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Bureau of Environmental Protection, Land Administration and Use
(BoEPLAU)

Tana sub basin Land Use Planning and Environmental Study Project

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1 INTRODUCTION

The need for planning becomes evident only due to the directives for the implementation. Land use planning without implementation is rather a cost which results in a waste of time and energy. That is why land use planning does not end with the preparation of a plan. It must also be implemented with considering the contextual issues.

In this process, measures taken must primarily be oriented towards the working rhythms and learning processes of the beneficiary population, i.e. the main actors in the implementation process. It often proves to be disadvantageous to force the plan implementation. The implementation plans should contain attractive goals and adapted to suit the volume, which can be achieved by the beneficiary groups.

Mostly state authorities or regional development bodies are lead agencies for implementation. The implementation is monitored and controlled with the help of a monitoring and evaluation system on the basis of commonly fixed indicators.

In projects dealing with land resources management and rural regional development there are different ways of carrying out measures. Experience has shown that especially the implementation of any relevant measures for wide areas needs also to be planned as such.

The experience of GIZ in south Gondar zone of Amhara region and other organization has indicated that the implementation of the plan is the real and original task of the target population. External support should only consist of friendly advice and the provision of materials as well as specialized know-how, which would otherwise not be accessible or affordable to the target group. The assignment of the projects restricted to testing measures, but in no way to carrying them out over a wider area.

It is important for the implementation that the measures have binding character, i.e. the nature of the superior directives (e.g. identifying protected zones), the dynamics of changes of the general conditions relevant to planning and implementation as well as the participation by the intervening authorities. The implementation should be organized in such a way that the authorities concerned can participate in the measures according to their sectoral orientation.

The content and kind of the measures can be arranged according to different criteria, as they can also be combined. The selection has a decisive effect on the implementation process:
- Measures can aim at changes in behaviour of people;
- Individual measures can be "spot measures" or can cover wide areas;
- Measures can be of short, medium or long-term nature.
- In addition, a differentiation is made among:
  - Technical measures (erosion protection, infrastructure);
  - Administrative and legal measures (laws, granting land titles);
  - Institutional measures (creation of committees, etc.).

1.1 Objectives

Land evaluation is an iterative process that goes through different activities to result in a series of land suitability maps and land use potentials. The objective of this document is to indicate implementation approaches, strategies, factors to consider, procedures, and methods that should be followed during implementation.

1.2 Descriptions of Tana sub basin

Tana sub basin is found in the Amhara region. Geographically, the basin is located between North latitude 1210669m – 1411084m and East longitude 254549 - 416363m. Its elevation is ranging 1327 - 4109 meter above sea level. The basin has a total area of 1,589,654.98 hectares. It is one of the most important potential areas for all development in Amhara region. The largest lake in Ethiopia, Lake Tana is found in the sub basin.

Parts or the whole of 29 Weredas and four administrative zones are encompassed in the sub-basin. These include Banja, Fagita Lekoma and Dangila Weredas in Awi zone; Sekela, South Achefer, North Achefer, Mecha and Bahir Dar Zuria Weredas in West Gojjam zone; Bahir Dar Town in Bahir Dar Town administration; Dera, Estie, Farta, Libo Kemkem, Ebinat and Fogera Weredas in South Gondar zone; Debra Tabor Town in Debra Tabor Town Administration; Gondar Zuria, Wogera, Lay Armachiho, Danbia, Chilga, Alefa and Tekusa in North Gondar zone and Gondar Town in Gondar Town Administration.
Human population in Tana Sub Basin is generally homogeneous linguistically and consists of the main ethnic families of Amhara. According to CSAs 2007 census and Weredas, the study area has a total population of 3158247 with male 1587394 and female 1570853. This is about 16 percent of the total regional population. The very big proportion or 76.9 percent of the population of the area...
is living in rural areas where as the remaining 23.1 percent are concentrated in urban and semi urban centers. The settlement pattern of the study area is dominantly scattered and the average population density of the area is 200 persons per km square.

The sub basin is endowed with eight different agro-climatic zones namely, moist tepid, sub-humid tepid, moist cool, moist warm, moist cold, moist very cold, sub-humid cool and sub-humid cold. Most of the project area (79.4%) is found in moist tepid agro climatic zone followed by sub-humid tepid, moist cool and sub-humid cool which account for 12%, 5% and 3% respectively. The area is dominated by one main rainy season, from June to September and one dry season between October and May. The rainfall distribution of area is controlled by the northward and southward movement of the inter-tropical convergence zone (ITCZ) resulting in a single rainy season.

River Megech, Rib, Gumara and Gilgel Abay are the main permanent water resources in the Basin, However, the Megech and Rib rivers sometimes dries-up at downstream during the dry seasons. Both Rivers used to supply water for human and livestock consumption and also for crop irrigation. The others seasonal rivers originate from the upper in the mountainous range in the north and in hilly zones in the inter-riverine area of river Megech and Rib are also other sources of water. Some of prominent rivers found in sub basin include: Infranz, Jema, Awra Arda, Derba, Arno-Garno, Shine, Selamko, and Dengura.

The sub basin is one among the other agrarian areas of the nation, where by Agricultural field crop production is predominantly prevailing. With this respect, Agriculture production is the mainstay for the livelihood of people in the sub basin. Beyond the presence of huge arable land resource, the sub basin is adequately endowed with a wide variety of indigenous plants with a unique heritage of diverse germplasm of vegetables, fruits, oil crops, forages, tubers, cereals and pulses. Teff, Noug, safflower, rape seed, caster bean, Hops, are among indigenous plants grown in the basin. Maize, sorghum, beans, barley finger millet, wheat, chickpea and others are commonly grown crops.

Livestock constitutes a major part of the farming system next to crop production, providing draft power, producing milk and conferring a certain degree of security against crop failures. However, performance in the production of the major food commodities of livestock origin has been poor compared with other African countries, including neighboring Kenya (IFAD/EPLUA, 2007). Inadequate feed and nutrition, widespread diseases and poor health, poor breeding stock, and infrastructure have been cited as major constraints affecting livestock performance.
Forest resource offer the main energy supply is one of the most dynamic economic activity in sub basin; it also contribute to sustainable agricultural systems; and are a source for agro-biodiversity and a major storehouse for carbon and water. However, Forest resource in the sub basin is being depleted, biodiversity is declining, timber and non-timber forest products and services are weakened, and most of the important biological endemic species, that have a potential to sustain the livelihood in the basin, are now vulnerable.

The sub basin is rich in fish and wetland resources. However the fishery of Lake Tana is at an early stage of development due to low level of technology employed by fishery man and a lack of marketing facilities. On other hand the wetlands resources also declining due to ever-increasing population in the study area coupled with inappropriate land use and wetland management system.

The position of the basin in its cultural heritage is remarkable. For example, Some 37 islands & 21 monasteries surviving remnants of a very old meditative tradition have been used as safe keeping places for the religious relics and art treasures during the times of trouble. And these monasteries from all corners of the country have architectural significances, beautiful mural paintings and icons, as well as numerous strikingly illustrated parchments and intricately decorated processional and hand crosses. It is also house myriads of treasures, beautiful mural paintings, icons, parchment manuscripts, scrolls and emperors assets. However, efforts and progress made on archaeological searches for historical values in the area are still at infancy. As a result, most of the attractions including those that have been declared world heritage by UNESCO have long suffered from severe deterioration by both natural calamities and human interferences.
2 IMPLEMENTATION APPROACHES

2.1 Implementation in the Form of "Feasible Packages"

Adapting the plans according to the willingness and potential of the target group means generally that the technical interventions will be broken down into "feasible" packages. These have a fixed time frame and concern annual and bi-annual implementation plans. Therefore, there is no single "implementation plan", but series of successive partial implementation plans which together contain all of the intended interventions.

2.2 Partial Implementation Plans

When drawing up the individual partial implementation plans, attention must be paid to insure that these contain short as well as medium and long-term "attractive" interventions in approximately the same ratio as the entire plan intended. In the first few years it should be avoided to implement only the most attractive measures due to their profitable short-term character. An example of this would be the initial installation of irrigation schemes and the soil conservation followed by aorestation, with slow-growing trees in a later phase. In this way, especially the ecologically significant interventions, which after all often represent the "ideological engine" of land use planning, would be left behind. This danger is reinforced due to the fact that in the eyes of the village beneficiaries long term benefit interventions have often a very low ranking. Many of these measures will only be carried out if and when the necessary motivation is created due to a dialogue orientated partnership co-operation.

If it should emerge that even the partial implementation plans exceed the potential of the beneficiaries and therefore some planned interventions remain unachieved towards the end of an implementation period, appropriate conclusions must be drawn. The progress in working out adapted partial implementation plans will be slower and more realistic.

3 IMPLEMENTATION STRATEGIES

The effective implementation of a land use plan is the task of the intervening governmental and non- governmental organizations in the region. Planning projects should stimulate this implementation and support it technically, e.g. the development of implementation strategies,
financing concepts and process controlling systems. This is a step-by-step as well as a participatory process.

**Participatory Implementation**

Bottom-up development represents programs and projects which are identified, designed, managed and evaluated by the people who are themselves the target group such as groups of farmers or groups of women or else committees or councils which represent the target group. This type of implementation approach gives emphases and is sensitive to local needs and resources. Good project proposals could be developed by using the problem-oriented approach.

In areas like Tana sub basin which have high potential of water, emphasis is on a set of interventions that reduce risk of soil erosion, deafforesting and increase the knowhow and skill of communities in agricultural good practice. Appropriate activities will be piloted prior to wider application to determine the most suitable approach. Possible interventions include:

- Development of water points (using traditional and innovative methods);
- Reclamation and rehabilitation of grazing areas and creation of grazing reserves through improved water harvesting and conservation-based activities (rainfall multiplier systems for improved pastures, agro-pastoralist systems, irrigation, etc.);
- Agro-forestry systems in grazing reserves to improve aerial pasture and multipurpose species, and access to fruits, dyes and gums;
- Other initiatives related to livestock trade and livestock health;
- Development of sustained agro-pastoral systems through rehabilitation of degraded areas (use of run-off/run-on systems integrated with dry land conservation measures);
- Fodder belts in protected areas. Specific projects and labour organizations for farmers and agro pastoral areas will be identified in collaboration with the regions and community leaders concerned.

It would be optimal that those organizations, institutions and beneficiary group representatives, who have planned locally, also implement the land use plan measures together with other stakeholders. The following are its summarized advantages;

- Encourages a greater sense of ownership and commitment by the target group,
- Utilizes the knowledge and skills which exist within the community,
• Creates ways through which the most disadvantaged and marginalized can be included in development process,

• Places high emphases on capacity building and so strengthens sustainability,

• Can help to empower the target group through the process undertaken.

4 FACTORS TO BE CONSIDERED FOR IMPLEMENTATIONS

4.1 Clearly Formulated Objective

For sustainable management of land resources, a clearly formulated objective is very essential. The objective may be based on a common vision for the land resources and their associated society or on attempts to solve an immediate problem. In either case, once the objective is clear, details of the plan elements will begin to fall into place. Objectives are typically scale-dependent and will be different at the different level of planning (national, regional, zonal, district, and local level) but they should still be complementary and not contradictory. Stakeholders within a given level will be responsible for formulating the objective to meet their needs.

Multiple goal analysis and optimization techniques of the harnessed data:

➢ There is usually more than one objective when negotiations are underway for land resources management. They may be to a greater or lesser extent incompatible, but they can often be ranked in order of priority. Objectives must be identified before "best" or "optimum" can be defined in relation to land use.

➢ Multi-objective methods can be used to support government planners, land users and other stakeholders in the land use negotiation and decision-making processes. It will provide successive land use distributions in response to successively discussed sets of objectives and constraints, until a decision can be taken on the selection of ones that will most nearly meet the objectives.

4.2 Recognition of Stakeholders and Their Objectives

Any institution or anyone who has interests in, or is affected by an issue/ activity or transaction, and therefore has a natural right to participate in decisions relating to it is a stakeholder. There may be more than one stakeholder, or stakeholder group, claiming an interest in the land use on a
particular area of land. For example, a farmer is a stakeholder in relation to the distribution or management of water from a common source, or as regards decisions on grazing rights on communal land. The term can also be applied to groups, as when several groups have an interest in, or are affected by, the exploitation of the water from a reservoir or products extracted from a forest. Stakeholders include those individuals or groups, such as women or indigenous communities, who have genuine and legitimate claims on use, but whose opinion may not be valued in current negotiations for cultural or religious reasons. The government sector organized into different line departments, Non-governmental organizations (NGOs) and research institutions are to be considered with the position of stakeholders. The concept can be extended to include unborn generations who have a future interest in the resource.

The extent of a stakeholder’s interest in an issue is governed by the size of the “stake” which the stakeholder has in it; in other words the extent to which the stakeholder’s feeling of ownership will be affected by any decision. Those most directly affected are the people whose livelihoods depend directly on the resource in question. Then there are those whose lives or whose health may be affected through use of the resource by others, and finally those who, for various reasons, have a strong interest in the subject or area.

Differing stakeholders may have multiple objectives, but conflict arises most commonly between those with objectives related to production and those whose objectives are mainly concerned with conservation. Reconciling the two groups is a key to sustainable land use.

The importance of involving all stakeholders has been recognized in theory and practice for many years and stems from the rural development industry. Through the years, the term participation, as associated with stakeholders, has come to have very different meanings to different people and groups. The integrated planning and management of land resources approach recognizes that different degrees of participation are dependent on context; however, participation should be interactive to be successful.

4.3 Land Use Policy, Rules and Regulation formulation

The regional government land-use policy establishes the general framework for land use in the region and the government takes decisions and makes regulations accordingly. Village development objectives should be formulated in a village land-use plan or village development
plan. Such plans should be supported by the objectives of the district land-use plan. Local land-use plans and policies should always be developed in conjunction with the national and regional land-use policy to ensure that they will be favorably treated by government.

In general, there is a dire need for the formulation of a land use policy in a participatory way with the community. Policy makers and planners should integrate environmental concerns into the rural areas economic planning and social development through participatory processes. Security of land tenure or land usufruct must be enshrined in future policies. The farmers must involve and participate in the design and implementation of future legislation.

4.3.1 Participatory land-use policy formulation

A sound land-use policy is effectively part of the enabling environment for integrated planning for sustainable management of land resources and should cover all uses of land. It has a production and a conservation component.

To achieve the policy goal of sustainable production and conservation of natural resources, governments should pursue strategies which actively promote forms of land use which are both attractive to the people and sustainable in terms of their impacts on land resources. By developing the farmer's oriented national as well as regional land-use policies through a participatory, integrated and iterative process, there is a much greater likelihood of achieving this.

Additionally, strategies may involve the use of incentives, regulations or, more commonly, a combination of these. Incentives may be social, economic or related to structure or knowledge. The formulation process of a land-use policy should be based on demand-driven and a “top-bottom-interaction” which leads to the formulation of policy objectives according to the demand of the community.

Introduction of an integrated and interactive approach to land-use planning may provide a convenient opportunity for government to review its existing policies and strategies for sustainable development and natural resource conservation. Striking the right balance between incentives and regulation is essential if sustainable land management is to be achieved. It is important that incentives and regulations are complementary, rather than antagonistic in their effects. Policy contradictions, expressed by antagonistic incentives and regulations, are not uncommon when aims of conservation and production are being addressed.
Examples are subsidies allocated for land clearing, commonly leading to accelerated soil erosion, not matched by incentives for adoption of sustainable cropping practices on cleared land, although legislation exist requiring land users to protect land from erosion. It is important to ensure that individual incentives are mutually complementary and there have been some successful cases in which society as a whole bears the cost of providing incentives for land users to conserve natural resources.

4.3.2 Land tenure and legislation

Land tenure is a way of regulating rights, access and control of land for the mutual benefit of the land user and the government. Perhaps the most effective incentive to production and conservation is the right of secure tenure to land and other natural resources.

Property rights are the function of resource use, management and conservation. Unfortunately misconceptions about the “commons” and property management regimes of African rangeland have clouded the development of management regimes (Tuner, 1995), which is also obviously true for our country. Hardin (1968) convincingly argues that free access to common resources is a recipe for environmental disaster. To support his contentions, he gives an example of a pasture open to all, where each herdsman would try in keep as many cattle as possible, with the cost being boomed by society. He concluded that communal land tenure leads to overstocking and resource over-exploitation resulting in the “tragedy of the commons”. He argued that such problems had no technical solutions and emphasized the need for government control to limit “freedom” on the commons. One solution would be privatization of common resources.

However, Hardin confuses free access, where resources are available on a free for all basis, which the true commons. The true commons is an area of mutual benefit and responsibility, managed by those using it in a manner which acknowledges that environmental resources are limited. In Tana sub basin communities who have been dependent on common property resources have well organized and effective natural resources management traditional institute with varying degrees of success in achieving sustainable uses.

This success is largely dependent on the effectiveness of the Kebele. Kebeles are the land tenure and legislation systems and land management institutes which are likely to be the key to future sustainable land resources management and to overcome, among other problems.
Therefore, in the process of emplacing effective and efficient land legislation systems, variation in the livestock holding particularly unequal livestock ownership, destitute society members, existing well designed and deep rooted traditional land resource management systems under communal use, future expansion of ecological sound investment opportunities etc must be recognized. In addition, wetlands and lacks are prone to siltation and to be used for crop production must also need special attention in land tenure and legislation planning process. However, land should be belongs to state property and the use and management of such contingency and reserved buffer are needs special consideration.

Accordingly, the solution to land or natural resource management problems in Tana sub basin is to be found in a combination of institutional arrangement that combine the best attributes of common group, private and state property. Any new land policy therefore needs to take into account the diversity of conditions under which communal lands are used in the area, the range of stakeholders involved and the variety of socio-economic conditions under which these lands are managed. In the process of land use policy, land tenure and legislation rules and regulation formulation, the participation of traditional institutes, local communities and stakeholders is a vital important point not to be overlooked to realize sustainable land resource management in the areas.

- Common property- the resources is held by an identified community of users who can exclude others and regulate its use
- Private property- an individual or corporation has the right to exclude other from using the resources and to regulate its use
- State property- the right to the resources are vested in government which controls access and level of exploitation

4.3.3 Land use and land tenure regulation

The formulated land use strategy and policy should consider and be linked to the umbrella law. Rights of usufruct and rights of ownership may be defined by an umbrella law, or Land Code, which is later followed by more detailed regulations dealing with different types of usufruct or different aspects of its implementation. Security of tenure is a major concern of the land user in deciding whether or not to invest in measures to promote conservation or sustainable production on a long-term basis. Land rights must be robust, allowing the user effective control over the
resource, and the right to exclude others who might adversely affect its management. They must also be of sufficient duration to enable the realization of any benefits accrued as a result of the investment. The land user must also have confidence in the legal provisions and enforcement mechanisms to guarantee his or her right to the resource.

4.4 Establishing land resources management groups

Establishing land resource management groups or land care groups is one of the principle strategies of implementing integrated planning for sustainable management of land resources recommended for devolving of decision making to the lowest possible level that is consistent with the ability for implementation. The land resources management or land care groups to be established from grass roots user communities will take the responsibility for decisions on land use and management at the appropriate level in the political hierarchy. In this strategy the Kebeles and "Gotes" which are playing significant roles in natural resources management will be expected to be considered as key readily available resources.

The strategy of using local land resource management or land care groups has the dual advantages of mobilizing resources and knowledge at the grassroots level by promoting participation of the people concerned and of reducing the burden on the government. At grass-roots level the group itself would collect the necessary information for decision making and agree on its own rules and management plan. At the same time, the land resource management group would be able to pass information and requests upwards, either to the appropriate institution in a district or similar administrative planning unit, or to the next higher institution.

The formation of local land resource management or land care groups empowers stakeholders and brings them together to coordinate and address mutually important land resource issues. It implies a systems or process in which local knowledge, norms, and institutions evolve together over long periods of time with ecosystems. Such regimes are often well attuned to the local environment.

The Land Resource management Groups (LRMG) to be fully effective, they should be legal entities with a recognized mandate. They may also require technical information, legal advice or support on conflict resolution that is mostly available at a higher level of government. Typical responsibilities would include formulation of a land-use plan covering the lands under the jurisdiction of the village, and the monitoring of any changes in land use or management resulting from the plan. This LRMG would also have the power to enact and enforce local by-laws in
support of sustainable use and conservation of natural resources. In the right environment, many groups may already exist, or may form spontaneously in response to local needs. It should be possible to build on or adapt existing local institutions.

In other cases the initiative may come from government. Such groups should be established slowly and with care over a period of time, developing the model and the methodology which best suits local conditions. Nonetheless, the level of power, resources and necessary expertise needed should be commensurate with the size and importance of the area and population. The necessary resources and expertise are usually provided partly by the community and partly by the government on an ad hoc basis. In some areas, NGOs may play an important role in mobilizing groups and supporting their activities.

Generally; they are more helpful and can be efficient in dry land management practices for several reasons:

- The focus on community-based development can improve state responsiveness to local needs, ideas and people;
- Most of the decisions and action that directly affect natural resource management are made at the community level, where knowledge about resource dynamics is found;
- Community-based land care groups reduce costs of state enforcement and management;
- Community-based regimes may be perceive as legitimate tenure systems;

4.5 Establishing Multi-disciplinary implementation taskforces

The concept of integrated land use planning implementation presupposes the ability to identify and coordinate the activities of all the stakeholders involved in the area. To make a land-use policy or plan workable, there must be an institution which is concerned not only with the establishment of the plan but also with its implementation. An institution with this mandate is called a multidisciplinary task force. It is a group whose members are representatives of identified stakeholders and stakeholder groups. The task force must have an interest in the solution of the identified problem, and in reaching a certain development objectives. The main tasks of this body are:

- Awareness creation among the stakeholders
• Coordination of relevant activities
• Provision of information to the stakeholders
• Representation of the stakeholders at higher level
• Provision of a platform for negotiation (including conflict resolution) among the stakeholders
• Decision taking and final plan
• Monitoring and evaluation of the planning and implementation process

The installation of a task force encompasses both the technical expertise to deal with the various problems concerning land use and the power to take decisions and legal actions. The technical expertise may be provided by land administration office (regional level) or the extension service (at local level).

4.5.1 Roles and Responsibilities of each level of task force

The following roles and responsibilities are envisaged for key land-use planning and management task force at each level.

4.5.1.1 Federal Level land-use planning and management task force

The Ministry of Agriculture and Rural Development (MoARD) is responsible for oversight and coordination of the integrated land use planning programme through the Coordination of other concerned bodies at the Federal level. Its roles include:

• provide technical support for planning and implementation of land use planning activities, including the development of technical guidelines, and training, including for specific public works and based on request from the regions;
• liaising with other line ministries (water, Finance and Economic Development, Education, Health, etc) and development partners for technical assistance, for example, with respect to agro-pastoral areas, joint integrated
• Ensure appropriate linkages of the Land use planning activities with other NGOs Programme Interventions.
- Liaise closely with the agricultural and natural resources main divisions of the MoARD with regards to the provision of technical support to regions (e.g. training, development of technical manuals, and guidelines),
- Hold quarterly meetings with regional offices and others to review progress of the Implementation of the Land use plan and discuss related issues;
- Facilitate information exchange and document experiences and lessons learned across regions;
- Update guidelines and operational mechanisms in response to monitoring and evaluation findings and emerging issues, and disseminate as necessary

4.5.1.2 Regional land-use planning and management task force

Government at regional level can be regarded as analogous to a number of stakeholder groups, each of which is trying to solve one or more land related problems. These stakeholder groups are the bureau heads, departments, institutes, universities and other institutional bodies. Each has different mandates, goals, terms of reference, human and financial resources, and programs. What is required is an inter-sectoral negotiating forum for land related issues. This may be an official committee with a mandate to make overriding decisions on land resource issues. Sometimes, two groups maybe appropriate, one of which comprises high-level decision-makers and the other technical specialists. In any case, the regional body or bodies must be multidisciplinary and must represent all the relevant government ministries and departments concerned with land and natural resource issues. The group may also include representatives from district level and important NGOs within the country.

The functions of the group would be:

- coordination of land-use planning activities at regional level and advising the government on issues related to land and to the use and management of land resources
- facilitation of exchange of information to the district and community level, and promotion of a holistic and integrated approach to land related issues
- development of information systems covering land resources, land use and effects on the environment
- prediction and tracking of land-use needs and priorities
✓ support of a coordinated approach to the formation, implementation and monitoring of development and management plans

✓ modification and updating of the land-use policy and related legislative or institutional matters

✓ Holding quarterly review meetings with government and non-governmental agencies involved in implementation of the Land use planning project in the regions, to monitor and coordinate the interventions;

✓ Collecting and reviewing progress reports from Weredas, line bureaus and other agencies engaged in the interventions, and providing feedback to those organizations;

✓ final decision making in cases of conflicting objectives in land use

The group should, therefore, be a legally independent body charged with enforcement of laws and policies designed to conserve or properly manage national resources. Such bodies, which are often called boards, commissions or councils, must be established by law, with defined terms of reference and powers, including the power to bring court cases.

4.5.1.3 District land use planning and management task force

The Wereda is the key level of government that determines needs, and undertakes planning and implementation of land use plan implementation activities. In most circumstances, there is a need for a body concerned with land resources management and land-use planning issues at a level intermediate between the village or community level and the regional level. This land-use planning group would operate at the district or zone level, and be multidisciplinary.

The group could comprise professionals seconded from various government departments at the relevant administrative level, elected representatives from national and local level, NGOs and government organizations (GOs). These include Wereda offices of Agriculture, Rural Roads, Water, Environmental protection Land administration and use, Education, Health, Finance and Economic Development and Women’s Affairs.

The responsibilities of these agencies include: This group provides a crucial link between strategic planning at regional level and the more practical land-use planning carried out in the village.
More specifically, the task force would also possess the necessary technical expertise to carry out the following functions:

- Implement district level land-use planning activities in collaboration with LRMGs, and develop and maintain district level infrastructure development plan
- Provide technical support to village-based Land Resource management Groups in subject matter areas in which it is competent
- Coordinate village level land-use planning activities and assist in resolving any conflicts or incompatibilities in land use plans produced by different communities within the district or zone
- Report to regional level on district level priorities, which can only be addressed at region level, such as required changes in the legal or policy framework

There is a need for entrusting an individual or group with the responsibility for integrating the activities and functions of various sectors departments and outside organization involved in the implementation works. Such individual may be called land use coordinator. In addition, the major roles and responsibility of the woreda coordinator should be:

- Prepare and maintain implementation work plan
- Review implementation priorities
  - Prepare work plan and update the work plan when necessary.
  - Choose and install planning tools
  - Prepare contingency plan

**Maintain national and local information**

- Recall country, region district, local problems and priorities
- Consider cultural, social economic and political characteristics

**Mobilize project resources**

- Organize and manage staff with secure facilities
- Obtain funds and Procure equipments and supplies
Manage staff

- Agree and review individual work plan
- Use appropriate management style, Motivate staff
- Negotiation for commitment

Monitor and evaluate progresses

- Monitor, coordinate and Review project activities and out puts
- Monitor administration and resource utilization
- Share monitor results and with the team and supervisors

Maintain communication

- Prepare report to supervising authority or donor as necessary and keep records
- Maintain correspondence and working relationships with national regional and local institutions and with related partners
- Maintain communication with parent organizations

✓ Defining and maintain the integrity of the land use plan implementation.

✓ Setting of targets and implementation system and procedure for accomplishment of the project objective and target

4.5.1.4 Community level

The community has a key role to play in the contribution of labor and support to the implementation of the plan. There are a number of activities that are within the reach of the land users to design and implement. Various forms of participatory mobilization and solidarity schemes following existing forms of mutual support can be employed. The Gossa and similar traditional social networks are some examples.

Its functions also include mobilization of the community for participatory planning exercises. It is composed of a representative from the Kebele administrative; a Development Agent, two or three women’s representatives (elected); two or three men’s representatives; a youth representative; and an elder’s representative.

Major Community Level Activities in collaboration with the regions and clan leaders:
Improved land productivity and soil fertility restoration, using:
- Area closures/wood lots, Gully control
- Multi-layered/storied agro-forestry
- Undertake Physical conservation measures (e.g. hill side terracing,) and Biological measures
- Micro-niche development

Improved access to drinking and irrigation water by participating in:
- Stream diversion
- Spring and Shallow wells development
- Small dams
- Water ponds

Increased and improved availability of fodder through:
- Vegetative fencing and fodder belts
- Conservation measures and adapting Paddock systems
- Fodder seed collection
- Practice Multi-purpose nurseries etc.

4.5.2 Role of NGOs

Implementation of the land use plan should utilize and benefit from the participation of non-governmental actors having relevant capacity, experience and expertise. Implementing the land use Plan is also social security intervention and typically the government has the primary responsibility for implementation of such projects.

NGOs should abide by the Government’s Programme Implementation Manual. They should consult the government to discuss potential options for their involvement in the Programme.

4.6 Arranging of Stakeholder’s Negotiation Forum

The essence of negotiation among stakeholders is that all the people affected are fairly represented in the discussions. This implies firstly that each of them has been identified, secondly that arrangements are made for them to participate effectively, and thirdly that they are all fully informed on the issues at stake. To ensure that this happen it is necessary for the group to establish and adhere to agreed rules.
The institutions proposed at local, districts and regional level are effectively platforms for negotiation as they represent the stakeholders.

Consistent with the policy of devolving responsibility to the lowest level, the Land Resource management Groups will be the key institution for negotiation and settlement of disputes at the local level.

When conflicting objectives of different stakeholders or land disputes cannot be resolved at the lowest level, they can be referred to the district task force. The courts are a last resort if negotiation fails to resolve a dispute.

Clearly the negotiating functions described above can only be effective if all stakeholders accept them as legitimate or if the process, and the institutional structure which supports it, is legitimized by them collectively or by law or custom. This implies that management structures may either be established by the stakeholders themselves, or facilitated by the government if it is not a stakeholder.

4.7 Building Efficient Information Transformation Systems

Effective negotiation and decision making on land use cannot take place without a knowledge base that is useful and accessible to all stakeholders. The knowledge base should have the information needed to meet users’ needs and demands in order to reach their goal. Equally important is that the information should be accessible and users have the capability to use it. The following types of information are needed by decision-makers:

- Information on the resource: for any form of land-use planning, precise information is needed on each area, including climatic factors, topography, soil, present land use, and many other aspects.

- Information on improved technology of resource management and the opportunities it provides for increased productivity and for conservation.

- Information on the current living conditions, the needs and objectives of all stakeholder groups and of the community.

- Information on the institutional and legal framework, including rights of tenure to land, trees and wildlife.
➢ Stakeholders need to know their rights, what powers of decision they have, and where they can obtain further information and assistance.

➢ Information on economic conditions such as prices and interest rates.

Information is not merely handed down to the land users from higher levels of government. In most cases, local and traditional knowledge forms an important component of the types of information listed in most of the categories above. Making this information available to a wider group of stakeholders than the land users is not always easy and professional planners may have difficulties in structuring informal knowledge for analysis and planning. Techniques of rapid rural appraisal and participatory rural appraisal provide means of mobilizing an enormous amount of information including indigenous knowledge.

Local groups may be able to collect and analyses necessary information and make decisions without outside assistance. When there is a need for specific technical or other information which is not locally available, it is necessary to obtain expert advice. If such advice is only infrequently required it may be obtained informally, from an external specialist, or from a government agency or NGO. But in the case of some groups, for example at district planning level and above, there may be a need for specialist support to be available on a continuous basis to supply the required information on land resources and needs, and to help formulate options for consideration by the stakeholders. The function of such a specialist group or secretariat is to provide the necessary support for stakeholder negotiation. It is not to formulate decisions for stakeholders to accept. There needs to be a very clear distinction between the provision of information and advice, and the making of decisions.

5 INSTITUTIONAL CAPACITY BUILDING

5.1 Strengthening Traditional Institutes

Strengthening traditional strategies of resource management and integration of indigenous and scientific knowledge in the planning and implementation of development projects will improve the success of any endeavor that is planned to be undertaken in the area. Furthermore, community and stakeholders dialogue is very important to establish healthy relationship between community and stakeholders.
In general, to implement sustainable natural resources management at expense of feasible and sustainable socio-economic development the following points should be addressed in relation to strengthening traditional institutes:

- Emphasis has to be given to the participation of traditional leaders and the community at various levels, in undertaking development interventions, especially in the improvement of the management and protection of the communal lands in the area;

- Attention and appreciation should be given to traditional administrative structure of the *Eder leaders* in resource management;

- Efforts must also be made to strengthen and improve the communal land use systems;

- The role of the traditional institution and the formal government institutions in land use administration should be clearly defined and legalized;

- The *Eder leaders* should be involved at its various traditional administrative hierarchies in the endorsement, planning and implementation processes of the land use plan;

- Historical heritages, ritual and cultural sites in the sub-basin should be legally protected and preserved;

- The laws, rules and regulations on the one hand, and the whole procedure and system of the *Eder leaders* of the area and should be recorded and documented by pertinent bodies;

## 5.2 Strengthening Extension Systems and Community Participations

It is primarily important to understand that there is no one best extension approach that works everywhere. The method or way of approaching must be adapted to the local situation, in terms of agro-ecology and socio-economics. Nevertheless, certain extension tools are useful that the development agent should follow.

Extension of top-down approach traditionally, with the extension service telling the farmers what to do did not take into account the mode of live of the farmers and their production system. Accordingly, the efforts made did not meet the felt need of the people.

The development agents or the extension workers who are assumed to be providing a technical guidelines and advice to the rural societies should be well trained and equipped in accordance with existing agro-ecology and production systems.
In addition to designing an appropriate extension service for the farmers, the extension approach must be participatory, assets and capacity building approaches. In addition, the agro-ecology, mixed production systems, rural ways of life and the potential socio-economic resources and assets must be accounted in the agricultural extension service rendering principles and approaches to be emplaced in the areas. The extension tools and methods to be developed and implemented should also be capable to address the long lasted existing problems and intended land use system, socio-economic development and transformation goals and objectives. In other ways, the extension service delivering tools and methods should be in position to address the rural livelihood strategies, goals and objective and thereby, to maintain sustainable rural livelihood.

Even though; Participatory approach takes more time and effort, it is more effective and ensures sustainability in the long run. They require a different set of skills on the part of the development agents; skills in listening, facilitating and organizing, rather than deciding and instructing (RLMU, 2005). Participatory approach enables local people to take part in making the decisions that affect them, rather than having their lives shaped for them. People discuss issues, identify and prioritize problems, seek solutions, and plan what to do. They then carry out the plans they have made; and monitor and evaluate what they have done. The steps in participatory approach basically involve building trust with the community; socio-economic assessment; environmental assessment; planning which contains prioritizing problems, identifying solutions, planning; implementation; monitoring and evaluation.

Accordingly, natural resources management interventions must be undertaken in accordance with the principles of participatory approach. Furthermore, the principle of community based natural resource management should be followed. Community based natural resource management seeks to improve the quality of life of the rural people by empowering them to care for their natural resources and to derive benefits from these resources. Making decision in natural resource management involves an understanding of the risk and uncertainty of the outcomes, such as crop failure or cattle starvation, and of the normal spread of the expected production. According to the experience in some African countries natural resources management should be focuses on three areas:

- A natural resource management and conservation program: it promotes wise and sustainable management of natural resources, and encourages biodiversity conservation by creating the necessary conditions for sustainable use.
• A rural development program: It seeks to devolve rights and responsibilities over natural resources to rural communities thereby creating opportunities for enterprise development and income generation.

• An empowerment and capacity building program: It encourages and assists communities and their local institutions to develop the skills and experience to sustainable development and pro-actively pilot their own futures.

In sustainable natural resources management approaches, record keeping, learning new and improved ways to read or understand the natural resource are very important. In other words, questions such as how can this method or methods are applied to larger areas with different soils, slopes, groundwater regimes and soil thickness need to be more in mind.

In general, to make effective and sustainable implementation efforts of intended land use plan and management in the Tana sub basin the following points should be addressed in the right manner.

• Appropriate extension service which focuses on mixed farming way of life and livelihood should be designed and implemented. That is, especial system of extension which considers the rural way of life and traditional resource management structure should be designed and applied in the sub-basin;

• Extension workers for agriculture have to be trained in crop production, range management and development issues (livestock development and livestock market promotion) and sedentary agriculture. On the job training should be facilitated and provided for those extension workers pertaining to agrarian way of life and range management;

• On-farm trials and demonstrations of sustainable forms of production and land resources protection measures, which are carried out simultaneously to the planning process provide valuable information and findings on measures, of which the spatial allocation is to be determined. Testing and dissemination of measures which are simple and inexpensive to implement, and with whose help improvements can be made within a short period (e.g. green fertilization) create trust among the participating groups.

• Community participation in design, planning, implementation, monitoring and evaluation of development interventions is vital. The community must be assisted in developing a community based action plan.
5.3 Strengthening Research and Extension Linkage Systems

As the land resource assessment shows, there are enormous problems that require solutions from the research system. Nonetheless, there are only very limited research works in the area of rangeland rehabilitation and improvement. The degree of species-specific bush encroachment must be investigated, the causes of bush encroachment and appropriate control method for each species developed. Interactions between the woody plant density and productivity of the grass layer and other characteristics related to the agro-pastoral production system that initiate or encourage bush encroachment needs investigation. The mechanisms of encroachment by the different encroaching species, the economic, social and environmental losses due to bush encroachment and other rangeland degradations also further investigation to combat the problem properly. The economic, social and environmental benefits of bush management and rehabilitation of degraded rangeland; systems of grazing land management and etc are some of the areas that need to be addressed by the research system. In addition, natural resources conservation and managements including moisture conservation, soil and water conservation, integrated soil nutrient management, integrated water shade management, dry land agriculture, other non-livestock development activities and etc are also areas need strong research finding supports.

Hence, rangeland management technologies need to be generated in the country and useful technologies must also be adapted from different countries with similar problem and ecological situation. Furthermore, all the management interventions suggested in the land management method or options need to be tested on a small scale before they are applied on large scale application. Thus, strengthening of research and extension activities of agro-pastoral and dry land agricultural center in particular and the research system in general is the areas need special attention for successfulness of the intended land use planning and management. The implementation of planned land uses and management programs must be supported with applied or on farm research working approaches. The cooperative and holistic integration of the research institutes, the extension department, the administration, the politicians and the communities must revitalized and further more strengthen.

Therefore, strong emphasis must be made to strengthen the research wing in terms of generating well focused problem oriented research out puts. In order to achieve this, the research system must be strengthened in terms of manpower, capability and proper facilities.
5.4 Improving Genders Participation

Most of the land resources are communally owned in the area. Communal property rights systems are generally very complex. Property rights are social relations that are defined through the political interaction of various user groups at all levels of social organization. Right to resources consist normally of a “bundle of rights” divided along resources and functions, and etc according to social status positions and organizational hierarchies of society. The distinction between controls over various bundles of right is important in order to understand fully the gender differences in land ownership.

Seeing household as bounded units characterized by relation of sharing, equality, and cooperative often obscures intra-household differential access to resources. Women and men have differentiated economies that do not necessary imply sharing, equality and cooperation, even within household. Thus, in most cases, both men and women have access and use rights to land and right to make improvements on the land.

If one aims at achieving the goals of development projects, then the projects should be gender sensitive. The rationale is that men and women play different roles in the community and they have different needs/priorities and also face different constraints. These differences are also observed at household level between men and women. This facts call for the disaggregation of gender within the community as well as within the household. The problem of planning is that in most cases, the concept has been gender blind and has not taken into consideration the fact that there are gender differences in society. Unless the differences are well treated, the goals of development cannot be achieved.

Therefore, as the participation of women in any land use planning and management calls for crucial looked at any land use planning and management implementation strategic approaches aforementioned should be gender sensitive. The participation women should be boldly focused on at a stage of implementation.

6 APPLICATION OF APPROPRIATE LAND-USE PLANNING PROCEDURES

Adoption of an integrated approach to planning for sustainable management of land resources calls for a critical look at implementation of appropriate land use planning and management procedures. Clearly, some of the technical methods used in conventional land use planning

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remain valid components (e.g. land evaluation), but certain aspects, particularly those involving people’s participation and the analysis of stakeholder objectives, require significant expansion and development. Land-use planning procedures may differ substantially when applied at the village, district, regional and national level. Some elements have more importance at one level than at other levels. One important component of the integrated approach is continuous monitoring and evaluation of the land-use plan.

Although often thought of as something one does after the plan is being implemented, monitoring and evaluation should be an integral part of the planning process. Participatory monitoring and evaluation methods have proved to be very useful in the development arena. Participatory monitoring and evaluation encourages stakeholders to design and implement a monitoring and evaluation plan for the work they are doing. As part of the land-use planning process, stakeholders identify the indicators or feedback mechanisms which will inform them if the land-use plan is taking them toward their original objectives. They should also monitor the indicators of the success of their plan.

6.1 Identification of Potential Interventions Areas

Having determined and specified all the constraints it is necessary to identify and specify potential interventions and technologies which may overcome or at least ameliorate the constraints previously identified. It will be necessary to determine for each proposed technical interventions whether these have been; 1/ Tested, 2/ proven, 3/ demonstrated to agro-pastorals and 4/ accepted by farmers.

Some interventions man have been tested in areas outside the project area, others tested and proven on the research plot but not demonstrated in the farmers fields and yet others tested, proven, demonstrated but not yet accepted by farmers. These interventions must then be matched with the constraint and its potential to overcome or ameliorate the determined constraints. This matching process follows three steps:

1. Does it provide a technical solution to the constraint or problem?

2. Does it fit in with the current farm management practices, labour availability, cash availability and levels of skills and equipment?
3. Does it interfere with other farm enterprises /eg. Expanded crop area taking away grazing land?

The answers to these and the results of the impact analysis will assist the planner in assessing whether the interventions and proposals will be accepted by individual farmers and/or the community.

6.2 Negotiating and Deciding Upon the Selected Options

The task force is responsible for arranging the forum in which negotiations can take place and providing mediation for reaching consensus and resolving conflicts. This is the opportunity for all opinions to be voiced. Every effort must be made to resolve any disputes arising from conflicting objectives within this forum. A mechanism should be available for recourse to the land arbitration body or to the Courts in cases of irreconcilable disputes. Such disputes result in postponement of the implementation of the land-use plan or of some of its components.

There are numerous cases where it is physically impossible for all stakeholders to participate personally in all aspects of the negotiating process, for example involving village land-use planning, the management of an entire forest or irrigation scheme, district level planning, or national or global issues. Up to the present time, the only way that they have been handled is through some form of representation of stakeholders.

It may become increasingly possible to use computer-based networking or conferencing facilities to enable large numbers of stakeholders to negotiate together, as is already practiced in some countries through electronic mail (e-mail) or plasma television screen.

6.3 Setting up the Plan

After completion of the successful negotiation process, the plan for achieving the agreed objective and for related activities can be set up by the task force in collaboration with the other institutions concerned. The appointed task force at each level will be the leading and coordinating group. The details have now to be worked out within a strategic framework such as:

- objective(s) (long-term and short-term)
- activities
- outputs
- work plan and time schedule
- inputs (in money and in kind)
- Supporting agencies, groups, etc.
- assumptions
- success indicators

The expected output of the land-use plan should be documented in the form of maps, and a report containing tabular information to recommended land use options and presenting supporting recommendations on sustainable land management and environmental protection associated with each option. Presentation in the form of a matrix showing objectives, outputs, activities, costs and benefits may make projects more attractive to governments or external donors.

### 6.4 Selection of Preferred Interventions Areas

Having screened all the potential interventions for their suitability, matched them with the target beneficiaries, agro-ecological zones, and land units; carried out the impact analysis to determine that these are positive the final selection of the interventions can be made. Some intervention may require further testing or demonstration before these can be firmly recommended.

The output of the previous step is a range of land-use options, comprising land utilization types or production systems, for each land mapping unit. All these options are physically suitable, financially and economically viable, socially acceptable, and free from significant adverse environmental impact and have manageable constraints for implementation. The selection of the best option, or the best range of options, is now determined by weighing the alternatives against the goals of the various groups of stakeholders. In most cases it is hoped that land use will be decided by negotiation leading to trade-offs and consensus among users.

### 6.5 Enforcement of the Land Use Implementation Plan

The introduction of the integrated and interactive approach to land-use planning may provide a convenient opportunity for government to review its existing policies and strategies for sustainable development and natural resource conservation.
To achieve the planning objectives, strategies must be pursued which allow for the effective implementation of the plan. Such strategies may involve the use of incentives, regulations or, more commonly, a combination of the two. Incentives may be social or economic, or related to structure or knowledge.

6.5.1 Incentives

For sustainable land management to be achieved, striking the right balance between incentives and regulations is essential. It is also important that incentives and regulations are complementary rather than antagonistic in their effects. Policy contradictions, expressed by antagonistic incentives and regulations, are not uncommon when aims of conservation and production are being addressed. Example; incentives for conservation; subsidies; tax breaks for practices limiting soil erosion; revolving funds; higher outputs and profits; financial rewards for preserving certain habitats or species.

Land policy must also take account of the increasing importance of the private sector in taking over many former government functions in the supply of services to farmers and in the marketing of produce. Incentives and regulations should aim to stimulate the growth of this private service sector while protecting the rights of farmers.

6.5.2 Organizing and financing the implementation of the plan

Appropriate decisions should be taken on the basis of the available or potential financial framework. Without this security, even a well-established plan will soon face financial bottlenecks, and it will be not possible to implement the measures.

6.6 Supporting the Implementation Plan with Legislation and Legal Framework

6.6.1 The Role of Law in Land Use

Law is an important factor or component in land use and land development strategy because it encompasses the body of rules, customs or practices that determines how the members of a group behave toward each other. Law creates both social order and defines the management framework within which a group uses natural resources to create life-sustaining enterprises.

While implementing the plan or policy, Laws establish rules and procedures through which stakeholders can resolve conflict and reach agreement. The institutions, for example public
meetings and task forces such as government boards, legislatures and technical departments, enable the stakeholders to analyze information constantly, debate issues and make decisions, and create a body of land law and regulation.

Incentives for compliance may be written into the law itself, or sanctions for non-compliance imposed by an outside source such as the state or village council. A court or tribunal can be used to settle a dispute or determine a remedy. Generally, law comprises agreements and institutions and is a land resource management tool.

### 6.6.2 Legal framework

Any existing legal framework of the area should be used and taken into consideration during the implementation of a land use plan. This makes it generally easier to achieve a consensus and to support it. Examples can be given as follows: Different countries with substantial small landholdings have developed special tools for land tenure and the implementation of land use plans. In Indonesia, the active participation by those affected and their high plan approval rate (85%) was made a prerequisite for implementing plans (Land Consolidation Act of 1988). A legal framework is essential for controlling as well as ensuring incentives and compensations. The legal frame should be kept as simple and transparent as possible.

Law in planning and management of land resources is designed to improve the capacity of stakeholder institutions to manage their designed resources in a sustainable way. Sufficient legal requirements include a comprehensive package of national legislation to first support the establishment of local resource management groups; second to provide pro-active technical support from government through a national land resources management working group; and third to ensure that appropriate fora exist for monitoring and enforcement of land-use decisions. Detailed legislative policy goals, principles and structures for creating this new covenant with user management groups are outlined below. Almost every government will have an existing body of law on land-use and land use planning at local, district or national levels. The framework presented here is not aimed at replacing existing law. Rather, it is a guide to evaluate the effectiveness of existing law and institutions in generating an interactive process with stakeholders at local level. Even the most sophisticated legal schemes may fail to consider the full range of stakeholders or account for all sectors affecting land. On the other hand, governments
lacking legal tools to integrate local users may find this proposal an appropriate solution for filling in the gaps.

It contributes for achieving the sustainability of the land resources protection measures.

6.6.3 Legislative Policy

Integrated land-use law has four main policy objectives:

- meeting long-term basic needs of the population for self-sufficiency in food and other agriculture products
- the protection of the environment
- ecological stability of the farming systems
- contribution to economic growth at the national and local levels

6.7 Setting Effective Monitoring and Evaluation systems

For a better performance and excellent results, development projects should be carefully planned and their implementation monitored properly followed by relevant evaluation exercises. This is relevant to assess impacts and also draw lessons for future interventions.

A well designed and effective monitoring and evaluation plan or system should be established which clearly indicates when recommended measures are being implemented and if they are having the desired impacts. Both the project as an independent structure in terms of organization and administration, and the partner organizations participating as well as all other groups which work in planning and implementation need functioning tools of control.

They must be able to accompany, check, evaluate and, if necessary, adjust and correct the implementation process of the planned measures. There are only a few tested concepts to meet the special demands of monitoring and evaluation in projects in which land use planning plays an important role. There should be continuity between the completion of the land-use plan and the implementation of its various components.

Integrated planning for sustainable management of land resources does not provide a blueprint for rural development but an iterative process for achieving the best possible outcomes based on stakeholder objectives. The plan as well as the implementation phase must be somewhat flexible
as it will undoubtedly encounter unexpected externalities or new findings which will directly or indirectly influence the plan.

Having coordinated formulation of the land-use plan, the task force, e.g. at local level the LRMG, is the body best placed to coordinate its implementation and also to coordinate the monitoring of its effectiveness. The task force provides continuity and the link between stakeholder groups and institutions supporting implementation of the various plan components.

Just as planning cannot be left to external bodies; neither can monitoring. To ensure adequately that implementation is going as planned and is achieving the desired outcomes, it is necessary to establish a monitoring and evaluation plan even while developing the land use plan. A participatory monitoring and evaluation plan allows the stakeholders to identify indicators or feedback mechanisms that will let them know if the implementation is successful or not. When stakeholders are designing the monitoring and evaluation plan, they should ask themselves the following:

- If the implementation is going according to plan and meeting the objectives, how will we know?
- What will be the key indicators that it is working as desired?
- How will the key indicators tell us if it is not working?
- Are the assumptions realistic?

Typically, monitoring and evaluation should be done throughout the implementation process and stakeholders should review and retest the indicators they have already identified and ask:

- Is the implementation keeping to the time schedule? Do adjustments have to be made?
- Are the activities proceeding successfully (criteria for success)?
- What is proving to be less than successful?
- Is there new information or are there influencing factors (threats, opportunities) that need to be taken into account?
- What actions and strategies need to be taken to address the new conditions and reform unsuccessful aspects?
Monitoring of implementation of the land-use plan would normally be carried out by the task force, for example the LRMG, in association with technical extension staff, who would record the progress made in implementing the various components (based on the monitoring plan and interviews with stakeholders) and report at regular task force meetings. Progress should also be reported, and publicized, to the community at large, so that particular implementation problems and possible remedial measures can be discussed and appropriate action taken. It may be necessary to modify the plan or some of its components if they are not being adopted or are seen to be ineffective. As with the planning process, communication and cooperation among the various actors is of utmost importance.
7 REFERENCES

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