

**Siavonga District Council**  
**Siavonga Integrated Development Plan**  
**An Update**



Mulambwa Mwanang'ono

District Planner - Siavonga



## **Mulambwa Mwanang'ono – A Personal Presentation**

### **Education:**

- Graduated from the University of Zambia in 2002 (majored in Geography)
- Recently completed a two year Master of Environmental Education from the University of Zambia (2009-2011)
- Attended postgraduate professional training in Integrated Urban Planning (Sweden), Environmental Urban Design (Germany) and Supporting Regional Development by Utilising Local Resources in Africa (Japan).

### **Professional:**

- Currently District Planner for Siavonga District. Joined Local Government as District Planner in 2003 (Kaoma District, Western Province) and moved to Siavonga District, Southern Province, in 2005 in the same capacity.

### **Duties:**

- Generally responsible for both regional and physical planning functions in the Local Authority as well as multi-sectoral coordination and facilitation of development in the district.

# **PROGRESS REPORT ON THE IUP PROJECT**

## **1.0 BACKGROUND**

### **1.1 The Integrated Urban Planning (IUP) Project: An Overview**

Incidental to my participation in the IUP programme in Sweden (phase I) and South Africa (phase II) was the development of a suitable change project that was wholly adopted by my organisation, Siavonga District Council.

My IUP project, ***Integrated Development Planning for Accelerated Urban Growth and Development: Siavonga District, Zambia***, was conceived from the background of weakened capacities by the Local Authority and other service providers to deliver acceptable public services in both adequacy and quality terms. This scenario also posed both inherent and external challenges that undermined public sector efforts and frustrated private sector involvement in the development of the district.

The project acknowledged the gap in infrastructure created by policy changes that occurred in the period 1993 to 2000 which now call for radical measures to curb the infrastructure 'crisis' facing the district. Further, the project recognised the importance of urban planning, from an integrated perspective, as a key pre-requisite to the realization of the envisaged infrastructural development. In addition, the elevation of Siavonga Sub Administrative centre into a District in 1993 was not preceded or accompanied by development of infrastructure to create an enabling environment for the new District Council to function to residents' expectations.

In view of the above, the project undertook to deal with two critical issues:

- Modification of the old Master Plan to make it more responsive to the current and future development aspirations of the District,
- Creating a facilitatory vehicle for investment in accelerated infrastructure development (to be spearheaded by various agents under the regulation / guidance of the Local Authority).

## **1.2 BACKGROUND TO THE IDP PROCESS**

Siavonga District has witnessed some developments over the years which to a large extent have been out of the context of the running development plan.

The resultant scenario has been a general decline in service provision both quantitatively and qualitatively by respective service providers, the Local Authority inclusive.

Of much significance has been the relegation of the development plan by development activities thereby rendering the plan less relevant to the current and future development aspirations of the residents of the Planning Area.

Further, in order to effectively regulate development activities, the Local Authority saw it necessary to have a review of the existing plan so that it becomes updated and more relevant to the current development challenges.

### **1.2.1           Getting Everybody on Board: Fulfilling Bureaucratic 'Rituals'.**

It became imperative to get stakeholders' appreciation and support to ensure sustainability of change. This was also necessary to define and clarify the change process ownership from individual to public and corporate ownership. Thus, a shared vision breeds shared responsibility and ownership and consequently provides for multi-stakeholder participation.

### **1.2.2           Seeking Management Support**

The first task I had was to share the project concept with colleagues at the office. Although I had done this prior to undertaking the IUP training, it was imperative to reiterate the ideas and solicit for support and cooperation. Fortunately, management has been very supportive from the initial stages.

### **1.2.3           Seeking Council Approval**

The second and most important priority was to get the appreciation and approval of policy makers. The proposal was thus taken to the Plans, Works, Development and Social Services Committee of the Council. The committee welcomed the idea and gave it the necessary support and recommended it to the Full Council for approval. The Full Council, fortunately, adopted its committee's recommendation and approved the project.



*The District Council is the authority responsible for plan preparation*

#### **1.2.4 Seeking Central Government Support**

Following the approval by the Council, the project assumed some legal status and became a Local Authority project. It therefore became possible for public funds, either from Central Government or the Local Authority to be spent on it. It also qualified for inclusion in the annual budget preparation processes. After Local Authority approval, a recommendation was made to the Minister of Local Government and Housing through the Provincial Planning Authority, as per statutory requirement, to cause the preparation of the Siavonga Integrated Development Plan. The Minister was very supportive and did not hesitate to give a go ahead. This was also seen as an appropriate direction for the Local Authority to move ahead of time since the proposed Urban and Regional Planning Bill would require all Local Authorities to prepare IDPs. Following the Ministerial approval, Central Government through the Ministry of Local Government and Housing started funding the process since the Local Authority did not have adequate resources to fund the process. The first allocation of US\$33,333 (about 25,000 Euro) was provided for initial preparatory stages which included preparation of the Inception Report and Stakeholder sensitization.

### 1.2.5 Appointment of Committees

It is also appreciated that the nature of the process and tasks expected required a synergy of various expertise from other Technocrats other than those from the Spatial Planning fraternity. It is from this realization that a Team of Technocrats had been constituted to spearhead the activities of the process in liaison with the Steering committee and other stakeholders.

Therefore, the Local Authority and the Provincial Planning Authority created two committees, as per IDP guidelines, to spearhead the works. These were the Technical committee (Project Team) and the Steering Committee which would supervise the works. The committees were recommended to Secretary to Cabinet for appointment. Therefore, all Technical Committee and Steering Committee members for the Siavonga IDP were appointed by the highest office. This was a good safeguard to ensure their availability whenever required. The committees consist of officers from various sectors, including community. Thus, whenever, the IDP activities start, supervisors of respective officers are obliged to release them to attend to this national duty. The Inception report gives details on the committees.



*Some of the Technical Committee members during the preparation of the Status Quo Report, April 2011  
(Picture by M. Mwanang'ono)*



### 1.2.6 Progress Achieved

The Action Plan outlined below will guide to see where we have reached. After the Inception and Status Quo reports, the Technical committee is now working on the Spatial Development Framework (SDF). This stage is also critical as described in the Inception report.

### 1.2.7 Major Achievements

- Getting the support of key stakeholders could be regarded as a major achievement considering the usual resistance to change which relatively new or alternative ideas often encounter.
- Project status change from a local idea to a National Project which attracts government funding is another major milestone which can hardly be ignored.
- A planning paradigm shift from *Planners' exclusive perspective* to a *multi-sectorial stakeholder and community perspective*. Stakeholder appreciation lubricates the obstacles associated with releasing sectorial data and enhances a sense of ownership of the process and the ultimate outcomes among stakeholders. The IDP process is, therefore, not perceived to be a Planners' project or problem but rather a district / national intervention aimed at improving the welfare of all residents.
- Capacity Building: The process is an opportunity to enhance planning and other capacities among the members of the project team. It also helps to identify capacity gaps and needs in the sectors as well as enhancing the value of data.

### 1.2.8 Major Challenges

- Inadequate capacities in some government sectors in so far as data storage and analysis is concerned. The project team encountered several hiccups in trying to obtain necessary information from some of the sectors for the Status Quo report. Several data gaps were identified and storage issues ranked high among the identified weaknesses, making data retrieval difficult. The health sector has been a major 'culprit' on this despite having numerous data from the health centres across the district. However, a Planning officer was recently recruited at the District Medical Office and we anticipate an improvement in data handling in this sector.
- Erratic funding: Since the process is funded by Central Government, funds are only released as and when available and at times activities stall owing to absence

of funding. This causes delays in the process and some members get absorbed in their sectorial activities.

- GIS skills: The lack of GIS skills in the Local Authority is a major setback. The project team has to engage some GIS experts located about 500 km in Livingstone (Provincial Centre for GIS) to help with the geospatial data handling. The centre is poorly staffed and they have to respond to numerous requests from all over the province in various sectors. When they are not available for the Siavonga IDP, the process has to wait or skip the particular stage.

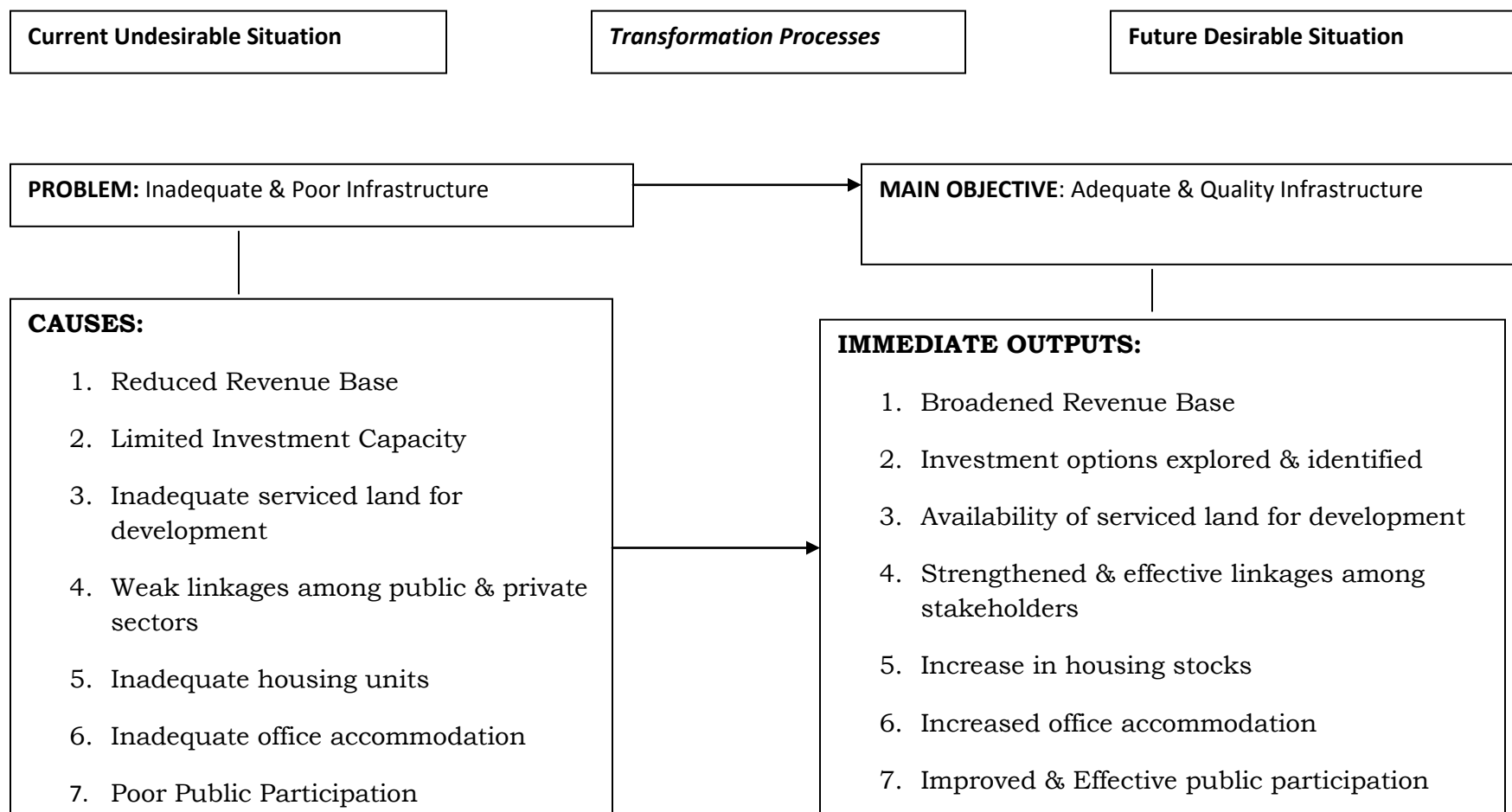
## **2.0 The Strategic Framework and Action Plan**

Presented below is the initial framework that was used to identify the keys issues that culminated into this project so as to attain the desired situation. The Action Plan is the last and shows the stages covered and where the team is currently working.



# SIAVONGA INTEGRATED DEVELOPMENT PLAN: STRATEGIC PLANNING FRAMEWORK

## Transformation Process (*From a Problem Tree Perspective*)



**EFFECTS:**

1. Increased pressure on land
2. Land use conflicts
3. Environmental deterioration
4. Reduced revenue
5. Increased Urban poverty
- 6. Deviations from Approved Plan**
7. Mushrooming of slums

**DEVELOPMENT OBJECTIVES:**

1. Reduced pressure on land
2. Harmonized land use
3. Environmental Sustainability
4. Improved revenue
- 5. Revised / Updated Plan**
6. Reduced slums / slum upgrading
7. Improved work environment & enhanced productivity

***NB:*** Further analysis established that the aspect of modifying the plan is critical for many other interventions to be effected. Thus, the preparation of the Integrated Development Plan was taken as a priority among other objectives.

## 2.1 ACTION PLAN – SIAVONGA IDP PREPARATION

S/ N	Phase	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
1	<b>IDP Launch</b>																			
2	<b>Budget</b>																			
3.0	<b>Inception Report</b>																			
4.0	<b>Status Quo Report</b>																			
4.1	Data Collection																			
4.2	Data Compilation & Analysis																			
4.3	Zero Draft Report																			
4.4	Stakeholders Meetings																			
4.5	Final Draft Report																			
5.0	<b>Spatial Development Framework [SDF]</b>																			
5.1	Spatial Development Framework [SDF] Draft																			
5.2	Stakeholders Meetings																			
5.3	Final Spatial Dev. Framework Document																			
6.0	<b>IDP Report</b>																			
6.1	Formulation of																			

	Projects																		
6.2	Capital Investment Programmes																		
6.3	Implementation Strategy																		
6.4	Draft IDP Report																		
6.5	Stakeholders Meetings																		
6.6	Submission of the Final IDP to District Council and SPPA																		
6.7	Submission of the Final IDP to the Minister [MLGH]																		

{ Current progress phase as at May 2011.

### 3.0 Conclusion

The IUP training provided alternative spectacles through which to view the same issues in alternative ways. Helping people adopt a variety of spectacles is an unending challenge that will keep Planners and other Development facilitators on their toes for sometime. The Siavonga IDP has opened an opportunity to actualize the ideal planning principles learned in the IUP course.