



● Background

Civil participation in Malindi was not seen as a serious factor in running the Municipal Council. The stakeholders expressed disappointment by criticizing poor service delivery and stressed their mistrust caused by unfulfilled promises and widespread corruption.

MCM and stakeholders saw the need for a change which could only be realized through a strong and well organized civic society. This would lead to improved service delivery and management capacities of the administration and possibly to a fruitful cooperation.

In this context **PiP - Participation in Partnership** was developed and introduced as a joint initiative of the Municipal Council and the German Development Service (DED). A local NGO provided the facilitation.

PiP started in 2005 as a pilot project aimed at integrating citizen's participation in the management of the Council. A program was rolled out to strengthen the institutional and organizational capacities of both civil initiatives and the Municipal Council.

● Objectives

The overall objective of the project was to promote Good Governance in supporting the Council and the Civil Society to create an environment for productive cooperation and an improved and positive social development of Malindi. The specific objectives of PIP project process were:

- To implement civil participation in the activities of the Council administration.
- To support the setting up of a citizen's forum with the inclusion of actors who have excluded before to ensure broad based participation.
- To support the implementation of the MCM Strategic Plan with an aim of promoting Good Governance, financial transparency and accountability, and to minimize corruption
- To push forward mutual strategies for the development of Malindi
- To establish a Citizen's liaison office in Town Hall as focal point and information centre, organizing and coordinating activities and to enhance co-operation with the administration.

● PiP – Citizens Involvement – MRF

From the very beginning citizens have participated by forming the Malindi Residents Forum (MRF). MRF is an Umbrella organization providing space to actively engage with the Council and other agencies managing devolved funds by the Government of Kenya, to promote quality service delivery, accountability and responsive citizenry.

PIP supported to build up Residents Forums in each Ward within the Municipality. These Forums are open for all interest groups and individuals. The Forums provides space for information sharing, discussions and

decision-making by prioritizing development steps and issues of concern within their Ward and the Municipal. Each Forum has a management committee who nominate one member to represent them in the Malindi Residents Forum management board. The board manages the activities, is the mouth-piece on behalf of all members, and is a strong partner in assisting people and communities that their rights are respected.

The MRF is a vehicle for citizen engagement between the communities of Malindi and the Local Authority with a view to forge partnership and enhance the implementation of the Strategic Plan. It provides for community participatory project planning and lobbies for proper use of funds and human rights. At all levels of the MRF an all inclusive system of involvement and participation is in place.

● PiP – Achievements

PiP initiated a program to continuously engage and inform the civil society to be heard in the management of the Council resources.

- * Continuous engagement through the existing Memorandum of understanding between the M.C.M and M.R.F on the operations on the management system.
- * A citizens' Liaison office as resource center has been established in the Town Hall as a reliable source of information, advice and linkage to the citizens.
- * In the weekly revenue enhancement meetings



Participation in Partnership



“Wednesday meetings” financial management of the Municipal is monitored. The Town Clerk, Chief Officers and stakeholders representing taxpayers like Chamber of Commerce, Residents Associations in Malindi, Small Scale Traders and MRF others meet to reflect on income and expenditure and discuss problems. This resulted in an increase of the revenue from 40 million in the year 2004/05 to over 80 million in 2006/07.

* Community mobilization towards formation of the Malindi Residents Forum structures which include Ward Residents Forum and MRF Management Board as the channel for communication and engagement on issues involving the Municipality and its citizens.

* Focal persons were trained in each Ward as community resource persons and are continuously facilitating community processes in development.

* The Council by-laws are enforced in respecting the legal procedure through a trained enforcement team and a by-laws booklet is available for sale to citizens.

* The LASDAP process improved as the trained rural communities now suggest their priorities and are able to argue with facts and reasonable cost calculations.

* A PiP Manual is available to be used by institutions and other Local Authorities to improve or introduce broad based citizen’s participation.

* A Municipal Council of Malindi website is at hand to easily access the Council information.

● Memorandum of Understanding

In a series of discussions and negotiations MRF and the Council signed a Memorandum of Understanding (MoU) to define and guarantee the sustainability of participation in partnership. The Town Clerk, Senior Officers, Councilors and MRF Board Members took part in the negotiations. For example, the financial support and maintenance of the Liaison Office and the further organization of the weekly Revenue Enhancement Meetings are fixed in the MoU.

● PiP – Future Plans

- Sustain the existing cooperation and engagement between the council and the citizens.
- Assist in facilitating PiP of best practices to other Local Authorities with the support of the Ministry of Local Government Reform Program
- Starting up of a community radio station in Malindi.
- Strengthening the existing networking and collaboration systems.

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Participation in Partnership Strong Partners for Malindi