

29 – 31 May 2018

Rukuru, Crossroads Hotel

Lilongwe

Malawi

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BACKGROUND AND INTRODUCTION

As the world is advancing towards a new era whereby development and urbanisation is on the rise, it is crucial for cities to align with this notion. In making this a reality, cities require a framework that will inform and guide them. Hence, a City Development Strategy (CDS) fulfils the function of guiding a city towards urbanisation within their respective contexts. It is a reflection of the city's position on the short, medium and longer term goals undertaken jointly with local partners to accelerate economic growth and enhance development.

In this regard, the Municipal Institute of Learning (MILE) facilitated a three-day workshop at Crossroads Hotel of reviewing the Lilongwe City Council CDS from the 29th to the 31st of May 2018. In attendance were approximately 45 participants who were officials, leadership, councillors and other stakeholders. Also among the participants, were Lilongwe City Council Deputy Mayor, Councillor Juliana Kudaya and CEO Mr Moza Zeleza.

OBJECTIVES OF THE WORKSHOP

The purpose of the workshop was to convene relevant stakeholders in Lilongwe City Council to review the CDS. The specific objectives of the workshop were as follows:

- i. Developing a clear understanding as to why a longer term strategic vision is required for city development.
- ii. Providing detailed insights into how a city's long term vision has been actually implemented – using the case of eThekweni Municipality.
- iii. To allow the elected political leadership of Lilongwe City Council the opportunity to provide direction to their urban strategic planning process.
- iv. To enhance the capacity of the delegates attending the urban strategic planning program.
- v. To empower participants on the understanding of what makes a good CDS.
- vi. To embrace participants' capacity on thinking in an outcomes based methodology.
- vii. To identify the strategic challenges and underlying causes facing the City Council, we will use case studies to do this.
- viii. To devise a strategic action plan (with monitoring mechanisms) that addresses these challenges.
- ix. To share the concept and practical implications of joint learning and mentoring support through practitioner to practitioner professional exchange and learning.

STRUCTURE OF THE DOCUMENT

This document reflects key outcomes that were deliberated during the workshop, and serves as an internal resource to guide further work in positively contributing to the revised Lilongwe City Council CDS. It does not provide a verbatim of proceedings but however emphasises central themes that emerged from the workshop.

TOWARDS A TRANSFORMATION PROCESS

The CDS workshop comprised of presentations with relevant content for the purposes of setting the scene and also to encourage engagement. They are summarised as follows:

1.1. A GLANCE ON THE CDS ACHIEVEMENTS AND CHALLENGES.

Informed by the World Urban Forum (WUF3) and the City of Johannesburg-led 2007 CityFuture Workshop, the Lilongwe CDS process took shape towards a direction that would bring change to the City. Subsequently, the twinning of City of Johannesburg and Lilongwe facilitated the CDS journey. Accordingly, as an experienced City, Johannesburg embarked on providing technical support to Lilongwe. It is embedded on the pillars of Governance, Shelter and Land, Community Development, Services and Environment, as well as Economic Development. Also, each pillar is accompanied by identified priority interventions to ensure comprehensive implementation. However, the rollout of the CDS was confronted by various challenges. For instance, financial constraints and limited resources, lack of development partner and stakeholder support, as well as limited human resource capacity was chief amongst the aforementioned challenges experienced. Within this context, Lilongwe City Council drew pertinent lessons from the experience and view them as opportunities in moving forward. Similarly, complexity of goals and objectives can be overcome by commitment and partnerships. Self-reliance and the development of sustainable funding models are paramount in ensuring the longevity of implementation activities.

1.2. URBAN DEVELOPMENT MASTER PLAN FOR LILONGWE

As Lilongwe City is gearing towards enhanced development that will contribute to further transformation of the country as a whole and benefit all residents, the implementation of Urban Development Master Plan will ensure this is attainable. It aims to address emerging challenges and is a framework for urban development until 2030. Its inception was propelled by a number of challenges the city is confronted with. Weak development control on land use, construction and land development; as well as poor and inadequate infrastructure are seen as root causes. The current situation in Lilongwe is reflective of Land-Use chaos mainly derived from non-compliance to planning standards and By-Laws. In addition, illegal developments of informal settlements, particularly on demarcated land reserved for other purposes is also evident. Other contributing factors extend to traffic congestion and environmental degradation. In effectively countering the aforementioned obstacles hindering development, the Master Plan entails proposed measures in doing so. In this regard, it comprises of an Urban Development Plan; measures to build institutional capacity for Land-Use control and development; monitoring mechanisms; and planned infrastructure development. Beyond that, the Master Plan proposes a review of Land-Use zoning categories; putting measures in place to ensure economic use of land, and system enhancement of issues regarding permits.

1.3. LILONGWE WATER BOARD

Responsible for the supply of potable water to the City of Lilongwe and surrounding areas, Lilongwe Water Board strives to “provide adequate water supply services in a sustainable, efficient and customer responsive manner.” From sourcing water resources primarily from Lilongwe River and Kamuzu Dams 1 and 2, coverage spans to approximately 74% of residents. From 2010 to 2016, the Water Board has embarked on major projects that were successfully implemented. However, in doing so, project implementation encountered numerous challenges but mitigation measures were put in place to address them. Lilongwe Water Board and the City Council have a strong partnership in ensuring service delivery to the people. In this regard, various serviced delivery improvement efforts have been carried out. These are inclusive of installation of a 24 hour Call Centre, a mobile water treatment plant, as well as the facilitation of the Prepaid metering Program. Moving forward, the Lilongwe Water Board encourages an improvement of waste management and sanitation facilities, enforcement of City By-Laws, maximised stakeholder participation in planning, and the development of a robust Communication Plan and Strategy on City Development Agenda.



How does the CDS relate to the Urban Development Master Plan?

The CDS is extracted from the Urban Development Master Plan which is all-encompassing and reflective of the short, medium and long term plans of Lilongwe City Council. Furthermore, the CDS undertakes priority programmes within a short space of time.

How far did the process of upgrading the Area 56 and 57 settlements go?

A participatory slum upgrading approach was adopted, whereby Council authorities and citizens worked together. The process was initiated by embarking on the identification of needs through a profiling exercise. The main needs identified were electricity, clean potable water electricity. Interestingly, this was carried out by the citizens themselves which is a positive indicator of active participation i.e the upgrading of the Mtandile Market. The biggest challenge, however, is maintenance of the provided facilities and communities taking ownership of them.

Urban Planning

Urban planning is holistic and goals cannot be achieved in isolation. In order to move forward in holistic planning, the following services thematic areas are essential:

- Water and Sanitation;
- Local Economic Development (markets being the central asset);
- Roads;
- Capacity Development of communicates; and
- Waste Management

Crucial considerations for reviewing a CDS

During the process of reviewing a CDS, it is crucial to make a few considerations in order to move forward effectively. CDS projections over a five year period as well as planned targets (physical and financial) feature predominantly in those considerations. In other words, the inclusion of qualitative and qualitative aspects should be pondered on, in order to measure performance and move forward.

COMPONENTS OF A GOOD CITY/TOWN DEVELOPMENT STRATEGY

In groups, participants shared their thoughts on what they considered as elements of a good strategic plan. The figure below reflects the prioritised elements:





The following were key lessons learnt by participants from the initial session of the workshop:

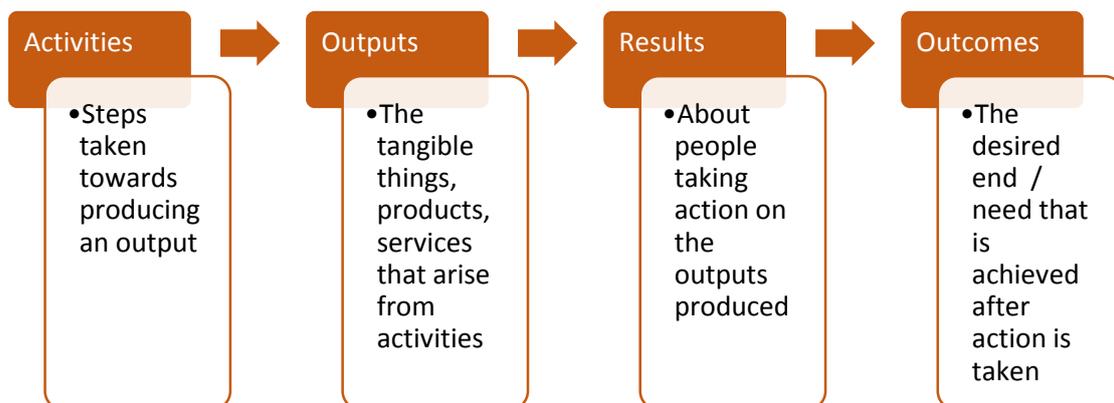
Inclusive Planning Set Clear & Achievable Goals

Politicians & Administrators Working Towards a Common Goal

Goals in CDS Not Achieved Due To Poor Revenue Collection

Shortened Vision Simple Participation Methodology **Prioritization in Planning**

Situational Analysis *Boldness & Courageousness* Contents of a Good CDS



DEVELOPING A VISION & MISSION

i. **Vision Statement**

A vision statement describes the organization as it would appear in a future successful state. An effective vision statement is **inspirational** and **aspirational** for all its citizens.

ii. **Mission Statement**

A mission statement explains the city's' /department's **reason for existence** - what it does and its overall intention. The mission statement **supports the vision** and serves to **communicate purpose and direction** to employees.

THE CURRENT LILONGWE CITY COUNCIL VISION UNDER REVIEW

Lilongwe will offer residents and business quality and reliable infrastructure, services and facilities within a well-planned city. The Lilongwe City Assembly will lead and govern within the context of an enabling participatory environment to ensure a shared future.

MOVING TOWARDS A STRATEGIC ACTION PLAN

Strategic Action Plan

Bearing in mind all the key lessons from the workshop, participants worked together in crafting a Strategic Action Plan relevant to the Lilongwe City Council. The Strategic Action Plan entails the Strategic Goals, Strategies and Programmes, Estimated Budget, Responsibility, and Time Frames. It was adopted by the participants in consensus and will be tabled for consideration to Council leadership. For the detailed Strategic Action Plan, kindly refer to *Annex 2*.

CLOSURE AND WAY FORWARD

Drafting and Signing of the Accord

As the workshop drew to a close, various substantive outcomes that would positively influence the reviewed Lilongwe City Council CDS. As an indication of commitment to the outcomes an Accord was drafted and signed by all participants at the Crossroads Hotel in Lilongwe, Malawi on the 31st of May 2018.

Way Forward

The Strategic Action Plan will be submitted by the MILE Team to Lilongwe City Council for necessary amendments. Thereafter, it will be brought to the attention of Council Leadership for consideration. At this stage, it has not been adopted by Council.