

Report – Slum Upgrading Capacity Building Workshop (Zomba)

JWP: Creating enabling environments for sustainable urbanization

P126367



**CAPACITY BUILDING OF ZOMBA CITY COUNCIL AND CHIKANDA INFORMAL SETTLEMENT
COMMUNITY OF ZOMBA CITY ON COMMUNITY LED PARTICIPATORY SLUM UPGRADING
AND PREVENTION STRATEGIES**

SUBMITTED

TO

**THE TASK MANAGER
DEPARTMENT OF PHYSICAL PLANNING
MINISTRY OF LANDS AND HOUSING
PRIVATE BAG 311
CAPITAL CITY
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EXECUTIVE SUMMARY

Centre for Community Organisation and Development (CCODE) was contracted by the Ministry of Lands and Housing (MoLH) to undertake a training workshop to prepare communities and support the Zomba City Council on how to undertake the slum upgrading and prevention programmes. The training involved a number of key stakeholders from the communities, the council officers, the Malawi Homeless Peoples federation, the academia from Chancellor College (Constituent College of the University of Malawi) and many more. The workshop was able to inform and create interest from the communities and ZCC on how to create a better space for the communities and the council to start participatory planning and development of slums. This report details how the process of the workshop was done, key outcomes of the meeting and the results of the learning and exchange visits which were undertaken to reinforce the knowledge shared between the stakeholders.

BACKGROUND

The Ministry of Lands and Housing (MoLH) through the Department of Physical Planning approached Centre for Community Organisation and Development (CCODE) to conduct a one-day workshop on capacity building of Zomba City Council and Zomba Slum Communities in participatory slum upgrading approaches. 'Participatory Slum Upgrading' is where communities take centre stage in in-situ planning of their settlements while collaborating with other key stakeholders. These stakeholders include the local council, Non-Governmental Organizations, Academia among others.

Objectives of the Training Workshop

The objective of the training workshop was to inform Zomba City Council Management and officers, Technical Committee of the CDS/SUP and representatives of slum communities on the findings of the Capacity Needs Assessment Consultancy, with particular reference to capacity gaps identified and prepare participants for planned slum upgrading and prevention activities.

Terms of Reference of consultancy

- Organise the training workshop on participatory slum upgrading and prevention
- Facilitate the training workshop for Zomba City Council Officers,
- Technical Committee of the CDS/SUP and representatives of local communities
- Prepare and submit the training workshop report to the Ministry of Lands and Housing.

- 3.0.** A memorandum of Understanding (MOU) was signed between MoLH and CCODE. This MOU specified Zomba City Council and Informal Settlers of the city. The task was expected to be finalized within a period of 60 days.

METHODOLOGY

CCODE in partnership with its alliance partner the Malawi Homeless People's Federation (MHPF) employed several approaches to achieve the intended goals set out in the contract. Some modifications were incorporated for effectiveness in the training during implementation of the task. The following are the processes, which were undertaken;

Situation analysis

In the first place, a situation analysis was conducted to gather and analyze quantitative data. This process looked at the areas of focus during the task which would also inform the actual implementation of the training workshop and other associated outcomes.

Specifically the analysis used the following ways to gather baseline data;

- a. **Literature review:** A Draft 'Capacity Needs Assessment for Relevant Government Departments, City Councils and Communities Involved in Slum Upgrading Programmes' (November, 2012) by Land Management Department of Mzuzu University informed the process through the findings and recommendations which were unearthed. The report points out that Zomba City Council (ZCC) has no staff establishment assigned for informal settlements management. It was also found that staff are assigned to informal settlement programmes when need arises. The report further states: "...With the low capacity, ZCC cannot ably implement informal settlement upgrading programmes on its own". This simply affirmed the need to start capacity building of Zomba City Council (ZCC) not as a once off activity rather as a continuous process, which will empower the council in slum upgrading initiatives and mainstream them in their plans. The report further recommended that training on the job of council staff must be considered.
- b. **Previous experiences between consultant, ZCC, and Chikanda Community:** CCODE's experiences with Zomba City Council dates back to 2008 when work collaboration was developed between CCODE and the council. Among others, it is a known fact within CCODE and the MHPF that Zomba Slum communities are not planned despite expressing interest to CCODE to be considered in being part of the Nationwide Slum Upgrading Efforts. There has also been tension between the communities and ZCC when it comes to slum upgrading despite the council and the communities collaborating in other thematic projects that are implemented within communities.

The situation analysis recommended the following to CCODE and the MHPF alliance;

- An introductory meeting was to be held with ZCC, Chikanda community leaders and Chancellor College-Department of Geography at Zomba City Council.
- The introductory meeting was to inform the capacity building process as opposed to just holding a one-day workshop.

Sensitization meeting of stakeholders

A meeting was convened at Zomba City Council and the following participated;

- a. Zomba City Council Officials: There were six officials from the Planning and Development Department, Engineering Department and Administration Department.
- b. Chikanda Community Leaders: There were 30 leaders comprising of local chiefs, CBO leaders, Development Committees and faith leaders.
- c. MHPF or Federation leaders: Four leaders came from within Zomba while four others came from Blantyre. These leaders from Blantyre had vast experience in in-situ slum upgrading processes in which they had hands on experience. The leaders from Zomba were also to be amongst those whose capacity was to be built.
- d. CCODE staff: There were two staff from Blantyre Office and other two from the Lilongwe Office.
- e. Chancellor College-Department of Geography: A head of Department represented the department.

The following issues were discussed and agreed during the meeting;

- The process that has to be followed when organizing and developing community strategic plans. The process starts with mobilization, developing community profiles, demarcation of community clusters, numbering community structures, collection of household data through door-to-door administration of a questionnaire, mapping and community planning.
- The meeting was told that CCODE and the federation do not have money for the actual implementation of project activities but what is going to happen is that the community is going to be capacitated to identify their challenges and with the help of the council, the challenges are going to be solved.
- For the process to be successful there is a need for all stakeholders to be working together in the implementation of the project- at the centre of the whole process is the participation of each community member in implementation of the project.
- Key stakeholders include the Chikanda community leaders, who will play a central role to ensure maximum community involvement and ownership, the city council, which is the overseer of all development activities in the city, all other development organizations and the academia.

- For the project to be implemented successfully there is a need to establish a grouping that will draw up its membership from different organizations in the community. This team is going to act as the Project Implementation Team (PIT).
- There is also a need to identify key contact people within the council. These will be the entry points for the community members. The council promised that the team would be instituted later while an interim team of two officials from the Planning and Development Department and Administration Department of the Zomba City Council were introduced. The council was advised to set up a team of technical staff members (preferably planners or technicians) who can provide support during community planning processes.
- The meeting developed a work plan for the month of March 2013. CCODE and ZCC volunteered to provide support for these activities. The table below gives a brief overview.

Outcomes of the meeting

- Communities were excited and greatly accepted to be part of the project, which will enable them to undertake local development and upgrade their slums.
- Cordial relationship was developed between the ZCC and the Communities, which is the bedrock for continuous dialogue and engagement in slum upgrading.
- The ZCC accepted not to take a confrontational role like over depending on legal instruments like eviction laws, which alienates people from development.
- Blantyre City Council expressed interest to provide coaching and mentoring support to the ZCC on how to undertake slum upgrading.
- Communities in the three areas with the support of their chiefs have started preparing and raising awareness of the need for slum upgrading.
- ZCC appointed contact persons for the project to act as a link between their office and the communities thus enhancing better civic engagement and allowing space for more participatory planning and development.

Activity	Time frame	People involved	Purpose	Current Status
1. Chikanda community leaders to conduct a mobilization meeting explain the	Within the week	Group village heads and community members.	To inform fellow members on the outcome of the introductory meeting at the council.	Complete

outcome of the meeting				
2. Exchange visit between Blantyre, Lilongwe and Zomba (from Blantyre and Lilongwe to Zomba)	9 th March 2013	Group village heads, federation members and community members.	To help Zomba community and the council during a community mobilization meeting at Chikanda.	Accomplished
3. Exchange visit between Zomba and Blantyre (from Zomba to Blantyre).	The date will be agreed during the Zomba meeting.	City council officials, community leaders and community members.	For the city council and the community to appreciate how their counterparts are implementing slum upgrading projects more especially on support from the local council to communities and interfacing between the council and communities.	The visit was undertaken on the 19 th of March.

Learning exchange visits

During the period, there were two learning exchange visits that have been conducted between Zomba, Blantyre and Lilongwe. The first exchange visit involved people from Blantyre and Lilongwe going to Zomba to help the Chikanda leaders during a mobilization meeting that they conducted in the area. The second visit involved ZCC officials and local leaders from Chikanda going to Blantyre to learn on how the Blantyre communities are implementing the slum up grading project. During the first visit the following things were discussed and agreed;

- a. The need for all the community members to take part in the development of their community.
- b. The need for the community to start working with other agencies like the ZCC in developing their community.
- c. The community was also informed that the slum up grading project has processes that have to be followed ranging from mobilization to community planning

- d. The community was also informed that the Federation and CCODE do not have funds to start implementing the projects that they will identify but rather the community, the council and the other development partners will have to come together and source funds for the identified interventions.
- e. The gathering agreed to start with cluster demarcation and then profiling of the community. This activity was given a period ranging from 25th to 30 March 2013.

The second visit involved two people from the ZCC, three community leaders, one community member and three federation leaders. The visiting team went to the Blantyre City Council where they learn on how best the communities and the city council can work together and they visited Nancholi community. During the two visits the following things were discussed,

- a. The BCC officials informed the visiting delegates that there is a need for the council to have an open door policy. The policy will enable the communities to approach the council whenever they have a problem. This can be achieved by establishing a unit that will be dedicated to issues of slum up grading or identifying people who will act as communities' entry into the city council
- b. It was also discussed that the council cannot manage to develop communities without involving the inhabitants of the communities.
- c. The ZCC was also informed that the BCC has started involving the community leaders in its participatory budgeting sessions. This will accord the communities a change to influence the monetary decisions made by the councils.

During the Nancholi visit, the visiting team had an opportunity to appreciate what the Nancholi community has managed to do. The Nancholi community has gone through all the processes and what is remaining is the implementation of the projects that were identified during the planning studio that was conducted in the area.

RECOMMENDATIONS

Based on the process, which was undertaken, the following recommendations were made;

- a. Zomba City Council needs to be exposed to more learning exchange programmes for them to understand participatory slum upgrading approaches. These can be done in conjunction with communities who also need more exposures and encouragement to undertake participatory slum upgrading processes.
- b. The Chikanda community can start the planning process where all the stakeholders from Zomba and particularly Zomba City Council can participate and learn from.

- c. Other cities like Blantyre and Lilongwe can continue to build the capacity of Chikanda and Zomba City Council. In the long run Chikanda will be a learning centre within Zomba City in issues of Participatory Slum Upgrading.
- d. Zomba City Council needs to provide personnel who will be supporting planning processes within Chikanda Informal Settlement. These have to be planners or technicians conversant with planning experiences and principles.
- e. Regular meetings between the council and slum communities must be maintained. At least once every month a meeting must be convened where general issues of slums in the city can be discussed.

CONCLUSION

The process is being continued where all the planned activities in the table above were implemented. Zomba City Council has also shown keen interest in the process by financially supporting the process of learning exchange programmes. The community has also shown interest in planning through their expression of their interest to start the planning process with profiling

