



Lilongwe

Title of the Initiative	Lilongwe /Johannesburg: Cities Mentorship Program
Initiative Duration	March 06, 2008 - December 31, 2012
Submitted by	Mr. Gift Dalitso Kasamira, City Development Strategy (CDS) Projects Officer/ Acting CDS Manager
Comments by the Jury	<p>This initiative exemplifies the purpose of the Guangzhou Award, namely how cities can help each other to improve their governance and their sustainability. The initiative represents an innovative three-way partnership between the City of Johannesburg, the Lilongwe City Council (LCC) and the Cities Alliance as well as other donors and national and international organizations. The City of Johannesburg provides assistance to the LCC in developing a City Development Strategy focusing on the attainment of the Millennium Development Goals. Started in 2008, the initiative has led to the substantial improvement in the capacity of Lilongwe City Council to formulate and adopt strategies in economic management, shelter, land and infrastructure. This has resulted in the mobilization of follow-up assistance for implementation of the Strategy in a short period of time. On the management front, the LCC computerized much of its accounting and billing system resulting in improvements in transparency, accountability and efficiency and the setting up of a performance management system.</p> <p>The new accounting and billing led to increased revenues by 2010 which in turn has allowed LCC to improve staff salaries based on the performance management system. Regarding the shelter and land component</p>

external grants and government funding have been mobilized to help: (i) create close to 2000 residential and commercial plots which have been allocated to the urban poor; (ii) improve water and sanitation in low income settlements; (iii) strengthen the Community Savings and Loans Association enabling women to start up income generating activities; and improve dilapidated roads and put in place street lighting.

Lilongwe has a population of 674,448 people and covers a land area of 465 sq km.

Lilongwe /Johannesburg: Cities Mentorship Program

Background Information

Malawi is signatory to the Millennium Declaration which was adopted by 189 nations and signed by 147 heads of state at the UN millennium Summit in September, 2000. After the Summit, Malawi prepared her National Growth and development Strategy to guide the country's development in addressing Millennium Development Goals. Unfortunately, this national strategy could not effectively address particular challenges found within Lilongwe City e.g. High rate of urbanisation (one of the highest in Africa) which has from the year 2000 to 2010 stagnated at 5.22%, mushrooming of slums where 76% of the city's population lives, urban poverty, laxity on the part of city council staff, lack of basic infrastructure developments in the city etc. Our traditional Planning tools such as Master plans and structure plans could not sufficiently deal with complex social and economic development challenges found in Lilongwe city. These and the global environmental challenges required the development of long term-plans for ensuring sustainability of our city. Lilongwe needed such plans and was working towards developing one.

In 2007, Lilongwe, a proud member of UCLG/Africa participated at a city future workshop in Johannesburg where it submitted a proposal requesting to be mentored by a member city which had already developed a productive City Development Strategy. An approval was granted by mayoral Committee of the city of Johannesburg, UCLG, UCLGA, South African Local Government association (SALGA) in 2008.

Goals of the Initiative

For the mentor city(Johannesburg) to provide expert advice and technical assistance to Lilongwe City Council for it to develop her City development Strategy (CDS), a document that explains key decisions in relation to what should or needs to be prioritised in order to accelerate growth, to reduce poverty, build sustainable settlements and as such contribute towards achievement of MDGs.

The program was to run from 2008 to 2012 and Cities Alliance, Malawi Government and other donors were expected to finance the program.

The CDS was meant to be valid for the period from 2010 to 2015 within which the status of Lilongwe could change.

Parties and Partners to the Initiative and Resources Used for Implementation

These were Lilongwe City Council(LCC)(public), Malawi Government through Ministry of Lands, Housing, Local Government and other Departments, Cities Alliance(NGo), City of Johannesburg(Public), SALGA(NGo), Lilongwe business community representative, the academia, International Organisations(JICA, UN-Habitat, then GTZ),Community Development Committees and other local organisations in Lilongwe.

Leading partners were LCC, City of Johannesburg, Cities Alliance, Ministry of Local government.

LCC facilitated the whole program, City of Johannesburg was tasked to provide expert advice and technical assistance to Lilongwe especially on how to develop a CDS, they also co-financed the program, Cities alliance was the ma-

major financier of this program and also provided general technical assistance and the Ministry of Local government provided the Government technical Policy aspect so as to ensure program adherence to the MGDS and MDGs.

The resources used for implementing the initiative include:

After the first contact session in April 2008, Lilongwe Submitted funding request to Cities Alliance US\$72,000 for the development of the 1st phase of the CDS which was approved in October, 2008. Cities alliance has also approved the grant of US\$249,000 for the implementation of the CDS and this should be disbursed this year, 2012. These grants are disbursed upon request through a proposal from LCC. Staff from this council, Ministry of lands, UN-Habitat and officials from city of Johannesburg and Cities Alliance (Sara and Adelle) also contributed a lot to the success of this program.

Innovation for the Initiative

This initiative would be considered revolutionary in a way because it has been borrowed from the city of Johannesburg in South Africa. LCC has developed performance management tools before and established Projects section but they have not been as successful as this mentorship program and its subsequent results.

The Innovation is being applied in many key priority areas for Lilongwe City Council for example on Governance, Economic management, Shelter and land, Infrastructure and Environment and community development.

The Innovation has a strategic directive for Governance and Administration which is to ensure that by the year 2015, Lilongwe city should have a well governed transparent and accountable city council with clear decentralised powers and functions where participatory decision making is systematically strengthened and adherence to the rule of law is cultivated.

Governance Goal No.1 seeks an effective well managed secretariat with efficient systems and measurable performance. One of the Key Priority areas under this goal include- undertaking an institutional capacity and skills audit and developing and implementing a staff attraction and retention strategy.

Physical staff verification exercise is being done and 60% of critical vacan-

cies have so far been properly filled. This means the strategy is indeed working to improve efficiency at this city council.

The Innovation was borrowed from Johannesburg experiences, a fellow African city with some urban problems similar to those of Lilongwe. Culturally residents in the two cities have much in common. LCC is a member of UCLG and Cities Alliance's city future programme which supports exchange of experiences and best practices in the region.

Other Malawian cities which participated in the program went back with lessons worth emulating from. Lilongwe offered support by linking Blantyre city, Zomba and Mzuzu to other mentor cities so that even these cities should develop their own CDS. Currently, Mzuzu city has already submitted to Cities Alliance their drafted CDS.

Obstacles and Solutions to the Innovation

This program faced resistance from City council staff. Some officers did not want to support it because they thought it would only exert on them a huge task while their salaries were very low.

To overcome this resistance, we conducted some internal capacity building workshops so as to give them adequate information about the program. In the workshops they realized that CDS when fully function would help council to get more funding for its projects and adequate revenue for its operations and salaries and so life of staff members will certainly improve. Later, this council raised salaries for staff and resistance was overcome.

Outcomes and Assessments

Outcomes achieved are as follows:

We have experience real change both at institutional level and city level.

This innovation resulted in this council formulating its ambitious CDS ever. Implementation of this CDS started in 2010 and is expected to end in 2015 before we can come up with another CDS.

- At city council level:
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-We have managed to computerize the accounting and billing system. All collected revenue is monitored by more than one person and therefore Defrauding City council has been stopped as a result our revenue has been improving annually since 2010. City council is at least increasing salaries for its employees annually.

-Performance management system got formulated and is currently being enforced. This has enhanced staff retention.

-We undertook institutional capacity and skills audit. Many previously vacant positions have now been filled, ghost workers were identified in the process and responsible people have been prosecuted, JICA has helped City council revise its 1986 Urban Structure plan and currently, we have our city score card.

- At City level:

From our CDS thematic area of Shelter and Land, we submitted a proposal (SUSTAINABLE IMPROVEMENT OF LIVELIHOOD OF LILONGWE SLUM DWELLERS: AN INTERGRATED APPROACH TO URBAN PLANNING) to Bill and Melinda Gates Foundation which got approved in 2010. The project is currently under implementation in two Informal settlements. Water and sanitation has improved, Livelihood program is helping improve the socio-economic status of residents through their Community savings and Loans Association (CSLA) component and Reflect adult circles. Many women have already ventured in Income generating activities (IGAs) using the loans they borrow from their CSLAs. We are also linking them to commercial banks from which poor people are getting adequate loans.

-We also got grant from UNDP with which to implement a project: **WASTE FOR WEALTH PROJECT: PROMOTING A ZERO WASTE ENVIRONMENT** in the two tradition housing areas of Area 25 and 56 respectively. More people in these areas are currently preparing compost manure and sale it to obtain money for their own use. It's a hot business and has managed to improve lives of many in the project Impact areas.

-We have also attained improved health of the city and its residents having developed proactive measures, preventive and disease control actions. In the financial year 2011/2012, for the first time in the city, there were no cases of chol-

era outbreak and this was due to our scaled up cholera campaign.

Our strategy is working miracles.

The initiative has improved the way we deliver services to the people. Communication on our services and projects has also improved now that we have recruited Public Relations Officer who is able to talk to the people through the media at any time.

Lilongwe city has changed due to this initiative.

Assessments are as follows:

At the end of each Financial year, all of our six Departments develop a Departmental score card with technical support from my office (CDS Unit). After a review, CDS unit compiles a city council score card which is aligned with the city council budget and is implemented. This scorecard has a column for evidence which acts as an indicator during monitoring when an activity is said to have been done. CDS unit works with our Monitoring and Evaluation officer to check progress of city council projects/activities against commitments in the scorecards.

Methods Applied

Initially, every department was on its own able to plan for its annual activities, budget them and was able to implement it with availability of resources. The department was however reporting to the Chief executive officer. With the coming of this innovation things changed. All Reports on projects identified in CDS are forwarded to CDS unit which provide a technical input before forwarding the same to Management Committee meetings and then to the Chief Executive who in turn send quarterly reports the National department of Local Government. This is a new working transparent method which is bearing fruits. CDS receive skeletal projects proposals from Departments and then write a comprehensive proposal before sending it to national Government or donors for consideration.

We have also a performance management tool/policy which is being implemented. The policy was established to help our efficiency. It also provides incentives to hard workers.
