



UCLG  
CGLU



## BLANTYRE CITY COUNCIL City Development Strategy Strategic Framework Workshop

### 1. Introduction

Engagements between Malawi and MILE began in February 2010 when officials from MILE visited Malawi during the launch of Lilongwe City Assembly City Development Strategy. Meetings were then held between Mzuzu City Council and MILE to establish a partnership and determine areas of need and strengths.

MILE attended a review workshop in Lilongwe that was facilitated by UCLG and Cities Alliance from the 31 October – 02 November 2012. The purpose of this workshop was to review and evaluate the partnership between eThekweni Municipality and Mzuzu City Council, and Johannesburg City Council and Lilongwe City Council. This workshop focused on what worked well in the partnership (important points in the partnership, what had been achieved in the CDS process & what needs to continue) and what did not work well in the partnership (Bottlenecks). An official from the Mzuzu City Council did a presentation to all present on the progress that Mzuzu City Council had made since their CDS Strategic Framework Workshop that was held in 2011. Significant progress had been achieved as per the Strategic Action Plan.

After hearing the progress that Mzuzu City Council had achieved and seeing the methodology that MILE uses to facilitate these workshops officials from Blantyre City Council who were present at the above review workshop then expressed an interest in developing a similar partnership with MILE.

### 2. The Partnership Journey (Blantyre City Council & MILE)

The second engagements between Blantyre City Council and MILE took place on the 18 – 20 March 2013. Officials from Malawi viz Blantyre, Muzuz and Lilongwe City Councils attended the UCLG Intermediary Cities Learning Exchange that was held in KwaDukuza, South Africa. A reflection session was held with delegates from Malawi and Namibia to discuss the importance of evaluating and reviewing the effectiveness of the MILE partnership programme in Mzuzu and Namibia. All present agreed that this partnership added much value and that MILE should continue to facilitate this process.

From the 30 September to 2 October 2014 the CEO: Blantyre City Council, Director: Administration and the Director: Planning attended the Mzuzu City Council's CDS Strategic Framework Review Workshop that was held in Nkhatha Bay. Their reason for attending this workshop was to decide on whether the methodology that MILE uses to facilitate the CDS Strategic Framework Workshop would be beneficial for Blantyre City Council. They then indicated that Blantyre City Council would be interested in MILE partnering with them to facilitate their CDS Strategic Framework Workshop.

On the 23 – 27 March 2014 the Director: Planning, Blantyre City Council attended two of MILE's Master Classes viz Urban Strategic Planning Master Class and the Art of Facilitating Urban Strategic Planning Workshops Master Class. He also did a presentation on how Blantyre City Council engages their citizens in the budget process. The purpose of these Master Classes was to revitalize planners involved in municipal strategic planning. It covered all aspects of strategic planning, highlighting the importance of long term planning, visioning, challenging planners on how they engage citizens, exploring how plans inform budgeting processes, performance management, monitoring and evaluation. It also capacitated participants to be able to facilitate their own urban strategic planning workshops back in their municipalities

From the 7-9 December 2015 officials from MILE attended a Peer learning event that was held in Blantyre City Council. The event was hosted jointly by the City of Blantyre, UCLG, UN-Habitat, UIA and eThekweni Municipality. Participants from the Cities of Blantyre, Lilongwe, Zomba, Nairobi, Durban and Mzuzu attended the Peer Learning Exchange. The purpose of the learning exchange was to explore public space as a generator of growth in African Cities with a particular focus on Blantyre City Council.

### **3. Proposed Outcomes of the CDS Strategic Framework Workshop**

- a. Developing a clear understanding as to why a longer term strategic vision is required for city development
- b. Providing detailed insights into how a city's long term vision has been actually implemented – using the case of eThekweni Municipality
- c. To allow the elected political leadership of Blantyre City Council the opportunity to provide direction to their urban strategic planning process
- d. To enhance the capacity of the delegates attending the urban strategic planning program

- e. To empower participants on the understanding of what makes a good CDS
- f. To embrace participants capacity on thinking in an outcomes based methodology and approach
- g. To identify the strategic challenges and underlying causes facing the City Council, we will use case studies to do this
- h. To devise an action plan (with monitoring mechanisms) that addresses these challenges
- i. To share the concept and practical implications of joint learning and mentoring support through practitioner to practitioner professional exchange and learning

#### **MORE INFORMATION ON THE PARTNERS AND FACILITATING TEAM**

**Municipal Institute of Learning (MILE):** eThekweni Municipality established the Municipal Institute of Learning to support African municipalities with capacity and knowledge in order to be effective in the delivery of local government's old and new core competencies.

**United Cities and Local Governments (UCLG):** UCLG represents and defends the interests of local governments of the world, regardless of the size of the communities they serve.

**South African Local Government Association (SALGA):** The South African Local Government Association (SALGA) is an autonomous association of municipalities with its mandate derived from the Constitution of the Republic of South Africa. This mandate defines SALGA as the voice and sole representative of local government.

#### **Your facilitation team:-**

**Ms Genevieve Hartley:** Programme Manager Municipal Technical Support: MILE

**Mr Costly Chanza:** Director Planning: Blantyre City Council

<b>MONDAY 30 MAY 2016</b>		
<i>Travel</i>		
Delegates travel to the Workshop		
<b>DAY ONE : TUESDAY 31 MAY 2016</b>		
08:00-08:30	ARRIVAL & REGISTRATION	
	<b>PART 0: SETTING THE SCENE</b>	
08:30-10:15	<b>Session 0: Official Opening, Welcome and Setting the Scene</b>	
08:30-08:45	Opening, Prayer, Welcome, Purpose, Introduction of CEO & CEO to introduce His Worship the Mayor	Mr Costly Chanza: Blantyre Facilitator
08:45-09:15	Introductions & Ice Breaker	Mr Costly Chanza: Blantyre Facilitator
09:15-09:45	Setting the Scene: Developing Ground Rules Determining Expectations	Mr Costly Chanza: Blantyre Facilitator
09:45-10:15	MILE's Entry Point MILE Presentation & Video	Ms Genevieve Hartley: MILE Facilitator
10:15-10:45	TEA & COFFEE BREAK	
	<b>PART ONE : THE UNFOLDING OF THE CDS PROCESS</b>	
10:45 – 13:30	<b>Session One: Towards a Transformation Process</b>	
10:45-11:45	Sharing the Blantyre City Council Story: The journey travelled to date...highlights, challenges, progress made, looking ahead...  Discussion & Questions	Mr Costly Chanza: Blantyre Facilitator
11:45-13:30	Sharing the eThekweni Municipality Story  Discussion & Questions	Ms Genevieve Hartley: MILE Facilitator
13:30-14:30	LUNCH BREAK & Group Photo	
14:30-16:30	<b>Session Two: Components of a Good City/ Town Development Strategy</b> Ms Genevieve Hartley: MILE Facilitator	
16:30-16:35	<b>Closing and Wrap Up of Day 1</b> Blantyre City Council	

<b>DAY TWO : WEDNESDAY 1 JUNE 2016</b>		
08:30 – 08:45	Learning Circle: Reflections from Day One	Mr Costly Chanza: Blantyre Facilitator
08:45-10:00	<b>Session Three: Introduction to Outcomes Based Planning</b>	
	Introduction to the Outcomes Based Methodology Group Exercise on Outcomes Based Planning	Ms Genevieve Hartley: MILE Facilitator
10:00 – 10:30	TEA & COFFEE BREAK	
	<b>PART 2: THE CDS REVIEW</b>	
10:30-13:30	<b>Session Four: Challenges &amp; Opportunities</b>	
10:30-11:00	What To Change (Challenges): Case Study in Groups	Ms Genevieve Hartley: MILE Facilitator
11:00-13:30	Blantyre City Council: Key Challenges (Group Work)  Each group to identify a list of challenges and to prioritise their TOP THREE challenges  Each challenge to be written up on a separate card  Confirming of Challenges  Underlying Causes of Challenges	Ms Genevieve Hartley: MILE Facilitator
13:30 – 14:30	LUNCH BREAK	
14:30 – 16:30	<b>Session Five: Developing a Vision</b>	
	Review of Blantyre City Council’s Vision	Ms Genevieve Hartley: MILE Facilitator
16:30	END OF DAY 2	

<b>DAY THREE : THURSDAY 2 JUNE 2016</b>		
08:30 – 08:45	Learning Circle: Reflections from Day One	Mr Costly Chanza: Blantyre Facilitator
08:45-09:15	<b>Session Six: Developing Strategic Goals: What Do We Need To Change To</b>	
	What to change to (Strategic Goals): Case Study in Groups	Ms Genevieve Hartley: MILE Facilitator
09:15-10:15	<b>Session Seven: Developing a Strategic Action Plan: How Do We Cause Change To Happen</b>	
	<b>Strategic Goals:</b> What to Change to <b>Strategies and Programmes:</b> How to Cause Change to Happen <b>Estimated Budget:</b> How Much <b>Responsibility:</b> By Who <b>Time Frames:</b> By When	Ms Genevieve Hartley: MILE Facilitator
10:15 – 10:45	TEA & COFFEE BREAK	
10:45-13:00	<b>Session Seven: Developing a Strategic Action Plan: How Do We Cause Change To Happen (continued)</b>	
13:00-14:00	LUNCH BREAK	
14:00 – 15:00	<b>Session Seven: Developing a Strategic Action Plan: How Do We Cause Change To Happen (continued)</b>	
15:00-15:15	<b>Session Eight: Drafting And Signing The Accord</b>	
15:15-15:30	<b>Evaluation of the Workshop</b>	
15:30	<b>Closure of the Workshop</b> Blantyre City Council	
15:30	<b>END OF THE WORKSHOP</b>	
<b>FRIDAY 3 JUNE 2016</b>		
<i>Travel</i>		
Delegates travel home from the Workshop		