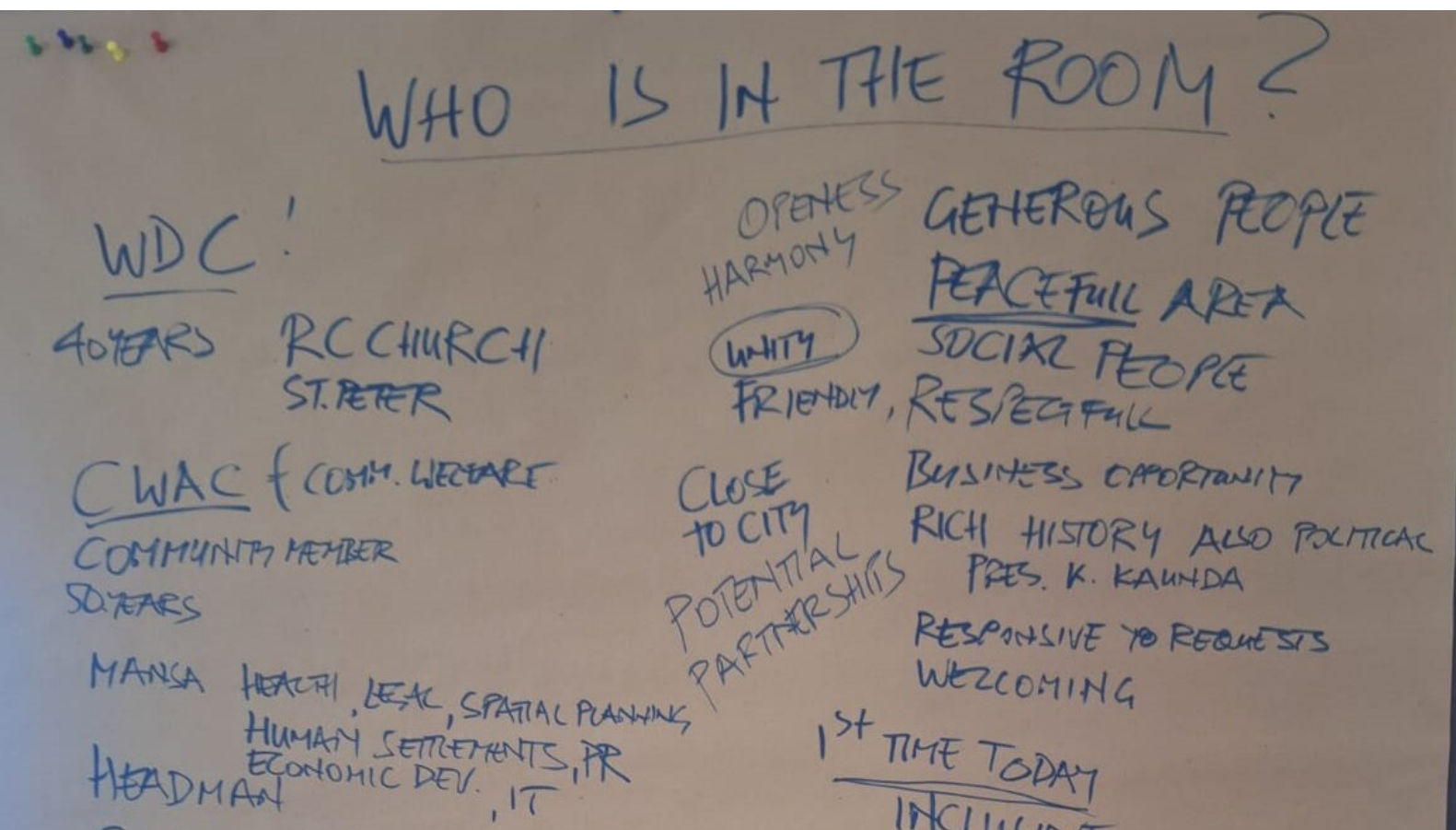




Inception Report

VN: 81319300 | PN: 24.2042.0-001.00:

Project:

**Development of participatory local area
plans for two informal settlements in two
cities in Zambia**

Country:

Zambia

Date:

27.03.2026

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ABBREVIATIONS

DMMU	Disaster Management and Mitigation Unit
DRM	Disaster Risk Management
GIS	Geo Information System
FG	Focus group
GIZ	Gesellschaft für International Zusammenarbeit GmbH
GE&SI	Gender Equality and Social Inclusion
IDP	Integrated Development Plan
KE	Key Expert
LA	Local Authority
LAP	Local Area Plan
LAP TT	Local Area Plan Task Team
LNOB	Leave No One Behind
MLGRD	Ministry of Local Government and Rural Development
MLNR	Ministry of Lands and Natural Resources
NEWSA	
NGO	Non-Governmental Organization
STE	Short-term expert
TL	Team Leader
UNIDO	United Nations Industrial Development Organisation
WDC	Ward Development Committee

1 BACKGROUND AND CONTEXT

This Inception Report marks the end of the Inception Phase for the consultancy contract “Development of participatory local area plans for two informal settlements in two cities in Zambia”.

The report intends to compare the assumptions, timelines, resource allocations and other offerings made by INTEGRATION in the proposal with the status quo of discussions between GIZ and INTEGRATION before, during and after the Inception Mission on how to structure the remainder of the project duration.

It is intended that agreement is found to move forward efficiently.

Background of the assignment:

With the National Planning and Budgeting Act passed in 2022, the Integrated Development Plan (IDP) was introduced as a long-term planning instrument at the district level in Zambia. IDPs are based on the participation of the local population. IDPs have been developed in most districts and represent an important medium-term planning tool.

To steer physical development in their jurisdictions, Local Authorities should develop Local Area Plans (LAPs), a planning instrument provided by the Urban and Regional Planning Act, 2015. While IDPs should provide a strategic development vision, LAPs can provide a spatial plan for defined settlement areas. However, local governments in Zambia have inadequate technical and financial capacities to use these planning instruments to adequately address the described dynamics.

Against this background, the technical cooperation project “Just and Climate Resilient Urbanization and Decentralisation in Zambia” (CitiZen+D), implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), supports urban development and decentralization in Zambia in four output areas:

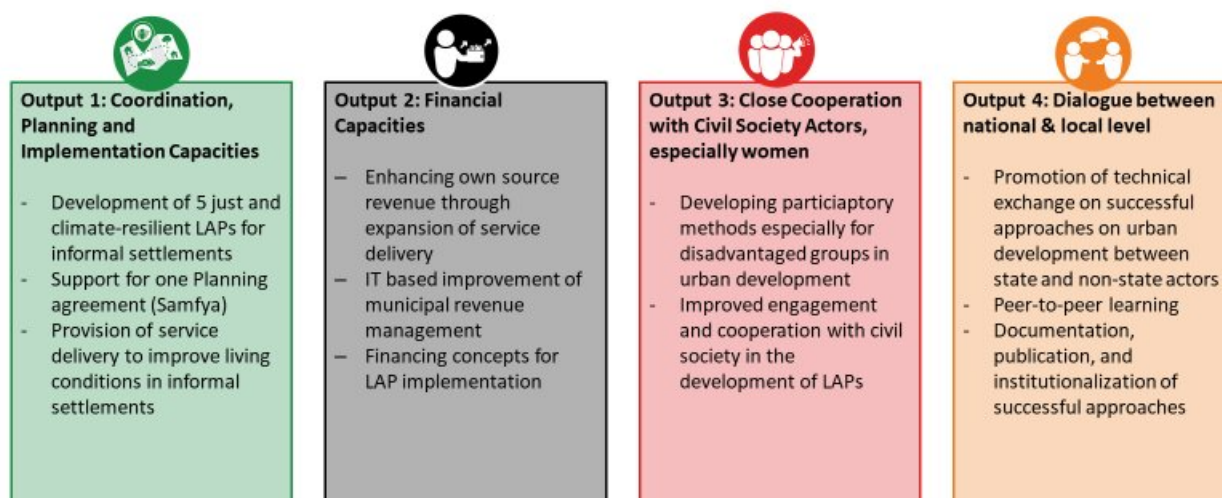


Figure 1 output areas of CitiZen+D project

Zambia is in the process of introducing Local Area Plans as a planning instrument on local level. GIZ through its programme CitiZen+D supports 5 Local Authorities in developing Local Area Plans.

Project Information

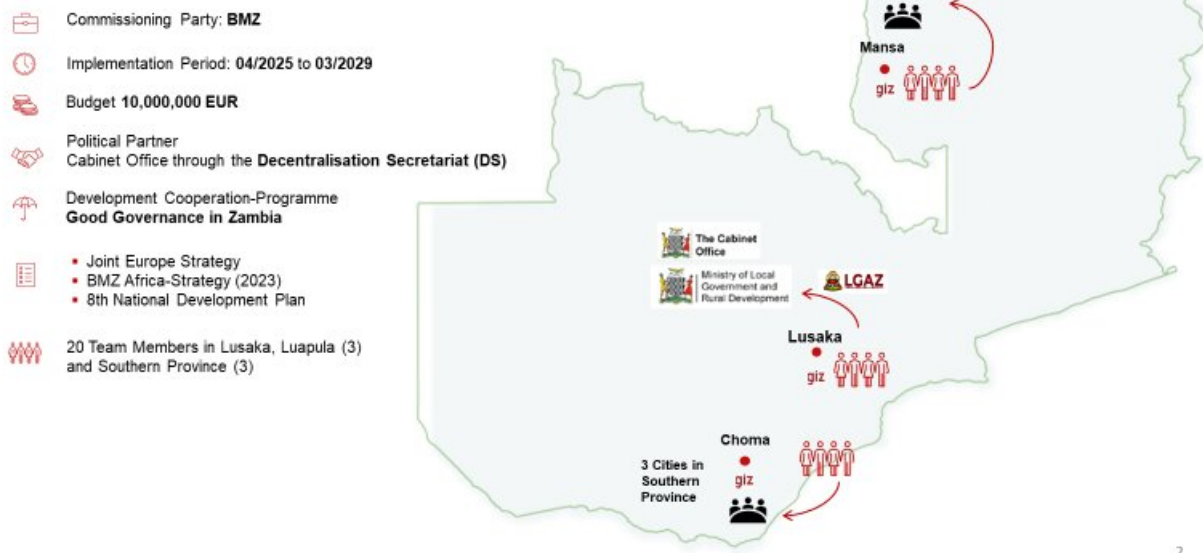


Figure 2 Project Info CitiZen+D project Zambia

INTEGRATION has been appointed through an international competitive bidding process to support the development of Local Area Plans in 2 Local Authorities. These Local Authorities are Livingstone City Council in the Southern Province and Mansa Municipal Council in Luapula Province.

The objective of the assignment is to support two local authorities in Zambia in developing a local area plan for settlements in their respective districts. The local area plans are meant to:

- ◆ Guide sustainable land use and development, for example safeguard natural sensitive areas, such as for water catchment and wildlife
- ◆ Improve infrastructure and service delivery
- ◆ Support climate change adaptation
- ◆ Align with national and regional planning strategies

The contractor will assist local authorities in designing a participatory planning approach that integrates climate resilience while including the views and opinions of residents, including women, elderly, youth and other marginalized groups.

2 INCEPTION MISSION

2.1 Purpose of Inception Mission

The Inception Mission aims to be the official start of the Assignment of the Integration Team and aims to induct the Integration Team to:

- ◆ consult with stakeholders (National, Provincial, Local, and Community),
- ◆ get to know the context in the 2 LA's
- ◆ a capacity assessment of the LAP Task Teams in the 2 LA's,
- ◆ based on the existing Settlement Profile confirm and augment baseline information and data that will be utilised in the Planning Survey Report as one of the key deliverables for the LAP, and
- ◆ through the application of participatory methods in the communities ensure Gender Equity and Social Inclusion in the status quo description of the lived realities of residents in the 2 settlements,
- ◆ Generate status quo data in terms of climate hazards, exposure and vulnerability, together with the Teams in the LA's.
- ◆ Test a methodology during an FG workshop to find local solutions for one priority topic as preparation for the second mission in the second half of April.

It is assumed that the Integration Team will be able to be about 3 times in the LA's throughout the assignment. The Inception Mission is the first of the 3 visits and a key milestone of trust building and data collection to be able to describe the status quo in the 2 settlements.

2.2 Programme and main components of the Inception Mission

The Inception Mission stated on 08.02.2026 until 20.02.2026 with following locations.

Date	Weekday	Location
08.02.2026	Sunday	Lusaka-Livingstone
09.-12.02.2026	Monday - Thursday	Livingstone
12.02.2026	Thursday	Livingstone - Lusaka
13.02.2026	Friday	Lusaka
16.02.2026	Monday	Lusaka - Mansa
16.-19.02.2026	Monday - Thursday	Mansa
19.02.2026	Thursday	Mansa – Lusaka
20.02.2026	Friday	Lusaka

From INTEGRATION the following representatives attended the full duration of the Inception Mission:

Michael Krause, Team Leader
 Bwalya Funga, Key Expert 2
 Mboyonga Kaputula, GIS Expert

From GIZ the following representatives attended the full Inception Mission:

Patric Schlager, Sector Coordinator
Barbara Walter, Sector Coordinator
Grace Njoloma, Advisor Sustainable Urban Planning

As part of the Livingstone leg:

Akbar Mohabat – Head of Programme
Leah Chilese – Advisor
Rhudo Masasi - Advisor
Annika Seifert- Intern

As part of the Mansa leg

Elina Chanda – Advisor
Boris Bisa - Advisor
William Manela - Advisor

Main components:

1. Intro LA's (political and administrative sphere)

- ◆ Town Clerk, Mayor (role of LAP Task Team, council procedures, LAP focal persons, “authority to act”)
- ◆ **LAP Task Team meet and short workshop**
 - ◇ Council procedures and work environment,
 - ◇ LAP Task Team/ Integration/GIZ work around Operational Plan – make it real (Presentation of Operational Plan by LA to GIZ/Integration team, alignment on timelines, responsibilities of LA, Integration, GIZ, etc.)
 - ◇ Talk about the Methodology around Human Centred Approach, CR, GE&SI
 - ◇ Initial capacity assessment of LAP Task Team,
 - ◇ Data and mapping,
- ◆ Specific projects of interest (NEWZA, UNIDO, Game Mgt. Plan)
- 2. **Meet local leaders** (Councillors, Ward Development Committee WDC, Zonal representatives)
- 3. **NGO's/CBO's** from survey and other potential partners
- 4. **Focus Groups (FG) and transect walks** with specific representatives and focus around living conditions and realities of vulnerabilities and risks in the relevant settlements to validate/confirm Settlement Profiles and feed into the Planning Survey Report. Test a methodology to find solutions for one key priority as example of visioning as part of Draft LAP development.
- 5. In Lusaka **National Ministries:**
 - ◆ Green Economy,
 - ◆ Infrastructure and Housing,
 - ◆ Ministry of Local Government and Rural Development (MLGRD),
 - ◆ Disaster Management and Mitigation Unit (DMMU)

2.3 Outcome of the Inception Mission

2.3.1 National Level conversations

On national level 3 Departments were consulted

Disaster Management and Mitigation Unit (DMMU)

DMMU is mandated with the Coordination of government agencies and stakeholder on risk management. This is aimed to avoid, to respond and to react to disaster.

The DMMU mandate is focused to build resilience and be ready to respond to natural disasters and is aligned to UN guidelines.

The DMMU is decentralised across all provinces via so-called satellite disaster risk management committees, enabling it to operate close to the ground. The next level consists of the district-level disaster risk management committees, which are required to draw up their own disaster risk management plans to strengthen resilience, followed by the provincial-level disaster risk management committees and, finally, the Technical Committee at national level.

The intention is to create preparedness at local level, to build this in a bottom-up approach up and build resilience at Local level. This is done through cross cutting work with various departments. The aim of the DMMU is outlined in Strategic Area 3 of the National Plan “risk proof country”. Under mitigation, the DMMU understand that Urban Planning ensures that Cities are planned in an orderly manner.

Bigger Cities grapple with poor drainage systems, plastic pollution, dealing with impacts of climate change (e.g. need to raise bridges), etc.

Monitoring tools introduced by DMMU are:

- ◆ National vulnerability assessment
- ◆ GIS risk mapping

Outcome of this interaction was:

- ◆ to include the District DRM Committees of DMMU as a key stakeholder into the consultation and communication. We may want to consider including the DMMU representative in the LAP Task team
- ◆ sharing of risk data by DMMU to GIZ from the Surveyor General
- ◆ regular interaction to update each other on developments

Ministry of Local Government and Rural Development (MLGRD)

The Ministry of Local Government in Zambia is mandated to promote decentralization, strengthen local governance, and ensure the effective delivery of quality municipal services in order to drive inclusive and sustainable socio-economic development. It plays a central role in empowering local authorities to plan and manage their own development processes, ensuring that governance systems are participatory, accountable, and responsive to community needs. Through its leadership, the Ministry facilitates the provision of essential services such as urban and rural planning, infrastructure development, and social services, all aimed at improving the living standards of citizens.

In the context of Local Area Planning (LAP), the Ministry provides policy direction, oversight, and technical guidance to ensure that planning processes are participatory, integrated, and aligned with national development frameworks. It supports local authorities in the preparation and implementation of LAPs by promoting inclusive stakeholder engagement, evidence-based planning, and coordination across sectors. Through LAPs, the Ministry advances decentralized planning as a practical tool for

translating national policies into localized development actions, ensuring that community priorities are reflected in land use, infrastructure investment, and service delivery.

MLGRD is a key programme partner to CitiZen+D.

Therefore, a few strategic partnership matters were discussed relating to the overall programme.

The key activities for 2026 were identified as:

- ◆ Inception mission with Integration in Mansa and in Livingstone: February 2026
- ◆ Preparation of LAP process in Samfya, Choma, Mazabuka
- ◆ Start of capacity development initiatives for urban development: Local Subsidy with UNZA for GIS training; training of CSOs in climate-resilient local area planning
- ◆ Collaboration with Local Government Association (LGAZ): development of training for councils on participatory planning methods, identification of exchange formats between local and national level
- ◆ Understanding capacity needs of WDCs
- ◆ Capacity assessment for council management: process and cooperation management with a focus on LAP process
- ◆ Situational and financial analysis for service delivery expansion in all councils except Lusaka: which services are needed in the informal settlements; which services have potential for additional revenue generation?
- ◆ Roll-out of the digital revenue management system in Choma: exploring possibility to introduce system in other partner councils as well
- ◆ Support to councils for identification of additional funding sources for implementation of LAPs: World Bank Zambia Devolution Support Programme, CDF, innovative financing tools

Outcomes of the interaction were:

- ◆ A request to MLGRD whether they would be able to support the development of the 2 LAP's with the support of one staff member throughout the LAP development as advisor to the LAP Task team
- ◆ Climate resilience Training for the 2 LAP Task Teams by MLGRD
- ◆ MLGRD will share the manual for the Climate Resilience Trainings with GIZ and INTEGRATION
- ◆ Attendance of the UNICEF meeting end March by GIZ and follow up conversation thereafter whether there are possible linkages to the LAP development e.g. in the Early Childhood Development sector

Ministry of Green Economy

This meeting was attended by junior officials who showed limited capability to share their work as department and how a LAP development can intersect with their work.

GIZ and INTERGATION highlighted areas of interest from within the 2 LAP areas namely:

- ◆ Flooding
- ◆ No citywide stormwater management planning
- ◆ Drought vulnerability of the shallow wells in Kabuta
- ◆ Public health issues caused by pit latrines in close proximity of shallow wells in Kabuta
- ◆ Solid waste impact on water ways
- ◆ Understand whether there can be technical collaboration on the local level and or institutional collaboration during the project period.

Unfortunately, the departmental representatives were unable to respond to these areas of interest. It is recommended to aim for a follow up conversation with a more senior member of the department.

2.3.2 Visit in Livingstone

Following meetings were attended in Livingstone:

- ◆ Meeting with Town Clerk
- ◆ Meetings and workshops with the LAP Task Team
- ◆ Meeting with senior management of Livingstone City Council
- ◆ Meeting and walk through Kashitu with the 2 local Councillors and WDC members
- ◆ Conversation and site visit at the Dambwa Recycling station operated by Greenstretch Consultants Limited
- ◆ Conversation with the Zambian Wildlife Authority
- ◆ A full day Focus Group Discussion and Transect walk with representatives of the LAP Task Team, Community Leaders and civil society organisations operating in Kashitu.

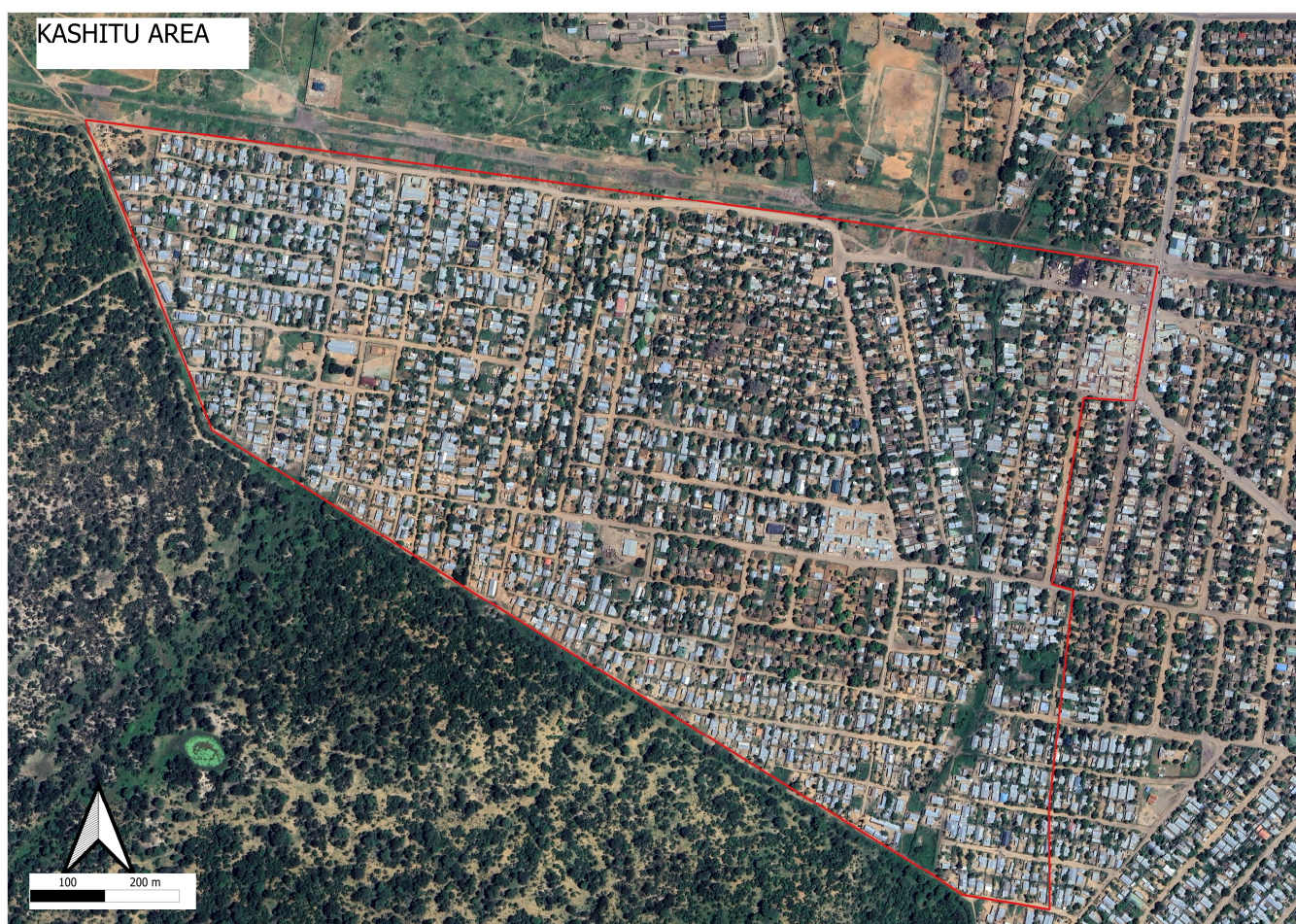


Figure 3 Overview map Kashitu informal settlement

Main outcomes of the site visit in Livingstone:

- ◆ A better understanding of the LAP TT members of their roles and responsibilities and the need to undergo a structured capacity development workshop around roles and responsibilities, Terms of Reference and how to interact in a multi-disciplinary team.
- ◆ A good understanding of the next 3 process steps of the LAP Operational Plan namely the Stakeholder Mapping and Mobilisation, the Baseline Profiling and Data Collection, and Analysis and Issue identification.
- ◆ Increased partnership development with local waste management initiatives and the Zambian Wildlife Authority
- ◆ Good grounding and start of the participatory planning process through the Focus Group Discussion workshop and Transect Walk

- ◆ Renewed Senior Management support for the development of the Kashitu LAP
- ◆ Although the meeting took place in Lusaka the interaction with Healing Balm as the NGO assigned to Livingstone is recorded here. Healing Balm comes across as a competent and well institutionalized NGO in Livingstone that offers key skills for stakeholder mobilisation and engagement. They do however lack the knowledge of a LAP process which should be one of the Capacity Development interventions by CitiZen+D.
- ◆ Look for ways to engage with the office of the Vice President (VP) around how the development of the LAP in Kasiya which is financially supported by the VP office and the Kashitu LAP can be synchronised and coordinated to ensure maximum benefit for the citizens of Livingstone.

Specific illustrations of the visit to Livingstone



Figure 5 Workshop with LAP Task Team



Figure 4 Site visit with WDC members



Figure 6 Flooding situation in Kashitu. Residents try to mitigate floods to get to their houses, roads are flooded

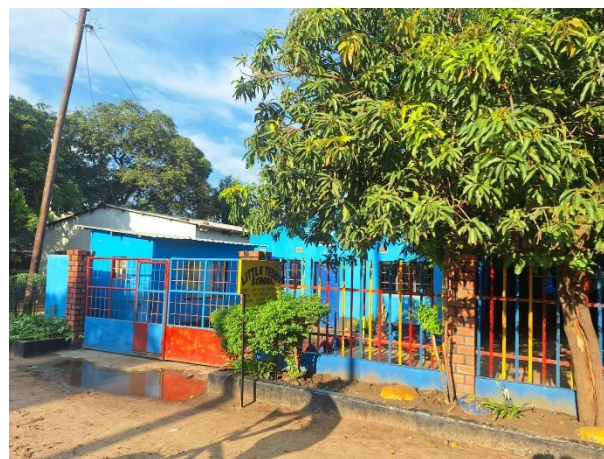


Figure 7 Kashitu Community assets: An informal public space as playground, an Early Childhood Development Centre



Figure 8 Focus Group Discussion Workshop with community leaders, the LAP Task Team and Civil society partners



Figure 9 Focus Group Discussion Workshop with community leaders, the LAP Task Team and Civil society partners



Figure 10 Impact of high rain falls on Kashitu river system



Figure 11 Makeshift bridges to allow river crossings



Figure 12 Local Livelihood strategies in Kashitu – market and urban food production



Figure 13 Local Home shop owners selling home produced baking product. Sale of alcohol outlet



Figure 14 Dambwa Recycling station as example of local innovation and circular economy

Agreed next steps forward between Livingstone LAP TT and GIZ/INTERGATION

As per outcomes of the various workshops and meetings following items were agreed will be the next steps:

Table 1 Next steps overall implementation agreed with Livingstone LAP TT

Step	Output	LCC	Community	INTEGRATION	GIZ	Date
Communication about Community FG workshop	Info sharing via electronic media	Beene	n/a	n/a	n/a	13.02.26
Community On-boarding meeting	Info sharing and on-boarding of Community	Beene	WDC Chair	Part of briefing meeting	Leah	End March
Ongoing sensitization	CSO empowers local leadership on communication and messaging Incl. Council officers for institutionalization of the process	Chief housing officer (Mirriam)	?	n/a	Leah NGO mandate	Ongoing
Complete "Facility Mapping". Places of relevance and interest in Kashitu	WDC members take ownership of community mapping. Practice participatory work	Keren, Zindaba	WDC Chair person	Mboyonga (process steps, training)	Leah	27.02.26
Socio Economic Survey (see Operational Plan for further details)	500 hh survey completed, Written Socio Economic Survey Report	Joshua, Karen,	WDC Chair persons	Mboyonga (training) Bwalya adding the GESI and CR questions	Leah, Rhudo, Michael	Mid May 2026
Workshop Findings of survey (issues workshop)	3 workshops: LCC internal line departments, State Entities and parastatals, Civil Society and community	Miriam, Karen, Joshua, Joseph, Melvin, Paul, Kanda (Surveyor)	WDC Chair persons	Mboyonga, Michael	Leah, Rhudo, Michael	30.04.26 until 22.05.26
PR and Comms	WhatsApp group, branding material, messaging, brochures, Community radio	PR department		Bwalya set up WhatsApp community group OrientatePR participatory LAP process	Part of CSO Mandate	April 2026

Table 2 Way forward in relation to Systems development for the LAP Kashitu

Systems	
What	Who
Roles in LAP TT, ToR Capacity Analysis (1,5-2 days WS)	GIZ CitiZen+D Team
Operational Plan	GIZ Grace, Leah /NTEGRATION Michael, LCC, Beene, Keren, Last week of February
Backbone support: IT shared space, What's app community,	PR, Karen, Miriam, Zindaba,.
HRBA Climate Risk GE&SI	Integration, drafts were shared via WhatsApp, Integration and GIZ to meet to finalize drafts. Will be part of Participatory Planning training
GIS system	Online meeting between Integration, Karen, Keren, Honest, Beene, GIZ (Patric, Grace, include all in invite)
Equipment	Beene, GIZ data collection phones are available on loan

Table 3 Way forward in relation to Content work for the LAP Kashitu

Content	
What	Who
Boundary change	Livingstone Town Council
Stakeholder Mapping	Leah to follow up in LIV, NGO to use facility mapping process for Power mapping Leah to follow up with formal stakeholders
Stakeholder participation tool for each LAP process step	Integration to present first draft to GIZ
Stakeholder Mobilisation	Miriam in collaboration NGO, Leah
Facility mapping	WDC chair, Keren, Zindaba , Mboyonga, Leah, Michael
Socio economic survey	WDC Chair persons Joshua, Karen Mboyonga (training), Leah, Michael
Issues workshops (x3)	Miriam, Karen, Joshua, Joseph, Melvin, Paul, Kaunda (Surveyor), WDC Chair persons, Mboyonga, Michael, Leah, Michael

Table 4 Way forward in relation to Community and Stakeholder engagement for the LAP Kashitu

Community and stakeholders	
What	Who
Mobilisation	Miriam, NGO, Leah
Comms and messaging	PR Department Livingstone City Council
Regular meetings	Integration to develop approach towards steering of project (meeting matrix and participants)
Trust building activities	Make it part of Roles and responsibility workshop

GIS and Data Management Capacity Profile Livingstone City Council

During and in the following week after the Inception Mission INTERGATION assessed the GIS and Data Management Capacity of the Livingstone City Council staff members and structured it into a logical order:

1. Existing GIS and Data Infrastructure

The Council has:

- ◆ An existing geospatial database
- ◆ Operational GIS software in use
- ◆ Experience in digital spatial data collection

The geospatial database supports internal planning and mapping functions; however, it requires strengthening in data governance, integration, and analytical use.

2. Human Resource Capacity

The Council has three (3) officers with demonstrated experience in:

- ◆ Use of GIS software (map production, spatial editing, basic analysis)
- ◆ Field data collection using digital tools
- ◆ Spatial data updating and maintenance
- ◆ Basic database handling

3. Capacity Gaps and Challenges

Key challenges include:

- ◆ Limited in-house capacity to design advanced digital data collection tools (e.g., Kobo/XLSForm)
- ◆ Weak formalized data validation and QA/QC protocols
- ◆ Inconsistent attribute standardization and metadata documentation
- ◆ Limited capacity in spatial data analysis and decision-support systems

4. Recommended Capacity Strengthening Priorities

- ◆ Advanced Kobo/XLSForm development training
- ◆ GIS database design and normalization
- ◆ Development of data governance and QA/QC frameworks
- ◆ Spatial analysis for council data for decision making
- ◆ Municipal spatial data standards development

Conclusion of the site visit:

The INTEGRATION Team was able to get a very good insight in the situation in Livingstone and Kashitu. Stakeholders were met and consulted. The Operation Plan has been further worked on, so that a finalisation is possible remotely.

The GIS and Data Management capacity was assessed and INTEGRATION is able to identify areas of capacity development that will strengthen the GIS and Data Management capacities in Livingstone City Council.

A very good insight was gathered about the living conditions in Kashitu, the skills set of the LAP TT, the institutional arrangements and buy-in, and the required next steps.

Livingstone LAP TT is a committed group of people wanting to bring change to Kashitu.

We would like to express our thank you to the Livingstone Task Team and GIZ for arranging and hosting the site visit.

2.3.3 Visit in Mansa

Following meetings were attended in Mansa:

- ◆ Meeting with Mayor
- ◆ Meetings and workshops with the LAP Task Team
- ◆ Meeting with senior management of Mansa Municipal Council as part of the LAP TT
- ◆ Meeting and walk through Kabuta with the LAP TT and WDC members
- ◆ Conversation with the Luapula Water Supply and Sanitation Company Limited about the NWESA project
- ◆ A full day Focus Group Discussion and Transect walk with representatives of the LAP Task Team, Community Leaders and civil society organisations operating in Kabuta
- ◆ Engagement with the Traditional Authority about the land availability.

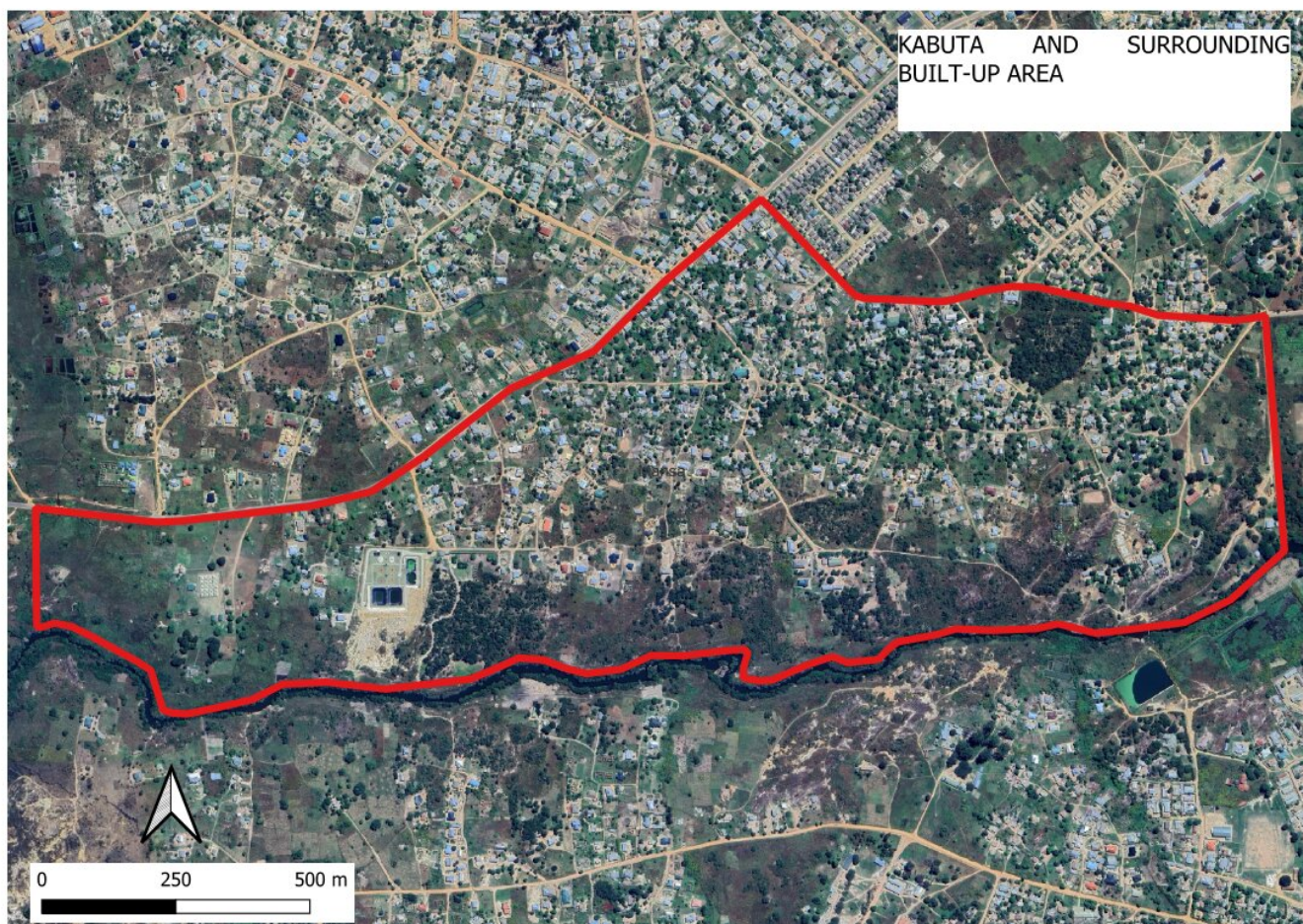


Figure 15 Overview map Kabuta informal settlement

Main outcomes of the site visit in Mansa:

- ◆ A better understanding of the LAP TT members of their roles and responsibilities and the need to undergo a structured capacity development workshop around roles and responsibilities, Terms of Reference and how to interact in a multi-disciplinary team.
- ◆ A good understanding of the next 3 process steps of the LAP Operational Plan namely the Stakeholder Mapping and Mobilisation, the Baseline Profiling and Data Collection, and Analysis and Issue identification.
- ◆ Increased partnership development with local water utility
- ◆ A good understanding on how to engage the Traditional Authorities around their buy-in and support of the LAP development for Kabuta
- ◆ Good grounding and start of the participatory planning process through the Focus Group Discussion workshop and Transect Walk

◆ Senior Management support for the development of the Kabuta LAP

Specific illustrations of the visit to Livingstone



Figure 17 Interaction between GIZ and Mayor



Figure 16 LAP Task team Workshop



Figure 18 Walk about with WDC and headwomen through Kabuto. Flooding is a serious issue



Figure 19 Shallow Well for drinking water and pit latrines in close proximity

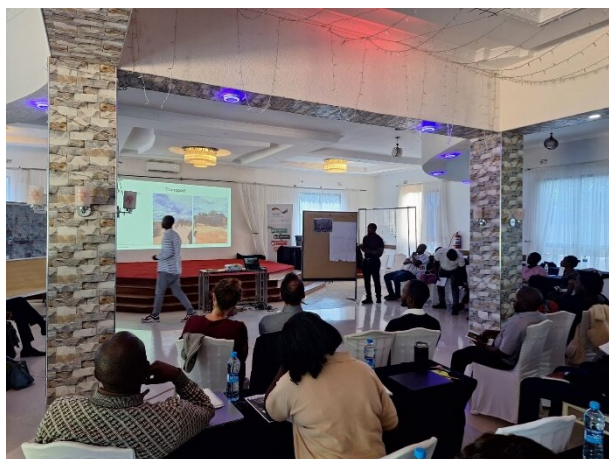


Figure 20 Focus Group Discussion and presentation of working groups to plenum



Figure 21 Economic Activities in Kabuta, charcoal seller, Home Shop, Selling of gravel and stones



Figure 22 Traditional Clay houses and Western style Block houses



Figure 23 Urban Agriculture in Kabuta, Mixed crop and Peanuts



Figure 24 Urban Agriculture in Kabuta Peanuts, Okra



Figure 25 Well looked after Front gardens



Figure 26 Pentecostal Church



Figure 27 Roman Catholic Church Kabuta



Figure 28 Public Facilities Kabuta, Church run school, Clinic



Figure 29 Heritage in Kabuta – Kenneth Kaunda House, Historic Shop

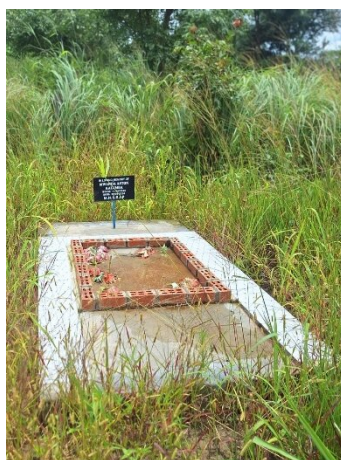


Figure 30 Graveyards in Kabuta

Agreed ways forward between Livingstone LAP TT and GIZ/INTERGATION as per outcomes of the various workshops and meetings:

Table 5 Next steps overall implementation agreed with Mansa LAP TT

Step	Output	MMC	Community	INTERGATION	GIZ	Date
Communication about FGD workshop	Info sharing via electronic media	Dorothy				19.02.2026
Budget overview and timelines	Budget needs and timelines are synchronised	Victor and Jackson				Completed agreed by Director Finance
Boundary measurement	GIS drawing that identifies boundary	Victor				20.04.2026
Senior Mgt presentation	MMC Commitment - Boundary reconfirmation, - Appointment letters LAP TT - budget request	Agnes Mr Phiri, Victor, Victor				31.03.2026

Step	Output	MMC	Community	INTEGRATION	GIZ	Date
Meeting with Chief	Boundary agreement, enroll Chief as partner	Agnes, Victor	CfFG		Department of Chiefs - Grace and Barbara	13.04.2026
Speak to Department of Heritage about community hall	Agreement about future plans, Access rights, user schedule		CfFG, WDC			27.03.2026
Large Community Onboarding meeting	Info sharing, community onboarding					17.04.2026
Stakeholder mobilisation (CfFG), Council officers for institutionalization of the process	NGO empowers local leadership	Gilbert, Elina			NGO Mandate	
Complete "community Mapping"	Places of interest are mapped, community ownership, community Hall and KK House	Eliza Katanga	CfFG	Mboyonga	Boris	In progress
Land audit	Status quo is recorded	Victor, Jackson, Planning Department		Mboyonga, Michael		27.04.2026
Socio Economic Survey	Approx. 1.000hh	Housing-Agnes Planning - Lombe		Mboyonga,		27.04.2026
Consultations with Provincial Planning, Water and sewer utility (network and fecal-sludge- gas development), ZNS (footbridge)						
Workshop Findings of survey (issues workshop)	3 workshops: MMC internal line departments, other state and parastatal actors, Civil Society and community			Michael, Bwalya, Mboyonga		
PR and Comms	What's app group, branding material, brochures, Community radio Training in the participatory LAP process for better communication					Done

Table 6 Way forward in relation to Systems development for the LAP Kabuta

Systems	
What	Who
Roles in LAP TT, ToR Capacity Analysis (2 days WS)	GIZ CitiZen+D Team
Operational Plan	GIZ Grace, Elina, William, Boris, / INTEGRATION Michael, MMC, Agnes, Victor
Backbone support community, IT shared space, What's app	PR, IT department (Elina to follow up with IT), Whats app Community was ready created waiting for the rest of the team to be added for handover (Elina)
HRBA Climate Risk GE&SI	INTEGRATION, drafts were shared via WhatsApp, Integration and GIZ to meet to finalize drafts. Will be part of Participatory Planning training
GIS system	INTEGRATION, GIZ Elina, William, Boris, Victor Planning Department, IT officer
Equipment	GIZ data collection phones on loan

Table 7 Way forward in relation to Content work for the LAP Kabuta

Content	
What	Who
Boundary change	Victor, 26.05.2026
Stakeholder Mapping	MCC to follow up formal part using Bwalya template Victor, Agnes 09.04.2026 Elina, William, Boris NGO to use facility mapping process for Power mapping Briefing from INTEGRATION
Stakeholder Mobilisation	NGO. Dorothy, 16.04.2026
Facility mapping	Meeting with Mboyonga on location mapping Jones, Elina, Gilbert
Land audit	Jones and Moono 27.04.-26.05.2026 Work from the "settlement book"
Enumeration	Mboyonga, Housing Department
Socio economic survey	Agnes, Lombe 27.04.-26.05.2026 Protection of personal info law. Protection of ID numbers is key
Issues workshops (x3)	Patric Elina, William, Boris

Table 8 Way forward in relation to Community and Stakeholder engagement for the LAP Kabuta

Community and stakeholders	
What	Who
Mobilisation	CfFG, GlZ: Elina
Comms and messaging	CfFG, GlZ: Elina
Regular meetings	GlZ Elina, William, Boris
Trust building activities	GlZ Elina, William, Boris

GIS and Data Management Capacity Profile Livingstone City Council

During and in the following week after the Inception Mission INTERGATION assessed the GIS and Data Management Capacity of the Livingstone City Council staff members and structured it into a logical order:

1. Existing GIS and Data Infrastructure

The Council:

- ◆ Does not have an established geospatial database
- ◆ Uses GIS tools at an individual officer level
- ◆ Lacks an integrated spatial data management framework

There is no centralized geodatabase structure for land, infrastructure, or property data.

2. Human Resource Capacity

The Council has approximately four (4) officers with experience in:

- ◆ Basic GIS software use
- ◆ Map production
- ◆ Spatial data handling
- ◆ Limited field data collection experience

3. Capacity Gaps and Challenges

Key challenges include:

- ◆ Absence of a structured municipal geodatabase architecture
- ◆ Fragmented data storage practices
- ◆ Limited structured mobile data collection systems
- ◆ No formalized QA/QC protocols or metadata standards
- ◆ Minimal use of GIS for strategic planning and revenue modelling

4. Recommended Capacity Strengthening Priorities

- ◆ Establishment of a municipal geodatabase architecture
- ◆ Training in Kobo/XLSForm tool development
- ◆ Development of data governance and QA/QC frameworks
- ◆ Spatial data standards and metadata systems
- ◆ Applied GIS analytics for municipality processes

Conclusion of the site visit:

The INTEGRATION Team was able to get a very good insight in the situation in Mansa and Kabuta. Stakeholders were met and consulted. The Operation Plan has been further worked on, so that a finalisation is possible remotely.

The GIS and Data Management capacity was assessed and INTEGRATION is able to identify areas of capacity development that will strengthen the GIS and Data Management capacities in Mansa Municipal Council.

A very good insight was gathered about the living conditions in Kabuta, the skills set of the LAP TT, the institutional arrangements and buy-in, and the required next steps.

We are thankful that we met the representative of the Traditional Authorities and also Gilbert and his colleagues from the Centre for Future Generations during the Focus group Discussion and Intersect Walk through Kabuta.

The Mansa LAP TT is a committed group of people wanting to bring change to Kabuta.

We would like to express our thank you to the Livingstone Task Team and GIZ for arranging and hosting the site visit.

3 RISKS AND ASSUMPTIONS

The proposal was submitted in 2025 responding to ToR with 3 phases outlined:

1. Inception Phase
2. Baseline Phase
3. Preparation of LAP's

During the submission of the proposal a number of risks and assumptions were identified by INTGRATION and included in the submission.

Now after the Inception Mission has been concluded those risks and assumptions were revisited, reviewed and augmented with the knowledge gathered during the Inception Mission. Possible way forwards are outlined in the following tabular overview.

Table 9 Risks and Assumption as per proposal, with updated status quo after the Inception Mission and possible way forward

Risk/ assumption	Potential impact	Status Quo end of Inception Mission	Proposed way forward
Duration of LAP process usually being 9-15 months period	Could lead to a contract extension beyond the envisaged 12 months	Agreement that a contract extension will be conducive to the project	Extend contract
Requirement by Local Authorities for municipal officials to assist with election preparation and or related matters between May and September with the election being anticipated in or around August 2026	Could delay the process and take attention away from the LAP process, limited ability to consult communities during this period.	Unchanged	Ensure minimal impact of elections through task scheduling aligned to election timeline
Limited absorption capacity in Local Authorities to translate the LAP into an Implementation Plan	Could hamper the value of the LAP as a tool to bridge the implementation gap between policy and lived realities by citizens in their neighbourhoods	Unchanged	Capacity development and ensuring LAP's align to practical interventions responding to needs of communities
The quality of LAPs will depend on the availability of reliable baseline data. Availability of good baseline data. Our assumption was these data gaps are minor.	Complex data collection processes will delay milestones and have a significant impact on the project due to budget constraints of the assignment.	No baseline data has been collected to date. Expectations by Local Authorities that INTEGRATION provides significant support during the Baseline Phase	1. Reorganise existing resources inside the agreed budget framework, utilise flexible remuneration to meet core baseline needs. 2. Possible contract increase by 20% to cover the desired support. 3. Leave proposal as is and work with outdated data and desktop data, with the risk of compromising quality of LAP.

The ToR foresee limited working days for the identification, consolidation of capacity development needs in the LAP process and to develop and implement a capacity development programme. We intend to clarify this in the inception period once the two LA's are identified, the baseline data gaps are identified, and the stakeholder analysis are under way so that we can get guidance from GIZ on where to focus priorities within the given resource allocation.	Reshuffling of project resources based on needs of the 2 LA's	First needs identifications are completed in both LA's and reveal significant needs for capacity development and mentoring during the baseline and preparation of LAP phase of the project.	2 proposals are made below to work within current budgetary envelop to meet minimum standards of LAP and a second scenario is developed to increase budget envelop by 20% to add capacity development to improve baseline data, offer mentoring and working sessions during the preparation of the LAP and documentation of the process to contribute towards a LAP Manual that has been started by GIZ already.
Assumption: there are sufficient skills and operational systems in place to prepare a LAP within the LA's.	Basic requirement to prepare the LAP within a timeframe at a certain quality.	LA employees are in principle skilled to prepare the LAP in most cases. Some gaps in specific skills require capacity development: • Team work, roles, responsibilities and systems • Baseline development skills • Participatory Planning around Climate resilience, GE&SI and Human Rights Based Approach, • Community participation processes, • Development of M&E plan. • Writing skills within some LAP Task team members	The GIZ has appointed a dedicated NGO per Local Authority to assist with community participation processes. The 2 proposals provide responses to the capacity development in different intensities.

The Inception Mission during February 2026 enabled the INTERGATION Team to get the full context of the 2 LA's including the composition of the LAP Task Team, the political context and support for the project, the community stakeholder context, the interaction of the Local Authorities with its citizens, the physical location and living conditions of people living in Kashitu and Kabuta, and the national context from 2 national line departments (Ministry of Local Government and Rural Development, Ministry of Green Economy and Environment) and the Disaster Management and Mitigation Unit under the Vice Presidency.

Based on the engagements during the Inception Mission the following is apparent:

- ◆ The current status quo of the development of the LAP requires a contract extension to prolong the implementation period
- ◆ The upcoming election poses a serious constraint on availability of municipal officials to work on the LAP preparation

- ◆ First needs identifications are completed in both LA's and reveal significant needs for capacity development and mentoring during the baseline and preparation of LAP phase of the project
- ◆ No baseline data has been collected to date. Expectations by Local Authorities is that INTEGRATION provides significant support during the Baseline Phase
- ◆ Key capacity development interventions required are:
 - ◆ Team work, roles, responsibilities and systems with the LAP Task Team
 - ◆ Baseline development skills (this includes all phases from formulation of a Data collection strategy, data collection tools, validation and Quality assurance, visualisation, data interpretation, data protocols and systems)
 - ◆ Participatory Planning around Climate resilience, GE&SI and Human Rights Based Approach,
 - ◆ Community participation processes,
 - ◆ Development of M&E plan.
 - ◆ Writing skills within some LAP Task team members

Within the originally contract sum we are able to provide the following:

- ◆ Tool development, studies for the project as a whole:
 - ◆ Tool development for socio economic surveys in LCC and MMC as per standard LAP requirement.
 - ◆ Study and training on local government policies and processes and its ways to move the LAP efficiently through the system
 - ◆ Climate resilience comparative study current practices in Zambia and planning practices, good examples internationally and how these are tailored to 2 LA's
- ◆ Development of training materials on Participatory Planning during LAP development
- ◆ Capacity Development:
 - ◆ 1 day training each Lap Task Team on Climate resilience in LAP development in each of the 2 LA's
 - ◆ 2 day Training in Participatory Planning practices, GE&SI and CR inclusion in LAP development in each of the 2 LA's
 - ◆ 1 day Training rehearsal of a Visioning workshop facilitated by LAP TT with local stakeholders in each of the 2 LA's
- ◆ Direct support and remote mentoring to develop the LAP
 - ◆ Mentoring in Scenario planning for the 2 LAP TT
 - ◆ Mentoring in LAP preparation for the 2 LAP TT
- ◆ Coordination and process alignment between the project partners:
 - ◆ 1 monthly meeting GIZ
 - ◆ 1 monthly meeting each LA

A contract amendment, as discussed with GIZ and submitted on 23rd March 2026, enables the following items to be delivered additionally:

- ◆ Capacity development around data collection, data aggregation, analysis, visualisation.
- ◆ Technical support and oversight during the community asset survey,
- ◆ Strategy development for the land audit in Kabuta, Mansa
- ◆ Support with quality assurance and visualization during the enumeration process in Kabuta
- ◆ Local working sessions (writing sessions during the LAP development),
- ◆ Manual contribution towards the GIZ started LAP development Manual.

It was agreed with GIZ that following project components which are integral to the success of the project are outside INTEGRATIONS scope of work will be performed by other project stakeholders:

- ◆ Training of LAP Task Teams in both Local Authorities around roles and responsibilities of the LAP Task Team (GIZ responsibility)
- ◆ Training of locally appointed NGO's on stakeholder management, the LAP processes, etc. (GIZ responsibility)
- ◆ Management and conducting the follow through of the participatory process with stakeholders (primary task for the locally appointed NGO's with management support by GIZ)
- ◆ Workshop or meetings with the LAP Task Team to identify budgets for identified LAP projects (GIZ responsibility)
- ◆ Any additional meetings with third parties or higher frequency of internal meetings other than the monthly meetings,
- ◆ Special reports
- ◆ Implementation support for land audit or major support for enumeration in Mansa other than covered by the contract extension described above.

Below is an overview of the responsibilities as per original ToR and the response by INTEGRATION. In italic are deliverables that are possible due to the contract amendment.

Table 10 Responsibilities as per original ToR and the response by INTEGRATION

ToR	Response
The contractor is responsible to lead the development of a workplan, approach, and methodology for implementation of the assignment.	Done via the Operational Plan. Methodology is described in the proposal
The contractor is responsible for selecting, preparing, training and steering the national short-term experts assigned to perform the advisory tasks.	National STE have been selected namely to assist with Capacity Development especially around Baseline Survey skills, GIS skills as well as with Strategy and Spatial Planning especially through a study to compare Climate Resilience in project work in Zambia and how it has translated in spatial planning practices and could be translated into the two LAP's of the assignment. <i>The contract extension allows for GIS and Data Management Capacity Development interventions to improve survey work, and quality assurance</i>
The contractor reports regularly to GIZ in accordance with the current AVB (General Terms and Conditions of Contract for supplying services and work) of the GIZ	Understood
The contractor is responsible for designing and implementing capacity building programs for local authorities, including training on participatory planning methodologies, climate resilience integration, and Local Area Plan development processes	This is included in the proposed Missions. Mission 5: Training of LAP TT and NGO on participatory planning techniques based on HRBA and GE&SI in LAP development, training of LAP TT on Climate Resilience Projects in informal settlements Mission 6: Prep Visioning workshop: key baseline info's, key issues identified, IDP development goals, other known developments planned for the area

ToR	Response
	<i>The contract extension allows for</i> <i>Mission 3: Capacity and Tool development around Baseline data collection, validation, analysis, visualisation, testing of tools, training of fieldworkers</i> <i>Mission 4: End of Baseline Survey Mission. Reflection and discussion how baseline tools can be integrated into IT systems of Local Authorities.</i> <i>Mission 7: Working sessions with LAP TT to consolidate and write scenarios and to prepare Development Framework</i>
The contractor is responsible for documenting key deliverables and milestones, which may be used as scalable measures with and beyond CitiZen+D	A lessons Learnt Document was envisaged in the original scope of works. <i>The contract extension allows for jointly work on a LAP Guide for the Programme with documentation of the process and key milestone interactions.</i>
Phase 1: Inception	
The contractor conducts an inception mission	Completed in February 2026
Stakeholder consultation and collection of baseline information and data	Completed as part of the Inception Mission on local level (stakeholder consultation, collection of baseline information and data as part of the Focus Group Discussions and Transect Walks) , on national level with key stakeholders
An actor and stakeholder mapping must be conducted	Process has been started and template has been shared with Local Authorities to complete the relevant sections.
An overview of the planning and policy framework needs to be prepared	It was agreed with GIZ to reframe it into a process overview of Local Authority processes to enable an efficient approval of the LAP.
Phase 2: Baseline reports and mapping	
The contractor supports local authorities in the preparation of baseline reports for the selected settlements	This is included in the Operational Plan. The role of INTERGATION is to develop collection tools, oversight and quality assurance <i>The contract extension allows training of fieldworkers, developing more collection tools, oversight of data validation, analysis of data and writing of the baseline reports.</i> <i>In addition, support to develop tools for the Enumeration in Kabuta and quality assurance oversight.</i>
Local authorities are supported in the preparation of geo-spatial datasets for the selected settlements	Sample maps will be provided generated out of the baseline data
Phase 3: Preparation of LAPs	
The contractor supports local authorities in the process of preparing 2 climate resilient Local Area Plans in a citizen oriented and participatory approach including recommendations for the detailed development of selected infrastructure or service delivery solutions.	This is included in the proposed Missions. Mission 5: Training of LAP TT and NGO on participatory planning techniques based on HRBA and GE&SI in LAP development, training of LAP TT on Climate Resilience Projects in informal settlements Mission 6: Prep Visioning workshop: key baseline info's, key issues identified, IDP development goals, other known developments planned for the area

ToR	Response
	The support with scenario planning and the Development Framework <i>The contract extension allows for</i> <i>Mission 3: Capacity and Tool development around Baseline data collection, validation, analysis, visualisation, testing of tools, training of fieldworkers</i> <i>Mission 4: End of Baseline Survey Mission. Reflection and discussion how baseline tools can be integrated into IT systems of Local Authorities.</i> <i>Mission 7: Working sessions with LAP TT to consolidate and write scenarios and to prepare Development Framework</i> <i>Structured follow up sessions with the LAP Task Team during the preparation of the LAP</i>
Cross-cutting topic	
The contractor will consider, develop and implement capacity development formats for planners, policy makers, local authorities, citizen representatives, service delivery providers and others upon request	Capacity development formats are described in above.
Technical backstopping	
The contractor provides technical backstopping to the GIZ team and project partners. • Technical meetings (physical, virtual), advice on proposed approach and methodologies • Technical backstopping for GIZ and project partners on approaches and methodologies • Review of reports and presentations	Monthly meeting between GIZ CitiZen+D Team and INTERGATION Monthly meeting with each of the 2 Local Authorities Ad hoc requested backstopping meetings especially around the documentation of lessons learnt, methodology and strategy.

Please see the Project Schedule in **Chapter 5** and **Annexure 1** for details in terms of chronological order, steps, tasks, main and secondary responsibilities, allocation of expert days, etc.

4 METHODOLOGY AND APPROACH

4.1 Conditions and strategic elements

Chapter 5 and **Annexure 1** Outlines our chronological approach and methodology.

Following guiding principles (as per proposal) will lead our implementation strategy:

Be flexible and adjust to on-site conditions: We have practised this throughout the Inception Phase and have been flexible and responsive to the local realities in Mansa and Livingstone.

Together with GIZ CitiZen+D we conducted an intensive inception phase with thorough stakeholder consultations, ensuring that pending questions are clarified.

Chapter 5 provides a sound and realistic work plan that allows to be adapted to specific local events such as the political calendar and municipal workload.

Our TL & KEs have extensive experience in the sector and bring experience of having developed LAPs in Zambia and similar planning tools in Southern Africa.

Capacity development embedded in each phase: During the Inception period this has been reemphasised and we have responded with additional capacity development interventions for the LAP Task Team members.

During the LAP preparation, local authority staff will co-lead the drafting of LAPs under the guidance of our international and national experts. Practical training will cover participatory planning methodologies, GIS-based analysis, and stakeholder engagement.

The contract extension enables to put special focus on the capacity development aspect of the project.

Below we have updated the conditions, challenges and strategic elements of the proposal to the status quo after the Inception Mission.

Conditions/challenges and strategic elements	
Phase 1: Inception	
	Conditions: Timely engagement and political commitment & willingness of relevant partners, municipal departments involved and access to civil society organizations.
	Strategic elements: Outputs desired: defining the detailed work scope as outcome of the inception mission of our core team in close interaction with our other team members and the guidance by GIZ. This has been accomplished.
	Structured stakeholder mapping across national, provincial, and Local Authority levels. A draft is attached in Annex 3
	Analysis of the planning and policy framework. This is usually included in a LAP. Hence it was agreed between GIZ and INTERGATION to rather map out a process of how best the LAP can be approved through the municipal systems in Livingstone and Mansa. A final draft is to be submitted by 15.04.2026.
	Defining the participatory planning approach. A draft is attached to this Inception report in Annexures 2 and 3 It is presented in a tabular format that describes which stakeholder is to be consulted and performs what role in each step of the LAP development. Intersectionality is closely related to the participatory planning approach and will be a key component of the capacity development Mission 5 around participatory planning.
Phase 2: Baseline reports and mapping	
	Conditions: Availability and quality of socio-economic and spatial data, as well as the willingness of local authorities to co-own the process. We learnt during the Inception Mission that this assumption is incorrect and that all baseline data is required to be collected as part of the project. The necessary shift of resources has been made. To a large extent through the extension of the contract



Strategic elements:

Comprehensive **baseline reports and geospatial mapping** for the two selected areas. This will include a community led survey of place and matters of interest by the community, which is an additional survey to improve local ownership and to harness local knowledge and assets.

Capacity Development of key LAP Task Team members to be able to coordinate and lead the baseline work. Mentorship of these key focal persons throughout this phase. Special emphasis is put on this component.

Coordination with local planning departments, universities, and NGOs that hold geospatial data will be essential.

Socio-economic profiling: a detailed socio-economic baseline covering demographics, livelihoods, household income patterns, land tenure, and access to basic services. Such as access to water and sanitation and waste management services in the informal settlements.

Climate and hazard analysis, urban infrastructure assessments, etc.: as part of the Issues identification workshops

Participatory spatial analysis: We will design participatory mapping sessions where residents identify critical community assets (e.g. schools, clinics, water kiosks) and hazards (e.g. flood-prone footpaths, illegal dumpsites) and risks (e.g. safety) for various groups residing within the local planning area on large, printed maps. These sessions will both validate data, give ground-truth and build ownership of the planning process.

Phase 3 (preparation of LAPs):



Conditions: The preparation of LAPs requires political will from the local authorities (providing time and personnel) and active participation from both local authorities and communities. While the LAPs are grounded in technical evidence, their legitimacy depends on the inclusiveness of the planning process and the responsiveness of local government to citizen priorities.



Strategic elements: Phase 3 represents the culmination of the assignment, where the baseline evidence and participatory processes are translated into supporting the Local Authorities to develop concrete Local Area Plans that are equitable (ensure solutions meet the needs of marginalised groups and reduce vulnerability), climate-resilient, have special focus on informal settlements, are inclusive, and implementable.

Structuring the LAPs: Each LAP will focus on identified key topical focus interventions and include the spatial responses to those key focus interventions such as spatial zoning, land-use proposals, infrastructure priorities. For example, zoning will identify flood-prone areas where infrastructure development must be restricted. At the same time the LAP's will provide service delivery models and tactics such as safeguarding green corridors for water catchment and urban cooling. Infrastructure priorities may include upgrading drainage systems in flood-prone informal settlements or extending sanitation services to underserved neighbourhoods. The LAP's will further identify key stakeholders and their responsibilities in the implementation of the service delivery strategy. The LAP will identify the prioritisation of activities of the focus Interventions and relevant financing mechanisms on how to implement. The utilisation of the Constituency Development Fund is seen as key financing instrument.

Capacity Development of key LAP Task Team members to be able to coordinate and lead the participatory planning, the visioning workshops, the scenario development and the drafting of the LAP's. Mentorship of these key focal persons throughout this phase especially around scenario planning, the development framework and the legal procedures to get LAP's approved. Special emphasis is put on this component.

Participatory co-design workshops: Draft LAP components will be developed together with local communities through structured co-design workshops. LAP Task team members will be capacitated and supported to facilitate the Visioning workshops.

Integration of climate resilience: One study is to be commissioned as comparative study to look at climate resilience projects in Zambia, their focus and to what degree this focus has translated into Planning Practices in Zambia. This will guide a dialogue around integration of climate resilience into planning instruments (including of the LAP) in Zambia. This will be shared and discussed with the 2 LAP Task teams. A second input will be prepared around international good practises of climate resilience and climate mitigation action in informal settlements. The intention is to spark the conversation and ideas on how appropriate climate mitigation could look like in Kabuta and Kashitu.

Validation and legal review: Draft LAPs will be submitted to a participatory validation process, involving Ward Development Committees, civil society, and women's groups in close collaboration with the NGO's appointed by GIZ. This validation will ensure local ownership and gender-responsiveness. In parallel, legal experts should review the LAPs for compliance with the Urban and Regional Planning Act (2015) and alignment with the

Integrated Development Plans (IDPs). This step is critical for ensuring that LAPs are not only technically sound but also legally enforceable.

Phased implementation planning: Each LAP will include an implementation roadmap with short-, medium-, and long-term actions. For example, short-term actions may include low-cost service delivery improvements (e.g. drainage clearing, water kiosks), while medium-term actions cover structural investments (e.g. road surfacing, electricity expansion), and long-term actions align with national development programmes.

The outcome of Phase 3 will be two fully prepared, participatory LAPs that are technically robust, climate-resilient, and locally validated. They will not only serve as blueprints for service delivery improvements in the target settlements but also function as replicable models that can be scaled up across Zambia

4.2 Cooperation

4.2.1 Presentation and interaction between the relevant actors in the contractor's area of responsibility

Table 11 Actor and function during the cooperation towards a LAP

Actor	Level	Function / Mandate / Interaction
Ministry of Local Government and Rural Development (MLGRD)	National	Lead ministry for decentralisation, local authority oversight, and implementation of the Urban and Regional Planning Act. Responsible for LAP approval processes and integration with IDPs
Ministry of Lands and Natural Resources (MLNR)	National	Custodian of state land and responsible for land administration, land tenure systems, and natural resource governance. Oversees planning authority on Crown Lands.
Disaster Management and Mitigation Unit (DMMU), Office of the Vice President	National / Provincial / District	Statutory agency mandated to coordinate DRM under the Disaster Management Act (2010). Implements disaster management programmes through national, provincial, district and satellite committees. Relevant for climate hazard data and integration of risk management into LAPs.
Traditional Leaders (Chiefs, Headmen, Councils of Chiefs)	Local customary	In Mansa: Critical for legitimacy and participation in informal settlement planning. Play a decisive role in land allocation, settlement patterns, and community acceptance of LAPs.
Livingstone Town Council, Mansa Municipal Council	District / Local	Primary implementing institutions of LAPs. Responsible for planning, service delivery, and stakeholder engagement at district and provincial level. Key partners for technical cooperation and capacity development.
Ward Development Committees (WDCs)	Local	Community-level governance structures mandated to represent citizens in planning & service delivery decisions. Crucial for participatory LAP development, ensuring representation of women, youth, vulnerable groups.
Civil Society Organisations (local NGOs, faith-based groups)	Local	Provide advocacy, mobilise communities, and offer technical/sectoral expertise. Facilitate participatory processes and LNOB inclusion. Can potentially provide geospatial data and socio-economic surveys for informal settlements. Useful for filling baseline data gaps in Phase 2.
University of Zambia, Centre for Urban Research & Planning, CURP	Academic	Academic actor with expertise in urban planning, GIS, and participatory methodologies. Can provide data, and support training formats for municipal staff.
University of Cape Town (UCT)	Academic	Regional academic hub supporting knowledge exchange and training. Offers applied research and links LAP practice in Zambia with broader Southern African urban planning debates around Local Area development with emphasis on informal settlement upgrading and equitable developments.

Further to the above-mentioned actors, we will not lose sight of ongoing Development Cooperation projects, where knowledge can be shared and potential partnerships may arise.

4.2.2 Strategy for establishing cooperation and then cooperating with the relevant actors

The CitiZen+D GIZ Team has introduced our team to the relevant local authorities. With our local KE and the expert pool we have gathered, we have good entry points into academia, civil society and professional body networks in Zambia, and we will rely on other well-established relations by GIZ Zambia.

- ◆ The starting point for all our cooperation processes is **creating relationships that are based on trust, respect and a common goal orientation**. We design the cooperation model in such a way that it ties in with already existing networks, relations, and established communication pathways of GIZ Zambia and the local partner authorities.
- ◆ Being aware of the importance of networks and good working relations in Zambia, we will seek to tap into **existing networks to open doors** for the flourishing cooperation such as Professional Bodies in Zambia. We **respect the line of communication** and rely on GIZ Zambia staff for first contact establishment with the respective political authorities.
- ◆ **Regular feedback sessions** with both the administration and political leadership are planned to maintaining transparency, closing information gaps, and fostering mutual trust.
- ◆ Attendance and presentation of the GIZ assignment at networking events of various professional sector bodies such as the Spatial Planning Professions (town planners) or GIS professionals to ensure lessons learnt are shared.

4.3 Steering structure

4.3.1 Approach and procedure for steering the measures with the project partners

To ensure continuous oversight and responsiveness, the TL is in continuous contact with the full team and the CitiZen+D team. KE 2, based in Lusaka, will act as an on-site focal point. She will provide ad-hoc support, facilitate direct communication with local partners, and follow up on agreed action points. This presence will be reinforced by the TL and KE 1, both of whom will spend periods on site during the proposed Missions (see Implementation Plan). The physical presence will help to establish trust, enable direct dialogue, and set a collaborative tone for the assignment.

We are aware that many local authorities operate in a “firefighting mode,” responding to urgent service delivery gaps or natural hazards, and that this pressure will be heightened in the run-up to the 2026 elections. Our steering approach therefore prioritises alignment with existing coordination mechanisms rather than creating parallel structures.

During the Inception Mission the need for the formalisation of the LAP Task teams in each of the two Local Authorities was approved. Within the LAP Task team currently 3 sub teams were established focusing on one LAP development step at the time. This practise of subteams is a key strategy to ensure work gets done by the right people. Our team has been assigned to one subteam each to assist.

WhatsApp communities are set up to encourage and support the work of the subteams as well as the LAP Task Team per Local Authority.

The mentoring sessions by KE2 and our GIS STE are reemphasising the practices of delegation of tasks, combining efforts and capacity development to empower people.

A monthly formal meeting between the LAP Task Team, the INTEGRATION and CitiZen+D team is recommended. This meeting will focus on overall LAP matters, alignment to the Operational Plan, discussion about barriers and successes, as well as Local Authority specific matters (planning of missions, follow up commitments etc.) In between we highly appreciate the support of the local CitiZen+D teams for Livingstone and Mansa to keep the process running.

A monthly steering meeting between INTERGATION and the CitiZen+D team is also envisaged to reflect and define strategy and deliverables. If necessary to adjust implementation plans and resource allocation to ensure the success of the assignment.

It is proposed (not included in the implementation plan, yet) to have quarterly or key milestone reflection meetings that follow a standard agenda and allow overall matters to be discussed that may require special focus (e.g. strategic partnerships that may arise, discussions around studies commissioned, themes such as Climate resilience, participatory planning, capacity development, etc.). The backstopper of INTEGRATION will participate in those quarterly or milestone meetings.

5 PROJECT SCHEDULE

The project schedule is informed by the milestone schedule of the ToR, the discussions during the Inception Phase of the project and request by GIZ to align to the Operational Plan to implement the Participatory LAP.

Below is a high-level Milestone schedule aligned to ToR.

Table 12 Updated Milestone Schedule aligned to ToR milestones after Inception Mission

Milestone/process steps/partial service	ToR timelines	Proposed timeline after Inception Mission
Inception Report and Mission	17.11.2025	31.03.2026
Actor and Stakeholder Map	15.12.2025	31.03.2026
Planning and Policy Analysis	15.12.2025	15.04.2026
Participatory Planning Approach and Methodology	15.12.2025	31.03.2026
Baseline Studies	15.02.2026	30.06.2026
Mapping and Spatial Analysis	15.03.2026	15.07.2026
Capacity Development Strategy	15.04.2026	31.03.2026
First LAP	15.04.2026	28.02.2027
Second LAP	15.09.2026	28.02.2027
Lessons Learned and experience shared	15.10.2026	31.03.2027
Final Report	30.10.2026	15.04.2027

6 ANNEXURES

6.1 Annex 1: Implementation Plan

	Colour coding			Open items		Part of Mission				GIZ tasks outside INTERGATION mandate						
LAP Process Steps	Objectives	MISSIONS key components	Key tasks/ output	ToR Milestone	Role INTEGRATION	Role GIZ	Role LA	Role NGO	Timeline Mansa	Timelines Livingstone	Overall project Timeline	INTEGRATION resourcing existing budget framework				
												MK TL	BF KE	EK KE	MK STE	GS
Area Identification	Selected and justified area for planning with rationale		Identification of areas for upgrading in the IDP	N/A	N/A		X		completed	completed	completed					
			Areas listed and identified by priority	N/A	N/A		X									
			Agreement between LA and community about area	N/A	N/A		X									
			LAP Task Team formed, formal letters of appointment	N/A	N/A		X		completed	completed	prior to project period					
			Obtain Council resolution	N/A	N/A		X		completed	completed	prior to project period					
Boundary Definition and Declaration	Formalize planning boundary and statutory status		Community and LA are clear on Boundary including the chief and headmen	N/A	N/A		X	x	Mar-26	Mar-26	Mar-26					
			Boundary delineation in the field	N/A			X	x	Mar-26	Mar-26	Mar-26					
			Obtain Council resolution	N/A	N/A		X		Apr-26	Apr-26	Apr-26					
Preparation work and Inception Mission INTEGRATION	Familiarise with context, Operational Plan, Focus Group Discussions, Transect walk	Mission 1 and 2	Meet all LA's and GIZ in Lusaka in Nov 2025, Inception Mission to Livingstone and Mansa to obtain good understanding of the context and the areas	Inception Report and Mission	X				completed	completed	Oct 2025- Feb 2026	21	18,5	5	16	
Stakeholder Mapping & Mobilization	Identify key actors and plan participation		Draft Stakeholder engagement strategy	Actor and Stakeholder Map	X	x	x	x	Mar-Apr 2026 separate meeting please with Bwalya	Mar-Apr 2026	Mar-Apr 2026		1,5			
			Provide an online tool for stakeholder registration	Actor and Stakeholder Map	X		x									
			Key stakeholders identified	Actor and Stakeholder Map					Mar-26	Mar-26	Mar-26					
			Political	Actor and Stakeholder Map	x	x	X									
			Administration/ Public Sector	Actor and Stakeholder Map	x	x	X									
			Civil Society	Actor and Stakeholder Map	x	x	X	X								
			Private Sector	Actor and Stakeholder Map	x	x	X									
			Traditional leaders	Actor and Stakeholder Map	x	x	X	X								
			Training dialogue NGO and LA on stakeholder engagement strategy and implementation plan incl electronic tools of mobilisation and awareness raising		x	X		x	Mar- Apr 2026	Mar- Apr 2026	Mar- Apr 2026					
			Capacity building NGO's on LAP Process			X			02.-04.06.2026	02.-04.06.2026						
			Capacity building WDC's, FBO's, other community stakeholders on LAP Process, Community engagement during LAP development			X		x								
			Community onboarding meeting LAP Process			x	X	x	05.05.2026	30.03.2026 completed	Mar- Apr 2026					
			Follow through stakeholder engagement strategy, Regular interactions with stakeholders.			x	X	x	Mar 2026-Mar 2027	Mar 2026-Mar 2027	Mar 2026-Mar 2027 This will be continuous throughout the entire LAP development					
			Documentation of the stakeholder engagement process			X	x	x			Mar 2026-Mar 2027 Continuous					
			Contribution to Manual	Lessons Learnt	x	X	x	x				0,5	0,5			
Capacity Development	Capacity Development LAP TT, LA council process to approve LAP and how best to align LAP to council processes		Desktop Study as input into the Roles and responsibilities training	Participatory Planning approach and methodology	X	x	x		March- April 2026 meeting Bwalya	March- April 2026	March- April 2026	0,5	0,5			
	LAP Task Team is equipped to drive the process		2 day in-person workshop on roles and responsibilities, systems, ToR's	Participatory Planning approach		X	x		2nd half April/ early May 2026 16./17.07.?	2nd half April/ early May 2026 03./04.07.?	2nd half April/ early May 2026	0,5	0,5			
			Contribution to Manual	Lessons Learnt		X			Was done the 2 days after Nomkhosi							

	Colour coding			Open items		Part of Mission					GIZ tasks outside INTERGATION mandate							
LAP Process Steps	Objectives	MISSIONS key components	Key tasks/ output	ToR Milestone	Role INTEGRATION	Role GIZ	Role LA	Role NGO	Timeline Mansa	Timelines Livingstone	Overall project Timeline	INTEGRATION resourcing existing budget framework						
												MK TL	BF KE	EK KE	MK STE	GS		
Baseline Profiling & Data Collection	Spatial, socio-economic, environmental	Mission 3 (Local Mission) May Nomkhosi to LIV and MNS	Short strategy on data collection needs and sampling method (community survey of assets, and socio economic household survey)	Baseline Studies	X		x		completed	completed	Mar-26	0,5			1			
			Clarify Data Protection issues around person data during an enumeration	Baseline Studies	X				completed	n.a.	Mar-26				0,5			
			Develop template of maps for LAP report as reference document	Mapping and Spatial Analysis	X				2026/04/01 partially completed	2026/04/01 partially completed	Apr-26	0,5			1			
		Community asset survey	Capacity and Tool development around Baseline data collection, validation, analysis, visualisation, testing of tools, training of fieldworkers	Baseline Studies	X	x	x		completed	completed	May-26	2				11		
			Finalise list of resources/ assets to be mapped during community survey	Baseline Studies	X			x	completed	completed	Apr-26	0,5				0,5		
			Tool development for collection and data management during community survey	Baseline Studies	X			x	completed	completed	Apr-26	0,5				0,5		
			Training of NGO's to train fieldworkers	Baseline Studies	X	x	x		completed	completed		0,5				1		
			Data collection, validation	Baseline Studies	x	x	x	X	Jun-26	Jun-26		0,5				2		
			Consolidation of data, visualisation, oversight of report writing by LAP Task Team	Mapping and Spatial Analysis	x		X	x	Jun- Jul 2026	Jun- Jul 2026		1				3		
		Feedback meeting to WDC and Community representatives to share maps of existing assets	Participatory Planning approach			X	X	Jul-26	Jul-26	May-26								
		Socio economic survey	Community awareness meeting (same as LAP on- boarding meeting End March 2026)	Participatory Planning approach		x	X	X	05.05.2026	30.03.2026	Mar-26							
			Tool development for Socio Economic Survey (covered in above)	Baseline Studies	X		x		May-26	May-26	Apr-26							
			Selection of fieldworkers for socio economic survey	Baseline Studies			X		May-26	May-26	Apr-26							
			Training of Fieldworkers and Fieldwork Supervisors (covered in above)	Baseline Studies	X	x	x		May-26	May-26	May-26							
			Data collection, validation	Baseline Studies	x		X		May- Jun 2026	May - Jul 2026	May- Jul 2026							
			Data cleaning	Baseline Studies	x		X		May- Jun 2026	May - Jul 2026	May- Jul 2026	0,5				2		
			Data analysis	Baseline Studies	x		X		Jul-Aug 2026	Jul-Aug 2026	Jun- Aug 2026	0,5				2		
			Visualisation of socio economic survey	Mapping and Spatial Analysis	X	x	X		Jul-Aug 2026	Jul-Aug 2026	Jun- Aug 2026							
			Report writing socio economic survey	Mapping and Spatial Analysis	x	x	X		Aug- Sep 2026	Aug- Sep 2026	Jul- Sep 2026	0,5				3		
		Environmental matters	Analyse existing environmental gaps	Baseline Studies	x		X		Aug-26	Aug-26	Aug-26	0,5	0,5			0,5		
			Identification and Mapping of sensitive areas (desktop)	Mapping and Spatial Analysis	x		X		Aug-26	Aug-26	Aug-26	0,5	0,5			0,5		
			Internal LA stakeholder meeting to validate the identified matters	Baseline Studies			X		Aug-26	Aug-26								
			Input into the Baseline Report	Baseline Studies			X											
		Mission4 (Local Mission) Nomkhosi Jul 2026	End of Baseline Survey Mission. Reflection and discussion how the baseline tools can be integrated into IT systems of Local Authorities	Baseline Studies	X		x		Jul-26	Jul-26	Jul - Aug 2026	2				5		
			Finalise Baseline Report after issues identification workshops	Baseline Studies			X											
		Mansa Enumeration	Strategy development und support during implementation of Enumeration, Enumeration combined in Mansa with Socio Economic Survey minus ID numbers	Baseline Studies	X		X		Apr-26	N/A	April - May 2026	2				6		
			Second survey by mandated authorities to collect ID numbers	Baseline Studies	x		X		TBC	N/A	TBC					0,5		
			Enumeration report including the land audit maps	Baseline Studies	x		X		Sep-26	N/A	Sep-26	1				2		
			Mansa Land audit	Land audit is seen as separate matter conducted by a land survey team	Baseline Studies	x		X		April- Jun 2026	N/A	April- Jun 2026	0,5				1	
				Consolidation of baseline work	LAP TT meeting to combine community survey, Socio Economic survey and land audit into one baseline report as prep for the issues identification	Baseline Studies	x	x	X				Aug-Sep 2026	1	1		1	
			Contribution to Manual	Lessons Learnt	X	x	x					1			1			
Analysis & Issue Identification	Assess Spatial, Socio Economic and environmental issues	Strategy and prep.	Validate and familiarise LAP Task Team with Report, agree on findings including issues internally, develop a process that will help identify and analyse the issues might be easier to do this as key informant interviews rather than trying to get everyone together.	Baseline Studies	x	x	X	x	Aug-Sep2026	Aug-Sep2026	Jul- Sep 2026	1	1					
		Community stakeholders	Invite and prepare for community stakeholder workshop	Baseline Studies			X	x										
			Workshop with Community Stakeholders to assess and identify Spatial, Socio- Economic and Environmental issues	Baseline Studies	x		X	x										
			Report of Issues brought up by Comm Stakeholders	Baseline Studies	x		X	x				0,5						
		Technical stakeholders	Invite and prepare for technical stakeholder workshop	Baseline Studies			X		Aug - Sep 2026	Aug - Sep 2026	Jul- Sep 2026							
			Workshop with technical Stakeholders to assess and identify Spatial, Socio- Economic and Environmental issues	Baseline Studies			X											
			Report of Issues brought up by technical Stakeholders	Baseline Studies	x		X								0,5			
		Other strategic stakeholders	Invite and prepare for other strategic stakeholder workshop	Baseline Studies			X		Aug - Sep 2026	Aug - Sep 2026	Jul- Sep 2026							
			Workshop with other strategic stakeholder Stakeholders to assess and identify Spatial, Socio- Economic and Environmental issues	Baseline Studies			X											
			Report of Issues brought up by technical Stakeholders	Baseline Studies	x		X								0,5			
			All LAP Task Team workshop to consolidate inputs from 3 issues workshops with the Baseline findings	Baseline Studies	x		X		Aug- Sep 2026	Aug- Sep 2026	Jul- Sep 2026	1	1		1			
			Input into and finalisation of planning survey and issues report	Baseline Studies	x		X					1	1		0,5			
			Contribution to Manual	Lessons Learnt	X	x	x					0,5	0,5		0,5			

	Colour coding			Open items		Part of Mission				GIZ tasks outside INTERGATION mandate						
LAP Process Steps	Objectives	MISSIONS key components	Key tasks/ output	ToR Milestone	Role INTEGRATION	Role GIZ	Role LA	Role NGO	Timeline Mansa	Timelines Livingstone	Overall project Timeline	INTEGRATION resourcing existing budget framework				
												MK TL	BF KE	EK KE	MK STE	GS
		Capacity Development and strategy around CR work in LAP	Compile Climate Resilience international good practises comparative study linked to CR in 2 settlements	Participatory Planning approach and methodology	X				March- June 2026	March- June 2026	2nd half April -May 2026	0,5		4,5		
			Study on CR project work in Zambia and interrelation to Spatial Planning and LAP work	Participatory Planning approach and methodology	X				March- June 2026	March- June 2026		1,5				
				Prepare Materials for Participatory Planning capacity development intervention	Participatory Planning approach and methodology	X	x			April- June 2026	April- June 2026	April- June 2026	1	1,5	1,5	
	Capacity Development on Climate Resilience projects	Mission 5 Mission date depends on Baseline progress	Training of WDC and LAP TT on Climate Resilience Projects in Informal settlements	Participatory Planning approach and methodology	x				Sep- Oct 26	Sep- Oct 26	June/July 2026	3	3	3		
	Capacity development on Participatory Planning		Training of LAP TT and NGO on participatory planning techniques based on HRBA and GE&SI in LAP development	Participatory Planning approach and methodology	X	x	x	x	Sep- Oct 26	Sep- Oct 26	June/July 2026	6	6	6		
			Contribution to Manual	Lessons Learnt	X							1	1	1		
Visioning & Scenario Development	Define development goals and alternative scenarios	Mission 5 September/ October 2026	Prep Visioning workshop: key baseline info's, key issues identified, IDP development goals, other known developments planned for the area	Participatory Planning approach and methodology	X				Sep- Oct 26	Sep- Oct 26	September - October 2026	5	5	5		
			Visioning workshop full day workshop including breakaway groups along defined developmental topics and possibly scenarios	Participatory Planning approach and methodology	x		X	x	Sep- Oct 2026	Sep- Oct 2026		2	2	2		
			LAP TT workshop around proposed goals, scenarios, development options, and strategies	Participatory Planning approach and methodology	X		x		Sep.-Nov 2026	Sep.-Nov 2026		2	2	2		
			LAP TT to develop report and spatial plan for preferred scenario	Participatory Planning approach and methodology	x		X				1	2,5	2,5			
			LAP TT to develop alternative scenario	Participatory Planning approach and methodology	x		X				1	2,5	2,5			
			Stakeholder input regarding proposed goals, scenarios and strategies	Participatory Planning approach and methodology			X		September- November 2026	Sep- Nov 2026						
		Mission 6 (Local Mission) Bwalya October/November 2026	Working sessions with LAP TT to consolidate and write scenarios and to prepare Development Framework	Participatory Planning approach and methodology	x	x	X				1	8				
			Compile Development Framework	Participatory Planning approach and methodology	x		X				September- November 2026	September- November 2026	1	3	3	
			Present Development Framework to Senior Municipal Management and Council	Participatory Planning approach and methodology			X									
			Contribution to Manual	Lessons Learnt	X							2	1	1		
Budgeting for Capital Projects/ Interventions	Identify capital projects and possible revenue sources		Meeting /workshop around identification of projects and budgeting	Participatory Planning approach and methodology	x	X	X		September- November 2026	September- November 2026	September- November 2026	1				
			Budget for capital projects developed			x	X									
			Capital investment plan developed			x	X									
			Costing of identified projects			x	X									
			Consolidation meeting for capital investment plan			X	X									
			Develop concept notes for solicitation of funds			x	X									
			Stakeholder meeting to develop revenue enhancement strategies			x	X									
M&E for LAP			Formulate an M&E Plan to be able to track progress of LAP development	Participatory Planning approach and methodology	x	X	X									
			Monitor Implementation	Participatory Planning approach and methodology		x	X									
			Contribution to Manual	Lessons Learnt		X	x									
Draft LAP Preparation	Prepare structured LAP documents		Draft LAP Plan	Participatory Planning approach and methodology	x		x		Nov 2026- Jan 2027	Nov 2026- Jan 2027	Nov 2026- Jan 2027	2	3	2		
			Scrutinise LAP Plan with different lenses - GE&SI, HRBA, CRV	Participatory Planning approach and methodology	x		x					2	3	2		
		Mission 7 (Local Mission) Bwalya November/ December 2026	structured online working sessions of the LAP TT to write the report.	Participatory Planning approach and methodology	X		x					2	9			
			Compile final draft LAP	Participatory Planning approach and methodology	x		x					2	3	3		
			Contribution to Manual	Lessons Learnt	X	x	x					1	1	1		
Validation and Revision	Engage stakeholders to review draft		Preparation of draft LAP presentations		x		X	X	Jan- Mar 2027	Jan- Mar 2027	Jan- Mar 2027	1	1	1		
			Marketing materials e.g. Poster or flyers of the LAP				X	x								
			Present draft LAP to management				X									
			Validation workshop with Community		x		X	x								
			Validation workshop with technical team		x		X									
			Validation workshop with other strategic partners / stakeholders		x		X									
			Incorporate comments and suggestions				X									
			Publish the draft LAP for comments				X									
			Public announcements i.e., Adverts, radio programme, PA system etc.				X									
			Incorporate comments and suggestions				X	x								
			Presenting the validated LAP to the Plans Committee				X									
			Present Draft LAP to Council				X									
		Mission 8: February / March 2027 Completion Mission	Reflection on progress and achievement of deliverables		x	x	X					8	6			
			Contribution to Manual	Lessons Learnt	X	x	x					1	1			
Submission and Approval	Submit to Provincial Planner/ MLGRD		Submit to Provincial Planning Office				X		Mar-27	Mar-27	Mar-27					
Documentation & Knowledge Sharing	Archive process and lessons		Printing the LAP for the Library and Archives section				X		Mar-27	Mar-27	Mar-27					
			Publishing on the website				X									
Lessons Learnt Document			Lessons Learnt Document available		X	x	x					3	2	2		2
Coordination GIZ-INTERGATION			monthly meeting		X	X	X					12	6	6		

6.2 Annex 2: INCEPTION MISSION PROGRAMME

Inception Mission Programme

Date	Time	Who to meet	Content
Livingstone			
09.02.2026 (Mon)	Morning 9:00-10:00	Town Clerk, Mayor	Welcome, Purpose of mission.
09.02.2026 (Mon)	Morning to Afternoon 10:00-15:00	LAP Task team	- Confirmation of itinerary - Council procedures and work environment in which LAP is developed - LAP Task Team/ Roles and responsibilities - LAP Task Team/ Integration/GIZ work around Operational Plan – make it real - Initial capacity assessment question to the LAP Task Team - Settlement Profile verification
09.02.2026 (Mon)	Afternoon 15:30-16:15	Meet local leaders (Councillor, WDC, Zonal representatives)	Intro of Mission, role of local leaders in LAP process
09.02.2026 (Mon)	Afternoon 16:30-17:30		Walk through Kashitu area with Cllr and or WDC to get first-hand experience of the context
10.2.2026 (Tue)	Morning 08:00-12:00	LAP Task Team	Operational Plan Continue group work (Stakeholder Mobilisation, Base-line Surveys, Identification of Issues)
10.02.2026 (Tue)	Afternoon 13:00-14:00	Senior Management	Get understanding and buy-in of senior management on Operational Plan and the LAP development process Role of LAP Task Team is understood and supported
10.02.2026 (Tue)	Afternoon 14:30-15:30	Zambian Wild Life Authority	Animal Human conflict (Game Management Plan) Zambian Wild Life Authority get better understanding of the conflict and identify linkages to the LAP process.
10.2.2026 (Tue)	Morning 16:00-17:00	Dambwa Recycling station	Solid Waste Project supported by UNIDO, understand possibilities of cooperation
11.02.2026 (Wed)	Full day	Task team members,	Full day participatory activity. Programme: Welcome

Date	Time	Who to meet	Content
	09:00-17:00 Including Tea breaks and lunch break	Community Leaders, members of specific focal groups such as Cllr, WDC, Zonal Reps, Women, Youth, People with Disabilities, Faith based Org., Education, ECD, Health, Safety	• Introduction • What means integrated development and Local Area Plan? • Existing data: Settlement profile from 2028-19 • Mapping of Kashitu as it is now and what we experience • Walking through Kashitu to observe and show us the situation with specific eyes. We have 5 lenses. How do we ensure every ones voice is included? • Bringing together what we saw and sharing with each other • What info have we got and what info is missing? • Next steps – how to get from here to a vision?
12.02.2026 (Thu)	Morning 09:00-11:00	LAP Task team	Debrief of mission
		Flight	LIV-LUS
Lusaka			
13.02.2026 (Fri)	Morning 09:00-11:00	GIZ- INTEGRATION Debrief	Debrief of Livingstone Inception Visit, preparation Mansa visit
13.02.2026 (Fri)	Morning 11:30-12:30	Healing Balm	Introduction of Healing Balm as NGO that will support Livingstone City Council in community participation process
13.02.2026 (Fri)	Morning 12:00-13:00	DMMU	Mandates and roles in LAP Identify opportunities for cooperation in LAP development especially in Climate resilience matters and link-ages on local level
16.02.2026 (Mon)	Morning	Flight	LUS-MNS
16.02.2026 (Mon)	Afternoon	Town Clerks of- fice, Mayor,	Welcome, Purpose of mission,
16.02.2026 (Mon)	Afternoon	Meet local lead- ers (Councillor, WDC, Zonal representatives)	Intro of Mission Walk about and local context in Kabuta

Date	Time	Who to meet	Content
Mansa			
17.02.2026 (Tue)	Morning and afternoon 9:00-17:00	LAP Task team	- Confirmation of itinerary - Roles and responsibilities - Council procedures and work environment in which LAP is developed - LAP Task Team/ Integration/GIZ work around Operational Plan – make it real - Stakeholder Mobilisation and Management - Data collection - Identification of Issues
17.02.2026 (Tue)	afternoon	LAP Task team, Centre for Future Generations	Introduction of CfFG as NGO that will support Mansa Municipal Council in community participation process
17.02.2026 (Tue)	Afternoon	Traditional Authorities	Alignment on next steps to ensure inclusion and collaboration with the Traditional Authorities in the LAP Process
18.02.2026 (Wed)	Full day 09:00-17:00 Including Tea breaks and lunch break	Task team members, Community Leaders, members of specific focal groups such as Cllr, WDC, Zonal Reps, Women, Youth, People with Disabilities, Faith based Org., Education, ECD, Health, Safety	Full day participatory activity. Programme: - Welcome - Introduction - What means integrated development and Local Area Plan? - Existing data: Settlement profile from 2028-19 - Mapping of Kashitu as it is now and what we experience - Walking through Kashitu to observe and show us the situation with specific eyes. We have 5 lenses. How do we ensure every ones voice is included? - Bringing together what we saw and sharing with each other - What info have we got and what info is missing? - Next steps – how to get from here to a vision?
19.02.2026 (Thu)	Morning 09:00-10:30	LAP Task team	Debrief of mission Reflection and next steps
19.02.2026 (Thu)	Morning 10:30-11:15	NEWZA representatives	Water Utility around NWEZA and link to LAP Get introduction to the partner and their projects/mandates and understand linkages to LAP process.
19.02.2026 (Thu)	Afternoon	MNS-LUS	

Date	Time	Who to meet	Content
Lusaka			
20.02.2026 (Fri)	Morning 09:00-10:00	Ministry of Local Government and Rural Development	Mandates and roles in LAP What opportunities they see in LAP development possibilities of collaboration for implementation Ask around Climate resilience and what they have done and/or would like to see on local level Relationship to LA's
20.02.2026 (Fri)	11:00-12:00	Green Economy	Intergovernmental Relations Feedback on site visits and specific questions that may arise
20.02.2026 (Fri)	12:30-14:00	GIZ	Reflection and debriefing session around Mansa Inception Visit and overall Inception Mission

6.3 Annex 3: STAKEHOLDER ENGAGEMENT MATRIX

LAP Phase	Timeline	Key Activities	Traditional Leaders, Chiefs role in the process	Politicians (Mayor / Councilors)	Provincial (MLGH, Provincial Planning authority)	Local Authority (Duty Bearer)	Communities (Rights Holders)	Private Sector / CSOs	Key Outputs	Role of INTEGRATION	Role of the GIZ
1. Inception (incl. Area declaration, boundary definition), & Political Mandate (incl Council resolution and appointment of LAP Task Team)	Month 1	Council Resolution for LAP development and launch	Endorse LAP resolution	Endorse LAP resolution	Approval of Council resolution	Initiate LAP process Ensure legal and policy alignment	Initiate LAP process at community level with the Councilor, WDCs and Zonal representatives	CSOs support the Local Authorities (LAs) with Advocacy. Where possible the private sector to support the LAP with funding for specific projects identified in the LAP process	Politically mandated LAP	Develop the LAP process framework and provide technical backstopping to ensure effective, inclusive, and standards-compliant implementation.	Deliver technical backstopping and advisory support to relevant actors to ensure compliance with agreed standards and methodologies.
		Appointment of a LAP coordinator	Champion inclusion, HRBA & climate action	Champion inclusion, HRBA & climate action	Provision of technical support	Appointment of a LAP coordinator by TCs office	Nominate inclusive representatives (women, youth, PWDs) make sure they are part of the community		Approved governance structure		
		Establishment of a LAP technical working group	communicate the chiefdoms commitment	Communicate political commitment	Appointment of MLGH representative to be part of the TWG by TCs office	Set as governance structures the LAP technical working group with representation from government, private, communities and civil society organizations appointed by Town clerk's office	Hold an inception meeting to present the LAP process clarify and define roles in the LAP process		Public awareness created		
2. Stakeholder Mapping & Mobilisation	Month 1–2	Identify and categorise stakeholders Approve participation framework	Openness to be part of the process as one stakeholder	Validate fairness and inclusiveness	Provision of technical support (share information related to LAPs as a key informat)	Lead stakeholder analysis Apply GESI criteria	Register representatives Confirm participation mechanisms	Participate in the identification and compilation of Civil Society Organisations (CSOs) and private sector stakeholders to ensure inclusive representation in the Local Area Planning process.	Approved stakeholder register Inclusive engagement framework	Develop and apply standardised tools to compile the stakeholder register and integrate Gender Equality and Social Inclusion (GESI) and climate change analyses into the Local Area Planning process.	Deliver technical backstopping and advisory support to relevant actors to ensure compliance with agreed standards and methodologies.
3. Community Empowerment Framework & Human Rights Based Approach (HRBA)	Month 2	HRBA Framework (rightholders, duty bearers, principles, obligations, capacities: including rights awareness) Community empowerment frameworks Constitution, LGA, Community empowerment domains Local Area Planning process and requirements (review URPA, LGA)	Participate in trainings Promote rights-based planning in wards	Participate in trainings Promote rights-based planning in wards	Participate in trainings Promote rights-based planning in wards	Co facilitate and Participate in trainings Promote rights-based planning in wards	Participate in trainings Promote rights-based planning in wards	Participate in trainings Promote rights-based planning in wards	Develop LAP that is community owned	Build the capacity of community members, councillors, and council management on the Human Rights–Based Approach (HRBA) and Gender Equality and Social Inclusion (GESI), and develop standardised training tools and learning materials to support effective application.	Provide Technical and logistical support
		Roles and responsibilities, training Training on HRBA Principles: GESI (gender, rights of children, rights of persons with disability, rights of marginalised people generally) Accountability, empowerment Climate mainstreaming, advocacy and influencing	Participate in trainings Promote rights-based planning in wards	Participate in trainings Promote rights-based planning in wards	Participate in trainings Promote rights-based planning	Facilitate capacity building Strengthen WDCs & facilitators-Participate in trainings Promote rights-based planning	Build rights awareness Strengthen participation skills	Align operations with HRBA principles	Capacitated political, technical & community actors Shared understanding of LAP roles	Build the capacity of community members, councillors, and council management on the Human Rights–Based Approach (HRBA) and Gender Equality and Social Inclusion (GESI), and develop standardised training tools and learning materials to support effective application.	Deliver technical backstopping and advisory support to relevant actors to ensure compliance with agreed standards and methodologies.
4. Participatory Situational & Spatial Analysis	Month 3–4	Surveys & mapping Gender, disability & climate risk analysis Ward validation	Facilitate access to communities Support participation	Facilitate access to communities Support participation	Provide TA (nominate a planner that will be part of the TWG)	Provide technical, spatial & service data Integrate analysis-lead and facilitate participatory situational and spatial analyses by mobilising communities and stakeholders, provide local data and institutional inputs, ensure GESI and climate considerations are integrated into LAP process.	Map needs, inequalities & risks Provide local knowledge	Share sector data & constraints	Validated situational analysis Evidence-based planning foundation	Provide technical leadership in conducting participatory situational and spatial analyses by integrating community inputs with spatial, socio-economic, GESI, and climate data to inform evidence-based Local Area Planning.	Provide methodological guidance, technical backstopping, and quality assurance to ensure participatory situational and spatial analyses integrate GESI, climate, and governance considerations and meet agreed planning standards.
5. Visioning & Co-Creation of Solutions	Month 5	Ward visioning sessions Prioritisation using transparent criteria	Participate in the visioning processing	Through regular interactions and dialogues contribute towards LAP vision Advocate equity & inclusion	Provide TA (nominate a planner that will be part of the TWG)	Facilitate forums Apply prioritisation tools	Co-create vision & priorities	Identify PPP & co-investment options	Agreed LAP vision Prioritised, inclusive project pipeline	Facilitate inclusive visioning and co-creation processes with communities, local authorities, and stakeholders to jointly define development priorities, spatial options, and implementable solutions aligned with GESI, climate resilience, and local development objectives.	Deliver technical backstopping and advisory support to relevant actors to ensure compliance with agreed standards and methodologies.
6. Drafting of LAP	Month 6	Translate priorities into spatial & action plans Costing & phasing	Provide leadership	Provide political guidance Ensure alignment with development agenda	Provide TA (nominate a planner that will be part of the TWG)	Draft LAP in line with planning law Consolidate participatory inputs, spatial, technical analyses, GESI, and climate considerations into a coherent, standards-compliant planning document Coordinate technical review	Review proposals Provide structured feedback	Review investment implications	Draft LAP with costed action plan	Deliver technical backstopping and advisory support to relevant actors to ensure compliance with agreed standards and methodologies.	Deliver technical backstopping and advisory support to relevant actors to ensure compliance with agreed standards and methodologies.
7. Validation & Political Approval	Month 7	Community validation meetings Council approval processes	Participate in validation meeting and approval	Chair validation meetings Approve LAP formally	Approval of LAP	Organise validation & approval Ensure compliance-present the draft plan to community members and key stakeholders through consensus-building meetings, Convene a special session to formally submit the draft to the Planning Authority/MLGH for approval.	Validate priorities & safeguards	Confirm commitments	Legitimate, approved LAP	Deliver technical backstopping and advisory support to relevant actors to ensure compliance with agreed standards and methodologies.	Deliver technical backstopping and advisory support to relevant actors to ensure compliance with agreed standards and methodologies.
8. Implementation & Resource Mobilisation	Month 8–10	Integrate LAP into budgets & Aannual Work Plans (AWPs) Mobilise partnerships	Advocate for budget allocation Mobilise National support	Advocate for budget allocation Mobilise political support	Partner in Implementation where mandated	Coordinate implementation Mainstream LAP in sector plans- Implementation & Resource Mobilisation: Lead and coordinate the implementation of the LAP by integrating priority actions into council systems and budgets, and mobilising financial, technical, and partnership resources for effective delivery.	Participate in implementation & oversight	Implement agreed investments	LAP priorities financed and implemented	Provide technical support to operationalise the Local Area Plan (LAP) by translating priorities into implementable actions, supporting resource mobilisation strategies, and strengthening partnerships, monitoring, and reporting mechanisms.	Deliver technical backstopping and advisory support to relevant actors to ensure compliance with agreed standards and methodologies.
9. Monitoring, Accountability & Learning	Continuous	Track results & indicators Public reporting	Exercise oversight to ensure implementation	Exercise oversight Report to constituents	Partner in Implementation and Monitoring where mandated	Lead M&E establish, lead monitoring, accountability, and learning mechanisms by tracking LAP implementation, Ensuring transparency and stakeholder accountability, Use lessons learned to inform adaptive planning and decision-making. Report & adapt	Social accountability & feedback	Report on social & environmental impact	Improved transparency Adaptive management	This will take place Largely post the contract period	Provide technical guidance and quality assurance to strengthen monitoring, accountability, and learning systems, support results-based reporting, and promote the use of evidence and lessons learned for adaptive Local Area Planning and implementation.
10. Review & Update	End of Cycle	Review LAP performance Update priorities	Endorse revisions Sustain chiefdoms ownership of LAP Vision	Endorse revisions Sustain political ownership of LAP vision	Partner in review and update of LAP	Lead review & revision process Lead periodic review and updating of the LAP by incorporating monitoring results, stakeholder feedback, and emerging development, climate, and policy priorities to ensure continued relevance and effectiveness.	Co-create revisions & provide inout in re-prioritisation	Review investment implications	LAP is regularly reviewed and aligned to reality on the ground	This will take place largely post the project period.	Provide strategic guidance, quality assurance, and technical backstopping to support the periodic review and updating of the Local Area Plan (LAP), ensuring alignment with national frameworks, international standards, and cross-cutting priorities such as GESI and climate resilience.

6.4 Annex 4: PARTICIPATORY PLANNING STRATEGY – LAP Development using a Human Rights Based Approach

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Recognition is given to the valuable contributions of communities, Ward Development Committees, civic leaders, sector institutions, civil society organizations, and private sector partners who actively participated in shaping this framework. Special appreciation is extended to community members – women, men, youth, and persons with disabilities – whose lived experiences, priorities, and insights have ensured that this framework is inclusive, responsive, and rooted in local realities.

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This framework is intended to guide participatory, inclusive, and accountable planning processes and to serve as a reference for Local Authorities and cooperating partners seeking to strengthen local governance and deliver equitable and sustainable development outcomes

LIST OF ACRONYMS

DDCC	District Development Coordinating Committee
GESI	Gender Equality and Social Inclusion
GIS	Geographic Information Systems
GRZ	Government of the Republic of Zambia
HRBA	Human Rights-Based Approach
IDP	Integrated Development Plan
LAP	Local Area Planning
LCC	Local Planning Authority
LPA	Local Planning Authority
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PPP	Public-Private Partnership
SOPs	Standard Operating Procedures
TWG	Technical Working Group
URPA	Urban and Regional Planning Act
WDC	Ward Development Committee
ZRST	Zambia Road Safety Trust

1. INTRODUCTION

This document presents Lusaka City Council pioneered, human rights-based approach (HRBA) to Participatory Local Area Planning (LAP). It outlines a structured, inclusive process that brings together communities, local authorities, sector institutions, civil society, and the private sector to shape development priorities, budgets, and service delivery at the local level. Grounded in the HRBA principles of empowerment and participation, equality and non-discrimination (inclusion), and transparency and accountability. Other principles include subsidiarity, and results orientation. This approach ensures that women, youth, persons with disabilities, and other marginalized groups are meaningfully included (represented in the process) and able to realize their rights by claiming them throughout the planning cycle.

1.1. Key purpose

In line with the spirit and letter of both the Local Government Act and the Urban and Regional Planning Act, the purpose of this document is

- ◆ To operationalize participatory LAP using a HRBA as a governance mechanism rather than a one-off consultation, strengthening local control, accountability, and resilience. This is supported by the Local Government Act aims at enabling people at the local level to CONTROL their own development affairs
- ◆ To integrate empowerment considerations, gender equality, social inclusion, climate risks, and sustainable development into all stages of planning, implementation, and monitoring.
- ◆ To provide a clear, practical framework for institutionalization, community empowerment, and measurable development outcomes.

1.2. Scope and structure

- ◆ The document defines the roles and responsibilities of local authorities, the LAP coordinator, and the technical working group; outlines the HRBA-driven LAP process from inception to institutionalization; and presents stepwise actions for evidence generation, co-creation, budgeting, implementation, and accountability.
- ◆ It emphasizes a continuous planning cycle with iterative learning, transparent governance, deepening empowerment (Representation is just one dimension of inclusion and conversely under representation is one form of exclusion), and robust feedback mechanisms to ensure that plans translate into tangible improvements in service delivery, climate resilience, and quality of life for all community members.
- ◆ It is designed to effectively implement national policy while maintaining a consistent flow of information and decision-making that aligns with national and international frameworks and standards.

1.3. What is participatory Local Area Planning (LAP)?

Participatory LAP is a structured, inclusive planning approach in which communities, local authorities, sector institutions, civil society, and the private sector collaborate to shape planning decisions. It is grounded in the HRBA principles of empowerment, inclusion, transparency and accountability, subsidiarity, and results orientation. In this way it integrates social, economic and environmental aspects of community development and ensures that the rights of women, youth, and vulnerable groups are respected, protected and fulfilled. The process of this LAP is as important as its outcomes, and is driven by community priorities, socio-economic and spatial evidence, and policy requirements. Participation and empowerment is treated as a governance mechanism embedded in ongoing processes, not a one-off exercise, thereby strengthening local control and accountability.

The LAP cycle integrates inception and prerequisite capacity development, participatory engagements (including surveys), gender, social inclusion, and climate analysis, co-creation of solutions, validation, and monitoring. Through this continuous process, community priorities are linked directly to implementable plans and budgets, improving legitimacy, feasibility, resilience to climate risks, and measurable improvements in service delivery and quality of life.

2. HOW WILL IT BE DONE: PREREQUISITES?

Objective: prepare adequately for participatory LAP process using the HRBA

2.1. Institutional Level

2.1.1. Institutionalization and governance

- ◆ Approval of LAP process: embed participatory LAP in laws, policies, guidelines, and standard operating procedures so participation is a mandatory element of plan preparation, validation, and review.
- ◆ Establish multi-stakeholder team led by Local Authority
 - ◆ Define roles for local authorities, planning committees, Ward Development Committees, and other governance structures to ensure formal participation.
 - ◆ Appoint a LAP Coordinator (Director of Planning) and establish a technical working group with cross-department representation to develop terms of reference (TORs) for the group.
 - ◆ Conduct a capacity gap analysis for the TWG and tailor capacity-building activities, including sensitization on human rights, gender equality, social inclusion, and climate risks
 - ◆ The LAP Coordinator ensures:
 - ◆ formal council records (minutes) for LAP activities,
 - ◆ reporting to the local authority management, the Planning and Information Committee, the full Council, and the District Development Coordination Committee (DDCC) on LAP activities,
- ◆ Orient and build capacity of management, policy makers, and technical team on the HRBA, LAP process, participation and community empowerment frameworks
 - ◆ HRBA as an overall framework
 - ◆ Map right holders and duty bearers
 - ◆ HRBA principles: participation and empowerment, equality and non-discrimination, transparency and accountability
 - ◆ Right holder requirements: ability to know, negotiate, claim rights
 - ◆ Duty bearer duties: respect, protect, and fulfil human rights
 - ◆ LAP process basic requirements (URPA)
 - ◆ Conduct an orientation for councilors and management; map rights holders and duty bearers.
- ◆ Formal adoption of HRBA by Local Authority
- ◆ Achieve sustained institutionalization by linking participation to budgets and implementation, building capacities of duty bearers and communities, and embedding accountability and feedback mechanisms. When community meaningfully influence resource allocation, financing, monitoring, and performance, reporting reflect participation as routine practice.

2.1.2. Role of competencies and governance

- ◆ Participatory LAP process is an integral part of community empowerment process. It thus requires capacities in domains which increase community control and power

- ◆ LAP development requires a balanced mix of technical, participatory, and governance skills:
- ◆ Spatial data analysis, basic GIS interpretation, infrastructure and service planning, and climate risk assessment.
- ◆ Strong community facilitation, stakeholder engagement, and Gender Equality and Social Inclusion (GESI) competencies.
- ◆ Integral role of organisations specialized in gender, and rights of children, persons with disability and the poor generally.
- ◆ Knowledge of planning laws, institutional processes, budgeting and implementation linkages, and monitoring/reporting capabilities.
- ◆ Knowledge of policy priorities relevant to a planning area
- ◆ Leadership for coordination, negotiation, and multi-actor planning processes.

2.2. Community level

Community level participatory planning, is a structured and inclusive governance process that enables women, men, youth, persons with disabilities, and other marginalized groups to actively influence development decisions. The approach deliberately addresses power imbalances, unequal resource access, and diverse needs by applying GESI principles throughout the planning cycle. Inclusive facilitation, sex-, age-, and disability-disaggregated data, accessible consultation spaces, and targeted engagement of marginalized groups ensure meaningful participation rather than token involvement. The following prerequisites are needed:

- ◆ Create community readiness: engagement with WDC (WDC executive, Zone leadership), government, CSO and private sector within the planning area
- ◆ Introduce the HRBA (framework, purpose, principles, right holder requirements, duty bearer duties)
- ◆ Strengthen an inclusive Ward Development Committee LAP Task Team, including zonal representatives
- ◆ Plan LPA process
- ◆ Train community facilitators to lead LAP process from Zone level

2.2.1. Benefits

- ◆ By systematically integrating gender and social inclusion, participatory LAP improves relevance, equity, and sustainability.
- ◆ It strengthens local control and accountability of duty bearers and ensures that priorities, investments, and service delivery reflect the realities of diverse social groups.
- ◆ The process contributes to reducing inequalities, strengthening social cohesion, and delivering inclusive, climate-resilient, and results-oriented development outcomes.

2.3. Who is responsible for the LAP?

2.3.1. Legal and policy framework

- ◆ Local authorities bear primary legal responsibility for LAP development as designated planning authorities under relevant national frameworks.
- ◆ In Zambia, for example, the Urban and Regional Planning Act (2015) requires local authorities to initiate, prepare, consult on, adopt, and implement LAPs; ensure meaningful public participation; manage objections; and regulate land use and development in line with approved plans. They

align LAPs with Integrated Development Plans and higher-level planning frameworks, coordinate sector actors, and enforce planning decisions.

- ◆ The National Planning and Budgeting Act (2020) requires local authorities to lead participatory, transparent, and accountable planning processes, integrate community priorities into development plans and budgets, and ensure planning outcomes address local development needs. This positions councils as duty bearers and coordinators of inclusive local development.

2.3.2. Key leadership

- ◆ The Local Authority's Director of Planning, with support from the TWG and technical advisers (including consultants as needed), coordinates LAP development. Effective LAP development requires a balanced mix of technical, participatory, and governance capacities as described above.

3. HRBA IN LOCAL AREA PLANNING – PURPOSE AND ADDED VALUE

A Human Rights Based Approach (HRBA) strengthens LAP by focusing on measurable, sustainable improvements in people's lives rather than solely on physical outputs. HRBA re-frames LAPs as governance instruments that enable rights realization, accountability, and negotiation among communities, government, and the private sector.

HRBA ensures:

- ◆ Systematic mainstreaming of gender equality and social inclusion (GESI).
- ◆ Early integration of climate risk and environmental sustainability.
- ◆ Active influence of marginalized groups on decisions, not only consultation.
- ◆ Development outcomes that address structural inequalities, not just symptoms.

Core HRBA Principles Operationalized in LAPs

- ◆ **Participation and Inclusion:** All groups especially women, youth, persons with disabilities, informal settlement residents, and other marginalized populations participate meaningfully throughout the planning cycle.
- ◆ **Non-Discrimination and Gender Equality:** Planning processes and outcomes address gendered and social inequalities in land access, services, opportunities, and decision-making.
- ◆ **Accountability and Transparency:** Roles, responsibilities, and commitments of duty bearers are clearly defined, publicly accessible, and subject to scrutiny.
- ◆ **Empowerment:** Communities are supported to understand rights, voice concerns, and engage confidently with authorities.
- ◆ **Sustainability and Climate Responsiveness:** LAPs integrate climate risk reduction, environmental protection, and long-term resilience, with particular attention to vulnerable groups.

HRBA Institutional Framework

HRBA rests on a tripartite relationship:

- ◆ **Government:** primary legal duty bearer responsible for planning, service delivery, and regulation.
- ◆ **Private Sector:** moral and, where applicable, legal duty bearer influencing land use, service provision, and environmental outcomes.

- ◆ **Communities:** rights holders with civic responsibilities, whose voices and rights must be recognized and protected.

Effective HRBA requires:

- ◆ Empowered communities capable of claiming their rights.
- ◆ Capacitated institutions able to fulfil obligations.
- ◆ Inclusive governance spaces for dialogue, negotiation, and accountability.

4. HOW WILL IT BE DONE: THE PARTICIPATORY PLANNING PROCESS USING HRBA LOOK LIKE? (STEPWISE OUTLINE)

4.1. Step 1: Inception, LAP readiness, and Requisite Capacity

Objective: Establish a community level capacity for participatory LAP.

Key actions:

- ◆ Train community facilitators in the HRBA, its principles and requirements; LAP legal requirements; participative leadership and community facilitation skills; and climate change etc
- ◆ Document all policy priorities relevant to the planning area (eg. WDC)(Art. 19(4f) URPA)
- ◆ Conduct zone-based awareness campaigns
- ◆ Deepen awareness of rights and duties (individuals, organisations, society etc)
- ◆ Deepen understanding of participation and community empowerment
- ◆ Deepen understanding of gender and social inclusion (with leadership of organisations specializing / mandated in these areas. And facilitate functional links between community structure and these organisations)
- ◆ Prepare for step 2 (Art. 20(5c) URPA)

Result: A legitimate, inclusive participatory space with prepared and informed stakeholders.

4.2. Step 2: Participatory Evidence Generation and Mapping

Objective: Produce evidence reflecting lived realities and differentiated needs.

Key actions (detailed contained under Art. 22 (a) of URPA):

- ◆ Conduct household surveys with sex-, age-, and disability-disaggregated data.
- ◆ Facilitate focus group discussions at section level with different social groups to capture diverse perspectives (marginalized groups, business people, CSOs, FBOs, community leaders, etc)
- ◆ Engage in participatory social and spatial mapping of service access, land use, and climate risks

Result: Rich, disaggregated evidence to inform planning decisions.

4.3. Step 3: Co-Creation of Solutions

Objective: Develop rights-based, inclusive, and climate-resilient LAP solutions with broad buy-in.

Key actions:

- ◆ Facilitate participatory workshops that bring together communities, duty bearers, sector institutions, and private partners to translate evidence into concrete interventions (i.e. integrate policy priorities with community needs and priorities).
- ◆ Prioritize interventions using GESI criteria, climate risk exposure, feasibility, and impact on marginalized groups.
- ◆ Develop integrated project concepts and draft LAP components (infrastructure, services, social protection, governance mechanisms).
- ◆ Establish development framework (Art. 22(b) URPA)

Result: A catalog of co-created, technically sound, and inclusive interventions aligned with rights and local needs.

4.4. Step 4: Validation and Legislative/Policy Alignment

Objective: Validate plans with stakeholders and ensure coherence with legal and policy frameworks.

Key actions:

- ◆ Conduct multi-stakeholder validation sessions at ward, district, and council levels.
- ◆ Align LAP outputs with statutory plans (e.g., Integrated Development Plans, district development plans) and budgetary cycles.
- ◆ Document objections, feedback, and amendments; secure formal sign-off from relevant authorities.

Result: Legally coherent, publicly endorsed LAP ready for budgeting and implementation.

4.5. Step 5: Budgeting Alignment and Resource Allocation

Objective: Translate LAP priorities into funding commitments and financial planning.

Key actions:

- ◆ Link LAP components to the national/local budgeting process, including capital and recurrent costs.
- ◆ Develop financing strategies (domestic budgets, public-private partnerships, donor support, climate finance where applicable).
- ◆ Establish transparent resource allocation criteria that reflect prioritization, equity, and climate resilience.

Result: A budget-aligned LAP with clear financing plans and accountability arrangements.

4.6. Step 6: Implementation Planning and Governance

Objective: Prepare for delivery with clear responsibilities, timelines, and oversight.

Key actions:

- ◆ Develop implementation programme with roles for duty bearers, communities, and partners (Art. 22(c), URPA)
- ◆ Set up governance structures for monitoring, risk management, and governance of multi-actor projects.
- ◆ Establish performance indicators, baselines, and milestones linked to GESI and climate targets.

Result: Ready-to-execute LAP with defined governance, responsibilities, and monitoring.

4.7. Step 7: Monitoring, Evaluation, and Adaptive Learning

Objective: Track progress, learn, and adapt to changing conditions.

Key actions:

- ◆ Implement a gender- and disability-disaggregated results framework with climate indicators.
- ◆ Regularly collect data, review progress, and publish accessible performance reports.
- ◆ Conduct mid-course adjustments based on feedback, new evidence, changing local priorities.

Result: Transparent accountability, continuous improvement, and evidence-based adjustments.

4.8. Step 8: Accountability Mechanisms and Feedback Loops

Objective: Ensure responsive governance and sustained trust.

Key actions:

- ◆ Operationalize feedback channels for communities to raise concerns and grievances.
- ◆ Publish council minutes, decision logs, and outcomes; enable participatory scrutiny by civil society and communities.
- ◆ Review and reinforce commitments to rights, inclusion, and non-discrimination.

Result: Strengthened accountability, trust, and legitimacy of the LAP process.

4.9. Step 9: Institutionalization and Sustainability

Objective: Embed HRBA-driven LAP processes into routine governance.

Key actions:

- ◆ Facilitate adoption of LAP in line with Art. 23 of URPA
- ◆ Integrate LAP processes into standard operating procedures, planning cycles, and budgeting calendars.
- ◆ Build long-term capacity within local authorities, communities, and sector partners.
- ◆ Establish continuous learning mechanisms, knowledge sharing, and replication-ready methodologies.

Result: LAP becomes routine, rights-based, inclusive, climate-resilient development pathway.

4.10. Notes for implementation

- ◆ Maintain an iterative loop: evidence leads to solutions, which are validated, funded, implemented, monitored, and refined.
- ◆ Ensure continuous GESI mainstreaming across steps, with dedicated attention to women, youth, persons with disabilities, and marginalized groups.
- ◆ Embed transparency and open data practices to strengthen accountability and participation.
- ◆ Align with national policy frameworks and international commitments on human rights, climate resilience, and inclusive growth.

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6.5 Annex 5: FIRST DRAFT STAKEHOLDER LIST

Livingstone stakeholders analysis

The stakeholder landscape in Livingstone reflects a relatively diverse institutional mix anchored by the Livingstone City Council, which serves as the central coordinating authority for planning, service delivery, and development control. The presence of multiple sector departments and government institutions suggests a strong technical foundation for integrated planning, particularly in areas such as infrastructure, environment, tourism, and social services. Given Livingstone's strategic role as a tourism hub, stakeholder engagement is likely influenced by economic interests, including private sector actors linked to tourism, hospitality, and trade. This creates an opportunity for leveraging public-private partnerships in spatial planning and service provision, although it also introduces competing priorities that must be carefully managed.

However, similar to other districts, the stakeholder composition appears to emphasize institutional actors, with less visible representation of community-level structures such as Ward Development Committees, traditional authorities, and vulnerable groups. From a Human Rights-Based Approach (HRBA) perspective, this presents a risk of limited inclusivity and weak bottom-up participation in planning processes. Additionally, without clearly defined stakeholder roles, coordination challenges may arise, particularly in aligning sector priorities and avoiding duplication of efforts. Strengthening the stakeholder framework will require deliberate integration of rights holders, clearer articulation of mandates, and the establishment of structured coordination platforms – such as Technical Working Groups – to ensure inclusive, transparent, and accountable planning processes that reflect both local needs and broader development objectives.

Mansa stakeholders analysis

The stakeholder landscape in Mansa is strongly anchored in institutional actors, particularly the Mansa Municipal Council, which emerges as the primary duty bearer with high influence and responsibility for coordinating land use planning and service delivery. The presence of multiple council officers reflects a solid administrative base and readiness to implement planning interventions. In addition, the inclusion of the Disaster Management and Mitigation Unit introduces a critical dimension of risk-informed planning, particularly in addressing climate-related vulnerabilities and disaster preparedness. However, the stakeholder composition appears skewed toward formal institutions, with limited visibility of sector ministries, civil society actors, and private sector participants, which may constrain integrated and multi-sectoral planning outcomes.

From a Human Rights-Based Approach (HRBA) perspective, there is a notable gap in the representation of rights holders, particularly community members, Ward Development Committees, and traditional leadership structures, who are essential for participatory and inclusive planning. This imbalance risks reinforcing top-down decision-making processes and undermining local ownership of planning outcomes. Furthermore, the absence of clearly defined roles and mandates among stakeholders suggests potential coordination challenges during implementation. Strengthening this framework will require deliberate inclusion of community actors, clearer stakeholder role definition, and the establishment of structured engagement platforms such as Technical Working Groups to enhance collaboration, accountability, and alignment across all actors involved in the planning process.

Livingstone

Name	Surname	Gender	Organisation	Mandate	Speciality/Role	Email	Phone
Focal Point/s for the local authority							
Sombo	Kawilila	Female	Livingstone City Council	Enhance the quality of life for residents and visitors of the City of Livingstone through the provision of affordable socio-economic services adequate and efficient infrastructure while promoting active stakeholder participation	To oversee and manage the operation of the Council in order to ensure effective delivery of quality services to the community		977890041
Beene	Chipuwa	Female	Livingstone City Council			beenechipuwa@gmail.com	977690722
Disaster Risk Management Authorities							
Natasha	Nalundwe	Female	Disaster Management Unit	Prevent disasters where possible, prepare for emergencies, respond effectively when disaster occur, and support recovery while reducing future risks			
Government Authorities: National							
Government Authorities: Local							
Muchimba	Cotidah	Female	District Administration Office	To provide effective, efficient and sustainable public services and to facilitate social economic development within the district			973959408
City, environment and development planning authorities							
Stanley	Chibund	Male	Environment Africa	Champion self sustaining environment for all by engaging in pro active, inclusive participatory engagement, Education and action (over reaching goal is to improve environmental quality and uplift the livelihood of current and future generation)			972461593
Mainza		Male	Zambia Environment Management Agency (ZEMA)	To protect the environment, manage natural resources sustainably, control pollution for sustainable development in Zambia and ensuring compliance across sectors			977253408
First responders (fire department, police, paramedics)							
Richard	Ngenda		Zambia Police	To provide internal security by protecting life and property, preserving peace, maintain law and order, detecting/ preventing crime, ensure public security and upholding the Bill of Rights			972751537
Robert	Seulu		Fire Section	To protect life, property and environment from fire and related emergencies.			976890707
Public infrastructure authorities							
Roads							
Euwin	Simuyuni	Male	Livingstone City Council		To manage City Council Engineering works in order to construct and maintain public infrastructure		968377052
Miyoba	Mweetwa	Female	Livingstone City Council		To manage effectively the maintenance of roads and drainages of the city and coordinate external roads and drainage works in order to improve the road networks and enhance safety the public		9977962222

Name	Surname	Gender	Organisation	Mandate	Speciality/Role	Email	Phone
Water							
Chimunya	Habeenzu	Male	Southern Water and Sanitation Company	To provide sustainable, quality water and sanitation services efficiently to residents in the district in order to protect public health and support social and economic development			971195161
Harrison	Nyirenda	Male	Department of Water Resources Development				977373221
Cosmas	Chalo	Male	WARMA				977877118
Electricity							
Musumali	Mwelwa	Male	Zambia Electricity Services Cooperation(ZESCO)	To generate, transmit, distribute and supply electricity within Zambia and Sub Saharan Region			978980260
Health							
Adidja	Sumbwe	Female	Livingstone City Council				974332117
Education							
Nicholas	Chilekati	Male	District Education Board Office (DEBS)	To manage and coordinate education services at the district level			977233127
Ronald	Namuswa	Male	Metrological Department	support safety, development and decision making			
Agriculture department							
Dr Jackson	Soko	Male	Livingstone City Council	To promote, regulate and support sustainable agricultural development in order to ensure food security, improved livelihoods. Economic growth and environmental sustainability			977707820
National and local budget and finance offices							
Martin	Chimpampwe	Male	Livingstone City Council	To manage and safeguard organisation's financial resources to ensure transparency, accountability and effective service delivery.			977360237
Yona	Sikapundwa	Male	Livingstone City Council				974657283
Tommy	Shamayanda	Male	Livingstone City Council				968964307
Public relations department							
Melvin	Mukela	Male	LCC-Public Relations Unit	To educate and disseminate information to the public		melvmukela@gmail.com	954188828
Women and Youth departments							
Carol	Siwalози	Female	Livingstone City Council				977297606
Educational department and academic institutions							
Dr Kasumba		Male	David Livingstone College of Education (DALICE)				977433481
National and local statistical office							
Kanyanga	Kanyanga		ZAMSTATs	To be the national authority responsible for collection, production, analysis, dissemination and coordination of official statistics in Zambia in order have evidence based data planning, policy formulation, monitoring and decision making.			977577248

Name	Surname	Gender	Organisation	Mandate	Speciality/Role	Email	Phone
Local NGOs and FBOS							
Christabel	Hanongo	Female	CTYA				977683889
Julius	Sinfunkwe	Male	Play it forward	To empower disadvantaged young people through the combination of education, sport and health initiatives.	To improve the livelihoods of the children suffering from high poverty and low education attainment.		955800623
Women and youth groups							
Moffat	Moyo	Male	Youth Alive	To empower young people to become healthy, informed, productive and responsible citizenry addressing their social, economic and developmental need.			979132232
Chipo	Munsaka	Female	Development 360	To promote inclusive sustainable and holistic development by addressing social, economic, environmental and institutional dimensions of development in an integrated manner			976168881
Munalula		Male	Youth Go Green/Destination Livingstone	To empower young people to take a leading role in environmental protection, climate action and sustainable economic development			967217576
Community leaders							
Jackson	Hangombe	Male	Ward Councillor	To represent, advocate, participate in policy and decision making, overseeing service delivery, facilitate community engagement and ensure accountability in local governance within the broader Council.			966320692
Bornaventure	Hakuba	Male	Ward Development Chairperson (WDCs)	To act as primary link between communities and the Local Authorities, facilitating grassroots development	To prepare annual ward plans and identifying community needs		976402255
Private sector							
Binwell	Mwila	Male	Chamber of Commerce and Industry	To promote trade industry and investment by advocating for a conducive business environment, developing MSMEs, boosting exports fostering networks and ensuring policy alignment for economic growth and job creation in Zambia.			977885959
			ZANACO	To be Zambia's leading innovative universal bank, providing diverse financial solutions, promoting financial inclusion, supporting SMEs and driving economic growth through responsible banking, customer focus and strategic value delivery for stakeholders including the industrial development corporation.			
Hildah	Matapa	Female	Zambia National Building Society (ZNBS)	To increase Zambia's housing stock by mobilizing funds for mortgages, providing property financing and offering allied financial/banking services to promote homeownership and address the housing deficit with core activities including mortgage loans, building materials loans and business accounts, aiming for affordable and sustainable solutions for all Zambians.			977774722
Institutes							
Gershom	Malekani	Male	Livingstone of Institute Business and Engineering studies (LIBES)	To provide skills training for employment, productivity, and self reliance, aligning with Zambia's goals for economic growth and demands of fourth industrial revolution focusing on key sectors such as hospitality, tourism and water.			979535454

Mansa

List of Stakeholders: Mansa							
Name	Surname	Gender	Organisation	Mandate	Speciality/Role	Email	Phone
Focal Point/s for the local authority							
JOSEPHINE	MWANZA	FEMALE	MANSA MUNICIPAL COUNCIL				0979487040
LOMBE	BANGILI	FEMALE	MANSA MUNICIPAL COUNCIL	Enhance the quality of life for residents and visitors of the Mansa through the provision of affordable socio-economic services adequate and efficient infrastructure while promoting active stakeholder participation			0960181177
AGNESS	MWILA	FEMALE	MANSA MUNICIPAL COUNCIL				0954597714
VICTOR	SAKALA	MALE	MANSA MUNICIPAL COUNCIL				0973340250
JACKSON	MWANSA	MALE	MANSA MUNICIPAL COUNCIL				0975884353
Disaster Risk Management Authorities							
ABEL	MWAPE	MALE	DMMU	Prevent disasters where possible, prepare for emergencies, respond effectively when disaster occur, and support recovery while reducing future risks			0977701769
LEVISON	TEMBO	MALE	DMMU				0977515014
IREEN	CHIVWETA	FEMALE	DISTRICT COMMISSIONER'S OFFICE	To provide effective, efficient and sustainable public services and to facilitate social economic development within the district			
Government Authorities: National							
			PROVINCIAL ADMINISTRATION				
Government Authorities: Local							
JOSEPHINE	MWANZA	FEMALE	MANSA MUNICIPAL COUNCIL				0979487040
IREEN	CHIVWETA	FEMALE	DISTRICT COMMISSIONER'S OFFICE				
City, environment and development planning authorities							
LOMBE	BANGILI	FEMALE	MANSA MUNICIPAL COUNCIL				
			PROVINCIAL PLANNING AUTHORITY				
First responders (fire department, police, paramedics)							
PETER	MTONGA	MALE	MANSA MUNICIPAL COUNCIL	To protect life, property and environment from fire and related emergencies.			0979919264
EASTER	MOONO	MALE	ZAMBIA POLICE	To provide internal security by protecting life and property, preserving peace, maintain law and order, detecting/ preventing crime, ensure public security and upholding the Bill of Rights			0977368168
ESTHER	KALASA	FEMALE	MINISTRY OF HEALTH				
Public infrastructure authorities							

List of Stakeholders: Mansa							
Name	Surname	Gender	Organisation	Mandate	Speciality/Role	Email	Phone
Roads							
		MALE	ROAD DEVELOPMENT AGENCY				0
SYDNEY	SIMUTE	MALE	MINISTRY OF INFRASTRUCTURE				0977838140
Water							
MALICHI	MUTUNDA	MALE	LUAPULA WATER SUPPLY AND SANITATION	To provide sustainable, quality water and sanitation services efficiently to residents in the district in order to protect public health and support social and economic development			0977530972
REUBEN	PHIRI		MINISTRY OF WATER DEVELOPMENT WARMA				0978258008
Electricity							
EUSTACE	SIMUCHINDO	MALE	ZESCO	To generate, transmit, distribute and supply electricity within Zambia and Sub Saharan Region			0971844678
Health							
MUSHINGE	KATOTA	MALE	MINISTRY OF HEALTH				0974140493
PRINCE	MOONO	MALE	MANSA MUNICIPAL COUNCIL- PUBLIC HEALTH DEPARTMENT				0979621061
Education							
PATSON	CHIPILI	MALE	MINISTRY OF EDUCATION	To manage and coordinate education services at the district level			0976019550
Early warning centre/ weather service							
			ZAMBIA METEOROLOGICAL DEPARTMENT				
Agriculture department							
ALLAN	PHIRI	MALE	MINISTRY OF AGRICULTURE				0979461797
National and local budget and finance offices							
			MINISTRY OF FINANCE AND NATIONAL PLANNING				
			PROVINCIAL ADMINISTRATION				
BOYD	MULENGA	MALE	MANSA MUNICIPAL COUNCIL- FINANCE DEPARTMENT	To manage and safeguard organisation's financial resources to ensure transparency, accountability and effective service delivery.			0976073423
Public relations department							
DOROTHY	NG'AMBI	FEMALE	MMC-PUBLIC RELATIONS UNIT	To educate and disseminate information to the public			0973898393
HOPE	CHILUFYA		ZNBC				0977175839
Women and Youth departments							
SUZEN	KAMANGA	FEMALE	MINISTRY OF YOUTH, SPORT AND ARTS				0772744413
FLORENCE	KAYUNI	FEMALE	SPORTS DEVELOPMENT				0971806121
			YMCA				

List of Stakeholders: Mansa							
Name	Surname	Gender	Organisation	Mandate	Speciality/Role	Email	Phone
Educational department and academic institutions							
CHRISENCIAS	MUKUPA		MANSA TRADES TRAINING INSTITUTE	To provide skills training for employment, productivity, and self reliance, aligning with Zambia's goals for economic growth and demands of fourth industrial revolution			097783917
			MANSA SCHOOL OF NURSING AND MIDWIFERY				
	MR CHISELE	MALE	MANSA SCHOOL FOR CONTINUING EDUCATION				0977673310
National and local statistical office							
LOVEMORE	CHIKUNGU		ZAMSTATS	To be the national authority responsible for collection, production, analysis, dissemination and coordination of official statistics in Zambia in order have evidence based data planning, policy formulation, monitoring and decision making.			0977241418
Local NGOs and FBOS							
MUSONDA	NSAMA	FEMALE	CARE FOR NATURE	Empowering the communities to defend their rights and protecting the environment in line with the legal frame work			0965638175
MAXWELL	LUCHILE	MALE	FOB'S				0974058277
GILBERT		MALE	CENTER FOR FUTURE GENERATION	Training peer educators, psychosocial counselling, establishing youth friendly spaces and community radio programmes, door to doors campaigns			
TAISON	KALABA	MALE	LAND ALLIANCE				0977702084
MICHEAL	MWALE	MALE	CIVIL SOCIETY FOR POVERTY REDUCTION				0977179329
Women and youth groups							
INNOCENT	MUSAMA	MALE	TULIBONSE YOUTH CLUB				0776262571
MERVIS	KALABA	FEMALE	TUSELE WOMEN'S CLUB				0976288310
MATHEWS	MWILA	MALE	UKWAMPANA KWESU WOMEN COOPERATIVE				0771514799
ROY	KAPAYA	MALE	KAPOMPOLE WEST COOPERATIVE				0954305226/0976744112
Community leaders							
PHILIMON	BWALYA	MALE	CHIEF CHIMESE				0979860240
BESA	KALUMBA	MALE	KOALE COUNCILOUR	To represent, advocate, participate in policy and decision making, overseeing service delivery, facilitate community engagement and ensure accountability in local governance within the broader Council.			0977867409
MPUNDU	BUPE	MALE	WARD DEVELOPMENT COMMITTEE	To act as primary link between communities and the Local Authorities, facilitating grassroots development			0976956511

List of Stakeholders: Mansa							
Name	Surname	Gender	Organisation	Mandate	Speciality/Role	Email	Phone
Private sector							
			TOTAL ENERGIES FILLING STATION				
			SHOPRITE				
Institutes							
			ZAMBIA AGRICULTURAL RESEARCH INSTITUTE				
CHRISENCIAS	MUKUPA		MANSA TRADES TRAINING INSTITUTE				097783917