



REPUBLIC OF MALAWI

## REPORT ON

# COUNCILS CONFERENCES ON THE PROGRESS OF IMPLEMENTATION OF PUBLIC SECTOR REFORMS

10<sup>TH</sup> TO 24<sup>TH</sup> JULY, 2018

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# PART ONE

## EXECUTIVE SUMMARY

## 1.0 INTRODUCTION

The Office of the President and Cabinet, through the Public Sector Reforms Management Unit (PSRMU) organised and facilitated Council Conferences on the implementation of Public Sector Reforms in all the three administrative regions of the country namely; Central, Southern and Northern regions in July, 2018.

All the Conferences were officially opened by Mrs. Seodi V-R White, Chief Director responsible for Public Sector Reforms in the Office of the President and Cabinet, who was also presiding over as the Guest of Honour on behalf of the Chief Secretary to the Government Mr. Lloyd Muhara.

The City, Town, Municipal and District Councils were represented at highest levels of Chief Executive Officers, District Commissioners and Senior Officials who are in the respective Councils' Management Teams.

### 1.1 The Central Region Councils' Conference

The Central Region Councils' Conference took place at Sunbird Capital Hotel, Lilongwe from 10<sup>th</sup> to 11<sup>th</sup> July 2018. The Conference was attended by fifty six (56) participants from Ministry of Local Government and Rural Development and all Councils that are implementing Public Sector Reforms in the Central region.



## 1.2 The Southern Region Councils' Conference

The Southern Region Councils' Conference was held at Victoria Hotel, Blantyre, from 17<sup>th</sup> to 18<sup>th</sup> July 2018. The Conference was attended by ninety one (91) participants from Ministry of Local Government and Rural Development and all Councils implementing Public Sector Reforms in the Southern region.



## 1.3 The Northern Region Councils' Conference

The Northern Region Councils' Conference took place on 24<sup>th</sup> July 2018 and was held at Sunbird Mzuzu Hotel. There were forty-seven (47) Participants from Ministry of Local Government and Rural Development and all the Councils implementing the Public Sector Reforms in the Northern Region.



## 2.0 OBJECTIVES OF THE CONFERENCE

The overall objective of the Councils' Conferences was to track and evaluate progress made in the implementation of the Public Sector Reforms during the first half of the 2018 following the monitoring visits which were undertaken between October and December, 2017. The specific objectives were as follows:

- (a) To hear and track progress made in the implementation of reforms in all Councils;
- (b) To provide an opportunity for Councils to share and exchange notes on best practices for transforming Councils by highlighting successful achievements;
- (c) To appreciate the common challenges that are being encountered during the implementation of the reforms;
- (d) To come up with recommendations to address the challenges encountered during implementation of reforms and guide future interventions for successful implementation of Public Sector Reforms in Councils.

## 3.0 METHODOLOGY OF THE CONFERENCE

### (a) Methods

The methodology used to achieve the objectives of the Conferences included:

- (i) Presentations were made by the Ministry of Local Government and Rural Development on the reforms which were being implemented in

the Ministry, the progress made and the challenges that were encountered so far;

- (ii) Presentations of Reforms Areas and Implementation Progress by Councils which highlighted progress, achievement, challenges and possible solutions;
- (iii) Observations and Discussions in Plenary arising from presentations;
- (iv) Presentation of recommendations to address challenges affecting implementation of reforms in Councils.

#### **(b) Facilitation**

The Conferences were facilitated by the Office of the President and Cabinet through the Public Sector Reforms Management Unit (OPC – PSRMU) and Ministry of Local Government and Rural Development officials.

### **4.0 EXPECTED OUTCOMES**

At the end of the Conferences, participants were expected to have acquired the following set of outputs:

- (a) An improved common understanding of Public Sector Reforms at local level;
- (b) A clearer understanding of the Councils' achievements and experiences in the implementation of public sector reforms;
- (c) An appreciation of key success factors and performance indicators which are key to successful implementation of reforms;
- (d) An insight into the possible solutions to deal with problems and challenges that are encountered during the implementation of reforms;
- (e) Improved skills for networking and collaboration amongst Councils.

### **5.0 KEY CHALLENGES**

All Councils shared similar challenges that were affecting and retarding progress in the implementation of reforms. The challenges include:

- (i) Limited knowledge on the concept of reforms by staff and politicians at Council level.
- (ii) Political interference

- (iii) Resistance to change and unwillingness to participate in reform activities by staff and other stakeholders.
- (iv) Very limited financial resources to support reform activities.
- (v) Weak institutional capacity of the Councils due to shortage of professional staff in the administrative (back-end) sectors
- (vi) Archaic policies/by-laws to direct operations of the Councils.
- (vii) Limited transparency, accountability and coordination amongst stakeholders in the provision of essential services.
- (viii) Limited monitoring and evaluation framework to assess the implementation of programmes.
- (ix) Some key functions have not been devolved to the local councils thereby making it difficult to implement reforms in areas that are under control of central Government.
- (x) Duplication of activities due to very limited coordination between central and local government in the implementation of reforms.
- (xi) Lack of clarity on the boundaries between the City/Town and the District Councils.

## **6.0 RECOMMENDATIONS**

### **6.1 Consolidated Recommendations from the Council Conferences**

#### **6.1.1 Enhanced Communication**

It was agreed that Councils and the PSRMU should undertake the following interventions to ensure the successful implementation of reforms:

- The PSRMU, Councils and the Ministry of Local Government and Rural Development should document and publicize major milestones that have been achieved during the implementation of the reforms;
- The management and leadership of the Councils should sensitize Local Council staff on the concept of reforms to ensure that they are part and parcel of the implementation process;

- All stakeholders should be engaged before the implementation of the reforms and feedback mechanisms should be put in place to provide information on the progress of the reforms;
- Councils should submit quarterly write-ups on major achievements to the Public Sector Reforms Management Unit.

#### **6.1.2 Enhanced political support**

- Councils should sensitize all political structures before implementation of reforms;
- Councils should update the political structures on the progress of reforms;
- The Ministry of Local Government and Rural Development should provide political/policy direction on the implementation of reforms.

#### **6.1.3 Financial Resources Mobilisation**

- Councils should increase revenue base through investments;
- Councils should be innovative and venture into public-private-partnerships. Or joint ventures or other forms of creating more revenue for the local councils;
- The Ministry of Local Government should assist the local councils to lobby for retention of tax and other revenue sources in Local Councils;
- The Councils should link reforms areas to Council budgeting process;
- Councils should lobby for resources to support reforms;
- The Ministry of Local Government and Rural Development should facilitate donor financing for urban councils;
- Councils should think outside the box and utilize Municipal bonds to finance projects implementation.

#### **6.1.4 Strengthening Institutional Capacity**

To strengthen the institutional capacity of the Councils to implement the reforms, the Ministry of Local Government and Rural Development and the Councils themselves should:

- Conduct Functional Reviews in all the Local Councils in partnership with the Department for Human resource Development (DHRMD);
  - Fill administrative vacant posts through recruitment, deployment and promotion of qualified staff in partnership with OPC (Administration), Accountant General's Department (Accountants), Department for Economic Planning (Planners);
  - Develop retention strategies that will motivate council staff to work and remain in the councils;
  - Outsource expertise for service provision;
  - Roll out Performance Management System in local councils;
  - Provide leadership and management in the implementation of reforms;
  - Improve the functionality of servers used for financial management processes;
- Enhance participation in the planning and implementation of reforms.

#### **6.1.5 Provision of Policy Direction**

The Ministry of Local Government and Rural Development, Public Sector Reforms Management Unit and Government in general should:

- Provide policy direction on chieftaincy in urban and city councils;
- Streamline Human Resources recruitment, development, posting, promotion, and discipline;
- Establish standards for infrastructure and construction of buildings;
- Provide clear guidance on the issue of existence markets along the main roads;
- Provide policy direction on extension of city boundaries;
- Provide policy direction on the establishment of toll gates;

- Provide policy direction on paying services in health facilities at District level
- Develop mechanisms for classifying rateable areas.

#### **6.1.6 Improved Coordination and Partnerships**

The Ministries, Departments and Councils should improve coordination and strengthen partnerships to succeed in the implementation of reforms. The MDAs and Councils should:

- Improve mechanisms for coordination of NGO actors in Councils;
- Facilitate the integration of the sectors in planning and development;
- Improve coordination among Ministries of Civic Education, Tourism, and local Councils on the management of tourism and cultural sites;
- Engage Debt and Aid Directorate in the Ministry of Finance on coordination, and management of NGO funding.

#### **6.1.7 Enhanced Monitoring and Evaluation**

- The Public Sector Reforms Management Unit should review the reform areas in some Councils and provide technical advice on their implementation;
- The PSRMU should continue to engage in continuous re-orientation to the local Councils on reforms;
- The PSRMU should establish a digitised system for tracking progress in the implementation of reforms;
- The PSRMU should vigorously monitor implementation of reforms in Councils to ensure that they are on track.

#### **6.1.8 Total Devolution of Functions**

- The PSRMU, the OPC main and Ministry of Local Government and Rural Development should facilitate decentralization and devolution of the remaining sectors (tourism, trade, lands, physical planning etc);

- The PSRMU, the OPC Main and the Ministries of Finance should facilitate the devolution of macro-projects to Councils;
- The Ministry of Local Government should facilitate the devolution of human resource/capacity to Councils;
- The Ministry of Local Government and Rural Development should prioritise the development of physical development plans in Councils.

#### **6.1.9 Replication of Reforms in Councils**

- The Ministry of Local Government should facilitate the adoption of e-ticketing in markets, car parks in all the Councils;
- The Ministry should initiate and encourage the adoption of electronic payment services in Councils.

## **6.2 Regional Recommendations**

### **6.2.1 Recommendations from Central Region Conference**

#### **(i) Political interference**

- Sensitization of all political structures before implementation of the reforms;
- Updating the political structures on the progress of the reforms.

#### **(ii) Limited financial resources**

- Increase revenue base through investments;
- Venturing into public-private partnerships;
- Lobbying with the government to decentralize other tax money to be managed at the council level;
- Legal framework– need for harmonization across all revenue departments;
- Link reforms areas to budgeting process at Council level;
- Public service reform unit to play a role in lobbying for resources to support councils.

#### **(iii) Lack of Institutional capacity**

- Need for recruitment of human resource to fill vacant;

- Deployment of qualified staff;
  - Promotion of the existing staff;
  - Develop retention strategies;
  - Out sourcing of expertise for service provision.
- (iv) Resistance to adopt reform concept**
- Sensitization of all council staff on reforms;
  - Need for system to track progress of reform areas;
  - Sensitization of stake holders on concept of reform areas.
- (v) Control of other sectors by the central government**
- Central government should embrace full decentralization and reforms;
  - Devolution of macro-projects with capacity.

#### **6.2.2 Recommendations from Southern Region Conference**

- (i) Publications of the gains on Reforms to the public;
- (ii) Monitoring of reforms implementation in the councils by Reforms Unit;
- (iii) Need for reforms on markets/trading along Roads across all Councils;
- (iv) Review the reform areas/refresher is required;
- (v) Sensitize staff on reforms;
- (vi) Policy issues need to be documented as a package and addressed by the reforms unit and some of the policy issues are:
  - Chiefs not supposed to operate in cities;
  - Human resources recruitment, development, acting positions (12 years); discipline, promotion need to be addressed;
  - Devolution of some sectors- tourism, lands, physical planning; development fund;
  - School blocks designs;
  - Policy direction on city and district boundaries where cities want to expand;

- Delays in vetting of by-laws;
  - Transferring of staff affecting reforms;
  - Toll gates-needs direction on how to implement;
  - Retention of revenue collected by Central Govt especially in city Councils;
  - Planning/policy tools in favour of rural councils e.g. Passport vetting, VAPs, DDPS.
- (vii) Engage all stakeholders involved in a particular reforms and feedback given-Reforms Unit responsibility to coordinate;
- (viii) Rolling out some good initiatives/reforms to all Councils which looks beneficial;
- (ix) Reforms Unit to cater for all logistics for the next review meeting;
- (x) When engaging parasatals on reforms also involve representatives from councils e.g. Water Boards.

### **6.2.3 Recommendations from Northern Region Conference**

- (i) Mzuzu City Council to write to OPC to make recommendations on how to deal with Resource Mobilisation Programme (REMOP);
- (ii) Paying Services: OPC to engage MoH to provide guidance on the issue of paying for services provided by District Hospitals, including for mortuary services;
- (iii) Initiation of E-payment services in the other district councils still using manual systems;
- (iv) OPC to engage Ministry of Justice on the issue of by-law development;
- (v) Development of mechanism for compensation issues around loss of property/land as a consequence of extension of urban boundaries;
- (vi) Ministry of Local Government to develop mechanism for reclassifying upcoming rural growth centres into rating centres. Additionally, prioritise the development of Physical

- Development Plans in collaboration with the Dept. of Physical Planning;
- (vii) Improving functionality of servers used for financial management processes;
  - (viii) Improve mechanisms for coordination of NGO sectors in Councils through MOU's;
  - (ix) Urban Councils should benefit from donor (development partner) funding solicited or provided through the Ministry of Local Government;
  - (x) Introduce the concept of cost-sharing amongst sectors when developing key strategic documents e.g. SEP;
  - (xi) Councils to regularly submit write-ups detailing tangible achievements;
  - (xii) Improve communication/feedback between stakeholders i.e. Councils, Reforms Unit, Ministry of Local Government etc.

## **7.0 CRITICAL SUCCESS FACTORS**

### **7.1 Coordination and Partnerships**

The Councils should take advantage of partnerships to augment their meagre resources to ensure effective delivery of services. Councils were advised to coordinate and manage the operations of Non-Governmental Organisations in their respective areas to ensure equitable and meaningful distribution of development initiatives in the Councils. It was observed that Councils are facing difficulties to implement reform areas that require collaboration with MDAs at a Central level. It was therefore important that Councils should enhance their collaboration with relevant stakeholders to succeed in the implementation of reforms e.g. Councils are expected to collaborate with department of Tourism to succeed in the reform area on Tourism development.

### **7.2 Support from Central Government**

There was a general concern that some sectors have not devolved their functions to the Councils and that the Central Government was reluctant to

devolve budgets for macro projects, e.g. Land, Tourism and Labour among others. On freezing of recruitment, the Councils wanted to find out if the Ministry of local government could play a role to find a solution. The participants indicated that some of the reform areas were proving difficult to be implemented because some sectors had not devolved their functions to the Local Councils. It is clear that the central government has a role to play to ensure successful implementation of the reform agenda in Councils.

### **7.3 Financial Resources**

It was noted that Councils were citing resource constraints as a limiting factor to implement reforms in the Councils. The Councils were advised to integrate the reform areas in their activities and development plans. It was noted that some Councils were able to implement critical reform areas by exploiting the support of the Non-Government Organisations which are operating in their areas. For instance, Kasungu District Council was able to implement the reform on reducing neo-natal and maternal mortality rate because of support from a Non-Governmental organization which is operating in the area.

### **7.4 Creativity and Innovativeness**

The Councils should think outside the box and think of hiring experts outside the common service to accelerate the implementation of reform areas which require special skills. The Councils should overcome the problem of resource constraints by searching for new ways for financing their projects, e.g. Municipal bonds. It was pleasing to note that Zomba City Council had hired an individual with special skills with regards to revenue generation who is outside the Common service but at a high professional level and were able to pay using their own resources. Councils should differentiate routine activities which are operational in nature from game changing reform activities which will require Councils to do things in a totally different way e.g. development of a website is an operational issue while the introduction of paying health services is a game changing matter

which would enhance revenue generation for efficient and effective delivery of health services.

### **7.5 Stable and Committed Leadership**

The frequent turnover of leadership and management in the Councils was seen to have an adverse impact on the progress of reforms. In most cases, it was noted that progress was somehow impaired in Councils where there were frequent changes in the leadership of the Councils. On political interference, it is imperative that the leadership and management of the Councils should develop skills for managing political interests while pushing for implementation of the reform's agenda.

## **8.0 WAY FORWARD**

- (i) Reforms are essentially about bringing social and economic change. It is therefore important that a lot of emphasis should be placed on documenting and showcasing the unique gains which have been achieved following the successful implementation of reforms. It is important to compare performance between the pre-reform period and the post reform period. It is important to show figures and graphic details of the changes which have been realized because of implementing the reforms. For instance, the Councils indicated that the improvement in revenue generation has resulted in timely payment of salaries for direct employees. Other benefits worthy sharing includes the following:
- Economic empowerment of people in various Cooperatives through sale of certified products - Mchinji District Council;
  - Steady provision of potable water through engagement of local mechanics when the boreholes break down - Mchinji District Council;
  - Increased synergy and cooperation among workers in different sectors - Ntcheu District Council;
  - There is an improvement in the work ethic among employees and the willingness to work has replaced the business as usual way of doing things - Ntcheu and Thyolo District Councils;

- Effective time management - Thyolo District Council.
- (ii) Councils should not abandon difficult reforms but should take them head on because most of these reform areas present a paradigm shift and have the potential to bring unique gains and transformation in the Councils.
  - (iii) There is need for Ministry of Local Government and Rural Development to and the PSRMU should work together in amending certain provisions in the Local Government Act to ensure that the provisions are harmonized with those in the Public Service Bill 2018.
  - (iv) The Councils should demonstrate their capacity and capabilities in order to get full support for devolution of macro projects.
  - (v) The PSRMU should be consulted for support whenever problems arise during the implementation of the reforms. The Councils should endeavour to showcase the success areas for possible replication in other Councils.
  - (vi) It was emphasized that all Councils should be vigilant and ensure that all structures (buildings) being initiated and built by local communities conform to government standards. The Councils were therefore advised to encourage community participation in construction projects and request for government standards and specifications to achieve quality outputs.
  - (vii) On leadership and management, it was reiterated that Councils should establish Reforms Executive Committees which should champion the reforms. The Leadership should encourage collaboration, engagement and that all sectors should work towards a common goal in the implementation of the reforms. The Councils were advised to move with speed and take advantage of the new Councillors after the election next year to push for approval of the by-laws.
  - (viii) On paying services in Health facilities, the PSRMU will engage the Ministry of Health to clarify some policy inconsistencies that are making it difficult to roll out the reform activity.
  - (ix) The Councils were advised that Councils should facilitate private sector participation in the management of business ventures because government is not good at doing business.

- (x) The Councils were also encouraged to monitor the operations of all Non-Governmental Organisations in their Councils and ensure that they are transparent and accountable for their actions.
- (xi) There is a general consensus that Central Region Water Board is facing challenges to supply potable water in all Councils in the Central Region. The PSRMU will engage the Board to appreciate the challenges and map the way forward.
- (xii) The PSRMU will help Councils to fast track the process for vetting the by-laws by the Ministry of Justice and Constitutional Affairs.
- (xiii) The PSRMU will engage with MDAs which have not devolved their functions to Local Councils to appreciate the challenges.
- (xiv) Councils were advised that it is imperative for them to submit quarterly reports to PSRMU for appropriate action.
- (xv) The Councils were encouraged to produce media write ups and submit to PSRMU in order to publicise the achievements and success stories.
- (xvi) The Councils were advised to produce plans for mobilizing resources in order to attract support from potential donors and investors.

## 9.0 CONCLUSION

The Councils' Conferences on the implementation of Public Sector Reforms achieved the intended objective of sharing notes, experiences and best practices among the Councils. Participants were able to discuss and share their successes, achievements, challenges and proposed solutions for overcoming the problems.

The Councils demonstrated remarkable progress and tangible achievements in the implementation of their reform areas and showcased the benefits that have accrued from the implementation of the reforms in their respective Councils. The Conferences provided a rare opportunity for Councils to meet and share best practices that would fast track the implementation of the reforms in the Councils.

In addition, the Conferences provided an appropriate forum for replicating the success stories which have so far been registered during the implementation of the reforms in the Councils. For instance, the Councils were encouraged to roll out e-

ticketing in order to boost the revenue collection which would in turn enable them to pay salaries for their direct employees.

# PART TWO

# FULL REPORT

## 10.0 PRESENTATIONS

### 10.1 CENTRAL REGION

#### 10.1.1 MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

The Ministry of Local Government and Rural Development (MLGRD) is a Government lead agency that is mandated to promote local governance and coordinate development interventions through Councils at the grassroots level.

##### (a) Reforms Areas and Implementation Progress

The Ministry of Local Government and Rural Development reported that it is implementing two (2) approved Reform Areas namely:

###### Reform Area 1: Decentralisation –

- i. Complete devolution of Human Resources in Councils,
- ii. Devolution of Development Budget to local Authorities,
- iii. Amendment of Local Government Act;

###### Reform Area 2: Rural Development Reforms –

- i. Finalisation and establishment of funding mechanism of the Integrated Rural Development Strategy (IRDS),
- ii. Review of legislation for Chiefs Administration.

The Ministry presented a progress report as follows:

##### (i) Complete Devolution of Human Resource in Councils.

###### *Progress Made:*

- The payroll has been devolved to all the councils with servers currently instituted in the following Local Authorities: Kasungu, Lilongwe, Mzuzu, Blantyre, Balaka, Machinga, Zomba and Blantyre;

- Staff rationalisation programme has been done and the report is currently being finalised;
- Local Government Human Resources Guidelines have been developed and are currently awaiting launching;
- The recruitment plan has been developed and submitted to DHRMD.

**(ii) Devolution of the Development Budget to Local Authorities.**

***Progress Made:***

- Micro projects earmarked for devolution have been identified;
- Ministry of Finance, Economic Planning and Development (MOFEPD) will proceed to detach the earmarked Micro projects from National Public Sector Investment Plan (PSIP) and resources on the same disbursed to councils to facilitate the operationalisation of District Development Plans (DDPs).

**(iii) Amendment of the Local Government Act (LGA)**

***Progress Made:***

- The Bill has not yet been presented in Parliament.

**(iv) Finalisation of the Integrated Rural Development Strategy (IRDS)**

***Progress Made:***

- The Integrated Rural Development Strategy (IRDS) was finalised.

**(v) Establishment of funding mechanism for IRDS**

***Progress Made:***

- The funding mechanism was established.

**(vi) Review of Legislation for Chiefs Administration**

***Progress Made:***

- Cabinet Paper has been drafted ready for submission to Cabinet.

**(vii) Devolution of Chiefs Administration**

***Progress Made:***

- The process of devolving chiefs honoraria is underway.

**(b) Successes upon Reforms Implementation**

- Resources for Some Micro Projects have been devolved to Councils (e.g borehole fund, construction of classroom blocks) to support the implementation of the DDP have been devolved including deliberate interventions at Village Development Committees (VDCs) and Area Development Committees (ADC) level. (MK4 billion);
- The Human Resources payroll has been devolved to Councils;
- Treasury has provided resources in the Ministry's 2018/2019 Financial Year budget specifically for recruitment of officers for councils;
- The National Local Government Finance Committee (NLGFC) and Local Development Fund (LDF) have been merged into one entity.

**(c) Observations and Action Points**

- There was a concern that some sectors have not devolved their payrolls to the Councils. Decentralisation of the payroll through this reform area has resulted in timely payment of salaries. However, Councils are saddled with a burden to facilitate movement of council officials to Capital Hill to process salaries. It would be efficient to produce salaries at district level once servers have been installed in all Councils to minimize costs associated with payment of allowances. There is need for government generally to empower the E-Government to

strengthen its capacity so that it can effectively support local Councils as they move to an IT based governance system.

- The Councils also expressed concerns that the Central Government was reluctant to devolve budgets for macro projects like Lands, National Registration Bureau (NRB) and Labour among others. There is need for harmonization of developments interventions which are targeted at Councils to improve efficiency (CDF, DDF etc). It was observed that the urban Councils are not given resources for infrastructural development as emphasis is placed on cities.
- The Councils observed that the Ministries of Education and Health were still clinging to the development budget as evidenced by their direct involvement in the construction of low-cost classroom blocks, a task that could ably be handled by Councils. It was indicated that the Education Development and Management Unit in the Ministry of Education collates information about the development of schools and it is therefore important for Councils to liaise with the EDMU in order to identify and plan for school infrastructure.
- It was further noted that health services were only devolved to district Councils and not Urban Councils.
- On freezing of recruitment, the Councils wanted to find out if the Ministry of Local Government could play a role to find a solution.
- The Councils observed that the Ministry of Local Government and Rural development was failing to give directions on the operations of the Non-Governmental Organisation sector in Councils. It was observed that Non-Governmental Organisations are not transparent and accountable because they do not disclose the amount of resources which they mobilize on behalf of the communities in the councils.
- The challenges associated with decentralisation of payment for chiefs' honoraria were noted. It was however indicated that Government has consistently provided resources for chiefs'

honoraria but the problem has been lack of resources in the councils to administer the payment of the same. An investigative audit had revealed that councils were failing to pay the honoraria because of the overhead costs associated with the administration of the honoraria.

- Similarly, the Ministry will liaise with the Department of Human Resources Management (DHRMD) to come up with the authorized establishment for traditional leaders following the elevation and introduction of new chiefs which would be used by the Ministry of Finance when releasing funds for payment of honoraria.
- The Ministry of Local Government and Rural Development explained that the NGO Board policy is currently under review and issues of Coordination of the NGO sector have been addressed. The Ministry will collaborate with the Ministry of Finance to work out the modalities for monitoring the flow of resources in the NGO sector. On harmonization of development interventions, the Ministry indicated that the Integrated Rural Development strategy will provide a funding mechanism for pooling resources towards implementation of development programmes in councils. The Ministry will therefore disseminate information about the Integrated Rural Development Strategy (IRDS) to sensitize the stakeholders. The conference was also invited to note that the merger of the National Local Government Finance Committee and the Local Development Fund is a move towards the harmonization of development resources. Furthermore, the councils were informed that the United Nations Country Programme will adopt an integrated approach when providing development resources for councils to avoid duplication of efforts.
- The Conference was informed that the Ministry piloted the decentralisation of payrolls in eight (8) councils and resources

permitting, all councils will have servers for processing of salaries at district level.

- On infrastructure development, the Ministry took note of the need for Town and Municipal Councils to have an allocation of development resources for infrastructure development programmes.

#### 10.1.2 LILONGWE CITY COUNCIL

The Lilongwe City Council has a mandate to govern the Lilongwe City and provide municipal services in tandem with the Local Government Act (1998) and as amended in 2010, it is also guided by the Decentralisation Policy. Its mandate is as follows:

- Make policies and decisions on Local Governance and development for its Local Government area;
- Consolidate and promote local democratic institutions and democratic participation;
- Promote infrastructural and economic development through the formulation, approval and execution of City Development plans;
- Mobilise resources within its Local Government area for governance and development;
- Maintain peace and security in its Local Government area in conjunction with the Malawi Police Service;
- Formulate and implement By-laws to regulate different undertakings in its Local Government area;
- To perform other functions including delivery of essential local services.

##### (a) Reforms Areas and Implementation Progress

Lilongwe City Council is implementing eight (8) approved reform areas namely:

**Reform Area 1: Enhance Revenue Generation;**

**Reform Area 2: Promote Governance Systems in all sectors of the Council;**

**Reform Area 3: Enhance Human Resource Management;**

**Reform Area 4: Improve Waste Management;**

**Reform Area 5: Diversify areas of Economic Investment through Local Tourism Industries;**

**Reform Area 6: Improve on the Management of traffic and Public parking facilities;**

**Reform Area 7: Promoting efficient Firefighting Services;**

**Reform Area 8: Strengthening Development Control Systems.**

The Council presented a progress report as follows:

**(i) Enhance Revenue Generation**

***Progress Made:***

- Local Revenue Enhancement Plan (LREP) was developed and it is currently operational;
- Currently market collection is at an average total of nineteen million kwacha (K19,000,000.00) per month;
- The Council is expecting improved revenue collection upon successful redeployment of staff;
- As a starting point Lilongwe City Council (LCC) has submitted four markets proposals to Local Development Fund (LDF) for possible funding towards development of market infrastructure;
- The Council has also engaged serious traders to construct structures in the proposed markets based on the Council's plans;
- Councillors are undertaking sensitization meetings with market leadership to have a buy-in of the Council plans. In area 27/3 - Sensitisation for Land compensation has already been done by Lilongwe District Council and Ministry of Lands and property assessment for compensation is yet to be undertaken;
- LCC has in the 2017/18 FY collected Property rates of up to MK1,110,738,129.15 based on calculations of up to March, 2018. In the 2016/17 financial year, the Council had collected MK1,167,138,566. This represents a

percentage variance of -5% but this is expected to go up when updating is concluded;

- LCC has in 2017/18 FY collected Business Licensing fees of (MK306, 775, 550) compared with MK815,000 which was collected in 2016/17 calendar year. This represents a percentage variance of 104%.

**(ii) Promote Governance Systems in all sectors of the Council**

***Progress Made:***

- LCC has recently instituted a new Institutional Integrity Committee which has already developed the feasible plan of action together with Anti-Corruption Bureau (ACB);
- The Council is currently mobilizing resources for implementation of the plan. Staff members have been sensitized on the need to fight fraud and corruption and one report has been sent to ACB.

**(iii) Enhancing Human Resource Management**

***Progress Made:***

- New Conditions of Service are currently in place;
- Zero Draft Report for Functional Review is in place and awaiting consideration and approval of the full Council; LCC had engaged TechnoBrain to provide Refresher training on the usage of electronic fleet management system. This will in a long run help reduce overhead costs for operating Council vehicles.

**(iv) Implement Strategies that would help improve Waste Management**

***Progress Made:***

- Solid waste management by-laws have been approved and are awaiting signing by relevant authorities;

- Private Waste Operators (PWO) in the city have now been registered and their operations are currently being monitored by the Council;
- LCC has established four Waste Transfer Stations where waste is being recycled and composite manure is being sold to those in need. This has helped to improve the socio-economic status of the urban poor.

**(v) Investing in Local Tourism Industries**

***Progress Made:***

- Consulting with relevant authorities not yet done and Government has also not yet been engaged.

**(vi) Improve on the Management of traffic and Public parking facilities**

***Progress Made:***

- New traffic and parking by-laws have been approved and are awaiting signing by the relevant authorities;
- LCC is currently evaluating bidders on automation of revenue collection systems.

**(vii) Promoting efficient Fire fighting Services**

***Progress Made:***

- Proposals have been formulated and submitted to the private sector for financing.

**(viii) Strengthening Development Control Systems**

***Progress Made:***

- A high-level meeting with key stakeholders to discuss illegal developments in the city was conducted at BICC in September, 2017. The Principal Secretary for Local Government and Lands were amongst other high profile personalities in attendance.

## **(b) Observations and Action Points**

- Lilongwe City has stopped paying staff using overdrafts from the bank as it is able to meet the payment of these workers through the enhanced revenue collection.

The Council is now able to hire expensive equipment and can pay for electricity bills for street lighting.

### **10.1.3 LILONGWE DISTRICT COUNCIL**

Lilongwe District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Lilongwe District Council to:

- To make policy and decisions on local governance and development for the district;
- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of the District Development Plans;
- To cooperate with other councils to learn from their experiences and exchange ideas;
- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services as may be prescribed by the Act of Parliament;
- To maintain peace and security in the district for governance and development;
- To make by-laws for the good governance of the district;
- To appoint, develop, promote and discipline its staff;
- To co-operate with other Assemblies in order to learn from their experiences and exchange ideas;
- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reform Areas and Implementation Progress**

Lilongwe District Council is implementing nine (9) approved reform areas namely:

**Reform Area 1: Increased citizens' participation in the socio-economic development of the Council;**

**Reform Area 2: Improved revenue capacity generation;**

**Reform Area 3: Improved efficiency in delivery for maternal services;**

**Reform Area 4: Improving efficiency in primary school delivery services;**

**Reform Area 5: Improved Agricultural Productivity;**

**Reform Area 6: Improved Forest Management in the District and Dzalanyama Forest;**

**Reform Area 7: Improved response and mitigation measure to disaster;**

**Reform Area 8: Improved sanitation and waste management in council markets;**

**Reform Area 9: Improved access to gainful employment.**

The Council presented the following progress in its reform areas:

**(i) Increased citizens participation in the socio-economic development of the Council**

***Progress Made:***

- All eighteen (18) Area Development Committees (ADCS) were trained on participatory budgeting;
- All council members were trained on participatory budgeting;
- All eighteen (18) ADCs produced Village Development Action Plans.

**(ii) Improved revenue generation capacity**

***Progress Made:***

- One thousand four hundred forty (1440) plots have been offered to the people in Area 45;
- Cadastral maps have been produced at Mitundu;
- Warehouses and companies operating in the Council's area of jurisdiction have been included in business licence and by-laws effective 1 July 2018;
- On toll gates the council approved the proposal for Council to undertake consultative meetings with all relevant line Ministries on how to operationalize the toll gates, i.e. Ministry of Transport and Public Works, MRA, Ministry of Finance and Economic Planning among others;
- The Council has managed to solicit quotations from service provider for e-Ticketing (NITL) for market fees collection.

**(iii) Improved efficiency in delivery of maternal health services at Bwaila Hospital**

***Progress Made:***

- Dissemination of information about paying ward: The Council targeted thirty-three thousand six hundred and four (33,604) people but to date a total of fifteen thousand two hundred forty (15,240) people have been informed;
- The process to establish guidelines for collection of paying fees is currently under way;
- Identified specialist in gynaecology to provide specialised services.

**(iv) Improved agricultural productivity**

***Progress Made:***

- Managed to increase maize yield to two thousand three hundred and seventy-eight (2378) kilograms / hectare.
- Increased irrigable land by two thousand (2000) hectares and twenty-eight (28,000) small stocks were

provided to ten thousand three and eighty-nine (10,389) farmers;

- Two hundred sixty seven (267) staff and thirty three percent (33%) farmers trained on agricultural productivity initiatives.

**(v) Improved quality, access and management of education**

***Progress Made:***

- Pupil: Teacher ratio is 64:1 in rural schools from 88:1 pre-reforms;
- Dropout rate is at ten percent (10%) in rural schools from fourteen percent (14%) pre-reforms.

**(b) Observations and Action Points**

The Council has not reported on the below named reform areas and it should at all times report on all reform areas:

1. Forestry Management in Dzalanyama
2. Disaster Risk Reduction
3. Sanitation
4. Increased employment opportunities.

***Action Point:***

The Council was requested to go back to the drawing board and ensure that all the reform areas are being implemented. The PSRMU should be consulted for support whenever problems arise during the implementation of the reforms. The council should endeavour to showcase the success areas for possible replication in other councils.

**10.1.4 DEDZA DISTRICT COUNCIL**

Dedza District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization

Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Dedza District Council to:

- To make policy and decisions on local governance and development for the district;
- To consolidate and promote local democratic participation.
- To promote infrastructural and economic development through District Development Plan;
- To mobilize resources within and outside the District;
- To maintain peace and security in the district in conjunction with the National Police Service;
- To make by-laws which facilitate its functions;
- To appoint, develop, promote and discipline its staff;;
- To cooperate with other Councils to learn from their experiences and exchange ideas;
- To perform other functions such as registration of births and deaths and participate in the delivery of essential services as may be prescribed by the Local Government Act of parliament.

**(a) Reforms Areas Implementation Progress**

Dedza District Council is implementing seven (7) approved reform areas namely:

**Reform Area 1: Productive Human Resource,**

**Reform Area 2: Good Governance,**

**Reform Area 3: Local Revenue Enhancement,**

**Reform Area 4: Agriculture and Natural Resources,**

**Reform Area 5: Health and Social Welfare Services,**

**Reform Area 6: Education, Labour and Youth Development,**

**Reform Area 7: Roads**

The Council presented a progress report in the reform areas as follows:

**(i) Implementation of socio-economic services for the betterment of people of Dedza.**

***Progress Made:***

- Thirty-five (35) employees trained in various short-term courses;
- Nine percent (9%) of the employees awarded best performers Awards;
- Six (6) employees have been trained in long term courses and four (4) out of the six (6) are Accounts personnel.

**(ii) Good Governance**

***Progress Made:***

- Three (3) meetings to promote participatory planning done;
- Supportive supervision visits done – eight (8) to Area Executive Committees (AECs) and ten (10) to Area Development Committees (ADCs);
- Three (3) TAs were reached on implementation of Service Charters at ADC level;
- Two (2) by-laws on market and liquor were reviewed;
- Two (2) by-laws on Natural Resources Management, Agriculture, Education and Road Reserve were enacted.

**(iii) Finance**

***Progress Made:***

- Four (4) campaigns have been done on improved local income generation;
- Additional Cattle markets were established;
- Boma Bar has been outsourced;
- Audit queries are responded to timely as expected.

**(iv) Agriculture, Environment and Natural resources**

***Progress Made:***

- Six (6) more irrigation schemes have been constructed with a total of ninety-five (95) ha. Another scheme of nine (9) ha has also been maintained making command area to increase by one hundred four (104) ha, representing 1.8% increase and these efforts were carried out by United Purpose (UP), Farmers Union of Malawi (FUM) and Government;
- To date two thousand one hundred (2,100) lead farmers have been trained in various technologies and approaches;
- About eight hundred (800) hectares were planted with a diversity of crops;
- Twenty five percent (25%) of the farmers have been reached with soil conservation techniques and fifteen percent (15%) more farmers have been drilled on water conservation techniques;
- Thirteen (13) Community forest areas have been established;
- To-date five (5) more bee keeping groups were reached;
- Twelve (12) energy saving groups have been formed;
- Two (2) curios making groups have been established.

#### **(v) Health and Social Welfare Services**

##### ***Progress Made:***

- All twenty-three (23) Health Advisory Committees were trained;
- Four (4) visits were made to all Health facilities;
- Ten (10) Health facilities are offering Service Level Agreement (SLA) services;
- MOU signed with Family Planning Association of Malawi (FPAM), Banja La Mtsogolo (BLM) and Population Service International (PSI).

#### **(vi) Education, Labour and Youth Development**

***Progress Made:***

- Ten (10) Continuous Professional Development (CPD) of teachers have been done;
- Pupil to qualified teacher ratio reduced from 83:1 to 76:1. (Four hundred and eighteen (418) teachers deployed);
- Fifty seven (57) teachers have been redeployed;
- All two hundred thirty six (236) schools and their governing bodies have been sensitised and are now actively participating in schools activities;
- Nine (9) by-laws have been formulated and nine (9) schools have been reached with Home Grown School Feeding Programme.

**(vii) Roads Improvement**

***Progress Made:***

- Three (3) bridges have been constructed;
- Two (2) roads with a total of 25 kms have been constructed.

**(b) Observations and Action Points**

- It was noted that it was difficult to determine progress made since baselines were not indicated but just the outputs. The Council should also quantify all progress.
- It was then observed that the Council should look into the formulation of by-laws on liquor and market fees to enhance revenue collection.

### 10.1.5 DOWA DISTRICT COUNCIL

Dowa District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Dowa District Council to:

- To make policy and decisions on local governance and development for the local government areas;
- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of district development plans;
- To mobilise resources within the local government area for governance and development;
- To maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- To make by-laws for the good governance of the local government area;
- To appoint, develop, promote and discipline its staff;
- To co-operate with other Local Authorities in order to learn from their experiences and exchange ideas;
- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

#### (a) **Reforms Areas and Implementation Progress**

Dowa District Council is implementing seven (7) approved reform areas namely:

**Reform Area 1: Financial and Human Resource Management Services;**

**Reform Area 2: Water Services,**

**Reform Area 3: Education Services,**

**Reform Area 4: Maternal and Neonatal Health Services,**

**Reform Area 5: Urban Planning and Development,**

**Reform Area 6: Environmental management service delivery,  
Reform Area 7: Agricultural Services - Farm Mechanisation.**

The Council presented a progress report in the reform areas as follows:

**(i) Financial and Human Resource Management services**

***Progress Made:***

- Rehabilitation of two (2) rest houses is in progress (Boma and Mponela) and one rest house has been completed (Madisi);
- Proposal to let out council rest houses was approved by the full Council;
- Madisi rest house was contracted out;
- Revision of Individual Performance Agreements is in progress.

***Benefits of Implementing Reform Area (i)***

- Increased contribution of locally generated revenue towards service delivery (Expected revenue generated rose from MK4, 500,000 to MK 15,000,000/year).
- Increased stakeholders' trust and donor confidence.
- Timely up-to-date production of Management and Financial Reports for effective Decision making.

**(ii) Water Services - to increase access to potable water in hard to reach localities.**

***Progress Made:***

- Two (2) water supply reticulation systems each with ten (10) taps were installed at Chinkhwiri with support from World Vision and Nambuma rural growth centre by the council;
- Management Committees were established and trained;

- Two (2) Health Centre water supply reticulation systems completed - Dzoole Health centre with support from United Purpose and Kayembe Health Centre with support from World Vision) and one in progress (Chankhungu Health Centre);
- Upgrading of Chezi water supply reticulation system is in progress;
- Rehabilitation of Chizolowondo Health Centre water supply reticulation system by council with support from United Nations International Children Education Fund (UNICEF) is in progress;
- Dowa District back up water system in progress with support from United Purpose.

***Benefits of Implementation of Reform Area (ii)***

- *Improved access to potable water in hard-to-reach localities, reaching over six thousand (6,000) new community members.*
- *Improved availability and accessibility of safe water to over one thousand two hundred (1,200) learners in institutions in hard-to-reach localities*

**(iii) Education Services**

***Progress Made:***

No progress of implementation in the period under review.

**(iv) Maternal and Neonatal Health services**

***Progress Made:***

- Two TAs (Chiwere and Msakambewa) reached with Anti-Natal Clinic(ANC) awareness campaigns;
- Credit (airtime) and ambulance fuel provided for referrals
- As at 31<sup>st</sup> May, 2018 maternal deaths were at eighty-one (81) deaths per one hundred thousand (100,000) live births;

- One (1) resuscitation equipment for neonates maintained;
- Renovation of the Neonatal Unit under process;
- Fifty (50) Health workers oriented in Neonatal care;
- Two (2) drivers posted to Dowa for smooth running of ambulances;
- As at 31<sup>st</sup> March neonatal deaths due to asphyxia were reduced from eight point zero to five point eight (8.0 to 5.8).

**(v) Urban Planning and Development**

***Progress Made:***

- Two (2) plans for Mponela and Dowa Boma were produced;
- Development of the detailed layout plan for Mponela was done.

***Benefits of the Reform Area of Urban Planning and Development***

- *Orderly Development.*
- *Improved access to land for development by citizens.*
- *Council revenue improved through plot allocation and paying of rates. The Council expects to create over five hundred (500) plots and about one thousand (1000) properties paying property rates which will generate seventy five million Malawi Kwacha (MK75,000,000) and fifty million Malawi Kwacha (MK50,000,000) annually respectively.*

**(vi) Environmental management service delivery**

***Progress Made:***

- Twenty four (24) out of the planned twenty four (24) Village Natural Resources Management Committees are in place;

- Twenty four (24) out of twenty four (24) management plans were formulated;
- Eleven (11) by-laws were formulated.

***Benefits of the Reform Area***

- *Community Forests protected and conserved.*
- *Water available in rivers.*
- *Availability of non-timber products.*
- *Community Forests protected and conserved.*

**(vii) Agricultural Services- Farm Mechanisation**

***Progress Made:***

- Approval sought and granted by the Council get a loan from DFLA for procurement of tractors;
- Proposal underway for the loan from Development Fund for Local Authority (DFLA).

***Benefits of the Reform Area***

- *Improved agriculture productivity and high yields.*
- *Increase in Locally Generated Revenue up from approximately MK2 million to MK4 million per annum.*

**(b) Major Achievements of Dowa District Council through implementation of Reforms**

- Dowa Boma lodge renovated to the standard of a lodge and Madisi Lodge is on Public Private Partnership arrangement now.
- Urban structure plans formulated for Dowa and Mponela. Detailed layout plan with more than nine thousand (9,000) plots produced for Mponela.
- Nine (9) water supply reticulation systems constructed and rehabilitated five (5) more than was initially planned.
- Reduced the maternal mortality rate to below 100; 81 per 100,000 live births in 2017/18 by 31<sup>st</sup> March, 2018.

- Reduced neonatal mortality rate from 12 to 8 as at 31<sup>st</sup> March, 2018.



**Part of the water supply system at Dzoole Health Centre**

**(c) Observations and Action Points**

- Dowa District Council had registered significant progress in many areas although the rate on maternal rate had slipped from the Sustainable Development Goals (SDGs) mortality bench mark of 70/100,000 live births to 81/100,000 live births as at 31<sup>st</sup> March, 2018.
- The Council should overcome the problem of resource constraints by searching for new ways for financing their projects, e.g. Bonds.
- The Council is grappling with intermittent water problems which are impacting negatively on the delivery of services. Efforts to rectify the problem with Central Region water Board have not paid any dividend.
- The Councils should differentiate routine activities which are operational in nature from game changing reform activities which will require Councils to do things in a totally different way eg. development of a website is an operational issue while the introduction of paying health services is a game changing matter which would enhance revenue generation for efficient and effective delivery of health services.

- On political interference, it is imperative that the leadership and management of the Councils should develop skills for managing political interests while pushing for implementation of the reform agenda.
- Baselines should always be stated when implementation progress is being reported on.

**Action:** PSRMU will engage Central Region Water Board as an intervention on the water supply challenges being experienced in Dowa urban.

#### 10.1.6 KASUNGU DISTRICT COUNCIL

Kasungu District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Kasungu District Council to:

- To make policy and decisions on local governance and development for the local government areas;
- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of district development plans;
- To mobilise resources within the local government area for governance and development;
- To maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- To make by - laws for the good governance of the local government area;
- To appoint, develop, promote and discipline its staff;
- To co-operate with other Assemblies in order to learn from their experiences and exchange ideas;
- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reforms Areas and Implementation Progress**

Kasungu District Council is implementing four (4) approved reform areas namely:

**Reform Area 1: Financial Management and Revenue Generation;**

**Reform Area 2: Service Delivery;**

**Reform Area 3: Infrastructure Development;**

**Reform Area 4: Local Governance.**

The Council presented a progress report in the reform areas as follows:

**(i) Local Governance**

***Progress made:***

- All seventeen (17) Devolved Sectors done supported by LGAP;
- Draft by-laws developed, one hundred percent (100%) done in all Village Development Committees (VDCs) with support from LGAP;
- Village Action Plans, Area Development Plans (ADPs) done and District Development Plan (DDP) is at printing stage;
- Ten (10) ADCs engaged in Participatory Budgeting (PB) with support from LGAP.

**(ii) Local Revenue Generation**

***Progress Made:***

- Consultations still under way on issues of taxation of Companies and Estates;
- Revenue collection in markets like at Nkhamenya, Chinkhoma, Santhe is contracted out but the process is still under way;
- Consultations with relevant institutions still underway on yet to be introduced toll gates fees at Bua and Chimaliro Forest;

- Consultations with relevant institutions still underway on trading centres declared rateable areas like Santhe, Mtunthama, Chinkhoma, Nkhamenya.

**(iii) Infrastructure Development**

***Progress Made:***

- Developed one (1) ICT/Local Area Network (LAN) infrastructure within Secretariat Offices supported by LDF.

**(iv) Human Resources Management and Development**

***Progress Made:***

- District based Functional Review conducted;
- Human Resource capacity development of ten percent (10%) done-Finance Officers & Non-Finance Managers trained.

**(v) Improve Maternal and Neonatal Health**

***Progress Made:***

- Eleven (11) Ambulances sourced through Inpath Project thereby Improving referral system;
- Twelve (12) delivery beds sourced through Donor support, for the new labour ward to accommodate 20 delivery beds;
- Fifteen (15) beds renovated for the New Nursery ward to accommodate forty (40) cubicles;
- Done five (5) out of the planned one (1) of the alternative source of reticulated water system (Solar Powered water Pump) with assistance from Water Aid;
- Thirty-three (33) out of the ninety-three (93) targeted hard to reach areas reached for integrated mobile clinics (covering Family planning, Antenatal clinic and Under-one clinic);

- One (1) out of thirty-one (31) earmarked maternity wings constructed for the hard to reach areas.

**(vi) Self - sustenance in food provision for the District Hospital**

***Progress Made:***

- Serving two (2) meals per day to patients has been achieved;
- No progress has been registered to realize sixty-five (65) tonnes of maize through farming following lack of commitment from the Prison Authorities at Kasungu (Matchaya) Prison to assist with the provision of labour.

**(vii) Improve Learners Performance and School Management**

***Progress Made:***

- District Standardized Test for Standard eight (8) done;
- Home grown initiative introduced in eighty (80) Primary Schools.

**(viii) Environment, Climate Change & Disaster Management**

***Progress Made:***

- Sixty-seven (67) out of one hundred seventy eight (178) School woodlots targeted, planted with one hundred thirty five thousand five hundred twenty nine (135,529) trees;
- Five hundred seventy four (574) out of six hundred seventy (670) Village woodlots planted with two million seven hundred fifty five thousand two hundred fifty (2,755,250) trees ;
- One hundred fifty one (151) out of six hundred seventy (670) targeted Village Forest Areas (Natural Regeneration) created;
- One hundred thirty eight thousand one hundred twenty (138,120) out of two hundred thirty six thousand six

hundred ninety (236,690) targeted Household woodlots (homesteads) created;

- Eleven (11) out of sixty (60) kilometers targeted tree belts – thirty (30) Traditional Authorities (TAs) with two (2) km of Tree Belt established;
- 1,636.4 hectares (3,011,582 trees) out of 200 ha under estates devoted to tree planting;
- One (1) Forest Resource Management by-law drafted.

**(ix) Agriculture-Food Security at household level**

***Progress Made:***

- Two thousand two hundred (2,200)kg/ha out of targeted four thousand five hundred (4,500)kg/ha of maize yield achieved due to dry spells & pests outbreak (Fall Army Worm);
- Forty-two (42) out of forty (40) targeted farmer groups reached with extension services.

**(b) Observations and Action Points**

- It was pleasing to note that the Council had acquired ambulances through donations from Cooperating Partners. Therefore, it was emphasised that Councils should take advantage of partnerships to augment their meagre resources to ensure effective delivery of services.
- The Council was failing to collect revenue from Estates Owners because the Ministries of Lands and/or Agriculture had to be consulted first. It was therefore observed that it is self-evident that Councils are facing difficulties to implement reform areas that require collaboration with MDAs at a Central level. It is important that Councils should refer such problems to the PSRMU for intervention.
- The Conference noted that the Council had not reported on the following areas:

1. Drawing up of Service Charters
  2. Disaster Risk Reduction
  3. Cultivation of crops on 35 hectare of land to ensure sustainable provision of food at the hospital.
- The Council also made a presentation of new targets as opposed to what was agreed earlier on. In some cases the baselines were not explained.
  - The Conference noted that the idea of independent provision of food for the hospital was shelved because the Prison authorities at Matchaya Prison were not keen to participate in this scheme.

#### **10.1.7 KASUNGU MUNICIPAL COUNCIL**

Kasungu Municipal Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Kasungu Municipal Council to:

- To make policy and decisions on local governance and development for the local government areas;
- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of district development plans;
- To mobilise resources within the local government area for governance and development;
- To maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- To make by - laws for the good governance of the local government area;
- To appoint, develop, promote and discipline its staff;
- To co-operate with other Assemblies in order to learn from their experiences and exchange ideas;

- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reforms Areas and Implementation Progress**

Kasungu Municipal Council is implementing four (4) approved reform areas namely:

**Reform Area 1: Financial Management and Revenue Generation;**

**Reform Area 2: Service Delivery;**

**Reform Area 3: Infrastructure Development;**

**Reform Area 4: Local Governance.**

The Council presented a progress report in the reform areas as follows:

**(i) Financial Management and Revenue Generation**

***Progress made:***

- Land for establishing a market at Kasankha has been identified and plots have been allocated to developers who have put up stalls;
- Outsourcing the running of Kasungu Municipal rest house - re-advertisement, evaluations and IPC approval was done;
- Quinquennial Valuation Roll (QVR) updated;
- Completed renovating a commercial office complex.

**(ii) Service Delivery**

***Progress Made:***

- Proposals to procure a machine for recycling of solid waste written and submitted to different NGOs;
- Feasibility study for construction of sewer system was done and the project is at design stage by partners;
- Procurement of materials for construction of a solid waste disposal site fence at Chiwengo is underway;
- The Council procured a lorry and also received a donation of a garbage collection van through the Malawi Embassy in Japan;

- Afforestation of Nguluyanawambe and Mawawa forest reserves was done in collaboration with National Bank, Water board and with Local Development Fund (LDF)-Public Works Programmes. Approximately, one (1) hectare of land was covered and two thousand three hundred forty-five (2,345) tree seedlings were planted;
- Vacant posts of the Director Planning Development (DPD), Director Public Works (DPW), Director of Administration (DoA) and Director of Commerce and Tourism were filled;
- Educational visits were arranged to learn how waste is recycled and reused in Mzuzu City and at Illovo Sugar Factory (Dwangwa).

### **(iii) Infrastructure Development**

#### ***Progress Made:***

- The Council wrote the Ministry of Local Government to consider introducing other funding windows for construction of a dual carriage way through Kasungu town centre;
- A sports stadium has been constructed and is in use;
- The Council wrote the Ministry of Local Government to consider introducing other funding windows for construction of school blocks and teachers houses within the Municipality;
- Maternity wing construction at Kasalika is at foundation stage;
- Production of office complex designs in progress.

**(iv) Local Governance**

***Progress Made:***

- Council approved draft by-laws submitted to Ministry of Local Government for scrutiny before gazetting;
- Grass root development structures have been put in place;
- Decentralized structures were involved in planning and budgeting;
- Financial reports are made available to members of the general public through notice boards and community representatives;
- Meetings with Council members are conducted regularly.

**(b) Observations and Action Points**

- Kasungu Municipal Council did not indicate the benefits that have accrued from implementing the reform areas and they were requested to submit a write up.
- It was also observed that the Municipality abandoned the reform activity on the installation of a sewer line because the feasibility study that was conducted recommended that the institutional sewers should be maintained for the time being because of the water challenges.
- The Municipality was advised to consult with the Roads Authority and the Ministry of Local Government and Rural Development to discuss the modalities for constructing a dual carriage way.
- The Council reported that they had taken advantage of the review of the by-laws to incorporate the town rates.
- The Council needed to quantify progress in some instances eg “meetings with Council members are conducted regularly” mention “numbers” and not “regularly”.

### 10.1.8 MCHINJI DISTRICT COUNCIL

Mchinji District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Mchinji District Council to:

- To make policy and decisions on local governance and development for the local government areas;
- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of district development plans;
- To mobilise resources within the local government area for governance and development;
- To maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- To make by - laws for the good governance of the local government area;
- To appoint, develop, promote and discipline its staff;
- To co-operate with other Assemblies in order to learn from their experiences and exchange ideas;
- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

#### (a) **Reform Areas and Implementation Progress**

Mchinji District Council is implementing three (3) approved reform areas namely:

**Reform Area 1: Financial Management;**

**Reform Area 2: Participatory Planning and Local Economic Development; and**

**Reform Area 3: Service Delivery.**

The Council presented a progress report in the reform areas as follows:

**(i) Improve Financial Management Services**

***Progress Made:***

- NITEL was engaged to provide services of electronic revenue collection system in local markets and other revenue ventures for the Council. The e-ticketing system was commissioned in July, 2018;
- By-laws on new revenue ventures (Carport for Minibus & Taxi; Bicycle Taxi) were vetted by transport providers and Council Taskforce and they are awaiting approval by Full Council;
- Both Car Port and Slaughter house were completed and were commissioned by the start of January 2018.



**New Car Park for Minibuses at Mchinji Boma**



**A slaughter House at Mchinji Boma**

***Benefits of the above reform area is:***

*Increased revenue collected by Mchinji District Council; and increased financial muscle for the Council to pay direct employees. The trend on revenue collection for Mchinji District Council rose from MK 46,865,940.44 in 2015/16 to MK 62,154,671.84 in 2016/17 and the figures for 2017/18 financial year stood at MK 90,862,930.*

**(ii) Participatory Planning and Local Economic Development**

***Progress Made:***

- One (1) locally produced value-added product (cooking oil) certified by Malawi Bureau of Standards (MBS), Kamwendo Cooking Oil licensed and complying;
- Two (2) out of two (2) crude cooking oil producing cooperatives linked to Kamwendo Cooking Oil Cooperative for refining and franchising.

***The benefits of the above reform area are:***

- *Increased income to Cooperative members and other Small and Medium Enterprises (SMEs);*
- *Kamwendo Cooking Oil is a flag carrier for Mchinji District Council as it has gained market shares in Malawi and is found in renowned outlets;*
- *Community members are consuming safe cooking oil.*

**(iii) *Improve Service Delivery***

***Progress Made:***

- Twenty (20) of thirty (30) primary schools started school feeding;
- Six (6) out of six (6) irrigation scheme installed with Solar powered Water pumps;
- Fifty (50) out of sixty (60) secondary school students accessed bursaries;
- Twenty (20) out of fifty (50) athletes engaged in Taikwendo lessons;
- Seventy six percent (76%) from fifty two percent (52%) of families/women of child bearing age accessed services under small family concept (family planning).

**(b) *Observations and Action Points***

- The Council was advised that the omission on implementation outcome on improved forestry services should be corrected. The Council indicated that the activity is under implementation and that the Council had facilitated the formulation of forest management plans with the Communities.
- The Conference observed that the implementation of reforms on health services was not prominent as emphasis appear to be placed on the introduction of user fees on Out-Patient Department (OPD) and small family concept.

### 10.1.9 NKHOTAKOTA DISTRICT COUNCIL

Nkhotakota District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Nkhotakota District Council to:

- To make policy and decisions on local governance and development for the local government area;
- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of urban development plans;
- To mobilize resources within the local government area for governance and development;
- To make by-laws for the good governance of the local government area;
- To maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- To appoint, develop, promote and discipline its staff;
- To co-operate with other Councils in order to learn from their experiences and exchange ideas; and
- Other functions as outlined in the second schedule of the Local Government Act 1998.

#### **(a) Reform areas and Implementation Progress**

Nkhotakota District Council is implementing the following seven (7) approved reform areas:

**Reform Area 1: Tourism,**

**Reform Area 2: Agriculture Produce Market,**

**Reform Area 3: By-Laws,**

**Reform Area 4: Roads Infrastructure,**

**Reform Area 5: Website,**

**Reform Area 6: Effective and Efficient delivery of health services,**

**Reform Area 7: Effective and Efficient Use of Council Business ventures.**

The Council presented a progress report in the reform areas as follows:

**(i) Tourism**

***Progress Made:***

- Mapping is underway of five (5) centres of tourists attraction- Jumbe Tree, Livingstone Tree, Chia Lagoon, Bar and Sungu Island.

**(ii) Agriculture Produce Market**

***Progress Made:***

- Identified thirteen (13) sites for produce markets and warehouses. The sites are Benga, Mwansambo, Mkaika, Kalimanjira, Boma, Lozi, Mpondagaga, Msenjere, Luwaladzi, Dwangwa, Mtupi, Kasitu, and Dwambazi;
- Established two (2) produce markets and warehouses (Nkhunga at Nkhunga EPA and Kasipa at Mwansambo EPA).

**(iii) By-Laws**

***Progress Made:***

- Formulated only One (1) by-law on fishing out of the targeted by-laws on Bicycle taxi, Fish industry, Private institution (Schools and Clinics), Industries and Health Sector.

**(iv) Revenue Collection**

***Progress Made:***

- Conducted a learning visit on toll gates to Chikwawa District Council.

**(v) Effective and Efficient delivery of health services**

***Progress Made:***

- Developed a Business Plan for the paying services;
- Rehabilitation of a Paying Wing is in progress.

**(vi) Effective and Efficient Use of Council Business ventures**

***Progress Made:***

- Rehabilitation of Mpenya Rest house is in progress;
- Constructed a fence at Chigumula ground and construction of dressing rooms, toilets and stands.

**(b) Observations and Action Points**

- The Council did not report on the implementation progress for the following reform areas: Infrastructure and Development of the Website development.
- The Council did not indicate baselines hence progress made cannot be effectively tracked.
- It was noted that the implementation of reforms had stalled because the Council presented the very same report which was given in October, 2017. The Council was advised to meet the PSRMU to discuss the matrix for proper presentation.

**10.1.10 NTCHEU DISTRICT COUNCIL**

Ntcheu District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Ntcheu District Council to:

- To make policy and decisions on local governance and development for the local government area;

- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of urban development plans;
- To mobilize resources within the local government area for governance and development;
- To make by-laws for the good governance of the local government area;
- To maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- To appoint, develop, promote and discipline its staff;
- To co-operate with other Councils in order to learn from their experiences and exchange ideas; and
- Other functions as outlined in the second schedule of the Local Government Act 1998.

**(a) Reform Areas and Implementation Progress**

Ntcheu District Council is implementing the following ten (10) approved reform areas:

**Reform Area 1: Increased Agricultural Productivity,**

**Reform Area 2: Increased Access to Potable Water;**

**Reform Area 3: Promoting Environmental Management,**

**Reform Area 4: Improved Financial Management,**

**Reform Area 5: Improved Health Service Provision,**

**Reform Area 6: Promoting Good Governance,**

**Reform Area 7: Human Resource Management,**

**Reform Area 8: Urban Planning and Development,**

**Reform Area 9: Education Services;**

**Reform Area 10: Disaster Risk Reduction**

The Council presented a progress report in the reform areas as follows:

**(i) Improved Agricultural Productivity**

***Progress Made:***

- Increased household food security – twelve thousand four hundred forty-four (12,444) farmers out of four thousand (4,000) oriented in manure making; four thousand four hundred and four (4,404) farmers out of five thousand (5,000) reached with agro-forestry technology; eighty nine thousand eight hundred and three (89,803) hectares out of 12000 under soil and water conservation measures etc;
- Improved fisheries production-one (1) out of three (3) preliminary surveys for integrated fish farming conducted, Zero (0) geo mapping conducted; Zero (0) District digital maps showing potential areas done and two (2) out of three (3) sensitization meetings with farmers conducted;
- Promotion of value addition to farm produce-Two (2) out of three (3) potential cooperatives identified; Three hundred and ninety six (396) out of one hundred farmers (100) trained in value addition; Two (2) Cooperatives out of three (3) linked to potential markets.

**(ii) Improved Access to Potable Water**

***Progress Made:***

- Provision of uninterrupted potable water to Ntcheu Boma residents - One out of three sensitization meetings in catchment areas conducted; Zero (0) out of one (1) by-law on catchment management drafted; one (1) potential area of water surveyed; Three (3) out of three (3) high yielding boreholes drilled; Zero (0) out of three (3) boreholes were installed with solar panels.

### **(iii) Promote Environmental Management**

#### ***Progress Made:***

- Improved sanitation at the Boma and targeted market centres – one (1) out of four (4) solid waste disposal sites were identified at Lizulu, Tsangano turn-off, Mphate and kampepuza market; no solid waste disposal has been constructed at the Boma; no additional staff have been employed in the cleansing section; no tractor and trailer for solid waste collection has been procured; no by-law on solid waste disposal has been formulated and sensitization of communities on waste disposal by-laws could not take place in the absence of the by-law.

### **(iv) Financial Management**

#### ***Progress Made:***

- Improved revenue management – twenty-five percentage (25%) of orientation for Revenue collection strategies conducted; monthly supervision of markets done; tenant agreements reviewed and two (2) out of four (4) commercial ventures out-sourced; The measures were expected to raise revenue from four million five hundred thousand Malawi kwacha (MK4,500,000) to fifteen million Malawi kwacha (MK15,000,000).

### **(v) Improvement in Health Service Delivery**

#### ***Progress Made:***

- Improved health facility infrastructure - Construction of a perimeter fence for the District Hospital is in progress;
- Population control - Quarterly sensitization campaigns on family planning were done;
- Health financing - Activities on paying services were not done and they have only instituted a Committee to champion the activities.

**(vi) Good Governance**

***Progress Made:***

- Enhanced Participatory project planning and implementation - Conducted joint supervisory visits to project sites with Council Members to increase ownership of the projects.
- Service Charter scaled up - Re-orientation of District Service Charter Committee conducted; Service charter on forestry developed; introduced the service charters in the traditional Authorities that were not yet reached. However, the District Service Charter has not been launched and the charter has not been translated into Chichewa.

**(vii) Human Resource Development**

***Progress Made:***

- No progress as nothing was done to adopt Performance Appraisal criteria; and there was no review of performance against the planned seventeen performance appraisals;
- Staff Rationalization and Integration - There was no deployment of staff to hard to reach health facilities against the planned twenty (20); twenty-three (23) additional staff were recruited against the planned number of forty (40); two hundred and forty-one (241) teachers were deployed to in hard to reach schools against the planned number of one hundred (100).

**(viii) Education Services**

***Progress Made:***

- Improved learning environment - Deployed two hundred forty one (241) teachers against the planned one hundred

to schools with high pupil ratio; Oriented teachers in Zones on Cluster Mock Examinations; Administered cluster mock examinations; 100% orientations for Parents and Teachers Associations (PTA) and School Management Committees (SMCs); 100% production of quarterly statistical bulletins.

**(ix) Disaster Risk Reduction**

***Progress Made:***

- Disaster Response and Resilience - Formed a Task team; re-organised ten (10) out of one hundred (100) Area Civil Protection Committees (ACPCs) and Village Civil protection Committees (VCPCs) in disaster prone sites; trained two (2) out of five (5) ACPCs and five (5) out of the planned twenty (20) VCPCs; Identified one (1) out of the planned two (2) evacuation centres.

**(b) Achievements through Reforms Implementation**

- Education sector received more than one hundred percent (100%) of lobbied staff.
- Improved information sharing.

**(c) Observations and Action Points**

- The Council did not report progress on the following outputs: Urban Planning and Development; Improved and quality healthcare and social protection services to the community and Reduced environmental degradation.
- There is a remarkable improvement in collaboration and information sharing among the sectors in the district which ultimately harnessed the synergy and unity of purpose among the officials in various sectors.
- It was observed that there was increased synergy and cooperation among workers in different sectors and that there was an

improvement in the work ethics among the employees. The employees were willing to work hard and this has replaced the business as usual way of doing things. On the other hand, the Council needs to translate the district service charter into Chichewa to ensure effective communication with stakeholders.

- It was also observed that the unit of measurement and targets were not clarified and were not speaking to each other.

#### **10.1.11 NTCHISI DISTRICT COUNCIL**

Ntchisi District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Ntchisi District Council to:

- To make policy and decisions on local governance and development for the local government areas;
- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of district development plans;
- To mobilise resources within the local government area for governance and development;
- To maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- To make by - laws for the good governance of the local government area;
- To appoint, develop, promote and discipline its staff;
- To co-operate with other Assemblies in order to learn from their experiences and exchange ideas;
- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reforms Areas and Implementation Progress**

Ntchisi District Council is implementing the following seven (7) approved reform areas:

**Reform Area 1: Financial and Human Resource Management services,**

**Reform Area 2: Information sharing and management systems,**

**Reform Area 3: Commodity market control,**

**Reform Area 4: Education Services,**

**Reform Area 5: Environmental Management,**

**Reform Area 6: Urban planning and infrastructure development,**

**Reform Area 7: Health service delivery,**

The Council presented a progress report in the reform areas as follows:

**(i) Financial and Human Resources**

***Progress Made:***

- A fence for the Community Stadium is still under construction;
- Rehabilitation of the Executive Lodge (Bar and Restaurant) was done but the Council is yet to start operating the facility;
- Two (2) new markets at Masekera and Bumphula in the area of T/A Chiloko were identified and established;
- The system of Bank Payment was introduced to customers but only on plots at Malomo Rural Growth Centre;
- Prioritized recruitment plan was submitted to relevant authorities for filling of vacant posts through recruitment or promotions;
- Orientation was done on Performance Management for some Sector Heads but the programme has not yet been rolled out to all members of staff.

**(ii) Information sharing and Management Systems.**

***Progress Made:***

- Some Non-Governmental Organisations (NGOs) have complied with the arrangement of having all NGOs working in the District sign MOU with relevant partners and the Council.

**(iii) Commodity market control and value addition.**

***Progress Made:***

- Seventeen (17) Cooperatives have been linked to potential markets surpassing the set target of ten (10);
- Plans are at an advanced stage to conduct Commodity Farm Trade Fairs within the district;
- A total number of twenty-seven (27) cooperatives has been registered with Business Support Unit (BSU) surpassing the target of ten (10).

**(iv) Education Services**

***Progress Made:***

- Eighty-five (85) community teachers' houses have been constructed;
- The District consolidated education structure plan is being formulated.

**(v) Environmental Management**

***Progress Made:***

- Two Forest reserves (Ntchisi and Kaombe) had their boundaries retraced to determine encroached sites and crops in encroached sites were slashed to pave way for tree planting;
- Trained and armed four (4) forest rangers to man forest reserves;
- Facilitated introduction of four (4) **forest** reserves: Sakhire, Mandwe, Mnguluwe in TA Nthondo, and Kasakula

around Ntchisi. People around the forests have been equipped with knowledge on how to establish their forests but the process is yet to be finalised.

**(vi) Urban Planning and Infrastructure Development**

***Progress Made:***

- Malomo Rural Growth centre has been mapped and some plots have been demarcated.

**(vii) Disaster Risk Reduction**

***Progress Made:***

- Some officers have been trained on Disaster risk reduction with funds from Malawi Drought Recovery and Resilience Programme (MDRPP) and the Council is waiting for funds to roll out orientation for the committees.

**(viii) Health Services Delivery**

***Progress Made:***

- The Neonatal Death Audit (NND) Audit is still on going and so far the Council has not managed to reduce the rate to the target of twenty three per one thousand (23/1000) live births;
- Extension of Neonatal Unit was done by a partner - Rice 360, but procurement of new equipment is still in progress;
- All thirteen (13) facilities are functioning.

**(b) Major Achievements as Reforms are being Implemented**

- The Council has surpassed the target for Cooperatives to register with BSU as we had planned to have ten (10) and yet twenty-seven (27) registered.
- The Council has managed to facilitate introduction of four (4) forestry cooperatives in the District;

- The Council has functional health facilities in the district;
- The Council has managed to construct an extension of a new neonatal unit through a Partner - Rice 360;
- The Council has achieved more than 200% on community teacher's houses construction;
- The Council's Councilors are able to understand their roles.

**(c) Observations and Action Points**

- The report misses baselines and targets and therefore real progress could not be authenticated. In most instances the achievement are not quantified i.e. used words such as “some” “most” “other” that are sweeping words.
- However, it was noted that there was significant progress in the implementations of reforms in Ntchisi District Council, following the change of leadership and management. It was heartening and interesting to note that the Council had started showing signs of commitment to implement their reform areas.
- The Council was advised to be vigilant and ensure that all structures and buildings being initiated and built by local communities conform to Government standards.
- On leadership and management, it was reiterated that Councils should establish Reforms Executive Committees (RECs) to champion the implementation of reforms in the Councils. The leadership should encourage collaboration and engagement and that all Sectors should work towards a common goal in the implementation of the reforms.

**10.1.12 SALIMA DISTRICT COUNCIL**

Salima District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization

Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Salima District Council to:

- Making policy and decisions on local governance and development for the local government area;
- Consolidating and promoting local democratic institutions and democratic participation;
- Promoting infrastructural and economic development through the formulation and execution of district development plans;
- Mobilizing resources within the local government area for governance and development;
- Maintaining peace and security in the local government area in conjunction with the Malawi Police service;
- Making By-laws for the local government area for good governance and development;
- Appointing, developing, promoting and disciplining its staff;
- Cooperating with other Assemblies in order to learn from their experience and exchange ideas;
- Performing other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reforms Areas and Implementation Progress**

Salima District Council is implementing five (5) approved reform areas namely:

**Reform Area 1: Improved Revenue Collection,**

**Reform Area 2: Local Governance and Service Provision,**

**Reform Area 3: Infrastructure Development,**

**Reform Area 4: Social Development and Livelihood Systems,**

**Reform Area 5: Urban Management Services.**

The Council presented a progress report in the reform areas as follows:

**(i) Revenue Generation**

***Progress Made:***

- Consultations with five hundred (500) Shop Owners on the revised payment systems for major market-based shops from daily to fortnightly are in progress;
- Process of employing twenty (20) staff on contract in markets is in progress;
- Eighty percent (80%) out of the five thousand (5000) bicycle taxi operators are paying levies quarterly;
- User fees imposed on Commercial Farmers in Agriculture and Forestry was approved by full Council for implementation;
- Consultations on the introduction of paying services at Salima District Hospital were concluded and a building structure is being renovated for the purpose of introducing paying services in the Out - Patient Department (OPD), antenatal and clinic wards out of the planned four (4) wards;
- Two (2) VIP Latrines out of the planned ten (10) and one (1) market out of the planned five market sheds were constructed at Siyasiya and Chitala Markets;
- Water supply situation analysis in twelve (12) water points was completed and the process of identifying private suppliers is yet to start.

**(ii) Local Governance and Service Provision**

***Progress Made:***

- Five (5) Service Charters have been reviewed out of the planned fifteen (15) service charters;
- Three (3) out of ten (10) communities sensitized on Service Charters with funding from NICE;
- One (1) Memorandum of Understanding (MoU) between investors and local community signed while two (2) are in the final draft.

**(iii) Infrastructure Development**

***Progress Made:***

- Rehabilitation process of a twenty-three (23) kilometre road from Salima to Senga Bay is in process;
- Consultations on website development started and GIZ is showing interest to assist.

**(iv) Social Development and Livelihood Systems**

***Progress Made:***

- Seven (7) consultation meetings done on formulations of a by-law Animal Nuisance;
- Four hundred sixty-five hectares (465ha) of Environmental Hotspot Areas out of the planned five thousand (5000) were rehabilitated;
- Ten percent (10%) forest cover on fourteen (14) Estate land out of the planned twenty (20) was enforced;
- Instituted formation of a Business Support Unit (BSU);
- Sensitization meetings for District Education Committee (DEC) and other stakeholders on formation of Cooperative Union for Salima were conducted;
- Formulation and adoption of by-laws on early marriages and teenage pregnancies to limit number of birth at Traditional Authority level is underway but District by-laws have not been finalized yet;
- By-law requiring children to enrol and attend schools formulated at TA level and will be harmonized with the District by-laws.

**(v) Urban Management Services**

***Progress Made:***

- Lay out plans for land acquisition process at Kambwiri were completed;
- Consultations on the extension of Urban Management Services to Kaphatenga were in progress;

- Consultations are in progress for Chipoka and Senga Bay to be declared as development control areas;
- Consultations are in progress for Salima to be designed as a lakeshore city;
- Proposal development process for installation of solar powered street lights at Salima Urban Centre commenced. The target is to install one hundred and thirty (130) poles;
- Road carriage way was increased to accommodate the cycle track from Kamuzu Road to Ngolowindo through Roads Fund Administration (RFA). The planned target for the Cycle track from Nsangu to Kamuzu Road is five (5) kilometers.

**(b) Observations and Action Points**

- Salima has made some notable progress although there was room for further improvement. The Council did not report any progress on the proposed plan to construct an Office and Shopping Complex, production of the design for a modern Multi-purpose tourist complex and formulation of by-laws on artisanal small-scale mining.
- The reform activities on revenue generation have stalled and this has a bearing on the Council's ability to maximize its revenue collection. The implementation of activities under this reform area would act as an enabler and provide the Council with financial resources for implementing the other reform areas.
- The Council was further advised to consult the Department of Mines and relevant stakeholders to chart the way forward on the formulation of by-laws on Artisanal Small-scale Mining.

## 10.2 SOUTHERN REGION

### 10.2.1 BLANTYRE CITY COUNCIL

Blantyre City Council derives its mandate from Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Council is mandated to:

- Make decisions on local governance and development for Blantyre City;
- Promote infrastructural and economic development through the Urban Structural Plan;
- Consolidate and promote local democratic participation; and
- Mobilize resources within and outside Blantyre City.

#### (a) Reform Areas and Implementation Progress

Blantyre City Council is implementing nine (9) approved reform areas namely:

**Reform Area 1: Development and launch of a Service Charter;**

**Reform Area 2: Review of City by-laws;**

**Reform Area 3: Conversion of Solid Waste to Energy;**

**Reform Area 4: Improve locally generated revenue;**

**Reform Area 5: Improvement of the traffic management system;**

**Reform Area 6: Installation of street lights and floodlights;**

**Reform Area 7: Beautification of the City's open spaces and prominent parks;**

**Reform Area 8: Rehabilitation of the sewer line and waste water treatment plants; and Reform Area 9: Introduction of sub fire stations.**

The Council presented a progress report in the reform areas as follows:

**(i) Development and launch of the Service Charter**

***Progress Made:***

- The Service Charter was launched on 13 July 2017;
- IEC materials such as leaflets and posters were shared with residents;
- The Council is working with stakeholders such as Concerned Youth Organisation to continue disseminating the contents of the Service Charter;
- Procurement process for the establishment of a toll-free line has been completed;
- Toll free line would be functional by 31<sup>st</sup> July, 2018.

**(ii) Review of City By-Laws**

***Progress Made:***

- An issues paper on need for Municipal Police and Courts was presented to the Ministry of Local Government and Rural Development and meetings between the Council and the Ministry have been held on the same. The parent Ministry was pursuing the matter further with other stakeholders and had indicated that a stakeholders meeting would be held by month end of July, 2018;
- The by-laws were proof-read to remove internal and external inconsistencies with any Act of Parliament which could render them invalid to the extent of that inconsistency;
- Notices were placed in the local newspapers;
- Officers from the Ministry of Justice and Constitutional Affairs and the Ministry of Local Government and Rural Development were assisting the Council in the final part of the proof-reading and formatting exercise in readiness for

submission to the Ministry of Justice and thereafter to the Ministry of Local Government for approval.

**(iii) Conversion of solid waste to energy**

***Progress Made:***

- Electricity Supply Corporation of Malawi (ESCOM) and GEBIS International at their last meeting on 19th June 2018 agreed on a schedule of activities that would lead to the conclusion of Power Purchasing Agreement and issuance of Electricity Generation Licence by Malawi Energy Regulatory Authority (MERA) by the end of September 2018.

**(iv) Improve locally generated revenue**

***Progress Made:***

- Targets had been set for Directorate of Commerce and Performance Agreements were being signed every year;
- Performance monitoring tools were developed and are in use;
- The Full Council will be meeting in the second week of August 2018 where among other issues a resolution was expected to be passed to allow the Council to borrow a sum of MK600 million from the Development Fund for Local Authority (DFLA) for QVR exercise;
- A web-based system of accessing bills online has been developed. The Council's website is being upgraded to accommodate the system and bills would be accessed online by end July 2018;
- Final discussions were underway with NITEL to introduce e-ticketing in the City of Blantyre by 30<sup>th</sup> September 2018.

(v) **Improvement of the traffic management system**

***Progress Made:***

- Construction of a dual carriage way from Clock Tower via Magalasi to Kameza Roundabout started and the works were at twenty percent (20%) completion in July, 2018. Construction work for a by-pass from Chigumula to Mpemba also started and the works are at 15% completion. Plem Construction has just been awarded a contract for the construction of a by-pass from Mtenje Parish to Club Banana which will eventually connect the Thyolo road to the Midima road;
- Sites for slip lanes were identified at the following places:

No	Site	Site Description
1	Kamba junction	Kapeni Rd from Blantyre off to Kenyata Rd
2	Mt Pleasant Traffic Light junction	Mahatma Ghandi Rd either from Queens to CI or from CI to Queens off to Kapeni
3	Bangwe Post Office	Midima Rd either from Mulanje off to Namiyango or from Limbe off to Bangwe market
4	Blantyre Girls Junction	Magalasi Rd from CBD off to Ndirande via Ring Rd

5	Makata Rd (near B & C)	Makata Rd from Kamuzu Stadium off to Ndirande via Ring Rd
6	Makata Rd (Near SOBO)	Makata Rd from Kamuzu Stadium off to Ndirande New lines via SOBO
7	Blantyre Cultural Centre	Moi Rd from Kwacha at Junction to Civic Centre
8	Nyambadwe on Junction to St Andrews	Magalasi Rd from Blantyre CBD off to St Andrews High School in Nyambadwe
9	Junction to Sunnyside	Victoria Avenue from Blantyre CBD off to St Andrews Primary/St Patricks Academy
10	St Andrews Primary School Junction/St Patricks Academy Junction	Chikwawa Rd from Blantyre CBD off to St Andrews Primary/St Patricks Academy
11	South End Schools	Chikwawa Road from CI off to South Ends Schools
12	Mandala	At Queen either

		from College of Medicine off to Queens or from Ginnery Corner off to Blantyre Market via Mandala
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- The cost of carrying out a feasibility study for the construction of a Park Station is very high. As such JICA were consulted to provide technical support in carrying out the assignment.

**(vi) Installation of streetlights and floodlights**

***Progress Made:***

- Street lights on Chipembere Highway, Ndirande Ring Road, Victoria Avenue and Kasungu Crescent were fixed and are functional;
- Floodlights were installed and are functional in Bangwe, Nkolokosa, Chilomoni, Machinjiri Area 2, Ndirande and Chilobwe ;
- Street poles were erected on Makata road, Ali Hassan Mwinyi Road, Glyn Jones Road, Independence Drive and Machinjiri Road up to Chirimba Industrial Site and fittings were being procured although the process was taking long.

**(vii) Beautification of the City's open spaces and prominent parks**

***Progress Made:***

- Eighty (80%) of strategic sites in the City are being managed by the private sector as follows:
-

<b>Area</b>	<b>Organisation</b>
Kameza Roundabout	Sunbird Tourism
Chichiri Roundabout	Sunbird Tourism
Kameza Wings	Blantyre City Council
Larji Kurji Roundabout	Charter Insurance
Clock Tower Roundabout	Charter Insurance
Queens Roundabout	HTD
Johnson Roundabout	New Building Society
Maselema Roundabout	TNM
Kwacha Roundabout	Blantyre City Council
Illovo Roundabout	Blantyre City Council
Kanjedza Roundabout	Blantyre City Council
Midima Court Roundabout	Chambo Fisheries
Independence Arch gardens	Rab Processors Limited
Yiannikis Roundabout	Access Communications
Ginnery Corner Maselema Island	Media Solutions
Standard Bank Gardens	JC Decaux

- City clocks were installed including the one at the Civic Offices which had been dysfunctional for over fifteen years;
- The Council has identified a site at Namwiri park in Zingwangwa for the development of a One Stop Centre and works are in progress;
- A feasibility study on the construction of theme parks is being arranged with PPPC using local consultants.;
- The Council is currently developing mini parks using own resources;
- Aloes Garden already turned into a mini park and soft landscaping is being done for Namwiri Park, Jubilee Park and Rangeley Park;

- A Horticulturist has been recruited, Parks Officer and Parks Supervisor were recruited for the exercise.

**(viii) Rehabilitation of the sewer line and waste water treatment plants**

***Progress Made:***

- Billy Construction has been engaged at a contract sum of twenty-four million seven hundred and nine thousand four hundred forty-two (MK24, 709,442) to rehabilitate the vandalized pipe bridge before Limbe Waste Water Treatment Plant. The works were being expected to be completed by end of July 2018.
- Thundu Building Contractor was engaged at a contract sum of twelve million nine hundred seventy seven thousand five hundred thirty eight kwacha (MK12, 977,538) to construct a Decentralized Faecal Sludge Treatment (DEFAST) Facility at Limbe Waste Water Treatment Plant. The works were expected to be completed by end of July 2018;
- The Council, using its employees has cleaned the trunk sewer (main sewage collection line) from Limbe Central Business District (CBD), through Chiwembe, to the pipe bridge just before Limbe Waste Water Treatment Plant (WWTP);
- Land has been set aside within the Limbe WWTP where solid waste and faecal sludge harvested from the drying beds of the DEFAST will be composted. Levelling of the land has been done;
- Phase one (1) of rehabilitation works for Mudi Trunk Sewer Line from Clock Tower to Blantyre Waste Water treatment plant commenced with financial support from Environmental Affairs Department.

### **(ix) Introduction of Sub Fire Stations**

#### ***Progress Made:***

- Additional fire hydrants have been installed in strategic places [names needed here];
- Three additional fire engines have been acquired;
- A Chemical Tender donation from Japan was received in July, 2017;
- A Sub-Fire Station in Limbe would be operational by 31<sup>st</sup> August 2018.

### **(b) Major Achievements due to implementation of Reform Areas:**

- Launch and operationalization of the Blantyre City Council Service Charter.
- Revenue collection (Annual revenue) has jumped from MK3.2 billion in 2016 / 2017 Financial Year to MK4.02 billion in 2017/2018 Financial Year.
- Construction works for dual carriage way and by passes in the City have started.
- Street lights in some major roads and flood lights in many residential areas have been installed.
- Bills for street lights for major roads are being paid for by private sector- Chipembere Highway, Mbayani road, Victoria Avenue.
- Beautification and management of roundabouts and open spaces (about eighty percent (80%) by the private sector.
- Installation of City Clocks in strategic sites.
- Development of mini parks.
- Clean up of main sewer line in Limbe.
- Rehabilitation of Limbe Waste Water Treatment Plant.
- Installation of additional fire hydrants.
- There is an increase in number of fire fighting equipment.

### **(c) Observations and Action Points**

- The City Council explained that the investor on energy generation will invest in waste collection to ensure the sustainability of the Energy generation project through the establishment of waste collection centres.
- The Conference noted that the City is at the moment not implementing the one-way traffic system because there is need for the Street furniture to be reviewed before embarking on the project.
- It was also noted that the multi storey building near Standard Bank will incorporate a Parkade. The city is also planning to construct a Conventional Centre and Ten Million United States Dollars (US\$10,000,000) for the project have already been secured.
- The City Council explained that the two Councils engage with each other on overlapping issues involving the Blantyre City and Blantyre District Councils.
- The Ministry of Local Government was however requested to standardize issues for planning of City and District Councils to ensure orderly development of Cities and Towns in the country.

#### **10.2.2 BLANTYRE DISTRICT COUNCIL**

Blantyre District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Local Councils to:

- Make policy and decisions on local governance and development for the local government area;
- Consolidate and promote local democratic institutions and democratic participation;

- Promote infrastructural and economic development through the formulation, approval and execution of urban development plans;
- Mobilize resources within the local government area for governance and development;
- Maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- Make by-laws for the good governance of the local government area;
- Appoint, develop, promote and discipline its staff;
- Co-operate with other Councils in order to learn from their experiences and exchange ideas;
- Perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reform Areas and Implementation Progress**

Blantyre District Council is implementing eight (8) approved reform areas namely:

**Reform Area 1: Revenue Mobilisation and Financial Management;**

**Reform Area 2: Agriculture Services;**

**Reform Area 3: Human Resource Management and Governance;**

**Reform Area 4: Environmental Management Services;**

**Reform Area 5: Infrastructure Development and Management;**

**Reform Area 6: Water Supply Services;**

**Reform Area 7: Primary Education Services;**

**Reform Area 8: Maternal and Neonatal Health Services**

The Council presented a progress report in the reform areas as follows:

**(i) Revenue Mobilisation and Financial Management**

***Progress Made:***

- Outsourcing of Lunzu Community Hall and Rest house was conducted and the facilities are under the management of a private entrepreneur. [name needed];

- Lunzu market is under construction with support from LDF. Once completed it will be outsourced.;
- Lirangwe market is awaiting electricity connection by ESCOM. Once done it will be outsourced;
- On formulation and enforcement of by-laws on revenue mobilisation, the District Council engaged lawyers to draft twenty-two (22) by-laws. The draft by-laws were submitted to the Council for thematic review by service committees;
- On paying of health services at Chileka Airport, nothing has moved because the earmarked space is not yet ready as the airport is currently being renovated;
- Plans are under way to utilise the EBOLA centre that has been constructed close to Kamuzu College of Nursing (KCN) at Kameza for administration of vaccines and medical examinations;
- Full Council approved that Mpemba should be prioritised as rateable area and a new detailed layout for Mpemba was developed. Surveyor is scheduled to demarcate and beacon the plots. Opening of nine (9) km road network by caterpillar will move concurrently with surveying and plots will be allocated in August/September 2018 [number of plots needed];
- Plot Allocation committee was constituted and it is discharging its duties in the Mpemba old layout. Fees are being collected from developers. The Council already applied to Minister of Lands for Authority;
- On promoting transparency and accountability through reduction of audit queries, out of the planned eighty five percent (85%), about fifty percent (50%) of the work has been done. Pre audits were done for donor funded projects such as Local Development Fund (Public works,

Social Cash Transfer, Shire River Basin). Other audits were done in all sectors and Local Revenue;

- Facilitated the updating of previously queried documents such as Business License Register.

## **(ii) Agricultural Services**

### ***Progress Made:***

- Sixty six percent (66%) out of targeted seventy percent (70%) of farmers in all five (5) Extension Planning Areas (EPAs) accessed extension services;
- Five hundred and eighty-three (583) lead farmers are complementing government extension workers in service delivery after being trained;
- The agriculture sector identified four hundred and fifty (450) farmers who mounted four hundred and fifty (450) harmonized demonstrations out of four hundred and fifty (450) targeted demonstrations. The demonstrations were implemented under three themes namely Drought Mitigation, Soil Fertility Improvement and Conservation Agriculture with trees;
- The sector sourced and distributed three thousand nine hundred and forty six (3,946) out of five thousand (5000) leaflets and seven hundred (700) out of one thousand (1000) posters on fall army worm identification and management;
- The sector used farmer field schools as one method of training farmers in all EPAs. Twenty (20) out of twenty-five (25) farmer field schools were implemented with a total membership of five hundred and eight (508 - 178 male, 330 female);
- One hundred and sixty-six (166) out of two hundred (200) lead farmers were identified and were trained on various technologies namely integrated pest management,

conservation agriculture, use of drought tolerant varieties, food processing and utilisation, dairy management, and gross margin analysis;

- The sector facilitated three (3) out of five (5) rabies campaign in Ntonda, Lunzu and Kunthembwe Extension Planning Areas (EPAs). In total sixty-two thousand seven hundred and twenty four (62,724) dogs and cats were vaccinated against a target of eighty thousand (80,000). The campaigns were in progress in Chipande and Lirangwe at the time of reporting in July, 2018;
- Four (4) Newcastle disease vaccination campaigns for chicken were conducted in all EPAs out of an annual target of five (5). A total of three hundred and fifty two thousand three hundred nineteen (352,319) chickens were vaccinated;
- Two (2) out two (2) campaigns were conducted on closed season (uprooting and burning of stalks) on cotton and tobacco. These were done in Lirangwe and Lunzu EPAs;
- The sector conducted three (3) out of three (3) agricultural production estimates surveys with the aim of assessing crops, animal and fisheries production. Generally production of most crops including maize had decreased as compared to the previous season due to prolonged dry spell that the district experienced;
- The sector introduced drought tolerant crop types such as sorghum, millet and orange fleshed sweet potato in place of maize. One thousand (1,000) kilogrammes of sorghum and three hundred (300) kilogrammes of millet were distributed to six hundred and eighty six (686) farmers while one hundred ninety four thousand five and thirty two (194,532) bundles of sweet potatoes were distributed to nineteen thousand four hundred and fifty three (19,453) farmers;

- Two (2) irrigation schemes have been rehabilitated. A combined twenty five (25) hectares is now under irrigation in the two schemes;
- Two (2) technical assessments were done, one each for Midule and Mzigala schemes;
- Procurement of materials for both schemes was done.

### **(iii) Human Resource Management and Governance**

#### ***Progress Made:***

- One (1) Task team on Individual Performance Agreement (IPAs) was instituted and waiting for orientation by Human Resources authorities. IPAs will be rolled out in the 2018/19 financial year;
- Fifteen percent (15%) of staff have undergone on the job training and mentorship sessions;
- One (1) joint Secretariat and Council members (Councillors, MPs, Chiefs & Interest groups) refresher induction on Local Government System was conducted;
- One (1) Learning visit for Councillors to Rumphi District Council was conducted with support from Save the Children;
- Eleven (11) Area Development Committees (ADC's) participated in 2017/2018 participatory planning and budgeting session with support from European Union (EU) and Malawi Local Government Association (MALGA);
- One hundred and thirty seven (137) Village Development Committees (VDCs) produced Village Action plans for 2011 to 2022 supported by Local Governance and Accountability Programme (LGAP);
- Eleven (11) ADCs produced Area Actions plans 2017 to 2022;

- Eleven (11) ADCs participated in 2017/2018 participatory planning and budgeting session with support from EU and MALGA.

**(iv) Environmental Management Services**

***Progress Made:***

- Conducted sensitisation meetings around Small Michiru which was attended by six hundred and fifteen (615) people (204 male and 411 female);
- Five and half hectares (5.5ha) around Michiru, Chipalanje and Soche forests has been weeded;
- Community forest patrols are also been conducted in all three (3) forest areas.

**(v) Infrastructural Development and Management**

***Progress Made:***

- Construction of Lunzu bus depot was carried over from 2017/18 to 2018/19 capital outlay budget;
- Street lights were installed for a stretch of 2.4 km at Lunzu Trading Centre. Waiting for power connection by ESCOM;
- The Council lobbied Government through the Roads Authority for Financial support to fund the construction and upgrading to bitumen standard of the 10 km road from Chileka International Airport to Chikuli-Road designs were being done;
- Rehabilitation of facilities was underway at Madziabango Health Centre using ORT and Dziwe, Lundu and Mdeka Health Centres with funding from Partners;
- Reticulated Water Supply Systems have also been installed at Lundu and Mdeka health Centres with support from UNICEF;
- Two (2) staff Houses at Naperi were maintained with the 2017/18 capital outlay budget.

**(vi) Water Supply Services**

***Progress Made:***

- United Nations Children Education Fund (UNICEF) approved funding to Water Mission to commence the One hundred thousand United States Dollars (US\$100,000) project for St Paul Primary School and surrounding catchment population in Traditional Authority Somba.

**(vii) Primary Education Services**

***Progress Made:***

- Teacher to Pupil ratio improved from 1:110 to 1:70;
- 2017 the pass rate slightly improved from 69% to 70%;
- Retention rate improved from 25% to 35%.

**(viii) Maternal and Neonatal Health Services**

***Progress Made:***

- Ten (10) zones established representing 100% achievement;
- Ten (10) ambulances deployed out of the planned ten (10) representing 100% achievement;
- Four (4) Service Level Agreements [Mlambe, Mitsidi, St Vincent and Malabada] out of the targeted four (4) signed representing 100% achievement. Registration and updating of eligible clients is on-going;
- Three (3) additional Community Outreach Clinics opened so far from forty eight (48) making it fifty one (51) out of the planned one hundred and four (104);
- Sensitisation meetings with Health Advisory Committees (HACs), communities and beneficiaries were conducted;
- Forty five percent (45%) of women are attending the recommended four (4) Ante-Natal Clinic (ANC) visits;

- Thirty two percent (32%) of deliveries from the expected deliveries are attended by skilled personnel;
- Forty one percent (41%) of women of reproductive age group are accessing family planning services;
- Eight (8) Community meetings held (one in each of the eight (8) Traditional Authorities).

**(b) Observations and Action Points**

- It was observed that the reform on “Human Resource Management and Governance” was reported without baselines, therefore the progress made could not be tracked properly.
- It was observed that the reform on “Maternal and Neonatal Health Services” the percentage of women attending antenatal clinics had dropped from 53% to 45% during the last reporting period [November, 2017]. The Council was encouraged to do more sensitisation campaigns on maternal health.
- It was noted that Blantyre District Council did not consult the Blantyre City Council when they were developing plots at Mpemba but the participants encouraged the Councils to share notes because the areas which were being developed were likely to be incorporated under the City jurisdiction in future. Collaboration is very critical and this must be harnessed. The Councils which share boundaries were encouraged to conduct strategic meetings on planning and service delivery.
- Blantyre District Council explained that it was not feasible to sign Individual Performance Agreements (IPAs) with Sector Heads before the Controlling Officers had signed their IPAs with the Ministry of Local Government and Rural Development.

### 10.2.3 BALAKA DISTRICT COUNCIL

Balaka District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Local Councils to:

- To make policy and decisions on local governance and development for the district;
- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of the district development plans;
- To cooperate with other councils to learn from their experiences and exchange ideas;
- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services as may be prescribed by the Act of Parliament;
- To maintain peace and security in the district for governance and development;
- To make by-laws for the good governance of the district;
- To appoint, develop, promote and discipline its staff
- To co-operate with other Councils in order to learn from their experiences and exchange ideas;
- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

#### (a) Reform Areas and Implementation Progress

Balaka District Council is implementing five (5) approved reform areas namely:

**Reform Area 1: Agriculture and Food Security;**

**Reform Area 2: Improve Environmental and Waste Management;**

**Reform Area 3: Improve Local Revenue Generation;**

**Reform Area 4: Improve Equitable Access to Health Care Services;**

**Reform Area 5: Improve Payment of Chiefs' Honoraria**

The District Council presented the following progress in its reform areas:

**(i) Agriculture and Food Security**

***Progress Made:***

- Two hundred and twelve (212) trainings for farmers on new good agricultural production technologies conducted, representing ten thousand (10,000) households in the six (6) EPAs out of the planned twenty thousand (20,000) households representing fifty percent (50%) achievement;
- One hundred and thirty four (134) out of two hundred (200) On Farm Demonstrations were mounted in the six (6) EPAs;
- Forty-five (45) field days out of the targeted six hundred and one (601) were conducted;
- Three (3) new irrigation schemes were developed representing one hundred percent (100%) achievement;
- Four (4) existing irrigation schemes were worked on representing one hundred percent (100%) achievement;
- Three (3) irrigation schemes were rehabilitated and this represents one hundred percent (100%) achievement of the planned target.

**(ii) Environment, Climate Change and Waste Management**

***Progress Made:***

- Twenty-four (24) Forest Management Plans out of the planned twelve (12) were made and approved and this represents two hundred percent (200%) achievement;

- Ten (10) Village Natural Resources Committees (VNRMCs) out of the planned twenty-eight (28) were trained;
- Three (3) fire and tree survival sensitization meetings were conducted out of the targeted six (6) meetings.

### **(iii) Revenue Enhancement**

#### ***Progress Made:***

- The Council adopted the use of Mobile Money transaction by engaging the Mobile Money Agents. The daily collection of the ticket sellers are deposited to Mobile Money Agents, who in return transfer the same into the Councils Account. This has reduced cases of pilferage;
- The Council engaged NITEL, an e-Ticketing service provider to introduce e-Ticketing services in all the markets effective 1<sup>st</sup> August 2018;
- The Council consulted the Public Private Partnership Commission on the modalities to source out revenue collection services for Balaka Main Market and Balaka Bus Depot and this will commence during the 2018/19 financial year;
- The Council is in the process of updating/reviewing Revenue by-laws with support from LGAP;
- The Council has managed to mount 'Road Blocks' on entry and exit of Balaka Township - where taxis, mini-buses and large buses that do not pass through the depot still pay their departure fees.

### **(iv) Health Care Services**

#### ***Progress Made:***

- Sixty five percent (65%) of deliveries from the initial sixty percent (60%) are being done by skilled personnel and this represents an increase of five percent (5%). The planned target is eighty percent (80%);

- Two (2) ambulances out of the targeted two (2) have been allocated to Phimbi and Kalembo Health Centres;
- Two (2) child health days out of the planned two (2) were conducted;
- One hundred and ninety four (194) outreach clinics out of the planned two hundred and four (204) were conducted and this represents ninety five percent (95%);
- Eighty three (83) supervisions out of the planned seventy two (72) were conducted, where fifty (56) of the supervisions were done by the District Health Management Team ( DHMT);
- Three (3) health posts were completed, Two (2) rehabilitated and two (2) are under construction out of the planned ten (10). This represents seventy percent achievement (70%).

**(v) Electronic Payment of Chiefs' Honoraria**

***Progress Made:***

- Three (3) sensitization meetings were conducted in T/A Kalembo, T/A Amidu and T/A Nsamala;
- Service provider was contacted and negotiations are in the process to scale out to TA Nsamala;
- Two hundred and fifty seven (257) Chiefs from TA Kalembo and Amidu are being paid electronically through Mpamba and Airtel Money;
- Orientations on electronic payment of Chiefs' Honoraria were done.

**(b) Achievements due to Reforms Implementation**

- There is an increase in the area of irrigation
- Improved ownership, management, protection and sustainable utilization of village forest areas
- Increased Revenue collection
- Reduced maternal and child deaths

**(c) Observations and Action Points**

- It was noted that the Council was not consistent in the wording and order of the approved reform areas. These need to appear as approved for easy tracking and consistency.
- It was pleasing to note that Balaka District Council has picked up in implementation of reforms from the last reporting period. It is now making progress in its reform areas. For instance, the Council introduced electronic payment of Chiefs' honoraria and this initiative is expected to be rolled out to all Traditional Authorities (TAs) in the district.

**10.2.4 CHIKWAWA DISTRICT COUNCIL**

Chikwawa District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Local Councils to:

- Make policy and decisions on local governance and development for the district.
- Consolidate and promote local democratic participation.
- Promote infrastructural and economic development through District Development Plans.
- Mobilize resources within and outside the District.
- Maintain peace and security in the district in conjunction with the Police Service.
- Make by-laws which facilitate its functions
- Appoint, develop, promote and discipline its staff.
- Cooperate with other Councils to learn from their experiences and exchange ideas

- Perform other functions such as registration of births and deaths and participate in the delivery of essential services as may be prescribed by the Act of parliament.

**(a) Reform Areas and Implementation Progress**

Chikwawa District Council is implementing six (6) approved reform areas namely:

**Reform Area 1: Agricultural Productivity;**

**Reform Area 2: Local Revenue Generation;**

**Reform Area 3: Maternal health;**

**Reform Area 4: Drug security;**

**Reform Area 5: Infrastructure Development;**

**Reform Area 6: Human Resource Management and Development.**

The District Council presented the following progress in its reform areas:

**(i) Agricultural Productivity**

***Progress Made:***

- Eighty (81) agro dealers were identified and were available in the major trading centres of Dyeratu, Nchalo, Ngabu, Livunzu, and Chapananga;
- Ten (10) hectares of area has been developed with two (2) solar powered irrigation schemes namely Mwalija Irrigation Scheme and Fombe Irrigation Scheme;
- Two (2) out of the five (5) planned Agro Processing Plants were established, Thabwa Agro Processing Plant and Mthumba Cotton Processing Plant;
- Three (3) Cooperatives were reorganised, Thabwa, Dumwalili in Mitole EPA, and Makala in Mikalango EPA;
- Eight percent (8%) of farmers have been linked to the markets through Trade Fairs.

## **(ii) Local Revenue Generation**

### ***Progress Made:***

- As at 31<sup>st</sup> December, 2017 the Council had reviewed revenue collection by-laws which saw the introduction of livestock fees, K600/cattle and K300/goat;
- Departures fees of MK300/minibus were being collected at Thabwa and so far K3,000,000 had been collected;
- Medical examination report fees, sign posts, bill boards fees and bicycle operators fees were introduced;
- Companies operating in the district have also started paying fees. Illovo and Press Cane have paid two million kwacha (K2, 000,000) each. Airtel sued the Council on the same and high court ruled in favour of the Council and the company paid the two million-kwacha (K2, 000,000) fees.

## **(iii) Maternal Health**

### ***Progress Made:***

- Currently, deliveries by skilled personnel are at 7,151 [from which number];
- Improved functionality of Basic Emergency Obstetric and Neonatal Care (BEMOnC) sites, as of now Makhwira, Chapananga and Gaga Health Centres are able to perform Manual Vacuum Aspirations (MVAs). The Council is planning to start providing MVA for incomplete miscarriage of a pregnancy at the age of sixteen weeks and below at Nkumaniza Health Centre as well;
- Manual removal of Placenta is done in all sites, in addition to the other functions the facilities perform Antenatal Outreach Clinics and during the period under review, one hundred and twenty (120) Out-reach Clinics were constructed against the planned ninety six (96) because of the additional sites which were added to make it twenty four (24) clinics. Makhwira Health centre is now

conducting its own outreach clinics instead of people from District Health Office going there to conduct the clinics.

- **Family Planning**

*Progress Made:*

- One hundred and twenty (120) integrated outreach clinics were conducted and long-term methods of family planning were provided.

**(iv) Drug Security**

*Progress Made:*

- The issuance of drugs is based on the number of returned empty vials from the wards to the main pharmacy;
- The Council maintains a three lock system where keys are kept by three different people;
- Use of voucher book signed by at least one of the District Health Management Team (DHMT) members;
- Eighty-five (85%) of drug deliveries was observed by the Health Advisory Committee

**(v) Infrastructure Development**

*Progress Made:*

- The Council has installed a Local Area Network at the District Education Managers Office block. A Wide Area Network has also been installed between District Commissioner's Office and District Education Manager's Office;
- Rehabilitation of office infrastructures has also started with office block behind the Council building where the Social Cash Transfer Offices will be accommodated.

## **(vi) Human Resource Development**

### ***Progress Made:***

- To date not much has been done, but plans were in the offing to train some staff to develop their capacity, roll out the Performance Appraisals and recruit more staff to reduce the vacancy rate.

## **(b) Observations and Action Points**

- The Council was advised to adhere to the requirement of submitting quarterly progress reports to the PSRMU because it had never submitted a report before.
- The Council was commended for successfully defending the litigation in Court with Airtel, over companies' fees. All MDAs with litigation cases were requested to emulate Chikwawa Council because this is a major setback in the reforms process for both central and local government.
- The Conference noted that Chikwawa District Council had introduced toll gates at Thabwa while waiting for the construction of a depot and that other Council are conducting learning visits to Chikwawa on this reform area.

### **10.2.5 CHIRADZULU DISTRICT COUNCIL**

Chiradzulu District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Local Councils to:

- To make policy and decisions on local governance and development for the local government areas;

- To mobilise resources within the local government area for governance and development;
- To appoint, develop, promote and discipline its staff; among others;
- To promote good governance by formulating by-laws that provide guidance in operations of the council and the district citizenry;
- To reduce morbidity, mortality and HIV prevalence;
- To improve human and institutional capacity;
- To improve environmental sustainability;
- To increase food security;
- To establish Tourism facilities.

**(a) Reform Areas and Implementation Progress**

Chiradzulu District Council is implementing five (5) approved reform areas namely:

**Reform Area 1: Increase Local Revenue Base;**

**Reform Area 2: Enhance Citizen Participation in Development Planning and Implementation;**

**Reform Area 3: Improve Health Service delivery at Chiradzulu District Health Office;**

**Reform Area 4: Increase crop and Livestock productivity;**

**Reform Area 5: Develop Human Resource capacity**

The Council presented the following progress in its reform areas:

**(i) Increase Local Revenue Base**

***Progress Made:***

- Introducing Toll Gates (TG) and TG Fees – Roads Authority has constructed speed calmers (humps) at the proposed toll gate site; Full Council has already approved the TG; The Department of Public Works is yet to conduct a feasibility study and develop Bills of Quantities (BOQs). The Council is in the process of developing by-laws to guide the initiative;

- No progress has been registered on declaring Trading Centres such as Ndunde, Yasini as rateable areas as application to the Ministry of Local Government has not yet been done;
- On the Operationalization of Sanjika Rock and Nguludi Slave house as tourism sites, the Council conducted a *Feasibility Assessment* tour where it was observed that there is need to renovate the sites and consult the Ministry of Trade, Industry and Tourism and Providence Industrial Mission (PIM);
- On the Establishment of a filling station and a Shop Complex – Honourable Dr. Clement Chiwaya, MP had liaised with the District Council on his investment plan to establish a filling station. Similarly, another investor had shown interest to build a shopping complex. These plans were endorsed by the full Council but the shop complex developer is yet to collect the offer letter and make payment;
- On the Out-sourcing of Revenue collection exercise, Market Agents were employed on a temporary basis by the Council and there was a remarkable increase in revenue collection and these figures are now used as benchmarks for the routine revenue collectors and new targets have been established.

**(ii) Enhance Citizen Participation in Development Planning and Implementation**

***Progress Made:***

- The Social Economic Profile (SEP) which is in draft form contains issues emanating from the communities; and District Development Planning Framework (DDPF) has been formulated, pending the Village Action Plans (VLAPs);

- All Sector Heads have signed Performance Agreements with the Controlling Officer and Heads of Departments have also signed Performance Agreements with their subordinates;
- Full Council and Service Committee meeting are ordinarily conducted and sometimes extraordinarily [quantify].

**(iii) Improve Management of Tuberculosis at Chiradzulu District Health Office**

***Progress Made:***

- One hundred percent (100% ) of service delivery points are conducting systematic TB screening;
- Sixty four percent (64%) Community Sputum Collection Points (CSCPs) have been established and 78% CSCPs are now functional;
- Forty percent (40%) health care workers in active case finding among high risk populations have been trained and funds have been mobilised;
- Thirty two percent (32%) health care workers in TB mining have been trained;
- One hundred percent (100%) of the microscopists have attended refresher course;
- One hundred percent (100%) of the TB registration sites were supervised.

**(iv) Increase Crop and Livestock Productivity**

***Progress Made:***

- Promoting Climate Smart Agriculture – Seven hundred and fifty two (752) hectares out of the targeted one thousand three hundred and fifty seven (1,357) hectares were under Conservation Agriculture (CA); One hundred and sixty nine (169) hectares out of three hundred and two

(302) hectares were under Intercropping/association; Fifteen (15) hectares out of thirty eight (38) hectares CA under Pit planting established; Ninety three (93) hectares out of four hundred and twelve (412) hectares marker ridges established; Five hundred and seventy five (575) hectares out of the targeted four hundred and twelve (412) hectares ridges aligned to contour; Five hundred and seventy five (575) hectares box ridging out of six hundred and seventy five (675) hectares and one hundred and eighty one (181) hectare gully reclamation;

- Established and registered three (3) Cooperatives and this represents one hundred percent (100%) achievement;
- Sixteen (16) farmer groups linked to markets and this represents one hundred percent (100%) achievement of the planned target;
- Gross margin analysis for all the crops was done;
- Provided grants for eighteen (18) various agricultural production activities under SAPP and this represent one hundred percent (100%) achievement of the planned target;
- Conducted schemes rehabilitation in Mpama - Seventeen (17) hectares out of the targeted ten (10) and Ntchema - Ten (10) out of the targeted eight (8) hectares;
- Constructed one (1) new scheme with financial assistance from Malawi Drought Recovery and Resilience Project;
- Conducted four (4) out of the planned five (5) chick pea variety trials.

**(v) Develop Human Resource capacity**

***Progress Made:***

- The Council has been unable to recruit to fill the existing vacancies in all the sectors, eg ten (10) Forestry Assistants

and Professional Foresters following the freezing of recruitment in government.

**(b) Observations and Action Points**

- The Council was commended on the screening and management of TB cases noting that it leads in the whole of Malawi, other Councils were advised to emulate.
- It was noted that there is a high level of political interest/ conflicts in the District that negatively affects performance of the Council. It was resolved that this issue should be pursued further with the parent Ministry for intervention and political guidance by the highest political authorities in its governance structure.
- Noting that the reform on building a shopping mall and a filling station was stagnant, the Council was advised to give the investor a timeframe which if not met the Council needs to move on.

**10.2.6 LUCHENZA MUNICIPAL COUNCIL**

Luchenza Municipal Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Local Councils to:

- Make policy and decisions on local governance and development;
- Consolidate and promote local democratic participation;
- Promote infrastructure and economic development; and
- Mobilize resources within and outside the Council.

**(a) Reforms Areas Implementation Progress**

Luchenza Municipal Council is implementing three (3) approved reform areas namely:

**Reform Area 1: Governance;**

**Reform Area 2: Infrastructure Development; and**

### **Reform Area 3: Revenue Generation.**

Luchenza Municipal Council presented the following progress in its reform areas:

#### **(i) Governance**

##### ***Progress Made:***

- The Service Charter document has been finalised and submitted to Parent Ministry for approval;
- Seven (7) by- laws were advertised for public notice and comments which were not closed yet by date of reporting;
- The Council entered into a partnership agreement with market Committees and the partnership is working. The Revenue collected has increased by 10% .

#### **(ii) Infrastructure Development**

##### ***Progress Made:***

- The Street lights project has been completed with forty (40) light posts installed;
- Sixty percent (60%) of the works for the bus depot are completed;
- Ninety (90%) percent of the hall and stadium rehabilitated;
- Mobilization of materials in progress by CEAR to rehabilitate the rail line from Limbe to Nsanje.

#### **(iii) Revenue Generation**

##### ***Progress Made:***

- Consultations on proposed boundary extension with stakeholders (traditional leaders) in progress, DCs Mulanje, Thyolo and Chiradzulu were visited and informed

about widening of rateable area and the production of the Layout plan is in progress;

- Data collection for Supplementary Valuation Roll (SVR) was done;
- Four (4) Officers have been trained in manure making and the manure are being produced on a pilot basis.

**(b) Observations and Action Plans**

- It was noted that a period of seven (7) months has elapsed since the submission of the draft Service Charter to the parent Ministry. The conference therefore urged the MLG&RD to act and give the necessary feedback to the Council.
- It was noted that Lunchenza had registered progress in infrastructure development i.e. installation of streets lights, construction of bus depot.
- On governance, eight (8) by-laws have been developed and were gazetted, advertised and displayed for public viewing.

**10.2.7 MACHINGA DISTRICT COUNCIL**

Machinga District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Local Councils to:

- Make decisions on local governance and development for the district Council;
- Consolidate and promote local democratic participation;
- Promote infrastructural and economic development through the formulation, approval and execution of district development plans;
- Mobilize resources within the local council for governance and development;

- Maintain peace and security in the district in conjunction with the Malawi Police Service;
- Make by-laws for the good governance of the district council,
- Appoint, develop, promote and discipline its staff;
- Cooperate with other Councils to learn from their experiences and exchange ideas and;
- Perform other functions including the registration of births and death, and participate in the delivery of essential local services.

**(a) Reform Areas and Implementation Progress**

Machinga District Council is implementing (9) approved Reform Areas. **Reform Area 1: Governance;**

**Reform Area 2: Local Economic Development (LED);**

**Reform Area 3. Financial Management;**

**Reform Area 4: Human Resource Management and Development;**

**Reform Area 5: Health Service Delivery;**

**Reform Area 6: Food Security;**

**Reform Area 7: Disaster Risk Reduction and Management;**

**Reform Area 8: Environmental Management;**

**Reform Area 9: Tourism and Heritage Promotion.**

The District Council presented the following progress in its reform areas:

**(i) Governance**

***Progress Made:***

- One (1) Sensitization meetings conducted (seven (7) MPs, fourteen (14) Councillors and sixteen (16) Traditional Authorities (T/A's) participated in the meeting;
- Sixteen (16) consultation meetings conducted in the 16 traditional authorities representing one hundred percent (100%) achievement of the target;

- Four (4) draft by-laws were consolidated. (Education, Forestry, Fisheries, Markets) and only one by-law on Fisheries has been approved;
- All Sectors (Education, Health, Fisheries, Forestry etc) were trained on by-law formulation by the Ministry of Local Government and Rural Development;
- Sixteen (16) Area Development Committees were consulted on the budget priorities - LDF, Malawi Floods Emergency Recovery Programme (MFERP) and Development budget done in line with participatory budgeting process. (projects come from ADC);
- Four (4) Service Committee meetings were conducted including full Council meetings on district priorities.

**(ii) Local Economic Development (LED)**

***Progress Made:***

- One (1) sensitization meeting was conducted;
- A Local Economic Development Plan was developed;
- Six (6) Cooperatives were established;
- One hundred and eighty-six (186) farmers in STA Chipojola trained in beekeeping, value addition, packaging and labelling and MK9,725,000 was realised from the sales;
- One hundred and eighty (180) farmers were trained in mushroom production.

**(iii) Financial Management**

***Progress Made:***

- Lobbying for the decentralisation of the foreign owned business licensing being done through LGAP;
- Piloting of e- ticketing in markets like: Liwonde, Road-block, Chidzanja, bus depot and a Memorandum of

Understanding (MoU) was signed with NITEL who will do the mapping;

- FMB has so far agreed to open the Banking Agency within Council premises and the banking space has already been identified and reserved within the office complex;
- One (1) consultation meeting was held with Physical Planning Department as well as Regional Lands Office (South) on the review and update of the Supplementary Valuation Roll (SVR)/Quinquennial Valuation Roll (QVR);
- The task of counting vendors and setting targets for Ticket Sellers and Revenue Collectors was completed and revenue collectors are now receiving incentives for achieving and surpassing targets;
- The Council has made consultations with Councillors on the need to recruit temporary labourers for ticket selling on commission basis but the Conference emphasised the need for Councils to move to e-ticketing to maximise their revenue collection;
- Services that require sub-contracting have been identified (water kiosks, accommodation, toilets, restaurant); and Procurement of PPP;
- The Council Sub-contracted one (1) restaurant in Liwonde at Council Guest House;
- The toilets at Liwonde Road-block, Chidzanja, and Liwonde Bus depot were subcontracted to a private agent;
- The room for a Mlambe One Stop Service Centre has been identified by the Council at newly constructed office complex and the Centre awaits the completion of the office complex.

#### **(iv) Human Resource Management and Development**

##### ***Progress Made:***

- Management meeting to brief Sector Heads on Performance Management System was done and Sector Heads briefed Sector Workers;
- Council Performance Appraisal has been instituted in which 2017/18 data will be the baseline data;
- Head count was conducted with support from LGAP and redeployment awaits the final head count report.

**(v) Health Service Delivery**

***Progress Made:***

- Maternal Mortality Rate (MMR) was reduced from thirty-nine (39) to twenty-one (21) per 100,000 live births;
- Maternal and Neonatal Health (MNH) by-laws were formulated in nine (9) traditional Authorities (TAs);
- Twenty-five (25) out of fifty-one (51) outreach clinic clinics were conducted;
- Two (2) interface meetings through community scorecard were conducted;
- Piloting the automation of health facilities exercise was not done because it needs a feasibility study and consultations before rolling out.

**(vi) Food Security**

***Progress Made:***

- Site for the construction of a Climate Smart Agriculture Demonstration Centre was already identified in Traditional Authority Chikweo, Designs were already done and Resource Centre Committee was trained on the concept and management of the structure but Construction had not yet commenced.

## **(vii) Disaster Risk Reduction and Management**

### ***Progress Made:***

- One hundred and twenty (120) local artisans from the initial seventy (70) were trained in safer housing construction guidelines under Climate proofing project;
- Three (3) Area Civil Protection Committees (ACPC) were trained in safe housing construction;
- The District Civil Protection Committee (DCPC) was trained in safe housing construction guidelines;
- The Council Procured 25 tanks (13 in TA Nyambi, 12 in TA Chikweo are under construction but nothing has been mentioned about the thirty (30) more tanks which were earmarked to be procured by end December, 2017);  
The district has constructed 25 out of 60 roof top rainwater harvesting structures.

## **(viii) Environmental Management**

### ***Progress Made:***

- Ninety-five (95) hectares out of six hundred hectares (600 ha) are under natural regeneration and tree planting;
- Twelve thousand three hundred and seven (12,307) kilometres from the initial fifty three kilometres (53km) are under gully control;
- Thirty (30) kilometres out of the planned twenty eight six kilometres (28.6km) are under river bank protection.

## **(ix) Tourism and Heritage Promotion**

### ***Progress Made:***

- Two (2) new sites were identified apart from Liwonde National Park-Mawira hot springs and GVH Chindenga for geo-tourism and the process is under way to get the sites formally established. The Department of Tourism and the

Geological Surveys Department visited the sites and the Council is awaiting their recommendations.

**(b) Achievements due to Implementation of Reforms**

- The district has reduced maternal mortality from 39 deaths per 100,000 live births; to 21 per 100,000 live births this year. This is partly due to implementation of reform activities.
- Adoption of Rainwater harvesting techniques which are helping conserve water for domestic usage for backyard gardening as well as household use.



**One of the rain Water Harvesting structures**

**(c) Observations and Action Points**

- It was observed that in other reform areas, the progress report lacked baselines and targets. It was therefore difficult to understand the progress that has been made in such reform areas.
- Machinga District Council has reduced maternal mortality from 39/100,000 to 21/100,000 since it started implementing health sector reforms.

- The Council successfully installed twenty-five (25) rainwater harvest techniques which are helping to conserve water for domestic usage.
- A critical analysis of the progress as submitted by the Council suggests that the Council has slackened in its implementation of the reform areas. There is no tangible development on many reform areas such as Tourism and Heritage Promotion, Disaster Risk Reduction and Management, Food Security and Health Service Delivery. The Council repeated the progress report that was submitted to the PSRMU on 15<sup>th</sup> November, 2017 during their Council Monitoring Exercise.

#### **10.2.8 MANGOCHI DISTRICT COUNCIL**

Mangochi District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Local Councils to:

- To make policy and decisions on local governance and development for the local government area;
- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of urban development plans;
- To mobilize resources within the local government area for governance and development;
- To maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- To make by-laws for the good governance of the local government area;

- To appoint, develop, promote and discipline its staff;
- To co-operate with other Councils in order to learn from their experiences and exchange ideas;
- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reform Areas and Implementation Progress**

Mangochi District Council is implementing five (5) approved reform areas namely:

**Reform Area 1: Local Revenue Generation;**

**Reform Area 2: Food security at household level;**

**Reform Area 3: Tourism Development;**

**Reform Area 4: Maternal and Neonatal Health;**

**Reform Area 5: Environment, Climate Change and Disaster Management**

Mangochi District Council has made the following progress in its reforms areas:

**(i) Local Revenue Generation**

***Progress Made:***

- The Revenue Mobilisation Strategic Plan has now been drafted and awaits approval at the next full Council;
- All market Committees and ten (10) staff out of the planned twenty-five (25) were trained on revenue mobilisation while 15 staff are yet to be trained;
- One (1) market was constructed at Monkey-Bay and it is operational;
- The Council secured MK800 million to fund construction of two (2) more markets at Katuli and Makawa;
- Six hundred (600) plots were demarcated against a target of five hundred (500). However the plots are not yet allocated;

- Six (6) by-laws on Liquor, Occupational Safety, Business, Premises, Market and Food were drafted and approved by the full Council.

**(ii) Food Security at Household Level**

***Progress Made:***

- Area under irrigation upgraded and rehabilitated now is at 2071.6 hectare from 1383.3 hectares, exceeding a target of 1937 hectares;
- Nine hundred and twenty four (924) farmers out of the planned three hundred (300) were trained on irrigation farming and scheme management;
- Funding for the establishment of one (1) Climate Smart Agriculture Centre activity was secured, but yet to be done since Council has to first undertake study tour to Kenya;
- One thousand two hundred and eighty (1280) out of the planned two thousand (2000) farmers were trained in Climate smart Agriculture;
- Thirty nine (39) demonstrations out of the planned forty (40) were done on the use of agro-forestry and conservation agriculture;
- Seventeen thousand seven hundred and six (17,706) farmers were trained in agricultural extension services, bringing cumulative number to 158,138 farmers. The target is one hundred ninety seven thousand and twenty four (197,024) farmers;
- Eight (8) seed banks were constructed to upgrade and construct Disaster Proof Storage Facilities to achieve a ten percent (10%) reduction on post-harvest losses from thirty percent (30%) to twenty percent (20%).

**(iii) Tourism Development**

***Progress Made:***

- Mpale Cultural Village was relaunched as a heritage site.

**(iv) Public, Maternal and Neonatal Health**

***Progress Made:***

- Extension works to the Out-Patient Department (OPD) to accommodate paying services are now ninety percent (90%) complete and the whole Maternity Department will move to the newly constructed Maternity Wing to create more space;
- The order to procure forty (40) beds and forty (40) mattresses for paying wards was submitted to Central Medical Stores Trust (CMST) and the Council is awaiting delivery of items;
- Recruitment of all staff for the paying wards/services was done except for a medical doctor and cashier;
- All planned equipment for the paying ward was procured;
- The planned Four (4) new maternity wings at four health centres were constructed and equipped and would be opening by 1<sup>st</sup> September, 2018;
- Over one hundred (100) health workers were recruited and deployed to the new maternity wings;
- Five (5) ambulances were procured representing a 100% achievement;
- Of the planned two (2) gensets, one (1) genset was procured and the other would be delivered.

**(v) Environment, Climate Change and Disaster management**

***Progress Made:***

- A Disaster Contingency Plan was developed;
- Ninety-eight (98) Village Civil Protection Committees out of the planned one hundred (100) VCPCs were established;
- Twenty (20) Local artisans out of the planned thirty (30) were trained in safer house construction guidelines;
- Seven (7) community sensitisation meetings out of the planned fifteen (15) meetings on safer housing construction guidelines were conducted;
- Thirty-eight thousand five hundred and fifty-one (38,551) homestead trees were planted out of the planned five hundred (500) trees; and all the planned one hundred (100) Community woodlots were established thereby reaching a one hundred percent (100%) mark in the achievement of this activity;
- One hundred and fifty eight (158) cholera sensitisation meetings out of the planned two hundred and eight (208) meetings were conducted;
- One (1) dyke was constructed and this represents one hundred percent (100%) achievement;
- TORs for establishing a District Disaster Fund were developed and they are awaiting approval by District Council.

**(b) Achievements due to Implementation of Reforms**

- Developed a well-articulated Revenue Mobilization Strategy.
- Constructed one (1) market at Monkey- Bay.
- Secured MK 800million funding for construction of two (2) more markets at Makawa and Katuli.

- The area under irrigation is now at two thousand and seventy one (2,071) hectares which represents an increase of 50% with additional eight hundred (800) hectares under construction.
- The Council mounted one hundred and thirty nine (139) demonstration sites under agro-forestry and Conservation Agriculture.
- The Council constructed eight (8) new maternity wings, including a large one at the Boma with a capacity comparable to a central hospital.
- Over one hundred (100) new health workers were recruited and deployed.
- Five (5) brand new ambulances were procured and deployed.
- Close to forty thousand (40,000) homestead were planted with trees and one hundred (100) woodlots were established.
- The District has a detailed disaster contingency plan.

**(c) Observation and Action Points**

- It was noted that the Council made tremendous progress in the health sector reforms including construction and furnishing and installation of medical equipment in the eight (8) new maternity wings including a large one at Boma, recruitment of over one hundred (100 ) new health workers, procurement of eight (8) ambulances with financial assistance from ICEIDA.
- This is a point worth emulating by other Council to make good use of DPs funds and technical assistance.

**10.2.9 MANGOCHI MUNICIPAL COUNCIL**

Mangochi Municipal Council derives its mandate from the following legal frameworks: Section 146 of the constitution of the Republic of Malawi; Section 6 of Local Government Act 1998; Section 6 of the Malawi Decentralization Policy;

The Council is mandated to perform the following functions;

- To make policy and decisions on local governance and development for the local government area;
- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of urban development plans;
- To mobilize resources within the local government area for governance and development;
- To maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- To make by-laws for the good governance of the local government area;
- To appoint, develop, promote and discipline its staff;
- To co-operate with other Councils in order to learn from their experiences and exchange ideas;
- To perform other functions as outlined in the second schedule of the Local Government Act 1998.

**(a) Reforms Areas and Implementation Progress**

Mangochi Municipal Council is implementing seven (7) approved reform areas namely:

**Reform Area 1: Local Governance- Decentralised approach in project implementation;**

**Reform Area 2: Financial Management- Improved revenue collection;**

**Reform Area 3: Physical Planning and Development- Infrastructure Development;**

**Reform Area 4: Environmental Management - Environmental Development;**

**Reform Area 5: Land Management- Land administration;**

**Reform Area 6: Agriculture- Food Security;**

## **Reform Area 7: Tourism- Create enabling environment for domestic market and industrial development.**

The Council presented the following progress in its reform areas:

### **(i) Local Governance - Decentralised Approach in Project Implementation**

#### ***Progress Made:***

- Forty (40) neighbourhood Action Plans were developed for inclusion in the Urban Development Plan (UDP);
- Ten (10) Community meetings done were conducted, one in each ward to promote desired behavior change in developmental issues;
- The Council organized training/orientation for six (6) Ward Development Committees and twenty-four (24) Neighborhood Committees out of fifty (50) Community structures and this represents sixty percent (60%) achievement.

There is prior approval of budgets by full Council before execution.

### **(ii) Financial Management**

#### ***Progress Made:***

- Construction of slaughter houses, One (1) completed at Central market and two (2) in progress at Ntagaluka and Chomba markets;
- Rehabilitation and improving of 3 toilets at Chomba, Ntagaluka and Central markets not done;
- The Council introduced e-ticketing in all the three markets resulting in 33% increase in revenue generation;
- The Lay Out Plan and demarcation of seventy three (73) plots (40x25) at Malangalanga area was completed;
- The Council constructed a Community Stadium, a Conference and a Multipurpose Hall;

- The exercise for extension of Town boundaries is underway.

### **(iii) Physical Planning and Development**

#### ***Progress Made:***

- Ten kilometres and two hundred metres (10.2km) of the roads out of the planned ten (10) kilometres were graded;
- The Council lobbied for construction and upgrading of Five (5) kilometres to bitumen standard with Ministry of Local Government and Rural Development;
- One (1) Town and Country Planning Committee meeting was held;
- Seven (7) water points were constructed and three (3) out of the planned ten (10) were rehabilitated and this represents one hundred percent (100%) achievement;
- Ten (10) water point committees were trained;
- Three (3) kilometres drain out of the planned three (3) kilometres was constructed through Roads Authority;
- All construction projects are given prior approval before implementation.

### **(iv) Environmental Management**

#### ***Progress Made:***

- One and a half (1.5) hectares out of the planned two (2) hectares of land was identified for afforestation;
- Two hundred (200) seedlings out of the planned five hundred (500) seedlings were planted;
- Four hundred and ninety one (491) tonnes out of nine thousand five hundred (9,500) tonnes of waste were collected;
- Training on waste management for business personnel and the community in all the ten (10) wards was conducted.

**(v) Land Management**

***Progress Made:***

- Five (5) radio announcements sessions were aired on land registration;
- Individual land/plot files were opened [numbers needed];
- The Council was granted approval for extension of Town boundaries;
- The Council is awaiting results for the assessment for Municipal status which was conducted by a multidisciplinary team.

**(vi) Agriculture**

***Progress Made:***

- The Council is coordinating with partners that are implementing the homestead integrated farming [name of Partner needed].

**(vii) Tourism**

***Progress Made:***

- The Council is taking care of tourist features of Victoria Memorial Tower World War II 6PR HOTCHKISS gun, Museum, and Commonwealth War Graves. [Validation needed as these sites are not decentralized yet].

**(b) Achievements due to the implementation of the Reforms**

- Introduction of e-ticketing in all markets to improve revenue collection has instilled public confidence and trust through prevention of fraud.
- The Council managed to reach the communities in all the ten (10) wards with safe water through the construction and rehabilitation of water points/kiosks – seven (7) constructed and three (3) rehabilitated.

- Constructed two (2) modern slaughter houses at Chomba Market and Central Market. Another one at Mtagaluka market is in progress.
- Managed to construct the drying beds for liquid waste and construction of land fill for solid waste management in progress.

**(c) Observations and Action Points**

- It was difficult to agree to the progress presented due to lack of baselines, targets, names etc on the claimed reforms progress.
- During the last interaction with the Council in November, 2017, there was hardly any progress made, therefore validation is needed on the progress reported during the Conference.
- However, the general assessment was that the new leadership of the Council had started getting things moving.

**10.2.10 MULANJE DISTRICT COUNCIL**

Mulanje District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Local Councils to:

- Make decisions on local governance and development for the district;
- Promote infrastructural and economic development through District Development Plans;
- Consolidate and promote local democratic participation;
- Mobilize resources within and outside the district;
- Make by-laws which facilitate its' functions;
- Appoint, develop, promote and discipline its staff;
- Cooperate with other Councils to learn from their experiences and exchange ideas;
- Perform other functions such as registration of births and deaths; and

- Participate in the delivery of essential services as may be prescribed by the Act of Parliament.

**(a) Reforms Areas and Implementation Progress**

Mulanje District Council is implementing nine (9) approved reform areas namely:

**Reform Area 1: Financial Management;**

**Reform Area 2: Planning and Development;**

**Reform Area 3: Governance;**

**Reform Area 4: Education;**

**Reform Area 5: Health Services;**

**Reform Area 6: Agriculture and Water Services;**

**Reform Area 7: Tourism Services;**

**Reform Area 8: Disaster Risk Management; and**

**Reform Area 9: Nutrition.**

The Council presented the following progress in its reform areas:

**(i) Financial Management**

***Progress Made:***

- One (1) meeting for Chinakanaka and Mathambi markets to be on Public Private Partnerships was conducted and the proposal was approved;
- The Council initiated electronic market fee deposits;
- Development Committee met to discuss the proposal for the Council to start collecting property rates it is now waiting for full Council approval;
- The Council identified rateable areas but they are yet to write the Ministry of Local Government and Rural Development for approval [names of areas needed].

**(ii) Planning and Development Services**

***Progress Made:***

- The Council conducted participatory budgeting process in all the ten (10) Area Development Committees (ADCs) and this represents one hundred percent (100%) achievement;
- A proposal to develop a Service Charter was accepted by LGAP for support;
- The Council reviewed existing by-laws and drafted the new ones on minibuses, stadium, education and bicycles;
- The Council conducted Community meetings on by-laws but the approval of the by-laws by the full Council is yet to be done.

### **(iii) Governance**

#### ***Progress Made:***

- The Council sourced guidelines for Constituency Development Fund, District Development Fund, Budgeting, Human Resource Devolution, Audit, Public Finance Management and Procurement;
- Members of the Internal Procurement and Disposal Committee were orientated on the guidelines.

### **(iv) Education**

#### ***Progress Made:***

- One hundred and sixty-three (163) schools were provided with School Improvement Grants and this represents one hundred percent (100%) of the targeted schools;
- Fifteen (15) teacher assistants were hired after adding two (2) more from the initial list of thirteen (13) teacher assistants as at 10<sup>th</sup> November, 2017;
- Thirty four (34) shelters were constructed under School Improvement Grants after adding twenty two (22) shelters to the initial list of twelve (12) as at 10<sup>th</sup> November, 2017;

- Twenty four (24) classrooms were constructed and some are under construction [target needed].

**(v) Health Services**

***Progress Made:***

- Fourteen (14) Health Centre Advisory Committees (HCACs) were formed out of the planned eighteen (18) but only four (4) HCACs were supervised because of staff turn-over;
- One (1) out of the planned two (2) HCAC monitoring and evaluation field day was conducted;
- Standard Operating Procedures (SOPs) were drafted and reviewed;
- The revised establishment for Health Surveillance Assistants (HSAs) was submitted to the Ministry of Local Government for consideration.

**(vi) Agriculture and Natural Resources**

***Progress Made:***

- Twenty one (21) Clusters and fourteen (14) Mindandanda out of the targeted fourteen were established;
- Three hundred and eighty six (386) participatory field days out of the planned four hundred and twenty one (421) were conducted;
- Four hundred and eighty one hectares and four metres (481.4 hectares) out of the planned three three hundred and forty (340) hectares were put under conservation agriculture;
- Six hundred and two and a half hectares (602.5 hectares) garden ridges were re-aligned against the planned six hundred and thirty (630) hectare of garden ridge realignment;

- One hundred and twenty three (123) hectares of cassava were established;
- One hundred and twenty one (121) hectares of sweet potatoes were established;
- One thousand four hundred and twenty five (1,425) goats were distributed;
- Three (3) schemes out of the planned five (5) were rehabilitated and 188 hectares of land was put under irrigation;
- One hundred and twenty one (121) taps or service lines (gravity-fed piped water supply systems) were connected and are functional.

**(vii) Disaster Risk Management**

***Progress Made:***

- One (1) District Contingency Plan was produced;
- One (1) District Civil Protection Committee (DCPC), Three (3) Area Civil Protection Committees (ACPCs) and twenty (20) Village Civil Protection Committees (VCPCs) were trained in Disaster risk management;
- Five hundred and forty (540) Housing Groups were formed but they are yet to be trained in the construction of safer and disaster resistant structures.

**(viii) Tourism Services**

***Progress Made:***

- Council members were engaged and sensitized on tourism services;
- The advertisement on prospective partners for PPP arrangement in the management of tourist ventures through the Website and Business Forum was done by the Ministry of Trade, Industry and Tourism and the same was presented at the Investment Forum in May 2018.

**(ix) Nutrition**

***Progress Made:***

- Twenty five (25) Nutrition awareness meetings were conducted;
- Fifty eight (58) Nutrition Promoters were trained;
- Five hundred eleven (511) Care Groups were trained on nutrition interventions;
- Twenty seven thousand two hundred seventy three (27,273) Backyard gardens were established;
- Four hundred one (401) rabbits were procured and 353 were distributed to 168 households;
- Two thousand six hundred (2,600) Black Austrope Chickens (Mikolongwe) were procured and twelve thousand five hundred seventy seven (12,577) were distributed to 1289 households;
- Twenty (25) fish ponds were constructed;
- Two (2) Irrigation schemes were established and six (6) were rehabilitated;
- Ninety three (93) cooking demonstrations were conducted;
- One thousand six hundred fifty (1,650) Information, Education and Communication (IEC) materials were distributed and six thousand (6,000) Committee members were trained.

**(b) Achievements due to Implementation of Reforms**

- Formulation of by-laws which are to be presented for Council approval will assist in the delivery of services.
- Participatory planning and budgeting was done in all Area Development Committees. This generated projects from within the Village Action Plans and District Development Plans for

implementation in 2018/18 FY. Furthermore, copies of the budget reports were shared to the people and the process has generated trust between Council and Citizens.

- The Council has constructed 34 classroom shelters through SIG and various Partners thereby reducing the Classroom-Pupil Ratio.

**(c) Observations and Action Points**

- It was observed that order of reforms presentation was not consistency in line with approved format. The Council was therefore advised to stick to the order of reforms as approved to ensure consistency and for easy tracking of progress.
- It was observed that in some reform areas, Targets and Baselines were not given eg “governance, tourism, disaster risk management, nutrition” this makes it difficult to track progress delivered.
- The Conference noted that the Council had made substantial progress in the implementation of reforms since initiation of reforms. However, the Council repeated the progress that was submitted to the PSRMU in November, 2017 when the team was monitoring the implementation of reforms by all Councils in the Country. This connotes stalled progress since November, 2017.

#### **10.2.11 MWANZA DISTRICT COUNCIL**

Mwanza District Council’s function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Local Councils to:

- To make policy and decisions on local governance and development for the district;
- To consolidate and promote local democratic participation;
- To promote infrastructural and economic development through District Development Plans;
- To mobilize resources within and outside the District;
- To make by-laws which facilitate its functions;
- To appoint, develop, promote and discipline its staff;
- To perform other functions such as registration of births and deaths and participate in the delivery of essential services as may be prescribed by the Act of Parliament.

**(a) Reforms Areas and Implementation Progress**

Mwanza District Council is implementing seven (7) approved reform areas namely:

**Reform Area 1: Financial Management – i. Expand revenue base  
ii. Managing Wage Bill;**

**Reform Area 2: Good governance;**

**Reform Area 3: Education & Sports Services: i. Improved quality of primary education ii. Sports Programmes for Schools;**

**Area 4: Trade- Promotion of value addition for agricultural produce**

**Reform Area 5: Community Development & Social Services- i. Adult Literacy Programme ii. Improved child protection service delivery;**

**Reform Area 6: Agriculture & Water - i. Improved food security  
ii. Water Development;**

**Reform Area 7: Environmental Management- i. Improved waste management, ii. Improved natural resources management, iii. Climate Change Interventions;**

**Reform Area 8: Improved Disaster Risk Management;**

**Area 9: Eco-Tourism Infrastructure Development**

Mwanza District Council presented the following progress in its reform areas:

**(i) Eco-Tourism Infrastructure Development**

***Progress Made:***

- Security Fence at the Recreation Centre has been constructed;
- Platform for holding functions, shelter, toilets still under construction;
- Land acquisition for a Three-Star Hotel, Shopping Mall, Office Space Complex and the Market was finalised and the assessment for compensation and lease process is underway.

**(ii) Water Development**

***Progress Made:***

- Intake point and screening tank has been constructed at Thambani Gravity Fed Water Scheme

**(iii) Improved Revenue Base**

***Progress Made:***

- Border toll fee not yet started;
- Construction works of a perimeter brick fence for the Community Ground was at foundation level;
- Perimeter fence for the Council Rest House was constructed;
- Four (4) sets of Port Health Screening equipment were procured by World Health Organisation (WHO).

**(iv) Improved Quality of Primary Education**

***Progress Made:***

- Created two hundred and ten (210) out of the planned seventy (70) Community Reading Centers (CRCs) where learners go to read after the school day;

- All learners in senior classes take part in standardized Standard 7, Zonal Mock Examinations;
- School Management Structures (SMCs and PTAs) were revamped in fifty-five (55) schools which were targeted with support from Save the Children and this represents one hundred percent (100%) achievement of the target.

**(v) Community Development and Social Services**

**Adult Literacy Programme**

- Twelve (12) sensitization meetings were conducted and forty (40) Community Literacy Workers (CLWs) were identified out of which 30 CLWs were trained.

**(v) Improved food security**

***Progress Made:***

- Five hundred and twenty nine (529) out of the planned five hundred (500) hectares of land is under conservation agriculture;
- Seven thousand three hundred and sixty one (7,361) fruit trees out of the planned one hundred and fifty thousand (150,000) were planted under conservation agriculture;
- Procured boar bucks and a total of four hundred and eighty three (483) local goats out of the planned one thousand (1000) were crossbred with boar goats which gave birth to two thousand and twenty eight (2,028) kids;
- Constructed five (5) irrigation schemes whereby forty eight (48) hectares out of the planned fifty (50) hectares is under cultivation.

**(b) Achievements due to Implementation of Reforms**

- Infrastructure development at Thambani Gravity Fed Water Scheme.
- Construction of five (5) irrigation Schemes.

**(c) Observations and Action Points**

- The Council was not systematic in its presentation of the progress report in its reform areas and it was difficult to track progress in the implementation of the reforms. It appears that some of the approved reforms were either abandoned or that they were being implemented piecemeal. There was generally lack of focus in the implementation of the approved reforms by Mwanza District Council.
- Most Outputs for the reform areas were not reported on.
- On eco-tourism infrastructure development, the Conference noted that Pacific Limited was taking long to commence construction of a three-star Hotel and Shopping Mall. The Council was advised to put a timeframe and give the investor deadlines to ensure progress.

**10.2.12 NENO DISTRICT COUNCIL**

Neno District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Local Councils to:

- Promote infrastructural and economic development through District Development Plan;
- Promote local democratic participation;
- Give policy directions and decisions on local governance and development for the district;
- Promote primary health care services;
- Mobilize resources within and outside the District;
- Maintain peace and security in the district in conjunction with the Malawi Police Service;

- Make by-laws to facilitate council functions;
- Appoint, develop, promote and discipline Council staff;
- Perform other functions such as registration of births and deaths and participate in the delivery of essential services as may be prescribed by the Act of Parliament.

**(a) Reforms Areas and Implementation Progress**

Neno District Council is implementing eight (8) approved reform areas namely:

**Reform Area 1: Human Resource Management;**

**Reform Area 2: Local Revenue Generation;**

**Reform Area 3: Improve Health Service Provision;**

**Reform Area 4: Local Governance - Improved Coordination with stakeholders;**

**Reform Area 5: Information Communication & Technology;**

**Reform Area 6: Natural Resource Management;**

**Reform Area 7: Improve the quality of education in the district;**

**Reform Area 8: Improve usage of Mtengula Irrigation scheme**

The Council presented the following progress in its reforms areas:

**(i) Human Resource Management**

***Progress Made:***

- Created a feedback forum for subordinates to section and sector heads on performance;
- Introduced time management books in eighty-four (84) offices out of the planned ninety (90).

**(ii) Enhanced Revenue Generation**

***Progress Made:***

- Four (4) market revenue collectors on commission basis were introduced out of the planned four (4);

- One (1) Revenue Collection Desk Officer was identified and this represents one hundred percent (100%) achievement of the target.

**(iii) Coordination with stakeholders**

***Progress Made:***

- Three (3) of the planned three (3) Sector specific Stakeholder Coordinating Committees (Health, Education, Agriculture) were established;
- Thirty-six (36) stakeholders coordinating meetings were conducted representing one hundred percent (100%) achievement.

**(iv) Natural Resource Management**

***Progress Made:***

- Natural resource management by-laws were developed [names needed];
- Twenty (20) awareness campaigns on the by-laws were conducted out of the planned twenty-five (25);
- Twenty (28) enforcement patrols on by-laws were conducted out of the planned twenty-four (24)

**(v) Food Security**

***Progress Made:***

- Conducted ten (10) sensitization meetings out of the planned ten (10) meetings on land ownership and Usage;
- Land Use Agreements between Land Owners and Commercial farmers were not developed because there is need for more sensitization meetings on land legislation.

**(vi) Improved Health Service Provision**

***Progress Made:***

- Six thousand five hundred and fifty-two (6,552) women out of the planned thirty two thousand (32,000) within the reproductive age group were screened and referred for Family Planning Services (FPS);
- Eighty-five (85) out of the planned fifty (50) Community awareness campaigns were conducted.

**(b) Observation and Action Points**

- The Council was not consistent in the presentation of the progress in its reform areas making it difficult to track progress in the implementation of the reforms. Some of the approved reforms were skipped and not reported on such as Reform Area 5: Information Communication & Technology; Reform Area 6: Natural Resource Management; Reform Area 7: Improve the quality of education in the district; Reform Area 8: Improve usage of Mtengula Irrigation scheme.
- The Council was advised to report following the approved order of reform areas and the report to cover all reform areas even if there is no progress.

**10.2.13 NSANJE DISTRICT COUNCIL**

Nsanje District Council derives its mandate from the following legal frameworks: Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998, and Section 6 of the Malawi Decentralization Policy. Under Section 6 of Local Government Act 1998, the Council is to perform the following functions;

- To make policy and decisions on local governance and development for the local government area;

- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of urban development plans;
- To mobilize resources within the local government area for governance and development;
- To maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- To make by-laws for the good governance of the local government area;
- To appoint, develop, promote and discipline its staff;
- To co-operate with other Councils in order to learn from their experiences and exchange ideas;
- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reforms Areas and Implementation Progress**

Nsanje District Council is implementing seven (7) approved reform areas namely:

**Reform Area 1: Irrigation and Food Security;**

**Reform Area 2: Disaster Risk Management;**

**Reform Area 3: Health Service Delivery;**

**Reform Area 4: Revenue Collection Enhancement and town planning;**

**Reform Area 5: Information Communication and Technology;**

**Reform Area 6: Forestry, Environment and waste management;**

**Reform Area 7: Improve the quality of education in the district.**

The Council presented the following progress in its reform areas:

**(i) Irrigation and Food Security**

***Progress Made:***

- One (1) Sugarcane Growers Cooperative was formed in TA Mbenje against the planned five (5);
- Procurement of one (1) small scale produce processing plant for value addition is underway out of the planned nine (9);
- Two (2) Solar powered irrigation schemes are operational;
- No livestock Cooperative was formed and there is no Community based Commercial fingerling Centre which has been established;
- Investment in commercial livestock farming has not been done.

**(ii) Disaster Risk Management**

***Progress Made:***

- One hundred (100) Village Civil Protection Committees (VCPCs) and ADCs on Early Warning Systems were revamped;
- All the planned multipurpose safe havens have been constructed out of the planned three (3);
- One hundred and ten (110) VCPCs have received the search and rescue equipment.

**(iii) Health Service Delivery**

***Progress Made:***

- Construction of a paying ward facility is earmarked to start during the first quarter in the 2018/19 financial year.

**(iv) Enhanced Revenue Collection and Town Planning**

***Progress Made:***

- Two (2) Layout plans for Tengani and Bangula were developed;
- Introduce property rates – not done;

- Processing of title deeds for government property under Education was underway;
- Introduce Environmental fees for quarrying, sand mining and brick making ventures – not done.

**(v) Forestry, Environment and Waste Management**

***Progress Made:***

- One Moringa Farmers' Cooperative was formed and 2000 trees planted;
- Investment in Eco tourism in Matandwe forest reserve was not done;
- The construction of the purpose made dumping site was not done and therefore no progress;
- The Council did not outsource liquid waste management services and therefore there was no progress in this regard.

**(vi) Improved Quality of Education in the District**

***Progress Made:***

- Introduce solar powered air-conditioned community libraries with ICT equipment (in partnership with MACRA) - Three (3) Libraries out of the planned eight (8) were constructed at Boma, Tengani and Muona;
- The Council failed to administer standardized Examinations for form two (2).

**(b) Achievements due to Reforms Implementation**

- One of the major achievements is that Nsanje District Council has improved on revenue generation as property register has helped to track income from rentals.
- The solar powered Irrigation technology has improved food security in the district.

**(c) Observations and Action Points**

- It was agreed that unless quantified the above stated achievements are invalid. The Council was therefore advised to quantify the gains that have been made in revenue generation and on improved food security in the district.
- The Council did not report progress on *Reform Area 5: Information, Communication and Technology*.
- Nsanje District Council was commended for its first ever progress report on reforms. It was noted that most reform areas were at process level. The Council was urged to respect the need for constant interactions between the Council and the Public Sector Reforms Management Unit.
- The Council was requested to state how the paying services were fairing and how the funds were being managed. It was noted that plans to introduce the paying services were hatched to minimize challenges in the health sector and that they were targeting clients from Mozambique.
- Collaboration with people outside the public service is important and Councils should not be involved in direct business ventures. The best model is to enter into a PPP arrangement where councils could benefit from user fees. There was therefore no need for Nsanje District Council to establish its own irrigation farm because this activity can be undertaken by private entrepreneurs. Councils should engage with stakeholders to achieve planned reform areas.

**10.2.14 PHALOMBE DISTRICT COUNCIL**

Phalombe District Council derives its mandate from the Local Government Act number 42 of 1998 and the revised Local Government Act of 2010. This is also provided for in Section 146 of the Constitution of the Republic of Malawi and Section 6 of the Malawi Decentralization Policy (1998). The Council is mandated to:

- Promote infrastructural and economic development through District Development Plan;
- Promote local democratic participation;
- Give policy directions and decisions on local governance and development for the district;
- Promote primary health care services;
- Mobilize resources within and outside the District;
- Maintain peace and security in the district in conjunction with the Malawi Police Service;
- Make by-laws to facilitate council functions;
- Appoint, develop, promote and discipline council staff;
- Perform other functions such as registration of births and deaths and participate in the delivery of essential services as may be prescribed by the Act of Parliament.

**(a) Reform Areas and Implementation Progress**

Phalombe District Council has sixteen (16) approved reform areas:

**Reform Area 1: Agriculture,**

**Reform Area 2: Disaster Management,**

**Reform Area 3: Education,**

**Reform Area 4: Environmental Management, and**

**Reform Area 5: Finance Management,**

**Reform Area 6: Forestry Management,**

**Reform Area 7: Gender,**

**Reform Area 8: Health,**

**Reform Area 9: Irrigation,**

**Reform Area 10: Planning & Development,**

**Reform Area 11: Social Welfare,**

**Reform Area 12: Sports,**

**Reform Area 13: Tourism,**

**Reform Area 14: Works,**

**Reform Area 15: Water,**

**Reform Area 16: Youth**

The Council presented the following progress in its reform areas:

**(i) Agriculture**

***Progress Made:***

- One (1) of the five (5) Cooperatives was established. Chinangwa Cooperative has already started producing high quality flour from cassava. It has a membership of eighteen (18);
- Three (3) out of eight (8) agriculture produce markets centres were established with one hundred and one (101) farmers as members.

**(ii) Education**

***Progress Made:***

- Eighty-eight (88) Primary Schools from Std 5-8 learners have legible handwriting representing one hundred percent (100%) achievement of the target;
- All Primary School learners in Standards five (5) to eight (8) take standardized examinations;
- The interventions in education are paying dividends as shown by the following facts:
  - ▶ 2016-PSLCE pass rate - 91.1%, Position number 1 in the country
  - ▶ 2017-PSLCE pass rate - 90.6%, Position 3 in the country
  - ▶ 2018 - Phalombe bounced back to number one (1) and the PSLCE pass rate for the district was 93.15%

**(iii) Environmental Management**

***Progress Made:***

- Constructed four (4) out of the planned six (6) market toilets using modern technologies with funding from United Purpose (UP);

- Sixty-eight (68) out of the one hundred forty-seven (147) hotspot catchment management were undertaken support from LDF and other partners.

#### (iv) **Financial Management**

##### *Progress Made:*

- Approval was granted by Full Council to outsource Migowi Executive Motel (MEM);
- Notice for registration of all bicycle taxis was given and would end in July, 2018;
- Price schedule for push and other motor bikes was approved by the Finance Committee and is awaiting full Council approval;
- Paying toilets were not yet introduced;
- Commissioned market agents not yet recruited due to lack of support on the initiative by Councilors;
- Council markets not yet leased;
- Land use and structural plans not yet developed.

#### (v) **Health**

##### *Progress Made:*

- New guidelines for the training of Health Centre Advisory Committees on roles and responsibilities accessed, developed and shared budget for trainings with partners for support, Conducted TOT for district trainers and sensitization of all the seventeen (17) health facilities on the importance of HAC done;
- Two (2) campaigns to market Family Planning Commodities in the district were conducted and one thousand two hundred twenty-four (1,224) women reached. The women are still accessing family planning methods through other routine avenues;

- Mentorship was provided to birth attendants during regular supportive supervision. A total of thirty-four (34) out of one hundred and twenty-four (124) skilled birth attendants have so far been mentored.

**(vi) Irrigation**

***Progress Made:***

- Gravity fed irrigation scheme constructed - Wowo Irrigation Scheme (300ha) out of the planned four hundred (400) hectares is under construction with funding from Programme for Rural Irrigation Development (PRIDE);
- Twenty (20) out of the planned three hundred (300) hectares of solar-based irrigation schemes (Malo and Mathithi) were being developed with funding from WFP.

**(vii) Planning and Development**

***Progress Made:***

- Working partnership with district partners/NGOs/CSOs signed - The Memorandum of Understanding (MoU) and Service Agreement were developed and signed with forty-nine (49) CSOs (Council and CSO Network);
- Participatory planning and budgeting with six (6) ADCs facilitated - not yet commenced;
- Development of three (3) urban structure plans for semi-urban areas facilitated - One (1) proposal developed and submitted for possible funding to LDF.

**(viii) Forestry Management**

***Progress Made:***

- Fast growing tree species promoted on 105 ha - Fifty (50) hectares planted with one million two hundred and fifty

thousand (1,250,000) seedlings and awaits survival rate assessment;

- Natural regeneration promoted on 100 ha - Twenty-six and a half (26.5) hectares protected and regenerated;
- Forest based enterprises: bee-keeping promoted - Two group (2 ) Groups out of the planned twenty (20) trained in bee keeping and making of energy saving cooking stoves under SRWIHL (ADB Water Project);
- Bamboo tree planting promoted on 45ha – not yet done;
- Five (5) hectares out of the planned one hundred (100) hectares of Jatropha tree species for soap making planted by individual farmers with support from United Purpose.

**(ix) Water Sector**

***Progress Made:***

- Two (2) Water Users Associations (WUAs) for two water supply schemes, Phalombe Major and Sombani were formed and this represents one hundred percent (100%) achievement of the planned target.

**(x) Youths**

***Progress Made:***

- Youth resource center constructed - The Site for a Youth Centre was identified in TA Mkhumba and the Communities have mobilized fourty thousand (40,000) bricks; and the Council is lobbying for funds for construction of a Youth Centre.

**(b) Achievements due to Implementation of Reforms**

- The district has two (2) competent trainers of HAC who underwent TOT training.
- Facilitated formation of two (2) Water User Associations.

- Offered standardized tests for learners from standard five (5) to standard eight (8) for two consecutive years.
- Improved Learner Achievement rates at National Level during School Leaving Certificate Exams.
- Establishment of four vibrant cooperatives.
- Three (3) irrigation schemes being developed, two of which are solar based.

**(c) Observations and Action Points**

- It was observed that the Council did not make a progress presentation on the following reform areas: *Reform Area 2: Disaster Management, Reform Area 7: Gender, Reform Area 11: Social Welfare, Reform Area 12: Sports, Reform Area 13: Tourism, and Reform Area 14: Works.*
- The Council was urged to present progress for all reform areas even when there is nil progress. In the same vain it was urged to present the numbering of reform areas as was approved in the interest of consistency and easy progress tracking.
- The Conference noted that implementation progress on the reform on the establishment of Migowi Executive Lodge had stalled. Since November, 2017; an advert on the renting out the Lodge had not been placed in the newspapers. Therefore the Council was advised to fast track the implementation of this activity by inviting expressions of interest speedily.
- Phalombe District Council managed to conduct standardized primary school examinations which has in turn translated into high national pass rates of students in the district.

### 10.2.15 THYOLO DISTRICT COUNCIL

Thyolo District Council derives its mandate from the Local Government Act number 42 of 1998 and the revised Local Government Act of 2010. This is also provided for in Section 146 of the Constitution of the Republic of Malawi and Section 6 of the Malawi Decentralization Policy (1998). The Council's mandates are to:

- Make policy and decisions on local governance and development for the local government area;
- Consolidate and promote local democratic institutions and democratic participation;
- Promote infrastructural and economic development through the formulation, approval and execution of urban development plans;
- Mobilize resources within the local government area for governance and development;
- Maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- Make by-laws for the good governance of the local government area;
- Appoint, develop, promote and discipline its staff;
- Co-operate with other Councils in order to learn from their experiences and exchange ideas;
- Perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

#### (a) **Reforms Areas and Implementation Progress**

Thyolo District Council is implementing six (6) approved reform areas namely:

**Reform Area 1: Improved Administrative Infrastructures;**

**Reform Area 2: Improved Governance;**

**Reform Area 3: Improved Health Service provision;**

**Reform Area 4: Improved Revenue Generation;**

**Reform Area 5: Improved Human Resources Management; and**

**Reform Area 6: Improved Food Security.**

The District Council presented the following progress in its reform reforms areas:

**(i) Improved Administrative Infrastructures**

***Progress Made:***

- Construction of an office complex block started and is at foundation stage, representing two percent (2%) completion rate;
- The Council is still mobilising resources for Urban Structure Plans development in trading centres, currently it has sourced K8, 000,000 from MUST to develop Urban Structure Plan for Goliati Trading Centre.

**(ii) Improved Governance**

***Progress Made:***

- Fourteen (14) ADCs and sixty-seven (67) old VDCs (Community structures) have been revamped (The Council is yet to institute ADCs in seven (7) newly elevated chiefs);
- Five (5) ACPCs in five (5) ADCs and fifteen (15) VCPCs revamped and functional (Currently working with Story Workshop to revamp the remaining ones);
- Three (3) quarterly budget review meetings conducted with the final one to be conducted end July, 2018;
- The process of Service Charter development started with developing one for the Education Sector;
- Seventeen (17) sectors have devolved except for Works, Physical Planning, Tourism and Information. The Ministry of Local Government and Rural Development (MLGRD) to speed up the process.

**(iii) Improved Health Services Provision (Maternal Health)**

***Progress Made:***

- The district has managed to reduce thirty (30) maternal deaths to two (2) in six (6) months; [mention them];

- Eighty seven percent (87%) of health facilities have at least two (2) midwives as compared to fifty percent (50%) in the baseline period;
- Referrals system has been fixed as the Council has employed eight (8) new drivers who are placed in hard to reach Health Facilities;
- Five thousand four hundred and two (5,402) Pregnant women attended Ante-Natal Clinic (ANC) representing sixty five percent (65%) compared to forty six (46%) where only three thousand eight hundred and twenty three (3,823) women attended the ANC prereforms;
- Increase in deliveries by skilled personnel from thirty two percent (32%) in the baseline to seventy five percent (75%).

**(iv) Improved Revenue Generation (Enhanced revenue base)**

***Progress Made:***

- The Council is still discussing the matter of introducing ground rent for all communication towers with concerned Ministries i.e. Ministries of Information and Trade and Industry on best way forward. The Council was advised to take a leaf from Chikwawa District Council who won a case against Airtel after litigation;
- On Estates licensing, Council presented the idea to Tea Association of Malawi and is waiting for feedback;
- The construction of a modern stadium has just started (at three percent (3%) completion rate);
- The Council wrote proposal for construction equipment (Excavator and Loader) for hire to DFLA who have since approved the Council's proposal to procure the equipment (currently waiting for a no objection from ODPP to procure the equipment);

- The Council is in the process of identifying land for construction of a bus depot.

**(v) Improved Human Resource Management and Performance**

***Progress Made:***

- Fifty percent (50%) of the extension workers are residing in their catchment areas and others are residing relatively away from their working areas due to accommodation challenges;
- Fifty (50%) of staff are adhering to reducing waiting time for services at the office by clients, as people start work at 7:30am and knocking off at 4:30 pm
- Outputs “Monthly reports produced and submitted and Staff appraised annually” whose estimated completion date is 30 June 2017 were not done.

**(vi) Improved Food Security**

***Progress Made:***

- Seventeen (17%)-two thousand four hundred and seventy (2470) out of fourteen thousand eight hundred and fifty (14850) of Hectares have been developed into irrigation;
- In the period under review two hundred and fifty-five (255) hectares had been developed representing 10.3% of developed area.

**(b) Observations and Action Points**

- It was noted that the Council did not report some agreed reform areas Outputs which are: *Reform Area: Improved Education Services - Girls kept in schools and school blocks constructed; Reform Area: Improved Food Security - Increased food diversification through learning centres, Increased maize productivity, Promote start-up livestock for production, Increased*

*fish production, Food processing technologies introduced, Decentralized mechanization.*

- The Conference in general and Thyolo in particular were advised to adhere to the reporting matrix which is all inclusive. Progress reporting has to be consistent leaving no agreed reform areas and Outputs unreported.
- The Conference noted that time management in Thyolo District Council is one success story that should be embraced by all Councils. The District Commissioner (DC) Thyolo, explained that the culture of time management at Thyolo District Council Secretariat was inculcated through the following measures:
  - ▶ Issuance of a Circular letter to all sector Heads and members of staff highlighting the importance of observing punctuality
  - ▶ Exemplary behaviour of the leadership of leading through actions.
  - ▶ Support by heads of the sectors
  - ▶ Management by walking.
- The Conference agreed that Leadership is central in the implementation of reforms and that team work and coordination (esprit de corps) is very critical.
- The Councils were advised to follow standards when building structures to avoid accidents. They should always observe guidelines for standards of construction for government buildings.

#### **10.2.16 ZOMBA CITY COUNCIL**

Zomba City Council's mandate is derived from Local Government Act of 1998 and the Decentralisation Policy and the Council is mandated to:

- Make decisions on local governance and city development;

- Consolidate and promote local democratic institutions and democratic participation;
- Promote infrastructural and economic development;
- Mobilise resources for governance and development;
- Engage and provide facilities for higher/university education, research, and raining responsive to the needs of Malawi, Africa and the whole world; and to encourage the advancement and dissemination of learning and research;
- Maintain peace and security;
- Make by-laws for good governance;
- Appoint, develop, promote and discipline staff;
- Participate in the delivery of essential social services.

**(a) Reforms Areas and Implementation Progress**

Zomba City Council is implementing six (6) approved reform areas namely:

**Reform Area 1: Improve Urban Governance and Decentralisation;**

**Reform Area 2: Enhance Revenue Mobilisation;**

**Reform Area 3: Improve Environmental Management and Climate Change Adaptation;**

**Reform Area 4: Promote Cultural Heritage and Eco-Tourism;**

**Reform Area 5: Enhance Management and Financial Systems;**

**Reform Area 6: Encourage Research and Innovation**

The Council presented progress in the following reforms areas:

**(i) Improve Urban Governance and Decentralisation**

***Progress Made:***

- Conducted two (2) sets of meetings engaging front line and middle level staff to prepare health sector devolution plan for Zomba City (urban);

- Drafted by laws which were validated by the Ministry of Local Government and Ministry of Justice [names of by-laws needed];
- Two (2) town planning functions of development control for town ranging services and acting as Secretariat for Zomba Town Planning Committee are earmarked for transfer from the Department of Physical Planning to City Council;
- Six (6) pieces of land identified for Zomba City Council and block plan for one (1 ) piece of land prepared [names of pieces of land needed];
- Developed TORs for Bloc Leaders and conducted meetings with urban chiefs;
- Introduced the construction of high rise/double storey standard classroom blocks to the Ministry of Education Science Technology (MoEST) but rejected. The Council is still discussing with MoEST but there are strong indications that the Council will be allowed to proceed because the current designs for the new school sites are for double storey classroom blocks;
- The Council proposed to facilitate upgrading entry qualification of teachers from PTCE to Diploma in Primary Education but MoEST has indicated that the proposal is not within their policy;
- Seventeen (17) Head Teachers and seventeen (17) Deputy Teachers sensitized and adopted professional dressing and this represents one hundred percent (100%) achievement.

**(ii) Enhance Revenue Mobilisation**

***Progress Made:***

- Engaged NICO Holdings and Press Properties on joint investments for Shopping Mall, Low Cost Housing and Refuse Recycling;
- Engaged Reserve Bank of Malawi on the possibility of issuing Municipal Bond for investment;
- Procurement underway for feasibility study for construction and management of shopping Mall Complex;
- Rolled out e-ticketing to all eight (8) Council markets [names needed];
- Rolled out e-ticketing to Zomba Bus Depot and currently planning to roll it out to car park such as Central market, Flea market, ring road, Namiwawa Road, Bus Depot taxi rank and Blue Gum Avenue;
- Establishment of formal night markets at Chinamwali, City market, Sadzi, Mpunga and Ngongomwa trading centres being planned;
- Introduced Solar Streetlights around Flea Market but the night market has not yet been popularized;
- Currently integrating the streets and open spaces initiative with MACRA Addressing Project;
- Four thousand (4,000) properties assessed and captured into billing system for the flat city rates in unplanned areas; and billing and invoicing in progress,
- Created and serviced one hundred and fifteen (115) residential plots to be allocated at Thom Allan by 31<sup>st</sup> August, 2018,
- Introduced the issue of extending city boundaries at collaboration meetings with the District Council, but there are signs of resistance from some chiefs. The Council will continue to sensitize the stakeholders. The Urban Structure Plan will be reviewed soon and the one will provide the extent of City extension.

**(iii) Improve Environmental Management and Climate Change Adaptation**

***Progress Made:***

- Two (2) Community Forest Management Committees established and relevant by-laws at City level developed [names of by-laws needed];
- Three (3) Community tree nurseries established in Mtiya, Chikanda and Thundu;
- One (1) partial layout plan for upgrading slums prepared for Thom Allan Location; Sensitization meetings conducted at Thom Allan and Namalaka locations; Cadestral Survey done, road construction and compensation for the planned part of Thom Allan to be done;
- Installed three hundred (300) Solar Streetlights;
- Acquired three (3) manual concrete block moulding machines and entered into partnership with two private Concrete block producers [names of investors needed];
- Zomba Town Planning Committee has adopted the use of Sustainable Construction Materials Regulations (2018) from NCIC.

**(iv) Promote Cultural Heritage and Eco-Tourism**

***Progress Made:***

- Council approved proposal to acquire Zomba State House and use it to establish a heritage centre/convention centre comprising a hotel, conference hall and museum; and formal request was submitted to the Office of the President and Cabinet (OPC);
- Establishment of a Heritage Zone will be done as part of Urban Structure Plan review in the first half of 2018/19 financial year;

- Likangala/City park layout plan completed in collaboration with SAFE using Landscape Architect from United States of America (USA);
- Drafted Eco- Tourism Guidelines for the City.

**(v) Enhance Management and Financial Systems for the Council**

***Progress Made:***

- Restructuring is in phases starting with staff retirements, Council conducted layoff on retirement basis and so far thirty one (31) have since been retired;
- Forty (40) industrial staff retired without replacement – as right sizing process;
- Out of five (5) members of staff earmarked to be oriented on IFIMIS project management module, no one has been trained because the training has not been rolled out yet;
- It was planned to outsource targeted functions to the private sector. So far Security is contracted out. Council is in the process of outsourcing water supply in the markets and gradual outsourcing of cleansing services is underway.

**(vi) Encourage Research and Innovation**

***Progress Made:***

- Draft partnership protocol developed and engaged Malawi Adventist University and Malawi Polytechnic;
- Engaged Chancellor College to assist in the review of Council Strategic Plan;
- Engagement of students from all Universities in Malawi for internships for responsive programme is ongoing. The Council engaged students from all Universities in Malawi.

**(b) Observations and Action Points**

- It was observed that the presentation omitted targets and baselines and as such, the progress made could not be appreciated concisely. The Council was advised to always use the reporting format from PSRMU that is all inclusive.
- The Zomba City Council requested for delineation of city specific services e.g. vetting of passports in order for the city residents to acquire such services from the City Council and not from the District Council.
- Zomba City Council also requested for the transfer of town planning functions in line with sector devolution plan.
- Zomba City Council lamented that most of the land is either public or customary land and therefore, it was important for government to facilitate transfer of such land parcels to the city for development.
- The City also requested the Ministry of Local Government and Rural Development to come up with a clear position on the status of block leadership in cities.
- It was noted that the City Council was not properly guided on the introduction of high rise double storey buildings for primary schools which currently is not allowed by Ministry of Education because it is outside their policy jurisdiction.
- The Conference noted that the City Council wanted to turn Zomba State House into a heritage and tourism centre. The Public Sector Reforms Management Unit (PSRMU) advised the Council to submit a formal request for the conversion of the State House into a heritage and tourism centre as it is still in use by the State Residences.

### 10.2.17 ZOMBA DISTRICT COUNCIL

Zomba District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Zomba District Councils to:

- Make policy and decisions on local governance and development for the local government area;
- Consolidate and promote local democratic institutions and democratic participation;
- Promote infrastructural and economic development through the formulation, approval and execution of urban development plans;
- Mobilize resources within the local government area for governance and development;
- Maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- Make by-laws for the good governance of the local government area;
- Appoint, develop, promote and discipline its staff;
- Co-operate with other Councils in order to learn from their experiences and exchange ideas;
- Perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

#### (a) **Reform Areas and Implementation Progress**

Zomba District Council is implementing twelve (12) approved reform areas namely:

**Reform Area 1: Financial management services;**

**Reform Area 2: Good governance;**

**Reform Area 3: Human resource management;**

**Reform Area 4: Agriculture and Fisheries services;**

**Reform Area 5: Child and Youth Development Services;**

**Reform Area 6: Education Services;**

- Reform Area 7: Community Services;**
- Reform Area 8: Health Services;**
- Reform Area 9: Forestry Extension Services;**
- Reform Area 10: Urban Planning and Development;**
- Reform Area 11: Tourism Services;**
- Reform Area 12: Disaster Risk Management Affairs**

The District Council presented the following progress in its reform areas:

**(i) Financial Management Services**

***Progress Made:***

- Six out of the planned seven (7) markets have been constructed since 2016: Thondwe, Chimseu, Chingale, Masaula, Mayaka and Songani. All are occupied and revenue generation has improved (over 50% of previous 2017 collections);
- Jali Bus Depot is under construction [level needed];
- Kachulu Rest house was rehabilitated;
- The construction of Council Lodge will be completed by December 2018;
- Performance of Revenue Staff improved due to continued support and commitment by management [statistics needed]

**(ii) Good Governance**

***Progress Made***

- **Output 1: Audit queries reduced**  
Ninety five percent (95%) Audit queries reduced and retention of stakeholder trust and development partners' confidence in the Council;
- **Output 2: Communication strategy developed**  
Communication Strategy developed;

- **Output 3: Translate Service Charters into local languages**

Progress not given;

- **Output 4: Improved transparency in management of development programmes**

Progress not given.

### (iii) **Human Resource Management**

#### *Progress Made:*

- Individual Sector Heads Performance Agreements in place and improved service delivery.

### (iv) **Agriculture**

#### *Progress Made:*

- **Output 1: Access to Agricultural extension services improved:**

Two thousand and eighty-five (2,085) lead farmers identified and out of out of a planned target of two thousand (2000);

Two thousand three hundred and ten (2,310) out of the planned five hundred demonstrations conducted and 483 out of 1000 field days have been conducted in order to promote productive technologies;

- **Output 2: Small stock livestock promoted**
- **Output 3: Crop production diversified**
- **Output 4: Promote irrigation farming**
- **Output 5: Promote dietary diversification**
- **Output 6: Capture fisheries production increased**

Progress for the above six (6) outputs was not given.

### (iv) **Child and Youth Development Services**

#### *Progress Made:*

- Communities mobilised and five (5) out of the planned four sites identified for establishing youth resource centres to improve access to information and services by young people;
- Three (3) orientations done and fifteen thousand (15,000) trees planted during youth initiative week (June 2019). This motivated the youth to offer free and abundant labour;
- Seven (7) Health centres out of the planned thirty five (35) have been accredited as Youth Friendly Health Services (YFHS) providers.

**(v) Education Services**

***Progress Made:***

- Enhanced teaching and learning by reducing high pupil/teacher ratio;
- Capacity of Std 8 teachers in questioning and marking skills improved and improved examination results;
- Standardised tests administered to all senior classes in every term.

[Targets, baselines, ratios needed to confirm progress]

**(vi) Health Services**

***Progress Made:***

- Three (3) partners Coordination meetings were conducted;
- Twenty-four (24) Joint Planning and Implementation meetings were conducted;
- Twenty-one (21) Memorandum of Understanding signed with twenty one (21) partners.

**(vii) Infrastructure Development**

***Progress Made:***

- Gwaza and Mmambo Maternity Wing under construction;
- Proportion of facilities with internet facilities is now at 41%;
- Chinguma Health Post was at roofing level in July, 2018;
- Construction of Maternity Wing on Chisi Island not yet started.

**(viii) Community Services**

***Progress Made:***

- Instructors supported with one hundred and twenty (120) boxes of chalk as Teaching and Learning materials;
- Four (4) male adult literacy centres established.

**(b) Achievements due to implementation of Reforms**

- Joint Planning has led to Joint Health Financing. To achieve the 2017/18 targets, the ideal budget was MK 3,329,761,778. Out of this, the Council managed to source MK1, 950,151,346.80 from the Health Partners while the ORT budget is at MK 359,780,000 and this represents fifty-nine (59%) financing by partners. The joint planning has resulted in enhanced health financing that can easily be tracked.
- Improved real-time drug ordering from thirty four (34%) to ninety nine (99%) leading to reduced stock outs of drugs (There is one hundred percent (100%) Timely Drug Ordering).
- New Service Level Agreements (SLA) and MoUs for ten (10) CHAM facilities are ready to be signed. Over eighty percent (80%) of Health Centre Based structures trained in their roles. (Fifty percent (50%) of Local Governance Structures have been trained). There is good collaboration between Health Facilities and Community structures.

- **Market infrastructure improvement**



**Market Shade at Mayaka, Zomba**

**(c) Observations and Action Points**

- It was observed that for some reform areas, Targets, Baselines, statistics were not given e.g. *“Good Governance, Education Services, Health Services, Community Services”* this makes it difficult to track progress delivered.
- It was observed that the Council was selective in its progress presentation and did not make a progress presentation on several reform areas e.g. *“Forestry Extension Services, Tourism Services, Disaster & risk Management”* and Outputs as mentioned in the text above.
- The Council was urged to present progress for all reform areas even when there is nil progress. In the same vain it was urged to present the numbering of reform areas as was approved in the interest of consistency and easy progress tracking.
- The Management of Zomba District Council was requested to collaborate with the Zomba City Council in the development of new urban centres. It was noted that the City Council would be expanding into the jurisdiction of the District Council and therefore it was important for urban district planning to be integrated with district plans.

- The Conference advised the Council to plan for rural urban centres and Zomba District Council had already demarcated plots at Jali, Mayaka and Chingale Rural Growth Centres.
- The Council had instituted measures to ensure that vendors who trade along the roads instead of trading in designated places were evicted.

## 10.3 NORTHERN REGION

### 10.3.1 MZUZU CITY COUNCIL

Functionality of Councils in Malawi is largely provided for in Section 146 of the constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Local Government Act mandates councils among them Mzuzu City Council to:

- Make decisions on local governance and development for the City;
- Promote infrastructural and economic development through Urban Development Plans;
- Consolidate and promote local democratic participation; and
- Mobilize resources within and outside the City for its operations.

#### (a) Reforms Areas and Implementation Progress

Mzuzu City Council is implementing five (5) approved reform areas namely:

**Reform Area 1: Governance;**

**Reform Area 2: Infrastructure Development;**

**Reform Area 3: Local Revenue Generation;**

**Reform Area 4: Waste Management System; and**

**Reform Area 5: Environmental and Natural Resource Management.**

Mzuzu City Council presented the following progress in its reform areas:

#### (ii) Governance

##### *Progress Made:*

- A total of twelve (12) planned financial reports were produced and displayed on notice boards;
- More than four (4) planned interface meetings with the community were conducted;

- The Mzuzu Civil Society Organization Network was revamped and it holds a number of meetings on different thematic areas;
- Service Charter was consolidated and it was being edited for submission to the Human Resources ( HR) service Committee.

### **(iii) Infrastructure Development through Public Private Partnership (PPP)**

#### ***Progress Made:***

- Design of car park under way at Kawiluwilu;
- Layouts of new estates (A6) have land reserved for car parks;
- A paying car park was established at Jombo opposite Taifa market;
- Privatisation of Mzuzu City Park and Shopping Mall - PPP meetings and staff orientation held. TORs drafted and presented to Privatisation Commission. Call for Application for a feasibility study of a Shopping Mall advertised; and preliminary activities for the Park done using Local Development Fund (LDF) and to continue with next cycle;
- Construction of an Office Complex – Six and a half (6.5) hectares of land acquired; Consultant procured and designs made and presented to all parties; Geotechnical survey done, waiting for results; and Contractor identified and waiting to be awarded the contract;
- Rehabilitation of Mzuzu Stadium – a total of four hundred (400) chairs procured for VIP stands; New VIP toilet constructed; five (5) panels ( brick walls) constructed where there were Planning Office and more to be done;
- A total of ten (10) kilometres of roads upgraded to bitumen standards ( Luwinga, Chiputula-Katawa, SOS,

Chibavi and Mchengautuwa) with pedestrian tracks and good drainage; and Streetlights have been installed in all of these roads;

- Rehabilitation of sewer ponds and construction of sewer lines – Sewer ponds have been rehabilitated at Nkhorongo, much of the work was done by Red Cross; and Mzuzu City Council (MCC) carried out the concrete paving of the ponds and quarry filling for infiltration.

#### **(iv) Local Revenue Generation**

##### ***Progress Made:***

- Revenue Enhancement Strategic Plan (RESP) was developed and implementation is on-going. RESP aims at enhancing local revenue generation by 80% by 2019;
- Council experienced an increase in revenue generation of thirty six million kwacha (MK36,000,000) against the expected collection of two hundred and sixty million kwacha (MK 260,000,000) since implementation of RESP;
- Introduced car park fee at Jombo;
- The Council has introduced internet banking with FDH bank ( one click facility);
- Plans are underway to introduce payment of city rates through mobile banking;
- The Council introduced e-ticketing in some ventures and there were plans to roll out;
- Use of summons on payment of rate defaulters – John Tennyson Attorneys issued two thousand two hundred and fifty one (2,251) summons though not all were distributed and the City was able to collect about MK36 million through the summons against the expected collection of MK 260 million;

- A total of four hundred and thirty eight (438) plots (residential and commercial) were allocated to developers under high, medium and low density category,
- A total of five hundred nineteen (519) plots out of nine hundred and fifty seven (957) were reserved for re-location of disaster prone area residents.

**(v) Improved Waste Management System**

***Progress Made:***

- State of the art Msiro Waste Management Facility was established and was officially opened by the First Lady of Malawi in May, 2017;
- Wastes are managed using the 4R's (Reduce, Re-use, Recover and Recycle);
- A total of four thousand and seventy-five (4,075) tonnes of waste were collected and managed at Msiro Facility;
- The degradable waste is used by Parks Department to make manure.

**(vi) Improved Environmental and Natural Resource Management**

***Progress Made:***

- Fire breaks were constructed around all reserved areas in Lupaso, Mchengautuwa, Msongwe, Luwinga and Zolozolo East;
- A total of fifteen thousand (15,000) trees were planted during the 2017/18 tree Planting season against the target of twenty thousand (20,000) trees due to lack of afforestation project by LDF;
- Ward Development Committees were oriented on nursery production and woodlot establishment and management through LDF catchment approach;

- Draft report on Mzuzu City State of Environment and Outlook would be submitted to Environmental Affairs Department (EAD) before submission to the Full Council for approval.

**(b) Major Achievements due to Implementation of Reforms**

- Involvement of the political arm (Councillors) in interfacing with the community especially the vending community has seen a greater progress on tackling illegal vending in Mzuzu.
- Upgrading of roads to bitumen standard with all the ancillary facilities like pedestrian walkways, cycle ways, streetlights and drains reduced cyclists and pedestrian accidents. This has led to Mzuzu being rated the best implementer of Road Rehabilitation Programme (RRP) by recent Roads Fund Administration (RFA) Audit.
- There is a remarkable increase in revenue through the creation of nine hundred and fifty seven (957) plots (Four hundred and thirty eight (438) for revenue generation and five hundred and nineteen (519) for disaster prone residents).
- Construction of the VIP toilet at Mzuzu stadium has raised the standard of the stadium.
- Display of financial reports has greatly enhanced transparency and increased trust among residents.
- Transformation from crude dumping of waste to waste management through four (4) R's has raised the status of Mzuzu. Many Councils and Organisations are coming to Mzuzu to learn from the City.
- The revamping of Mzuzu Civil Society has improved the relationship between MCC and development partners. It has resulted into a vibrant City Executive Committee (CEC).



**Mzuzu City Park under establishment**



**Tarmac road at Luwingu**



**Rehabilitated Sludge Ponds at Nkhorongo, Mzuzu**

**(c) Observations and Action Points**

- The PSRMU advised the Council to indicate the baseline and targets when reporting about progress in the implementation of the reforms. PSRMU commended the Councils for registering improvements during the period under reporting.
- The Conference commended Mzuzu City Council on plot development and road infrastructure but noted that it was important to ensure proper management of the environment and check against developments in hilly areas. The integration of the low, medium and high density in the plot demarcation exercise was a positive development.
- On service delivery, Mzuzu City Council had registered an increase in pass-rate in basic education and the City Clinic was upgraded to a health centre
- The Councils were encouraged to enter into partnerships to fast track the implementation of the reforms as was the case with Mzuzu City Council which worked together with the Red Cross on waste management system.

**10.3.2 M'MBELWA DISTRICT COUNCIL**

M'mbelwa District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates M'mbelwa District Council to:

- Make policy and decisions on local governance and development for the local government area;
- Consolidate and promote local democratic institutions and democratic participation;
- Promote infrastructural and economic development through the formulation, approval and execution of urban development plans;

- Mobilize resources within the local government area for governance and development;
- Maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- Make by-laws for the good governance of the local government area;
- Appoint, develop, promote and discipline its staff;
- Co-operate with other Councils in order to learn from their experiences and exchange ideas;
- Perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reform Areas and Implementation Progress**

M'mbelwa District Council is implementing four (4) approved reform areas namely:

**Reform Area 1: Revenue Mobilization,**

**Reform Area 2: Enhanced Food Crop Production;**

**Reform Area 3: Improved Service Delivery; and**

**Reform Area 4: Improved Governance.**

The Council presented the following progress in its reform areas:

**(i) Revenue Mobilization**

**1. Completion of the Formulation of the Urban Structure Plan**

***Progress Made:***

- The Council was expected to sell six hundred (600) plots after development of detailed lay-out plans. The Council had engaged the Regional Commissioner for Physical Planning in the Northern Region to formulate the detailed lay-out plans;
- The Council did not report on the progress of this activity which was earmarked to be completed by December, 2017.

## 2. Boosting Revenue Base for the Council

### *Progress Made:*

- The Council was expected to report on the progress several *Outputs on Reform Area 1: Revenue Mobilization* which was to be carried out in the third quarter of 2017/18 financial year. However the report did not highlight any progress in this regard.
- The omitted Outputs are the following:
  - ▶ *Output 1: Parking areas created, and parking fees introduced for minibuses and taxis at Jenda, Ekwendeni and Mzimba Boma;*
  - ▶ *Output 2: Six hundred (600) plots sold after development of detailed lay-out plans;*
  - ▶ *Output 3: Market Centres at Jenda, Ekwendeni and Erukweni operationalized.*

## 3. Construction of a Commercial Business Complex

### *Progress Made:*

- The commencement of the construction of Mzimba Boma Executive Lodge – currently the structural designs have been finalised awaiting construction works to start this financial year. The lodge will have modern facilities like one hundred (100) executive rooms, conference halls, swimming pools and other recreation facilities. Once completed, the facility will boost the revenue base of the Council, promote tourism as well as changing the face of Mzimba Boma.

**(ii) Improved Service Delivery – Improved Health Care Services**

***Progress Made:***

- Introduction of paying services at Mzimba District Hospital – the rehabilitation of the paying ward was at completion stage in July, 2018;
- The facility was expected to be operational during the financial year 2018-2019. The Paying ward will provide the alternative and convenience for those clients who can afford. Above all the facility will assist to raise revenue for the hospital and help to address some of the financial challenges of the hospital;
- The Council did not report progress on the following outputs: *Output 2-Introduction of five (5%) levy to all partners in the Health Sector, Out-put 3-Introduction of Health Fund at Primary level care and Out- put 4-Ceding of all local revenues to Local Councils.*

**(iii) Enhanced Food Crop Production – Promotion of Crop and Dietary Diversification**

***Progress Made:***

- Fifty-two thousand and six hundred (52.6) hectares of cassava and twenty-four thousand and three hundred (24.3) hectares of sweet potatoes were cultivated;
- Seventeen (17) fish ponds were constructed and stocked with over forty thousand (40,000) fingerlings;
- The Council did not report progress on the following outputs: *Output 3: Small livestock and fish production enhanced, Output 4: Agriculture Infrastructure Development Fund established; Output 5: Extension workers houses and field offices built;*

## **(b) Observations and Action Points**

- The Council was selective in reporting progress. In addition to the unreported Outputs stated above, *on Reform Area 2: Output 1: Standardised tests for standards five to eight prepared and administered, Redeployment of teachers planned and implemented, Reform Area 3: Improved Service Delivery – health service: Output 2: New and expanded public private partnership through signing of service level agreements between CHAM facilities and MOH established;* was also not reported.
- The Council was advised to write a comprehensive progress report in line with the agreed reform areas and per the reforms matrix and submit for vetting of PSRMU. It was further advised to always consult with PSRMU in order to be effective in the reform implementation process.
- The Council was advised to check against unplanned settlements on Western part of the Boma (John and Kafoteka areas). It was responded that the reform on Urban Structure Plan was introduced to deal with shanty housing structures such as John and Kafoteka. Councils were encouraged to emulate Mzimba District Council to produce Urban Structure Plans for their respective Bomas and trading centres.
- M'mbelwa District Council was encouraged to engage an investor for the reform the construction of the Lodge because it is not the mandate of government to construct and manage a business venture.

### **10.3.3 CHITIPA DISTRICT COUNCIL**

Chitipa District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Chitipa District Council to:

- To make policy and decisions on local governance and development for the district;
- To consolidate and promote local democratic institutions and democratic participation;
- To promote infrastructural and economic development through the formulation, approval and execution of the District Development Plans;
- To cooperate with other councils to learn from their experiences and exchange ideas;
- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services as may be prescribed by the Act of Parliament;
- To maintain peace and security in the district for governance and development;
- To make by-laws for the good governance of the district;
- To appoint, develop, promote and discipline its staff;
- To co-operate with other Assemblies in order to learn from their experiences and exchange ideas;
- To perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reforms Areas and Implementation Progress**

Chitipa District Council is implementing six (6) approved reform areas namely:

**Reform Area 1: Service Delivery;**

**Reform Area 2: Financial Management;**

**Reform Area 3: Demand Driven Extension Services;**

**Reform Area 4: Infrastructure Development;**

**Reform Area 5: Settlement Plan;**

**Reform Area 6: Climate Change Adaptation.**

Chitipa District Council presented the following progress in its reforms areas:

**(i) Revenue Mobilisation**

***Progress Made:***

- The Council did not report any progress on the status of construction works for Markets at Mbirima; Boma; Kapilinkhonde; and Ibugulira;
- No progress was reported on *Outputs: collection of Excise tax at Chitipa Customs Office, Decentralisation of tax from companies, Decentralisation of revenue from forestry products and resources, introduction of food handler fees and introduction of property rates;*
- No progress was given on any Output for **Reform Area 2: Financial Management** which the Council decided to call “**Revenue Mobilisation**”.

**(ii) Infrastructure Development**

***Progress Made:***

- Construction of a New Chamber through the District Development Funds at process level and therefore no progress was reported;
- Construction of Chitipa Stadium currently being used by Chitipa United as its home ground but not included in the initial reform areas;
- Construction of Office Complex is at process level and therefore no tangible progress was reported. The proposal has been submitted to Local Development Fund for consideration;
- No progress was reported on devolution of road construction and maintenance fund to district councils
- No progress was reported on Output “Health centers upgraded to rural hospitals and community hospitals by constructing theatres and Laboratories”.

**(iii) Service Delivery – Establishment and Renovation of Paying Ward**

***Progress Made:***

- New wing was renovated through funding from ONSE but the report lacked details on whether the ward is operational or not.

**(iv) Demand Driven Extension Services**

**Output 1: Dipping Service Charge/Fees promoted**

***Progress Made:***

- Rehabilitated five (5) dip tanks out of the planned five (5) in Lufita EPA – Nyami, Chinunkha, Kaseye, and Nachitipa and in Chisenga Extension Planning Area at Kayilizi Dip tank;
- No progress report was submitted on *“Community awareness meetings on dipping fees and implementation of environmental safeguards”*;

**• Output 2: Provision of demand - driven services established**

***Progress Made:***

No progress report was submitted on Conduct awareness meetings on *“service on a fee” to all development structures; Conduct public consultations on types of services that farming communities should pay for;*

**• Output 3: Commercialization of Smallholder Farming Systems through subsidies enhanced**

***Progress Made:***

- ▶ Availability of and access to improved seed by productive farmers through seed multiplication initiatives – twenty (20) farmer groups identified
- ▶ Establish Strategic Agricultural Markets (Livestock & Crops) in Chisenga, Mwamkumbwa and Lufita Extension Planning Areas - no progress

- ▶ Establish one Agricultural commodity cooperative in each of the six Extension Planning Areas – Five (5) Cooperatives trained
- ▶ Establish Agribusiness forums and conduct Agricultural Fairs – One (1) Agriculture Fair conducted

**(b) Observations and Action Points**

- The Conference was greatly concerned about the simplicity, vand inconsistency of the report. It was observed that there was general slackness by the Council as most critical reform areas and outputs were not reported on an indication that reforms implementation is stalled.
- In addition to the omissions stated in the text above, the Council did not give a progress report on **Reform Area 5: Settlement Plans and Reform Area 6: Climate Change Adaptation.**
- The PSRMU advised the need for a working session with the Council to refresh it on the Reform Implementation Process; matrix and format of reporting including targets, baselines, ratios, percentages etc.
- Chitipa District Council was asked to highlight the initiatives that have been taken to enhance revenue generation. The Council indicated that it will increase the sources of revenue by demarcating plots on the land which was previously occupied by Malawi Young Pioneers and hire of its tractor.
- The Council explained that process to upgrade Nthalire Health Centre was halted because the health centre at Mahowe helped to decongest the population that was being served at Nthalire. The construction of another health centre at Therere will therefore ease pressure at Nthalire and therefore, there would be no need to upgrade the hospital at the moment.

#### 10.3.4 KARONGA DISTRICT COUNCIL

Karonga District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Karonga District Council to:

- Make policy and decisions on local governance and development for the local government area;
- Consolidate and promote local democratic institutions and democratic participation;
- Promote infrastructural and economic development through the formulation, approval and execution of urban development plans;
- Mobilize resources within the local government area for governance and development;
- Maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- Make by-laws for the good governance of the local government area;
- Appoint, develop, promote and discipline its staff;
- Co-operate with other Councils in order to learn from their experiences and exchange ideas;
- Perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

##### **(a) Reform Areas and Implementation Progress**

Karonga District Council is implementing Five (5) approved Reform Areas namely:

**Reform Area 1: Revenue Generation and Financial Management;**

**Reform Area 2: Community Participation, Local Development and Governance;**

**Reform Area 3: Disaster Risk Management;**

**Reform Area 4: Coordination and collaboration with Political leaders;**

## **Reform Area 5: Social Services Delivery.**

The Council presented the following progress in its reform areas:

### **(i) Revenue Generation and Financial Management**

#### ***Progress Made:***

- Managed to consult four (4) Area Development Committees (ADCs) out of the planned six (6) on budget formulation and this represents sixty seven percent (67%) achievement;
- Budget meetings for the Technocrats and full Council were successfully done in April 2018;
- Fifteen (15) staff finance personnel were trained in IFMIS in 2017 while twelve (12) were trained in 2018. More staff were trained than the planned two (2) because the Council was supported by National Local Government Finance Committee;
- Fifty two (52) Weekly checking of the system through the revenue collectors banking reports was being done instead of the planned six (6). Weekly checks were realised to be realistic hence the achievement of fifty two (52);
- The Internal Audit Committee was reconstituted in the first week of November, 2017;
- Four (4) financial reports out of the planned four (4) were presented before the service committees and consequently Full Council on quarterly basis and this represents one hundred percent (100%) achievement;
- The Council managed to do all the three (3) revenue campaigns by 30<sup>th</sup> June 2018 and this represents one hundred percent (100%) achievement;
- The Council did not implement the Revenue target setting system and Best revenue performing centre system. The Comprehensive revenue strategic plan was not developed and the Council failed to install individual utility meters in

Council owned business premises out of the planned three (3) premises.

**(ii) Community Participation, Local Development and Governance**

***Progress Made:***

- All the six (6) ADCs were engaged in various development activities either directly by the Council or partners;
- Ten (11) out of the planned five (5) Notice boards for the purpose of public information display were introduced in ten (10) Teacher Development Centres (TDCs) through Education Office and one was introduced at TA Wasambo office;
- Three (3) out of the targeted five (5) Suggestion/Feedback boxes were placed in strategic public places, at the DEMs office, DHO and Town Council offices;
- One set of by-laws were formulated for Education Sector only out of the planned two (2). The process to formulate consolidated Council by-laws was under way and it will continue once the National Initiative For Civic Education (NICE) releases the next tranche of funding for the process;
- No Local Development Documents (District State of Environment Report-DSOER, Socio-Economic Profile, and District Development Plans (DDP) out of the targeted three were updated because of resource constraints.

**(iii) Disaster Risk Management**

***Progress Made:***

- Managed to train nine (9) Civil Protection Committees (CPCs) out of the targeted six (6) in disaster management areas;
- Updated Disaster Planning Documents (Disaster Risk Management Plan (DRMP) and Contingency Plan.

**(iv) Coordination and collaboration with Political leaders**

***Progress Made:***

- All ten (10) Councilors and five (5) Members of Parliament were oriented on development guidelines;
- Two (2) Development planning forums with politicians, Councilors, chiefs and other stakeholders were conducted through service committees and Full Council;
- The Coordination workshop with political leaders was not conducted because of resource constraints.

**(v) Social Services Delivery**

***Progress Made:***

- All ten (10) hard-to-reach schools were provided with either two (2) or three (3) new teachers through equitable teacher redeployment exercise in Karonga as of 30th June 2018;
- Robust school inspections and supervisions schedule was developed and is in use;
- Health workers performance and reward system document was still being developed;
- The Council developed a health workers training and development plan;
- Thirty three (33) Agriculture extension workers were given refresher training on various extension services and this represents one hundred percent (100%) achievement;
- Five (5) Agricultural Extension Services staff members were provided with motorbikes under ASWAp-SP (AEDCs Vinthukutu, Nyungwe, Lupembe, Mpata and Kaporu South) and this represents one hundred percent achievement.

**(b) Observations and Action Points**

- The Conference noted that the Council has made substantial progress in the implementation of reforms since inception of the process as evidenced by their achievements and performance in some key out-puts;
- However it was noted that the report presented was not different from the one given in the last interaction with PSRMU in November, 2017; this connotes stalled implementation between that period and July, 2018. The Council was urged to engage another gear so that reforms implementation picks up and is managed efficiently and effectively.

### 10.3.5 LIKOMA DISTRICT COUNCIL

Likoma District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Likoma District Council to:

- Make policy and decisions on local governance and development for the local government area;
- Consolidate and promote local democratic institutions and democratic participation;
- Promote infrastructural and economic development through the formulation, approval and execution of urban development plans;
- Mobilize resources within the local government area for governance and development;
- Maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- Make by-laws for the good governance of the local government area;
- Appoint, develop, promote and discipline its staff;
- Co-operate with other Councils in order to learn from their experiences and exchange ideas;
- Perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reforms Areas and Implementation Progress**

Likoma District Council is implementing three (3) approved Reform Areas namely: **Reform Area 1: Resource Mobilisation; Reform Area 2: Governance; Reform Area 3: Infrastructure.**

The Council presented the following progress in its reform areas:

**(i) Resource Mobilisation**

***Progress Made:***

- **Wakwenda Retreat Lodge on Chizumulu Island – The** New operator was selected after a competitive bidding process. The contract was signed with the new operator and has since started offering the services; [dates needed]
- **Likoma Jiko Boat –** the boat was handed over to the operator. The maintenance of the boat was still going on since the boat had not been operating for a long period; [dates needed]
- **Fishing Gear by-laws –** the fishing gear by -laws are yet to be finalised but a number of sensitisation meetings at different levels were conducted by the Council. Since the by- laws on fishing gear are very sensitive, they are being handled at a considerable pace so that we engage all relevant stakeholders.[number of of sensitisation meetings needed]
- **New Boat for the Council –** National Local Government Finance Committee (LGFC) will provide resources to the Council to procure a boat during the 2018/19 Financial Year to ease transportation problems and generate resources for the Council. [how much funds needed]

## **(ii) Infrastructure Development**

### ***Progress Made:***

- The Council is currently constructing an office block that will accommodate almost all the Directorates and some sectors under a single roof ; [cost of office block]
- The Council managed to procure land for the construction of staff and District Commissioner's house and another piece of land for the construction of staff houses; [cost of the land]
- The construction of the staff houses is underway and it was expected to be completed in July 2018; [at what level]
- Materials for the DC's house were procured, contractor identified and land clearing has started; [dates and costs]
- Mocho Primary School Block was at ring beam level; [percentage level]
- Government included the construction of the jetty in the national budget of 2017/18 Financial Year, and the issue is being handled by the Ministry of Transport and Public Works. The site was identified and Environmental impact assessment study has already been done. Motor Engil was selected as the Contractor of the Jetty. [dates]

## **(iii) Governance**

### ***Progress Made:***

- In order for the Council to promote active citizen participation at all levels of the Council structures, the Council started involving the VDC and ADC committees in all Council activities such as budget formulation and development projects identification; [nature of involvement, number of times]
- The Council has also included funds for refresher training for VDCs and ADCs in the 2018-19 Financial Year budget to improve efficiency of the committee's involvement and

participation in all Council business to meet the Council agenda; [amount of funds]

- To promote financial transparency, the Council produces financial reports that are displayed on the Council Notice Boards and are presented in different meetings including the Finance Committee and full Council; [number of financial reports, meetings and nature of meetings];
- All the service committees of the Council hold a minimum of one (1) meeting each quarter of the financial year where financial reports and all Council activities are scrutinised before being presented to the full Council;
- Radio programmes/panel discussions on Likoma Community radio discussing developments and other council activities; [numbers]
- The council has appointed a PRO as the contact between the Council and citizens.

**(b) Achievements due to Implementation of Reforms**

- Office block at gable level is expected to be completed by end of 2018/19 Financial Year.
- The Staff houses will be completed by 31<sup>st</sup> July 2018.
- Wakwenda Lodge and Jiko Boat are fully under Public and Private Partnership (PPP) arrangement .
- All financial transactions are captured in the IFMIS for accountability and transparency.

**(c) Observations and Action Points**

- It was observed that the progress report was like a comprehension with no figures, ratios, and percentages to indicate targets, baselines and achievements. The PSRMU therefore advised for a refresher for the Council on the standard progress reporting.

- The Conference noted that two facilities at Likoma District Council which were let out under a Public Private Partnership (PPP) arrangement had not started bearing fruits.

### 10.3.6 NKHATA BAY DISTRICT COUNCIL

Nkhata Bay District Council's function is provided for in Section 146 of the Constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (Amendment 2010) and Section 6 of the Malawi Decentralization Policy(1998). The Local Government Act Cap. 22:01 of the Laws of Malawi mandates Nkhata Bay District Council to:

- Make policy and decisions on local governance and development for the local government area;
- Consolidate and promote local democratic institutions and democratic participation;
- Promote infrastructural and economic development through the formulation, approval and execution of urban development plans;
- Mobilize resources within the local government area for governance and development;
- Maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- Make by-laws for the good governance of the local government area;
- Appoint, develop, promote and discipline its staff;
- Co-operate with other Councils in order to learn from their experiences and exchange ideas;
- Perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reforms Areas and Implementation Progress**

Nkhata Bay District is implementing ten (10) approved reform areas namely:

**Reform Area 1: Improve Collaboration and Coordination;**

**Reform Area 2: Improved Planning;**

**Reform Area 3: Health Revenue;**

**Reform Area 4: Food and Nutrition of Patients;**

**Reform Area 5: Learner Performance in National Examinations;**

**Reform Area 6: Governance and Access;**

**Reform Area 7: Food Security;**

**Reform Area 8: Monitoring and Evaluation;**

**Reform Area 9: Public Works Program; and**

**Reform Area 10: Improve Transparency and Accountability in Social Protection.**

The Council presented the following progress in its reform areas:

**(i) Improved Collaboration and Coordination**

***Progress Made:***

- Public Private (NGOs) Partnerships MoU was signed and an Implementation working committee is in place; [dates, names of partners]
- Public Private (Private Companies) Partnerships MoU was drafted and the signing has not been done. [dates, names of partners]

**(ii) Improved Planning**

***Progress Made:***

- Consultation done with all the stakeholders and the drafting is in progress to update the Revenue Enhancement Strategic Plan (RESP). [dates, names of stakeholders]

**(iii) Health Revenue**

***Progress Made:***

- Introduction of paying health services has not started due to the unavailability of the business plan and shortage of staff;
- Selling of medical gas was stopped due to the Gas Plant which has not been working since September 2017. The gas plant is now up and running but the buyers have gone back to Afrox;
- Hospital hostel being rented out at MK10, 000 per room per month.

**(iv) Food and Nutrition of Patients**

***Progress Made:***

- MoU with Malawi Prisons Service is in place and the Council was supplied with eighty-eight (88) bags of maize in the 2017/18 farming season.

**(v) Improved Learner Performance - Introduction of standardized tests in Primary and Secondary Schools**

***Progress Made:***

- District Examinations Committee was formed and is in charge of nineteen (19) zonal Examinations Committees;
- Eighty three percent (83%) of the teachers were trained by the office and Primary Education Advisors (PEAs) in TDCs;
- Three tests were administered for Standards 4 – 8 and were monitored by the DEM office,
- Two (2) planning meetings for MSCE Mock Examinations and two (2) meetings for Form Two (2) Examinations were conducted with cluster leaders and all heads;
- Three (3) Heads of Department meetings were conducted at district and cluster level.

**(vi) Food Security**

***Progress Made:***

- Farm input subsidy Programme was implemented to the targeted twelve thousand and seven hundred (12,700) farmers and this represents one hundred percent (100%) achievement. The Council is expecting an increase of yield in the 2018-2019 farming season;
- Improved Small stock management and livestock production through farmer based approach is on course through participatory farmer training and pass on programs. Ninety (90) farmers were trained and are undertaking vaccination and basket rearing; three hundred (300) I two vaccines were procured and fourty five thousand (45,000) out of the planned one hundred thousand (100,000) farmers were oriented in basket rearing.

**(vii) Improve Transparency and Accountability in Social Protection (Council Revenue)**

***Progress Made:***

- The Finance Committee of the Council did not approve the proposal for revenue collectors to remit payments for user fees through Banks because it was contended that it would be costly for people to travel long distances to transact with banks which are only situated around the Boma.

**(viii) Public Works Programme**

***Progress Made:***

- Introduction of Identification in PPWP started with QR Code for two catchments but currently all the participating individuals are required to produce a National ID. The Council has currently paid four thousand six hundred eighty one (4,681) beneficiaries.

## **(b) Observations and Action Points**

- Nkhata Bay District Council made a sweeping statement on its achievements with no targets, baselines indicated where progress had been registered. The Council has ten (10) reform areas but some areas were not reported on e.g. *Establishment of online data on Monitoring and Evaluation (M&E), Social protection, Governance and Access e.t.c.*
- The Council reported that the plan to introduce payment of revenue through banks by Revenue collectors was rejected because the Councillors felt that it would not be feasible for people to travel long distances to pay through the banks.
- The Councils were encouraged to document their success stories and submit progress reports. The use of standardized tests in Nkhata Bay was an innovation and it is therefore important for other councils to emulate this innovation. The Conference noted that the process for formulation of by-laws is tedious and long.

### **10.3.7 RUMPHI DISTRICT COUNCIL**

Rumphi District Council largely draws its mandate from Section 146 of the constitution of the Republic of Malawi, Section 6 of Local Government Act 1998 (as amended in 2010) and Section 6 of the Malawi Decentralization Policy (1998). The Local Government Act mandates Councils to:

- Make policy and decisions on local governance and development for the local government area;
- Consolidate and promote local democratic institutions and democratic participation;
- Promote infrastructural and economic development through the formulation, approval and execution of urban development plans;
- Mobilize resources within the local government area for governance and development;

- Maintain peace and security in the local government area in conjunction with the Malawi Police Service;
- Make by-laws for the good governance of the local government area;
- Appoint, develop, promote and discipline its staff;
- Co-operate with other Councils in order to learn from their experiences and exchange ideas;
- Perform other functions including the registration of births and deaths and participate in the delivery of essential local services.

**(a) Reform Areas and Implementation Progress**

Rumphi District Council is implementing seven (7) approved reform areas namely:

**Reform Area 1: Improve Human Resource Management;**

**Reform Area 2: Improve Resource Mobilization;**

**Reform Area 3: Improve Local Government Services Delivery;**

**Reform Area 4: Improve the delivery of the Essential Health Services;**

**Reform Area 5: Improve the delivery of Educational Services;**

**Reform Area 6: Improve the delivery of Agricultural Services;**

**Reform Area 7: Improve pre and post Disaster Management;**

The Council presented the following progress in its reform areas:

**(i) Management of Human Resources**

***Progress Made:***

- Staff records were updated; [date and numbers]
- Two (2) staff out of five (5) staff members have been retired
- Incorporate pension benefits/ gratuities in the 2017/18 budget – no progress report
- Conduct staff appraisal on performance management - no progress report.

**(ii) Resource Mobilization**

***Progress Made:***

- ***Outsourcing Mlowe Boat and Council Rest House*** – Bids were received; Process on the engagement of the Boat operator was halted by the High court; Renovation works of the Rest House were completed; Council was in the process of procuring furniture for the Rest House;
- ***Introduction of user fees at the Hospitals*** – A Consultation room was identified and the room was being modified to suit the intended purpose; The Flow of services was established (waiting area, Consultation, diagnosis, treatment); Council through the Health and Environment Committee approved the introduction of user fees. and Receipt Books are already in place;
- ***Outsourcing the Management of Dip Tanks*** – Five (5) Dip tanks out of ten (10) which the district earmarked for outsourcing were rehabilitated (Katowo, Bolero, Chinyolo, Ng’onga and Mhujju); The Development of fees schedule was underway in July, 2018 and the schedule will be submitted to the Council; The Council conducted community sensitization meetings in all areas on revamping of the dip tanks and Council was facilitating the procurement of alkalicides.

**(iii) Improve Local Government Services Delivery**

***Progress Made:***

- Council by-laws in place awaiting approval by the Ministry of Local Government and Rural Development; [names of by-laws];
- MOU on declaration of resources and transparency is in place and it was signed by the stakeholders (Council, NGOs and CSOs).

**(iv) Improving Health Services Delivery**

***Progress Made:***

- Landscaping services were outsourced at Rumphu District Hospital;
- Cleaning, Security and Catering services outsourcing – no progress report.

**(v) Improve the delivery of Agricultural Services**

***Progress Made:***

- Sensitized one hundred sixty (160) ASHs, ADCs, VDCs and the Agriculture Service Committee in the district on 2017/2018 FISP;
- Updated fifty two thousand nine and twenty three (52,923) farm farming households from where beneficiaries were identified;
- Beneficiary selection for productive Farm Input Subsidy was done centrally and the district verified fifteen thousand four hundred (15,400) farming households that benefited from the programme whereby nine thousand six hundred seventy nine (9,679) were males and five thousand seven hundred twenty one (5,721) were females). The Coupon redemption rate was at 100%.

**(vi) Improve the delivery of Education Services**

***Progress Made:***

- Eighteen (18) PEAs were sensitized on syllabus implementation;
- One hundred ninety-eight (198) Head-teachers were sensitized by the PEAs;
- One thousand and ninety (1090) Teachers were sensitized;
- One hundred ninety-eight (198) SMCs were sensitized;
- One hundred ninety-eight (198) PTAs were sensitized]
- Teachers were trained in team teaching; [numbers]

- Formulation of Zonal Assessment Committee in all the 18 Zones was done in early November 2017;
- Formulation of Assessment items by Zonal Subject Panels was done in Mid-November, 2017;
- Conducted first Assessment of all Standard 5 – 8 learners for all the three terms.

**(vii) Improve Pre and Post Disaster Management**

***Progress Made:***

- One hundred ninety (190) community-based volunteers identified, sensitized on DRM and trained in early warning systems and rescue management;
- The Council created a WhatsApp group for the CPC's for information sharing;
- One hundred ninety (190) ACPCs/VCPCs were sensitized and trained in camp co-ordination;
- Contractor for the construction of a shelter camp was on site in July, 2018 and construction was expected to commence thereafter.

**(b) Observations and Action Points**

- It was observed that the Contract Agreement between Rumphi District Council and private boat operator had some loopholes which were exploited by the operator. The Council was therefore advised to explore ways of vacating the injunction which the boat operator got against the council.
- The Council explained that the reform area on paying health services could not be implemented because the Councillors did not approve the plan.
- The Public Sector Reforms Management Unit wanted to appreciate the level of consultations that took place between Rumphi District Council and the Ministry of Health before implementing the reform area on paying health services.

- The Council appears to have slackened in the implementation of the reforms because the progress report was a repetition of most of the milestones which were captured by the PSRMU in its monitoring visit on 29<sup>th</sup> November, 2017. This was very evident on reform areas concerning improvement in the delivery of agricultural services, the delivery of education services and improvement in Pre and Post Disaster Management
- The report misses baselines and targets and therefore real progress could not be authenticated. In most instances the achievements are not quantified ie used words such as “some” “most” “other” that are sweeping phrases.

## **11.0 ANNEXES**

### **ANNEX 1: OPENING SPEECH**



## Republic of Malawi

### **SPEECH DELIVERED BY THE CHIEF SECRETARY TO THE GOVERNMENT, MR. LLOYD MUHARA, AT THE OPENING CEREMONY OF CONFERENCES ON THE IMPLEMENTATION OF PUBLIC SECTOR REFORMS IN COUNCILS ON 10<sup>TH</sup>, 17<sup>TH</sup> & 24<sup>TH</sup> JULY, 2018**

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- **The Principal Secretary for Local Government and Rural Development;**
- **The Chief Director for Public Sector Reforms Management Unit;**
- **Chief Executive Officers;**
- **District Commissioners;**
- **Senior Government Officials present here;**
- **Distinguished Ladies and Gentlemen;**

It gives me pleasure this morning to preside over the official opening of this Conference on the implementation of public sector reforms in the Local Government sector. Today's Conference will be the first among the three that are going to be held regionally during this week and next week.

#### **Ladies and Gentlemen**

The Reforms journey since its inception by His Excellency the President Professor Arthur Peter Mutharika in June 2014, is exciting as it is hard and continues in earnest.

It was officially launched on 11<sup>th</sup> February, 2015, when His Excellency the President launched the Public Service Reforms Agenda, which is aimed at improving the efficiency, effectiveness and professionalism of the Public Service in order to ensure that as Government, we are able to provide quality public services to the citizens of this country. Through the Reforms Agenda it is the hope that all Government Ministries, Departments and Agencies will undertake reform activities towards this goal. It is therefore, pertinent that these efforts should be carried out in a well-coordinated manner to ensure that the

meagre resources, whether time, finances or personnel, are efficiently channelled towards the national priorities in accordance with our National Development Plans.

**Ladies and Gentlemen,**

You will recall that towards the end of the year 2016, the Public Service Reforms Commission before it completed its mandate, interacted with all the thirty five (35) City, Town, Municipal and District Councils where proposed areas of reforms were discussed and agreed on. These were presented to the President His Excellency Prof. Arthur Peter Mutharika who approved the proposed reforms areas in January, 2016. Since then, all Councils are in the process of implementing their approved activities under their reform areas. These reform areas are in the following broad thematic areas:

- Financial Management and Local Resources Mobilisation
- Infrastructure Development and Management
- Improved Local Governance
- Improved Human Resource Management and Development
- Improved Health, Nutrition and Social Welfare Services
- Enhanced Education Services
- Agriculture, Environment and Climate Change

**Ladies and Gentlemen,**

The Public Sector Reforms Management Unit in the Office of the President and Cabinet undertakes various tracking and monitoring mechanisms on the reform activities under implementation by the Local Government Sector. One of which are monitoring visits to the City, Town, Municipal and District Councils. During a monitoring visit programme done in the months of October to December, 2017 it was pleasing to note that progress is being steadily made in the Councils in the implementation of reform activities.

It further is pleasing to note that the reforms have been very well embraced by the majority of the Councils. However, there are other Councils that are lagging behind and to date they have not made specific tangible progress in their areas of reform. It is in this spirit that the Office of the President and Cabinet through the Public Sector Reforms Management Unit has organised these Council Conferences in order for the Parent

Ministry and Councils to share ideas, experiences and learn and appreciate progress made in the Ministry and Councils. It is believed that this forum will also accord an opportunity for all participants to learn best practices that can be adopted so that no Institution and indeed no individual is left behind.

The main objective of these Conferences is to encourage collaboration among Local councils together in a sectoral approach in the implementation of reforms. In this regard, councils are invited to deliberate on issues that are either enhancing or affecting progress in reforms implementation within the individual Institutions in a collective manner. Government is inviting Local Councils to look at the challenges, which may be crosscutting so that mutual solutions may be found to surmount the identified Challenges. In addition the Conference will also seek to share best practices among Institutions within the sectors as well as those within the region and globally. It is expected that at the end of this Conference, participants will come up with concrete recommendations to address the challenges which will be uncovered and which will guide future interventions in the Reforms Agenda in the Local Government Sector.

### **Ladies and Gentlemen,**

The Malawi Government attaches great importance to decentralisation reforms and reforms in the Councils as a way of empowering the citizenry of the country. Therefore the Reforms Agenda is not to merely draw up a list of activities and submit them for approval but rather it is to ensure that the activities that are undertaken should bring about positive change in the way the Local Government Sector conducts business, thereby improving the livelihoods of the people of Malawi. The Reforms Agenda calls for business unusual and the need to undergo public sector transformation that will in turn lead to and improved service delivery.

### **Distinguished Ladies and Gentlemen,**

As Public Servants, you have all been entrusted with a responsibility to perform a noble duty for the betterment of the lives of the citizens of Malawi. The Reforms will only be meaningful if their benefits are visible and felt at the grass-roots level.

Let us all dare to be different, dare to dream and have a vision of a better Malawi, let us implement the reforms in the Local Government Sector with the zeal and determination needed in order to transform our Nation. All this is possible and it starts with all of us in here. Let us take charge of our destiny and make Malawi a better country for generations to come. I wish you all fruitful deliberations.

**May God bless Malawi and bless us all.**

**I thank you all for your attention.**

## **ANNEX 2: TIME TABLES**

### **Time Table for Central Region Conference**

**THE REFORMS IMPLEMENTATION CONFERENCE FOR COUNCILS  
CENTRAL REGION CHAPTER**

**SUNBIRD CAPITAL HOTEL – LILONGWE**

<b>DAY</b>	<b>TIME</b>	<b>COUNCIL</b>
<b>10/07/2018</b>	10:00 am – 10:15 am	<b>Health Break</b>
	10:15 am – 10:45 am	Min. of Local Government & Rural Development
	10:45 am – 11:00 am	Observations and Discussions
	11:00 am – 11:30 am	Lilongwe City
	11:30am – 12:00 pm	Lilongwe District
	12:00 pm – 12:30 pm	Observations and Discussions
	12:30 pm – 13:30 pm	<b>Lunch</b>
	13:30 pm – 14:00 pm	Ntchisi District
	14:00 pm - 14:30 pm	Mchinji District
	14:30 pm – 15:00 pm	Observations and Discussions
	15:00 pm – 15:30 pm	Kasungu Municipal
	15:30 pm – 16:00 pm	Kasungu District
	16:00 pm – 16:30 pm	Observations and Discussions
	<b>16:30 pm</b>	<b>Close of the Day</b>
<b>11/07/2018</b>	9:00 am – 9:30 am	Ntcheu District
	9:30 am – 10:00 am	Dedza District
	10:00 am – 10:30 am	Observations and Discussions
	<b>10:30 am – 11:00 am</b>	<b>Health Break</b>
	11:00 am – 11:30 am	Dowa District
	11:30 am – 12:00 noon	Salima District
	12:00 noon – 12:30 pm	Nkhotakota District
	12:30 pm – 13:00 pm	Observations and Discussions
	13:00 pm – 13:15 pm	Recommendations and Resolutions
	13:15 pm – 13:30 pm	Concluding Remarks
	<b>13:30 pm</b>	<b>Lunch and Departures</b>

**Time Table for Southern Region Conference**

**THE REFORMS IMPLEMENTATION CONFERENCE FOR COUNCILS  
SOUTHERN REGION CHAPTER  
HOTEL VICTORIA – BLANTYRE**

DAY	TIME	COUNCIL
17/07/2018		Registration
		Opening Prayer
		Introductions
	08:30 am – 09:00 am	Opening Remarks by CD
	09:00 am – 09:20 am	Min. of Local Government & Rural Development
	09:20 am – 09:30 am	Observations and Discussions
	09:30 am – 09:50 am	Blantyre City
	09:50am – 10.10 am	Blantyre District
	10:10 am – 10:30 am	Observations and Discussions
	<b>10:30 am – 10:50 am</b>	<b>Health Break</b>
	10:50 am – 11:10 am	Nsanje District
	11:10 am - 11:30 am	Chikhwawa District
	11:30 am – 12:00 noon	Observations and Discussions
	12:00 noon – 12:20 pm	Mwanza District
	12:20 pm – 12:50 pm	Observation and Discussions
	<b>12:50 pm – 13:30 pm</b>	<b>Lunch</b>
	13:30 pm – 13:50 pm	Neno District
	13:50 pm – 14:10 pm	Luchenza Municipality
	14:10 pm – 14:30 pm	Observations and Discussions
	14:30 pm – 14:50 pm	Thyolo District
	14:50 pm – 15:10 pm	Mulanje District
	15:10 pm – 15:30 pm	Phalombe District
	15:30 pm – 16:00 pm	Observations and Discussions
<b>16:00 pm</b>	<b>Close of the Day – Refreshments</b>	
18/07/2018	9:00 am – 9:20 am	Chiradzulu District
	9:20 am – 9:40 am	Zomba City
	9:40 am – 10:10 am	Observations and Discussions
	<b>10:10 am – 10:30 am</b>	<b>Health Break</b>
	10:30 am – 10:50 am	Zomba District
	10:50 am – 11:10 am	Machinga District
	11:10 am – 11:30 am	Balaka District
	11:30 pm – 12:00 noon	Observations and Discussions
	<b>12:00 noon – 13:00pm</b>	<b>Lunch</b>
13:00 pm – 13:20 pm	Mangochi Municipal	

13:20 pm – 13:40 pm	Mangochi District
13:40 pm – 14:00 pm	Observations and Discussions
14:00 pm – 14:30 pm	Recommendations and Resolutions
<b>14:30 pm – 15:00 pm</b>	<b>Closing Remarks by Chief Director and End of Programme</b>

**Time Table for Northern Region Conference**

**THE REFORMS IMPLEMENTATION CONFERENCE FOR COUNCILS  
NORTHERN REGION CHAPTER**

**SUNBIRD MZUZU HOTEL –MZUZU**

<b>DAY</b>	<b>TIME</b>	<b>COUNCIL</b>
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<b>24/07/2018</b>	8:30 am – 9:30 am	Registration Opening Prayer Introductions Opening Remarks – CD Group Photograph Media Interviews
	9:30 am – 9:50am	Min. of Local Government and Rural Development
	9:50 am - 10:00 am	Observations and Discussions
	<b>10:00 am – 10:15 am</b>	<b>Health Break</b>
	10:15 am –10:35 am	Mzuzu City
	10:35 am – 10:55am	M'mbelwa District
	10:55 am – 11:15 am	Observations and Discussions
	11:15 am – 11:35 am	Nkhata Bay District
	11:35 am – 11:55 am	Likoma District
	11:55 am – 12:15pm	Observations and Discussions
	<b>12:15 pm – 13:15 pm</b>	<b>Lunch</b>
	13:15 noon – 13:35 pm	Rumphi District
	13:35 pm – 13:55 pm	Karonga District
	13:55 pm – 14:15 pm	Observations and Discussions
	14:15 pm – 14:35 pm	Chitipa District
	14:35 pm – 14:55 pm	Kasungu Municipal
	14:55 pm – 15:15 pm	Observations and Discussions
	15:15 pm – 15:45 pm	Recommendations and Resolutions
	<b>15:45 pm</b>	<b>Closing Remarks</b>

### ANNEX 3: LIST OF DELEGATES

#### ATTENDANCE LIST 1: CENTRAL REGION

#### THE REFORMS IMPLEMENTATION CONFERENCE FOR COUNCILS SUNBIRD CAPITAL HOTEL - LILONGWE

DAY 1: 10<sup>TH</sup> JULY, 2018

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#### DAY 2: 11<sup>TH</sup> JULY, 2018

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## ATTENDANCE LIST 2

### THE REFORMS IMPLEMENTATION CONFERENCE FOR COUNCILS HOTEL VICTORIA - BLANTYRE

DAY 1: 17<sup>TH</sup> JULY, 2018

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