WORKSHOP EXERCISE

The Lusaka Squatter Settlement Upgrading Project

The workshop organisers felt that it would be more fruitful
to take a real development project as the workshop exercise, rather
than to prepare a simulated exercise. The Lusaka squatter settle-
ment upgrading project was chosen because rapid rates of urbanisation
are affecting all parts of Africa and, while there is much written
about PSC in rural settings, the problems of project support work in
the burgeoning towns are not so often considered. In addition,
several of the participants were working on urban development projects
and some would be involved in the Lusaka project itself.

Participants were introduced to the project by a showing of
slide sets on "Urbanisation in Africa", "Life in the Squatter
Compounds" and "Alternatives to Public Housing". By way of contrast,
a UNICEF film on the problems of urbanisation in Latin America
("Promise of the Cities") was shown. On Saturday, May 4th, parti-
cipants were taken on a tour of the squatter areas of Lusaka in the
company of local Community Development Workers. Finally, on
Monday, May 6th, the City Engineer of Lusaka City Council,
Mr. Godivatarne, assisted by the City Medical Officer of Health and
representatives of the National Housing Authority explained the
upgrading project as the City Council saw it.

The workshop discussed the project as it had been presented
to them and then broke into smaller groups to identify the potential
communication problems of the project. The following pages contain
the edited recommendations of the participants. (As obviously the
groups tended to identify the same problems, repetitious remarks have
been eliminated to make easier reading.)

The comments of the workshop have been passed on to the City
Council and project unit in the hope that they may be of use in the
implementation of the project.

POTENTIAL COMMUNICATION PROBLEMS
IN LUSAKA SQUATTER UPGRADING PROJECT

GROUP A

1. Identify Potential Communication Problems.

2. **Propose**

    (a) How these might be met.

Under (1) above we have

    (a) The language problem - applicable to Lusaka and
         most African cities. There are for instance four
         prominent languages in Zambia.

    (b) City Council & N.G.O.s.
         There does not appear to be smooth coordination
         and communication between City Council and N.G.O.s.
         (American Friends Committee, UNICEF, etc.).

    (c) Communication between the Planners and the
         Implementers
         The Social Workers, health inspectors, educationists
         not fully briefed about project.

    (d) Communication between Implementers and the people

         (i)   The approach of the communicator - e.g. does
               he take into consideration the cultural atti-
               tudes of the community - sitting down when
               he is addressing the group/conduct of the
               communicator.

         (ii) Does the project reflect the cultural and
               social aspirations of the community e.g.
               the type of settlement envisaged.

    (e) Politicians, the Implementer and the people
         Plan conceived by the politician - taken to the
         planners - prepared and handed over to the
         implementers -
         People do not like some aspects of the project
         the Minister/politician denies because he does
         not understand. Confusion ensues.
         Many instances politician likes to please
         constituency.

(f) Lack of candour between the senior officials and implementers.

Senior officials hide shortcomings in the depart-
ment about projects.
Implementers sent sugar-coated reports to their
bosses about the progress of the project. Result
no one knows the truth.

B.

How might these be met?

(a) Propose the establishment of a unit to deal with
communication problems.

(b) City Council should involve N.G.O. at all levels
of project planning particularly in areas related
to their interest.

(c) To put social workers etc in full light of the
developments about the project and where possible
to involve them in deliberations.

(d) d - answers itself.

(e) Anwers itself.

(f) - more meetings and consultations between members
of the department.
- visit (frequent) to project sites.
- wider distribution of reports.

GROUP B

1. Information has been limited to top officials only.

2. Lack of communication between City Engineer, CD and
Councillors.

3. Lusaka Master Plan - (they did not have in mind any standing
facilities) and the upgrading programme (they planned accor-
ding to existing facilities) are not related, there is a
communication barrier.

4. There is a conflict of ideas among the various agencies in
the Programme.

/...

5.   Language Problem.

HOW THESE MIGHT BE MET

1.   All officers, C.D.W., Councillors, etc. should know about this upgrading programme before hand and more time should be allowed for education purposes.

2.   We recommend that the upgrading should not start before the personnel and the squatters are informed or trained.

3.   Communication people or UNICEF should be involved in the preparation of material for the project involving Councillors, Party Officials, C.D.W. etc. e.g. on what role they will play and what is involved in communication.

4.   Collaboration between City Council and Project Team.

5.   Language - (written interpretation).

GROUP C

Potential Problems

1.   General communication among many organisations involved - W.B., C.C., N.H.A., UNIP and Residents creates both internal and external problems.

2.   Communication within Council Staff incomplete - what degree of improvement when project starts.

3.   MEETING TIMES - could be a problem for target groups.

4.   Use of Maps etc. a) Reading the map and
                       b) Understanding its relationship to YOU

5.   Feedback - How is this going to be handled
                - Receiving, processing and action.

POSSIBLE SOLUTION

1   (a) All organisations involved should be made aware of NEED FOR CO-OPERATION.

    (b) Requirement for regular progress reporting by the Project Manager to all concerned.

2. (a) Ad hoc Committee comprising of all heads of departments
        involved in the implementation of the project should
        meet regularly to discuss progress.

    (b) Heads of department to convey content of meetings
        to their staff members.

3. Arrange meeting well in advance to suit convenience of
    target groups.

4. Use of Maps. Communicators to use same material and
    physical demonstrations several times to enable people
    to effectively understand and associate the maps ar
    sketches with reality.

5. Feedback - Requirement of all meetings of the Council Ad
    Hoc Staff Co-ordinating Committee and of project team
    meetings that feedback from residents be presented for
    consideration, and that information about these concerns
    be transmitted back.

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Notes

The existing project on the Lusaka squatter settlement was chosen by the organisers as a workshop exercise, being a more fruitful choice than a simulated project. Another advantage was it afforded an urban setting, while PSC had been considered and applied mostly in rural areas, with the problems of project communication support in urban areas not given much consideration so far.

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