

Proposal Summary

Grant for Lilongwe City Development Strategy (Phase 3)

CDS, SU

Sub-Saharan Africa - Malawi

Summary

Lilongwe City Assembly is a member of United Cities and Local Governments/Africa (UCLGA). The CDS process was initiated in July 2007 as part of United Cities Local Governments (UCLG) and Cities Alliance's CityFutures programme. On 6 March 2008 the Mayoral Committee of the City of Johannesburg approved a request from United Cities and Local Governments of Africa (UCLGA), United Cities and Local Governments (UCLG) and SALGA that the City of Johannesburg become a mentor city for the City of Lilongwe to develop a City Development Strategy (CDS). The development of the CDS was divided in 3 phases, namely:

- Phase 1: Preparatory phase
- Phase 2: Development of the CDS
- Phase 3: Implementation and action plans

Cities Alliance provided a preparatory grant for Phase 1. Phase 1 assisted with the provision of some basic information and data toward understanding and categorising the critical issues. The focus was thus on an assessment of the information environment, an institutional audit/scan, an audit of development partner funded projects and the potential contribution to the CDS process, and a stakeholder analysis.

During *Phase 2*, the Lilongwe CDS was developed building on the base information compiled in *phase 1*. The policy context in Malawi, the MDGs, the key challenges and opportunities were extracted to guide the preparation of the long term vision and the goals and objectives for the City. A common set of 'building blocks' were used to arrive at the agreed set of goals, objectives and interventions.

However, the most important Phase 3 now needs to be fast-tracked prior to the envisaged local elections in the third or fourth quarter of 2010. This will enable the newly elected representatives to enter their term with a strategic plan, as well as operational priorities and an implementation agenda. Phase 3 will require the Assembly leadership to obtain financial commitments for the purpose of the implementation from available funding in the 2010/11 Lilongwe budget as well as from development partners and national government. All interventions will require either financial, capacity and/or resources support. This will need to be secured upfront in order to develop a realistic annual implementation plan.

Objectives

As outlined above in the proposed scope of work, the associated objectives of Phase 3 would be the following: a) To develop an Assembly business plan and departmental scorecards to guide day-to-day management and to facilitate oversight by political representatives; b) To establish a CDS unit that can provide day-to-day management support for the implementation of the CDS, evaluate the effectiveness of implementation, ensure reporting and awareness; c) To develop a system of regular internal and external evaluation reporting to ensure that progress is made against committed programmes and that risks and delays are pro-actively addressed; d) To initiate feasibility studies of identified iconic projects to ensure that informed decisions can be taken on the viability prior to implementation; e) To create awareness and mainstream the CDS in the City's activities to ensure that staff, investors and stakeholders understand the growth-path and priorities of the City and to enhance City cohesion; f) To facilitate externally driven project and programmes supporting the CDS goals and priorities to ensure that benefits are maximized; g) To ensure that a thematic priority is actioned and that all role players commit to the successful execution thereof; h)

Activities

- 1) The preparation and approval of departmental scorecards and a city scorecard; 2) The development and approval of an Assembly business plans; 3) Aligning budgets and spending and finalizing a 2010/11 budget
- 1) Business Planning, scorecard development and budgeting for 2011/12: a) City scorecard; b) Departmental scorecards; c) City business plan; d) 2010/11 CDS aligned operating and capital budget; e) Performance management system
- 2) Establishing the CDS Unit: a) Staffing the unit; b) Equipping and resourcing the unit; c) Preparation of guidebooks for scorecard development, business plan preparation, CDS budgeting, CDS implementation tracking/monitoring and evaluation; d) Documenting the CDS process for knowledge management purposes; e) Report on training and capacity building
- 3) Reporting and oversight: a) Operational oversight committees; b) Reporting systems and formats; c) Reporting and oversight quality assurance system.

Continued stakeholder engagement; i) To provide for the appointment of an independent advisor to support the management and implementation of the Phase 3 objectives; j) Monitoring, evaluation and reporting on outcome and progress re the implementation of the Stabilisation Plan 2009.

4) Iconic projects: a) Feasibility reports; b) Research/planning/implementation reports; c) Report on the outcome/progress by June 2011; d) Report on training and capacity building

5) CDS popularization, mainstreaming and continued stakeholder engagement: a) Multi-media DVD of the CDS; b) Power point slide packs; c) Reports on stakeholder meetings and road shows; d) 4 stakeholder engagements including preparation and quality assurance; e) Report on training and capacity building

6) Facilitation of externally driven projects and programmes: a) Report on agreements with external parties and areas/nature of support; b) Reports on outcome of involvement in working forums with: i) Lilongwe Water Board; ii) Escom; iii) Telecommunications industry; iv) National sector departments.; c) Quarterly progress reports on externally driven programmes; d) Guidelines for the management of externally driven programmes

7) Coordination and reporting on implementation of thematic priorities: a) Report on the tracking/monitoring and evaluation of the implementation of the thematic priorities; b) Preparing case studies/best practice reports for knowledge management purposes

8) Evaluation and reporting on Stabilisation Plan implementation: a) Report on the evaluation/outcome of the implementation of the stabilization plan; b) Best practice report on the use of stabilisation plans for knowledge management purposes

for approval; 4) Introducing a performance management system.

Submission

Submitted by:
Lilongwe City
Assembly

CA Sponsor:
GTZ; Japan International Co-operation
Agency; UCLG; UNDP (Malawi)

Implementation

Implemented by:
Lilongwe City Assembly;
Ministry of Local Government
and Rural Development
(Malawi)
CA Monitor:
Andrea Zeman

Budget and Time

Request to CA: \$ 250,000
Co-Financing: \$ 130,000
Total Budget: \$ 380,000

Duration:
14 months

Expected Impacts

The Lilongwe CDS is pro poor and committed to active growth and development of Lilongwe. An expected outcome of the CDS will be: a) A well-governed, transparent and accountable Lilongwe City Assembly with clear decentralised powers and functions, where participatory decision-making is systematically strengthened and adherence to the rule of law is cultivated; b) A well-planned, managed and regulated land use system that facilitates development and growth where land and shelter will be accessible to all, meeting minimum standards, offering sustainable services and tenure security; c) Access to quality and reliable water, sanitation, electricity, waste management and a safe transport infrastructure, ensuring sustainable utilisation and management of resources; d) A city in harmony with nature that addresses issues of climate change, especially pollution, and protects and expands environmental assets; e) An inclusive with equal access to quality education, welfare, cultural, recreational and social opportunities and accessible high quality basic health care with active support and involvement of the community and other stakeholders; f) A growing and diversifying economy as a result of a conducive environment that attracts and retains investment and create job opportunities.

