai Cheruiyot - Isiolo, Osman M. Galgallo - Isiolo.



Dr. Herbert Musoga (PhD)
Director Land Use Planning,
NATIONAL LAND COMMISSION

PREAMBLE

ABOUT THIS TOOLKIT

This Toolkit elaborates on specific activities at the pre-planning, visioning and objective setting stages in the County Spatial Planning process. It seeks to clarify, simplify and consolidate the requirements for the different steps in the process. These first two steps are documented in pg. 17 of the County Spatial Planning: Monitoring and Oversight Guidelines. They are further contextualized within the Annex as they apply to preparing County Spatial Plans in Pastoral Areas.

The Toolkit is divided into two main parts consisting of several tools that identify and describe key activities and tasks to be carried out. The tools include:

- Developing Technical Capacity and Infrastructure
- Reconnaissance Survey
- Delineating the County into Geographic Planning Areas
- Sample Work Plan Checklist
- Procurement of Consultancy Services
- Stakeholder Mapping
- The Visioning Process
- Setting Objectives for CSP
- Visioning and Objective Setting Steps
- Meeting between the Consultant and Technical Team

WHO ARE THE TARGETED USERS OF THE TOOLKIT

The primary users of this toolkit are the County Government Land Use Planners responsible for preparing County Spatial Plans as well as Consultants who may be contracted to prepare CSP's by County Governments. It is also an essential reference for: Chief Officers, County Executive Committee Members, Members

of County Assemblies, Development Partners, Civil Society Organizations and Development Agencies in the Pastoral Areas.

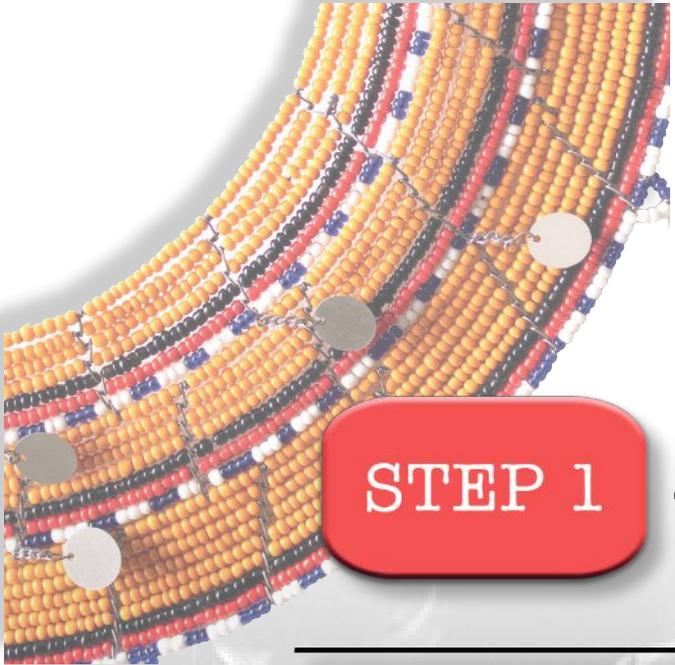
The Toolkit may also be a reference for students of planning at the universities. Agencies charged with monitoring and overseeing development activities in counties may find the toolkit useful.

HOW TO USE THE TOOLKIT

The Toolkit is a resource to draw upon rather than a prescription that must be followed precisely. Planning teams therefore may need to adapt the activities to their own context and work out the details of how to carry out the activities.

This Toolkit should be used alongside Toolkit (II) (Research, Mapping and Situation Analysis) and Toolkit (III) (Developing Scenarios and Formulating Plan Proposals).

The Toolkit should also be used in conjunction with other Advisories issued by the National Land Commission. These advisories include: *the County Spatial Planning: Monitoring and Oversight Guidelines*; *the Exemplar Format of a County Spatial Plan* and the *annex to the guidelines on County Spatial Planning in Pastoral Areas*.



CSP step 1 ↓
PRE - PLANNING





1.0 PRE-PLANNING

1.1 WHAT IS PRE-PLANNING?

Pre-planning is preparing or getting set for the planning process. It is an essential step that determines whether the County Government will proceed with the process of preparing a County Spatial Plan or not. It involves:

- An assessment of the capacity and preparedness of the County to undertake the process of preparing the CSP;
- Designing the process;
- Quantifying and ensuring the availability of the requisite human resources, finances, infrastructure, facilities and the competence to coordinate the institutions that will be involved in the process.

1.2 WHY PRE-PLANNING?

Preparation of a CSP is a multi-sectoral and multi-disciplinary undertaking involving several varied actors and institutions. These require to be properly identified and coordinated for effective participation and meaningful contribution. Further, financial resources need to be mobilized and made available in a timely manner. It is therefore essential that these aspects are clearly assessed and provided for to enable successful design and actualization of the CSP process in the pastoral areas. As well, a well-structured and designed process will have a very strong bearing on subsequent effective implementation of the CSP. The pre-planning stage is the ideal juncture to ensure that the unique aspects of the pastoral areas are integrated into the CSP process.

1.3 WHO ARE INVOLVED IN PRE-PLANNING?

The County Director of Land Use Planning should take the lead in initiating, coordinating and steering the pre-planning stage. This should be within the protocol of the County Government structure.

1.4 WHAT ARE THE ESSENTIAL STEPS IN PRE-PLANNING?

To lay a firm foundation for the planning process, some preliminary steps are crucial. These include:

1. Determining the planning readiness of the Department responsible for CSP. This entails:

- ✓ Gathering all the necessary information needed;
- ✓ Constituting a planning team;
- ✓ Deciding on the champion of the planning process,
- ✓ Establishing an implementation schedule for the team to follow.

It is important to consider what it will take to make the County successfully complete the planning process and what needs to be avoided and or mitigated.

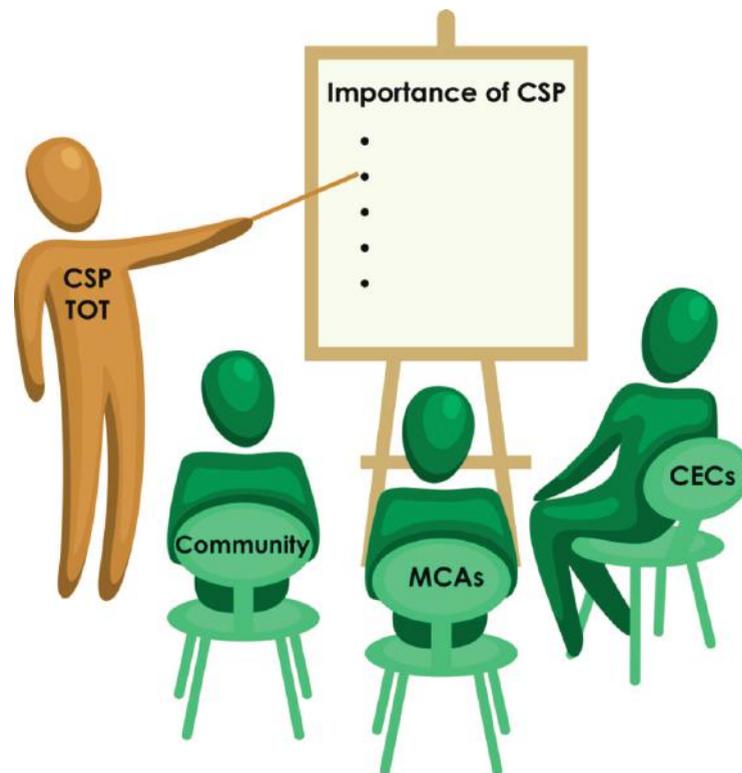
2.Sensitization

This entails creating awareness on the benefits and requirements of a county spatial plan. This should be done at two levels:

- a) **The county executive and the county assembly** - The county executive is responsible for prioritizing projects to be funded by the county government, preparing the CSP, mobilizing the resources, facilities, infrastructure, human resources and the good will necessary for the planning process. Whereas the county assembly is responsible for approving budgets for the prioritized projects, and approving the county spatial plans. As well, the Members of the County Assembly assist in mobilizing communities to participate in planning exercises.

b) The communities - The communities are sensitized to enable them to meaningfully participate in the planning activities such as sharing indigenous and local knowledge, volunteering information necessary for the planning, sharing their aspirations, needs and concerns, participating in formulating the vision. They need to understand the plan and adhere to the plan once complete and approved as well as assisting in policing the plan implementation.

The county government, therefore, should facilitate the process by taking the lead through the Planning unit with varied support from partners to undertake a pre-CSP awareness and sensitization exercise. Subsequent steps are as itemized in Table 1.2 and elaborated in the tools.



CSP TOT - County Spatial Planning Trainer of Trainers

Table 1.2: The Essential Steps in Pre-planning Stage

Activities	Tasks	Output
1.1 Sensitization	Awareness creation <ul style="list-style-type: none"> • To the county executive • To the county assembly • To the community 	
1.2 Develop Technical Capacity and Infrastructure	1.2.1 Hire planners 1.2.2 Acquisition of office space 1.2.3 Office stationary, equipment, computers, GIS software, project vehicle, 1.2.4 Appointment of team members 1.2.5 Formulation of T.O.R. for consultants	Planning team
1.3 Reconnaissance Survey	1.3.1 Desktop study 1.3.2 Acquisition of preliminary maps 1.3.3 Plan itinerary 1.3.4 Undertake field visits 1.3.5 Preliminary data analysis 1.3.6 Determine the planning needs	Scoping report

Activities	Tasks	Output
1.4 Develop Work Plan	1.4.1 Determine the activities 1.4.2 Resource requirements 1.4.3 Identify Actors 1.4.4 Indicate Time frame	Planning needs assessment
1.5 Consultative meeting with the Chief Officer and CECM	1.5.1 Set meeting dates	Work plan and budget approved
1.5 Issuing Notices of intention to plan	1.5.1 Preparation of gazette notice 1.5.2 Publication of gazette notice	Gazette notice
1.6 Procurement of Consultancy Service	1.6.1 Preparation of EOI 1.6.2 Advertisement for EOI 1.6.3 Receiving and opening of the EOI 1.6.4 Formation of committee to open and evaluate 1.6.5 Notification of successful bidder	Successful bidder

Activities	Tasks	Output
1.7 Stakeholder Mapping	1.7.1 Stakeholder analysis and develop a strategy for stakeholder engagement 1.7.2 Preparatory meetings with traditional and community leaders	Checklist

TOOL 1.1-A: DEVELOP TECHNICAL CAPACITY AND INFRASTRUCTURE

This entails defining and assembling of the competent human resources, allocation and reallocation of the staff, mobilizing of necessary resources, e.g. sufficient office space to serve all the technical staff and equipment and establishment of a planning team in the county. Specific tasks will include:

1.1.1 HIRE PLANNERS

- Hire qualified planners among them a registered planner (who will supervise the planning exercise) or
- Reassign a qualified county technical staff

1.1.2 ACQUISITION OF OFFICE SPACE

- Office stationery, equipment, computers, GIS software, provide sufficient space to serve all the technical staff and all equipment.

1.1.3 PROVIDE EQUIPMENT, SOFTWARE, PROJECT VEHICLE

- Provide a suitable project vehicle to be used for field work

1.1.4 ESTABLISH COUNTY SPATIAL PLANNING TEAM

- The planning team should be multidisciplinary, multi-sectoral and representative (Land use planners, surveyors, environmentalist, economist, GIS Expert, sociologist, rangeland specialist etc.) This should be done through appointment letters.
- The County Spatial planning team will be coordinated by the County Director, Land Use Planning.

1.1.5 FORMULATION OF T.O.R. FOR CONSULTANTS

The County Director of Land Use Planning will need to determine what tasks and activities will be undertaken by the consultants.

The crafting of the terms of reference must be very explicit regarding expectations and deliverables.

Terms of reference (T.O.R.) refers to an outline of activities and tasks for the consultants including timeline, scope of work and deliverables. The development of the T.O.R. should provide a context and need for planning rangelands and the kind of stakeholders to be engaged.

TOOL 1.2-B: RECONNAISSANCE SURVEY

This is a preliminary survey used at the initiation of any project work through gathering preliminary data both spatial and non-spatial and suggesting possible alternative paths and routes. The process of carrying out a reconnaissance survey include:

1.2.1 DESKTOP STUDY

It occasions collection of baseline information from existing secondary sources about the pastoral Counties. Sources of this data include Open GIS sources, existing reports, KNBS, Survey of Kenya, County Information Documentation Centers, regional development authorities e.g. ENNDA and previous CIDPs etc.

1.2.2 ACQUISITION OF PRELIMINARY MAPS AND PLANS

This involves acquiring existing maps and plans, which provide a general spatial overview of the planning area. This include topographical maps, regional development plans, previous county spatial plans, urban land use plans, infrastructure maps and reports.

Sources of this data include Survey of Kenya, Ministry of Lands and Physical Planning, County records, Roads, public works and regional authorities e.g. ENNDA.

1.2.3 PLANNING THE FIELD WORK ITINERARY

This refers to developing a program for undertaking reconnaissance survey. It includes the following activities:

- ❖ Delineate the county into Planning Areas
- ❖ Decide on the team, equipment, time frame, and number of vehicles,
- ❖ Identify the route
- ❖ Identify contact persons on the ground e.g. *Clan Elders, Community Leaders, Chiefs of the areas - because of the institutional memory*

1.2.4 FIELD VISITS

This is a process that involves carrying out transect surveys, observing, collecting, recording, and documenting both attribute and spatial data by the planning team.

1.2.5 PRELIMINARY DATA ANALYSIS

This involves processing spatial and non-spatial data gathered from the field visit and desktop survey

1.2.6 DETERMINE THE PLANNING ISSUES

Having undertaken the preceding steps the planning team is able to determine the issues to be addressed in the planning process, magnitude of the work, gaps and areas of focus in reference to the various sectors e.g. water, infrastructure, human settlements, mineral resources, wildlife and tourism, agriculture, rangelands and livestock production.

Figure 1: summary of the tasks during the reconnaissance survey





One of the outputs from a reconnaissance survey is a recommendation of how to delineate the county into spatial planning areas. This should help structure public participation in the spatial planning process.

In some cases, a county may simply choose to use its sub-counties as the Planning Areas. However, sub-county or other administrative boundaries are not always very relevant for how rangelands are used and managed.

Not every task will be completed at the same time for every part of the county; instead, some tasks will proceed in a step-wise fashion in different Planning Areas, eventually to be brought together at county level.

PARTICIPANTS IN THIS ACTIVITY:

- ✓ The planning team coordinated by the county director of land use planning.
- ✓ administration
- ✓ County Lands Department staff;
- ✓ Representatives of umbrella organizations or networks of community organizations at county-level (e.g., county pastoralists association, county natural resource management forum, association of conservancies, etc.);
- ✓ Representatives of NGOs engaged in natural resource management and land issues in the county.

STEPS FOR IDENTIFYING PLANNING AREAS:

- ❖ **Assemble maps and/or GIS layers of information relevant to the identification of Planning Areas.**

Assemble maps and/or layers of customary territories, resources such as drought reserve pastures that are shared by more than one community,

resource sharing agreements, known large-landscape scale land and Natural Resource Management (NRM) plans and planning activities, and umbrella/ clusters networks of community NRM organizations that do joint planning. Where such information is not already available in maps or GIS layers, this might be done by knowledgeable participants in a workshop setting.

❖ **Deliberate on possible demarcation of Planning Areas.**

This is to be in conjunction with stakeholders (*see Participants identified earlier in this tool Activity*), deliberate on the pros and cons of different demarcations. This would normally be done in a workshop in which other tasks that are part of CSP Pre-Planning phase are also addressed. However, it may also involve one-on-one discussions with knowledgeable stakeholders.

❖ **Decide on and map the Planning Areas.**

Decide on best delineation of the county in to Planning Areas and produce a GIS shapefile layer of the units. This may be done first on a paper map and then digitized or may be done directly in GIS software.

QUESTIONS TO CONSIDER IN DECIDING ON PLANNING AREAS

- ✓ *Are there customary rangeland demarcations that are relevant for rangelands management?*
- ✓ *What resources are regularly shared among communities (e.g., drought reserve pastures) who and where are the communities which share those resources?*
- ✓ *Which communities have a high level of interaction with each other, with their respective herds often using pasture and water resources that are regularly shared?*
- ✓ *What inter-community and larger scale NRM plans and land use plans and resource sharing agreements already exist?*
- ✓ *How relevant are administrative boundaries (especially. sub-county, constituency, wards, sub locations) for how communities use and manage rangelands?*
- ✓ *For any suggested Planning Area, how easy will it be to organize participation and representation from all communities within the area? (Don't make the Planning Areas too large.)*



TOOL 1.3-A: SAMPLE WORK PLAN CHECKLIST

Table 1.1 Sample Work Plan

	ACTIVITY	ACTORS	RESOURCES	TIME FRAME
1	Pre-Planning	<ul style="list-style-type: none"> • County Planning team (CECM, Chief Officer and county Director of land use planning) 	<ul style="list-style-type: none"> • Office space, • Stationery, • Equipment (computers, GIS software/lab, project vehicle) 	Two weeks
2	Visioning and Setting of Objectives	<ul style="list-style-type: none"> • Consultants • County Planning team (CECM, Chief Officer and County Director of land use planning) • Community members, rangelands users, CSOs (civil society), traditional leaders, opinion leaders and other Stakeholders. 	<ul style="list-style-type: none"> • Venue • Financial resources, • Facilitators, • Stationery, • Equipment, 	3rd Week

	ACTIVITY	ACTORS	RESOURCES	TIME FRAME
3	Establishing of GIS Lab, Data Collection & Mapping	<ul style="list-style-type: none"> • The County Government (CECM, Chief Officer Lands, county planners, etc.) • County Planning Team (Manager, GIS experts, Economists, Environmentalists, Surveyors, consultants, etc.) • Community elders/leaders 	<ul style="list-style-type: none"> • GIS station • Human and financial resource • Equipment • Tools (GPS, Tablet, Fields questionnaires, cameras, etc.) 	Start 4th Week - End 20th Week
4	Situational Analysis	<ul style="list-style-type: none"> • The County Government (CECM, Chief Officer Lands, county planners, etc.) • County Planning Team (Manager, GIS experts, Economists, Environmentalists, Surveyors, consultants, etc.) Community elders/leaders 	<ul style="list-style-type: none"> • Venue • Financial resource, • Facilitators, • Stationery, • Equipment, 	21st Week - 25th Week

	ACTIVITY	ACTORS	RESOURCES	TIME FRAME
5	Developing Scenarios (Modeling)	<ul style="list-style-type: none"> • The County Government (CECM, Chief Officer Lands, county planners, etc.) • County Planning Team (Manager, GIS experts, Economists, Environmentalists, Surveyors, consultants, etc.) • Community members • Opinion leaders 	<ul style="list-style-type: none"> • GIS station • Human and financial resource • Equipment • Tools (GPS, tablets, field questionnaires, cameras, etc.) 	26th Week - 28th Week
6	Formulating Plan Proposals	<ul style="list-style-type: none"> • County Planning Team (Manager, GIS experts, Economists, Environmentalists, Surveyors, consultants, etc.) • Community members • Opinion leaders 	<ul style="list-style-type: none"> • Financial and human resources 	29th Week - 37th Week

	ACTIVITY	ACTORS	RESOURCES	TIME FRAME
7	Presenting & Publishing CSP	<ul style="list-style-type: none"> • The County Government (CECM, Chief Officer Lands, county planners, etc.) • County Planning Team (Manager, GIS experts, Economists, Environmentalists, Surveyors, consultants, etc.) • Community members • Opinion leaders • Development partners • National government actors • Investors 	<ul style="list-style-type: none"> • Financial resources • Facilitators • Venue 	38th Week - 50th Week
8	Approval of the County Spatial Plan	<ul style="list-style-type: none"> • County Government (County Director Land use Planning, CECM, Governor) • County Assembly • Governor 	<ul style="list-style-type: none"> • Financial resources 	51st Week - 52nd Week

	ACTIVITY	ACTORS	RESOURCES	TIME FRAME
9	Launching the approved County Spatial Plan	<ul style="list-style-type: none"> • The County Government (CECM, Chief Officer Lands, county planners, etc.) • County Planning Team (Manager, GIS experts, Economists, Environmentalists, Surveyors, consultants, etc.) • Community members • Opinion leaders • Development partners • National government actors 	<ul style="list-style-type: none"> • Financial resources 	52nd Week

NB: The time frame will commence from the effective date of signing the contract.



TOOL 1.3-B: PROCUREMENT OF CONSULTANCY SERVICES

Most counties in the pastoral areas lack capacity to undertake county spatial planning. The need to hire a consortium headed by a registered and practicing physical planner to lead the Planning process in the rangelands shall be critical.

A County government shall select a firm among those invited to submit a proposal, in accordance with the method of selection detailed in the County Spatial Planning Monitoring and Oversight Guidelines (Pgs. 69-70).

- The method of selection shall be as indicated by the procuring county in the guidelines and consistent with procurement laws of Kenya.
- The consultants shall be invited to submit a Technical Proposal and a Financial Proposal. The proposal will be the basis for Contract negotiations and ultimately for a signed Contract with the selected firm.
- The consultants must familiarize themselves with county conditions and take them into account in preparing their proposals.
- To obtain firsthand information on the assignment and on the local conditions, consultants are encouraged to liaise with the County regarding any information that they may be required attend a pre-proposal conference where applicable.

The above process shall be done in compliance with Public Procurement and Asset Disposal Act No 33 of 2015 and in adherence to the direction provided in the County spatial planning: monitoring and oversight guidelines. Pages 71 to 80



TOOL 1.3-C: STAKEHOLDER MAPPING

This tool presents the planner with steps for systematic, effective stakeholder mapping. Stakeholder engagement will be undertaken at three critical stages namely: inception stage (1st), situational analysis (2nd) and plan proposal (3rd).

1. STAKEHOLDER IDENTIFICATION

For effective public participation, stakeholder identification should consider:

- ✓ The immediate targeted users of the CSP;
- ✓ The people who have a key stake in CSP's;
- ✓ People and institutions that need to be brought on board to support the CSP process;
- ✓ Inclusivity and prior information sharing
- ✓ Collaborations, cooperation and networking
- ✓ Opinion leaders;
- ✓ Community leaders
- ✓ People with indigenous knowledge on the local situation;
- ✓ People who have executive authority in the geographical/ subject area
- ✓ Spatial distribution (stakeholders mapping) of the stakeholders
- ✓ Women, youth and persons with disability.

2. MODE OF ENGAGEMENT

Engagement of stakeholders will take this form:

- ❖ Focused group discussions,
- ❖ Stakeholder forums (workshops),
- ❖ Public hearings,
- ❖ Consultative forums, (Resource base, Catchment and community levels)
- ❖ Letters,
- ❖ Social media,
- ❖ Advertisements,
- ❖ Press conferences, Talk shows, Newsletters, Displays and exhibitions, Brochures,
- ❖ Public fora.



TOOL 1.3 -D: PREPARATORY MEETINGS WITH TRADITIONAL AND COMMUNITY LEADERS

The purpose of preparatory meetings with the community leaders is to ensure that there is a proper understanding of the objective of the planning process and the role of the traditional leaders and other leaders.

- Begin your presentation by emphasizing the importance of teamwork.
- Remind your participants that they are leaders
- Inform the participants that spatial planning is not a new thing but something they interact with every day.
- That, most activities in participatory processes are collaborative.

1. Nominate roles (moderator, visualiser, time-keeper, etc)

Remember participatory planning is by everyone present since they are going to define resources that they interact with frequently. Encouraging participants to alternate all roles for each exercise, in order to experience as many roles as possible.

2. Clarify the task

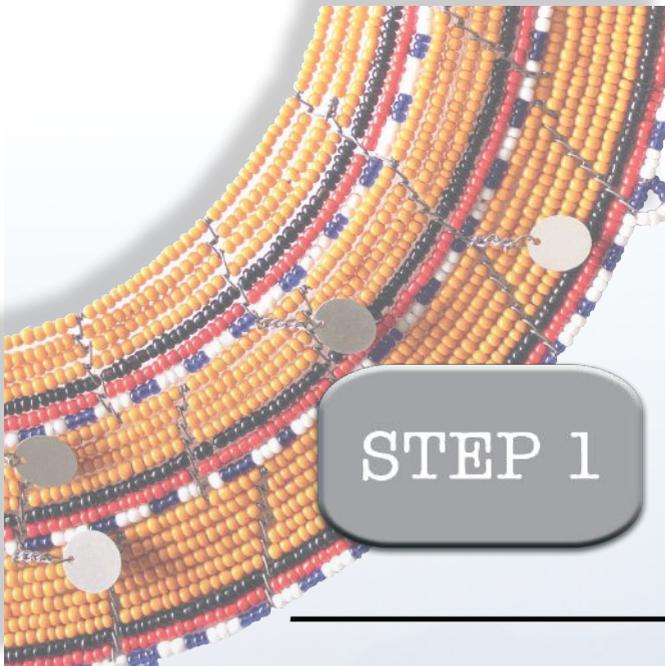
Define the task to be achieved and read it aloud. Discuss with the team whether the task is clear to everybody and come to a common understanding.

3. Decide upon working steps

Discuss jointly which working steps are necessary in order to achieve the task and write out the steps on flip chart.

4. Decide upon a division of labour

Look at the working steps together and decide whether some of the steps could be done in sub-groups simultaneously in order to save time; if so, decide together who wants to work on which step/sub-task. Present a preview of the task by examples.



STEP 1



STEP 2



STEP 3

CSP step 2

VISION AND OBJECTIVE SETTING

STEP 6



STEP 5



STEP 4





2.0

VISIONING AND OBJECTIVE SETTING

2.1 WHAT IS A VISION?

Vision describes and illustrates the desired future to make it more vivid, real, and compelling so as to serve as an impetus for the present actions. It is meant to make the stakeholders to have a glimpse of the desired future state of the county (an artist impression of the desired county to live work invest and play) in a visioning process citizens and stakeholders are brought together, thus visioning is a participatory tool to develop a shared vision of the future. It considers long term past as well as long term future.

POINTS TO NOTE:

It may cover what the County will look like, what facilities will be needed and what it will be like to live and work there

It should be concise and locally distinctive

Aspirational but grounded.



Figure 2: Vision

Table 2.1: Steps in Visioning and Objective Setting

ACTIVITIES	TASKS	OUTPUT
2.1 Consultative meeting between the consultant and technical team	Set venue and date Develop Program and Assign responsibility Invitation	Program
2.2 Engage the stakeholders	Welcome and introduction Make presentations Plenary discussions and feed back	Workshop report
2.3 Defining the overall framework for the plan	Identify existing legal and institutional frame work	Planning framework for the ASAL
2.4 Defining Key values to drive the spatial planning process	To ensure Inclusivity To ensure participatory approach To ensure Transparency and Accountability To ensure Sustainability To ensure Equity	

ACTIVITIES	TASKS	OUTPUT
2.6 Defining Key principles which will be applied when making land use decisions	Integration of national values - Protection of environmentally sensitive areas and natural resources Integration of the rights and interest of the pastoral communities - lifestyle Sustainable use of resources within pastoral areas Promote equitable resource allocation that meets the needs of pastoral communities	Check list
2.7 Defining Key spatial issues which need to be dealt with	Identify Settlement patterns Identify Grassing patterns - Identify Stock routes & wildlife corridors Identify Conflict areas and issues Identify Livestock infrastructure Identify wildlife areas	Check list
2.8 Setting Priorities		Objectives



TOOL 2.1-A: THE VISIONING PROCESS

The process can be adapted to a range of contexts and output needs, from engaging in a full stand-alone visioning process to using smaller components embedded in other ongoing planning or engagement processes. This critical and distinguishing components include:

Consolidation -integration of local knowledge, the best available scientific data information, resource maps and resource use, and planning experiences, local knowledge, and cross-disciplinary expertise together

Participation - Participatory processes provide local knowledge, prioritize and evaluate local planning options, and ensure that visualizations are locally credible.

Visualizations - test different models and provide credible and compelling ways of communicating and assessing complex issues to local community members and decision-makers.

Despite their long-term and normative nature, visions should be informed by reality. They should indicate how the county with its specific needs and resources should look like in future.

The outcomes of a visioning process should include some pictures and illustrations that communicate in a powerful way the desired future. This method of using pictures and illustrations is very important in making a compelling and long lasting impression in the minds of the participants

The process of developing the Vision should include the following steps:

- Develop a Working Vision with the stakeholders.
- Popularize the Vision through stakeholder meetings to inform an agreed vision.
- Revise the Vision if necessary after the formulation of the Development Strategies

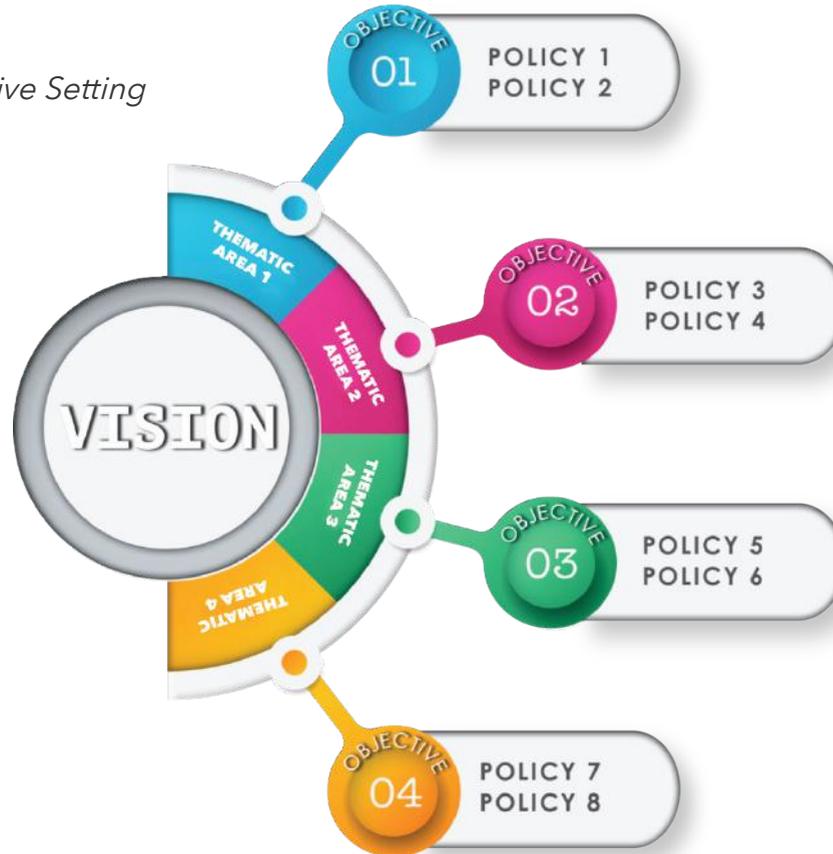
GUIDING QUESTIONS IN VISIONING

- What challenges do you face in your county?
- How will you like these challenges to be addressed?
- What is unique about your County (potentials & opportunities)?
- How does your County look like now in terms of development and where can you realistically expect it to be in future?

TOOL 2.1-B: SETTING OBJECTIVES FOR THE CSP

Objectives are the means of realizing the shared vision. They are derived from the vision and based on thematic areas. They are short statements that describe the action that should be undertaken to realize the vision. They should be SMART and aligned to sections 103 and 110 of the County Governments Act, 2012. The objectives should be linked to thematic areas and subsequent policies, strategies and actions.

Figure 3: Objective Setting





TOOL 2.2-A: THE FIRST STAKEHOLDERS MEETING(S)

Public participation from the earliest stages of the planning process is crucial. Stakeholders should be involved in conceptualizing the vision for the plan and feel that the vision, the planning process, and eventually the plan itself belong to them. In the *County Spatial Planning Monitoring and Oversight Guidelines*, stakeholder involvement in the vision and objective setting stage is described as the “First Stakeholders Meeting”. To ensure meaningful and broad public participation, this will usually require a series of forums or workshops. There may, for example, be a stakeholder meeting in each of the Planning Areas and then one high level stakeholder’s forum for the entire county.

Objectives of first stakeholder meeting

- ✓ To develop a shared vision or direction that they can agree to and buy into;
- ✓ To formulate creative solutions through dialogue and group processes;
- ✓ To resolve conflict through negotiation and mediation;
- ✓ To communicate the wishes, interests and aspirations of the people they represent.
- ✓ To facilitate the process of proper planning and achievement of sustainable development of the County.

The outputs of the first stakeholders meeting(s) include:

- ✓ Agreeable vision and objectives
- ✓ Opportunities, challenges and inherent and trends in area
- ✓ Way forward on further engagements
- ✓ Consensus on planning.

CHECKLIST FOR CONSULTATIVE MEETING

1. Set venue and date

- Select a site that can accommodate 40 - 100 persons
- Carefully consider the venue and schedule, and how it will accommodate participants with differing schedules or lifestyles e.g. nomadic communities
- The venue should be accessible to all stakeholders
- Set up the venue with participants seated in a circle - this encourages participation by all persons in attendance

2. Develop Program and Assign responsibility

- The program (arrival & departure) should consider the distances travelled by the participants
- There should be Key individuals to support the visioning process e.g.
 - o facilitator who will manage the large group process in a neutral way,
 - o one or two note-takers to record the discussion,
 - o and observers

3. Invitation

- The invitation should be clear and sent in a timely manner
- Select appropriate mode of communication e.g. through local Chiefs and Community leaders.

4. Welcome and Introduction

- Help people feel comfortable upon arrival and emphasize that the goal is to create a shared vision for the community and not a vision for any one organization

5. Presentations and Plenary discussions

- Use appropriate language and illustrations that can be understood by all.

REFERENCES

1. National Land Commission, Directorate of Land Use Planning (2015), **County Spatial Planning: Monitoring and Oversight Guidelines**; Nairobi.
2. Republic of Kenya, **The Constitution of Kenya, 2010.**
3. Republic of Kenya, **The County Governments Act, 2012.**
4. Ministry of Lands, **Sessional Paper No.3 of 2009 on National Land Policy.**
5. Sanginga, P. and Chitsike, C., (2005). **The power of visioning. A handbook for facilitating the development of community action plan. Enabling Rural Innovation Guide 1.** International Centre for Topical Agriculture: Kampala, Uganda
6. Steven Ames (2006) **what is Community Visioning?** American Planning Association.
7. Steven Ames (2006), **Planning and Urban Design Standards**, American Planning Association, JR Wiley & Sons.
8. Susan Clark and Delia Clark ; **Community Visioning: An Organizers Guide for Participatory Planning:** Quebec Labrador Foundation CS Mott Foundation Environmental Partnership for Central Europe



PHOTO CREDITS

Front Cover	Kenya pastoralist women child- northprovince-USAID
Page 6	Cattle crossing tana-river : courtesy Jeremiah Asaka
Page 8	Goats in Galana Kilifi county Courtesy Daily nation
Page 20	Floods Courtesy KBC
Page 24	Goats in Galana Kilifi county Courtesy Daily nation
Page 30	Maasai with cows
Page 34	Tourist camels
Page 38	Cattle in Kenya
Page 42	Tourist with camels



Food and Agriculture
Organization of the
United Nations



FEED THE FUTURE
The U.S. Government's Global Hunger & Food Security Initiative



RECONCILE



ILRI
INTERNATIONAL
LIVESTOCK RESEARCH
INSTITUTE



**RESEARCH
PROGRAM ON
Livestock**



NATIONAL LAND COMMISSION

ACK Bishops Garden Annex, 1st Ngong Avenue,

Off Ngong Road, 7th Floor

P.O. Box 44417 – 00100,

- Tel: +254-2-2718050, Nairobi, Kenya

-Email: info@landcommission.go.ke , Website: www.landcommission.go.ke



Funded by the European Union

Disclaimer;

The views expressed in this publicaion do not necessarily reflect the views of the European Union Commission