

REPORT OF THE LEADERSHIP TRAINING HELD IN KUWADZANA EXTENSION AT THE LOCAL IDLE CLINIC ON FRIDAY 22 JANUARY 2010 FROM 11AM-3PM

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1.0 EXECUTIVE SUMMARY:

The Harare Residents' Trust (HRT) secured a grant from the Non State Actors Forum (NSAF) for leadership training programmes for its suburban affiliates with effect from January 2010. The NSAF is a coalition of non state actors. These funds, under the 'Community Meetings and Policy Advocacy Project' (CMPA) have come at a time the HRT has become a residents' movement to reckon with, despite lack of resources to undertake such key programmes as strategic plan and capacity building trainings.

The training is aimed at inculcating a culture of accountability, transparency and good local governance among the leadership of the HRT affiliates. The thrust of the training is to build the capacity of the residents' leadership to make quality decisions, to know their roles and responsibilities, and develop plans of actions that provides them with a roadmap to achieve their goals and objectives.

Once trained the leadership is expected to be more cohesive and effective in their handling of residents' affairs. Their mobilisation capacity would be greatly enhanced. In the short-medium term these leaders would play a more influential role in determining the course of events in their respective communities.

The HRT model emphasises on the need for locals to find local solutions to the myriad of service delivery challenges afflicting residents across Harare. A leadership whose capacity has been enhanced provides the HRT with an opportunity to build a critical mass that can hold elected representatives and service providers accountable and promotes the transparent utilisation of public resources.

This leadership training programme is meant to facilitate self discovery among the leadership. The facilitators use the participatory methodology that explores various options in decision-making through the active participation of all participants.

2.0 OPENING REMARKS: CHAIRPERSON

Emilia Chakatsva, the Chairperson of the Kuwadzana Extension Residents Trust thanked all participants for attending this important training. She said all participants needed to focus on what they can do after receiving training. Mrs Chakatsva said this training marked a new era in the life of the HRT as this was the first time that residents of Kuwadzana Extension were being trained in their own community. She said the difference between this training and other workshops residents have attended in their life are that it was meant to empower the residents to be able to lead in their own community. She encouraged all participants to openly discuss what they believed as a way of gaining knowledge.

3.0 INTRODUCTIONS:

All participants introduced themselves.

4.0 PROGRAMME REVIEW:

The facilitator asked the participants to go through the programme and make comments before the training began. No changes were proposed.

5.0 OBJECTIVES:

- 5.1 To inculcate a culture of responsibility and accountability among the residents' leadership.
- 5.2 To develop the capacity of the leadership to advocate and lobby for quality service provision
- 5.3 To build an organisation that can effectively represent residents, and hold elected leaders accountable.

6.0 GROUND RULES:

- All phones on silence or switched off
- Respect each other's contributions
- Focus on issues and not to mention names of people during the training
- No gossiping during meeting.
- Active listening and participation.
- Let's promote free expression of ideas and thoughts
- Raise hand to speak, through the facilitator
- The HRT is modelled to be non-partisan, promotes honesty, celebrates the diversity of the citizenry and will always side with the resident, as key principles.

7.0 WORKSHOP EXPECTATIONS:

All the members highlighted their expectations of the workshop. The expectations are summarised below;

- Issues affecting the community have to be resolved using proper channels of communication
- To be able to speak boldly with confidence at public gatherings.
- Ability to influence other people to become members of the HRT
- To identify and use leadership skills gained during training.
- Ability to lead others.
- Understanding roles and responsibilities to minimise areas of conflict.
- To have a better understanding of each other as part of the same committee.
- To share gained knowledge and information
- To avoid solitary planning and implementation of programmes.
- To work through the committee because no individual is above the committee.
- To educate residents about their rights and responsibilities in the community.
- To lead with expertise

To test their listening skills, the participants were asked to repeat the expectation of the other participant in their own words. Initially some were distracted but when they realised what was happening everyone got in the groove and started making significant contributing.

8.0 BACKGROUND TO KUWADZANA EXTENSION RESIDENTS' MOVEMENT: CHAIRPERSON EMILIA CHAKATVA

The Kuwadzana Extension Residents Trust (KERT) was formed in August 2008 by a group of residents led by the Chairperson. In her presentation, she said that when she started mobilising other residents, it proved difficult at first. This was due to the fact that she initially worked with the Combined Harare Residents' Association (CHRA) and so people had a lot of questions. However, as they started explaining the model of the HRT, many people saw the major differences in approach and started participating in their meetings and activities. Like in any organisation, some of the people who were involved at the beginning did not really understand how the organisation operated, its values and objectives.

Some of the founding members had hoped for an opportunity to make quick money. Unfortunately when this did not materialise, they opted out. Others still did not appreciate the need to separate party politics from community issues. These were in the majority and they soon realised that they will not be welcome in the HRT structures if they mixed the two issues. Mrs Chakatsva said the HRT was inspired by the need to engage all stakeholders before taking any action.

The key challenges that they have faced as a committee is that the area lacks in many aspects of development- there are no shops, no clinic, they face transport challenges, vendors have no designated market places, there is no secondary school and the residents have had numerous cases of burst sewer pipes and water shortages. There is only one primary school. Once they complete their primary education, children from Kuwadzana Extension have to walk all the way an average of four kilometres to secondary schools in Mufakose, Dzivarasekwa and the other part of Kuwadzana.

Attempts to have these issues attended to have always proved difficulty. She said establishment of an interim committee for Kuwadzana Extension in August 2008, and the subsequent election of a substantive committee later was commendable in that this was the second time that residents of Kuwadzana Extension had attempted to come together to find ways of resolving their challenges. The first attempt ended with the whole committee abandoning the cause and focused on partisan politics, which rendered them irrelevant to the community.

She hopes that this new executive will be able to sustain its advocacy for the improvement of service delivery. Other key challenges they faced was inability to articulate their issues, how to engage local and central government, corruption by community leaders and failure by the leadership to understand their roles and responsibilities.

As a residents' leadership they have managed to conduct genuine clean ups involving residents but these have not yielded the desired impact. Still, the council is unable to provide refuse bins or skip bins to ensure that once cleaned there is a sustainable mechanism to maintain a clean environment. The rentals and rates are so high that the majority of residents' are unable to pay them.

In 2010 they hope to bring together all stakeholders in Kuwadzana Extension to attempt to find a lasting solution to their challenges.

9.0 COMMUNICATION: MR P. SHUMBA

9.1 WHAT IS COMMUNICATION?

The facilitator asked participants to describe communication in their own words. Below is what they said.

- passing of information
- message from one person to another
- networking
- Communication is the passage of information from one person or a group of persons to another or a group of persons, from which a response or action is expected. The sender, the person who develops the message, has to carefully select the channel to use when sending out a message. If a proper channel has been used, a positive response or action is generated from the receiver, completing the cycle of communication. But a poor selection of the channel may lead to the distortion of a message.

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9.2 FACTORS THAT AFFECT COMMUNICATION

The facilitator asked each participant to name issues that makes it difficult to communicate among a group or organisations. Below is what they said;

- Undermining each other, lack of appreciation for each other's capacities.
- Lying and gossip
- Lack of information sharing.
- Absconding duties.
- Poor method of communication- approach to people or public relations.

- Discriminatory leadership- by choosing who in the leadership to give information or duties.
- Pride – a person being boastful, and overvaluing oneself.
- Lack of understanding of organisation’s vision and objectives.
- Hatred among people
- Lack of commitment among people- not serious about your work

These are issues that stand in the way of effective communication. These are source, channel and audience factors.

9.2.1 Source Factors:

- These have to do with the **status** of the sender, if the sender is lowly ranked in the organisation; the impact is less compared to a higher ranking official whose message is taken more seriously.
- The credibility of the message, can people trust your message. If a sender has previously released misleading information, the message is unlikely to be received with enthusiasm by target audience.
- Credibility- if the source is trusted, it is more likely that the message will receive attention.
- The ability to write clearly and to select the appropriate channel for transmitting the information.

9.2.2 Channel Factors:

- Due to the complexity of sending out messages to people of different backgrounds and views, it is prudent for the sender to utilise multiple means to communicate a message- this increases the likelihood that it will be attended to and retained.
- The sender needs to be familiar with local language, and try as much as possible to avoid jargon because words can be interpreted differently.
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9.2.3 Audience Factors:

- The relationship of the sender and the audience (receiver).
- When conveying a message one needs to be very clear and specific
- The audience has different attention spans. The receiver/ audience might include people who only want to hear the mention of their issues and nothing else so they only pay attention for a short span of time.
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9.3 INSTRUMENTS TO HELP LEADERSHIP DEVELOP CLEAR MESSAGES

The facilitator said the leadership needed to understand the HRT before they could mobilise other residents to become members of the organisation. It is important to understand the vision, the objectives and mission of your organisation. After that the leadership needs to understand the issues that affect their community, the exact places where these identified issues could be addressed and by whom. The relationship of the issues and the laws or by-laws governing the operations of the respective service providers have to be understood by the sender/Kuwadzana Extension leadership. It is vital to purchase or obtain such basic instruments like the by-laws of council, and the local government legislation, especially the Urban Council’s Act (Chapter 29:15) to enhance their capacity to effectively represent residents. That is how they can measure the performance of council and make legitimate and coordinated demands for accountability, transparency and quality service provision.

10.0 PROBLEMS AFFECTING KUWADZANA EXTENSION RESIDENTS:

- 10.1** No shops
- 10.2** No clinic
- 10.3** There is no refuse collection at all
- 10.4** The place has no beer halls
- 10.5** There is no road maintenance
- 10.6** Has one primary school and no secondary school
- 10.7** There are no street lights
- 10.8** No registered pre-schools
- 10.9** High rentals and rates, residents receiving bills averaging US\$180 in housing rentals
- 10.10** There are no recreational facilities, like parks, playgrounds
- 10.11** Vendors have no designated market places to work from
- 10.12** All roads have no road signs. Ironically, their streets' names appear on their bills from the City of Harare.
- 10.13** There are no public toilets
- 10.14** There is no service station
- 10.15** There is no access road that links Kuwadzana Extension and the other part of Kuwadzana. Residents have to use a footbridge that becomes impassable when there is heavy rainfall. The paths leading to it become muddy and dangerous to pedestrians.
- 10.16** Residents are regularly mugged as they move at night.
- 10.17** Corruption by local police

The facilitator said while they have extensively looked at their problems, the key challenge now was for the leadership to coordinate their programmes to ensure that they set targets and identify the stakeholders to involve in trying to find a lasting solution. The leadership would need to communicate these issues to their policy makers- the Councillor and Member of Parliament, and other service providers so that progress is made.

11.0 SKILLS, QUALITIES OF GOOD LEADERSHIP: MR S. SANYANGORE

Participants described a skill as a talent to do certain things. Other participants said it was the ability to do things with expertise-nyanzvi, and to be tactful. These are techniques used to accomplish goals. To be effective leaders there is need to know the skills within a team and harness them for the effective coordination of programmes.

11.1 SKILLS NEEDED TO BE EFFECTIVE LEADERS

The participants highlighted the following as essential skills needed; the numbers written in brackets indicate the number of members in the Kuwadzana Extension executive who possess those qualities and skills.

- Networking, (five)
- Research, (two)
- Flexibility (two)
- Listening (two)
- Writing (three)
- Listening ability (two)
- Communication (two)
- Public speaking (one)
- Public relations (three)
- People skills- approach (one)
- Advocacy and lobbying (one)
- Ability to welcome people (three)

After this exercise the participants were asked to indicate in writing the skills or qualities they see in each other as members of the executive. This showed a variance from the above.

The facilitator ended the discussion by urging the committee to understand their roles and responsibilities, share information at all times to avoid suspicions, and delegate responsibilities to skilled and willing residents of Highfield. All these issues raised are not new as they occur in all organisations at some given stage of development. Before anything, the committee needed to develop a work plan that they would follow.

11.2 QUALITIES OF GOOD LEADERSHIP: MR S. SANYANGORE

The facilitator started by asking the participants to give their views on what qualities they expected in their leader. Below is a list of responses;

- Integrity and respectable appearance
- Confidence levels of the leader
- Ability to make quick decisions
- Knowledgeable.
- Ability to seek information and solve problems
- Understand roles and responsibilities
- Approachable
- Should be committed
- Exemplary, and trustworthy
- Firm, friendly and fair
- Good listening skill
- Honest and transparent
- Have self-control
- Must have good public relations
- Principled and respectful
- Flexible, adaptive to different situations
- Be a team player
- Ability to set achievable and time-framed goals
- The facilitator said there being several attributes and qualities expected in leadership, they had to choose carefully what they wanted. Their chosen leadership should be able to utilise gained knowledge and implement brilliant ideas contributed by members. The facilitator said a leader needs to believe in others before they believe in him/her.

11.3 WHAT IS A LEADER?

Participants gave the following responses;

- a person who leads others
- A person who receives other people's grievances and takes them to the responsible offices to be addressed.
- A person who leads a group of people.
- A person who respects people's views and meets their expectations.
- The facilitator said a leader is someone who can influence and motivate other people to follow his ideas or vision. There are different ways of having leaders. Some are elected, while others are appointed or imposed.

11.3.1 TYPES OF LEADERSHIP

Participants discussed this matter with the guidance of the facilitator. Three styles of leadership were put under discussion, critically looking at their characteristics and traits. These are

- a. Autocratic/dictator- decisions are made by one person.
- b. Democratic- consider others' views and people consult each other
- c. Laissez-faire- mazvake-mazvake, everyone does as they please.
- d. The other one is the chameleon- one leader who is unprincipled and no major decisions are made and implemented. This kind of leader does anything depending on his/her environment.

The participants discussed each style, and identified the advantages and disadvantages of each.

11.3.2 AUTOCRATIC LEADERSHIP

The main characters of this type of leadership- participants described this leader as selfish.

- dictatorial and rigid in nature, does not consult, believes in own ideas, is boastful, followers fear you

Advantages	Disadvantages
- Quick decision making	- People loose interest in organisation and its programmes
- There is self belief to achieve	- Followers are afraid of their leader
- Goals are achieved	- There is no diversity of ideas; therefore ideas and decisions lack depth.
	- There is no freedom to deliberate issues.
	- It demoralises followers
	- Organisation looses focus and direction
	- There is work overload
	- Misleads other people

11.3.3 DEMOCRATIC LEADERSHIP

The main characters of this type of leadership-

- Accessible to followers and subordinates
- Allows the free flow of information.

Advantages	Disadvantages
- Planning everything together.	- Decisions slow to make- there is too much consultation.
- There is transparency and accountability.	- Followers not respectful
- Respect for diversity of opinions, people listen to each other	
- Working together.	
- Popular with people	
- Quality decisions are made	
- There is delegation of duties	
- The leader is re-elected	
- Leader earns respect of followers	

11.3.4 LAISSEZ-FAIRE LEADERSHIP

This is a leadership style that is very free but creates confusion among members and followers.

Advantages	Disadvantages
- There is too much freedom	- leads to collapse of organisation/group/committee
-	- There is no rule of law
	- Poor communication
	- Duplication of work
	- Hatred among members
	- Frequent conflicts and infighting
	- There is confusion
	- Too much gossip

After this discussion, the participants were asked to select the leadership style they believed in and they chose a combination of democratic and autocratic. In conclusion, the facilitator said the leader should be principled and tolerant of divergent views.

12.0 LEADERSHIP ROLES AND RESPONSIBILITIES- MR P. SHUMBA

The facilitator asked the participants to describe the roles and responsibilities of each office bearer in their own understanding.

12.1 CHAIRPERSON

- Chairs meetings
- Guides discussions and manages time during meetings.
- The official representative of the organisation at all for a
- Sets the Agenda of meetings in liaison with the Secretary.
- Calls for meetings.
- The chairperson should at all times provide leadership to the team.

NB: Participants views- the head of the organisation/ musoro wemusangano, the person who speaks on behalf of the organisation

12.2 VICE CHAIRPERSON

- Assumes the roles and responsibilities of the Chairperson in his/her absence.
- Is responsible for any other duties delegated to him/her by the committee.

12.3 SECRETARY

- Prepares and distributes minutes/reports of meetings.
- Custodian of internal documents (Membership Register, files and reports, etc.)
- Circulation of agenda, minutes of previous meetings and reports
- Delivery of correspondence to relevant people remaining with copy.
- Administration of all activities in liaison with the Chairperson and other committee members.
- Writes correspondence and dispatches to recipients.
- Invites members to meetings in liaison with Chairperson

12.4 VICE SECRETARY

- In the absence of the Secretary, the Vice secretary assumes all the responsibilities
- Can be delegated any other responsibilities by the committee.

12.5 TREASURER

- Finance Person ‘Mubati wehomwe’
- Also uses Membership Register when necessary
- Keeps records of people’s payments (receipt books)
- Produces financial reports at meetings
- Records all expenses, incomes and donations of the organisation
- Initiates fund raising meetings/activities in liaison with a Finance Committee if it has been established.
- Works closely with the Secretary to ensure all documents and records of the organisation are in order.

12.6 COMMITTEE MEMBER

- Representative of residents at ward level.
- Crucial in all decision-making processes.
- Can be assigned to do any other duties by the leadership
- A committee member could be co-opted because of their specialised training or expertise.
- In the absence of the Chairperson /Vice chairperson, a committee member is eligible to be elected to chair a meeting.

13.0 PLAN OF ACTION

The facilitators went through the process of developing a work plan and the following are the essential elements to consider. They need to know their main goal/aim, the objectives, and the strategy to achieve the objectives, assign responsibility and set time frames. As a committee they have to understand their own organisation and set targets. Below is a sample of their discussion on the plans which they will implement.

Activity	Strategies	Timeframe	Responsibility
Public meeting	- Putting up posters, - Door to door mobilisation - Formal invitations to key stakeholders	24 Jan. 10	- The whole committee - Volunteers - The secretary
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14.0 VOTE OF THANKS- VICE CHAIRPERSON DAVISON MAPFUWA

Mr Mapfuwa thanked all participants for their active participation, the HRT, the Non-State Actors Forum (NSAF) for providing the HRT with the resources to hold the leadership training programme. He said it would be unfair to the organisation if nothing came out of this training. He hoped that everyone would take their time to focus on their community roles and make the difference. Mr Mapfuwa said the leadership now needed to demonstrate their commitment to the work of the residents’ movement through doing things and not only talking about issues. “Everyone knows the challenges we face, so there is no need to well on that,” he said. “A solution has to be found. We must engage the people who can help us change our situation.”

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