



Connective Cities Regional Dialogue Event

Agenda

Improving Public Service Delivery at Local Level – Solutions for Participatory and Accountable Management

20th to 22nd of August 2019
Harare, Zimbabwe

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Improving public service delivery at local level – solutions for participatory and accountable management

Sabre Business World, Harare

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A G E N D A

The international cities platform *Connective Cities* and its initiators - the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, the German Association of Cities (DST) and Engagement Global gGmbH / Service Agency Communities in One World (SKEW) - bring together urban practitioners from Sub-Saharan Africa and Germany to meet at the dialogue event “Improving public service delivery at local level – solutions for participatory and accountable management” in Harare, Zimbabwe from 20th to 22nd of August 2019. The focus is on developing approaches to improve public service delivery through public participation in order to achieve social accountability in the sectors of water, sanitation, waste management and transport.

Connective Cities organizes this dialogue event in cooperation with the GIZ project in Zimbabwe, “Strengthening the Urban Councils Association of Zimbabwe (UCAZ) to promote intercommunal knowledge transfer and capacity development”.

Background for Public Service Delivery in Sub-Saharan Africa

In Sub-Saharan Africa, the share of population living in urban areas has continuously grown over the last decades and has reached almost 40 per cent in 2017 (World Bank). The urban population of the region is expected to increase fourfold, to 1.3 billion, by 2050 (United Nations, 2014). Taking the example of Zimbabwe, where figures on the increase of the urbanisation rate are contested, it has been found that albeit the urban growth rate may be slowing, the population of Zimbabwe’s large cities is still growing in aggregate terms. It is conceivable that Zimbabwe could reach the 50% urbanisation level by 2050 (Africa Research Institute 2017). This rapid urban growth leaves the government (both central and local) struggling in sectors such as water, sanitation, waste management and transport to keep pace with the demand of urban development.

Concerning water and sanitation, UN-Water (2019) reports that only 24% of Sub-Saharan Africa’s population have access to safe drinking water, and 28% only have basic sanitation facilities that are not shared with other households. Significant discrepancies in access exist between and even within countries.

However, limited citizen participation in planning processes often results in informal urban settlements, as it is the case in Harare, and those particularly lack supportive infrastructure and services. Consequently, residents of informal settlements without running water often pay 10 to 20 times more than their neighbours in wealthier neighbourhoods for water of similar or lesser quality purchased from water vendors or tanker trucks (UN-Water 2019). A lack of safe, accessible water and sanitation poses serious repercussions on the living conditions of the affected population. Similarly, disposed solid waste in undesignated points due to insufficient municipal waste management further contributes to risks and also increases environmental degradation.

In addition to the required adaptation of public service delivery strategies, municipalities are faced with increased climate risks that render critical infrastructure, such as transport systems, and services, such as water supply, vulnerable. Extreme weather events and gradual changes in climate cause damage to urban infrastructure and disrupt public services. For Sub-Saharan Africa alone, it is estimated that climate change will threaten to increase road maintenance costs by 270% if no action is taken (World Bank 2017). Droughts and water scarcity become more and more severe especially in urban areas. Hence, the development of climate resilient public services is another significant challenge.

The approach of promoting peer-to-peer learning and inter-municipal exchange of knowledge contributes to strengthening the capacity of municipalities to provide public services. It is compatible with the New Urban Agenda resulting from the United Nations Habitat III Conference. Furthermore, exchange and learning support the Sustainable Development Goals (SDGs), in particular Goal 11 on Sustainable Cities and Communities by addressing critical challenges of participatory management of public basic services contributing to an inclusive and sustainable urbanisation. Equally targeted is Goal 6, which aims to guarantee sustainable management of, and access to, water and sanitation for all.

The management of public service delivery in a context of fast growing population in urban areas implies major challenges for municipalities in Sub-Sahara Africa. In order to deliver public services according to the specific needs of the different population groups at local level, municipalities have an essential role to shape and manage public participation processes. Additionally the involvement of citizens in more transparent processes can foster the accountability and with that as well the quality of public service delivery itself. Innovative approaches for a participatory and accountable management of public service delivery existing elsewhere have to be adapted to local contexts.

Objectives and methodological steps

The upcoming workshop aims to promote the **exchange on innovative approaches for improved public service delivery through public participation to achieve greater social accountability**.

Specifically, the objectives of the dialogue event are to:

- Facilitate exchange of experiences based on good practices of public service delivery among urban practitioners from municipalities in Sub-Saharan Africa and from Germany;
- Provide peer-to-peer advisory services in a creative workshop environment, addressing the current challenges of public service delivery and participatory and accountable management in the cities of the participants;
- Develop the capacity of the participants to analyse existing public service delivery strategies and to formulate project ideas and envisaged solutions for the improvement of public service management with public participation practices and social accountability strategies;
- Define future support measures to strengthen project development and implementation skills as well as ongoing exchange through the community of practice, Connective Cities.

Based on the exchange of existing good practices, ideas for urban projects will be developed in a systematic manner. During the workshop, peer-to-peer advisory sessions will help to address challenges and to jointly create new knowledge. Participants from Sub-Saharan Africa will also be supported in developing their local action plans for the improvement of public service delivery.

The work process involves the following steps:

1. Thematically focused input and good practice examples of public service delivery focusing on participatory and social accountable management.

2. During peer-to-peer consultations, colleagues will diagnose, discuss and advise each other to help define potential strategies and lessons learnt. The peer-to-peer consultation is based on short inputs by participants on current concrete challenges of urban public service delivery in their municipalities.
3. Action planning, focusing on specific conditions, challenges and future project ideas of public service delivery in Sub-Saharan African cities.

Participants

Participants include practitioners from a variety of Sub-Saharan African municipalities as well as municipal experts from Germany. Two representatives of each participating African municipality working in the context of the thematic issues and challenges brought into the workshop are invited. The Sub-Saharan African participants will contribute their know-how and expertise to identify the underlying challenges and proposals for project ideas in their urban development contexts. As basis for the peer-to-peer consultation and joint working groups they will bring in poster presentations of specific cases in their municipalities. The German municipal experts and their experience and know how match according to the urban challenges brought in by the Sub-Sahara African municipalities.

A total of 30 participants, including up to 10 practitioners from 5 Sub-Saharan African municipalities and up to 20 practitioners from 10 Zimbabwean municipalities, as well as several municipal experts from Germany in the sectors of water, sanitation, waste management and transport are invited for the event.

Participating Zimbabwean Municipalities

- Beitbridge (Matabeleland South)
- Bindura (Mashonaland Central)
- Bulawayo (Bulawayo Metropolitan)
- Chinhoyi (Mashonaland West)
- Gweru (Midlands)
- Harare (Harare Metropolitan)
- Kwekwe (Midlands)
- Masvingo (Masvingo)
- Mutare (Manicaland)
- Victoria Falls (Matabeleland North)

Participating German Municipalities/ Institutions

- Düsseldorf (North Rhine-Westphalia)
- Hamburg (Free and Hanseatic City of Hamburg)
- German Association of Cities

Participating Municipalities from the Region

- Nairobi, Kenya
- Johannesburg, South Africa
- Choma/ Lusaka, Zambia
- Gaborone, Botswana
- Maseru, Lesotho
- Thaba-Tseka, Lesotho

DAY 1: August 20th, 2019

Urban Practitioners' Exchange on Good Practices

Following some words of welcome and after introducing the framework of the workshop, the participants and organizers will introduce themselves. A Keynote will give the conceptual framework for the workshop. *Good Practices* will be introduced as overview in a brief gallery walk to illustrate application-oriented strategies in the thematic focus areas. A detailed presentation and exchange among participants will allow discussing the preconditions, approaches, challenges and lessons learned. In the afternoon, participants will be organized into thematic working groups in order to discuss the preconditions, approaches, challenges and lessons learned. This part allows for an overview of tested solutions for specific approaches in public service delivery as well as the analysis of respective success factors and constraints.

TIME	AGENDA	CONTENTS
08:15	Departure from Hotel	
08:30	Registration of Participants	
09:00	Welcome & Introduction Jitendra Hargovan, Moderator Cllr Herbert Gomba His Worship City of Harare Cllr Josiah Makombe, President UCAZ Dr. Manfred Poppe, Connective Cities	<ul style="list-style-type: none"> • Welcome address • Presentation of Connective Cities • Introduction of Participants • Introduction to the themes of the workshop
10:00	Key Note Johann Mettler, City Manager / Nelson Mandela Bay Metropolitan Municipality	<ul style="list-style-type: none"> • Strategy execution through effective leadership • Questions and answers
11:00	Coffee Break	
11:30	Good Practice Introductory Talk	<ul style="list-style-type: none"> • Short explanation about content of good practice examples and topics of presentation • Questions and answers
11:45	Fishbowl Discussion	<ul style="list-style-type: none"> • Topic: How do we learn from each other? Preconditions and Success factors
12:15	Good Practice Opening Presentation UCAZ	<ul style="list-style-type: none"> • Service Level Benchmarking of WASH Services
12:45	Gallery Walk: Introduction of Good Practices	<ul style="list-style-type: none"> • Good practice examples introduced by participants
13:00	Lunch Break	

14:00 **Practitioners' Corner**
Thematic Working Groups

- In-depth presentations of good practices according to main topics: water and sanitation, waste management, urban transport

Water & Sanitation

Community Engagement for Sustainable Service Delivery - Harare Water Department,
H. Chisango & D. Mavalwane /
Harare City

Best Practices to achieve continuous water supply in a city, L. Mkandhla & J. Mhike /
Kwekwe City

Wastewater Treatment and Recycling Project powered by Earthworms,
L. Ramakgapola & N. Muleya /
Beitbridge Municipality

Applying Multi-approaches to Promote Public Participation in Water and Sanitation Services,
S. Kamau / Kenya

Involvement of the Community in Katanda Water Reticulation System Upgrade,
M. Kaitano & A. Gotoro /
Chinhoyi Municipality

GIS-based Cadastral and Infrastructure Mapping,
J. Maligwa & M. Kerith /
Mutare City

Waste Management

Participation in Integrated Solid Waste Management System,
G. Schock / Düsseldorf

Solid Waste Management in Nairobi,
D. Masereti / Nairobi Municipality

Waste Management Programmes within Maseru District Council,
T. Sekike / Maseru District

Waste Management Project Thaba Tseka Urban Council,
T. Tlali / Thaba-Tseka District

Refuse Collection by Community Vehicles,
C. Dube & S. Dube / Bulawayo City

Ward Community Health Clubs,
V. Shonhai & T. Gozo / Masvingo City

Kariba Integrated Solid Waste Management Plan/Project,
M. Tawedzera / Kariba Town

Urban Transport

Bus acceleration programme in the City of Hamburg,
Dr. T. Becker / Hamburg

Public Service Delivery Innovation at Municipal level - Find&Fix App, JRA, City of Johannesburg,
B. Peters-Scheepers / Johannesburg

Other Topics

Thematic Committees Based Budgeting Method,
E. Gwatipedza & O. Masimba /
Gweru City

Urbanization in the context of public service delivery in Sub-Saharan Africa,
R. Dube & K. Mangena /
Victoria Falls Municipality

14:00	<u>In parallel:</u> Thematic Consultation UCAZ Sabine Drees, German Association of Cities	Roles, functions and organizational structure of the municipal association in Germany; International settings and outreach programs
16:00	Coffee Break	
16:30	Continuation Practitioners' Corner	
17:30	Wrap Up Success Factors and Chances for Replication	
18:00	End of Workshop Day 1	

DAY 2: August 21st, 2019

Project Ideas and Challenges in Public Service Delivery

During the second day of the workshop, practitioners identify individual issues from their practical work, e.g. challenges they are facing, projects they are planning, success factors or constraints they have encountered. In a peer-to-peer advisory session in small focus groups, participants will give their feedback, ideas and remarks on the presented issues. In this part, participants receive inputs to their practical challenges, formulate recommendations for further action and thus achieve a direct benefit for their daily work. For the afternoon, a site visit to concrete service delivery project in Harare will complement the picture of experiences already gained.

TIME	AGENDA	CONTENTS
08:30	Departure from Hotel	
08:45	Registration	
09:00	Reflection on the first day	<ul style="list-style-type: none"> Lessons learnt from exchange of good practices
09:15	Peer-to-Peer Consultation	<ul style="list-style-type: none"> Practical challenges introduced by participants Discussion in small groups: How to cope with individual challenges Discussion of practical solutions
09:15	<u>In parallel:</u> Thematic Consultation UCAZ Sabine Drees, German Association of Cities	<ul style="list-style-type: none"> Services for members of the municipal association and communication with stakeholders
11:00	Coffee Break	
11:15	Continuation Peer-to-Peer Consultation	<ul style="list-style-type: none"> Discussion of practical solutions Exchange of proposed solutions
12:30	<i>Thematic Committees Based Budgeting Method,</i> O. Masimba / Gweru City <i>Urbanization in the Context of Public Service Delivery in Sub-Saharan Africa,</i> R. Dube & K. Mangena / Victoria Falls Municipality	Good Practice Presentation

13:30	Lunch Break	
14:30	Field visit to local public service providers relevant to the topics discussed	
18:00	End of Workshop Day 2	Arrival at the hotel

DAY 3: August 22nd, 2019

Action Planning Process

On the third day, a reflection on day two including the peer-to-peer consultation and the field trip will complement the lessons learnt from the exchange of good practice experiences. Subsequently, the workshop focuses on developing action plans for future project ideas in the respective municipalities of the participants. By means of selected action planning tools participants develop ideas on content, analyze preconditions and specific frameworks and jointly develop a substantive concept for particular projects. Results of this step are concrete action proposals for innovative service delivery projects in relation to water, sanitation, waste management and transport. These are i.a. based on the lessons learnt from the good practices.

TIME	AGENDA	CONTENTS
08:30	Departure from Hotel	
08:45	Registration	
09:00	Reflection on the second day	<ul style="list-style-type: none"> Reflection on peer-to-peer learning and field trip
09:15	<i>Bus acceleration programme in the City of Hamburg, Dr. Becker / Hamburg</i> <i>Find & Fix App, B. Peters-Scheepers / Johannesburg Roads Agency</i>	<ul style="list-style-type: none"> Good Practice Presentation
10:15	Coffee Break	
10:45	Creating Thematic Project Ideas in Individual Municipalities	<ul style="list-style-type: none"> Brainstorming on ideas based on good practices presented and challenges analyzed
11:15	Action Plan Formulation	<ul style="list-style-type: none"> Developing action plans for future project ideas

10:30	<u>In parallel:</u> Thematic Consultation UCAZ Sabine Drees, German Association of Cities	<ul style="list-style-type: none"> • Policy initiatives and political representation of municipalities in policy making
13:00	Lunch Break	<ul style="list-style-type: none"> • Developing action plans for future project ideas
14:00	Continuation Action Plan Formulation	
15:00	Presentation of Project Ideas and Action Plans	<ul style="list-style-type: none"> • Presentation of working group results, feedback and advice
16:00	Coffee Break	
16:30	Evaluation of the Workshop & Closure	
17:00	End of the Workshop	