



Lilongwe Assembly City Development Strategy

"A shared future"

Lilongwe CDS process

MALAWI

Lilongwe







- Situated in the Central Region of Malawi, Lilongwe is the Capital City
- Population: 670, 000 inhabitants. During day time it fluctuates to over one million due to daytime urbanization. Lilongwe is fast growing at 4.3 % per annum
- Total land area is 32, 700 hectares
- Decentralization policy in Malawi was adopted in 1998. In 2000 first councillors were elected. Their term expired in 2005 and no councillors have been elected to-date. Local Govt elections are anticipated this year
- Lilongwe's unemployment rate stands at 16% (approx.)



- Lilongwe participated at a UCLG CityFuture (City Development Strategy) Workshop in July 2007 hosted by Johannesburg
- The objectives of the workshop were:
 - To develop regional 'learning networks'
 - To share experiences with CDSs that enable cities to meet Millennium Development Goals (MDGs)
 - To identify cities that need assistance with the development of their own CDS and
 - To identify suitable mentors to support these cities
- Through UCLG, the City of Lilongwe requested to be mentored by Johannesburg and it was approved



- The twinning of cities. An experienced city mentors a beginner city.
- The mentor provides technical advice and support on a particular area of expertise
- In the case of the Lilongwe/Johannesburg programme the following is noteworthy:
 - No formal, signed agreement. Now in the process of formalizing
 - Johannesburg involvement supported by Joburg Mayoral Committee, SALGA, Department of Foreign Affairs and UCLG
 - Lilongwe CDS process supported by Malawian National Government, Malawian High Commissioner in SA and UCLG
 - Each party is responsible for their own expenditure
- The mentor holds an independent opinion



- Lilongwe will recommend the mentorship approach and methodology to those that consider it
- Advantages of mentorship methodology:
 - obvious mistakes are avoided
 - (stakeholders) gain confidence of the process
 - while the Lilongwe/Johannesburg mentorship was informal, will probably lead to a more formal relationship
 - Result focused
 - Mentors have experience on city management and local decision making process
 - delivery is on time
 - technical support/advise available on demand
- Mentors should have no vested interest
- Capacity building is extensive – from most basic to more complex issues



- To effectively manage the process, the Lilongwe CDS was divided into three phases:
 - Phase 1: Preparatory phase
 - Phase 2: Development of the CDS
 - Phase 3: Requirements for implementation (2010 to 2015)



- The Phase 1 tasks involved (knowing your city):
 - An assessment of information
 - An institutional analysis
 - Establishment of a Task Force (internal) and Extended Task Team (external),
 - A stakeholder analysis,
 - An analysis of development partner projects and the alignment to the CDS process,
 - The development of a CDS framework and funding application for Phase 2.
- Phase 1 total budget = US\$100 000. CA provided US\$72, 000.



- Phase two tasks involved the actual formulation of the strategy
 - Analysing data/information from phase one - State of the City
 - Identify key challenges and organise in identified CDS themes
 - Governance
 - Shelter and Land
 - Infrastructure and Environment
 - Community Development
 - Economic Development
 - Formulate strategic directives per theme, which informed the City Vision
 - Develop goals and objectives based on key challenges and informed by the strategic directives
 - Prioritization objectives (immediate, year 1 or medium term)
 - Development of actions to achieve objectives
 - Development of an approach to performance management
 - Identifying requirements for implementation (business planning, strategy aligned budget, sources of finance, etc)
- Phase two budget over \$250, 000 funded by Lilongwe City Assembly and City of Johannesburg



- Obtain approval of the Phase 2 Report-To be approved by Ministry of Local Government
- Launching of the CDS-tentative date 12 February 2010
- Identification of CDS Champion
 - To coordinate phase three activities and CDS management
 - CDS Operations Manager to be located in the Office of the Chief Executive
- Finalize cost estimates and develop a 5-year budget estimate
- Identify and lobby for funding for implementation
- Finalize iconic projects and funding requirements
- Prepare the 2010-2011 business plan
- Coordination of development partner/donor initiatives in line with CDS
- CDS popularization and mainstreaming



- Spend sufficient time in the beginning to design the process and involve relevant spheres of government
- Leadership/commitment to the CDS process is a MUST
- Involvement of management throughout the process – must be the “face” of the process
- Availability of data and information is essential to inform the process
- Stakeholders must be involved throughout the process – buy-in and legitimacy
- Need to maintain the momentum – donor funding may take too long and availability of local funding essential
- Avoid duplicate processes – such as City Profiling
- Once CDS is developed, support for implementation becomes crucial
 - **CityFutures programme should also focus on implementation support**



- The initial impact of the Lilongwe CDS is already noticeable if one takes cognizance of the involvement of national government and external stakeholders in the process. All parties understand the benefits and value of the process. The first impact thus relates to the mobilization of relevant socio-economic actors and their commitment to the CDS. In addition, the process has led to the identification and better knowledge of challenges facing the Lilongwe area, and enabled authorities to propose corrective measures through a participatory action plan and the prioritization of problems.
- The Lilongwe CDS will thus lead to improved management, strengthened institutional capacity and provide a framework of interventions aimed at poverty reduction and at achieving the Millennium Development Goals. At the same time, environmental concerns and sustainable urban development will be promoted.